**State of Indiana Cost Allocation Services RFP 24-78771**

Attachment F - Technical Proposal

**Respondent Name:**  **D­­iversified Services Network, Inc. (DSN)**

The Technical Proposal shall be provided through this template and will be divided into sections as described below. Every point made in each section must be addressed in the order given. RFP language should not be repeated within the response. Where appropriate, supporting documentation may be referenced by a page and paragraph number. However, when this is done, the body of the technical proposal must contain a meaningful summary of the referenced material. The referenced document must be included as an appendix to the technical proposal with referenced sections clearly marked. If there are multiple references or multiple documents, these must be listed and organized for ease of use by the State. If there are multiple attachments, these must be organized as an appendix and listed in the Table of Contents for ease of use by the State.

Proposals must address all tasks described in the Scope of Work, and shall include the following sections:

1. Project Organization and Staffing
2. Technical Approach and Work Schedule
3. **Project Organization and Staffing**

Please provide details on project organization and staffing by completing the questions below. Answer each question thoroughly. RFP language should not be repeated within the response.

**Proposed Staff**

Identify the proposed staff members for the Respondent and provide information on the relevant experience and background of proposed personnel.

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| **DSN’s Team**  **An overview of their relevant experience and background. Resumes are in Appendix 2.4.A uploaded separately.** Staff members proposed for the project include the following DSN employees and subcontractors:   * + Nick Petrone, BS (Accounting), MBA, Certified SSGB – *Engagement Manager* **(non-billable).**   + Karen Kinder, BA – *Project Manager*   + Birdell Fry, BA, CPA – *Technical Advisor* (As needed )   + Robert Lefeber, BA, MPA – *Technical Advisor* (As needed)   + Michael Lenox, MBA, CMA, CFM, CIA – *Cost Allocation Lead Specialist*   + Kimberly McClaughry – *Cost Allocation / RMS Specialist*   + Jesse Bratton, BS, LSSGB – *Cost Allocation Specialist (As needed)*   + Amy Royce, BA – *Cost Allocation Specialist/RMS Administrator*   + Kim Kennedy – *RMS Operation Analyst* (MBE subcontractor staff)   + Susan Kelley, BS, MIS – *RMS Operation Analyst*   + Derek Moore, BS – *IT Technical Advisor / DSN RMTS® Technical Support*   + Divya Dugyala – *IT Technical Advisor / DSN RMTS® Technical* (As needed)   Eight (8) of the above DSN team members have been providing services under the current FSSA Cost Allocation contract. DSN’s team has been providing these services for **two decades**, making us a very valuable, experienced, and knowledgeable partner with the Family and Social Services Administration (FSSA). DSN’s team was part of the team during the implementation of PeopleSoft for FSSA, the setup of the Public Assistance Cost Allocation (PACAP) processes, and the set-up of Random Moment Sampling programs for the Division of Family Resource (DFR), Bureau of Disabilities Services (BDS), and First Steps.  DSN’s team also includes an engagement manager, Nick Petron, **at no extra cos**t as an oversite engagement manager. In addition, DSN’s team includes three (3) members ((Birdell Fry, Robert Lafeber, and Divya Dugyala) who currently provide Cost Allocation or Technical Advisory Services to other States and local governments and ready to provide additional expertise and support for s FSSA’s Cost Allocation Services project, on an as-needed basis.  **The following is a synopsis of our proposed team members’ experience and background.**  ***Engagement Manager* –  Nick Petrone**  Mr. Nick Petrone brings thirty-five (35) years of professional experience encompassing client engagement, accounting, operations, and administration. He 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.  ***Project Manager* –  Ms. Karen Kinder**  Ms. Karen Kinder has more than forty-three (43) years of professional experience. Her professional background includes twenty-seven (27) years with the State of Indiana at FSSA. In addition, Ms. Kinder has experience in leadership positions with human service agencies, with developmental disabilities agencies, and five (5) years with non-profit entities and private consulting firms.  For the last twelve (12) years, Ms. Kinder has been working as a grant management consultant with the Indiana Supreme Court (ISC), providing fiscal grants management for the Court. In addition to her work with the ISC, Ms. Kinder has written Grants Management Training curriculum. She has provided this training to numerous State and local governmental agencies nationwide for grant managers through the State Human Services Finance Officers (HSFo) organization and through the National Grants Management Association (NGMA) during their annual national training conferences.  Ms. Kinder currently works on maximizing the participation of the Magistrate and Prosecutors to assist ISC in maximizing the recovery of the Federal reimbursement of eligible State expenditures for local courts and appropriate prosecutorial involving child support under Title IV-D of the Federal Social Security Act.  ***Cost Allocation Plan Preparation & Management Specialist* –  Mr. Michael Lenox, MBA, CMA, CFM, CIA**  Mr. Michael Lenox brings more than forty (40) years of professional and progressive experience in accounting, financial and business management practices and procedures to the area of private/public sectors, and government accounting. Mr. Lenox has over 16 years of experience in providing Cost Allocation Services to the Family and Social Services Administration (FSSA).  Mr. Lenox currently works remotely supporting FSSA, performing tasks associated with compiling and analyzing the necessary figures associated with Public Assistance Cost Allocation Plans (PACAPs) and providing cost reporting. Mr. Lenox is local to the Indianapolis area and can be on-site, if needed, within an hour’s notice. He also has prepared the Cost Allocation Plan for the Indiana Supreme Court for recovery of IV-D funds, the Indiana Department of Correction indirect plans, Illinois State Board of Education Indirect Cost Rate Proposals, the Louisiana Office of Public Safety indirect plans, as well as county CAPs and ICRPs for Knox County, TN and Horry County, SC.  He holds a bachelor’s degree in accounting and an MBA with the following certifications in Management Accounting (CMA), Financial Management (CFM) and Internal Auditing (CIA).  ***Cost Allocation / RMS Specialist* –  Kimberly McClaughry, BA, MBA** Ms. McClaughry has more than five (5) years of experience in the human services area. Ms. McClaughry’s expertise encompasses cost allocation and conducting random moment time studies for the State of Indiana, specifically with FSSA. Her background also includes expertise in Federal claiming, adoption and guardianship subsidies review, Title IV-E Federal requirement review and general child welfare consulting.  Ms. McClaughry has received a Bachelor of Art and Master of Business Administration.  ***Cost Allocation Specialist* –  Jesse Bratton, BS, LSSGB** Mr. Bratton is a Senior Advisor with over fifteen (15) years of combined experience organizing and directing the operational and fiscal functions within State government finance, as well as Cost Allocation Plans in his current career with DSN and former career with the State of Oklahoma. Mr. Bratton provides technical expertise for DSN projects which include cost allocation and random moment time studies. Mr. Bratton works with states across the country to develop, implement, and maintain Public Assistance Cost Allocation Plans (PACAPs), time studies, and supporting practices. Prior to joining DSN, Mr. Bratton worked as the Finance and Operations Administrator with the Oklahoma Department of Human Services. During his career with the State of Oklahoma, Mr. Bratton was responsible for directing both the Operations and Accounts Payable divisions of the Finance Division, along with developing, refining and directing the use of the Agency’s accounting systems, including the internal controls for those systems. Mr. Bratton also directed numerous expense and revenue funding streams, including forecasting, budgeting, reconciling, and reporting.  Additionally, Mr. Bratton worked closely with the public assistance Cost Allocation Plan and Federal reporting. Mr. Bratton received his Bachelor of Science in Accounting from the University of Central Oklahoma, as well as holds a Lean Six Sigma Green Belt certification  ***Cost Allocation Data Gathering Specialist* / *DSN RMTS®* *Administrator* –  Ms. Amy Royce** Ms. Amy Royce, DSN’s Cost Allocation Data Gathering Specialist and *DSN RMTS®* Administrator, brings over twenty (20) years’ experience of cost allocation services to Indiana government agencies. Ms. Royce has extensive experience in a variety of operational and consulting engagements in administering Random Moment Sampling (RMS) software, public assistance, and child welfare reporting, claiming and compliance, public assistance cost allocation services, and Supplemental Security Income advocacy.  For the last fourteen (14) years, Ms. Royce has been RMS Administrator for FSSA’s Income Maintenance RMS, BDS RMS and previously First Steps RMS. In addition, she is responsible for importing employee data, cost allocation matrix, testing software on client’s platform, and training staff on *DSN RMTS®* Email Generation functionality.  Other RMS project work experience includes overseeing the operation of Iowa Juvenile Court Services, Louisiana Office of Juvenile Justice RMS, South Carolina Department of Social Services RMS and supporting *DSN RMTS®* operations at IN Department of Child Services (DCS), Clark County Nevada, Iowa, Kansas, and Illinois. Ms. Royce assisted with implementation and training for District of Columbia’s revisions to their child welfare RMS and development and implementation of the Child Placing Agency RMS.  Ms. Royce has a Bachelor of Science from Indiana University.  ***DSN RMTS®* *Assistant Administrator for Data and Operations Analyst* –  Ms. Kim Kennedy** *(staff through our proposed MBE subcontractor)*Ms. Kim Kennedy is employed through Sondhi Solutions, LLC, our Minority Business (MBE) partner, founded in 2009 and headquartered in Indianapolis, Sondhi Solutions provides information technology support and staffing to over one hundred ten (110+) clients across the Midwest and Southwest. Ms. Kennedy has extensive experience working as DSN’s RMS Assistant Administrator for FSSA having served for over eight (8) years supporting FSSA with RMS functions. She has been directly responsible for supporting the current operation of *DSN RMTS®* and assisting in quality assurance, importing employee data, cost allocation matrix, testing software on client’s platform, and training staff on *DSN RMTS®* Email Generation functionality. She has continued to be the main point of contact for RMS daily tasks (reminder phone calls and emails) and roster updates for both IM and BDS staff, building rapport with both sampled staff and local field office RMS coordinators with her frequent interaction with them has been valuable to keeping the data current and accurate.  Ms. Kennedy has also been involved with supporting other RMS operations for Cost Allocation Plans for Indiana First Steps, Iowa Juvenile Court Services (JCS), Louisiana Office of Juvenile Justice (OJJ), South Carolina Department of Social Services (DSS), and Illinois DCFS.  ***RMS Operation Analyst* –  Susan Kelley, BS, MISM** Ms. Kelley is directly responsible for supporting the current operation of *DSN* *RMTS®* for FSSA. Her efforts include importing & reconciling employee data; updating and verifying the cost allocation matrix; testing software updates; training staff on *DSN RMTS®* Email Generation functionality. Ms. Kelley is the main contact for random moment sampling daily tasks, roster updates for both the DFR’s Income Maintenance (IM) and Division of Disability and Rehabilitative Services’ (DDRS) Bureau of Disabilities Services (BDS) staff and is available for questions.  Ms. Kelley has received her Bachelor of Science in Management and her Master of Information System Management.  ***IT Technical Advisor* / *DSN RMTS® Technical Support* – Mr. Derek Moore** Mr. Derek Moore is a seasoned IT professional with twenty-five (25) years of experience. Mr. Moore’s experience encompasses the creation of database applications, ground-up database design, and development of database web interfaces for public and private sector entities. He has also developed custom applications that import and incorporate many large Excel data files into client-specific reports.  Mr. Moore has extensive experience in developing, implementing, maintaining, and enhancing *DSN RMTS®* database applications websites for Indiana FSSA, Louisiana Office of Juvenile Justice (OJJ), and Virginia Department of Behavioral Health & Developmental Services (BDHDS), Nevada Clark County, and Illinois Department of Children and Family Services (DCFS.) In addition, he provided development and support services for the maintaining of the Foster Care claiming and reporting Access database used for capturing data and compiling Federal Reports for claiming and reconciliation for Indiana DCS, Foster Care Claiming, and System Support.  Mr. Moore holds B.S. in Computer Information Systems from Bradley University, A+ Certification, CIW Professional Certification (Certified Internet Webmaster), and CIW JavaScript Certification.  ***IT Technical Advisor* / *DSN RMTS®* *Technical Support* –  Ms. Divya Dugyala** *(on as as-needed basis)* Ms. Dugyala is an experienced software developer who has several years working on software supporting State government in education, child welfare, and human services area. Ms. Dugyala has hands-on experience providing updates to the State of Illinois Claim Analysis & Reporting System (CARS) using .NET, .Net Framework, XML, HTML, C#.Net, Visual Studio, TFS, JavaScript, ASP.Net, SQL Server, SQL Reporting Services. Ms. Dugyala is able to provide support to Mr. Moore with troubleshooting and updating *DSN RMTS®* hosted in Azure.  Ms. Dugyala has received a Bachelor of Technology in Computer Science and a Master of Science in Computer and Information Sciences.  ***Technical Advisor* –  Mr. Birdell Fry** (*on an as-needed basis*)Mr. Birdell Fry is DSN’s Director of Human Services Consulting. Mr. Fry brings over thirty (30) years of experience in child welfare operations, specifically with a focus on Federal program eligibility and claiming. Twenty-one years have been spent providing services to the Illinois Department of Children and Family Services. Mr. Fry is currently the Project Director of the IL DCFS Revenue Enhancement and Cost Allocation Plan projects. The IL DCFS Revenue Enhancement is geared towards maximizing and protecting the Department’s Federal reimbursements as well as reducing costs. Mr. Fry will enhance this project by providing insight into the capabilities and overall functions of the administration systems and management personnel. His services as a Technical Advisor to FSSA for this project are included at no charge to the project.  Mr. Fry has engaged in and directly managed a wide variety of organizational, operational, managerial, and financial consulting engagements for State and local governments with a focus on maximizing and protecting Federal reimbursements and reducing costs. For the over the past thirty (30) years, Mr. Fry’s project focus has been on Child Welfare operations including Federal program eligibility and claiming. He has worked with the respective child welfare departments in Illinois, Missouri, Indiana, Louisiana, Iowa, Georgia, and Nevada.  Mr. Fry has a Bachelor of Art in Accounting.  ***Technical Advisor* –  Mr. Robert Lefeber, BA, MPA** (*on an as-needed basis*)Mr. Lefeber has a more than thirty (30) year history of providing services to the public sector. He 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. His experience includes preparing and reviewing Cost Allocation Plans of well over fifty (50) entities including highway/public works departments, sheriff’s/police departments, human services departments, State agencies, and administrative support agencies. His services as a Technical Advisor to FSSA for this project are included at no charge to the project.  In the area of financial consulting, Mr. Lefeber successfully managed the preparation of indirect Cost Allocation Plans for 42 of Wisconsin’s 72 counties. He has also performed numerous cost accounting, financial analyses, and user fee and cost-benefit studies for over a dozen local governments in Illinois, Minnesota, Missouri, and Wisconsin. Mr. Lefeber is the Cost Allocation Expert on State of Illinois DCFS DICAP and State of Illinois DCEO CAP.  Mr. Lefeber has a Bachelor of Art and a Master of Public Administration. |

