

AMENDMENT

It is agreed by and between the State of Vermont, Office of Vermont Health Access (hereinafter called "State") and MAXIMUS with their principal place of business at 11419 Sunset Hills Road, Reston, Virginia (hereinafter called "Contractor") that the contract originally entered into on July 1, 2005, dated July 1, 2005 through June 30, 2008 is hereby amended effective July 1, 2008 as follows:

By deleting on page 1 of 37, Section 3 and substituting in lieu thereof the following Section 3:

3. Maximum Amount. In consideration of the services to be performed by Contractor, the State agrees to pay Contractor, in accordance with the payment provisions specified in Attachment B, a sum not to exceed \$11,419,213.00.

By deleting on page 1 of 37, Section 4 and substituting in lieu thereof the following Section 4:

4. Contract Term. The period of Contractor's performance shall begin on July 1, 2005 and end on June 30, 2009.

By including on page 1 of 37, Section 8 the following:

Attachment H – Part V – Maximus, Inc. Proposal SFY 2009

By adding to Attachment A the following:

“20. Security Standards:

The work enacted for this contract should adhere to the National Institute of Standards and Technology (NIST) Special Publication 800-53 rev 2 recommended security controls, moderate impact baseline (<http://csrc.nist.gov/publications/nistpubs/800-53-Rev2/sp800-53-rev2-annex2.pdf> with exception to CA-6 Security Accreditation) or equivalent security framework.”

By deleting on Attachment B, Section 1 \$8,231,932.00 and substituting in lieu thereof the following:

“\$11,419,213.00”

By deleting on page 14 of 37, Attachment B, Section 2 and substituting in lieu thereof, the following Section 2:

2. In lieu of the Performance Bond as outlined in the State's Request for Proposal dated January 31, 2005, the Contractor agrees to a 6% retainage of the total contract for the duration of the contract. Such retainage will be withheld from each monthly payment. The Contractor can submit a bill to the State for the retainage at the end of each contract year.

For all services provided under this contract, the State agrees to pay the Contractor in the following manner:

- \$177,365.33 monthly less the 6% retainage for the period July 1, 2005 through May 31, 2006.
- \$186,061.37 monthly less the 6% retainage for the month of June 2006.

- \$178,808.92 per month less 6% retainage for the period July 1, 2006 through August 30, 2006.
- \$218,825.12 per month less 6% retainage for the period September 1, 2006 through September 30, 2006.
- \$265,521.12 per month less 6% retainage for the period October 1, 2006 through October 31, 2006
- \$260,521.12 per month less 6% retainage for the period November 1, 2006 through June 30, 2007.
- \$329,771.02 per month less 6% retainage for the period July 1, 2007 through July 31, 2007
- \$258,086.18 per month less 6% retainage for the period August 1, 2007 through June 30, 2008
- \$265,606.75 per month less 6% retainage for July 1, 2008 through June 30, 2009

By deleting on page 15 of 37, Attachment B, Section 6 and substituting in lieu thereof, the following Section 6 Budget for Enrollment Counseling and Member Services Functions which is included as part of this amendment on page 3.

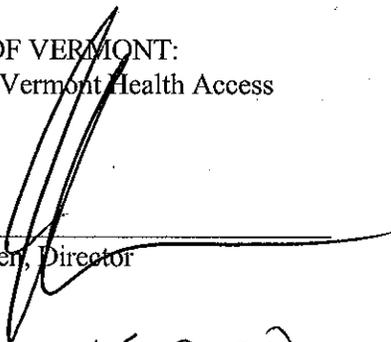
By deleting on page 30 of 37, Attachment F and substituting in lieu thereof, Attachment F AHS Other Contractual Provisions which is included as part of this amendment on page 4.

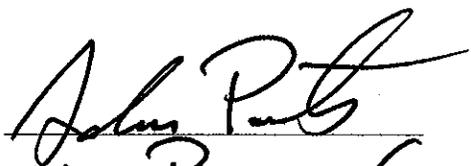
By adding Attachment H – Part V – Maximus, Inc. Proposal SFY 2009 which is included as part of this amendment on page 9.

This amendment consists of 24 pages. Except as modified by the above amendment, all provisions of the original contract as previously amended shall remain unchanged and in full force and effect.

STATE OF VERMONT:
Office of Vermont Health Access

CONTRACTOR: MAXIMUS, Inc.

By: 
Joshua Slen, Director

By: 
Title: VICE PRESIDENT, CONTRACTS

Date: 7-15-2008

Date: 07/15/2008

Revised Amendment 6 Budget for the Period 7/1/2005 through 6/30/2009:

