Washoe County Human Services Agency

Cost Allocation and RMTS Services

Technical Proposal

July 30, 2020

Submitted to:
Ms. Brandi Johnson
Washoe County Human
Services Agency
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Submitted by:
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Ms. Brandi Johnson
Washoe County Human Services Agency
Email: bajohnson@washoecounty.us

Re: Cost Allocation and RMTS Services

Dear Ms. Johnson,

Sivic Solutions Group, LLC (SSG) is pleased to present our proposal highlighting our extensive experience, expertise, and resources to perform Cost Allocation and Random Moment Time Study (RMTS) services for the Washoe County Human Services Agency (WCHSA). We are excited to continue our partnership with you.

With our highly qualified team, SSG brings a unique blend of program, policy, practice, financial and technical skills, combined with first-hand management experience delivering comprehensive contractual services for state health and human service agencies.

SSG has the backing, financial support, and diverse resources of our parent company, Solix, Inc., a provider of business process outsourcing services and technology solutions for mission-critical government and commercial programs. SSG and Solix combine our services to offer our clients a unique suite of solutions that improves the lives of millions of individuals and families each and every year.

Thank you for your consideration of our proposal. Please do not hesitate to contact me if you have any questions about what we have to offer.

Sincerely,

Eric D. Seguin
Senior Vice President, Client Relations

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> **Note:** *For the definitions of terms commonly used throughout this proposal, please see Appendix: Definition of Terms.*

SECTION 1: SSG OVERVIEW AND RELEVANT EXPERIENCE

Sivic Solutions Group, LLC (SSG) is pleased to present to the Washoe County Human Services Agency (WCHSA) our proposed solution for cost allocation and RMTS services. The SSG Team includes staff with more than 20 years of cost allocation experience, with these team members fully dedicated to projects rather than just overseeing them. Our team has provided cost allocation services to numerous states, working on PACAPs, indirect cost plans, and time studies, and developed IT systems that perform allocation of costs and produce claim information consistent with federal claiming formats.

Our team also has revenue maximization expertise obtained through more than 15 years of experience, with many projects involving some component of cost allocation. The SSG Team also has unparalleled system capacity with web-based systems using the most advanced technology. Prior to presenting our relevant project experience, we provide several other key factors to our success.

Our Team Has Extensive Nationwide RMS and Cost Allocation Experience

SSG has recently implemented major RMS systems in state agencies and school districts throughout the country. A few key projects that we have worked on include Massachusetts (two time studies: DYS and DMH), Ohio (350 time studies), the District of Columbia (six agencies), and Florida (15 school districts), as well as Chicago Public Schools and Kentucky (statewide). Our staff members also have time study experience in New Mexico, New Jersey, Louisiana, Indiana, Nevada, Iowa, Oklahoma, Tennessee, Kansas, Missouri, and Illinois, as illustrated in the *Section 1: SSG Overview and Relevant Experience – RMS Project Experience*.

SSG has the required experience and knowledge of automated cost allocation, as demonstrated by the development and implementation of our web-based cost allocation product, e-SivicCAP. The team provides systems implementation experience and expertise from our many cost allocation and time study implementation projects.

e-SivicMACS Is the Best RMS System in the Market

Our e-SivicMACS system is the most robust RMS system on the market, accommodating an unlimited number of individual participants' work schedules. One of our current projects is for the State of Ohio and its 88 county social service agencies, involving 350 separate cost pools in a single implementation of our e-SivicMACS system. **There is no other system in the world that can operate as many cost pools in a single implementation.**

The e-SivicMACS system is a totally configurable product, able to accommodate changes between client installations, as well as changes to state or county policy changes. All client-specific product configurations are stored in database tables which maintain the integrity of the product for future product enhancements.

e-SivicCAP System Was Built on Our Experience with Cost Allocation Concepts, Incorporating Latest Functionality & Ease-of-Use Features

The e-SivicCAP system is a web-based automated system designed to assist managers by providing an easy-to-use file upload and data interface process for expenditure and statistical data, a seamless interface with e-SivicMACS for RMS data using web services technology, and the required documentation for audit trail purposes.

As is the case for the e-SivicMACS system, the e-SivicCAP system was designed and developed as a true web-based product using Microsoft .NET framework technology. The system contains a thin, full-featured user interface (browser-based) and robust security features. It utilizes ASP.NET for presentation layer with business components developed using C#.NET. The system uses a separate Database Connectivity layer which allows connection to different databases without changes to the application's business logic.

All our products including e-SivicMACS and e-SivicCAP are built using similar user interfaces, which minimizes the training required for the users, utilizing style sheets and user-defined objects like drop-down data grids and list boxes. In fact, we use the same security module for all our systems. It is HIPAA-compliant and includes the usage of SSL security certificates with 256-bit encryption, and automated timeout and disconnection of sessions that are left open for more than a preset amount of time (15 minutes is our recommended setting).

The entire system user interface for the e-SivicMACS and e-SivicCAP systems operates using Internet Explorer, Mozilla Firefox, and Safari browsers. Our system reports are available in PDF and Excel formats.

Our System Is Configurable to Meet Policy Changes

As described above, the e-SivicCAP system is a totally configurable product able to accommodate changes between client installations. All client-specific product configurations are stored in database tables which maintain the integrity of the product for future product enhancements. The system also allows for addition of new data fields for changes in the types of data collected, using the configuration functionality.

SSG Profile

SSG, a Solix, Inc. (Solix) company, is incorporated in the State of New York as a Limited Liability Company. Founded in 1998, SSG provides consulting and systems services to state health and human service agencies, child welfare agencies, and school districts across the country.

> *SSG assists our clients in recovering millions of dollars annually across a wide range of programs.*

SSG is the leading provider of Medicaid cost recovery in more than 15 states. We provide consulting services and system solutions for federal revenue maximization and compliance for Medicaid, Title IV-E, CHIP, SSI, SNAP, and TANF. Additionally, our team members have worked on numerous cost allocation projects that encompass both the allocation of direct and indirect costs. Many of these projects involved the development of allocation structures to distribute allowable allocable costs to Title IV-E, Title XIX, and other child welfare and aging department programs.

SSG has never been subject to a disallowance by CMS, OIG, or any other agency.

The SSG Team has extensive experience developing and implementing cost-based rate setting solutions and systems for child welfare and aging service providers. We are well-versed in underlying cost principles, federal guidance, and applicable state laws, rules, as well as policies which drive rate-setting processes in the health and human service arena.

SSG has recently expanded its services to include program, policy, and practice support by adding experienced senior resources to our Health and Human Services Team. With this expansion, SSG now brings a unique blend of program, policy, practice, financial and technical skills, combined with first-hand management experience in state health and human service agencies.

In 2017, SSG was purchased by Solix, a 100% U.S.-based provider of business process outsourcing services, technology solutions, and BPaaS for mission-critical government and commercial programs. Solix has extensive experience managing complex programs that require eligibility determination, including identity verification, duplicates screening, and strict adherence to statutory, regulatory, and programmatic rules.

As expert providers of specialized public benefit programs, SSG and Solix combine our services to offer our clients a unique suite of solutions that improves the lives of millions of individuals and families each year.

WCHSA will benefit from the expertise of SSG's in-house staff, which is comprised of experienced consultants, information systems professionals, and operations and administrative personnel. While most employees have at least 10 years of program and claiming experience, many have worked in the industry for 20 to 30 years. They have the demonstrated knowledge and experience to support your programs and implement technology solutions that will streamline your processes.

SSG's staff is organized into the practices illustrated below in *Exhibit 1: SSG Practices*, however, most of our employees maintain skills in more than one practice area.

Health & Human Services	K-12 Education Market	Technology Solutions
Consulting services and systems solutions for state and local agencies:	Recover, allocate, manage and track qualifying services and activities:	Secure, web-based, HIPAA compliant systems:
Recover and manage federal funds	*End-to-end solutions for Medicaid revenue recovery*	*Finance & Cost Allocation Management Systems*
Design and implement cost allocation policies	*Policy Consulting*	*Random Moment Time Studies*
Rate Setting	*Compliance Reviews*	*Medicaid Administrative Claiming and FFS Claiming*
Federal Claims analysis		*Data Analytics*
Eligibility and Compliance Reviews		
Develop, implement, and evaluate programs		

Exhibit 1: SSG Practices, provides experienced and expert staff organized into specified practice areas. To provide our clients with high-quality service, individual staff members have experience across multiple practices.

Health & Human Services includes personnel who have deep knowledge of and experience with federal Medicaid, Title IV-E, CHIP, SSI, and TANF claiming and regulatory compliance, cost allocation, rate setting, and financial and regulatory healthcare consulting for Health and Human Services clients across the country. In addition, our team provides human service program development, implementation, and evaluation.

K-12 Education Market Services include systems development, process management, and consulting services in the areas of student information systems, special education systems, and Medicaid reimbursement billing and documentation systems. This practice includes the collection and billing of direct services, review of existing Medicaid benefit packages and rates, record keeping training for school district staff and direct-service providers, and the reporting needed to support service billing. Within the education market, SSG provides Fee-for-Service (FFS) billing, Medicaid Administrative Claiming (MAC), and cost settlement services.

The SSG Education Market Team is highly qualified in Medicaid cost recovery for schools, and possesses demonstrated experience in 10 states and hundreds of school districts. Our largest projects include districts in Florida, South Carolina, New Mexico, the District of Columbia, Pennsylvania, Missouri, New York, and Kentucky.

Technology Solutions provided by the SSG Systems Practice provides multiple web-based systems for case management, Medicaid, and third-party claims management and payments. SSG has experience developing client/server and web-based products; designing and developing custom software for clients; successfully managing the entire information technology functions for clients under an outsource services model; and developing web-based software using Microsoft .NET Framework technologies and SQL databases, while following industry best practices and Service Oriented Architecture (SOA).

Within the healthcare industry, SSG has developed multiple web-based, HIPAA-compliant systems to support a range of services from case management to Medicaid claims and payment management.

Our Hosting Facility

Our data center infrastructure provides high availability for all supported applications. The data center has UPS battery backup to support a two-hour power outage. It also has natural gas-operated generators to provide backup power for an unlimited amount of time in case of major power failure. Regular maintenance and testing ensure that the backup power systems are available and adequate to support the load of mission-critical equipment. Key environmental measures, including power load, cooling load, and UPS capacity are documented and analyzed on a regular basis to ensure that conditions are maintained at operational standards.

Why Choose SSG?

When determining the best company to provide the services required, WCHSA should consider which company provides the best technology and services. Based on your long-term goals, WCHSA should select a vendor that has proven time study, cost allocation and Medicaid claiming software systems that have been successfully implemented for clients across the country.

