

PROPOSAL TO PROVIDE

Long-Term Services and Supports (Scope A)



PREPARED FOR:

Indiana
Department of
Administration
on behalf of
Family and
Social Services
Administration

SUBMISSION

PART TWO:
Redacted Business Proposal

RFP No:

23-72675

DUE DATE:

September 30, 2022 4:30 pm ET

BUSINESS PROPOSAL

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September 27, 2022

Teresa Deaton Reese
Strategic Sourcing Analyst
Indiana Department of Administration
Procurement Division
402 W. Washington St., Room W468
Indianapolis, Indiana 46204

RE: Executive Summary for Maximus Response for Proposal for Long-Term Services & Supports (LTSS) Enrollment Services and MLTSS Member Support Services, RFP #23-72675

Dear Ms. Reese:

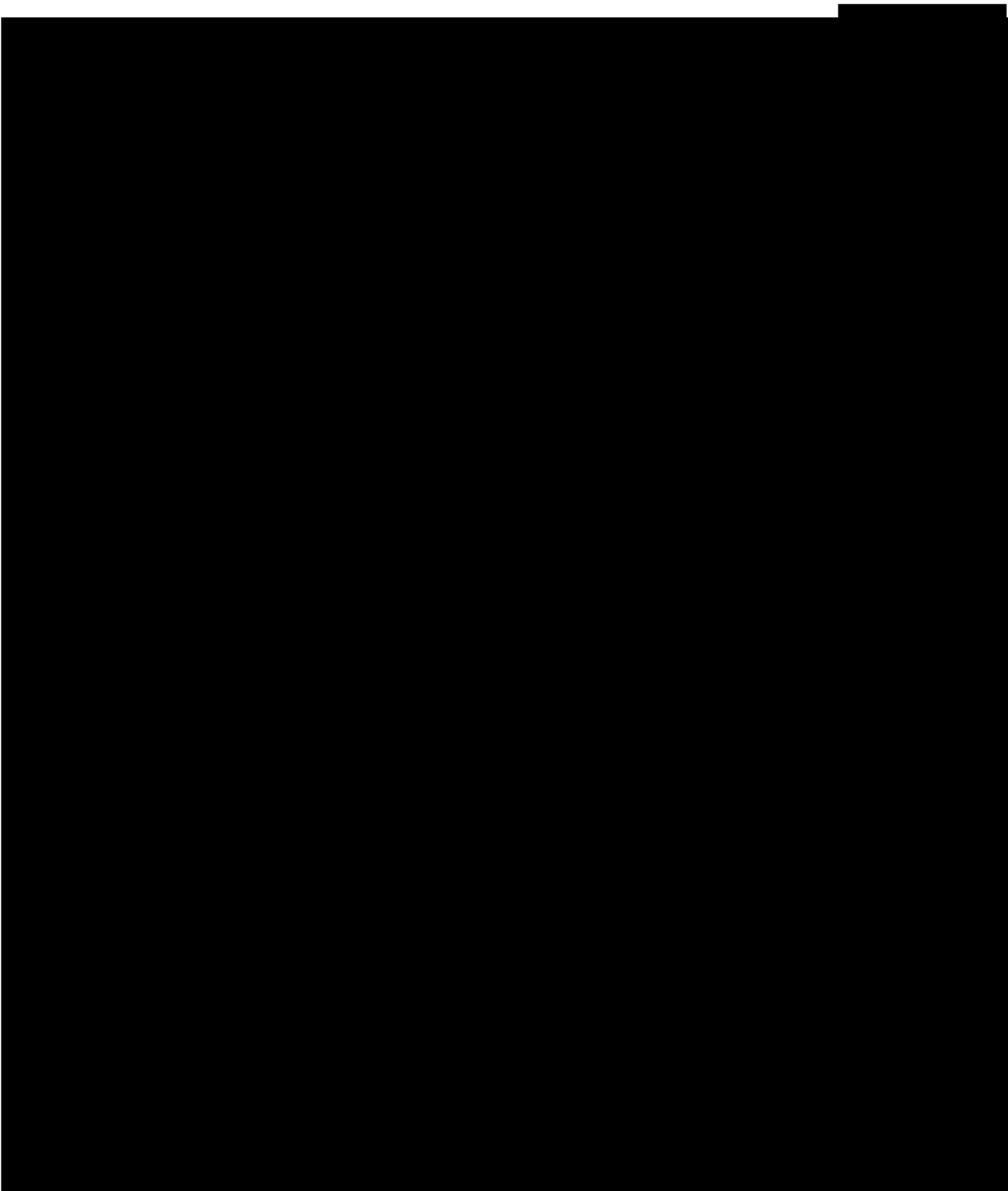
Maximus US Services, Inc. (Maximus) is pleased to provide our response to Indiana's Request for Proposal (RFP) for LTSS Enrollment Services and Managed Long-Term Services and Supports (MLTSS) Member Support Services. Specifically, Maximus is providing its proposal to fulfill Indiana Family and Social Services Administration's (FSSA) RFP requirements for Scope A – LTSS Enrollment Services.

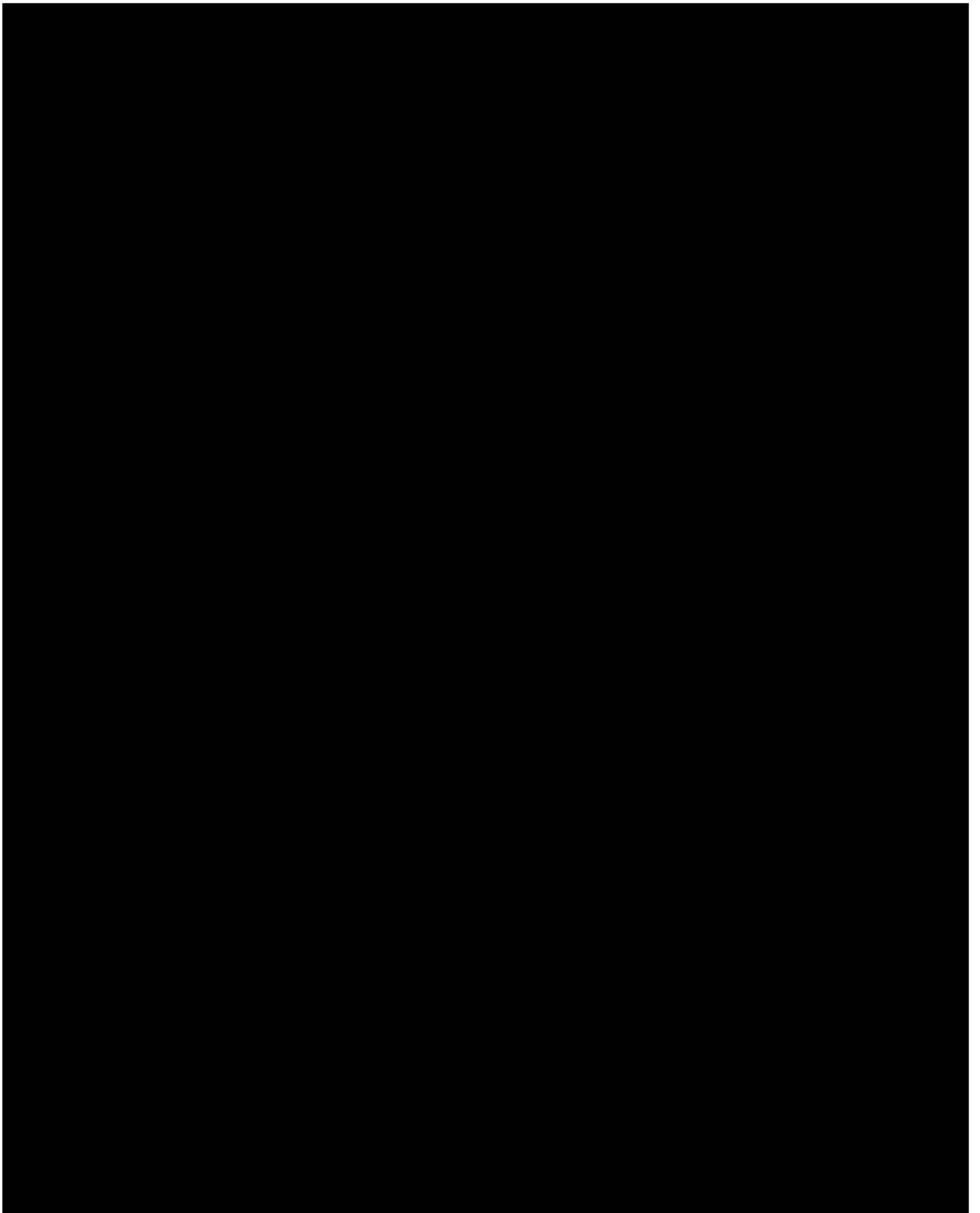
We have carefully reviewed the RFP in its entirety, along with all addenda, and followed all instructions in RFP Section Two, Proposal Preparation Instructions, for providing Indiana Department of Administration with our Submission Part One and Submission Part Two.