Category	Amendment 1 Costs Year 1	Amendment 1 Costs Year 2	Additional Costs Amend Chg 2 Year 2	Additional Costs Amend Chg 3 Year 2	Reduction of Costs Amend Chg 4 Year 2	Total Year 2 with Amend 2 & 3	Total Amended Costs Year 1 & 2	Cost for Year 3	Total Costs Yrs 1, 2 & 3	Cost Year 4	Total Costs Yrs 1-4
Personnel (Includes Fringe)											
Administrative	\$ 396,524	\$ 406,870	\$ -	\$ -	\$ -	\$ 406,870	\$ 803,394	\$ 450,880	\$ 1,254,274	\$ 434,780	\$ 1,689,055
Direct Staff	\$ 793,826	\$ 815,553	\$ 52,166	\$ -	\$ -	\$ 867,719	\$ 1,661,545	\$ 1,107,626	\$ 2,769,171	\$ 1,085,761	\$ 3,854,932
Direct Staff MSR Expansion Change 2	\$ -	\$ -	\$ 184,184	\$ -	\$ -	\$ 184,184	\$ 184,184	\$ -	\$ 184,184	\$ -	\$ 184,184
Direct Staff MSR Expansion Change 3	\$ -	\$ -	\$ -	\$ 168,062	\$ -	\$ 168,062	\$ 168,062	\$ -	\$ 168,062	\$ -	\$ 168,062
Direct Staff MSR Supervisor Expansion Change 3	\$ -	\$ -	\$ -	\$ 33,862	\$ -	\$ 33,862	\$ 33,862	\$ 278,103	\$ 311,965	\$ 285,785	\$ 597,750
Total Personnel Costs	\$ 1,190,350	\$ 1,222,423	\$ 236,350	\$ 201,924	\$ -	\$ 1,660,697	\$ 2,851,047	\$ 1,836,610	\$ 4,687,657	\$ 1,806,326	\$ 6,493,983
Administrative/Other Costs:											
Rent and Utilities	\$ 117,781	\$ 120,726	\$ -	\$ 35,419	\$ -	\$ 156,145	\$ 273,926	\$ 168,720	\$ 442,646	\$ 174,612	\$ 617,258
Telephone/Communications	\$ 78,426	\$ 79,885	\$ 3,570	\$ 31,658	\$ -	\$ 115,113	\$ 193,539	\$ 98,560	\$ 292,099	\$ 145,200	\$ 437,299
IVR Deployment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,164	\$ 53,164	\$ 6,000	\$ 59,164
Information Systems	\$ 53,610	\$ 20,808	\$ 7,870	\$ 17,050	\$ -	\$ 45,728	\$ 99,338	\$ 14,388	\$ 113,726	\$ 25,310	\$ 139,036
Travel	\$ 35,129	\$ 34,526	\$ -	\$ -	\$ -	\$ 34,526	\$ 69,655	\$ 55,656	\$ 125,311	\$ 48,000	\$ 173,311
Other:											
Repair/Maintenance	\$ 14,200	\$ 14,555	\$ -	\$ -	\$ -	\$ 14,555	\$ 28,755	\$ -	\$ 28,755	\$ -	\$ 28,755
Furniture and Equipment	\$ 7,402	\$ 6,150	\$ 15,000	\$ 30,000	\$ -	\$ 51,150	\$ 58,552	\$ 18,000	\$ 76,552	\$ 14,400	\$ 90,952
Office Supplies	\$ 11,988	\$ 12,271	\$ -	\$ 1,530	\$ -	\$ 13,801	\$ 25,789	\$ 24,504	\$ 50,293	\$ 19,200	\$ 69,493
Training Unit	\$ -	\$ -	\$ 60,900	\$ -	\$ -	\$ 60,900	\$ 60,900	\$ 101,736	\$ 162,636	\$ 104,784	\$ 267,420
Tenant Improvements/Buildout	\$ -	\$ -	\$ -	\$ 22,370	\$ -	\$ 22,370	\$ 22,370	\$ -	\$ 22,370	\$ -	\$ 22,370
Miscellaneous	\$ 21,674	\$ 21,240	\$ -	\$ -	\$ -	\$ 21,240	\$ 42,913	\$ 13,860	\$ 56,773	\$ 9,996	\$ 66,769
Total Other	\$ 55,263	\$ 54,215	\$ 75,900	\$ 53,900	\$ -	\$ 184,015	\$ 239,278	\$ 158,100	\$ 397,378	\$ 148,380	\$ 545,768
Total Administrative/Other Costs	\$ 340,209	\$ 310,161	\$ 87,340	\$ 138,027	\$ -	\$ 535,528	\$ 875,737	\$ 548,588	\$ 1,424,324	\$ 547,502	\$ 1,971,826
Material Production & Printing											
Enrollment and Member Services Materials	\$ 35,635	\$ 36,526	\$ -	\$ -	\$ -	\$ 36,526	\$ 72,161	\$ 30,415	\$ 102,575	\$ 69,600	\$ 172,175
Catamount Plan Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ -	\$ 7,500
Notices	\$ 823	\$ 844	\$ -	\$ -	\$ -	\$ 844	\$ 1,667	\$ 8,160	\$ 9,827	\$ 15,600	\$ 25,427
Postage	\$ 199,856	\$ 204,852	\$ -	\$ -	\$ (40,000)	\$ 164,852	\$ 364,708	\$ 163,060	\$ 527,768	\$ 172,032	\$ 699,800
Total Material Production & Printing Costs	\$ 236,314	\$ 242,222	\$ -	\$ -	\$ (40,000)	\$ 202,222	\$ 438,536	\$ 209,135	\$ 647,670	\$ 257,232	\$ 904,902
Total Direct Costs	\$ 1,766,873	\$ 1,774,806	\$ 323,690	\$ 339,951	\$ (40,000)	\$ 2,398,447	\$ 4,165,319	\$ 2,594,332	\$ 6,759,650	\$ 2,611,060	\$ 9,370,710
G & A 15% on all costs except postage	\$ 235,052	\$ 235,493	\$ 48,554	\$ 50,993	\$ -	\$ 335,039	\$ 570,092	\$ 364,691	\$ 934,782	\$ 365,854	\$ 1,300,637
Earnings Factor @ 7.5% on all costs except postage	\$ 135,155	\$ 135,408	\$ 27,918	\$ 29,321	\$ -	\$ 192,648	\$ 327,803	\$ 209,697	\$ 537,500	\$ 210,366	\$ 747,866
Total Costs (Direct, Indirect, and Pass through)	\$ 2,137,080	\$ 2,145,707	\$ 400,162	\$ 420,264	\$ (40,000)	\$ 2,926,133	\$ 5,063,213	\$ 3,168,719	\$ 8,231,932	\$ 3,187,281	\$ 11,419,213

ATTACHMENT F

Agency of Human Services CUSTOMARY CONTRACT PROVISIONS

- 1.0 Agency of Human Services – Field Services Directors will share oversight with the department (or field office) that is a party to the contract for provider performance using outcomes, processes, terms and conditions agreed to under this contract.
- 2.0 2-1-1 Data Base: The Contractor providing a health or human services within Vermont, or near the border that is readily accessible to residents of Vermont, will provide relevant descriptive information regarding its agency, programs and/or contact and will adhere to the "Inclusion/Exclusion" policy of Vermont's 2-1-1. If included, the Contractor will provide accurate and up to date information to their data base as needed. The "Inclusion/Exclusion" policy can be found at www.vermont211.org
- 3.0 Medicaid Program Contractors:
 - 3.1 Inspection of Records: Any contracts accessing payments for services through the Global Commitment to Health Waiver and Vermont Medicaid program must fulfill state and federal legal requirements to enable the Agency of Human Services (AHS), the United States Department of Health and Human Services (DHHS) and the Government Accounting Office (GAO) to:
 - Evaluate through inspection or other means the quality, appropriateness, and timeliness of services performed; and
 - Inspect and audit any financial records of such contractor or subcontractor.
 - 3.2 Subcontracting for Medicaid Services: Having a subcontract does not terminate the contractor, receiving funds under Vermont's Medicaid program, from its responsibility to ensure that all activities under this agreement are carried out. Subcontracts must specify the activities and reporting responsibilities of the contractor or subcontractor and provide for revoking delegation or imposing other sanctions if the contractor or subcontractor's performance is inadequate. The contractor agrees to make available upon request to the Agency of Human Services; the Office of Vermont Health Access; the Department of Disabilities, Aging and Independent Living; and the Center for Medicare and Medicaid Services (CMS) all contracts and subcontracts between the contractor and service providers.
 - 3.3 Medicaid Notification of Termination Requirements: Any contractor accessing payments for services under the Global Commitment to Health Waiver and Medicaid programs who terminates their practice will follow the Office of

Vermont Health Access, Managed Care Organization enrollee notification requirements.