By selecting SSG, WCHSA will partner with a firm with the staff, systems, and processes of a large, sophisticated, and experienced firm, but with the benefits of reduced cost to you and one-on-one attention. SSG's staff is better qualified than other firms which deploy mid-level or junior staff to service your needs. Our in-depth knowledge of the program, as well as the efficiency of our systems and productivity of our proposed staff, will benefit WCHSA and the families you serve.
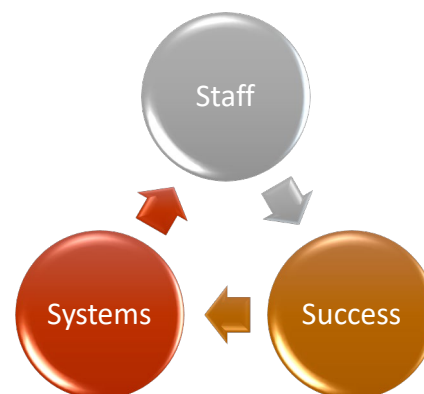
RMS Project Experience

Within the past few years, SSG has implemented major RMS systems for state agency, school district, and statewide school projects in the District of Columbia, Chicago Public Schools, Kentucky, and Ohio. These are in addition to more than 25 time study projects conducted prior.

SSG staff members have worked on numerous cost allocation projects that encompass both the allocation of direct costs (primarily personnel services and non-personnel services) and indirect costs (central services administration, executive office, and county-wide costs). Many of these projects involved the development of allocation structures to distribute allowable allocable costs to Title IV-E, Title XIX, and other child welfare programs. Examples include projects for State agencies in Ohio and Indiana, as well as in the District of Columbia, where we configured our web-based cost allocation system, e-SivicCAP for their Child and Family Services Agency.

The below *Table 1: SSG's RMS Project Experience*, lists projects ranging from cash assistance and Medicaid eligibility time studies to child welfare and juvenile justice, demonstrating our breadth of experience in implementing and operating RMTS in multiple settings throughout the country.

Table 1: SSG's RMS Project Experience

Project	Services Provided
Washoe County, Nevada – Human Services Agency	SSG implemented e-SivicMACS RMTS software for WCHSA's Children's Services Division and Adult and Senior Services Division. SSG is also implementing e-SivicCAP cost allocation software and updating the agency's PACAP to include changes resulting from the upcoming implementation of the FFPSA.
Massachusetts Department of Youth Services (DYS) Service Rate Development and Medical Billing Project	Under contract with the University of Massachusetts Medical School, SSG provides rate development, time study, and Medical billing services for DYS's Targeted Case Management (TCM) and Residential Rehabilitation Option (RRO) Programs. The SSG Team analyzes the DYS rate development process for TCM and RRO services provided to paroled juveniles; collects provider costs; implements and administers a time study process to identify and document case management, rehabilitative services, room and board, education, and administrative activities; and develops the billing methodology and system for processing service encounter data.
Massachusetts Department of Mental Health (DMH) Service Rate Development Project	Under contract with the University of Massachusetts Medical School, SSG provides rate development and time study services for DMH's Adult and Adolescent Rehabilitative Programs. The SSG Team analyzes the DMH rate development process for inpatient, outpatient, and emergency services, as well as targeted case management and rehabilitative services provided to individuals of all ages. We also collect provider costs, and implement and administer a time study to identify and document the following activities: ■ Treatment/rehabilitative services; ■ Support, supervision, and room and board; ■ Education; and ■ General administration activities.
District of Columbia DHS, DHCF, DDS, and DBH RMTS	SSG implemented electronic RMTS for the District of Columbia's Departments of Human Services (DHS), Health Care Finance (DHCF), Disability Services (DDS), and Behavioral Health (DBH). As part of this project, SSG: ■ Transitioned departments from paper distribution of RMTS forms and manual calculation; ■ Configured e-SivicMACS for sampling following each agency's RMTS sampling parameters; ■ Trained department-participating staff, supervisors, and coordinators on e-SivicMACS; ■ Provided technical support through department-support Help Desks; ■ Conducted refresher training for RMTS coordinators for updating the RMS participant rosters;

Project	Services Provided
	■ Prepares monthly and quarterly RMTS results and provider participation reports; and ■ Prepares a comparison report to show the percentage of RMTS results for each benefiting program for previous quarters and the current quarter.
District of Columbia Children and Family Services Department (CFSA) Time Studies	SSG has been working on a project to analyze the Child Welfare Department's Title IV-E and Medicaid claiming and CAP, to determine their compliance with federal regulations and enhance revenues. A description of services included follows: ■ Develop a comprehensive restructuring of the department's PACAP, including adding IV-E candidate for foster care and a private-agency RMTS; ■ Develop, implement, and currently operate two web-enabled time studies, with capabilities for fund allocations; ■ Train over 400 staff members on time study activity selection and system operations, and provide an ongoing basic training for new staff; ■ Complete 100% quality assurance (QA) of time study responses to ensure that activity code selection is supported by the narrative entered by the RMTS participants; ■ Collect and edit rosters; ■ Develop quarterly time study results and complete trend analysis to identify potential problems; and ■ Manage the development of computer claiming system (e-SivicCAP) to implement the PACAP.

District of Columbia Department of Aging and Community Living (DACL)	In support of this project, SSG:
	
	■ Assisted the DACL (formerly the District of Columbia Office on Aging) Aging and Disability Resource Center (ADRC) in developing and implementing an RMS to facilitate Medicaid and home and community-based waiver administrative claiming. This included creating program and activity codes to capture effort for Medicaid, HCBS waiver, and other programs. SSG also developed the DACL PACAP, including RMS policies and procedures, claiming matrices, and training material. We continue to support DACL in maintaining its PACAP. SSG continues to support DACL in the ongoing, quarterly operation of the RMS in our e-SivicMACS RMS system. Our services include:
	
	   ■ Updating and maintaining the RMS participant list;
	
	   ■ Conducting QA of all RMS responses;
	
	   ■ Producing monthly RMS status reports;
	
	   ■ Producing quarterly RMS reports for cost allocation; and
	
	   ■ Providing RMS training to participants, supervisors, and coordinators.

Project	Services Provided
District of Columbia Public Schools (DCPS) RMS and Cost Settlement	SSG developed, implemented, and is currently administering a web-accessible RMS system to identify and document special education staff activities for the DCPS Office of the State Superintendent of Education (OSSE). Working to an extremely short timeline (three weeks), SSG successfully implemented a web-accessible RMS system to identify and document special education staff activities. We provide programmatic and operational support to DCPS project leadership in generating a time study sample using a statistical model to assure a CMS and OSSE-approved sample confidence precision level. Our ongoing responsibilities include: ■ Providing system training and ongoing support to stakeholders and supervisory staff; ■ Receiving and maintaining rosters and work schedules for an unlimited number of individual participants (service providers and clinicians) who provide services to special education students in public schools (DCPS) and public charter schools (DCPCS); ■ Sending system automated e-mail notifications to each participant in the random sample, with a link to an online form used to provide time study responses; ■ Providing online and toll-free number for Help Desk assistance to users with system and programmatic issues; ■ Providing central coding services of documented activities, and accurately identifying health related services, including behavioral support services, occupational therapy, physical therapy, and speech-language therapy; ■ Providing technical assistance and expert consultation to DCPS, DCPCS, OSSE (Office of Superintendent of Schools), and the District Medicaid Department (DHCF), in regards to interaction with the Centers for Medicare and Medicaid Services (CMS) and ensuring compliance with the time study process; ■ Annually collecting cost information for DCPS- and DCPCS-contracted staff involved with special education direct services delivery and support, as well as the direct services billing and revenues for the year; ■ Calculating Medicaid-allowable medical costs based on direct care costs, other costs, and adjusted indirect costs and direct medical percentages; ■ Preparing a cost settlement report for DCPS submission to the Department of Health Care Finance; and ■ Responding to questions from federal and district personnel on the development of the cost settlement, as necessary.

Project	Services Provided
Chicago Public Schools SNAP/Medicaid Time Study	In support of this project, SSG's Consultants: ■ Implemented a RMS to support Medicaid and Food Stamp (SNAP) administrative claiming for referral and eligibility assistance services provided by CPS administrative staff; ■ Receives and maintains rosters; ■ Provides central coding services of documented activities; ■ Provides system training to participants and supervisory staff; ■ Produces RMS results and provides trend analysis reports on participation rates, activity code selection, roster updating, etc.; and ■ Develops administrative claim.
Indiana Department of Child Services Cost Allocation and Time Study	SSG's Team provided inclusive CAS from preparation of Department indirect CAP, development and operation of three RMS, preparation of quarterly allocations, preparation of adjustments, as well as managed the development and approval of the new Department's PACAP. Also for this project, SSG: ■ Managed the development and CAS approval of the transition plan for creation of DCS from the Division of Family Resources' (DFR's) CAP when FSSA had a central services indirect plan; ■ Prepared the initial DCS PACAP and negotiated approval of the Plan with financial management staff; ■ Managed the DCS and Licensed Child Placing Agencies (LCPA) RMS; and ■ Provided cost allocation training to DCS staff to develop management and technical skills for cost plan preparation and RMS operations.
Indiana Family and Social Services Administration (FSSA) Cost Allocation and Time Studies	In support of this project, SSG: ■ Provided CAS to Indiana Family and Social Services Administration for central services administration, OMPP (Medicaid and CHIP), DFR (eligibility functions), Division of Aging, Division of Disability and Rehabilitation Services, and Division of Mental Health; ■ Managed FSSA Cost Allocation monitoring, developed FSSA Plan amendments, and conducted staff cost allocation training; ■ Managed operation of three RMTS (eligibility, disability, and early intervention); and ■ Prepared training materials for RMS sample participants and coordinators.
Kentucky Statewide Schools Time Studies and MAC	SSG developed a statewide schools program consistent with the State's SPA, as well as provides central coding, tracks participation rates, produces quarterly results, and implements an annual cost reconciliation of the FFS Program. Also, the SSG Consulting Team: ■ Develops, implements, and administers a web-accessible RMS system to identify and document special education and administrative staff activities;

Project	Services Provided
	■ Receives and maintains two rosters;
	■ Provides central coding services of documented activities;
	■ Conducts independent random QA review of coded activities;
	■ Provides system training to participants and supervisory staff;
	■ Produces quarterly RMS results and provides trend analysis reports on participation rates, activity code selection, roster updating, etc.;
	■ Develops quarterly Medicaid administrative claim; and
	■ Conducts compliance reviews for both the RMS and administrative claim and direct services documentation.
Ohio Job and Family Services County Time Studies	As part of this project, SSG:
	■ Implemented and continues to operate e-SivicMACS time study system for 88 counties and 350 different cost pools and time studies, covering all Job and Family Services Social Services Programs;
	■ Configured and implemented the e-SivicMACS time study system for 88 counties and 350 different cost pools and time studies, covering all Department programs: Child Welfare (IV-E, IV-B), Child Support, Medicaid, Food Stamps, TANF, Workforce Investment, and Unemployment Compensation;
	■ Trained 350 county RMS coordinators and State system administrators on the operation of the system;
	■ Completed the configuration and training in four weeks;
	■ Receives and maintains rosters; and
	■ Provides ongoing systems and Call Center support.
New Jersey Department of Human Services Time Studies	SSG implemented and continues to support 21 different agency time studies, converting the time study from paper to web-based, configuring e-SivicMACS, training the staff, and operating the system.
Florida MAC	SSG initiated the e-SivicMACS MAC Program for school districts in Florida. Our Florida district clients were using a paper-based system before the SSG implementation. We implemented our proven system which electronically collects RMTS participant responses, and provides sample pool maintenance, cost objectives, cost allocation, indirect cost classification, claims preparation, and audit file preservation.