Identify the proposed staff members for any Subcontractors and provide information on the relevant experience and background of proposed personnel.

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| DSN personnel have collaborated for many years on a variety of projects with both **Sondhi Solutions, LLC, our Minority-owned Business Enterprise (MBE)** and **Koehler Partners, Inc., our proposed Woman-owned Business Enterprise (WBE)** partner. Both our MBE and WBE subcontractor partners presently provide DSN with staff members for our company’s current work with FSSA. For subcontractor staff roles already established in our current contract work, DSN is proposing to designate the same staff members, who are presently integrated into FSSA and consistently working with their projects, due to their intimate experience and background with the Agency. By retaining these same subcontractor staff members, it is DSN’s intent to allow for seamless continuity and project advancement, while avoiding any need for new training or project disruptions for FSSA.  **Proposed Subcontractors**  **Sondhi Solutions, LLC**, DSN’s proposed certified Indiana Minority-owned Business Enterprise (MBE) partner, was founded in 2009 and is headquartered in Indianapolis. Sondhi Solutions provides information technology support and staffing to over one hundred ten (110+) clients across the Midwest and Southwest.  **Koehler Partners, Inc**., DSN’s proposed certified Woman-owned Business Enterprise (WBE) partner, was founded in 2010 and is headquartered in Indianapolis. Koehler Partners is a consulting firm specializing in public outreach and engagement, training and technical assistance, organizational change management, program evaluation, and project management. Koehler Partners’ founder, Kathy Koehler, hastwenty-five (25) years of experience working with State and local governments, non-profits, and major corporations to improve their services through effective project management, training, community engagement and program monitoring. Koehler spent six years in Indiana State government, serving the Indiana Family and Social Services Administration, the Indiana State Budget Agency, the Indiana Election Commission, and the Indiana Department of Education. Koehler then spent ten (10) years with one of the nation’s leading consulting and accounting firms serving the company’s numerous corporate and government clients around the country. During this time, she was certified as a Project Management Professional® and led projects to improve government efficiency in a wide variety of areas, including human services, workforce development, education, and public safety. Koehler Partners is certified as a WBE with the State of Indiana, the City of Indianapolis, and the State of Maryland.  **Below are details about DSN’s proposed subcontractor staff:**  ***DSN RMTS®* *Assistant Administrator for Data and Operations Analyst* –  Ms. Kim Kennedy** *(staff through our proposed MBE subcontractor)*  Ms. Kim Kennedy is employed through Sondhi Solutions, LLC, our proposed certified Indiana MBE subcontractor partner. Ms. Kennedy has extensive experience working as DSN’s RMS Assistant Administrator for FSSA having served for over eight (8) years supporting FSSA with RMS functions. She has been directly responsible for supporting the current operation of *DSN RMTS®* and assisting in quality assurance, importing employee data, cost allocation matrix, testing software on client’s platform, and training staff on *DSN RMTS®* Email Generation functionality. She has continued to be the main point of contact for RMS daily tasks (reminder phone calls and emails) and roster updates for both IM and BDS staff, building rapport with both sampled staff and local field office RMS coordinators with her frequent interaction with them has been valuable to keeping the data current and accurate.  Ms. Kennedy has also been involved with supporting other RMS operations for Cost Allocation Plans for Indiana First Steps, Iowa Juvenile Court Services (JCS), Louisiana Office of Juvenile Justice (OJJ), South Carolina Department of Social Services (DSS), and Illinois DCFS.  ***PMO Director--*  Mark Warner**  *(staff through our proposed WBE subcontractor)*  Mr. Mark Warner is employed through Koehler Partners, Inc., our proposed certified Indiana WBE subcontractor partner. Mr. Warner has over fifteen (15) years of experience working with State and local governments, non-profits and major corporations to improve their services through project and performance management, policy development, business process redesign and analysis, communications and outreach planning, group facilitation, training delivery, economic analysis, partnership development, and ERP system implementation and documentation.  ***Technology Specialist* –  Matthew Smith**  *(staff through our proposed WBE subcontractor)*  Matthew Smith is employed through Koehler Partners, Inc., our proposed certified Indiana WBE subcontractor partner. Mr. Smith has worked in the software development and IT field for various organizations over the last twenty-five (25) years, with an emphasis on application design and development management. Before joining Koehler Partners, Mr. Smith gained considerable experience at the Indiana Legislative Services Agency from 2013 to 2021. There, he worked in several capacities, including as a Senior Business Analyst, Business Analyst Manager, and finally Chief Operating Officer. Among his contributions was his involvement in developing a suite of enterprise-level applications for the Indiana General Assembly, which were part of an initiative to modernize the legislative and law-making process. His role involved a mix of technical and strategic tasks, such as gathering requirements, designing applications, managing projects, and overseeing training and documentation. In 2021, Mr. Smith became a part of the Koehler Partners team, where he works on organizational change management, training, application development, and project management. At Koehler Partners, Mr. Smith has contributed to projects for a range of clients, such as the City of Indianapolis, IndyGo, Conduent, Anthem, as well as his work with DSN.  ***Training Support*** **Koehler Partners Staff** *(staff through our proposed WBE subcontractor)*  Koehler Partners has teamed with DSN’s Amy Royce, *Cost Allocation Data Gathering Specialist / DSN RMTS® Administrator*, to provide FSSA many training projects, process flow and guides to date. Koehler Partners updated the documents DSN shared with them and created videos. Now, new staff included in the RMS, both on the coordinators and sample staff, have videos to reference to guide them through various parts of the RMS process. The past few years Koehler Partners has assisted DSN with automating and publishing in more current and up to date formats. RMS training for sampled staff explaining how to properly respond to a sample, step by step web roster instructions for local office coordinators and an RMS test for new IM staff added each quarter are just a few examples of their work.  Below are examples of products that Koehler Partners executes for the IM group along with the format it is in:   * IM RMS Training (ILMS) * How to Complete a Sample (ILMS, Web and Video) * RMTS Web Roster Training (Video) * RMS Training (Video) * RMS Test Training (ILMS and Web) * RMS Participant Instructions (PDF) * RMTS Web Roster Instructions (PDF) * IM Coordinator Guide (PDF) * Admin Manual (PDF) * IM RMS Sample Response Quick Reference (PDF and PPT)   Similar resource documents were created for the BDS sample group including a BDS Coordinator Validation Manual and RMS Validation Training. Along with group specific tasks, Koehler Partners also worked on RMTS Software Enhancement documents and staff manuals. As DSN rolled out new features and enhancements in *DSN RMTS®* software, Koehler Partners worked with DSN and FSSA staff to make sure that those were incorporated and explained. |

Describe in detail the anticipated staffing both in quantitative terms and with representative resumes that will provide the State with a clear understanding of the Respondent’s staffing approach for each activity.