- 3.4 Encounter Data: Any contractor accessing payments for services through the Global Commitment to Health Waiver and Vermont Medicaid programs must provide encounter data to the Agency of Human Services and/or its departments and ensure that it can be linked to enrollee eligibility files maintained by the State.
- 3.5 Non-discrimination Based on National Origin as evidenced by Limited English Proficiency. The contractor agrees to comply with the non-discrimination requirements of Title VI of the Civil Rights Act of 1964, 42 USC Section 2000d, et seq., and with the federal guidelines promulgated pursuant to Executive Order 13166 of 2000, which require that contractors and subcontractors receiving federal funds must assure that persons with limited English proficiency can meaningfully access services. To the extent the contractor provides assistance to individuals with limited English proficiency through the use of oral or written translation or interpretive services in compliance with this requirement, such individuals cannot be required to pay for such services.
- 3.6 Voter Registration. When designated by the Secretary of State, the contractor agrees to become a voter registration agency as defined by 17 V.S.A. §2103 (41), and to comply with the requirements of state and federal law pertaining to such agencies.
- 3.7 Drug Free Workplace Act. The contractor will assure a drug-free workplace in accordance with 45 CFR Part 76.

4.0 Privacy and Security Standards.

- 4.1 Protected Health Information: The contractor shall maintain the privacy and security of all individually identifiable health information acquired by or provided to it as a part of the performance of this contract. The contractor shall follow federal and state law relating to privacy and security of individually identifiable health information as applicable, including the Health Insurance Portability and Accountability Act (HIPAA) and its federal regulations.
- 4.2 Substance Abuse Treatment Information: The confidentiality of any alcohol and drug abuse treatment information acquired by or provided to the contractor or subcontractor shall be maintained in compliance with any applicable state or federal laws or regulations and specifically set out in 42 CFR Part 2.
- 4.3 Other Confidential Consumer Information: The contractor agrees to comply with the requirements of AHS Rule No. 96-23 concerning access to information. The contractor agrees to comply with any applicable Vermont State Statute, including but not limited to 12 VSA §1612 and any applicable Board of Health

confidentiality regulations. The contractor shall ensure that all of its employees and subcontractors performing services under this agreement understand the sensitive nature of the information that they may have access to and sign an affirmation of understanding regarding the information's confidential and non-public nature.

- 4.4 Social Security numbers: The contractor agrees to comply with all applicable Vermont State Statutes to assure protection and security of personal information, including protection from identity theft as outlined in Title 9, Vermont Statutes Annotated, Ch. 62.
- 4.5 Abuse Registry. The contractor agrees not to employ any individual, use any volunteer, or otherwise provide reimbursement to any individual who provides care, custody, treatment, services, or supervision to children or vulnerable adults if there is a substantiation of abuse or neglect or exploitation against that individual. The contractor will check the Adult Abuse Registry in the Department of Disabilities, Aging and Independent Living. Unless the contractor holds a valid child care license or registration from the Division of Child Development, Department for Children and Families, the contractor shall also check the Central Child Abuse Registry. (See 33 V.S.A. §4919 & 33 V.S.A. §6911).
- 4.6 Child Abuse Reporting. Notwithstanding the provision of 33 V.S.A. §4913(a) any agent or employee of the contractor who has reasonable cause to believe that a child has been abused or neglected as defined in Chapter 49 of Title 33 V.S.A. shall report the suspected abuse or neglect to the Commissioner of the Department for Children and Families within 24 hours. The report shall contain the information required by 33 V.S.A. §4914.
- 4.7 Work Product Ownership. All data, technical information, materials gathered, originated, developed, prepared, or obtained as a condition of this agreement and used in the performance of this agreement - including, but not limited to all reports, surveys, plans, charts, literature, brochures, mailings, recordings (video or audio), pictures, drawings, analyses, graphic representations, software computer programs and accompanying documentation and printouts, notes and memoranda, written procedures and documents, which are prepared for or obtained specifically for this agreement - or are a result of the services required under this contract - shall be, and remain, the property of the State of Vermont, regardless of the state of completion. Such items shall be delivered to the State of Vermont upon 30 days notice by the State. With respect to software computer programs and / or source codes developed for the State, the work shall be considered "work for hire," i.e., the State, not the contractor or subcontractor, shall have full and complete ownership of all software computer programs and/or source codes developed.
- 4.8 Security and Data Transfers. The State shall work with the Contractor to ensure compliance with all applicable State and Agency of Human Services' policies and standards, especially those related to privacy and security. The State will advise the Contractor of any new policies, procedures, or protocols developed during the term

of this agreement as they are issued and will work with the Contractor to implement any required.

The Contractor will ensure the physical and data security associated with computer equipment - including desktops, notebooks, and other portable devices - used in connection with this agreement. The Contractor will also assure that any media or mechanism used to store or transfer data to or from the State includes industry standard security mechanisms such as continually up-to-date malware protection and encryption. The Contractor will make every reasonable effort to ensure media or data files transferred to the State are virus and spyware free. At the conclusion of this agreement and after successful delivery of the data to the State, the Contractor shall securely delete data (including archival backups) from the Contractor's equipment that contains individually identifiable records, in accordance with standards adopted by the Agency of Human Services.

- 4.9 Intellectual Property Ownership. All work products and items delivered or produced under this agreement will be the exclusive property of the State of Vermont. This includes, but is not limited to, software, documentation, and development materials. The contractor shall not sell or copyright a work product or item produced under this contract without explicit permission from the State. If the Contractor is operating a system or application on behalf of the State of Vermont then the contractor shall not make information entered into the system or application available for uses by any other party than the State of Vermont, without prior authorization by the State.
- 4.10 Lobbying. No federal funds under this agreement may be used to influence or attempt to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, continuation, renewal, amendments other than federal appropriated funds.
- 4.11 Non-discrimination. The contractor will prohibit discrimination on the basis of age under the Age Discrimination Act of 1975, on the basis of handicap under section 504 of the Rehabilitation Act of 1973, on the basis of sex under Title IX of the Education Amendments of 1972, or on the basis of race, color or national origin under Title VI of the Civil Rights Act of 1964. No person shall on the grounds of sex (including, in the case of a woman, on the grounds that the woman is pregnant) or on the grounds of religion, be excluded from participation in, be denied the benefits of, or be subjected to discrimination, to include sexual harassment, under any program or activity supported by state and/or federal funds.
- 4.12 Environmental Tobacco Smoke. Public Law 103-227, also known as the Pro-children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, child care, early childhood development services, education or library services to children under the age of 18,

if the services are funded by federal programs either directly or through state or local governments, by federal grant, contract, loan or loan guarantee. The law also applies to children's services that are provided in indoor facilities that are constructed, operated, or maintained with such Federal funds.

