

**RFP 21-2664 BUSINESS PROPOSAL  
ATTACHMENT E**

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

***Business Proposal***

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

KSM Consulting (KSMC) has assembled a comprehensive team of experts to ensure that every facet of this project has the oversight and knowledge needed to achieve project success. Additionally, KSMC has partnered with leading professionals in survey research and behavioral health.

Through the engagement of KSMC, we will deliver value by providing:

**Experience Executing Gap Analysis and Data-Driven Solutions.** KSMC's data analytics consulting team translates data into insights that help refine organizations and programs with great success. Data-driven decisions get the best possible outcomes, and we're experts in the full spectrum of skills that help our clients get the most out of the information we gather about their organization. These skills include data warehousing, business intelligence, electronic data management and conversion, as well as advanced data analytics and data science. While we help clients optimize their data in many industries, our team has extensive experience working in regulated environments in the public sector.

**Design Thinking.** Using a Design Thinking approach, KSMC is highly skilled at helping organizations successfully evaluate, assess, and implement solutions that help them meet their short- and long-term business goals.

**Local, Available Resources.** KSMC is committed to helping our clients succeed, and our skilled and highly-dedicated resources are available locally to ensure client trust and satisfaction, as well as KSMC resource availability and access. We understand the vision, scope, and value of the DMHA project, and our team of experts is committed to ensuring DMHA's success, both immediately and in the long-term.

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

Legal Name: KSM Consulting, LLC

Legal Incorporation Status: Limited Liability Company

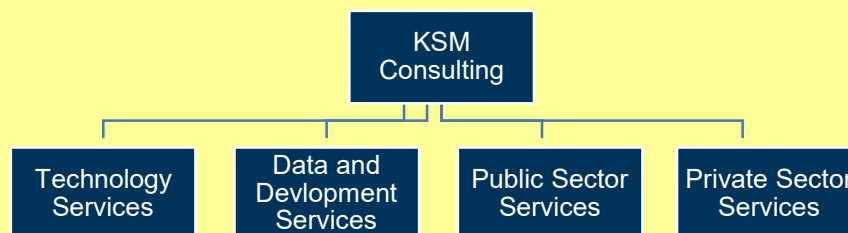
Parent Company: Renovus capital partners

Time in Business: KSM Consulting, LLC first registered to do business in the State of Indiana on November 24, 2008.

### **Business Ventures**

KSM Consulting, LLC (KSMC) is a technology, data, and management consulting firm with deep expertise in project management services that add value and support sustainable transformation. We work with public sector agencies to understand their challenges, develop solutions to address them, and implement those solutions successfully.

Originally founded to serve the public sector and small to mid-sized businesses by providing technology agnostic advice and services, KSMC has continued to grow in services, client base, and employee number. Technology implementation support services—including independent verification and validation (IV&V), project management, business analysis, process optimization, organizational change management, and project turnaround—were a natural next step for services to provide to support client success. Services have continued to expand as agencies have demonstrated needs that align with our organizational values and skills.



**2.3.3 Company Financial Information** - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include: most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of

these can be provided, explain why and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

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

KSMC is providing the most recent Dunn & Bradstreet Business Report. The report can be found as an attachment (2.3.3\_KSMC\_D&B\_Comprehensive Report).

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

Mark Caswell, CEO, affirms that all financial information supplied within this proposal and corresponding attachments are correct.

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

As affirmed in the transmittal letter, KSMC agrees to the mandatory and non-mandatory contract terms.

**2.3.6 References** - Reference information is captured on ATTACHMENT H. Respondent should complete the reference information portion of the ATTACHMENT H which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of ATTACHMENT H should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) ATTACHMENT Hs from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. ATTACHMENT H should be submitted to [idoareferences@idoa.in.gov](mailto:idoareferences@idoa.in.gov). Attachment H should be submitted no more than five (5) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental	Indiana Management and Performance Hub

Entity	
Company Mailing Address	200 West Washington Street
Company City, State, Zip	Indianapolis, IN 46204
Company Website Address	www.in.gov/mph/
Contact Person	Owen Boberg
Contact Title	Data Scientist
Company Telephone Number	317-232-2008
Company Fax Number	n/a
Contact E-mail	oboberg@mph.in.gov
Industry of Company	Government
<b>Customer 2</b>	
Legal Name of Company or Governmental Entity	Indiana Management and Performance Hub
Company Mailing Address	200 West Washington Street
Company City, State, Zip	Indianapolis, IN 46204
Company Website Address	www.in.gov/mph/
Contact Person	Josie Fasoldt
Contact Title	Director Of engagement and Analytics
Company Telephone Number	317-232-0183
Company Fax Number	n/a
Contact E-mail	jfasoldt@mph.in.gov
Industry of Company	Government
<b>Customer 3</b>	
Legal Name of Company or Governmental Entity	Indiana Department of Corrections
Company Mailing Address	302 W. Washington St, Rm E-334
Company City, State, Zip	Indianapolis, IN 46204
Company Website Address	www.in.gov/idoc/
Contact Person	Kristen Dauss
Contact Title	Chief Medical Officer
Company Telephone Number	(317) 233-1941
Company Fax Number	n/a
Contact E-mail	kdauss1@idoc.in.gov
Industry of Company	Government