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| **Project Staff Resumes**  DSN’s project staff members’ **resumes** are found in **Appendix 2.4. A .**  **Section Overview** This section is divided into two parts:   * ***Part 1:*** List of the DSN’s Project Staff * **Part 2:** Details of the anticipated staffing in quantitative terms and the management team   ***Part 1:*  List of DSN’s Project Staff**  Please find a **list of DSN’s proposed project staff** below:   * Nick Petrone, BS (Accounting), MBA, Certified SSGB – *Engagement Manager* * Karen Kinder, BA – *Project Manager* * Michael Lenox, MBA, CMA, CFM, CIA – *Cost Allocation Lead Specialist* * Kimberly McClaughry – *Cost Allocation / RMS Specialist* * Jesse Bratton, BS, LSSGB – *Cost Allocation Specialist* * Amy Royce, BA – *Cost Allocation Specialist/ RMS Administrator* * Kim Kennedy (MBE Subcontractor) – *RMS Operation Analyst* * Susan Kelley, BS, MIS – *RMS Operation Analyst* * Derek Moore, BS – *IT Technical Advisor / DSN RMTS® Technical Support* * Divya Dugyala – *IT Technical Advisor / DSN RMTS® Technical Support* * Birdell Fry, BA, CPA – *Technical Advisor* * Robert Lefeber, BA, MPA – *Technical Advisor*   ***Part 2:*  DSN’s Anticipated Staffing (in Quantitative Terms) including Management Details.**  Details regarding DSN’s proposed Management staff are included below. Our highly qualified and knowledgeable managers will oversee the proposed project team.  *Engagement Manager* – Nick Petrone (not Billable)  Mr. Petrone, in close collaboration with the Project Manager, Ms. Kinder, will provide project oversight and management with an emphasis on ensuring strong, open, and clear communication with the client, and overall client satisfaction. He will provide the Project Manager and overall project team with the tools, resources, and support for successfully executing the Statement of Work, as well as facilitating meetings with FSSA’s project leadership team and other stakeholders. Mr. Petrone is responsible for managing the risks associated with the project, tracking progress, and maintaining and strengthening the relationship and communication with FSSA. Additionally, Mr. Petrone serves as a point of escalation. Should any issues arise, the Engagement Manager will promptly respond to FSSA’s project leadership to address those matters, while offering recommended solutions to expeditiously rectify the client’s concerns.  Specifically, Mr. Petrone’s responsibilities include monitoring and measuring the progress of the Cost Allocation project, its effectiveness in executing the Statement of Work, and overall client satisfaction. Working with the Project Manager, he will provide support to ensure appropriate staff and resources are available and responsive to the needs of the project. Additionally, he will offer periodic project reporting to FSSA, including the health of the project, accomplishments, risks and issues, and details of recent developments and upcoming plans.  Mr. Petrone will also provide contractual oversight for the Statement of Work (SOW) used to engage our MBE and WBE partners.  Overall, in coordination with the Project Manager, Mr. Petrone will support the successful execution of the project, ensuring the quality and timeliness of the work delivered.  *Project Manager* – Karen Kinder  Ms. Kinder will report to the Engagement Manager and will provide project oversight and management of the quarterly Cost Allocation Plan updates, plan negotiation, review of alternative allocation methods and the cost impact analysis. She will assist in preparing the monthly status report and send it to the Engagement Manager for review. The Monthly Status Report will include a summary of work activities and major accomplishments achieved during the reporting period, in addition to any risks or issues that require management attention.  Ms. Kinder will be actively involved with the Statement of Work (SOW) to ensure timely, accurate and comprehensive completion of tasks and coordination with the MBE and WBE. Her project management style is hands-on, working closely with DSN’s staff preparing the Cost Allocation Plan amendments, reviewing the cost allocation reports, supporting the gathering of the statistical data, compiling the information, and working with FSSA staff in understanding the impact of cost allocation strategies.  **Cost Allocation Plans Staffing Details (§** *2.4.1)**(****441 hours*** *estimated annually)*  DSN’s list of staff members focusing on Cost Allocation Plans is included immediately below, with details following:   * Nick Petrone – *Engagement Manager* *(*Oversight*-not billable)* * Karen Kinder – *Project Manager* *(*Oversight*)* * Michael Lenox – *Cost Allocation Lead Specialist* * Kim McClaughry – *Cost Allocation / RMS Specialist* * Jesse Bratton – *Cost Allocation Specialist* * Amy Royce – *Cost Allocation Specialist/ RMS Administrator*   Mr. Lenox, assisted by Ms. Royce, Ms. McClaughry, and Mr. Bratton will develop and maintain FSSA’s Cost Allocation Plan (PACAP). These highly qualified DSN staff members will ensure that all work is conducted following Federal, State financial and program requirements and guidelines, while analyzing findings to maximize allowable Federal fund recoveries. The Cost Allocation Team will prepare all needed documents, including response letters to Federal program staff inquiries on the Cost Allocation Plan. These staff members will review quarterly cost allocation results with FSSA Controller, Program Division Controllers and Fiscal Analysts.  DSN’s Cost Allocation Team, led by Mr. Lenox, will revise the PACAP as necessary and respond promptly to all Federal, other State agency, and FSSA staff inquiries on the submitted and subsequent Plan Amendments. These designated DSN staff members will resolve any issues and be available to respond to all questions (in writing and verbally), as necessary. The team will timely and accurately complete the responses to the allocation audit questions, and effectively resolve audit recommendations.  **Data Gathering, Analysis, and Maintenance** *(***§***2.4.2)**(****2,832 hours*** *estimated annually)*  DSN’s list of staff members on our Data Gathering, Analysis, and Maintenance Team for this project is included immediately below, with details following:   * Nick Petrone – *Engagement Manager* (Oversigh*t-non-billable)* * Karen Kinder – *Project Manager* (Oversight) * Michael Lenox – *Cost Allocation Lead Specialist* * Kim McClaughry – *Cost Allocation / RMS Specialist* * Jesse Bratton – *Cost Allocation Specialist* * Amy Royce – *Cost Allocation Specialist/RMS Administrator* * Susan Kelley – *RMS Operations Analyst* * Kim Kennedy – *RMS Operation Analyst* (staff through our MBE subcontractor) * Derek Moore – *IT Technical Advisor / DSN RMTS® Technical Support* * Divya Dugyala – *IT Technical Advisor / DSN RMTS® Technical Support* (*on an as needed basis))*   Ms. Kinder will review the data collection, preparation of reports, and ongoing cost allocation process. Mr. Lenox and Ms. Royce will compile the quarterly financial and statistical information. Any changes or modifications to submitted PACAP amendments will be included in the quarterly allocations. Mr. Lenox and Ms. Royce will work closely with DSN’s information technology development staff on *DSN RMTS®* modifications and updates. RMS Operations is an integral component of the Data Gathering, Analysis, and Maintenance Team tasks.  Ms. Royce will oversee the random moment sampling. She will be the direct FSSA contact in reporting and updates, matrix maintenance and updating, and preparing daily and quarterly reports. Ms. Royce will provide a quarterly presentation of the cost pool and data collection analysis.  Ms. Royce will oversee DSN and MBE subcontractor staff members who collect, compile, analyze and review data from FSSA’s RMS sample groups. DSN Information Technology staff support upgrades and modifications to *DSN RMTS®*.  Mr. Derek Moore and Ms. Divya Dugyala are DSN’s IT Technical Advisors for *DSN RMTS®* software. Both Mr. Moore and Ms. Dugyala are available to assist the Data Gathering, Analysis, and Maintenance Team, as needed.  **Advisory Services** *(***§***2.4.3)**(****601 hours*** *estimated annually)*  DSN’s list of staff members focusing on Advisory Services for this project is included immediately below, with details following:  **Primary Project Advisory Services Staff:**   * Karen Kinder – *Project Manager* * Mr. Michael Lenox – *Cost Allocation Lead Specialist* * Ms. Amy Royce – *Cost Allocation Specialist/ RMS Administrator*   **Additional Technical Advisory Services Staff:**   * Mr. Birdell Fry, BA, CPA – *Technical Advisor* (on an as-needed basis) * Mr. Robert Lefeber, BA, MPA – *Technical Advisor* (on an as-needed basis)   Our current primary Project Advisory Services staff members (Ms. Kinder, Mr. Lenox and Ms. Royce) will provide technical assistance based on their enhanced knowledge and experience. DSN’s Primary Project Advisory Services staff will provide insight and guidance in particular areas as situations arise during the course of the project. Examples of services provided by this DSN team include sharing knowledge regarding allocation methods and collection of data; setting up and linking programs and activities within RMS that produce the correct charge to the Federal government; and, advising whether and where potential changes in the PACAP should be displayed.  In addition, DSN has two of our Subject Matter Experts (SMEs), Mr. Fry and Mr. Lefeber, as Technical Advisors to additionally support this project on an as-needed basis. Collectively, Mr. Fry and Mr. Lefeber bring over thirty (30) years of hands-on experience in several State and counties government ' health and human service sectors, child welfare organizations, cost allocation (CAP), RMS systems and Federal claiming maximization.  As situations arise, Mr. Fry and Mr. Lefeber will advise the rest of the DSN project team in offering their expertise to assist FSSA. Their combined knowledge and experience in dealing with the Federal government and other stakeholders to secure the most advantageous results is an exceptional resource for this project. Additionally, Mr. Fry and Mr. Lefeber will assist the DSN team in managing situations encountered in working with FSSA and Federal stakeholders.  Mr. Fry and Mr. Lefeber will provide consultation on revisions to OMB 2CFR Part 225 Cost Allocation Plan (A-87) to assist the team in interpreting the changes and how FSSA should proceed in response.  As a Technical Advisor, Mr. Lefeber is also available to assist Mr. Lenox, as needed, in developing and maintaining FSSA’s Cost Allocation Plan (PACAP), ensuring that all work is conducted following Federal, State financial and program requirements and guidelines while assuring maximum allowable Federal fund recoveries.  **Training of State Employees** *(***§***2.4.4)**(****601 hours*** *estimated annually)*  DSN’s list of staff members dedicated to the Training of State employees for this project is included immediately below, with details following:   * Nick Petrone – *Engagement Manager* (Oversight) * Karen Kinder – *Project Manager* (Oversight) * Michael Lenox – *Cost Allocation Lead Specialist* * Amy Royce – *Cost Allocation Specialist/ RMS Administrator* * Derek Moore – *IT Technical Advisor / DSN RMTS® Technical Support* * Divya Dugyala – *IT Technical Advisor / DSN RMTS® Technical Support* on as needed basis)   Ms. Kinder and Ms. Royce will oversee the training, with the goal of increasing the knowledge of State staff about the development, modification, and quarterly implementation of the Cost Allocation Plan as well as the options for allocating costs. Together, Ms. Kinder and Ms. Royce will develop and maintain process manuals and user-guides. DSN’s WBE partner, Koehler Partners, Inc., will assist with training on a quarterly basis, as required. DSN will review the RMS coding to ensure compliance, as well as collaborate with FSSA staff to identify and document staff activities. DSN will capture and report the number of training hours required.  As needed, Mr. Lenox and Ms. Royce will conduct presentations of the PACAP purpose, philosophy, and regulations, data gathering techniques, and allocation examples of the results. Their PACAP presentations are available to new FSSA controllers, financial analysts, and other interested parties to further State staff members’ understanding of how the PACAP process works and is implemented for FSSA.  Mr. Moore and Ms. Dugyala are IT Technical Advisors for *DSN RMTS®* software. To best support State employee training, Mr. Moore and Ms. Dugyala and will assist to resolve any software issue, as needed. |

Describe the tasks to be performed by each proposed staff member and provide estimates of the staff-hours to be provided by each position.