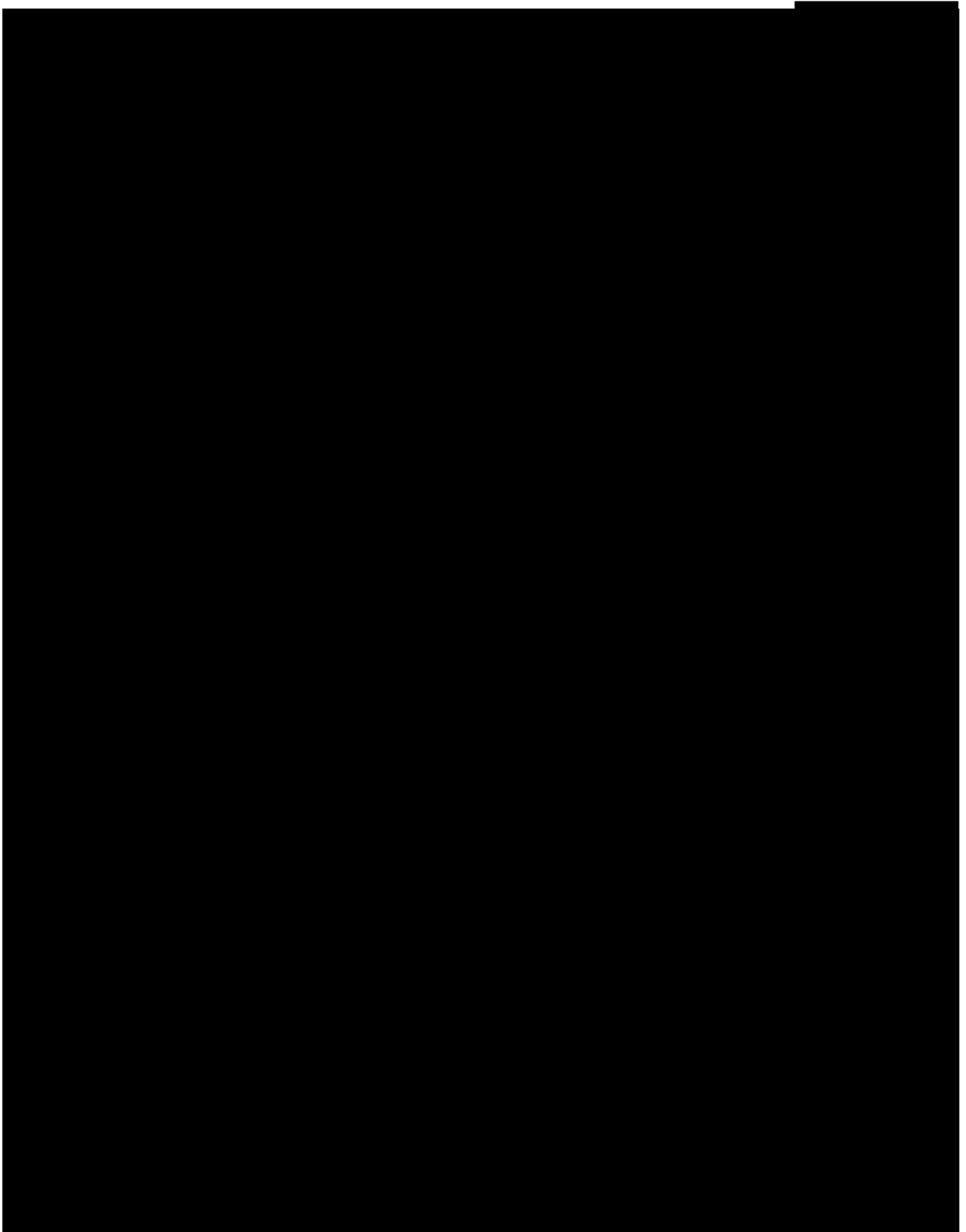
Summary of Ability and Desire to Supply Enrollment Services as Defined in Scope A

Maximus brings to FSSA our ability, desire, and commitment to fully meet all LTSS Enrollment Services requirements. As FSSA and the Office of Medicaid Policy and Planning build on past successes to launch the next enhancement of LTSS program models, Indiana needs a partner:

- With a thoughtful approach and demonstrated ability to implement successful change that supports stakeholder adoption of new roles and new processes
- Whose work is characterized by engaged, accountable collaborations that streamline access to services and maximize program stability
- With a commitment to person-centered culturally and trauma-informed interactions and outcomes for individuals and members
- That already offers Indiana outstanding operational, clinical, and technological staff surrounded by a robust infrastructure and tools to continually track and improve the quality and impact of our services on programmatic objectives
- Who delivers what FSSA needs right now, and who will grow with the State and Indiana's healthcare landscape to continue to serve Hoosiers with excellence







Maximus Qualified and Experienced Staffing

Our high-quality personnel have the education, credentials, skills, and experience to meet LTSS requirements. FSSA can be confident its members will receive exceptional service and the State will meet its performance objectives. Annually, our teams conduct nearly one million clinical assessments and screenings nationwide. We built our staffing approach on deep and broad program experience and proven recruitment strategies that attract and retain high performers. Our staffing structure includes expert corporate oversight, the right combination of key personnel and project staff, and access to extensive shared services resources for additional support.

Authorized Representative

Tariq Khan, Senior Director – Contracts and Legal Counsel, has been authorized by the Board of Directors of the Corporation to commit Maximus to the representations in our proposal and to certify that the information in our proposal meets the RFP's general conditions, including the requirement to provide audited financial statements. Mr. Khan also has the authority to sign all contractual documents pertaining to this proposal. This authorization is provided on behalf of the Corporation in accordance with internal procedures adopted by the Corporation.

Principal Point of Contact

The principal contact for this proposal is Nancy Shanley, Vice President – Consulting and Policy Analysis. Ms. Shanley has over 30 years of experience working with, managing programs for, and consulting with states and Centers for Medicare and Medicaid Services regarding, individuals with behavioral health, medical, and intellectual and developmental disability conditions. She provides extensive consultation to states regarding LTSS service systems and assessments. Ms. Shanley is also a respected national presenter and has delivered numerous speeches and presentation on various aspects of LTSS.



Maximus understands that we will be notified via email regarding this solicitation, and we have provided Ms. Shanley's contact information below:

Name: Nancy Shanley, Vice President - Consulting and Policy Analysis
Address: 1600 Tysons Blvd, Suite 1400, McLean, VA 22102
Telephone No.: 615.473.4554
Email address: USProposals@maximus.com

Secretary of State Status

Maximus US Services, Inc. is incorporated in the State of Indiana and registered as a Domestic For-Profit Corporation with the Indiana Secretary of State. Maximus holds an Active business status under Business ID # 2007060700050, as shown in *Exhibit 3: Maximus Active Registration Status in Indiana*. In addition, Maximus maintains Bidder registration with the Indiana Department of Administration (IDO) under Bidder ID: 0000019888.

BUSINESS INFORMATION		
HOLLI SULLIVAN INDIANA SECRETARY OF STATE 09/15/2022 04:25 PM		
Business Details:		
Business Name:	MAXIMUS US SERVICES, INC.	Business ID: 2007060700050
Entity Type:	Domestic For-Profit Corporation	Business Status: Active
Creation Date:	06/06/2007	Inactive Date:
Principal Office Address:	1891 METRO CENTER DRIVE, RESTON, VA, 20190, USA	Expiration Date: Perpetual
Jurisdiction of Formation:	Indiana	Business Entry Report Due Date: 06/30/2023
		Years Due:
Governing Person Information		
Title	Name	Address
Director	ILENE R. BAYLONSON	1891 METRO CENTRE DRIVE, Reston, VA, 20190, USA
President	ILENE R. BAYLONSON	1891 METRO CENTER DRIVE, Reston, VA, 20190, USA
Secretary	DAVID R. FRANCIS	1891 METRO CENTER DRIVE, Reston, VA, 20190, USA
Treasurer	DAVID MUTRYN	1891 METRO CENTER DRIVE, Reston, VA, 20190, USA
Vice President	BRUCE P. PERKINS	1891 METRO CENTER DRIVE, Reston, VA, 20190, USA
Incorporators Information		
Name	Title	Address
DAVID R. FRANCIS	Incorporator	11419 SUNSET HILLS ROAD, RESTON, VA, 20190, USA
Registered Agent Information		
Type:	Business Commercial Registered Agent	
Name:	CORPORATION SERVICE COMPANY	
Address:	136 North Pennsylvania Street, Suite 1610, Indianapolis, IN, 46204, USA	

Exhibit 3: Maximus Active Registration Status in Indiana. Maximus US Services maintains Active status with the Indiana Secretary of State and provides services to the State today.