Candidate for Foster Care Experience

The SSG Team has significant experience in documenting the eligibility of Title IV-E foster care candidates in accordance with the ACF Child Welfare Policy Manual and applicable regulation and statute. Our staff members have advised clients and implemented revisions to time studies and CAPs, which featured Candidate for Foster Care claiming in seven state agencies, including both the Kansas Juvenile and Social Service Agencies, and agencies in Maryland, Indiana, Illinois, Nevada, and the District of Columbia.

The below *Table 2: SSG's Candidate for Foster Care Experience*, lists the related projects we have supported.

Table 2: SSG's Candidate for Foster Care Experience

Project	Services Provided
DC Child and Family Services Agency, Implement Candidate for Foster Care Claiming	For this project, SSG provided the following services: ■ Revision of RMTS to identify IV-E eligible activities for candidates for foster care, and the subsequent caseworker training; ■ Determination of the approach to ensure a public official makes the candidacy determination for contracted in-home cases; and ■ Support for adapting to the candidacy definition under the FFPSA.
MD Department of Human Resources (DHR), Implement Candidate for Foster Care in Compliance with Federal Requirements	The SSG Consulting Team provided consulting services to the Maryland DHR to determine what tasks must be completed to implement revisions requested by the Federal ACF for Title IV-E Candidate for Foster Care claiming. The assessment included a detailed implementation plan and a Candidacy Claiming Plan to the federal ACF for their approval.
IN Department of Child Services (DCS) Cost Allocation and Time Study	SSG led the implementation of new procedures for documenting and claiming Title IV-E Foster Care candidacy costs. Case plan documentation procedures were changed and the RMTS was updated. SSG staff assisted in training and implementing the updated case plan and RMTS tools, and negotiated the amendment of the agency's PACAP.
KS SRS Implement Candidate for Foster Care Claiming	The SSG Consulting Team led the restructuring of the Kansas Department of Social and Rehabilitation Services' (SRS') RMTS for private providers that were managing the Department's privatized service system. The revised RMTS differentiated between allowable IV-E administrative activities on behalf of foster care candidates and non-candidates, and separated medical case management activities from allowable IV-E activities on behalf of all clients.
KS JJA Develop Initial Cost Allocation and Update for Candidate for Foster Care	In 1998, SSG implemented the Authority's CAP after the Authority's creation on July 1, 1997, which included the CAP, a time study, and the IV-E administrative claiming process. This was followed in 2001 with the implementation of TCM. In 2008, the agency's PACAP was revised and the time study was changed to implement the clarified candidate for foster care provisions in the DRA. Training on the revised time study was also provided.
NV Cost Allocation and Time Studies for Clark County (Las Vegas)	The agency needed to respond to an ACF request for a candidacy review of in-home service cases. SSG's Consultants conducted extensive review of agency CAP, synthesized the review results to determine the best cost allocation process, adjusted IV-E claims, and implemented a time study.
IL Department of Children and Family Services, Candidate for Foster Care Compliance	SSG staff members identified compliance requirements problems in the Department's IV-E Candidate for Foster Care claiming, and completed a formal report of the problems and recommended a solution. The recommendations mostly involved changes to the time study polling and case plan documentation.

CAP Experience

SSG's Cost Allocation Services Projects

The cost allocation projects that SSG Consultants have worked on encompass both the allocation of direct costs (primarily personnel services and non-personnel services including IT costs) and indirect costs (central services administration, executive office, and county or statewide costs).

SSG has the required experience and knowledge as demonstrated by our prior and current CAP consulting, cost policy, cost accountings, and systems development projects for state and county agencies, as well as the expertise that was required in the development of our web-based cost allocation product, e-SivicCAP. We provide health and human service agencies a complete solution using our program knowledge, cost accounting skills, and systems development and implementation expertise. Our extensive knowledge of cost allocation methodologies will be helpful in assisting WCHSA to meet its goals.

The below *Table 3: SSG's Cost Allocation and Cost Policy Experience*, lists projects where we provided consulting services in the development and negotiation of public assistance plans or plan amendments, and the development of CAP software.

Table 3: SSG's Cost Allocation and Cost Policy Experience

Project	Services Provided
Washoe County, Nevada – Human Services Agency	SSG implemented e-SivicMACS RMTS software for WCHSA's Children's Services Division and Adult and Senior Services Division. SSG is also implementing e-SivicCAP cost allocation software and updating the agency's PACAP to include changes resulting from the upcoming implementation of the FFPSA.
District of Columbia Child Welfare Medicaid and IV-E Federal Claiming Infrastructure Improvement, CAP, and Time Studies	SSG analyzed the child welfare agency's (DC Child and Family Service Agency – CFSA) Title IV-E and Medicaid claiming and CAP by determining their compliance with federal regulations and enhancing revenues. The CAS included: ■ Developing administrative claim for submission to the federal government by using our e-SivicCAP system to collect costs and process the CAP using RMTS, FTE, and other statistics; ■ Preparing a rewrite of the CFSA PACAP, preparing two amendments to PACAP, successfully completing CAS negotiations, and preparing additional PACAP amendments; and ■ Supporting CFSA in implementation of the FFPSA.
District of Columbia Department of Health Care Finance	SSG is working with DHCF on several tasks related to the Department's PACAP. As part of this project, SSG: ■ Prepares amendments to DHCF's PACAP annually or as otherwise needed

Project	Services Provided
	to maintain compliance with Subpart E of 45 CFR Part 95; ■ Assists DHCF in responding to inquiries and securing approval of its PACAP from the U.S. DFS CAS Team; ■ Transitions DHCF from paper distribution of RMTS forms and manual calculation to SSG web-based e-SivicMACS RMTS; ■ Trains DHCF-participating RMTS staff, supervisors, and coordinators on e-SivicMACS; ■ Provides technical support through DHCF-support Help Desk; ■ Provides refresher training for DHCF RMTS coordinators for updating the RMTS participant roster; ■ Prepares monthly and quarterly RMTS results and provider participation reports; and ■ Prepares comparison report to show the percentage of RMTS results to each benefiting program for previous quarters and current quarter.
District of Columbia Office of the Chief Financial Officer/Multiple Agencies	SSG maintains the PACAP for the Department of Human Services, and develops annual indirect cost rate proposals for the Departments of Human Services, Behavioral Health, Disability Services, and Health. SSG also implemented and currently operate RMTS for the Departments of Human Services, Behavioral Health, and Disability Services.
Florida Agency for Health Care Administration (AHCA)	SSG worked with AHCA to examine their PACAP and related claiming. In the course of this project, SSG's Consultants provided assistance to AHCA with their department's indirect cost allocation, direct cost allocations, and claiming by other state agencies. The goals of the project were to increase compliance and federal claiming.
Wyoming Department of Family Services (DFS)	SSG is currently conducting a comprehensive assessment and update of the DFS PACAP including a full review administrative claiming policies and procedures, an examination of the current cost allocation methodology, and an analysis of the existing cost allocation software.
Wyoming Department of Health	SSG provided subject matter expertise to the Wyoming Department of Health with respect to their PACAP and MAC Plan. In this capacity, the SSG Consulting Team worked closely with Department of Health staff to review departmental policies and practices, documentation, and options for enhanced compliance and revenue.
New Jersey Department of Health	SSG worked with the New Jersey Department of Health on their indirect CAP. Our team provided State agency staff with expert guidance on federally approvable allocation methodologies in the context of major reorganizations in state government. One component of our consultation was to recommend analysis of the impact of the reorganizations on federal funding for the State.
Ohio Department of Jobs and Family Services (ODJFS) CAP Development	The State changed the structure of Ohio's Medicaid Program to encourage and better manage administrative resources, align policy, and control costs across agencies by creating the Ohio Department of Medicaid (ODM). With this change, SSG restructured the ODJFS CAP and ensured approval of the resulting CAP amendment. SSG reviewed and provided recommendations to develop new processes or significantly modify existing processes, resulting in an effective new CAP developed by SSG, reducing complexity and increasing operational efficiencies of the CAP.

Project	Services Provided
Indiana Department of Child Services Cost Allocation and Time Study	SSG's Team provided inclusive CAS from preparation of agency indirect CAP, development and operation of three RMTS, preparation of quarterly allocations, preparation of adjustments, as well as managed the development and approval of the new agency's PACAP.
Indiana Family and Social Services Administration (DFS) PACAP Revisions	SSG's staff members provided CAS to Indiana Family and Social Services Administration. The CAS included: ■ Management of DFS cost allocation monitoring, development of DFS Plan amendments, and conducting staff cost allocation training; and ■ Implementation management of quarterly CAP amendments and the negotiation with Division of Cost Allocation.
Other Projects	
Ohio County-based Statewide Cost Allocation Systems Development (CFIS Web)	SSG provided a web-based financial management system for Ohio Department of Job and Family Services (ODJFS) and the county agencies that offer entire finance management services including budgeting, cash draws, expenditure reporting, cost allocation, IV-E administrative claim, as well as federal claiming for other programs for public assistance, workforce services, child support, and children's services agencies. The system assists the State in awarding grants to county agencies that they will then be able to draw advances upon those grants, and reports their monthly expenditures and receipts.
Web-based Cost Allocation Product: e-SivicCAP	e-SivicCAP is our web-based cost allocation product developed for our health and human service clients, and is used as a base system for the District of Columbia and Washoe County administrative claiming. It is a true web-based product using Microsoft .NET framework technology, with a thin, full-featured user interface (browser-based) and robust security features. It interfaces with Peoplesoft and other accounting and payroll systems, and effectively and efficiently provides the features needed to produce an agency CAP.
Web-based Cost Allocation Indirect Rate System	This system, developed by the SSG Team, is a cost allocation tool to generate indirect cost rates for counties, cities, and states. The functionality covered all possible cost allocation techniques and required flexibility in establishing cost allocation processes unique to each client. The business objective of developing the system was to upgrade the technology to a web-based solution, to support multiple clients using a hosted Application Service Provider (ASP) model.
Texas Department of Human Services CAP	SSG Team members managed the development of a PACAP for the agency.
Alaska Department of Administration, and Department of Health and Social Services	SSG's staff supported development and negotiation of the SWCAP for the Alaska Department of Administration. We also supported the Department of Health and Social Services in the implementation of cost allocation software for quarterly allocation, providing onsite technical assistance with the first quarter of its implementation.