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| ***A detailed table outlining DSN’s estimates of the staff-hours anticipated for each task, is included after this section.*** Tasks to be performed by each proposed DSN staff member and estimated hours for the contract period are below.  ***Engagement Manager* – Nick Petrone** *(****Non-billable****)*  **Task:** Mr. Petrone, in close collaboration with the Project Manager, Ms. Kinder, will provide project oversight and management with an emphasis on ensuring strong, open, and clear communication with the client, and overall client satisfaction. He will provide the Project Manager and overall project team with the tools, resources, and support for successfully executing the Statement of Work, as well as facilitating meetings with FSSA’s project leadership team and other stakeholders. Mr. Petrone is responsible for managing the risks associated with the project, tracking progress, and maintaining and strengthening the relationship and communication with FSSA. Additionally, Mr. Petrone serves as a point of escalation. Should any issues arise, the Engagement Manager will promptly respond to FSSA’s project leadership to address those matters, while offering recommended solutions to expeditiously rectify the client’s concerns.  Specifically, Mr. Petrone’s responsibilities include monitoring and measuring the progress of the Cost Allocation project, its effectiveness in executing the Statement of Work, and overall client satisfaction. Working with the Project Manager, he will provide support to ensure appropriate staff and resources are available and responsive to the needs of the project. Additionally, he will offer periodic project reporting to FSSA, including the health of the project, accomplishments, risks and issues, and details of recent developments and upcoming plans.  Mr. Petrone will also provide contractual oversight for the Statement of Work (SOW) used to engage our MBE and WBE partners.  Overall, in coordination with the Project Manager, Mr. Petrone will support the successful execution of the project, ensuring the quality and timeliness of the work delivered.  ***Project Manager* – Karen Kinder** *(****200 hours*** *estimated annually)*  **Task:** Ms. Kinder will provide project oversight and management of the quarterly Cost Allocation Plan updates, plan negotiation, review of alternative allocation methods and the cost impact analysis. She will assist in preparing the monthly status report and send it to the Engagement Manager for review. The Monthly Status Report will include a summary of work activities and major accomplishments achieved during the reporting period, in addition to any risks or issues that require management attention.  Ms. Kinder will be actively involved with the Statement of Work (SOW) to ensure timely, accurate and comprehensive completion of tasks and coordination with the MBE and WBE. Her project management style is hands-on, working closely with DSN’s staff preparing the Cost Allocation Plan amendments, reviewing the cost allocation reports, supporting the gathering of the statistical data, compiling the information, and working with FSSA staff in understanding the impact of cost allocation strategies.  ***Cost Allocation Lead Specialist* – Michael Lenox, MBA, CMA, CFM, CIA** with ***Cost Allocation Team*** **– Kim McClaughry** and **Jesse Bratton** *(****1,100 hours*** *estimated annually)*  **Task:** Mr. Lenox attends the quarterly PACAP update meetings and incorporates any changes to the organizational structure of FSSA allocation methods into the PACAP on a quarterly basis. If there is a cost impact to the Federal government based on these changes, Mr. Lenox will perform the necessary analysis for review by FSSA and other Federal reviewers of the PACAP and include it with the quarterly submission.  Mr. Lenox collaborates with Ms. Royce and DSN’s information technology development staff on *DSN RMTS®* modifications and updates. RMS operations are an integral component of the Data Gathering, Analysis and Maintenance tasks.  Mr. Lenox, along with Ms. McClaughry and Mr. Bratton, will process the preparation of the quarterly allocations. These include Indiana FSSA, DFR, and SWCAP allocations. Throughout the year, other allocations (such as SOF allocations and IN SEA 501) will be provided to FSSA, as needed. This is a significant time saver, as any questions that arise when the statistics are obtained can be addressed in a timely manner.  ***Cost Allocation Specialist/ RMS Administrator* – Amy Royce** *(****740 hours*** *estimated annually)*  **Task:** Ms. Royce will train, direct and assist RMS staff in utilizing DSN’s proprietary *DSN RMTS®* software application to compile accurate and appropriate RMS data. She is also the direct contact for FSSA regarding developing reporting; matrix maintenance and updating; and any daily, weekly, and quarterly report requirements the Agency may have.  Ms. Royce will oversee the project training, with the goal of increasing the knowledge of State staff about the development, modification and quarterly implementation of the Cost Allocation Plan and the options for allocating costs. DSN’s proposed WBE subcontractor —Koehler Partners — will assist with training on a quarterly basis, as required.  ***RMS Operation Analyst* – Susan Kelley** *(****950 hours*** *estimated annually)*  **Task:** Ms. Kelley has experience working with the administration of *DSN RMTS®* for FSSA and will continue this work with DSN. She will continue to be directly responsible for supporting the current operation of *DSN RMTS®* and assisting in quality assurance review, validations, daily reminders, data trend analysis and training sampled staff on *DSN RMTS®*. She will continue monitoring the RMS email and 800 phone number, promptly answering all questions received from supervisors and sampled staff. She currently is also back up for Kim Kennedy, performing all aspects of Ms. Kennedy’s job when she is out of the office. Ms. Kelley is fully trained in preparing and sending weekly reports for IM and BDS.  Ms. Kelley has also been involved with administering other *DSN RMTS®* operations for the Louisiana Office of Juvenile Justice (OJJ) and Iowa Juvenile Court Services (JCS) in the same RMS Operation Analyst capacity.  ***IT Technical Advisor* / *DSN RMTS®* *Technical Support* –  Derek Moore** and **Divya Dugyala** *(****150 hours*** *estimated annually)*  **Task:** Mr. Derek Moore and Ms. Divya Dugyala are DSN’s IT Technical Advisors for DSN RMTS® software. Both Mr. Moore and Ms. Dugyala are available to assist all project teams, as needed.  Mr. Moore is a seasoned IT professional with 20 years of experience. His experience encompasses the creation of database applications, ground-up database design, and development of database web interfaces for public and private sector entities. He has also developed custom applications that import and incorporate many large Excel data files into client-specific reports.  Mr. Moore has extensive experience in developing, implementing, maintaining, and enhancing *DSN RMTS*® database applications websites for Indiana FSSA, as he will continue to do for this project. Along with his work for FSSA, Mr. Moore’s also supports *DSN RMTS*® database applications websites for Louisiana Office of Juvenile Justice (OJJ), and Virginia Department of Behavioral Health & Developmental Services (DBHDS), Clark County, and IL Department of Children and Family Services (DCFS.) In addition, he provided development and support services for the maintaining of the Foster Care claiming and reporting Access database used for capturing data and compiling Federal Reports for claiming and reconciliation for Indiana/DCS, Foster Care Claiming, System Support.  Mr. Moore holds B.S. Computer Information system from Bradley University, A+ Certification, CIW Professional Certification (Certified Internet Webmaster), and CIW JavaScript Certification.  Ms. Dugyala is an experienced software developer who has several years working on software supporting State government in education, child welfare, and human services area. Ms. Dugyala has hands-on experience providing updates to the State of Illinois Claim Analysis & Reporting System (CARS) using .NET, .Net Framework, XML, HTML, C#.Net, Visual Studio, TFS, JavaScript, ASP.Net, SQL Server, SQL Reporting Services. She holds a Bachelor of Technology in Computer Science and a Master of Science in Computer and Information Sciences.  Ms. Divya Dugyala will be able to provide development, implementation, maintenance and enhancement services to assist Mr. Moore in support of the *DSN RMTS®* software. In addition, Ms. Dugyala is able to provide support to Mr. Moore with troubleshooting and updating *DSN RMTS®,* hosted in Azure.  ***Technical Advisor* – Birdell Fry** and **Robert Lefeber** *(****20 hours*** *estimated annually)*  **Task:** Mr. Fry and Mr. Lefeber collectively bring over thirty (30) years of hands-on experience in several State and County governments’ health and human service sectors, child welfare organizations, cost allocation (CAP), RMS systems and Federal claiming maximization.  As situations arise, Mr. Fry and Mr. Lefeber will advise the rest of the DSN project team in offering their expertise to assist FSSA. Their combined knowledge and experience in dealing with the Federal government and other stakeholders to secure the most advantageous results is an exceptional resource for this project. Additionally, Mr. Fry and Mr. Lefeber will assist DSN team in managing situations encountered in working with FSSA and Federal stakeholders.  Mr. Fry and Mr. Lefeber will provide consultation on revisions to OMB 2CFR Part 225 Cost Allocation Plan (A-87) to assist the team in interpreting the changes and how FSSA should proceed in response.  As a Technical Advisor, Mr. Lefeber is also available to assist Mr. Lenox, as needed, in developing and maintaining FSSA’s Cost Allocation Plan (PACAP), ensuring that all work is conducted following Federal, State financial and program requirements and guidelines while assuring maximum allowable Federal fund recoveries. |

Please attach an organizational chart of project staff.

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1. **Technical Approach and Work Schedule**

Please provide your technical approach by completing the questions below. Please answer each question thoroughly. Every point made in each section of the Statement of Work should be addressed. RFP language should not be repeated within the response. Where appropriate, supporting documentation may be referenced by a page and paragraph number.

**Introduction**

In your responses below, please explain how you plan to roll out and provide the services requested in this RFP while controlling the costs.

**Work Schedule**

Please propose a work schedule that includes expected milestones and how you plan to reach them.