Best Value Partner

With our combination of people, technology, and process innovation, Maximus, as the best value respondent, will provide Hoosiers with person-centered, clinically excellent LTSS enrollment services. Thank you for considering Maximus for this critical project.

Sincerely,

Tariq Khan

[Tariq Khan \(Sep 26, 2022 12:58 EDT\)](#)

Tariq Khan
Senior Director, Contracts



Attachment E – Business Proposal

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

Please indicate which Scopes of Work you are responding to:

☒ Scope A ☐ Scope B ☐ Both Scope A and B

Maximus Business Proposal – Scope A

Maximus US Services, Inc. (Maximus) provides this Business Proposal in response to the Indiana Division of Administration's Request for Proposal (RFP) #23-72675. Maximus is providing its proposal to fulfill Indiana Family and Social Services Administration's (FSSA) RFP requirements for Scope A – Long-term Services and Supports (LTSS) Enrollment Services.

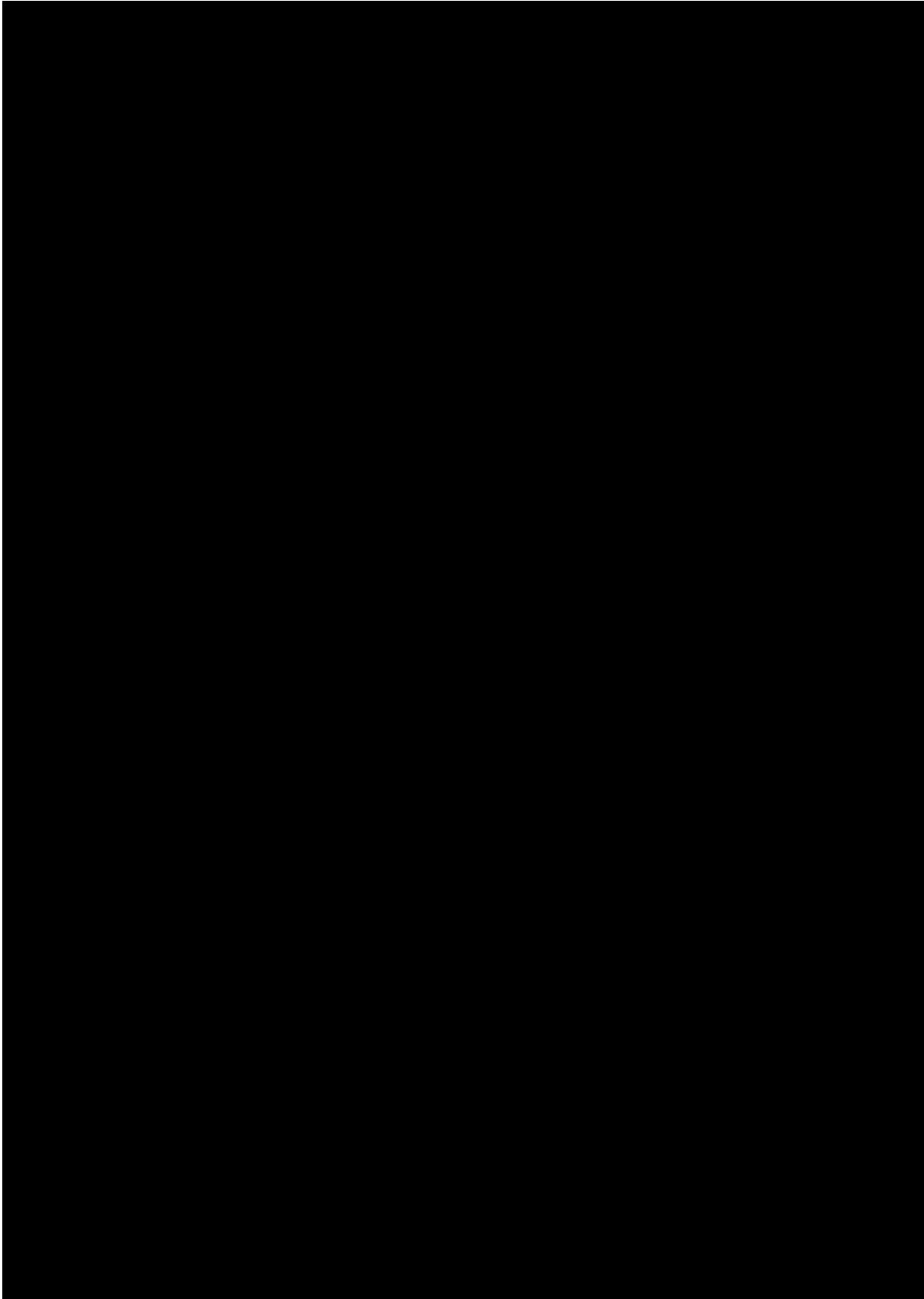
2.3.1 General (optional) - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

2.3.1 General

Providing excellent LTSS enrollment services to Hoosiers is at the heart of Maximus' core capabilities and aligns with our mission of *Moving People Forward*®. As your partner, we will continue to use our nationwide expertise and Indiana-specific experience to meet and exceed your expectations. We will provide FSSA with a relationship characterized by accurate clinical assessments and determinations, person-centered intake counseling and Medicaid application assistance, sufficient staffing, continuous quality improvement, and effective stakeholder engagement. As FSSA and the Office of Medicaid Policy and Planning build on past successes to launch the next enhancement of LTSS program models, Indiana needs a partner:

- With a thoughtful approach and demonstrated ability to implement successful change that supports stakeholder adoption of new roles and new processes
- Whose work is characterized by engaged, accountable collaborations that streamline access to services and maximize program stability
- With a commitment to person-centered interactions and outcomes for individuals and members
- That already offers Indiana outstanding operational, clinical, and technological staff surrounded by a robust infrastructure and tools to continually track and improve the quality and impact of our services on programmatic objectives
- Who delivers what you need right now, and who will grow with you and your healthcare landscape to continue to serve Hoosiers with excellence

Maximus offers FSSA an enrollment services solution tailored to Indiana. Our approach to the LTSS program builds on our experience as Indiana's Preadmission Screening and Resident Review (PASRR) contractor and enrollment broker, as shown in *Exhibit 2.3.1-1: Overview of Maximus Approach*.