The law does not apply to children's services provided in private residences; portions of facilities used for inpatient drug or alcohol treatment; service providers whose sole source of applicable federal funds is Medicare or Medicaid; or facilities where Women, Infants, & Children (WIC) coupons are redeemed.

Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 for each violation and/or the imposition of an administrative compliance order on the responsible entity.

Contractors are prohibited from promoting the use of tobacco products for all clients. Facilities supported by state and federal funds are prohibited from making tobacco products available to minors.



**Attachment H Part V
MAXIMUS PROPOSAL
State Fiscal Year (SFY) 2009**

In this Pricing Proposal, MAXIMUS is pleased to present our proposed budget to continue administering the Vermont Health Access Member Services (VHAMS) Project for the Office of Vermont Health Access (OVHA) for SFY 2009. This includes 12 months of project operations from the period of July 1, 2008 through June 30, 2009. This document also describes our costs and discusses the assumptions we used in preparing our Pricing Proposal.

In response to the OVHA's request to consider the budget impact of additional outreach requirements in SFY 09, MAXIMUS offers two pricing tables for the OVHA's consideration

- **Appendix I: VHAMS SFY09 Base Operations Pricing Table**, reflects a continuation of current operations along with a slight increase in personnel (1 MSR) to accommodate the impact recent state program changes has had on VHAMS call flows, processing times, and overall call complexity. This pricing table is provided as **Appendix I: VHAMS SFY 09 Option Year Pricing**. MAXIMUS proposes this staffing level to meet existing OVHA telephone performance requirements for incoming call volume of up to 160 calls/hour.
- **Appendix II: VHAMS SFY09 Application Tracking Support Pricing Table**, represents the additional resources needed to perform application tracking and outreach functions as described in **Appendix III: Statement of Work for SFY 09 Application Outreach**. A combined pricing table for both components is provided as **Appendix IV: Consolidated VHAMS SFY09 Pricing Table**.

Additional information provided for the OVHA's review includes the following.

- **Appendix V: Telephone Performance Standards**, provides an overview of recent call trends since the launch of the Premium Assistance programs and the impact these changes have had on overall resource needs and call handling times.

In arriving at our proposed budget for SFY 09, we have carefully analyzed the need for resources sufficient to assist the OVHA in a responsible manner, meet programmatic requirements, and provide the people of Vermont with innovative, efficient, and high quality enrollment, benefits counseling, and member services. As always, we are open to discussing any items where the OVHA believes that more cost effective solutions exist.

A. DESCRIPTION OF ASSUMPTIONS

As requested, MAXIMUS has estimated costs for the next year of program operations: July 1, 2008 through June 30, 2009. Costs for each period are divided into the following major categories; Personnel Costs, Direct Costs, Indirect Costs, Explanation of staffing and proposed



adjustments to performance measures, and Application Tracking Costs. In most cases the proposed budget is a continuation of costs estimated for FY 2008, with a three-percent inflation factor. In all instances we have based actual future costs on our history of operational expenses, for example the costs associated with lease space and staff salaries.

1. PERSONNEL COSTS

The Personnel section includes Administrative and Direct Service Personnel and the costs reflect the salary plus corporate fringe rate discussed below.

- **Administrative Staff:** MAXIMUS has defined administrative staff assigned as staff that support direct service staff in performing project operations.
- **Direct Service Staff:** MAXIMUS defines direct service as staff in the VHAMS project as Member Services Representatives and their direct supervisors. MAXIMUS proposes a total of 28 Member Services Representatives FTEs (not including the additional FTE for Application Tracking) divided into three groups based on skill level to man three call queues. They are Enrollment Specialists, Program Specialists, and Premium Specialists. There
- **Payroll Tax and Fringe Cost:** MAXIMUS fringe benefit rate is 32 percent including all taxes, benefits, and incentive costs. All employees are eligible for company fringe benefits.
- **Total Personnel Costs:** Total personnel costs are a combination of total Administrative and Direct Service Personnel multiplied by a fringe benefit rate of 32 percent.

2. DIRECT COSTS

The Direct Cost section describes costs that must be incurred to support the project and are grouped by Administrative Costs, Other Costs, and Materials and Production Costs. Where possible, costs have been based on actual spending over the last twelve months.

ADMINISTRATIVE COSTS

- **Rent and Utilities:** The rent for 8,436 sq feet of office space located at 101 Cherry Street in Burlington is \$20.70 per square foot, a rate that incorporates charges based on the initial lease and the lease for additional space in January 2007. This rate includes all utilities costs.
- **Telephone/Communications:** Ongoing telephone charges (including the toll-free HelpLine, GovNet charges, vendor charges for ongoing telecommunications systems



maintenance, business line, IVR, TTY, cell phones, and Language Line charges) are estimated at \$144,000 annually. This reflects callers that “self-served” via the VHAMS Interactive Voice Response (IVR) system that were handled without staff intervention. From January through March 2008, the IVR successfully deflected 20,104 calls, avoiding the need to transfer these calls to a MAXIMUS staff member.

- **IVR Changes:** MAXIMUS has budgeted \$6,000 for programming changes to support changes to the IVR menu and reports to accommodate changing program needs.
- **Information Systems:** MAXIMUS estimates average costs of \$1,643 per month for ongoing information systems needs including replacement costs for aging hardware and software, and annual license renewals.
- **Travel:** Ongoing travel costs are estimated \$4,000 per month and include \$2,900 per month for local travel related to state-wide Marketing and Outreach activities , \$800 per month for parking reimbursement, and \$3,600 annually for trips to the corporate office for supervisory and management staff training sessions.