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| **DSN’s Established Work Schedule** As the current vendor, presently providing Cost Allocation Services to FSSA, DSN is prepared to start the new contract with a full contingent of established and fully trained project team members who have experience with providing the specific requested services to FSSA. There will be no need for start-up time for staff to become familiar with the cost allocation process used by FSSA. Therefore, DSN will provide the Cost Allocation Services with zero increase to, or disruption of, FSSA’s staff workload.  For many years, our company’s proposed staff members have worked closely with FSSA’s fiscal and program staff, the Division of Cost Allocation (DCA) reviewers for FSSA’s PACAP, and the financial systems used by the State. Over time, DSN’s team has built solid relationships and trust with individuals involved at all levels of FSSA, from Agency leadership to local office staff.  For DSN, the most important aspect of providing Cost Allocation Services to FSSA is assuring that all work is conducted following Federal and State financial and program requirements and guidelines, while simultaneously assuring maximum allowable Federal fund recoveries. The Public Assistance Cost Allocation Plan (PACAP) Amendments need to withstand scrutiny by Federal partners and State reviewers. DSN’s two proposed Technical Advisors, Mr. Birdell Fry and Mr. Robert Lefeber, have over thirty years of collective experience in Federal policies, Federal maximization, and Cost Allocation. Their incredible knowledge is a substantial resource that provides DSN with additional support, should there be an audit, or any other concern about how to prepare and negotiate the PACAP.  DSN’s proposed work schedule has a starting date of the beginning of the State fiscal year (SFY), and some tasks may continue into the next year. For example, approval of the Cost Allocation Plan is a task that DSN anticipates may continue into the following year, as completion relies on the receipt of reviews by the Federal partners, which do not typically have a fast turnaround time.  Based on our company’s current knowledge of the tasks required to fulfill the requested Cost Allocation Services, DSN offers the following work schedule in a narrative format.  **2.4.1 Cost Allocation Plans**   1. DSN will develop and maintain comprehensive Cost Allocation Plans for FSSA in accordance with applicable Federal laws and regulations, including OMB guidance in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR, Part 225.   DSN’s knowledgeable and experienced project staff will:    * Attend quarterly review meetings with FSSA Agency Controllers, Fiscal Analysts and Federal Reporting Cost Allocation Specialists.    * Identify organizational changes.    * Identify additions or deletions of Federal or State programs.    * Review allocation methods and difficulties with collecting data.    * Review allocation methods for ways to simplify the data reporting.    * Prepare cost impact analysis of any proposed changes in allocation methods.    * Implement Plan for first quarter. As the current provider of services, DSN will engage FSSA Project Leadership to see if they would like any changes to the current service offerings in the next contract and make the appropriate adjustments.   **MILESTONE** – *Quarterly preparation of CAP Amendment, beginning with Qtr. 1 SFY 2025.*   1. DSN will review existing Cost Allocation methodology and recommend any necessary changes. Our team will:    * Identify results of the allocation methods and magnitude of the cost pools.    * Identify if organizational changes necessitate a new cost pool or deletion of an existing cost pool.    * Identify if a program or grant has started or ended.    * Identify allocation method changes.    * Perform Cost Impact Analysis if necessary and review with management (stakeholders).   **MILESTONE** – *Quarterly review and update of allocations.*   1. DSN will identify alternative Cost Allocation methodologies which may favorably impact cost recoveries for FSSA. Our company ensures that DSN’s project team will:  * During each quarter, review current methods. * Identify possible options for modifying allocation statistics, including review of Federal reporting allocation. * Identify opportunities to increase Federal recovery, and/or a reduction in required FSSA effort to collect statistics.   **MILESTONE** – *Quarterly analysis and presentation of alternative allocation method for FSSA consideration.*   1. DSN will present, negotiate, and secure approval of the completed Cost Allocation Plan with representatives of the appropriate Federal agencies by:    * Preparing Cost Plan cover letter for FSSA submission to Division of Cost Allocation (DCA).    * Meeting with Director of Federal Reporting to review letter and Amendment.    * Submitting Amendment with signed FSSA agency certification and associated cost impact analysis to DCA.    * Completing negotiations for prior period plans.   **MILESTONE** – *DCA approval of Amendments.*   1. DSN is fully prepared to revise the Cost Allocation Plan as necessary, based upon requirements communicated from the appropriate Federal agency, in order to obtain final approval of the Cost Allocation Plan by the U.S. Department of Health and Human Services. Our highly qualified DSN team will:    * Respond promptly to all Federal, other State agency and FSSA staff inquires on the submitted and subsequent Plan Amendments.    * Prepare page changes, cost impact analysis and new certification page.    * Prepare letter to submit changes and submit certification and cost impact analysis.   **MILESTONE** – *Resolve any issues and receive no additional questions on Plan.*   1. In case of an audit by the Federal agency, DSN is well-prepared to assist FSSA in defending the Cost Allocation Plan. Our project team members, including DSN’s Technical Advisors, will:  * Be available to respond to all questions in writing and verbally, as necessary.   **MILESTONE** – *Timely, accurate and complete responses to allocation audit questions.*   1. DSN’s team will review, respond and resolve all audit adjustments and recommendations. Our proposed project staff will:  * Receive audit documents. * Review audit for cost allocation issues. * Prepare response and the necessary documentation for identified issues. * Present response to FSSA. * Prepare financial adjustment with supporting documentation for journal entry, as necessary.   **MILESTONE** – *Effectively resolve audit recommendations.* |
| 1. DSN will prepare responses to inquiries and letters from Federal agencies regarding the Cost Allocation Plan. Our dedicated DSN team will:  * Receive from FSSA staff any DCA or other Federal agency cost allocation inquiries. * Review issue(s). * Collect necessary fiscal and statistical data to develop a response. * Meet with FSSA staff to review response. * Prepare Plan changes, as required, and cost impact analysis.   **MILESTONE** – *Submit timely response to resolve inquiry.*  **2.4.2 Data Gathering, Analysis, and Maintenance**   1. Our team is fully prepared to determine level-of-effort to the appropriate programs administered by FSSA, meeting all Federal and U. S. Department of Health and Human Services standards and requirements. DSN’s staff will:  * Utilize State financial system/HR reports for the last pay period in September 2024 to compile the Full-Time Equivalent (FTE) statistics by FSSA Department ID for Quarter 1 SFY 2025. * Compile the General Ledger and Claims Transaction Counts for FSSA Allocations. * Review the quarterly statistics from various FSSA operating and administrative divisions. * Compile the monthly report of hearings and appeals cases by funding source for the quarter. * Compile and submit the RMS statistics for QE September 2024 for Income Maintenance RMS. * Compile and submit the RMS statistics for QE September 2024 for DDRS BDS RMS. * Import and enter financial and statistical data into worksheets. * Run cost allocation final worksheets. * Conduct a DSN internal review of results. * Prepare any changes. * Submit for FSSA review and approval. * Finalize quarterly results for Journal Entry (JE) development for upload into the financial system.   **MILESTONE** – *The first cost allocation will be for the first quarter of SFY 2025 following the methodology in the submitted Public Assistance Cost Allocation Plan. Completion Targets for each quarter’s allocations will be within 10 days after all data has been received from IN FSSA.*   1. DSN assures FSSA our project team will identify alternative data gathering, analysis, and maintenance methodologies that may improve cost recoveries or otherwise create savings by:  * Examining possible methods to streamline the data collection process. * Analyzing all the cost pools and review possible alternative allocation methods. * Examining the cost to collect statistics and risk associated with proposed alternative methodology to reduce costs.   **MILESTONE** – *Quarterly presentation of cost pool and data collection analysis.*   1. DSN will utilize information contained in the State accounting system (PeopleSoft) to determine level of effort, where appropriate. Our team members will:  * Identify allocation methods not using State’s Financial or Human Resource systems. * Determine if the information could be available through State Financial or Human Resources systems. * Analyze the increase in efficiency by developing the report or changing the allocation method. * Discuss findings with Federal Reporting staff. * Perform Cost Impact Analysis. * Implement when determined it is a more efficient method. * Prepare Plan Amendment for change, as needed.   **MILESTONE** – *Issuing a Plan Amendment for the Cost Allocation, as needed.*   1. DSN is prepared to provide FSSA descriptive statements of the automated methodology that is going to be used for cost allocation. Our company’s proposed methodology includes:  * Maintaining descriptive statements on worksheets used for agency allocation. * Maintaining descriptive statements on *DSN RMTS®.* * Keeping FSSA Plan updated with any automated methodology changes. * Reviewing, with FSSA staff, the results of all allocations.   **MILESTONE** – *FSSA staff understanding of automated cost allocation methods.*     1. Our project team will perform file maintenance and updates, as necessary. DSN will:    * Modify the structure of the Cost Allocation Plan and supporting worksheets to add or delete cost pools.    * Modify the structure of the Cost Allocation Plan and supporting worksheets to add or delete cost allocation methods.    * Modify the structure of the Cost Allocation Plan and supporting worksheets to add or delete funding sources.    * Modify the structure of *DSN RMTS®* for changes in programs, activities, or allocation bases.    * Provide *DSN RMTS®* as the web roster updating tool for DFR local office personnel and local contractors, and DDRS BDS personnel.    * Review submitted rosters, communicate with RMS Coordinators if clarification needed for corrections, finalize rosters by 3rd week in last month of quarter.    * Add new work schedules, modify sample choices and allocation bases, if any plan changes, and draw sample for the next quarter.    * Submit email or contact by phone any staff where additional information is required to validate sample response.    * Conduct in-depth review of DFR RMS sample responses for accuracy to ensure appropriate Federal recovery of annual administrative costs.    * Contact staff if a response is not received within twenty-four (24) to forty-eight (48) hours. The Federal approved response time is no later than two (2) business days. Weekends and State holidays are excluded from the calculation of the two (2) business days.    * Within two (2) weeks of end of quarter, prepare quarterly program summary results, supporting documentation and monitoring reports.   **MILESTONE** – *Target completion of cost allocation within ten (10) days of the end of each quarter using the submitted Plan amendment appropriate for the quarter.*  **2.4.3 Advisory Services**   1. Our company’s project team will review, evaluate, and recommend revenue enhancement strategies for Federal and State supported programs.    * Revenue enhancement is a collaborative effort. DSN staff will work with Agency Controller, Division Controllers and Fiscal Analysts to identify potential revenue recoveries in their administration accounts and services.   **MILESTONE** – *Identification of potential strategies, analyze and implement strategies that most favorably benefit FSSA.*   1. DSN will assist FSSA in appropriately allocating administrative costs to allow for maximum allowable recovery.   **MILESTONE** – *Quarterly presentation on alternatives.*   1. Our DSN team will provide FSSA with up-to-date consultation and instructions relating to any revisions to the OMB Circular or the Uniform Guidance (2 CFR Part 225)    * This includes providing ongoing updates on revisions.   **MILESTONE** – *Acknowledgement of changes in Federal rules and regulations and assess impact of changes on FSSA.*   1. DSN will provide recommendations for record keeping and other issues regarding the new allowable costs identified by a revision to the OMB Circular or the Uniform Guidance (2 CFR Part 225)    * Our project staff will provide recommendations to FSSA on relevant revisions.   **MILESTONE** – *Acknowledgement of OMB 2CFR Part 225 Cost Allocation Plan changes and impact on FSSA.*  **2.4.4 Training of State Employees**  During the quarterly Cost Allocation Plan meetings with FSSA Controller, Division Controllers, Fiscal Analysts and Federal Reporting staff, DSN will identify any areas in which training could improve staff understanding and gathering of statistics used in the plan. DSN will provide cost allocation training for FSSA executive management and controllers when they first start in addition to providing informal training through daily interactions, email, small group meetings and other interactions on cost allocation questions. This training will be based upon quarterly facilitation meetings to address any areas where recovery could be improved through changes in allocation methods and/or RMS coding. In particular, the continuing changes in Medicaid funding need to be understood and addressed to ensure potential improvements in Federal cost recovery.  DDRS BDS staff, DFR Local Office and Eligibility staff are in continual contact with DSN’s RMS staff throughout the quarterly Quality Control (QC) process. If an issue is identified at an office, on the sample form or instructions, DSN will work with FSSA staff to set up training, as needed, or prepare training tips for inclusion during the regularly scheduled meetings.  An annual cost allocation training session will be offered to agency financial staff as a refresher to focus on current needs, such as the use of State financial systems in implementing FSSA Plan. This would be a brief overview of the Cost Allocation Plan and implementation process.  As *DSN RMTS®* continues to improve, new features will be documented and explained to staff. For example, this past year *DSN RMTS®* created an enhanced feature that is a decision tree. This new process was documented in the training materials and uploaded to LMS.  With many of the DSN team members based in Indianapolis, we are able to offer in person training at any time.  **MILESTONE** – *Identification, Preparation and Delivery of Training.* |

**Section 2.4.1 Cost Allocation Plans**

1. Develop and maintain comprehensive cost allocation plans for FSSA in accordance with applicable federal laws and regulations, including 2 CFR Part 200, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards”
2. Review existing cost allocation methodology and recommend any necessary changes
3. Identify alternative cost allocation methodologies which may favorably impact cost recoveries
4. Present, negotiate and secure approval of the completed cost allocation plan with the representatives of the federal agencies
5. Revise the cost allocation plan as necessary, based upon requirements communicated from the appropriate federal agency, in order to obtain final approval of the cost allocation plan by the Department of Health and Human Services
6. In case of an audit by the federal agency, assist FSSA in defending the cost allocation plan
7. Review, respond and resolve all audit adjustments and recommendations
8. Prepare responses to inquiries and letters from federal agencies regarding the cost allocation plan

Please describe your relevant experience in providing cost allocation services as described in Section 2.4.1.