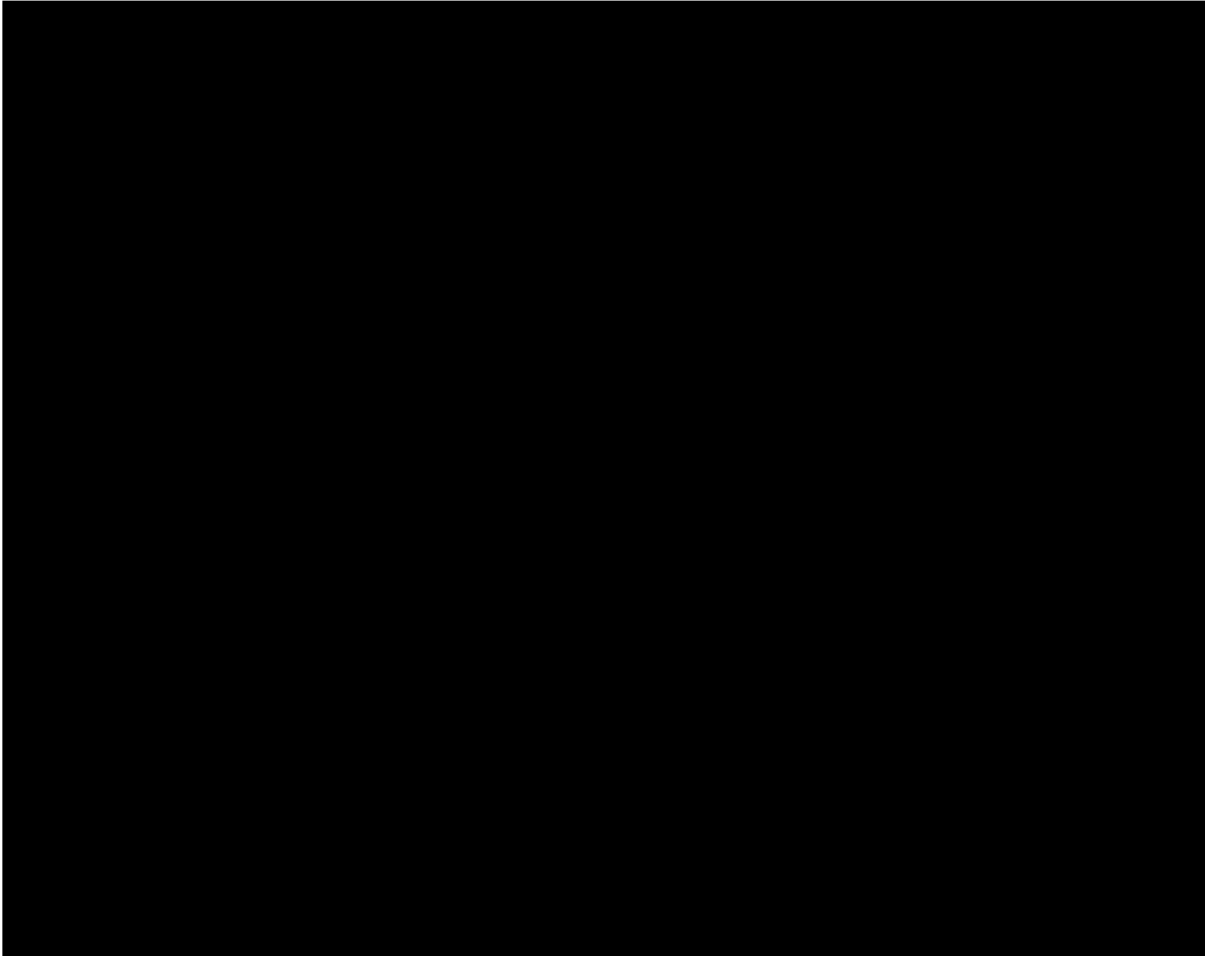


Exhibit 2.3.1-1: Overview of Maximus Approach. *As your LTSS contractor, Hoosiers will continue to receive high-quality services from Maximus. Our approach brings together HCBS assessment best practices, technology tailored to assessment programs, and a staffing model that meets the State's needs for high-quality services within prescribed timeframes.*

We understand we work with individuals with complex care needs at critical junctures in their lives. We will continue to provide the right staffing, clinical capabilities, technology-supported processes, and stakeholder supports to help Hoosiers access the right LTSS and HCBS services at the right time, in the right settings, and at the right intensity level to meet their needs.

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

Please see Maximus' response to RFP Attachment E, Section 2.3.2 below.

2.3.2 Respondent's Company Structure (RFP 2.3.2; Attach E 2.3.2)

Maximus US Services, Inc., the Respondent, is a wholly owned subsidiary of Maximus, Inc. Business information for each of these entities is provided in *Exhibit 2.3.2-1: Ownership Information*. Our Certificate of Authority is provided as *Appendix 1: Certificate of Authority*.

Legal Name	Maximus US Services, Inc.	Maximus, Inc.
Headquarters Address	1600 Tysons Blvd, Suite 1400 McLean, VA 22102	1600 Tysons Blvd, Suite 1400 McLean, VA 22102
Ownership	Wholly owned subsidiary of Maximus, Inc.	Publicly traded company (New York Stock Exchange [NYSE]: MMS)
Federal Employer Identification Number (EIN)	26-0307682	54-1000588
Date Established	2007 – Incorporated in Indiana	1975 – Incorporated in Virginia
Organization History	Operated as a division of Maximus, Inc. until formed into a subsidiary in 2007	Established as corporation in 1975, incorporated in Virginia
Type of Business Ventures in Which Organization is Involved	Supports hundreds of government health and human services program clients by providing clinical assessment and determination services, eligibility support services for health coverage programs, the Supplemental Nutrition Assistance Program, and Temporary Assistance to Needy Families; providing workforce services and processing applications; operating contact centers to inform about benefit programs; and helping resolve concerns and support appeals	Partners with state, federal, local, and international government entities in the United States, Canada, the United Kingdom, Singapore, Italy, Saudi Arabia, South Korea, Sweden, and Australia to provide critical health and human services programs to a diverse array of communities and individuals

Exhibit 2.3.2-1: Ownership Information. *There are clear lines of authority, shared resources, and open communications across Maximus, Inc., and its subsidiaries, providing full transparency to our state partners.*


Maximus US Services, Inc. was established in 2007 to support our growing state government clientele. Maximus US Services, Inc. is the entity responsible for the development and marketing of the requested products and services in the United States. Our wide array of health and human services operational and systems services encompasses support for Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), state-based health insurance exchanges, eligibility and enrollment modernization, medical necessity determinations, utilization management, LTSS programs, workforce services, disability benefits and services, and Medicaid Management Information System (MMIS) and health information technology (IT) consulting. With Maximus, FSSA can be certain that Indiana health coverage programs' goals and objectives will be fully supported throughout the life of the contract.



Spotlight

Maximus has a responsibility to positively impact the communities in which we live and work. In line with our mission of *Moving People Forward*, the Maximus Board of Directors established the Maximus Foundation, an employee-led 501(c)(3) nonprofit organization. Our mission is to support organizations and programs that promote personal growth and self-sufficiency through improved health, augmented child and family development, and community development. In 2021, the Maximus Foundation awarded \$1.2 million to 154 nonprofit organizations across the country, including five Indiana-based nonprofits.

Maximus offers access to significant additional resources in the areas of information services, operations shared services, and corporate shared services that we will leverage as needed to deliver services to Indiana.



2.3.3 Respondent's Diversity, Equity and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic compositions of Respondents' Executive Staff and Board Members, if applicable.

Please see Maximus' response to RFP Attachment E, Section 2.3.3 below.

2.3.3 Respondent's Diversity, Equity, and Inclusion Information

Diversity, equity, and inclusion (DE&I) are fundamental to who Maximus is as a company. Our continuous focus on DE&I drives the comprehensive efforts we take to create and promote a more inclusive and equitable work environment. We foster a culture respecting and valuing individual contributions and differences that spark innovation, leadership, and exceptional performance. In every program we implement, Maximus makes a good faith effort to recruit, develop, and retain an inclusive and diverse workforce.

We are proud of our DE&I initiatives and the diversity of our staff. The percentages of Maximus' governing board, senior executives, managers, and staff who are women, minorities, or persons with disabilities are as follows:

- Board of Directors – 50%
- Executive level – 55%
- Managers, senior manager, directors, senior directors, and supervisors – 81%

In the following subsections, we discuss our approach to DE&I, specific programs, and initiatives we launched to encourage diversity and inclusion for this project and across the company.

Dr. Arvenita Washington Cherry, Senior Director of DE&I, leads our DE&I programs and initiatives. As a member of our Human Resources leadership team, Dr. Washington Cherry is responsible for implementing a company-wide strategy that includes active listening from leadership and welcomes feedback from all employees. By collecting feedback and data promoting continuous growth, she leads the development and management of a comprehensive global DE&I program that aligns with our mission and strategic initiatives. Partnering with Human Resources and Corporate teams, Dr. Washington Cherry supports and delivers programs and initiatives that attract, retain, and grow a diverse talent pool.


In addition to Dr. Washington Cherry, our leadership team includes the DE&I Steering Committee and DE&I Design team. The Steering Committee is comprised of company leads who act as a think tank for DE&I initiatives within Maximus. Our DE&I Design team is a group of staff who work across Maximus subsidiaries. They preview, provide input, and test DE&I initiatives before implementation.

The DE&I Design team is focused on outcomes and metrics such as:

- Number of new diverse suppliers onboarded
- Percentage increase of various spends
- Savings from our supplier diversity program
- Increase in internal customer satisfaction
- External economic impact (this includes jobs created)
- Impact on the local communities Maximus serves


We commit to DE&I throughout our organization by maintaining positive diversity programs and protocols through our business strategy, workforce, and relationships. This includes partnering with business enterprises owned by minorities, women, service-disabled veterans, persons with disabilities, and small business enterprises.

Along with initiatives that promote diversity in the companies we partner with, Maximus also implemented internal initiatives, such as:



Spotlight

MAXIMUS DE&I LEADERSHIP



In 2020, Maximus hired Senior Director of DE&I, Dr. Arvenita Washington Cherry, to drive organization-wide DE&I strategy and initiatives. She leads and manages all diversity and inclusion programs, educates Maximus on DE&I best practices, and partners with leadership of internal talent acquisition teams. Her efforts accelerate our supportive company culture and collect feedback and data that is used for continued growth.