OTHER COSTS

- **Repair/Maintenance/Facilities:** We do not anticipate additional facilities repairs in SFY 09.
- **Furniture and Equipment:** MAXIMUS budgets \$14,400 for FY09 to fund the replacement and/or repair of office furniture and equipment.
- **Office Supplies:** We incur approximately \$1,600 per month for expenses related to office supplies. This includes paper, toner, ink cartridges, and all supplies necessary to operate our Vermont office.
- **Training Unit:** In order to maintain a full complement of trained MSR staff and consistent services levels MAXIMUS proposes to continue to maintain a “training pipeline” of MSR staff. For this purpose we estimate an average of 3 MSR FTEs at a cost of \$104,784 annually.
- **Tenant Improvements:** We do not anticipate the need to fund repairs or improvements to our Burlington, Vermont facility during SFY 09.



- **Miscellaneous:** Included in this category are routine incidental costs such as postage/ mailing machine costs, express mail, and courier services, as well as unplanned costs. We estimate these expenses at \$833 per month.

MATERIALS AND PRODUCTION COSTS

Through mutual agreement with the OVHA, MAXIMUS produces and mails the Managed Care Enrollment Booklet, the Health Care Program Handbooks, Premium Assistance Handbooks, and the Pharmacy Program Handbooks. In addition, MAXIMUS produces numerous client notifications including enrollment forms, reminder notices, confirmation notices, transfer notices, disenrollment notices, reinstatement notices, newborn enrollment notices, and other materials.

- **Printing Program Handbooks and Envelopes:** MAXIMUS proposes to continue printing the items previously described. Based on actual enrollment materials volumes (during SFY 08) and Handbook volumes (during the first three months of SFY 08), we project printing 40,000 enrollment packages and 55,000 Handbooks in SFY 09. Based on estimates from our printing vendor, we estimate printing costs of \$69,600.
- **Printing Notices:** MAXIMUS printed approximately 141,000 enrollment-related notices last year. In addition, we regularly print various inserts and other general documents. We estimate the cost of supporting these printing efforts, including monthly copier costs, to be \$15,600 in SFY 09.

3. PASS THROUGH COSTS (POSTAGE)

Per the OVHA's request, postage costs are provided as a pass through expense. This means that we do not charge the OVHA for the overhead expenses that we incur on these costs, nor do we charge a fee for these services. MAXIMUS incurs postage costs for each of our client mailings. These mailings include enrollment-related materials, applications and other documents requested by callers, and the newly created member handbooks. Excluding an initial mass mailing of program handbooks, MAXIMUS mailed approximately 120,000 packages or letters in SFY 08, with a notable increase in the latter part of the year following implementation of the premium assistance programs and the creation of the program handbooks. Based on mail history since the implementation of the new programs and the expectation that requests for applications and program handbooks will gradually decrease, we anticipate mailing approximately 15,000 pieces per month in SFY 09. In addition we incur expenses related to Business Return Envelopes included in each enrollment mailing. In total, our projected postage expenses are \$168,000 for the year. Postage costs are billed as a pass through and bear no Indirect Costs or Earnings Factor.

4. INDIRECT COSTS



The following are included as indirect costs.

- **G & A:** MAXIMUS continues the G&A rate for this project at 15 percent. Our G&A costs are those real costs incurred by MAXIMUS in order to support the Vermont operation. This includes such activities as human resources functions, production support, accounting and payroll support, administrative and technical support, corporate training, and all other corporate support services.
- **Earnings Factor:** MAXIMUS proposes to continue its historical 7.5 percent fee.

5. TOTAL PRICING FOR VHAMS SFY 09 BASE OPERATIONS (full pricing detail provided in *Appendix I*)

Total Personnel Costs: \$1,722,586
Total Other Direct Costs: \$625,902
Pass Through Costs: \$168,000
Total Indirect Costs: \$352,273
Earning Factor 7.5%: \$202,557
Total Costs: \$3,071,318

6. ADDITIONAL SERVICES RELATED TO THE APPLICATION TRACKING INITIATIVE (full pricing detail provided in *Appendix II*)

To support the OVHA's effort to implement the Application Tracking Initiative, MAXIMUS proposes the following adjustments to the proposed budget.

Staff: This initiative requires personnel to manually access information in two systems. We estimate the effort of checking status and performing follow up requires approximately 266 work hours per month. When multiplied by reasonable productivity factors and applied to an average 21 work days per month, this equates to approximately two (2) FTEs. MAXIMUS proposes one (1) MSR FTE and one (1) MSR Supervisor FTE to manage this new process.

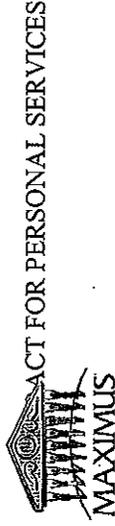
Furniture and Equipment: We currently have sufficient work space to accommodate two additional FTEs.

Information Systems: We have budgeted for a one-time cost of \$2,600 for additional computer equipment and software needed for the additional FTEs proposed. In addition, we have estimated a one-time programming charge of \$3,000 for labor costs associated with making the necessary changes to the MAXSTAR database to capture the additional information in call logs and transfer that information to the Application Tracking database.



Telephone/Communications: At present we do not have final information regarding the outreach needs of this project or the outreach methods that will be available for each case. For the purposes of this cost proposal, we assume outreach by telephone, mail, and email, and that approximately 600 of the 1,600 cases will require outreach by telephone. At an estimated two minutes for outreach for each case and the assumption of a small portion of return calls as a result, this equates to approximately \$100 per month in additional phone charges.

Postage: We anticipate mailing outreach letters to approximately 800 of the 1,600 cases requiring outreach each month. This equates to an additional \$336 in monthly postage costs. These costs are not subject to G&A or Earnings Factor charges. To minimize costs, MAXIMUS plans to capture beneficiary email information into the call log record and outreach by email to the extent possible.