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| First and foremost, DSN has over thirty-four (34) years of extensive experience in providing Technology Consulting services to the Public Sector which include numerous Federal, State, and local government agencies. **It is important to note that DSN’s staff has been providing the requested cost allocations services to FSSA for nearly two decades, beginning July 2004.**  It is also worth noting that the current DSN project team members have been preparing and successfully negotiating the approved Plan Amendments through October 2022 with the Dallas Office of the Division of Cost Allocation (DCA). Outstanding amendments include January, April, July, and October 2023, and January 2024. Our staff is in contact with DCA and monitoring each amendment’s progress.  There have been no disallowances or audit findings based on the Cost Allocation Plans DSN has submitted for FSSA. We understand and follow the required Federal cost allocation regulations and guidelines for health and human service agencies. In conjunction with FSSA staff, DSN staff have gone through the transition to PeopleSoft financials and have worked with financial staff to make the Cost Allocation Plan reflect the changes in day-to-day operations.  **DSN is currently providing Cost Allocation Services to the following States:**  **State of Indiana**   * **Family and Social Services Administration (FSSA)** – DSN prepares FSSA’s Cost Allocation Plan (PACAP) and all related amendments. * **Department of Child Services (DCS)** – DSN leases *DSN RMTS®* and provides support and software enhancements as needed. * **Indiana Supreme Court (ISC)** – DSN provides consulting services to maximize the participation of Magistrates and Prosecutors to assist ISC in the recovery of the Federal reimbursement of eligible State expenditures for local courts and appropriate prosecutorial staff for cases involving child support under Title IV-D of the Federal “Social Security Act”.   **State of Illinois**   * **Department of Children and Family Services (DCFS)** – DSN provides three specific Cost Allocation Services to the Illinois Department of Children and Family Services (DCFS):   + **Cost Allocation Plans** – DSN prepares and submits the direct Cost Allocation Plan (PACAP) as needed for DCFS and prepares and submits the indirect Cost Allocation Plan (DICAP) annually for DCFS.   + **Medicaid RMS** – DSN operates the Medicaid random moment time study (RMTS) for DCFS. The universe sampled are all congregate care direct service staff and the purpose of the sample is to determine what portion of each congregate care facility’s operation is potentially Medicaid billable.   + **Title IV-E Rate Study** – annually, DSN analyzes all non-standard placement contract cost report data to determine the portion of the placement contract that is title IV-E Foster Care allowable. Placement contract categories included in the study include residential, group home, independent living, transitional living, pregnant parenting teens, specialized foster care and treatment foster care. * **Illinois State Board of Education (ISBE)** – DSN prepares and submits an indirect cost rate proposal for the Illinois State Board of Education (ISBE) annually and assists in negotiating an approved rate with the US Department of Education. DSN prepares and submits an indirect cost rate proposal for the Illinois Department of Commerce and Economic Opportunity annually.   **Additionally, DSN prepares the Cost Allocation Plans for clients in the following States, Counties, and Municipalities:**  **State of Louisiana** – Office of Juvenile Justice (OJJ)  **State of South Carolina** – Horry County  **State of Wisconsin** – 42 out of 72 counties, and two (2) cities:   * **Barron County** Cost Allocation Plan * **Brown County** Cost Allocation Plan * **Burnett County** Cost Allocation Plan * **Calumet County** Cost Allocation Plan * **Chippewa County** Cost Allocation Plan * **Clark County** Cost Allocation Plan * **Columbia County** Cost Allocation Plan * **Dane County** Cost Allocation Plan * **Dodge County** Cost Allocation Plan * **Door County** Cost Allocation Plan * **Douglas County** Cost Allocation Plan * **Dunn County** Cost Allocation Plan * **Florence County** Cost Allocation Plan * **Grant County** Cost Allocation Plan * **Green County** Cost Allocation Plan * **Iowa County** Cost Allocation Plan * **Jackson County** Cost Allocation Plan * **Juneau County** Cost Allocation Plan * **Kewaunee County** Cost Allocation Plan * **La Crosse County** Cost Allocation Plan * **Lafayette County** Cost Allocation Plan * **Langlade County** Cost Allocation Plan * **Marathon County** Cost Allocation Plan * **Monroe County** Cost Allocation Plan * **Ozaukee County** Cost Allocation Plan * **Pepin County** Cost Allocation Plan * **Polk County** Cost Allocation Plan * **Racine County** Cost Allocation Plan * **Rock County** Cost Allocation Plan * **Rusk County** Cost Allocation Plan * **Sauk County** Cost Allocation Plan * **Sawyer County** Cost Allocation Plan * **Shawano County** Cost Allocation Plan * **St. Croix County** Cost Allocation Plan * **Trempealeau County** Cost Allocation Plan * **Vilas County** Cost Allocation Plan * **Walworth County** Cost Allocation Plan (*to begin in 2024*) * **Washburn County** Cost Allocation Plan * **Washington County** Cost Allocation Plan * **Waupaca County** Cost Allocation Plan * **Waushara County** Cost Allocation Plan * **Wood County** Cost Allocation Plan * **City of Kenosha** Cost Allocation Plan * **City of Stoughton** Cost Allocation Plan   **State of Minnesota** – **Olmsted County** Cost Allocation Plan  **State of South Carolina** – **Department of Social Services (DSS)** DSN also previously provided data gathering, analysis, and *DSN RMTS®* maintenance to State of South Carolina Department of Social Services (DSS).  **DSN also leases its *DSN RMTS®* web-based statistical software package for data gathering including support and enhancement to the following clients:**   * **State of Indiana** Department of Child Services (IN DCS) * **State of Kansas** Department of Children and Families (KS DCF) * **State of Iowa** Department of Human Services (IA DHS) * **State of Nevada** – Clark County Department of Family Services (NV DFS) * **State of Nevada** – Clark County Department of Juvenile Justice (NV DJJ) |

Provide a detailed description of your proposed approach and methodology to execute tasks outlined in Section 2.4.1

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| **DSN’s Project Approach & Methodology *to successfully accomplish the tasks outlined in Section 2.4.1***  DSN’s approach and methodologies to project management provide a structure and framework that allow DSN’s management to support FSSA’s staff in effectively managing the project as it moves through the different Cost Allocation phases. There will be an ongoing review to determine if there is a more efficient or effective method for allocating administrative costs and one that will not risk FSSA’s ability to maximize Federal reimbursement.  Our approach to managing Cost Allocation Services emphasizes the need to identify project risks early and support a proactive approach towards facilitating risk mitigation and resolution strategies. Regular status meetings will be conducted by the Project Manager and DSN’s senior staff to assess the project progress to mitigate any risks and issues.  The Project Manager will assist in preparing the monthly status report and send it to the Engagement Manager for review and comment. The monthly status report will include a summary of work activities and major accomplishments as listed in Sections 2.4.1 through 2.4.4.  DSN’s approach and methodology for Cost Allocation Services is an accumulation of years of experience of engagements with Federal, State, and local governments and a handpicked team with thirty (30) years of collective experience performing these services outlined in this RFP to Indiana’s FSSA. DSN delivers Cost Allocation Services with greater security, stakeholder acceptance, and quality based on our foundation in industry standards and best practices.  We tailor our approach and methodology for Cost Allocation Services by adapting to FSSA’s unique challenges and absorbing newly developed best practices. We understand that each client is unique and faces challenges that, although not necessarily distinctive, are specific to their organization’s history, culture, and strategic vision. Consequently, we tailor the approach, methods, tools, and execution of each project to the needs of the customer and individual engagement.  We will partner with FSSA’s financial, program and technical staff to provide continuous engagement of the DSN team with State staff. DSN’s cost allocation lead, Mr. Michael Lenox is stationed near FSSA, so that he can immediately address questions, suggestions, concerns, and issues in-person, as needed, or virtually, if preferred. Additionally, Mr. Nick Petrone, Ms. Kim McClaughry and Ms. Amy Royce can be onsite, when necessary. Our commitment is to strictly adhere to Federally acceptable allocation methods to avoid audit findings, while striving to maximize Federal recoveries within that framework, and to continuous seek opportunities to increase productivity to minimize the effort required by the FSSA team.  The DSN Team is comprised of the one (1) Engagement Manager, one (1) Project Manager, four (4) Cost Allocation Specialists, two (2) RMS Operations staff, two (2) Technical Advisors, and two (2) IT Technical Advisors. Project staff specialize in PACAP and RMS Cost Allocation, Medicaid, IT cost allocation, Grants Management, and Cost Allocation automated solutions. Our team has extensive experience with other similar projects governed by the guidelines of OMB 2CFR Part 225 Cost Allocation Plan (A-87) either as consultants, or as State human service agency financial or program managers. Experience with comparable Cost Allocation projects provides DSN with the skill set to accomplish the continuing thorough review of the Cost Allocation processes. Our team is fully prepared to propose a structure to continue to maximize Federal recoveries with methods that can be replicated and withstand Federal scrutiny.  **Quarterly Meetings and Executive Briefings**  DSN understands that a key component for the overall success of any project is the DSN team’s ability to work with executives, stakeholders, Federal partners and other contractors to facilitate project success. Quarterly meetings will continue to be held with each division, FSSA Controller and Fiscal Analysts to review their section(s) of the Public Assistance Cost Allocation Plan, the list of Federal and State programs, and the section on selected items of cost that includes information on the agency’s Advance Planning Documents (APDs) and Implementation Advance Planning Document (IAPDs). Reviews will focus on:   * changes in the organizational levels and programs, * alternative ways to identify methods to allocate central service and division costs that need allocations, * needed modifications to Random Moment Sampling (RMS) forms, instructions, and allocation bases, * information technology costs (as they are usually one of the larger cost components outside of payroll costs), and * changes in the service delivery due to the implementation of changes to the eligibility process or other innovative program delivery methods.   The Project Manager will be the point person for receiving and responding to cost allocation questions and will be available for consultation during business hours. Additionally, DSN has multiple project team members with a local presence to work with FSSA team members either virtually or in-person. The Public Assistance Cost Allocation Plan (PACAP) document is updated each quarter, if required. It is the blueprint for updating the PACAP allocation models on a quarterly basis. The RMS training material will be reviewed at least annually for updates and changes. Then, these changes would be incorporated in plan amendments. Compliance with State staff and contractor participation in RMS is monitored on an annual basis by the State Board of Accounts.  Cost allocation percentage results are compared from quarter to quarter to identify variance(s) that impact Federal recoveries. In FSSA/DFR local office cost pools, the current Federal recovery is over 50%. All associated administrative costs identified to the FSSA/DFR local offices have a comparable recovery.  *DSN RMTS®* is an easy to use, statistically valid, and Federally compliant Random Moment Time Study (RMTS) System. It is designed to meet or exceed the needs of human service State agencies as a reliable, efficient, and user-friendly software product. The software, database, and website (hosted by Diversified Services Network, Inc.) can be operated by *DSN RMTS®* Administrators or by Agency personnel.  Depending on setup, Sampled Employees can respond via web, e-mail, phone, smartphone, tablet, or paper. The system features Custom Reports that can be exported into formatted *MS Excel* tables as well as over eighty (80) standard reports that can be exported into Adobe Acrobat, MS Word, or MS Excel. The system also has an optional integrated web-based testing module to ensure new employees have taken and passed the training before being able to answer samples.  Quarterly allocation files and worksheets are maintained as a record for claiming. When there is a need to update a component used in the quarterly allocation, a new version of the quarterly allocation will be run with the revised version clearly identified and the reason for the new iteration clearly notated. The difference in allocations will be used to support the accountants’ preparation of their journal entries. |