RFP-23-72675 - Attachment E - Business Proposal

- **Listening Sessions:** To promote a safe and inclusive work environment, we provide employees a safe space to talk about their experiences and help shape our DE&I framework. During our facilitated Listening Sessions, we encourage employees to talk about their experiences and, if they feel comfortable, answer specific questions about a topic. Generally, the goal of these sessions is to understand the opportunities and challenges surrounding a topic from different employees' perspectives. We use the information participants share to determine what changes or actions we need to take.
- **Community Conversations:** Community Conversations promote discussion of DE&I-related topics. These conversations provide a way to discuss important issues colleagues raised in DE&I Listening Sessions, focus groups, survey feedback, and other channels. A moderator facilitates these conversations, which demonstrate how individuals with different perspectives and opposing viewpoints can have respectful, insightful, and productive discussions together. These conversations exist to support an inclusive Maximus environment where everyone thrives.
- **Community and Cultural Heritage Recognition Communications:** Our employees bring to work their unique history, culture, and experiences that shaped who they are. Their identities are built on these foundations. Every month, Maximus distributes communications highlighting the history and traditions of various cultures. In the past year we focused on Black History, Women's History, LGBTQIA History, American Indian and Alaska Native History, Arab American Heritage, and Asian American and Pacific Islander Heritage. We believe that by understanding history and learning about our diversity, we break down barriers and gain a fuller understanding of our coworkers.
- **DE&I Networking Events and Workshops:** These events typically highlight the various historical, cultural, or gender-based observances that we celebrate during a particular month. For example, First Fridays are networking-style events that start with sharing a piece of history and how it relates to the workplace. Workplace Wednesdays feature a virtual event employees can attend (or watch the recording) to learn about their coworkers and leaders across the organization, as they share how their history influenced them. This may include a cultural demonstration, cooking session, art exhibit, and other culturally relevant events.

From company-wide listening sessions and focus groups dedicated to employee feedback to cultural and heritage recognition events like First Friday networking events or Community Conversations, Maximus strives to incorporate DE&I into our work. We use DE&I to strengthen our employees, our company, and the people we serve.

Creating and sustaining a diverse workforce at Maximus promotes true diversity, equity, and inclusion. We continue to focus on recruitment, development, retention, and promotion in this area. In the coming months, we will continue developing and implementing our engagement strategy with Historically Black Colleges and Universities, Tribal Colleges and Universities, and Hispanic-serving Institutions. We also work with the Learning and Organizational Development team to increase DE&I promotion planning at various levels of the company.

As we continue to expand our employee engagement efforts this year, one major factor will be launching our Employee Resource Groups (ERGs). ERGs are voluntary groups for employees to get involved in DE&I efforts and programming. ERGs provide a safe space within the larger Maximus community to build upon shared characteristics and life experiences and amplify diverse voices and perspectives as we support business objectives. We launched three ERGs early this year and will expand more in the future.

RFP-23-72675 - Attachment E - Business Proposal

As part of our DE&I initiative, we are excited to continue our partnership with our Environmental Social Governance and Corporate Social Responsibility teams. We will research the link between DE&I and sustainability (including our work on Indigenous land recognition), and work with the Maximus Foundation during their grantmaking cycle to support DE&I-related organizations across the United States. Also, we will identify opportunities to advance DE&I through our Environmental Social Governance framework (including the potential risks around the lack of meaningful DE&I).

In 2021, we entered two key signatories: the CEO Action for Diversity and Inclusion and The Valuable 500. We are proud to be partners of both initiatives and will continue to participate in external DE&I councils on best and promising practices.

CEO Action for Diversity and Inclusion: As the largest Chief Executive Officer (CEO)-driven business commitment to advancing diversity and inclusion within the workplace,

Maximus' work with CEO Action for Diversity and Inclusion is critical. In doing so, Maximus will engage with other CEO Action signatories, provide engagement opportunities for employees, and drive thought leadership on DE&I.



The Valuable 500: This global movement puts disability inclusion on the business leadership agenda, calling for 500 of the most influential business leaders to ignite systemic change. By committing to the Valuable 500, Maximus promised to:

- Put disability inclusion on their leadership agenda
- Take one action for colleagues or customers
- Share that action with the Valuable 500 and with our company as part of the campaign

These signatories further complement our Global Human Rights Statement and United Kingdom Human Rights Statement, which reflect the principles in the United Nations Global Compact and the United Nations Guiding Principles of Business and Human Rights.

One key area of DE&I is providing ongoing learning and development opportunities that allow us to grow as individuals and as an organization. This past year, we launched unconscious bias training to people managers. It teaches about bias, how to address the ways we may unconsciously treat others differently because of those biases, and how it impacts people and the business.

In the coming year, we hope to extend this training, and more learning resources and workshops, to all employees. We are developing the DE&I Coaches program, promoting targeted professional development opportunities, and creating a mentorship program introduced through our ERG strategy.

Additionally, Maximus' commitment to DE&I earned recognition and awards from the states we operate in and from various business groups. Over the past few years — in Colorado, Illinois, New York, Texas, and Virginia — we were commended for our outreach and employment of people with disabilities and veterans and our internship programs for women and minorities.

In 2020, Military Times included Maximus in “Best for Vets: Employers” rankings nationwide. We were cited for having especially high scores due to our excellent retention support programs and recruitment and employment practices.



In 2021, Maximus was selected by Forbes as one of the top 500 Best Employers for Diversity in the country. In partnership with Statista, a market research company, Forbes selected America's Best Employers for Diversity based upon an independent survey of over 50,000 United States employees who work for companies with a minimum of 1,000 employees. Participants rated organizations based on several criteria, including age, gender, ethnicity, disability, sexual orientation, equality, and general diversity. The list recognizes the top 500 employers that received the most recommendations from

employees and have the most proactive diversity and inclusion initiatives, including the most diverse boards and top governing ranks.

Diversity, equity, and inclusion is at the forefront of every project we operate. FSSA and the people it serves will benefit greatly from the culture of respect and inclusivity that our team brings, as well as the initiatives and programs we have implemented to promote this culture across the program.

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income statement and balance sheet, for each of the two most recently completed fiscal years.

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

Please see Maximus' response to RFP Attachment E, Section 2.3.4 below.

2.3.4 Company Financial Information

Financial stability is critical to successfully administering public programs. Our government partners rely on Maximus to provide them with the financial strength to support and invest in their programs. Maximus is a public company traded on the New York Stock Exchange (NYSE: MMS) and has achieved steady growth for over 40 years. This growth and stability allowed us to increase our contractual responsibilities and provide high-quality, uninterrupted services to individuals and families. As demonstrated in our financial statements included in *Appendix 2: Financial Statements for Maximus US Services, Inc.*, Maximus has the financial stability to remain financially solvent throughout this contract period and beyond.

Maximus was established in 1975 with the goal of providing government agencies solutions and tools to achieve efficient, effective, and successful public programs. Today, we have dozens of offices across the globe including the United States, Australia, Canada, Italy, Saudi Arabia, Singapore, South Korea, Sweden, and the United Kingdom. We employ more than 35,000 individuals dedicated to helping government clients deliver services to millions of individuals for more than 3,500 contracts globally.

Given our financial stability, fiscal integrity, and transparency, FSSA can have confidence that we possess the financial resources and capacity needed to meet the requirements for the entire contract. Our financial stability, as demonstrated in *Exhibit 2.3.4-1: Maximus Revenue*, provides our government clients the confidence that we can fulfill contractual responsibilities and provide high-quality, uninterrupted services.

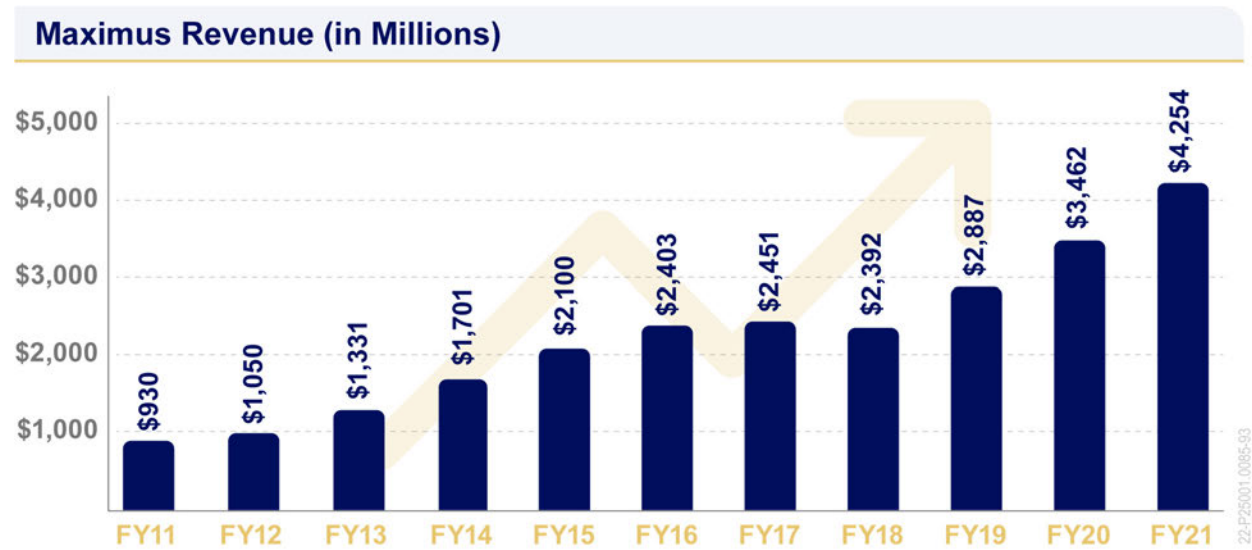


Exhibit 2.3.4-1: Maximus Revenue. With revenues of \$4.2 billion in fiscal year (FY) 2021, Maximus, Inc. has experienced steady growth and expansion.