Proposed Project Staff

It is critical that WCHSA selects a partner with the experience and knowledge required to ensure the successful operation of this critical project. To that end, the SSG staffing plan for this project brings together top consultants from our Health and Human Services and Systems Practices who collectively have provided time study services for more than 30 health and human service agencies and large school districts across the country. We offer WCHSA the support of a team with exceptional skills, diversity, and experience to meet all your project objectives.

Key Personnel CAP Experience

SSG has the required experience and knowledge as demonstrated by our prior and current CAP, cost policy, cost accounting, and system development projects for state agencies, and the expertise and knowledge that was required in the recent development and implementation of our web-based cost allocation product, e-SivicCAP.

SSG is proposing a team of very qualified project, technical, and business management personnel to complete the project tasks. Our staff has the necessary experience and expertise in the development of new and amended CAPs, review of options for allocating costs, preparation of cost impact analyses, operation of time studies, submission of quarterly cost allocations, and review of cost allocation procedures for compliance with federal requirements and streamlining business functions.

Project Organization Chart

The below *Exhibit 2: Project Organizational Chart*, presents the structure of our proposed team and a list of all proposed staff for the project.
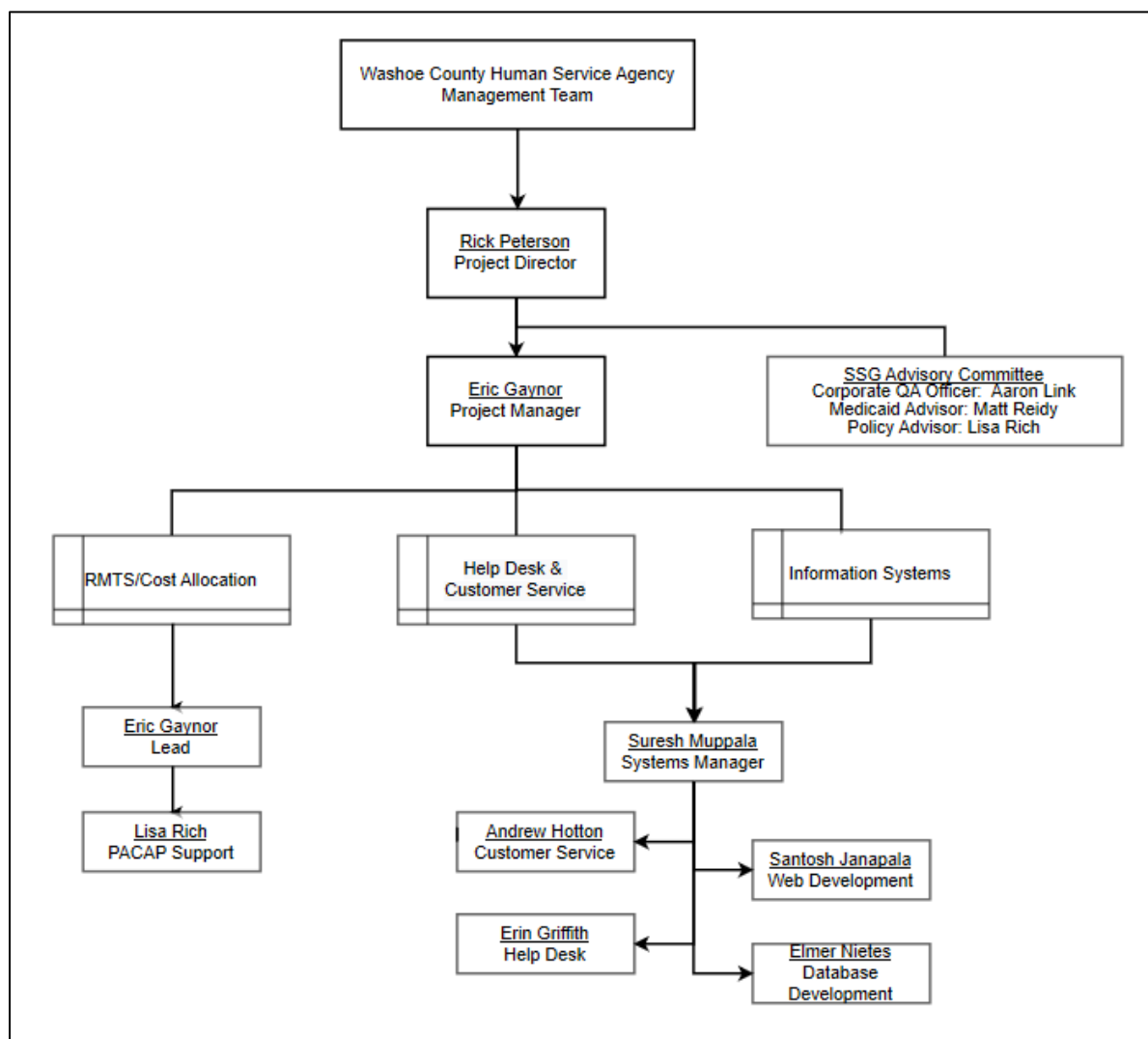
Exhibit 2: Project Organizational Chart, shows our proposed project structure and all proposed staff.

Presentation of Two Staffing Tiers for the Project

We present here a discussion of our proposed key staff consisting of the two tiers: 1) Project Management Team and 2) Project Team Members. Information on the other project staff is available; almost all staff members have more than 10 years of relevant experience, and many possess 20 years of experience or more.

An essential component of the partnership between client and contractor is the management processes of the contractor, since the value of the contractor's services is primarily reliant on the project staff and the quality of the deliverables. The Project Manager and Project Director are crucial to this partnership, and are described below. We also present the qualifications and experience of all other personnel supporting this project.

Project Management Team

The success of any project depends heavily on the qualifications of the Project Management Team, which guides the overall direction of the project, coordinates all major components of the project, and ensures that we will meet all contractual requirements. Our proposed staff includes the Project Director, Project Manager, Corporate QA Officer, Medicaid Advisor, and Policy Advisor, as described in the below *Table 4: SSG's Project Management Team*.

Table 4: SSG's Project Management Team

Team Member	Project Role	Qualifications
Rick Peterson	Project Director	▪ Has more than 24 years of state government finance experience; ▪ Served as Chief Financial Officer at Indiana Department of Child Services; ▪ Provides leadership and guidance for all projects, allocating staff and ensuring that client expectations are met; ▪ Previously provided CAS to Indiana FSSA; ▪ Experienced in the development and negotiation of PACAPs and SWCAPs; RMS in human services agencies; Title IV-E waiver demonstration design and implementation; revenue enhancement strategies in IV-E, Medicaid, and TANF; and rate-setting methodologies; and ▪ Successfully led projects in DC, NV, IN, IL, AK, TX, FL, WY, NJ, MA, and CT.
Eric Gaynor	Project Manager RMTS/Cost Allocation Lead	▪ Has more than 20 years of cost allocation experience engaging with clients to deliver optimal results; ▪ Specializes in maintenance and implementation of CAPs, accounting processes, and budget management; ▪ Manages cost allocation projects in DC, NV, and NJ; and ▪ Is a Certified Public Accountant.
Lisa Rich	Policy Advisor PACAP Support	▪ Has more than 22 years of working to support state government agencies in their service to families; ▪ Possesses extensive experience with Indiana State Government Programs; ▪ Served as Deputy Director of Services and Outcomes for Indiana Department of Child Services; ▪ Served as Director of IT Strategic Initiatives for Indiana Department of Workforce Development; ▪ Specializes in improving state systems, developing programs, streamlining service and business processes, and improving QA methods; and ▪ Successfully led projects in IN, NE, WY, and DC.

Team Member	Project Role	Qualifications
Suresh Muppala	Systems Manager	■ Has over 30 years of systems development, implementation, and project management experience; ■ Led application development for all SSG projects, including RMTS, MAC, cost settlement (e-SivicMACS), FFS claiming (MAXCapture), and cost allocation (eSivicCAP) systems; ■ Experienced in software architecture, database design, development, and implementation of systems for schools and health and human service agencies, as well as systems integration and implementation support; ■ Led the implementation of all SSG MAC, cost settlement, FFS claiming, and cost allocation projects; ■ Led the development, implementation, and project management of statewide county finance information system for Ohio Department of Job and Family Services; ■ Led the development, implementation, and project management of RMTS system with over 350 cost pools for Ohio Department of Job and Family services; and ■ Worked on the Burrows SAP and IT outsourcing, web-enabled time study, and case management projects, as well as Medicaid billing projects in FL, NM, SC, IL, NY, KY, PA, NV, MD, KS, MO, MS, NJ, CT, AR, DC, and WI.
Matt Reidy	Medicaid Advisor	■ Has over 25 years of experience helping states improve their management of federal revenues, particularly in the design and implementation of Medicaid, CHIP, and TANF; ■ Experienced working for federal Medicaid agency, CMS (then known as HCFA), and state Medicaid agencies, as well as private consulting firms; and ■ Successfully implemented initiatives in ME, MA, RI, CT, NY, NJ, MD, PA, VA, SC, MO, IL, TX, NM, and CA.
Aaron Link	Corporate QA Officer	■ Has 20 years of experience successfully implementing effective programs for public and private sector clients; ■ Experienced in comprehensive project management, planning, and budgeting; and ■ Possesses expertise in managing the delivery of large software development and implementation projects for both federal and state agencies.

Rick Peterson, Project Director

Mr. Rick Peterson, SSG's Director of Health and Human Services, will serve as the Project Director for this project. As Project Director, Mr. Peterson will provids oversight for all contracted activities, coordinating all activities between WCHSA and SSG, and with direct responsibility for the project. Mr. Peterson will ensure that corporate standards for quality and customer satisfaction are achieved and ensure that the necessary resources are available to the project team. His responsibilities on this project will include client relations, problem resolution, and supervision of all project staff. Mr. Peterson will also have the authority to make decisions, revise processes and procedures, and assign additional resources as needed to maximize the efficiency and effectiveness of services required and provided under the contract.