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

KSM Consulting, LLC is registered to do business within the state of Indiana.

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

Mark Caswell, CEO, is legally authorized to commit KSMC contractually. The letter has been provided as an attachment (KSMC - IN RFP Caswell Authorization Letter - 10.06.20)

- 2.3.9 Subcontractors** - The Respondent is responsible for the performance of any obligations that may result from this RFP, and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

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

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

KSMC has provided commitment letters and MBE/WBE (attachment A) and IVOSB (Attachment A1) commitment forms.

<input checked="" type="checkbox"/> <b>MBE Firm</b> <input type="checkbox"/> <b>WBE Firm</b>			
<b>Company Name:</b> STLogics		<b>Contact Person:</b> Feroz Syed	
<b>Address:</b> 1119 Keystone Way, Suite #301, Carmel, IN 46032		<b>E-mail:</b> ferozs@stlogics.com	
<b>Sub-Contract Amount:</b> \$43,800		<b>Telephone Number:</b> (800 )505-0357	<b>Fax Number:</b> (866)896-0246
<b>Sub-Contract Percentage of Total Bid:</b> 8.1%		<b><u>Describe service/product to be provided and how this is a Valuable Scope Contribution of the Contract:</u></b>  STLogics will augment the KSM Consulting team by providing services in the area of Quality Assurance and Technical documentation. This valuable contribution will ensure project quality standards are being met as well as helping with key deliverables.	
<b>Provide approximate dates when Sub-Contractor will perform on this project:</b> November 1, 2020 to July 31, 2021			

<input type="checkbox"/> <b>MBE Firm</b> <input checked="" type="checkbox"/> <b>WBE Firm</b>			
<b>Company Name:</b> eHealthcare Consulting, Inc		<b>Contact Person:</b> Sheila Tunison	
<b>Address:</b> 12175 Visionary Way Suite 320, Fishers, IN 46038		<b>E-mail:</b> sheila.tunison@ehealthcareconsulting.com	
<b>Sub-Contract Amount:</b> \$55,000		<b>Telephone Number:</b> (815)904-9678	<b>Fax Number:</b> (815)823-1236
<b>Sub-Contract Percentage of Total Bid:</b> 10.1%		<b><u>Describe service/product to be provided and how this is a Valuable Scope Contribution of the Contract:</u></b>  Our partner, eHealthcare, with a project Research Business Analyst, will strengthen our team with: 1) the ability to work seamlessly with the behavioral health research community to support, communicate, and educate staff on appropriate utilization and integration of the applicable research applications across the enterprises, 2) responsibility for clearly communicating task needs and expectations across multidisciplinary teams and stakeholders, 3) maintain up-to-date process documentation workflows associated with research data, 4) conduct workflow assessments and identify best practice standards to incorporate into future processes, 5) maintain a high level of interaction with all research areas to continually	

		enhance/improve patient care, 6) provide research expertise to support research analytics and cohort development	
Provide approximate dates when Sub-Contractor will perform on this project: January 1, 2021 to July 31, 2021			
<b>Company Name:</b> Bingle Research Group, INC. – IVSOB <b>Address:</b> 4721 N. Pennsylvania St. Indianapolis, IN 46205 <b>Sub-Contract Amount:</b> \$16,200 <b>Sub-Contract Percentage of Total Bid:</b> 3%		<b>Contact Person:</b> Fred Bingle <b>E-mail:</b> fbingle@binglerg.com <b>Telephone Number:</b> (317)927-7004 <b>Fax Number:</b> (    ) <b>Describe service/product to be provided and how this is a Valuable Scope Contribution of the Contract:</b> Bingle research group commits to provide service and partner with KSM Consulting on: <ul style="list-style-type: none"> <li>- Develop and implement an online survey among a sample of 160 providers in Indiana</li> <li>- A need and performance quadrant study to assist in identifying demand/need</li> <li>- 40 providers in each of four provider groups- SUD, mental health, prevention, and recovery</li> <li>- 40 providers in each of four geographic areas, northern Indiana, southern Indiana, Indianapolis area and East slash West central IN an</li> <li>- Estimated 10-minute interview</li> </ul> These services will greatly enhance the final work product.	
Provide approximate dates when Sub-Contractor will perform on this project: November 1, 2020 to July 31, 2021			

**2.3.10 Evidence of Financial Responsibility** – Please confirm that you will provide the Evidence of Financial Responsibility addressed in RFP section 1.25.