Maximus US Services, Inc., with D-U-N-S® Number of 07-840-2994, is the bidding entity and a wholly owned subsidiary of Maximus, Inc. We strongly recommend that you use the Dun & Bradstreet (D&B) Report for Maximus, Inc. (D-U-N-S® Number 08-234-7477) provided in *Appendix 2: Financial Statements for Maximus US Services, Inc.*, for evaluation purposes. While there are more than 300 D-U-N-S® numbers associated with various Maximus office locations and subsidiaries, we actively monitor accuracy of information only with our parent company Maximus, Inc.

In accordance with U.S. Securities and Exchange Commission (SEC) requirements, Maximus, Inc. reports quarterly and annual earnings information as part of its 10-Q and 10-K filings. We have included the 2021 Annual Report (10-K) for Maximus, Inc. which includes the past three years of audited financials and the 2020 and 2021 consolidated balance sheet and income statement for Maximus US Services, Inc. Maximus US Services, Inc. utilizes the cash balances of Maximus, Inc., including access to the \$600 million credit facility noted on page 71 of our 2021 Annual Report.

No condition is known to exist that would present any judgments, pending or expected litigation, or other real or potential financial reversals that might materially affect the viability or stability of our organization.

Maximus provides evidence of its financial stability in *Appendix 2: Financial Statements for Maximus US Services, Inc.*. This evidence includes:

- Dun & Bradstreet Report for Maximus US Services, Inc.
- Maximus US Services Financials 2021, consolidated balance sheet and income statement for Maximus US Services, Inc.
- Maximus US Services Financials 2020 (formerly known as Maximus Health Services, Inc.)
- Maximus, Inc. 2021 Annual Report on Form 10-K

Maximus US Services, Inc., the Respondent, is a wholly owned subsidiary of Maximus, Inc. Business information for each of these entities is provided above in *Exhibit 2.3.2-1: Ownership Information*.

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

Please see Maximus response to RFP Attachment E, Section 2.3.5 below.

2.3.5 Integrity of Company Structure and Financial Reporting

David Mutryn is the Maximus, Inc. representative responsible for the thoroughness and correctness of all financial information provided in this proposal. His contact information is:

David Mutryn
Chief Financial Officer & Treasurer
Maximus, Inc.
1600 Tysons Blvd, Ste 1400
McLean, VA 22102
Office: 703.251.8313

Maximus US Services, Inc. is a subsidiary of Maximus, Inc., a public company traded on the New York Stock Exchange (NYSE: MMS). As such, the company is subject to the rules and regulations of the SEC, including the Sarbanes-Oxley Act, as well as the rules of the NYSE governing corporate integrity and financial reporting.

The CEO and Chief Financial Officer (CFO) of the company take personal responsibility for the integrity of the company's financial statements and certify the company's quarterly and annual financial statements as filed with the SEC.

RFP-23-72675 - Attachment E - Business Proposal

The company's Board of Directors has an Audit Committee composed solely of independent outside board members (i.e., no member of the Audit Committee is a member of the company's management team). The Audit Committee is responsible for retaining and evaluating the company's outside audit firm (currently Ernst & Young). The Audit Committee assures that the outside audit firm has no consulting or other arrangements with the company that would impair its independence or the integrity of its work.

For more information about the company's structure and corporate governance initiatives, please visit the following link: <https://investor.maximus.com/governance>.

We have also included a statement from our CEO regarding the Integrity of Company Structure and Financial Reporting in *Exhibit 2.3.5-1: Statement from Maximus CEO*.



Thursday, September 22, 2022

Chief Executive Officer Statement

RE: Indiana Department of Administration (IDOA) on behalf of Family and Social Services Administration (FSSA)

Request for Proposal 23-72675 - Solicitation for Long-Term Services & Supports (LTSS) Enrollment Services and MLTSS Member Support Services

I am the Chief Executive Officer of Maximus, Inc., a public company reporting quarterly to the Securities and Exchange Commission (SEC) of the US Federal government. Those filings include financial statements (attached) that are reviewed quarterly and audited annually by an independent public accounting firm, Ernst & Young. In those filings the CEO and the CFO signed certifications (attached). Maximus, Inc. has a debt rating from Moody's of Ba2 and Standard & Poors of BB+. Maximus, Inc.'s Board of Directors is comprised of eight Board Members, six of whom are independent under the SEC rules. The Senior Director of Internal Audit reports directly to the Audit Committee which is a best practice. Our Board of Directors performs an annual self-assessment to consider its skills, independence, governance, and integrity. The company has a compliance officer and an ethics hotline supervised by the General Counsel. We are not a public accounting firm and we do not perform audit services.

A handwritten signature in blue ink that reads "Bruce L. Caswell".

Bruce L. Caswell
President and Chief Executive Officer
Maximus, Inc.
Maximus US Services, Inc.

1600 Tysons Blvd., #1400, McLean, VA 22102 | 703.251.8500

Exhibit 2.3.5-1: Statement from Maximus CEO. CEO Bruce Caswell's statement provides insight into Maximus' financial reporting processes including auditing by an independent public accounting firm and best practices related to our Board of Directors and Audit Committee.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.6.

2.3.6 Contract Terms/Clauses

Maximus US Services, Inc. accepts all mandatory and non-mandatory terms of the RFP Attachment B, Sample Contract – Professional Services Contract and requests to include the terms as indicated below.

We respectfully request the opportunity to negotiate and mutually agree to these terms.

1. Limitation of Liability:

Placing a reasonable cap on our liability is a prudent business practice that we work with all of our clients to achieve in our contracts. It does not speak to our ability to, or confidence in, completing the services successfully. Further, bidding firms with a higher net worth are at a disadvantage and undertake higher risk than those firms of lower net worth. Limiting liability proportionally to the contract value does not create unreasonable risk for the State given Maximus' extensive experience and success in providing similar services and its solid financial standing. Therefore, Maximus proposes to include the following language in any resulting contract:

Limitation of Liability. The State agrees that Contractor's total liability to the State for any and all damages whatsoever arising out of, or in any way related to, this Agreement from any cause, including but not limited to negligence, errors, omissions, strict liability, breach of contract or breach of warranty shall not, in the aggregate, exceed the base contract value.

In no event shall Contractor be liable for indirect, special, incidental, economic, consequential or punitive damages, including but not limited to lost revenue, lost profits, replacement goods, loss of technology rights or services, loss of data, or interruption or loss of use of software or any portion thereof regardless of the legal theory under which such damages are sought even if Contractor has been advised of the likelihood of such damages, and notwithstanding any failure of essential purpose of any limited remedy.

Any claim by the State against Contractor relating to this Agreement must be made in writing and presented to Contractor within one (1) year after the date on which Contractor completes performance of the Services specified in this Agreement.

2. Equitable Adjustments

Our proposal assumes that the volumes represented in the solicitation will remain materially consistent throughout the term of the contract. Should there be a material increase in the number of assessments to be processed during the term of the contract, it is our assumption that the parties will negotiate an equitable adjustment pursuant to a contractual change request process. Therefore, Maximus proposes to include the following language in any resulting contract:

A. Subject to subsections B. and C. below, the Contracting Officer may, at any time, by written request make changes within the general scope of the contract. If such change

causes an increase or decrease in the cost of performance of this contract, or in the time required for performance, an equitable adjustment shall be made. Any claim for adjustment under this paragraph must be asserted within ten (10) business days from the date the change is offered.

B. In the event that (a) the basic assumptions under which (i) the contract was executed and/or (ii) the proposal was submitted in response to the RFP have materially changed or have proven to be inaccurate, or (b) a party wishes to make a change to the scope of the services, or (c) there has been a change to State or federal law, rules regulations, or policies (including, but not limited to laws, rules, regulations or policies affecting taxes, wage requirements, or data and information security), or (d) or there has been an incorrect wage determination, and, as a result of one or more of the forgoing there is a financial impact on Contractor, either party may issue a change request and the parties shall negotiate an amendment to the contract detailing the nature of the change and impact on the performance requirements and liabilities as well as an appropriate equitable adjustment to Contractor's price.