Mr. Peterson has 16 years cost allocation experience including working with state Medicaid agencies, and has served in various roles for the Indiana Child Welfare Department since 2009, most recently as Chief Financial Officer. He has more than 20 years of state government finance experience working in more than 15 projects, with a focus on federal revenue management, cost allocation, budget development, and financial operations. Mr. Peterson's range of experience includes the development and negotiation of PACAPs and SWCAPs; RMS in human services agencies; Title IV-E waiver demonstration design and implementation; revenue enhancement strategies in IV-E, Medicaid, and TANF; and rate-setting methodologies.

Eric Gaynor, Project Manager and RMTS/Cost Allocation Lead

Mr. Eric Gaynor will be the Project Manager for this project. As Project Manager, Mr. Gaynor will serve as the single point of contact with WCHSA, with primary responsibility for the SSG Team's effort under the contract. We strongly believe in establishing and maintaining a collaborative partnership with our clients. To that end, Mr. Gaynor will meet regularly with WCHSA's staff, and be available for in-person and telephone meetings to discuss the project status and any performance issue that may arise or concerns expressed by WCHSA. He will maintain the project work plan and schedule, provide status reports and issue papers, and oversee all aspects of the project.

Mr. Gaynor successfully maintains and implements CAPs for multiple government clients. He is a highly dedicated and focused manager with more than 20 years of experience engaging with clients and delivering optimal results. Mr. Gaynor's range of experience and expertise includes: data analytics, compliance, and auditing; relationship management with legislators and state agencies; project planning, management, and forecasting; and accounting processes and budget management. He is a Certified Public Accountant, licensed by the Commonwealth of Massachusetts.

Lisa Rich, Policy Advisor and PACAP Support

Ms. Lisa Rich will serve as the Policy Advisor and PACAP Support expert for this project. In this role, she will draw upon her extensive work experience in these areas of expertise.

Ms. Rich has spent more than 22 years working to support state government agencies in their service to families. She specializes in improving state systems, developing programs, streamlining service and business processes, and improving QA methods. Her range of experience includes: development, implementation, and monitoring of best practices and evidence-based services for families, children, and youth involved in the child welfare and/or mental health systems; program evaluation and continuous quality improvement; strategic planning and continuous quality improvement; transformation of business processes to ensure quality and maximize federal reimbursement; IT systems development; federal program plan development and service array needs assessments; and implementation of FFPSA.

Suresh Muppala, Systems Manager

Mr. Suresh Muppala will be the Systems Manager for this project. As Systems Manager, Mr. Muppala will oversee the implementation of the time study and Medicaid claiming systems. In addition, the he will ensure the Claims Operations Team successfully processes and produces accurate Medicaid claims, as well as processing of the time study results. He will also direct all system development, maintenance, and operations for the project.

Mr. Muppala has more than 30 years of systems development, implementation, and project management experience for both the public and private sectors. He has been responsible for developing and managing the current processes for the project's time study and Medicaid claiming.

Mr. Muppala served as the Technical Project Manager on numerous projects, and has been involved in many Medicaid claiming, time study, administrative claiming, cost settlement, and grants management projects. As an example of his project work, he oversaw a large team in the development and implementation of a web-based system to assist the State Department of Jobs and Family Services and the Ohio Counties in the development of county budgets, reporting of county expenditures and draws, and overall management of county and state finances. The project had a very tight timeframe to develop and test the software, lead state and county staff in user acceptance testing, conduct county training, and provide operational support and warranty services. The system was successfully delivered on time.

Mr. Muppala leads the design, development, and maintenance of SSG products including web-based MAXCapture (FFS claiming), e-SivicMACS (RMTS, administrative claiming, and cost settlement), and e-SivicCAP (cost allocation) systems currently being used by various state

and local agencies across 12 states. His extensive experience includes development of systems for state and local government agencies, as well as retail banking, depository, and SCADA systems, and implementation of ERP systems.

Aaron Link, Corporate QA Officer

Mr. Aaron Link will serve as the Corporate QA Officer for this project. Quality is a guiding principle for our team; it is our commitment to you to providing the highest quality of service. We emphasize a strong infrastructure of QA, quality management, and best practices for all of our projects, information systems development, and support. Every project includes an organized QA component. To that end, Mr. Link will monitor all contractual activities for the project and serve as a trainer for the project staff regarding project roles and responsibilities. He will ensures that the SSG Team has an effective compliance review and QA program for this project.

Mr. Link has more than 20 years of experience successfully implementing effective programs for public and private sector clients. His range of experience and expertise includes: managing the delivery of large software development and implementation projects for both federal and state agencies; design and development of custom application software; implementation of automated information systems for health and human service agencies and schools; comprehensive project management, planning, and budgeting; forecasting for systems integration, implementation, and management; and training end users on new software.

Matt Reidy, Medicaid Advisor

Mr. Matt Reidy will serve as the Medicaid Advisor for this project. In this role, he will draw upon his extensive work experience in this area of expertise.

Mr. Reidy has more than 25 years of experience helping states improve their management of federal revenues, particularly in the design and implementation of Medicaid, CHIP, and TANF. Mr. Reidy began his career at the federal Medicaid agency, CMS (then known as HCFA), and has worked for state Medicaid agencies as well as private consulting firms. He has successfully implemented initiatives in more than a dozen states including Maine, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Maryland, Pennsylvania, Virginia, South Carolina, Missouri, Illinois, Texas, New Mexico, and California.

The cumulative amount of federal funds associated with Mr. Reidy's initiatives now exceeds $900 million, without any negative audit findings. He has extensive experience in designing initiatives that will secure federal approval and ensure reliable federal funding for states.

Project Team Members

The second tier of staff consists of key team members for each functional area. The below *Table 5: SSG's Project Team Members*, includes qualifications of proposed project team leads.

Table 5: SSG's Project Team Members

Team Member	Project Role	Qualifications
Andrew Hotton	Customer Service	■ Has experience in providing day-to-day assistance to a wide variety of clients; ■ Responsible for oversight and/or operation of all SSG time studies, (357 time studies, including Kentucky and Chicago Public Schools projects); ■ Possesses 18 years of application development and implementation experience; ■ Worked on web-enabled early intervention and targeted case management systems in NM and WI, as well as Medicaid billing projects in MO; DC; FL; NM; Chicago, IL; San Diego; and Gary, IN; ■ Experienced in rate setting, budgeting, and financial projections; and ■ Supported the development of cost allocation and state/county financial systems, along with schools interim rate setting.
Santosh Janapala	Systems Development	■ Has nine years of experience in software design, object-oriented analysis, design and programming, integration and deployment of scalable multi-tier Internet, database, and client/server-based software solutions; ■ Possesses expertise in the following: web development, Windows forms, WebForms, and web services; SQL Server DTS packages for transferring data from flat files to the relational databases and vice versa; SOA environment, creating and consuming the web services; interacting with external applications; implementing SAML-based SSO; maintaining applications in Azure; and system analysis, system architecture, and development; and ■ Is Microsoft MCSA-certified.
Erin Citrin	Help Desk	■ Has 15 years of experience in medical processing, and time study and Help Desk consulting; ■ Supported a time study centralizing coding for the District of Columbia Public Schools and Kentucky Schools, as well as a QA of District of Columbia child welfare time study; ■ Is a Help Desk Support Team member and the first point of contact for schools and other Medicaid and third-party claiming clients; and ■ Oversees schools transportation service encounter optical character recognition processing.

Team Member	Project Role	Qualifications
Elmer Nietes	Systems Maintenance	- Has 16 years of experience in software development, including SQL Server, Visual Basic, and Access; - Provided development and operations support for Florida, New Mexico, and South Carolina schools projects; - Is a highly experienced tester using test tools and script generation; - Developed and maintained the Wisconsin HealthCheck billing system; and - Experienced in scanning solutions and generation of scanning code logic were earlier presented.

Andrew Hotton, Customer Service

Mr. Andrew Hotton will provide Customer Service support for this project. A software engineer and Medicaid schools specialist for SSG, Mr. Hotton will be responsible for Medicaid claiming, expanding on his current responsibilities for the operation of 354 time studies.

Mr. Hotton has over 18 years of experience in schools application development and operation, as well as providing technical training, Help Desk assistance, and claim testing. He has supported Medicaid school-based systems for Arizona, Missouri, New Mexico, Kentucky, Florida, South Carolina, Gary (IN), San Diego (CA) and Chicago (IL), along with systems development in early intervention, school billing, time studies, schools' time studies, targeted case management billing, and child welfare Title IV-E claiming.

Santosh Janapala, Systems Development

Mr. Santosh Janapala will provide Systems Development support for this project. In this role, he will draw upon his extensive work experience in this area of expertise.

Mr. Janapala has over nine years of experience in software design, object-oriented analysis, design and programming, integration, and deployment of scalable multi-tier Internet, database, and client/server-based software solutions. He has extensive experience in Microsoft .NET Framework, AJAX, VB.NET, ASP.NET, C#.NET, MVC5, web services, WCF, WebApi, Remoting, Delegates, Reflection, and WinForms, as well as experience in designing and developing Web User interface/Windows interface and Crystal Reports.

Mr. Janapala's areas of expertise include web development: Microsoft .NET Framework, ASP.NET, C#. NET, VB.NET, ADO.NET, Windows forms and WebForms, and web services; SQL Server DTS packages for transferring data from flat files to the relational databases and vice versa; SOA environment, creating and consuming the web services; and interacting with the

external applications; implementing SAML-based SSO; maintaining applications in Azure; and system analysis, system architecture and development. Mr. Janapala has Microsoft MCSA certification.

Erin Citrin, Help Desk

Ms. Erin Citrin will provide Help Desk support for this project. In this role, she will draw upon her extensive work experience in this area of expertise.

Ms. Citrin has 15 years of customer service and office administration experience, with increasing responsibilities in Help Desk and time study QA functions. She is currently responsible for four time studies and oversees the centralized coding of special education staff activities. Ms. Citrin also interacts with school district staff in obtaining quarterly roster updates.

Elmer Nietes, Systems Maintenance

Mr. Elmer Nietes will provide Systems Maintenance support for this project as a Database Development and SBAC Operations Team member. In this role, he will draw upon his extensive work experience in this area of expertise.

Mr. Nietes is a Software Engineer for SSG with over 16 years of experience in application development and information system development. He has specialized in time studies, TCM, and IV-E claiming systems for Oklahoma, Florida, Kansas, Connecticut, Massachusetts, and New Mexico. Mr. Nietes was the lead representative for the Kansas JJA IV-E claiming project and supported the development and operation of the Kansas Social and Rehabilitation Services (SRS) data encounter project.