**Section 2.4.2 Data Gathering, Analysis and Maintenance**

1. Determine level-of-effort to the appropriate programs administered by FSSA, meeting all federal and Department of Health and Human Services standards and requirements
2. Identify alternative data gathering, analysis and maintenance methodologies that may improve cost recoveries or otherwise create savings
3. Utilize information contained in the State accounting system (PeopleSoft) to determine level of effort where efficient.
4. Provide FSSA descriptive statements of the automated methodology that is going to be used for cost allocation
5. Operate random moment sample (RMS) surveys to collect and compile allocation statistics for cost pools requiring RMS allocations
6. Perform file maintenance and updates as necessary

Please describe your relevant experience in performing data gathering, analysis, and maintenance as described in Section 2.4.2

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| **DSN’s Extensive Experience** FSSA staff is in good hands, because DSN has extensive experience in performing tasks as described in Section 2.4.2 for State government agencies. DSN’s team members are handpicked for their in-depth understanding of Data Gathering, Analysis, and Maintenance as it relates to FSSA’s ongoing cost allocation process. DSN brings significant experience in:   * importing employee’s data, * cost allocation matrix testing software on client’s platform, * training staff on *DSN RMTS®* Email Generation functionality, * maintaining, enhancing the software, and * meeting the highest degree of *DSN RMTS®* security standards that are germane to FSSA environment.   Our *DSN RMTS®* software maintenance team has been continually supporting and enhancing the software for FSSA’s use.  We have experience in a variety of operational and consulting engagements in administering the Random Moment Sampling (RMS) software, public assistance and child welfare reporting, claiming and compliance, public assistance cost allocation services, and Supplemental Security Income advocacy. The DSN team lead assigned to this project has extensive experience in RMS administration for FSSA’s Income Maintenance RMS and BDS RMS.  DSN is committed to providing the project team presented in this proposal. We acknowledge only extenuating circumstances will require a change in key personnel, and, if replacements are required, they will possess similar skill sets and experience and be approved by FSSA before working on the project.  DSN is currently preparing central services Cost Allocation Plans for State and local governments in Indiana, Illinois, Louisiana and Wisconsin.   **Over the twenty years that our company’s staff have been responsible for FSSA’s Cost Allocation Services, DSN estimates that FSSA has recovered *more than $160 million per year* as a result of the data gathering, analysis, and maintenance services provided by our team, *for the DFR County alone.***  Data gathering, analysis, and maintenance are tasks used for the preparation of Cost Allocation Plans. Due to the significant impact of RMS allocation method on cost recovery, we can be more detailed and specify the *DSN RMTS®* clients here, and they include:  **STATE OF INDIANA**   * **FSSA** – **DFR Income Maintenance** uses RMS to allocate the local office eligibility staff, the eligibility modernization contract, without the new HIP component, which is direct charged, and related SWCAP and departmental overhead. * **DDRS – Bureau of Child Development, First Steps** uses RMS to allocate cost of Single Points of Entry (SPOEs) and related Central Reimbursement Office (CRO) costs (2004-2018). * **DDRS – Bureau of Disabilities Services (BDS)** uses RMS to allocate the cost of central office and local office staff who directly administer or provide program support and related SWCAP and departmental overhead. * **DCS – Social Services** uses RMS to allocate the cost of local office staff in 92 counties. *\*Hosted by DSN and administered by DCS Staff.* * **DCS\* – Residential Treatment Services Provider** used RMS to collect statistics for establishing provider specific IV-E eligible foster care rates. *\*Hosted by DSN and administered by DCS Staff.* * **DCS\* – Child Placing Agency** used RMS to collect statistics for establishing provider specific IV-E eligible foster care rates for almost 40 CPAs*. \*Hosted by DSN and administered by DCS Staff.*   **STATE OF ILLINOIS**   * **Department of Children and Family Services** uses RMS 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 is entered into *DSN RMTS®* for tabulating the results. DSN’s staff support and maintaining *DSN RMTS®* software. * **Department of Children and Family Services** used RMS to collect statistics to allocate the cost of Private Agency Case Managers and related overhead. State staff use telephone polling to collect information on samples drawn through *DSN RMTS®*. Data is entered into *DSN RMTS®* for tabulating the results. * **The Department of Children and Family Services** used RMS to collect statistics to allocate cost of Residential Childcare Providers and related overhead. *DSN RMTS®* produces sample form for each moment for sending to providers.   DSN provides data gathering, analysis, and maintenance to these two specific services to the Illinois Department of Children and Family Services (DCFS) under this contract:   * **Cost Allocation Plans** – DSN prepares and submits the direct Cost Allocation Plan (PACAP) as needed for DCFS and prepares and submits the indirect Cost Allocation Plan (DICAP) annually for DCFS. * **Medicaid RMS** – DSN operates the Medicaid random moment time study (RMS) for DCFS. The universe sampled are all congregate care direct service staff and the purpose of the sample is to determine what portion of each congregate care facility’s operation is potentially Medicaid billable.   **STATE OF IOWA**   * **Health and Human Services\*** – *Two sample groups*–- Income Maintenance and Social Workers. DSN leases *DSN RMTS®* for data gathering including support and enhancements to the Department of Human Services. *\*Hosted by DSN and administered by HHS Staff*. Additionally, IA DHS contracts with DSN for subject matter expert specific cost allocation and RMS projects such as data analysis, process improvement and best practices. * **Juvenile Courts Services** – DSN administers Juvenile Court Services (JCS) within the Iowa Judicial Branch (IJB) with accurate Title IV-E documentation record retention, and the quarterly IV-E Administrative claim compilation to ensure compliance with current Federal and State Title IV-E guidelines. These efforts include web-based time study development, implementation, and ongoing administering as well as close monitoring, preparing or enhancing the claim, assisting JCS with submittals, assisting JCS if audited, for claims on which the selected vendor assisted, and training programs, including evaluation and recommendations for improvement.   **STATE OF KANSAS**   * **Department for Children and Families** – *Four (4) Groups*–- Child Welfare Contractor, Economic and Employment Services, Social Services, and Child Placement Agency RMS. These groups are operated by DCF and contract staff and are used to collect statistics to allocate eligibility functions performed at local and regional offices and related administrative overhead, including SWCAP portion.   **STATE OF SOUTH CAROLINA (HORRY COUNTY)**   * **Horry County** uses *DSN CAP®* to provide Cost Allocation services for annual CAP and indirect rates for annual budget preparation and grant applications.   **STATE OF LOUISIANA**   * **Office of Juvenile Justice (OJJ)** uses RMS to collect statistics to allocate costs to the IV-E foster care program. DSN staff manage the RMS operations for the agency. * DSN also prepares the Annual Cost Allocation Plan and ICRP for OJJ.   **STATE OF KANSAS**   * DSN leases *DSN RMTS®* web-based statistical software for data gathering including support and enhancement to the State of Kansas, Department of Children and Families. Along with the lease DSN provides maintenance and support for any special requests.   **STATE OF NEVADA**   * DSN also leases *DSN RMTS®* web-based statistical software for data gathering including support and enhancement to the State of Nevada, Clark County Department of Juvenile Justice and Department of Family Services. Along with the lease DSN provides maintenance and support for any special requests.   Previous Client  **STATE OF SOUTH CAROLINA**   * **Department of Social Services (DSS)** used *DSN RTMS®* to collect statistics to allocate cost of child welfare staff at local offices and related overhead. DSN conducted periodic training for DSS’ staff. DSN administered Foster Care, Adoption and Child Welfare sample groups from 2016-2022.   **Recent Past Performance Feedback from FSSA** In 2023, DSN sent a client survey requesting feedback on our team’s performance. FSSA staff responded expressing high satisfaction with our company’s performance including quality of RMS services along with expertise and responsiveness of DSN’s RMS staff. |

Provide a detailed description of your proposed approach and methodology to execute tasks outlined in Section 2.4.2