C. If the parties fail to agree upon an equitable adjustment proposed pursuant to Subsections A and B, the dispute shall be determined as provided in the Agreement. The Contractor shall not be obligated to undertake any action pursuant to a change request prior to the parties agreeing on the scope of the change and the appropriate equitable adjustment, and both parties executing an amendment to the Contract.

2.3.7 References - Reference information is captured on **Attachment H1 – Scope A and Attachment H2 - Scope B**. Respondent should complete the reference information portion of the **Attachment H1 and/or H2**, which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H1 and/or H2** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive **3 Attachments H1 or H2 for each Scope the Respondent is responding to** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in the respective Scope(s). **Attachment H1 and/or H2** should be submitted to idoareferences@idoa.in.gov. **Attachment H1 and/or H2** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

2.3.7 References

FSSA will benefit from Maximus' experience providing similar services to those required in the RFP's Scope A – LTSS Enrollment Services. Three of our clients for whom we provide these services have agreed to act as references and will provide completed Attachment H1 forms to FSSA directly, as required. Those three clients are identified in the table below.

Scope A - Customer 1
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company
Scope A - Customer 2
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company
Scope A - Customer 3
Legal Name of Company or Governmental Entity
Company Mailing Address
Company City, State, Zip
Company Website Address
Contact Person
Contact Title
Company Telephone Number
Company Fax Number
Contact E-mail
Industry of Company

We are not submitting a proposal for Scope B.

2.3.8 Registration to do Business – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary

of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

2.3.8 Registration to do Business

Maximus US Services, Inc. is incorporated in the State of Indiana and maintains an active registration to do business within the state.

As required, we have provided the status of our registration through the Indiana Secretary of State and the Indiana Department of Administration, Procurement Division within our Executive Summary.

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

2.3.9 Authorizing Document

Per *Appendix 3: Proof of Signing Authority*, Tariq Kahn, Senior Director, Contracts and Legal Counsel has been authorized by the Board of Directors of the corporation to sign all contractual documents pertaining to this proposal. This authorization is provided on behalf of the corporation in accordance with internal procedures adopted by the corporation.

Additional company and contact information required by RFP Attachment E, Section 2.3.9 is provided in our: Executive Summary.

2.3.10 Diversity Subcontractor Agreements -

- a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE), and 1.22 Indiana Veteran Owned Small Business Subcontractor (IVOSB), explain process followed to engage with potential MBE, WBE and IVOSB owned, Indiana certified businesses listed on Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership, differentiating by Scope of Work, if applicable.
- b. If not proposing each MBE, WBE or IVOSB subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

2.3.10 Diversity Subcontractor Agreements

Recognizing the importance of engaging with Minority Business Enterprise (MBE), Women's Business Enterprise (WBE), and Indiana Veteran-owned Small Business (IVOSB) entities and the excellent work they do, Maximus has long-standing relationships with several such businesses in Indiana.

Notwithstanding any other provisions relating to the beginning of the term, any contract will not become effective until the evidence of financial responsibility is delivered in the correct form and amount to the address indicated in Section 1.25.

Maximus acknowledges in RFP Section 1.25, Evidence of Financial Responsibility, the State has removed the requirement for Evidence of Financial Responsibility.

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

2.3.12 General Information

Business Information	
Legal Name of Company	Maximus US Services, Inc.
Contact Name	Nancy Shanley
Contact Title	Vice President, Consulting and Policy Analysis
Contact E-mail Address	USproposals@maximus.com
Company Mailing Address	1600 Tysons Blvd, Ste 1400
Company City, State, Zip	McLean, VA 22102
Company Telephone Number	615.473.4554
Company Fax Number	703.251.8240
Company Website Address	www.maximus.com
Federal Tax Identification Number (FTIN)	26-0307682
Number of Employees (company)	35,000+
Years of Experience	47 years serving state government clients 22 years working with LTSS programs
Number of U.S. Offices	83
Year Indiana Office Established (if applicable)	2001
Parent Company (if applicable)	Maximus, Inc.
Revenues (\$MM, previous year)	\$952,894,000
Revenues (\$MM, 2 years prior)	\$679,651,000
% Of Revenue from Indiana customers	4%

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

2.3.12.a Business Continuity and Disaster Recovery

Yes, Maximus leverages a templated plan for business continuity and disaster recovery that is tailored to each program after contract award. Attached in *Appendix 4: Indiana Preadmission Screening and Resident Review (IN PASRR) Business Continuity Disaster Recovery (BCDR) Plan*, we have provided the existing plan used in our current Indiana PASRR project. This plan will be updated during the implementation phase to include the new functions and services Maximus will provide under the new contract.

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

Please see Maximus' response to RFP Attachment E, Section 2.3.12.b below.

2.3.12.b Technology and Process for Securing State Information

As the nation's leading provider of beneficiary support services, Maximus has a strong understanding of security requirements, laws, and regulations issued by federal and state government that prescribe how we must handle, host, and exchange program and beneficiary data. Across our contracts, we have developed, deployed, and managed a diverse range of systems and operational processes that handle sensitive and confidential records. Our comprehensive approach to privacy and security safeguards the confidentiality, integrity, and availability of the data entrusted to us.

We will use our established best practices and oversight by our corporate Office of Information Security to meet Indiana's expectations, security requirements, policies, and procedures. Our proposed operations team includes experts who further develop and maintain the project-specific requirements needed to keep State access, State and client data, Indiana systems, and other protected information secure from unauthorized access.

We will establish, adhere to, and maintain all applicable program, state, and federal security policies as well as FSSA's information security standards. [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

[REDACTED]

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts. Differentiate this experience by Scope of Work, if submitting a response for both Scope and Scope B.

Please see Maximus' response to RFP Attachment E, Section 2.3.13 below.

2.3.13 Experience Serving State Governments

Experience serving state governments is an essential prerequisite to serving as the Indiana LTSS Enrollment Services vendor. A successful Respondent must understand how to connect the most vulnerable populations to the services and support they need. With a unique blend of experience that includes working successfully with the State of Indiana and a superior understanding of PASRR and LOC, Maximus is the best partner to provide Hoosiers with the services they need.

We are a partner free of actual or perceived conflict. We do not hold conflicting fiduciary relationships with healthcare providers or managed care entities. Our core work is solely centered on providing services to our government clients. For decades, Maximus has proven our ability to deliver on those contracts through high client satisfaction, a procurement rebid success rate of more than 95%, and positive reputation spanning health and human services programs nationwide.

Since 1975, Maximus has been serving state government clients with increasing size, diversity, and responsibility. This includes more than 20 years of providing accurate, timely assessments, screens, and clinical decisions for persons served by state LTSS programs. This experience includes comprehensive delivery and management of national best practice PASRR programs, Nursing Facility (NF) Waiver and

RFP-23-72675 - Attachment E - Business Proposal

LOC programs, and helpline services to provide excellent services to individuals, providers, and other stakeholders.

Maximus brings extensive experience providing operational services for the following programs and initiatives:

- LTSS programs
- Medical determination and appeal services
- Eligibility and enrollment modernization
- Provider management
- Medicaid administration
- CHIP
- SNAP
- TANF
- Health insurance exchanges
- Medicaid enterprise systems and health IT consulting

Our experience spans state and local government contracts in all 50 states, the District of Columbia, several territories, and multiple federal agencies and departments. *Exhibit 2.3.13-1: Maximus Services for Medicaid Beneficiaries* highlights the breadth of our experience. In addition, we provide details on other state government clients for whom we have provided services in a similar scope to that required by the RFP's Scope of Work A – Enrollment Services in *Exhibit 2.3.14-1: Maximus Similar Service Experience* within our *Section 2.3.14: Experience Serving Similar Clients* response.