Mr. Nietes' wide-ranging experience includes developing and maintaining time study and eligibility verification applications; providing operational support; analyzing data for Title IV-E, XIX and targeted case management (TCM) projects; supporting relational database management systems (RDBMS); analyzing, scrubbing, verifying, and matching data; processing batch transactions; and defining, designing, and implementing standard and ad hoc reporting functions.

SECTION 2: TECHNICAL SOLUTION

SSG proposes to continue to provide cost allocation and RMS for WCHSA. Our team currently supports two RMS processes: one for children's services and another for adult services. The SSG Team recommends configuring and implementing a third time study. We propose to continue providing routine review and updates for the PACAP, including technical assistance related to the implementation of the FFPSA and other practice and policy consultation as it relates to the CAP.

SSG Overview and Relevant Experience:

- Ongoing operation of e-SivicCAP and e-SivicMACS Systems (two RMS time studies – Child Services and Adult Services)

- Add an additional RMS time study if requested (configure and implement e-SivicMACS RMS System)

- Ongoing consultation

Ongoing Operation of CAP and RMS System

SSG proposes that WCHSA continues to use our cost allocation e-SivicCAP system and email e-SivicMACS RMS system. These two systems, described below, offer WCHSA a comprehensive solution to identify staff-related costs, and allocate and claim all administrative costs to federal programs.

eSivicCAP

SSG is pleased to continue offering WCHSA our proposed approaches, tools, and solutions for configuring and hosting our web-based cost allocation system to support the continuing implementation of an effective CAP that:

- Assists in protection of federal recoveries;

- Enhances capabilities for compliance;

- Reduces complexity;

- Interfaces with client accounting system (including PeopleSoft system, SAP systems); and

- Follows applicable federal and state guidelines, incorporates current best practices, and creates the IV-E claim in the required format of the CB-496 claim.

The below *Exhibit 3: Overview of SSG's Solution for the CAP Process*, shows an overview of the CAP process and the external system interfaces capabilities of our system. Our system is currently configured to meet the detailed requirements of your approved PACAP.
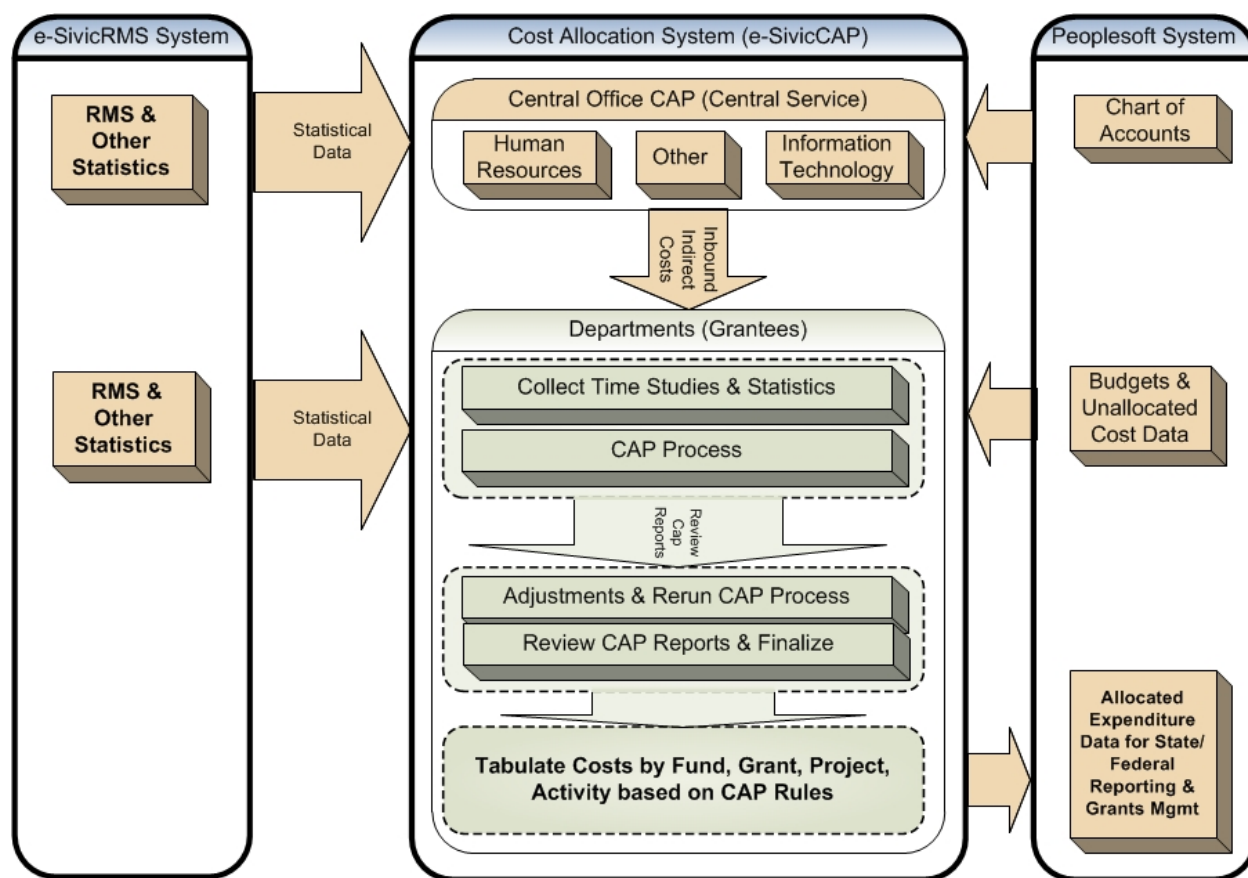

Exhibit 3: Overview of SSG's Solution for the CAP Process, shows an overview of the CAP process and our solution for CAP and the external system interface capabilities of our system.

Prior to addressing additional details of the system, we provide key factors that make the selection of e-SivicCAP as WCHSA's cost allocation system a good choice.

e-SivicCAP Is a True Web-based System

The e-SivicCAP system was designed and developed as a true web-based product using Microsoft .NET framework technology. The system contains a thin, full-featured user interface (browser-based) and robust security features. It utilizes ASP.NET for Presentation layer with business components developed using C#.NET. The system also uses a separate Database Connectivity layer which allows connection to different databases without changes to the application's business logic.

System Is Hosted in Our HIPAA-Compliant Data Center

The e-SivicCAP system is hosted in our HIPAA-compliant data center facility, which means WCHSA would have no maintenance of hardware and software since we maintain the hardware, software, backup, and restoration of hosted data. SSG's system does not require installation of any software on any WCHSA computers. System users only require an internet browser and internet connection on local computers to use the system. Our system is compatible with laptops, tablet computers, and smart phones using Safari, Mozilla/Firefox, and Internet Explorer browsers.

SSG's e-SivicCAP system is easy to use and configurable to meet cost allocation needs. It also provides reliable system support and availability, as well as robust reporting capabilities.

Ease of Use

The e-SivicCAP system is easy to use, offering the following:

- Easy-to-understand data and text input functionality;

- Online user guides and help features;

- Allocation statistic data entry and import functionality;

- Quarterly input and report capabilities for federal reporting;

- Monthly input and report capabilities for quality control and data tracking;

- Capability to have multiple users with full or limited read/write access;

- Data imported into the system with standard templates using Excel and ASCII text file formats; and

- Compatible with PeopleSoft financials and payroll-based systems.

Configurable to Meet Cost Allocation Needs

The e-SivicCAP system is configurable to meet cost allocation needs, offering the following:

- A design ideal for agency chart of accounts, federal programs, and PACAP requirements, including allocation methods as submitted to the federal agency, CAS (formerly DCA);

- Structured data, and text import and export designed for user;

- Leave time allocation process;

- Standard and custom department cost allocation reports; and

- Read-only reports for staff, and summary report available for central office financial staff.

System Support and Availability

The e-SivicCAP system provides reliable system support and availability, offering the following:

■ Administrative and technical support available 8 a.m. to 5 p.m. Eastern time;

■ Access available through state network and off-site locations with internet access;

■ System documentation available online;

■ 24/7 access to e-SivicCAP application, reports, and data;

■ Structured version control; and

■ System security, backup, and recovery procedures and equipment to meet WCHSA's standards.

Robust Reporting

The e-SivicCAP system provides robust reporting, offering the following:

■ Combination of pure Microsoft .NET code and Crystal Reports for development of the online reporting solution;

■ Custom-developed code for the delivery of online reports;

■ Ad-hoc reporting solution using .NET code.

Reporting of Multiple Versions of the CAP

The e-SivicCAP system offers real-time online reporting functionality for business users. Since the system maintains the history of all claim data, users will have the capability to generate claim reports for any quarter for any claiming version. The versioning option offers the storage and retrieval of multiple revisions of claim data for a quarter.

Data Search

Our system offers extensive search capabilities within the user screens with relevant logical search functions. The fields displayed on the screen can be sorted by the user in ascending and descending order simply by clicking the field link.

Reporting Functionality

Our reporting solution offers a standardized preview of the report displayed on the screen, and allows for export of the data to PDF and Excel formats. The system security and roles are applied to all reports, ensuring that a user has access only to authorized data.

Our system includes multiple reports which are organized into the following categories:

- Claim Reports;

- Claim Exception Reports;

- Statistic Data Reports;

- Expenditure Reports; and

- Master Data Reports.

eSivicMACS

SSG is pleased to continue offering WCHSA our approaches, tools, and solutions for developing and hosting our RMS software system (e-SivicMACS). We propose that WCHSA continues to use our proven web-accessible system to document the time spent conducting Title IV-E, Medicaid, TANF, and/or other federally reimbursed administrative activities performed by WCHSA staff.

e-SivicMACS provides an industry-leading web-based RMS sampling and reporting methodology unmatched by our competitors. It provides an e-mail notification to each randomly selected participant in the sample that includes a link to a website where the observation form is completed. The system also includes Administrative Claiming and Cost Settlement modules. SSG's staff members have implemented our RMS system in 15 statewide human services and schools projects, and look forward to implementing a fully integrated solution for WCHSA.

e-SivicMACS is built using the same robust sampling methodology currently in place in many states, supporting Medicaid, Title IV-E, SNAP, TANF, and other administrative claiming. The system is a true web-based product developed by the SSG Consulting Team using premier Microsoft technologies, .NET framework, and SQL Server database. It can accommodate multiple methods of time reporting, including web-based email, phone polling, and paper-based data collection.