Maximus SFY 09 Proposal Appendix I
 VHAMS SFY09 Base Operations Pricing Table

	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09
Personnel												
Administrative	\$29,249	\$28,859	\$28,063	\$28,032	\$25,661	\$29,283	\$26,877	\$24,403	\$28,032	\$28,063	\$26,809	\$28,047
Direct Staff												
MSRs (FTEs)	28	28	28	28	28	28	28	28	28	28	28	28
MSR Salary	70,774	64,914	67,844	67,844	61,983	70,774	64,914	59,053	67,844	67,844	64,914	67,844
MSR Spvs (FTEs)	5	5	5	5	5	5	5	5	5	5	5	5
Spvr Salary	15,917	14,590	15,254	15,254	13,927	15,917	14,590	13,264	15,254	15,254	14,590	15,254
Total Staff Salaries	115,940	106,364	111,161	111,130	101,571	115,974	106,382	96,720	111,130	111,161	106,314	111,145
Fringe @ 32%	37,101	34,036	35,571	35,561	32,503	37,112	34,042	30,950	35,571	35,571	34,021	35,566
Total Personnel Costs	153,040	140,400	146,732	145,691	134,074	153,086	140,424	127,670	146,691	146,732	140,335	146,711
Direct Costs												
Administrative Costs												
Rent and Utilities	14,551	14,551	14,551	14,551	14,551	14,551	14,551	14,551	14,551	14,551	14,551	14,551
Telephone/Communications	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
IVR changes	500	500	500	500	500	500	500	500	500	500	500	500
Information Systems	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643
Travel	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other Costs												
Repair/Maintenance	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Furniture and Equipment	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600
Office Supplies	8,732	8,732	8,732	8,732	8,732	8,732	8,732	8,732	8,732	8,732	8,732	8,732
Training Unit												
Tenant Improvements												
Miscellaneous	833	833	833	833	833	833	833	833	833	833	833	833
Materials and Production												
Printing program handbooks and envelopes	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800	5,800
Printing notices	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Total Direct Costs	52,159											
Subtotal Personnel and Direct Costs	205,199	192,559	198,891	198,850	186,232	205,244	192,582	179,828	198,850	198,891	192,493	198,869
G&A 15% on all but Postage costs	30,780	28,884	29,834	29,827	27,935	30,787	28,887	26,974	29,827	29,834	28,874	29,830
Subtotal with G&A	235,979	221,443	228,724	228,677	214,167	236,031	221,470	206,803	228,677	228,724	221,367	228,700
Earnings Factor 7.5% on all but Postage costs	17,698	16,608	17,154	17,151	16,063	17,702	16,610	15,510	17,151	17,154	16,603	17,152
Postage	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000	14,000
Total	\$267,677	\$252,051	\$259,878	\$259,828	\$244,230	\$267,733	\$252,080	\$236,313	\$259,828	\$259,878	\$251,970	\$259,852



Maximus SFY 09 Proposal Appendix II
 VHAMS SFY09 Application Tracking Support Pricing Table

ADDITIONAL BUDGET TO SUPPORT APPLICATION TRACKING

	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Total
Personnel													
Administrative													
Direct Staff													
MSRs (FTEs)	1	1	1	1	1	1	1	1	1	1	1	1	1
MSR Salary	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$2,167	\$26,000
MSR Spvrs (FTEs)	1	1	1	1	1	1	1	1	1	1	1	1	1
Spvr Salary	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	3,120	\$37,440
Total Staff Salaries	5,287	5,287	5,287	5,287	5,287	5,287	5,287	5,287	5,287	5,287	5,287	5,287	63,440
Fringe @ 32%	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	1,692	20,301
Total Personnel Costs	6,978	83,741											
Direct Costs													
Administrative Costs													
Rent and Utilities													
Telephone/Communications - Apps Tracking	100	100	100	100	100	100	100	100	100	100	100	100	1,200
IVR charges													
Information Systems - Computer and Program	5,600												5,600
Travel													
Other Costs													
Repair/Maintenance													
Furniture and Equipment													
Office Supplies													
Training Unit													
Tenant Improvements													
Miscellaneous													
Materials and Production													
Printing program handbooks and envelopes													
Printing notices													
Total Direct Costs	5,700	6,800											
Subtotal Personnel and Direct Costs	12,678	90,541											
G&A 15% on all but Postage costs	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	1,902	13,581
Subtotal with G&A	14,580	104,122											
Earnings Factor 7.5% on all but Postage costs	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	7,809
Postage for Apps Tracking	336	336	336	336	336	336	336	336	336	336	336	336	4,032
Total	\$16,010	\$115,963											



MAXIMUS PROPOSAL SFY 09 Appendix III
Application Tracking Initiative
Statement of Work (SOW)

1. SCOPE

The OVHA has created a database to house information about individuals that requested an application or assistance in applying for an OVHA administered programs. The purpose of this database is to provide a working tool to track applicant status and outcome, allowing for outreach to those individuals that request an application but do not submit an application. This database has options to track outreach efforts and outcomes for reporting purposes as well. The database is currently populated with 'contact sheet' information but will ultimately also contain call records from the MAXIMUS MAXSTAR HelpLine call log database. The contact sheets are from individuals that completed part or all of the pre-screen web tool at www.greenmountaincare.org and requested to be contacted by Member services for further assistance. There is an option to leave contact information in the form of a phone number, email, or address.

The following list of activities is included in the MAXIMUS scope of work associated with this implementation. Specific detail regarding the extent of work approved for each area is provided in the requirements section of this document.

Implementation/Transition

- o Capture new applicant contact information using the current MAXSTAR call logging process.
- o Create a file containing new applicant data for transfer to OVHA's Application Tracking database (ATD) via the SFTP process.
- o Review the status of the application six weeks from the date sent using the state eligibility system, ACCESS, and reports generated from ATD. This will be a manual process.
- o Enter the status information from ACCESS to ATD. This will be a manual process.
- o Outreach those applicants who have not returned an application to offer further assistance or determine the reasons for failure to submit the application.
- o Enter outcomes in the ATD.
- o Refer applicants to Bi-State Health Application Assistors for one-on-one assistance upon request.

Training Services

- o Train staff to conduct application tracking activities

Technical Services

- o Minor modifications to MAXSTAR call logging screens.
- o Create call log file for SFTP to ATD

1. REQUIREMENTS

MAXIMUS agrees to perform the following work as per the stated activities in support of the OVHA implementation of the Application Tracking Initiative. The scope of this request is limited to the activities listed in Section 1 Scope.

1. Scope: System Modifications

Implementation of this initiative requires:

- Complete minor modifications to MAXSTAR call logging screens to add fields to capture caller date of birth, caller phone number, and a flag indicating that one-on-one assistance from Bi-State Application Assistors is requested.
- Create weekly file extract of MAXSTAR call log data that pertains to incoming calls by new applicants; the extract file is to include the applicant name, mailing address or email address (same data field is utilized for both/ email address is preferred if available) and telephone number, date of birth, and date of contact.



- Provide data to the OVHA on a weekly basis via the SFTP process; OVHA will integrate data into the ATD.

1.1 MAXIMUS Responsibilities/Resources

- Perform MAXSTAR programming (ten (10) hours).
- Create monthly MAXSTAR extract report.
- Establish and execute the monthly SFTP process.

1.2 OVHA Responsibilities

- Create the ATD, maintain the functionality of the ATD, and maintain MAXIMUS access to the ATD.
- Apply the data provided by MAXIMUS to the ATD each month.
- Provide review and approval of SFTP process within 2 weeks of Go Live date for Application Tracking Initiative.