Not Applicable
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**2.3.11 General Information** - Each Respondent must enter your company's general information including contact information.



<b>Business Information</b>	
Legal Name of Company	KSM Consulting, LLC
Contact Name	Mark Caswell
Contact Title	CEO
Contact E-mail Address	mcaswell@ksmconsulting.com
Company Mailing Address	800 East 96 <sup>th</sup> Street, Suite 100
Company City, State, Zip	Indianapolis, Indiana, 46240
Company Telephone Number	317-452-1700
Company Fax Number	317-452-1701
Company Website Address	ksmconsulting.com
Federal Tax Identification Number (FTIN)	30-0517849
Number of Employees (company)	246
Years of Experience	12
Number of U.S. Offices	2
Year Indiana Office Established (if applicable)	2008
Parent Company (if applicable)	Renovus Capital Partners
Revenues (\$MM, previous year)	33M
Revenues (\$MM, 2 years prior)	24M
% Of Revenue from Indiana customers	82%

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

Yes, KSMC's disaster recovery plan can be found in Attachment B.

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

Below you will find KSM Consulting's information security practices relating to our credential security, antivirus protection, workstation patching, communication security, and our policy relating to client data storage.

#### **Credential Security**

Microsoft Office 365 multifactor authentication is enforced for all KSMC employees. This is also required by our status as a Customer Service Partner for Microsoft ([Microsoft's security requirements](#)). We also enforce password policies including mandatory password changes every 90 days.

#### **Antivirus**

Antivirus is installed on all workstations and maintained by KSMC's internal IT team. Our antivirus policy includes on demand and weekly scheduled scanning for all workstations, behavior monitoring and url filtering.

#### **Workstation Patching**



KSMC applies all critical, important, and security patches daily to all workstations. We also enforce workstation reboots when it is necessary to finish applying patching. Our monitoring software is used to maintain and verify our patching policies adherence.

### **Communication Security**

KSMC uses spam filtering services that include hyperlink and attachment scanning. We also train all new hires on email security that includes monthly testing of these skills. KSMC has implemented email encryption autodetect policies based on key words. Any communication with the client must come from KSMC approved communication systems (KSMC email accounts and KSMC provided phone services).

### **Client Data Security**

All client data is to remain within the client's infrastructure and should not be housed within KSMC's infrastructure (including servers, sharepoint, teams, or onedrive). If work with the client requires us to remove data from their environment, it is only with the express consent of the client and is to be purged once the data is no longer required.

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

KSMC has been serving the public sector since its inception in 2008, seeking to enable organizations to fulfill their missions, visions, and strategic goals by helping them efficiently and effectively deliver services. KSMC's team has provided these organizations with a diverse array of services related to project management, technology, data analytics, and management consulting. Leaning on application of Lean, Six Sigma, Design Thinking, and PMBOK methodologies, KSMC's team has worked to support some of Indiana's most complex initiatives related to modernizing technology, improving programs, and leveraging data from across many different agencies. Further, KSMC has extensive experience supporting inter-organization facilitation, within the State of Indiana and beyond.

### **State of Indiana Agency Experience**

- Office of the Governor
- Family and Social Services Administration
- Department of Workforce Development
- Bureau of Motor Vehicles/Commission
- Indiana Office of Technology
- Department of Education
- Office of Management and Budget
- Management and Performance Hub
- Department of Child Services
- Department of Health
- Department of Transportation
- Department of Revenue
- Department of Correction
- Indiana State Police
- Indiana Office of Attorney General

Throughout all of these engagements, KSMC approaches facilitation and process improvement with empathy, orientation to outcomes, reliance on subject matter expertise, and collaboration and iteration. These efforts have touched agencies across the State of

Indiana and beyond supporting effective technology implementations that resulted in user adoption as well as significantly improved processes and systems. Specific agencies include Bureau of Motor Vehicles Commission, Indiana Management Performance Hub, Indiana Department of Workforce Development, Indiana Family and Social Services Administration, Indiana Department of Child Services, State Budget Agency, and the Nevada Department of Employment, Training, and Rehabilitation, as well as municipalities across the nation.