Prior to presenting details of the system, we provide key factors that make the selection of e-SivicMACS as WCHSA's time study system a good choice.

e-SivicMACS Is the Best RMS System on the Market

Our e-SivicMACS system is the most robust RMS system on the market, accommodating an unlimited number of individual participants' work schedules. One of our current projects is for the State of Ohio and its 88 counties involving 350 separate cost pools in a single implementation of our e-SivicMACS system. **There is no other system in the world that can operate as many cost pools in a single implementation.**

Our System Is Configurable to Meet Policy Changes

The e-SivicMACS system is a totally configurable product to accommodate changes between client installations; we do not always have to make programming code changes for updates in State policy. All client-specific product configurations are stored in database tables which maintain the integrity of the product for future product enhancements.

The system also allows for addition of new data fields for changes in data collected using the configuration and configurable question functionality. Even though SSG's system allows for configuration changes any time during the quarter, we recommend making configuration changes to the system at the beginning of a quarter to maintain the consistency of data collection during the quarter.

e-SivicMACS is a True Web-based System

The e-SivicMACS system was designed and developed as a true web-based product using Microsoft .NET framework technology. The system contains a thin, full-featured user interface (browser-based) and robust security features. It utilizes ASP.NET for presentation layer with business components developed using C#.NET. The system also uses a separate Database Connectivity layer which allows connection to different databases without changes to the application's business logic.

Unlimited Calendars and Work Schedules

The system has no limitation on the number of calendars or work schedules to be created. The calendars can be assigned at the state, county, field office, and facility levels. The lowest level in that order (county, field office, or facility) takes precedence over the higher levels. Thus, each county/field office/facility can have different calendars and holiday schedules. A work schedule can even be created for each unique staff member. The work schedules are very flexible and can accommodate multiple break schedules in a day.

User Friendliness of Our Software

The key objective of our e-SivicMACS system is to provide an easy-to-use interface for the RMS participants to be able to enter their RMS response data in much less time than is required to complete the response on paper. Making it easier provides an incentive for staff to use the system, which in turn assures a higher participation rate, a federal requirement.

Our system was designed and improved based on client feedback, mainly for improved ease of use. Key features include, but are not limited to the following:

- Drop-down data values, to make entry easier;

- Data pre-fill of RMS participant information;

- English-like activity codes; and

- After inputting whether the RMS participant is working on a case, the system displays only the relevant activity codes.

Online Edits Catch Data Entry Errors

Our e-SivicMACS system has many edit rules to minimize data entry errors and inappropriate responses. Many of these edit rules are in our front-end web user entry screens, ensuring that the combination of responses are valid.

The system has a standardized look and feel, and common functions work in a very similar fashion. It has a number of edit rules built-in to the user entry screens to minimize and eliminate data entry errors, with other edits easily implemented, including the following:

- Not allowing "General Activity" codes to be selected when the worker indicates they are working on a case; and

- Not allowing "Service Type" codes to be selected when the worker indicates they are not working on a case.

System Can Easily Be Modified for Initial Implementation and to Meet Changing Regulations

Another important feature is the configurability of e-SivicMACS due to the technology and design used to build the system. Our system easily accommodates changing requirements of federal and state regulations using its configuration capability. We can configure our system differently for our clients within a matter of minutes.

Email Improves Participation

SSG recommends a web-based email system whenever possible, with an email sent to the sampled person and a link to a form on the web (the WebForm) to provide time study responses. There are obvious differences between the use of the web-based email system and the paper process, but a significant benefit is increasing the percentage of staff that responds to the RMS.

Our experience tells us that:

- In a busy work day, a worker may not remember to find their form for their moment.

- Many workers are used to responding to emails as a routine part of their work day and thus, consider a one-minute email reply as not intrusive.

- Perhaps most important, first-level supervisors are automatically informed via an email so they can intervene if the respondent is late.

- The worker can't make the excuse that they misplaced the form.

System Is Hosted in Our HIPAA-Compliant Data Center

The e-SivicMACS system is hosted in our HIPAA-compliant data center facility, which means WCHSA has no maintenance of hardware and software. We maintain the hardware, software, backup, and restoration of hosted data for WCHSA. SSG's system does not require installation of any software on any WCHSA computers. System users only require an internet browser and internet connection on local computers to use the system. RMS respondents do not need log-ins. Our system is compatible with laptops, tablet computers, and smart phones using Safari, Mozilla/Firefox, and Internet Explorer browsers.

SSG's Assistance With Ongoing Operation of the Systems

SSG provides assistance in the ongoing operation of the e-SivicMACS and e-SivicCAP systems. Our support roles are summarized below:

SSG's role in e-SivicCAP ongoing processing entails the following:

- Host the system in our secure site;

- Provide Help Desk assistance;

- Provide cost allocation consulting on use of the system and technical assistance in preparing quarterly administrative claims; and

- Provide annual onsite program training.

SSG's role in e-SivicMACS RMS ongoing processing entails the following:

- Host the system in our secure site;

- Provide Help Desk assistance;

- Provide assistance in verifying the completeness and accuracy of random moments by the use of a scattergram;

- Track quarterly RMS response rates to ensure the minimum number of required responses are received;

- Provide cost allocation consulting on use of the system; and

- Provide annual onsite program training as requested.

Ongoing Maintenance of the Software

As web-based systems, e-SivicCAP and e-SivicMACS have minimal maintenance requirements, particularly since SSG hosts the system at our HIPAA-compliant data center. SSG data center staff provides maintenance and regular updates that assures that the software:

- Operates on the computer(s) for which the software is intended in the manner described in the relevant software documentation;

- Is free of any material defects based on the functional design; and

- All maintenance is provided in a professional, timely, and efficient manner.

SSG offers Level 1 Help Desk support for security access issues, screen navigation questions, user systems access, and basic business functions. In addition, SSG performs data backups and ongoing maintenance to servers as part of data center operations, and has full-blown security, electrical disruption, and disaster recovery procedures.

Provide Ongoing Software Updates

Our standard product release schedule is once or twice a year, unless there are "priority fixes" that require intermediate patches to be released. We will provide ongoing system updates as the product release is available in General Availability (GA).

SSG Help Desk

The technical assistance for the application after implementation is provided by our Help Desk staff, and supplemented by the project staff.

SSG's Help Desk/Customer Support Team will be responsible for receipt of all telephone, email, and project website inquiries. The Help Desk staff members in the Utica Software Development Center utilize a toll-free telephone line with an automated answering machine for off-hours use. Help Desk staff immediately answer the questions that they are completely confident of answering, and if unsure, they route the call to the project Operations Team member. Calls that are not answered by the Help Desk staff after a fixed number of rings are routed to the Operations Team member.

Typically, when users call for technical assistance, Level 1 Customer Support Team members will attempt to answer all questions, which might include help with simple problems or general "how-to" questions. If the question is more complex, the user is passed on to the Level 2 Team member. Level 2 questions may, for example, deal with advanced features, questions on system functionality, and possible product bugs. If the Level 2 Team member can't help, the call will be escalated to our Project Team.

Configuration of the Systems Can Be Maintained by WCHSA

The e-SivicMACS and e-SivicCAP systems are totally configurable products for changes to time study timeframes, sample size, etc., as well as cost allocation statistics and most organizational changes. All client-specific product configurations are stored in database tables, which maintain the integrity of the product for future product changes.

Implement an Additional RMS Time Study

The specific tasks that will be accomplished by SSG for completing this initiative include the following four steps:

- Create a universal sample pool database;

- Distribute and collect time study forms or web responses;

- Tabulate and analyze time study results; and

- Utilize system reports.

Create a Universal Sample Pool Database

The first substantive activity in the development of an administrative claim is the selection of appropriate employees and contractual staff (if applicable) to participate in the time study. Appropriate employees will comprise a pool from which random moments will be selected for a quarterly time study.

Identify Time Study Participants

Assuring that WCHSA is including only appropriate staff in the time study pools as identified in the WCHSA PACAP is critical. SSG Team members assigned to this project have many years of combined experience and responsibility for assuring that sample pools contain only personnel eligible to be included. This experience will be brought to bear on the project to ensure that sample pools are in compliance with federal requirements.

The universal sample pool database will contain WCHSA personnel who conduct administrative activities eligible for Medicaid, Title IV-E, SNAP, TANF, or other funding source. The system allows for maintaining the roster data using an online screen or using the upload data functionality from an external source based on Excel data templates.

Create Universal Sample Pool

After review of the sample pool lists, they will be combined and imported into or updated in the e-SivicMACS system. Each universal sample pool will be loaded into separate installations of the e-SivicMACS system. After each list is imported, it will be reviewed to assure that all sample pool lists were correctly imported.

Randomly Select Staff Moments to Be Sampled

After the sample pools have been imported into e-SivicMACS, the names in the sample pool is matched with a list of the one-minute moments of the work schedule of the selected participants. The system first identifies the days within a given calendar quarter and the range of hours within each day that sampling is to be conducted. The combination of the employee pool and the pool of minutes within the specified days and hours of the work schedule comprise the sample "universe" for the time study.

For each observation, the sampling system randomly selects a person from the universal sample pool and matches that person with a randomly selected minute from the sample universe of the person's work schedule. A standard over sampling factor of at least 10 percent should be added to compensate for worker transfers and terminations, as well as the expected occurrence of invalid responses. The calculation of minimum sample size is based on the highest expected rate of occurrence of any one activity.

Distribute and Collect Time Study Web Responses

SSG recommends a web-based email system (versus a paper process), with an email sent to the sampled person and a link to a form on the web (the WebForm) to provide time study responses. The time sample observation email with the internet link will be received at the sample moment. The system will not allow the participant to open the link until the moment time.

Reminder notifications will be sent after the selected moment if the participant has not gone to the website to complete the form. Sending a copy of these reminder notifications to the worker's supervisor is a key element to increasing and maintaining a high level of worker participation in the RMS.

The system is flexible enough to control the timing of any of these notices and emails. The system will lock the link after the time specified in the CAP after the moment time, if the participant has still not responded to the observation.

Review of RMS WebForm Responses

Accurate responses to the time study request are critical to the claiming process. Incorrect documentation of activities performed during the selected random moment or time period can have the effect of invalidating the entire quarterly time study. For a web-based response, the area that will be reviewed includes checking the consistency between the program and activity codes selected and the comments entered by the RMS participant.

Follow Up on Potentially Inaccurate Forms

While reviewing time study responses in the WebForms, some responses will be found where the data lacks an adequate description of the activity that was performed by participant. In these cases, the worker needs to be contacted to obtain the necessary clarification.

Each quarter, SSG will review the completed time study forms to ensure the minimum number of responses received meets the required statistical validity. We will also review the summary results of time study responses and compare them with the expected rate of occurrence to assure the statistical confidence level is met.