1.3 Acceptance Criteria

- Receipt and acceptance of new applicant file by OVHA.

2 Scope: Ongoing Functions

The following lists the ongoing functions associated with the Application Tracking Initiative.

- Capture additional contact information during HelpLine contacts with up to 3,200 new applicants per month.
- Offer referrals to Bi-State Applications Assistors for one-on-one assistance for interested new applicants.
- Review application status of up to 3,200 new applicants per month, six weeks from the date of initial call to the VHAMS HelpLine, using ACCESS and reports generated by the OVHA from the ATD.
- Enter the application status of up to 3,200 new applicants per month into the ATD.
- Outreach (via telephone, email, or mail) to up to 1,600 HelpLine callers that fail to submit an application; make up to two attempts to reach each potential applicant; during call offer additional assistance or determine reasons for the failure to submit an application.

2.1 MAXIMUS Responsibilities

- Add one (1) Member Services Representative (MSR) Supervisor to manage and perform functions associated with the Application Tracking Initiative.
- Add one (1) MSR to perform outreach/education/tracking functions associated with the Application Tracking Initiative.
- Modify current MAXSTAR call logging reference materials to include new questions and fields.
- Train staff to ask additional questions and direct Application Tracking staff to utilize the OVHA ACCESS system and the ATD to perform duties.

2.2 OVHA Responsibilities

- Review and approve proposed changes to MAXSTAR call logs and reports two weeks prior to Go Live date for the Application Tracking Initiative.

2.3 Acceptance Criteria

- Approval of revisions to reference materials, policies and procedures changes, and outreach notices.



- Accurate reporting via a new section in the monthly report to the OVHA.

3. PERIOD OF PERFORMANCE

The period of performance is from July 1, 2008 through June 30, 2009.



**Maximus SFY 09 Proposal Appendix IV
 Consolidated VHAMS SFY09 Pricing Table**

VERMONT HEALTH ACCESS - STATE FISCAL YEAR 2009 BUDGET SUMMARY

	Base Budget	Application Support	Total
Personnel			
Administrative	329,379	-	329,379
Direct Staff			
MSRs (FTEs)	28	1	29
MSR Salary	796,546	26,000	822,546
MSR Spvrs (FTEs)	5	1	6
Spvr Salary	179,064	37,440	216,504
Total Staff Salaries	1,304,989	63,440	1,368,429
Fringe @ 32%	417,597	20,301	437,897
Total Personnel Costs	1,722,586	83,741	1,806,327
Direct Costs			
Administrative Costs			
Rent and Utilities	174,612	-	174,612
Telephone/Communications	144,000	1,200	145,200
IVR changes	6,000	-	6,000
Information Systems	19,710	5,600	25,310
Travel	48,000	-	48,000
Other Costs			
Repair/Maintenance	-	-	-
Furniture and Equipment	14,400	-	14,400
Office Supplies	19,200	-	19,200
Training Unit	104,784	-	104,784
Tenant Improvements	-	-	-
Miscellaneous	9,996	-	9,996
Materials and Production			
Printing program handbooks and envelopes	69,600	-	69,600
Printing notices	15,600	-	15,600
Total Direct Costs	625,902	6,800	632,702
Subtotal Personnel and Direct Costs	2,388,932	90,541	2,479,473
G&A 15% on all but Postage costs	352,273	13,581	365,854
Subtotal with G&A	2,700,761	104,122	2,804,883
Earnings Factor 7.5% on all but Postage costs	202,557	7,809	210,366
Postage	168,000	4,032	172,032
Total	3,071,318	115,963	3,187,281



MAXIMUS PROPOSAL SFY 09 Appendix V: Telephone Performance Standards

Managing call volume and meeting performance standards is a top priority for MAXIMUS. Due to the impact of the changes to State of Vermont Health Care programs over time, MAXIMUS has found it increasingly challenging to adhere to certain historical performance standards. Specifically, the standard to answer 95 percent of calls within 2 minutes and 100 percent of calls within 4 minutes have become difficult to achieve within current staffing levels. While MAXIMUS consistently exceeds the telephone performance standard related to call abandonment rate (10 percent), meeting the two minute and four minute standard requires that the call center maintain an actual call abandonment rate of less than 2 percent. A call abandonment rate of less than 2 percent is far more aggressive than that of most commercial and/or government funded call centers and beyond that which the majority of organizations are willing or able to fund.

In the sections that follow MAXIMUS describes the impact of recent changes to State of Vermont Health Care programs. In addition, we propose a strategy to absorb the impact of these program changes, as well as provide additional services requested to support application outreach, by modifying two telephone performance standards. The change we propose is intended to benefit OVHA by maximizing VHAMS resources while minimizing costs and at the same time maintaining high service levels for our callers

Changing Caller Needs -- Call Topic

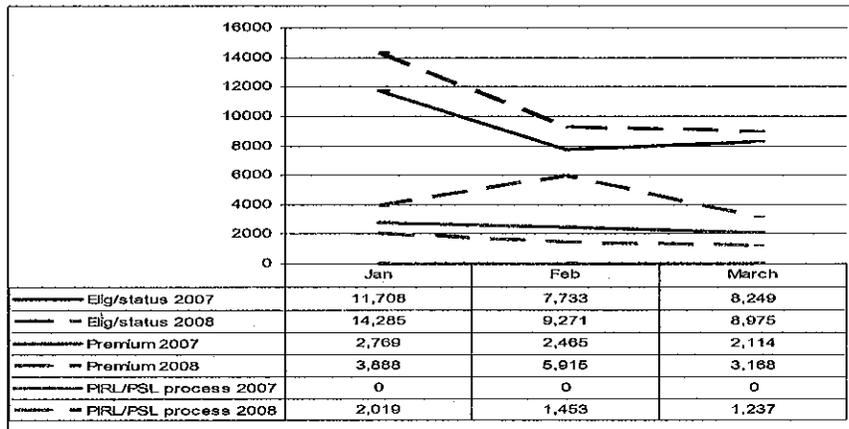
As OVHA is well-aware, the complexity of work involved in administering the State of Vermont health care programs has increased greatly since the implementation of Catamount Health and the implementation of the premium assistance programs. State of Vermont systems changes to accommodate these needs have been problematic and introduced difficulties into processes that previously worked seamlessly. Examples of this include the Medicaid/VHAP/Dr. Dynasaur managed care enrollment process and the Citizenship and Identity functions. To respond to the need to support the increased complexity of these processes, MAXIMUS stratified Member Services Representatives into three groups based on skill level and added new technology to ensure calls are routed appropriately. To respond to volume fluctuations by topic throughout the day and ensure high service levels within each queue, MAXIMUS provides ongoing oversight and monitoring of each call queue and individual MSR throughout the day.