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

KSMC has gathered a unique team of professionals with diverse expertise to manage and execute in each phase of the project. Each member of the team was selected for their specific expert knowledge and experience to make certain that all facets of this complex project are considered. Below are several pertinent examples that illustrate the projects in which members of the team have been engaged:

Indiana Performance Management Hub (MPH) | DDAPR (2019-Present): In order to continue to make meaningful strides around addiction, prevention and recovery regarding Opioids, KSMC is building out a micro and macro analysis of the pathways through opioid addiction with the MPH. These will uncover an overarching network of potential steps an individual experiences throughout opioid addiction and the state's access to data in each of those steps, including insights regarding dataset efficacy and use cases

Indiana State Department of Health (ISDH) | OB Navigator (2018-2020): KSM Consulting (KSMC) was invited to gather and document functional and technical requirements for a future coordinated referral management system to fulfill the objectives set forth in Indiana House Bill 1007 by conducting stakeholder interviews in various counties in Indiana, including programs that provide home visiting services, hospital systems, managed care entities, and other subject matter experts who put the needs of the mothers and their families at the forefront. Additionally, KSMC evaluated a possible data layout and data accessibility in order to evaluate both process and outcome measures as prescribed by the OB Navigator Evaluation Plan. The OB Navigation Project Team is an inter-agency team comprised of representatives from the Indiana State Department of Health, Indiana Family Social Services Administration and the Indiana Department of Child Services. put the needs of the mothers and their families at the forefront. Additionally, KSMC evaluated a possible data layout and data accessibility in order to evaluate both process and outcome measures as prescribed by the OB Navigator Evaluation Plan. The OB Navigation Project Team is an inter-agency team comprised of representatives from the Indiana State Department of Health, Indiana Family Social Services Administration and the Indiana Department of Child Services.

Indiana Family of Social Services Administration (FSSA) | SSBI (2019-2020): For the Self-Service Business Intelligence (SSBI) project, FSSA, in partnership with KSMC, produced a scalable knowledge base including standard operating procedures (SOPs) around version control, source code management, and technical platform design for the benefit of all

State of Indiana Agencies. Through execution of this project, FSSA is able to sustain an effective SSBI program across divisions, including DMHA, improve engagement with business intelligence tools at previously under-served divisions, and develop “data curious” staff throughout the agency to adopt and utilize data assets available. The project establishes access to data for visualization sharing and creation, training and development of a data user community.

Indiana Family of Social Services Administration (FSSA) | COVID-19 Response Support (2020-Present): Provide full service support to identify, acquire, prep and leverage data into a collaborative research environment to generate near-real time public metrics, internal governor's team metrics, and Hospital Resource Consumption data analysis that augment the state's response to COVID-19.

- 2.3.14 Indiana Preferences** - Pursuant to IC 5-22-15-7, Respondent may claim only one (1) preference. For the purposes of this RFP, this limitation to claiming one (1) preference applies to Respondent’s ability to claim eligibility for Buy Indiana points. **Respondent must clearly indicate which preference(s) they intend to claim. Additionally, the Respondent’s Buy Indiana status must be finalized when the RFP response is submitted to the State.**

### **KSMC is a Buy Indiana Business under Category #3**

**From:** Buy Indiana Economic Investment <[buyindianainvest@idoa.IN.gov](mailto:buyindianainvest@idoa.IN.gov)>  
**Sent:** Tuesday, December 3, 2019 2:42 PM  
**To:** Emily Schilling <[eschilling@ksmconsulting.com](mailto:eschilling@ksmconsulting.com)>  
**Cc:** Buy Indiana Economic Investment <[buyindianainvest@idoa.IN.gov](mailto:buyindianainvest@idoa.IN.gov)>  
**Subject:** RE: Buy Indiana Preference (KSM Business Technology, LLC)

This email is to certify that **KSM BUSINESS TECHNOLOGY, LLC** is a Buy Indiana business under Category #3.

This certification expires in one year. You may submit a new application on or before December 3, 2020.

Best regards,

**Sandra Redding | INDIANA DEPARTMENT OF ADMINISTRATION**  
Sourcing & Contract Manager, Contract Administration Division  
402 W. Washington Street, Room W479 | Indianapolis, IN 46204  
[buyindianainvest@idoa.in.gov](mailto:buyindianainvest@idoa.in.gov)

- 2.3.15 Payment** - Please provide the requested information in RFP Section 2.3.15.

At this time, KSMC does not accept payment by credit card. KSMC will work with DMHA to find other accommodating payment methods.