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| **DSN’s Proven Approach**  Our company’s approach and methodology for performing and managing data gathering, analysis, and maintenance with accuracy, greater reliability, security, and quality are centered on implementing DSN’s premier Project Management procedures. We embrace the highest sources of industry standards and best practices. DSN consistently applies the latest PMI® methodologies, standards, research, tools, and training to improve the organizational success of our projects. As the current vendor servicing FSSA, the Agency’s staff have continually shown confidence in our company’s abilities to execute required tasks. DSN’s team does our best to assure that FSSA never needs to ask for anything to be done. Instead, our team strives to proactively execute the work and inform FSSA that it has been completed.  DSN’s project team is committed to collaborating with FSSA staff to complete the tasks required in Section 2.4.2. The implementation tasks occur on a regular schedule. There is an ongoing review to determine if there is a more efficient or effective method for allocating administrative costs and one that will not risk FSSA’s ability to maximize Federal reimbursement.  All results from *DSN RMTS®* are closely monitored, since staffing costs are generally the largest costs included in administrative claims. DSN monitors the results of RMS polling and compares results from quarter-to-quarter and year-to-year. RMS results will be discussed during each quarterly meeting with FSSA controllers and financial analysts. When new coding is introduced, monthly monitoring of RMS results may be necessary.  DSN staff analyze the number of no responses, number of sample responses needing to be modified, number of non-strikes, and number of no longer employed staff. DFR IM RMS responses are closely monitored with weekly compliance reports. DSN’s track record speaks for itself regarding our company’s persistence in obtaining responses. Our company’s track record is evidenced by the results over the past year, as BDS had a .02% average “no response” rate and IM had an average “no response” rate of 19%. Because of the conscientiousness of the DSN staff to keep this number low, our company was able to decrease the sample size for IM by 5% in 2023. Over the years, DSN has established a great rapport with field staff who keep our team informed of relevant staff changes, work schedules, and paid time off notifications. This established rapport and the consistent communication is extremely important in the smaller sample group of BDS.  DSN’s project team members will attend quarterly meetings with agency divisions, including Federal reporting, agency controllers, division controllers, and fiscal analysts. These meetings are a source of information on program changes. Participates will take these opportunities to review service costs to analyze potential Federal recoveries, discuss issues with time and effort reporting, and cost identification to programs. The meetings are structured to be collaborative.  A structured approach to any proposed change in the allocation method will be provided to the Director of Federal Reporting for review and acceptance prior to implementation. At a minimum, the approach will include the current method presented in the PACAP and proposed fiscal and human resources impact. The cost information is also required for submission of changes to administrative cost allocation. Any modifications to the approach will be made and then submitted by DSN for review by the appropriate Division Controller and Fiscal Analyst.  DSN’s project team will provide electronic copies of the quarterly allocations and will guarantee that all backups will be maintained appropriately. Any requests for information directly made by the State Board of Accounts, State Budget Agency, Federal program staff, or finance staff will be conveyed by DSN to the Director of Federal Reporting and/or designated staff. Documentation of the request and material submitted for external review will be available for review by FSSA’s staff.  The positive feedback received from FSSA underscores our commitment to excellence in timely posting of quarterly RMS results. FSSA Audit’s quarterly requests will be responded to as soon as quarter-end results are published each quarter. Also, Indiana State Board of Accounts’ yearly audit of FSSA’s Public Assistance Cost Allocation Plan (PACAP), as part of the State of Indiana’s SFY Uniform Guidance audit of Federal expenditures, will be responded to ensure that FSSA is complying appropriately. DSN will provide the requested documentation (i.e. evidence staff counts were updated quarterly, evidence that 10% validation occurred, etc.) and respond to all questions. FSSA staff have historically praised our team’s ability to respond quickly, provide all requested documentation, and answer all questions from audit staff. |

**Section 2.4.3 Advisory Services**

1. Review, evaluate, and recommend revenue enhancement strategies for federal and state supported programs
2. Assist FSSA in managing administrative costs in order to maximize allowable administrative revenue and minimize exposure to federal disallowances
3. Provide FSSA with up-to-date consultation and instructions relating to any revisions to the 2 CFR Part 200, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards”
4. Provide recommendations for record keeping and other issues regarding the new allowable costs identified by a revision to the 2 CFR Part 200

Please describe your relevant experience in providing cost allocation advisory services described in Section 2.4.3

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| **Cost Allocation Service Expertise**  DSN’s staff has been providing the requested services in Section 2.4.3 to FSSA since July 2004. Additionally, DSN’s staff has been providing similar services to the Illinois Department of Children and Family Services DCFS since 2008, State Illinois State Board of Education (ISBE), State of Illinois Department of Commerce and Economic Opportunity, State of Iowa Juvenile Court (JCS), State of Louisiana Office of Juvenile Justice (OJJ), 42 of the 72 counties within the State of Wisconsin, State of Minnesota’s Olmsted County, and State of South Carolina’s Horry County.  **Technical Advising**  DSN’s subject matter experts (SMEs), Mr. Birdell Fry and Mr. Robert Lefeber, are available as Technical Advisors on the Cost Allocation Project:   * **Birdell Fry,** **BA, CPA** – ***Technical Advisor***  Birdell Fry is a Subject Matter Expert in Federal Human Services Policies and Federal Maximization. Mr. Fry has over thirty (30) years working with Federal Maximization of Public funding programs. Mr. Fry is also a SME on RMS and the needed rules and regulations to be followed. * **Robert Lefeber, BA, MPA – *Technical Advisor***Robert Lefeber is a Subject Matter Expert on Cost Allocation. Mr. Lefeber has over thirty (30) years of experience in understanding and complying with the rules and regulation related to Cost Allocation. Mr. Lefeber is an SME on OMB 2 CFR Part 225 Cost Principles (A-87).   Mr. Fry’s and Mr. Lefeber’s expertise provided as Technical Advisors for these services are included from our company to FSSA at no charge to the project.  **Our Services**  The services that DSN will provide include managing administrative costs, recommending revenue enhancement strategies by increasing Federal or reducing State program allocations, documenting cost allocation to minimize audit risks, providing technical cost allocation specialists to update information on implementation of OMB 2 CFR Part 225 Cost Principles (A-87).  Opportunities to increase Federal program support within FSSA for State funded programs are primarily in the health care arena with increased use of Medicaid based upon recent changes in Federal program structures and approaches.  For any cost allocation client or RMS client listed in Sections 2.4.1 and 2.4.2, DSN’s Cost Allocation Plan and/or RMS services also include advisory services.  DSN is committed to working closely with FSSA staff and other stakeholders to provide technical advisory services as needed on this cost allocation project to achieve high quality and cost-effective value. |

Provide a detailed description of your proposed approach and methodology to execute tasks outlined in Section 2.4.3

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| DSN’s implementation steps to provide the required services in Section 2.4.3 include the following approach.  **Revenue Enhancement Strategies**  To develop and offer revenue enhancement strategies for consideration, DSN will review FSSA State appropriations and authorized services. Along with this effort, DSN will review FSSA’s Federal recoveries for program services.  During the quarterly PACAP meetings, DSN will discuss any potential opportunities.  If there is interest in further analysis, a work plan will be developed to obtain further data to determine potential recoveries.  The work plan will include possible legislative changes, rule changes, request for Federal program waivers and the fiscal impact on the state of the proposed change. Revenue maximization opportunities have a cost to the State as well as potential for recovery. Some may not be advantageous in the short run, but extremely lucrative over the long term or vice versa.  Prior to expending a significant amount of DSN’s and FSSA’s staff members’ time on a revenue recovery initiative, Senior Management will be requested to sign off on the initiative. The sign-off will move the initiative from planning to implementation and development of a detailed work schedule and time frame. Each initiative will follow the path described above.  **Managing Administrative Costs**  There is a need to minimize exposure to Federal audits and the move to FSSA’s PACAP and full costing is one of the means. Presently, all administrative expenditures are reviewed on at least a quarterly basis to determine if there are Federal recovery opportunities, issues with collecting allocation statistics, opportunities to improve allocation methods and identify any areas where the Cost Allocation Plan is not being followed. Quarterly meetings with Division Controllers and Fiscal Analysts to review Cost Allocation Plan and results will assist in identifying potential areas of concern and action.  **OMB 2CFR Part 225 Cost Allocation Plan (A-87) Guidance**  Consultation on revisions to OMB 2CFR Part 225 Cost Allocation Plan (A-87) will be provided by Mr. Birdell Fry and Mr. Robert Lefeber, DSN’s proposed Technical Advisors for this project. As the guidelines are not regularly updated, there may be limited involvement in this area, but Mr. Fry monitor and be aware of any changes and appropriately notify the Agency Controller, the Director of Federal Reporting, and DSN’s staff.  As issues arise with the Omni Circulars, DSN’s Project Manager and Technical Advisors may have additional information to share. For example, the soon to be released updates to OMB Uniform Guidance includes proposal of significant changes to various guidance documents related to grants, agreements, and regulatory review. This could affect sampling size of allocation pools and equipment thresholds may change.  **OMB 2CFR Part 225 Cost Allocation Plan (A-87) Record Keeping**  DSN’s Consultation on allowable costs record keeping and other issues arising from a revision in OMB 2CFR Part 225 Cost Allocation Plan (A-87) will be provided by Mr. Fry and Mr. Lefeber.  As stated above, the Omni Circulars are seldom updated. However, there may be updates to ASMB C-10, the implementation guide for OMB 2CFR Part 225 Cost Allocation Plan (A-87), and to the DCA Public Assistance Cost Allocation Review Guide. As those are available, DSN will provide the new information and present the impact of any changes to FSSA with implementation considerations and recommendations. |

**Section 2.4.4 Training of State Employees**

The State is interested in understanding cost allocation methodologies in greater

detail and may require the selected vendor to provide cost allocation training to

FSSA staff. The long-term goal of this training is to build internal expertise in

cost allocation for State staff. The State encourages Respondents to submit

innovative and creative training proposals.

Please describe your relevant experience in providing training services as described in Section 2.4.4

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| DSN, a 34-year-old company, has extensive experience in conducting numerous training courses to multiple State and local government agencies using PowerPoint in person, computer assisted training, online webinars and/or videos.  **HSFo Training Experience** DSN’s staff has provided cost allocation training at the Human Service Finance Officers (HSFo) annual conferences from 2004 – current. We will continue to provide this cost allocation training, as well as expand our company’s training offerings. Past training topics have included an overview of FFPSA, indirect plans and public assistance Cost Allocation Plans, use of RMS to allocate costs, use of cost allocation for rate setting, an overview of Money Follows the Person grant, and overview of Grants Administration Training. This training has been offered by DSN’s staff through HSFo.  **Project Trainers** DSN’s staff who will conduct training under this RFP are proposed DSN RMS Supervisor / Cost Specialist, Amy Royce; our WBE partner (Koehler Partners); and/or proposed DSN Project Manager Karen Kinder.  **Past FSSA Training**  DSN staff have previously provided cost allocation training sessions to FSSA in both structured meetings and informal settings. The training was designed to be an overview for FSSA’s financial management of the allocation of the Statewide Costs from the State Budget Agency, PACAP and FSSA/Division of Family Resources (DFR) administrative department. DSN has consistently performed training sessions throughout the current contract period for FSSA Controllers, Fiscal Analysts and Federal Reporting staff on the general cost allocation processes and how they are implemented at FSSA. Most recently, DSN provided a training session to FSSA in July 2023.  Due to the importance of the RMS statistics for allocating costs of FSSA/DFR and potential for Federal recoveries, it is a critical allocation method to understand. DSN cost allocation staff has provided in-depth training for FSSA/DFR on Random Moment Sampling and provides ongoing work with DFR staff in sending out information to State staff and contractors.  DSN’s RMS staff members have continual contact with staff in the DFR eligibility service centers, with staff in local DFR offices, and DDRS/BDS staff.  **Training Proposal**  DSN’s training approach for this project is multi-faceted:   * DSN will provide FSSA employees with a custom training curriculum specifically developed to cover all aspects of Cost Allocation Plan and Data Gathering and Analysis. * DSN will continue to work with FSSA Division of Family Resources (Learning and Development Department) to publish annual online random moment sampling compliance refresher through LMS. * DSN will provide FSSA with twenty-four (24) hour access to customized training videos and detailed training materials and manuals. These resources will be accessible from a special link provided to the employees and/or emailed to them. If desired, this could be incorporated into the Agency’s LMS system. * DSN project staff will be available to FSSA sampled staff via a toll-free telephone number for questions or guidance during the working hours of 8:00 AM to 5:00 PM Indianapolis time. * DSN’s RMS staff will also provide supervisors and staff with written RMS training documentation. Our company’s RMS staff will be available to answer questions about the training and/or provide guidance live or via email. Soft copy instructions for the DFR State staff and contractors participating in local office operations are available on each random moment sample response page and are housed on the FSSA/RMS Public Folder. |