While the total VHAMS call volume for SFY 08 has been close to that initially projected, these changes in call volume relative to the *type of call* from hour to hour, along with the *increase to the complexity of each call*, have been greater than anticipated. Details are as follows.

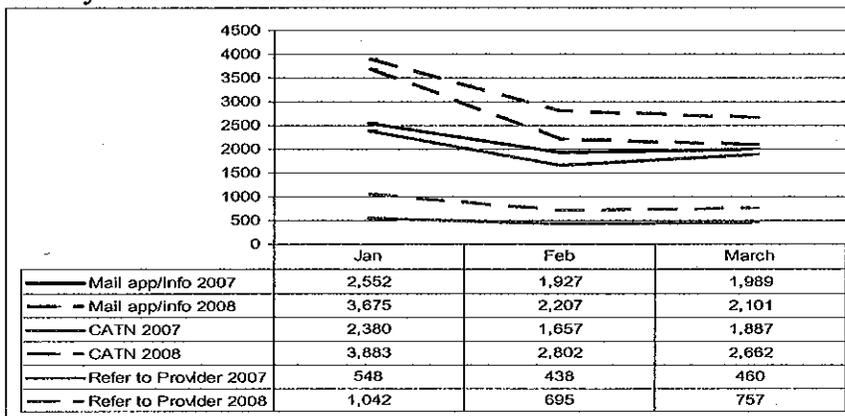
Call Topics: The chart below shows changes in the topic of calls in the first months of 2008 as compared to the first months of 2007. As you can see, there has been a marked increase in calls



regarding eligibility status, premiums, and of course, PIRLS. Determining a caller's eligibility status is a complex process for participants of the premium assistance programs (about 12 percent of calls). These calls typically require the MSR to review CATNs, notices, PERS MED, and COST screens in ACCESS. These calls typically require numerous emails and calls to fully resolve. Premium calls have always been among the more difficult to handle and are assigned to our most seasoned and highest performing MSRs. The addition of premiums collected and paid out for premium assistance programs, together with problems faced by the state IT team, have also increased the complexity of these calls.



- Call Resolutions:** As one might expect, a shift to the volume of calls received by topic has also resulted in a change in the data that shows how calls are resolved. Data from the first three months of 2008 shows an increase in calls requiring a referral to a provider, a subsequent mailing, and most dramatically, a CATN to a worker. An increase in mailings is the result of increased public interest in the Vermont programs after an intense media campaign, as well as requests for PIRLS, CPSs, POIs, and other mailings related to the premium assistance programs. The increase in the number of CATNs reflects beneficiary response to premium assistance mailings. CATNs are used to convey beneficiary responses to the eligibility worker and/or the COB Unit and to alert eligibility staff to information entered into the case by MAXIMUS staff.





The call topics and resolutions described above require additional, actions by MAXIMUS staff to research an issue, communicate an issue to relevant parties, or to arrange for a mailing. This non-telephone time is not captured in the ACD data but adds to staff workload and reduces the number of calls that can be handled by MAXIMUS staff each day.

- **Daily Call Volumes:** Fluctuations to the volume of calls received each day (up to approximately 108 percent variation), present challenges for call center/call queue staffing. While some call volume statistics are predictable (generally highest on Mondays and highest on days following closure runs), there are many other factors that influence call volume. These include additional mailings by State agencies or other key parties, media efforts, and seasonal patterns. To accommodate fluctuating demand by call topic it is critical to maintain a certain number of available MSRs, in each queue, at all times. To ensure compliance with the two and four minute requirements each queue is staffed beyond the level projected to achieve the standard, thus investing funds for call center staff that remains idle during non-peak call times. Even this approach only ensures compliance up to an upper limit of calls within a specific block of time. At proposed staffing levels for SFY09 assuming an average length of call of 4 minutes, call wrap time of 1 minute, and number of calls per/hour less than or equal to 160 calls). A recent analysis specific to the recent fluctuation in VHAMS call volumes and call topics suggests we would need to “overstaff” by as many as eleven MSRs to consistently meet the four minute call standard in cases where caller demand spikes throughout the day (exceeding 160 calls/hour).
- **Inconsistent Performance Standards:** The average call abandonment rate for the VHAMS project in 2008 is 2.5 percent. On days when the project did meet the four minute and two minute standard, the call abandonment rate was less than one percent. In both instance, call center performance far exceeds the contract standard for call abandonment rate of 10 percent or less. MAXIMUS proposes to revise the standards so they are more consistent and cost effective while maintaining high levels of service for our callers.

New Standards for the OVHA’s Consideration

MAXIMUS takes meeting contractually performance standards very seriously. Each member of our staff is held to individual productivity and quality standards and monitored regularly to ensure compliance. It is often a difficult balance to ensure staff is productive enough to meet telephone performance requirements while taking enough time during the call and after the call to ensure the caller’s issue is resolved to his/her satisfaction. As described previously, the existing VHAMS telephone performance standards (2 minute and 4 minute standards) have been difficult to achieve given the increased complexity of Vermont programs. The impact of these program changes is that each MSR is able to handle fewer calls/interactions each day thus increasing the number of staff resources needed to handle the same number of calls within



existing performance standards. MAXIMUS is sensitive to the fact that Vermont is facing budget constraints in SFY 09. To accommodate the OVHA's need to stay within the legislative funding limit, we propose to revise the 2 and 4 minute telephone performance standards along with the call abandonment rate. These changes enable MAXIMUS to absorb the increased call handling/resolution time within existing resource levels while continuing to provide prompt, high-quality customer services, for program participants. We propose the following changes to telephone performance standards.

- Eliminate the four minute and two minute standards as they are inconsistent with industry norms and are not cost effective.
- Create a new standard for an Average Time to Answer (ATA) not to exceed 45 seconds. Our expectation is that the vast majority of calls will continue to be answered within 20-30 seconds during 'valleys' and that average call waits times will not exceed 45 seconds during 'peaks'.
- Adjust the call abandonment rate standard from 10 percent to an average monthly rate of 5 percent. By making this standard more aggressive it is more in line with the OVHA's intention in terms of service levels and expected response times.

If these proposed changes to the telephone performance standards are accepted by the OVHA, MAXIMUS can repurpose direct service staff to perform the new functions to support the Application Tracking Initiative while continuing to meet performance standards and providing high quality services. Thank you for considering our request.