Tabulate and Analyze Time Study Results

The activity responses will be summarized by activity code in the e-SivicMACS system for the sampled period, which will form the most significant basis for the administrative reimbursement claim.

In order to tabulate the final results, certain normalization techniques are applied that include the redistribution of observations representing general and administrative activities, and the elimination of activities that are deemed unallowable for federal claiming purposes. The end result of this effort is the calculation of the percentage of time that employees spent performing eligible claimable activities.

Utilize System Reports

The system provides comprehensive reporting functionality at every stage of the time study and claiming process. It provides detailed quarterly reports that identify time study analysis by WCHSA unit, location, type of position, and individual. As a result of our web-based technology, SSG and WCHSA staff members are able to produce these reports any time during or after the claiming quarter. This real-time reporting capability provides detailed program statistics that measure the time study process throughout the quarterly claiming process. The below *Table 6: SSG's Standard Reports*, provides a listing of reports that are available from the system.

Table 6: SSG's Standard Reports

Report	Description	Intended Use
RMS Roster	Roster displaying the staff scheduled for participation in the quarterly RMS process	Submitted with the claim; used as documentation and by auditors to select their sample
RMS Detail Observation List, with Results	RMS Observation List Detail Results – list of all random moments for the quarter, with the resulting activity codes	Submitted with the claim; used as documentation and by auditors to select their sample
RMS Observation Summary Results	RMS Observation List Summary Results – total count of RMS moments by activity code for the quarter	Submitted with the claim; documentation of one of the key elements of the claim
No Response Report	Shows the list of observations for which the responses have not been received as of the time the report was generated	Used by supervisors to follow up on non-responses. This is a real-time online report that may be generated any time
Activity Summary	Summary of observations accepted by activity	Provides the percentage of observations by activity code
Program Activity Summary	Summary of observations accepted grouped by program and activity	Percentage and observation counts by program and activity are provided

Training of RMS and Time Study Participants and Supervisors

Training of WCHSA staff who participates in the time studies is critical to their success and required by the federal government. SSG will continue to support RMS training as requested by WCHSA.

Ongoing Consulting Services

The PACAP needs to be updated on an annual basis or more frequently to reflect when significant changes have occurred with the identification and allocation of administrative costs. The submitted amendments reflect organizational changes in reporting structure, program coding changes, modification in allocation methods, or additions of new programs or grants.

Areas that must be kept current are:

- Organizational chart (level of detail required for claiming);

- Functional changes;

- Job codes (cost pools);

- Allocation methods, penetration rates;

- Time study participants, programs, activities, bases; and

- MOUs/MOAs between WCHSA and other agencies.

If there are no changes, there is still a requirement of the State to submit a statement on an annual basis notifying the Office of cost allocation services that there are no changes to the PACAP. Otherwise, changes during the years are required to be submitted on a quarterly basis. Federal agencies can deny funding if the cost pools and methods to identify allowable costs are not included in the PACAP.

SSG proposes to continue providing technical assistance related to the implementation of FFPSA and other policy and practice consultation as it relates to the CAP.

> *SSG has extensive experience in developing PACAP amendments and negotiating with federal agencies, and will be available to WCHSA staff to provide support. This service will have a maximum allocation of resources.*

SECTION 3: WORK PLAN

SSG is pleased to present to WCHSA our proposed work plan for continuation of cost allocation services in e-SivicCAP and RMTS utilizing e-SivicMACS. In addition, the project work plan includes adding an additional RMS time study in e-SivicMACS. The work plan includes the project administration tasks and the high-level software configuration and implementation tasks that reflect the required project deliverables. We will implement the new RMS time study through the following major tasks:

- 1. Project initiation;

- 2. Functional requirements confirmation (to produce Configuration Report);

- 3. System configuration and testing;

- 4. Training;

- 5. Documentation; and

- 6. Ongoing operation.

We have broken down the implementation schedule into detail tasks, with an anticipated number of days for each task, which will allow the SSG Project Team to start the project with much of the detail planning already done.

The below *Table 7: SSG's Proposed Timeline*, provides the detailed task and proposed timeline for the project.

Table 7: SSG's Proposed Timeline

Contractor Task	How Task Completed/Assumptions	Proposed Timeline
Add an additional RMS Time Study if Requested: **Configure and Implement e-SivicMACS RMS System**		
Configure e-SivicMACS RMS software	■ Load activity codes and the allocation matrix for reporting RMS results; ■ Test RMS sample generator, WebForm processing; ■ Develop training environment for emails and RMS participant WebForm responses; and ■ Set up standard reports.	Decision made to implement a new RMS Time Study in e-SivicMACS – Days 1 to 7 of implementation
WCHSA loads rosters	■ Upload rosters or enter them online; and ■ Set up calendars, which can be unique by office or RMS participant.	Days 8 to 15 of implementation
Rosters approved	WCHSA finalizes rosters	Day 16 of

Contractor Task	How Task Completed/Assumptions	Proposed Timeline
		implementation
Training of RMS coordinators and RMS participants	■ RMS coordinator training conducted by SSG, onsite or online, multiple three-hour sessions over two days; and ■ RMS participant training conducted by WCHSA, with materials, access, and support from SSG.	Days 17 to 23 of implementation
Generate and approve sample	■ System generates samples; and ■ SSG reviews statistics and approves samples.	Days 24 to 29 of implementation
Begin sending the RMS emails	SSG will closely monitor the first month's emails and responses.	Days 30 to 60 of implementation
ONGOING OPERATION OF e-SivicCAP AND e-SivicMACS SYSTEMS AND PROVIDING CAP SUPPORT		
e-SivicCAP Ongoing Processes		
Review CAP changes	If required, reconfigure the system	Days 1 to 7 after close of each quarter
Import financial data	Compare with prior periods	Days 8 to 15 after close of each quarter
Import/enter statistical data	Compare with prior periods	Days 8 to 15 following close of each quarter
Run allocation	Compare with prior periods	Day 16 after close of each quarter
Finalize county federal claim	Support claim submission to the State	Days 17 to 20 after close of each quarter
Provide for annual program training	SSG Project Manager and Training Lead discuss problems areas and changes to procedures	Days 20 to 30 after close of each quarter
e-SivicMACS RMS Ongoing Processes		
Update rosters	By WCHSA RMS Coordinators; Can be updated during the quarter with support from SSG as requested.	Ongoing throughout each quarter
Generate sample, send email requests and collect responses	■ Verify completeness and accuracy of random sample; and ■ RMS Coordinators track non-responses by creating and reviewing reports.	Sample generation prior to Day 1 of each quarter; sample collection ongoing throughout each quarter
Utilize ongoing and quarterly reports	Reports are online, real-time	Ongoing throughout each quarter
Create RMS quarterly summary report	Produce after all QA process are completed	Days 8 to 15 after close of each quarter

Contractor Task	How Task Completed/Assumptions	Proposed Timeline
Conduct training for new RMS participants	WCHSA conducts training as requested.	To be determined as needed
Provide for annual program training	SSG Project Manager and Training Lead discuss problems areas and changes to procedures.	To be determined as needed
Cost Allocation Consulting Support		
Organizational changes, changes in functions, allocation and penetration rate change, RMS changes, etc.	- Quarterly, SSG will consult with WCHSA to determine if PACAP changes are needed; - SSG will make the PACAP changes and e-SivicCAP configuration changes or provide technical assistance to WCHSA; and - SSG will provide consultation services as needed to support the implementation of FFPSA and other practice and policy consultation as it relates to cost allocation.	To be determined as needed

SECTION 4: PRICE PROPOSAL

SSG is pleased to present to the WCHSA a very cost-effective proposal to provide RMS and cost allocation implementation services. With our superior systems capabilities, experienced staff, and commitment to providing quality services, we offer you the best team at the best value. Our proposed pricing reflects our desire to partner with the WCHSA to get through the challenging times currently facing local government agencies.

Please see below for our proposed price for each phase and in the case of time studies, by time study.

Description	Unit	1-Time	Ongoing Year 1	Ongoing Year 2	Ongoing Year 3	Ongoing Year 4	Ongoing Year 5
Configure and Implement e-SivicMACS for additional RMS Cost Pools	For any new RMS	$8,000	n/a	n/a	n/a	n/a	n/a
Ongoing Use and Operation of Random Moment Time Studies (e-SivicMACS)*	For each RMS	n/a	$14,500 per quarter	$14,718 per quarter	$15,160 per quarter	$15,615 per quarter	$16,083 per quarter
Ongoing Use and Support of e-SivicCAP System for IV-E Claiming and Medicaid Administrative Claim (MAC)	n/a	n/a	$21,000 per quarter	$21,315 per quarter	$21,954 per quarter	$22,613 per quarter	$23,291 per quarter
Support of PACAP Changes	n/a	n/a	$20,000 per year with 200-hour maximum	$20,300 per year with 200-hour maximum	$20,909 per year with 200-hour maximum	$21,536 per year with 200-hour maximum	$22,182 per year with 200-hour maximum

*Price is quarterly for operation of each Random Moment Time Study upon completion of 60 day implementation period, with pro-ration of the quarterly price for a partial quarter of operation.

Our Proposed Price Reflects Our Desire to Provide Value Services to WCHSA

SSG is able to provide you with this very cost-effective solution because of our investment in infrastructure and senior-level staff. We offer a highly experienced and responsive team without the administrative overheads of a larger company.

Why SSG?

In summary, SSG offers the lowest possible price due to our in-depth knowledge of time study and cost allocation requirements, and the efficiency of our systems and the productivity of our proposed staff. Our e-SivicMACS and e-SivicCAP systems are highly configurable, which will meet your requirements.

Again, thank you for considering our proposal. If you have any questions about any components of our proposed price or our technical solution, we would be very pleased to answer your questions and meet with you at any time.

APPENDIX: DEFINITION OF TERMS

The definitions of terms commonly used throughout this proposal are shown below:

- BPaaS – Business Process as a Service

- CAP – Cost Allocation Plan

- CHIP – Children's Health Insurance Program

- CAS – Cost Allocation Services

- FFS – Fee-for-Service

- FFPSA – Family First Prevention Services Act

- IT – Information Technology

- MAC – Medicaid Administrative Claiming

- PACAP – Public Assistance Cost Allocation Plan

- QA – Quality Assurance

- RMS – Random Moment Sampling (RMS)

- RMTS – Random Moment Time Study

- SNAP – Supplemental Nutrition Assistance Program

- SSI – Supplemental Security Income

- SWCAP – Statewide Cost Allocation Plan

- TANF – Temporary Assistance for Needy Families