Experienced Partner to Indiana

[REDACTED]

[REDACTED]

[REDACTED]

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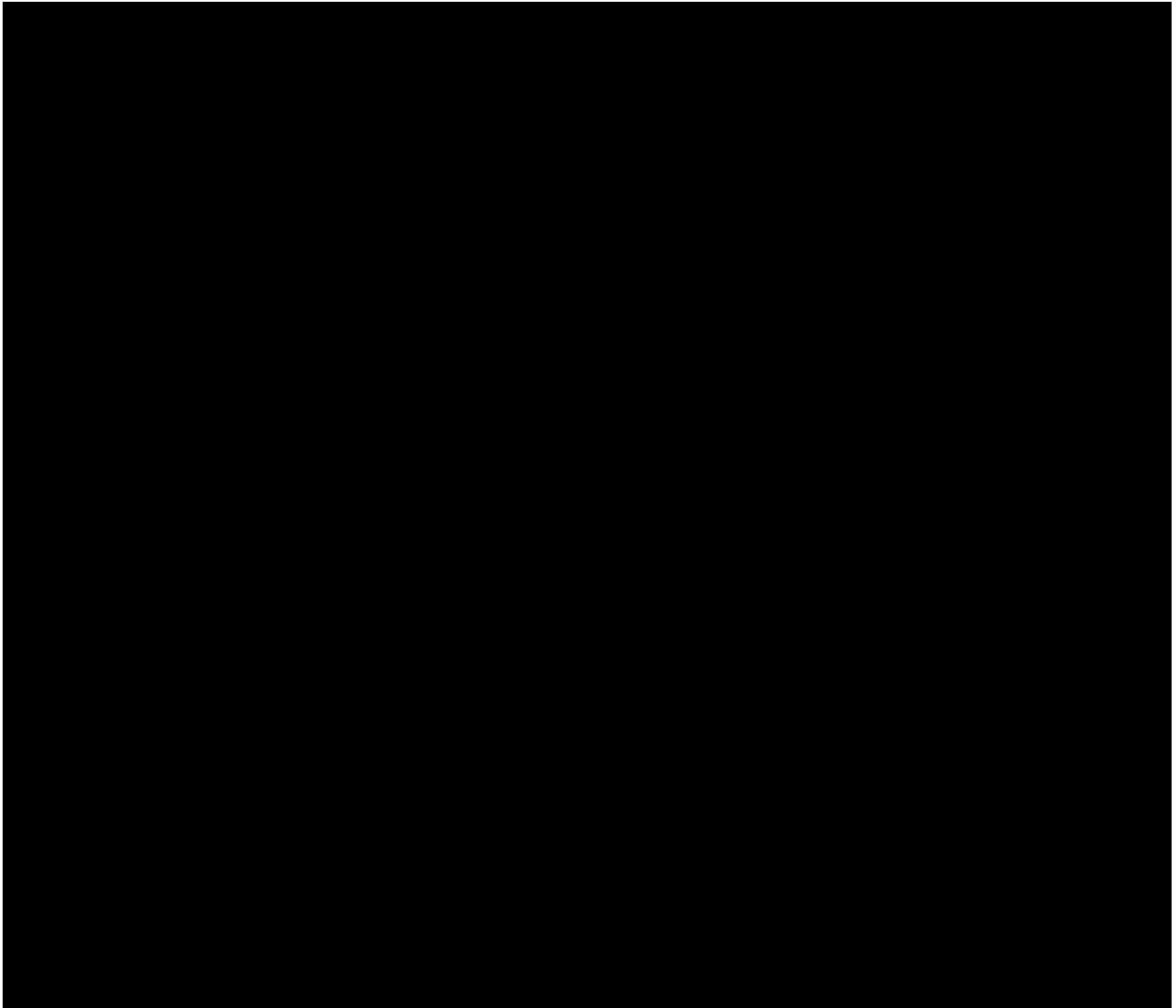
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[REDACTED]
[REDACTED]
[REDACTED]

This Medicaid experience and Indiana-specific knowledge and expertise will help us meet and exceed FSSA's expectations for the LTSS project.

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]



Maximus Will Partner with Indiana to Improve Operational Quality



Six Maximus contracts have achieved ISO 9001 certification — California Health Care Options, California Medi-Cal, Georgia Families, New York Medicaid Choice, New York State of Health, and Tennessee Eligibility Redetermination — for complete project quality management systems. Through the International Organization for Standardization (ISO) process, we consistently meet contract requirements, enhance customer satisfaction, and incorporate continual process improvement. ISO procedures cover preventive actions, corrective actions, internal audits, of nonconformities controls, and records.



Maximus is also accredited by the Utilization Review Accreditation Commission (URAC) for Health Utilization Management. URAC accreditation assures the individual needs of clients are met using evidenced-based practice while developing processes and quality measures that are client specific. URAC's focus on stakeholder engagement and communication make it preferable for public-private partnership programs and those serving Medicaid members.

Maximus is recognized by CMS as a Quality Improvement Organization-like (QIO-like) entity. This status confirms our capacity to conduct clinically excellent quality reviews that assess medical appropriateness and service necessity and to promote placement in the least restrictive environment, including the least resource-intensive levels of care necessary to meet individuals' needs.

FSSA will also benefit from our Maximus expertise in customer service centers. Fourteen of our contact centers, including those supporting the Indiana Enrollment Broker program, have achieved the prestigious “Certified Center of Excellence” by BenchmarkPortal — given to the top 10% of 20,000+ centers evaluated on 22 key performance indicators.

The BenchmarkPortal standards provide contact center managers with tools and information to optimize their efficiency and effectiveness in customer communications. For Indiana, we will apply the same quality-driven protocols and procedures that helped us achieve these certifications toward elevating the Hoosier experience and increasing the quality of the program to meet FSSA goals.

2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples. Differentiate this experience by Scope of Work, if submitting a response for both Scope and Scope B.

Please see Maximus' response to RFP Attachment E, Section 2.3.14 below.

2.3.14 Experience Serving Similar Clients (RFP 2.3.14; Attach E 2.3.14)

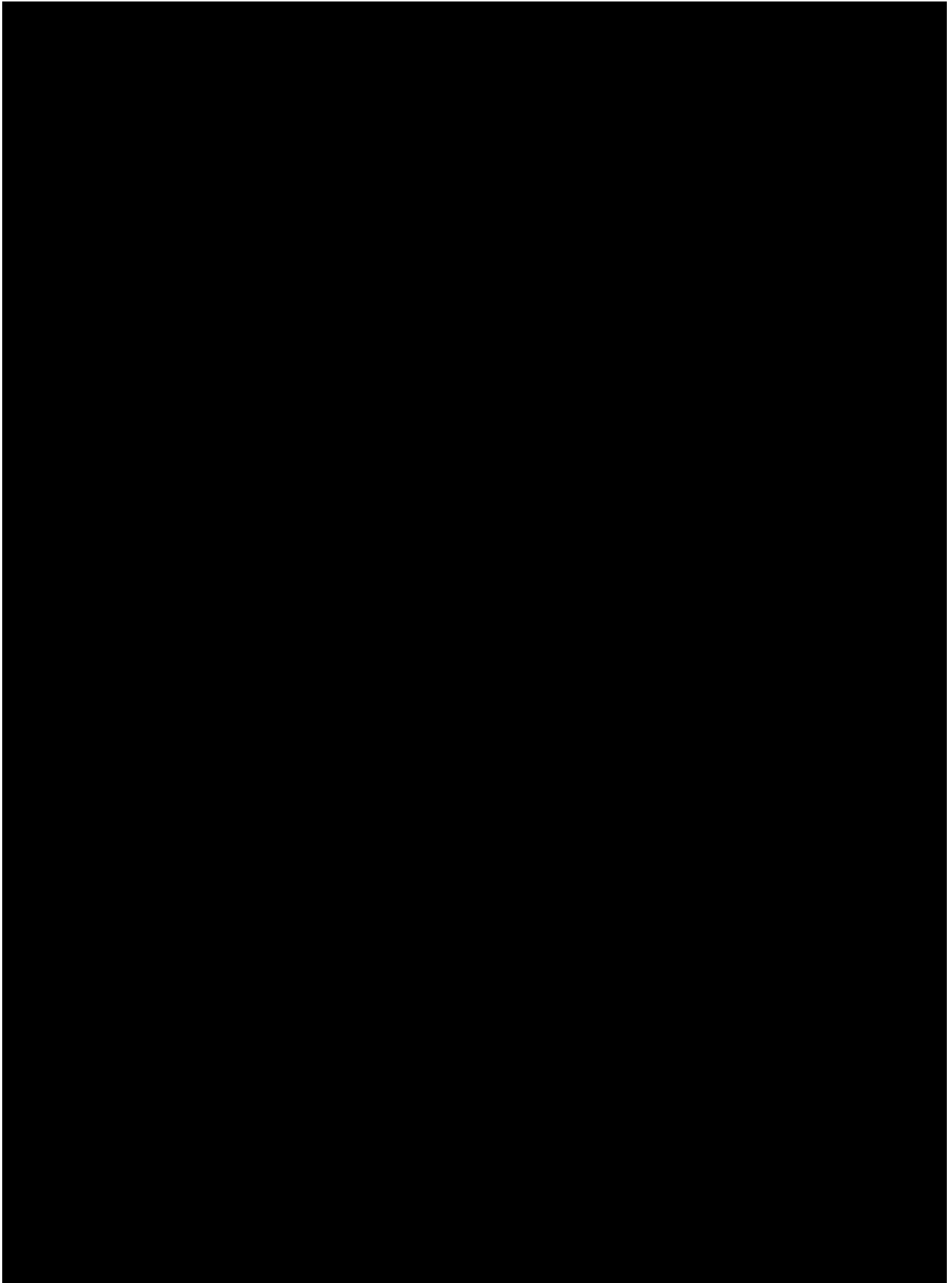
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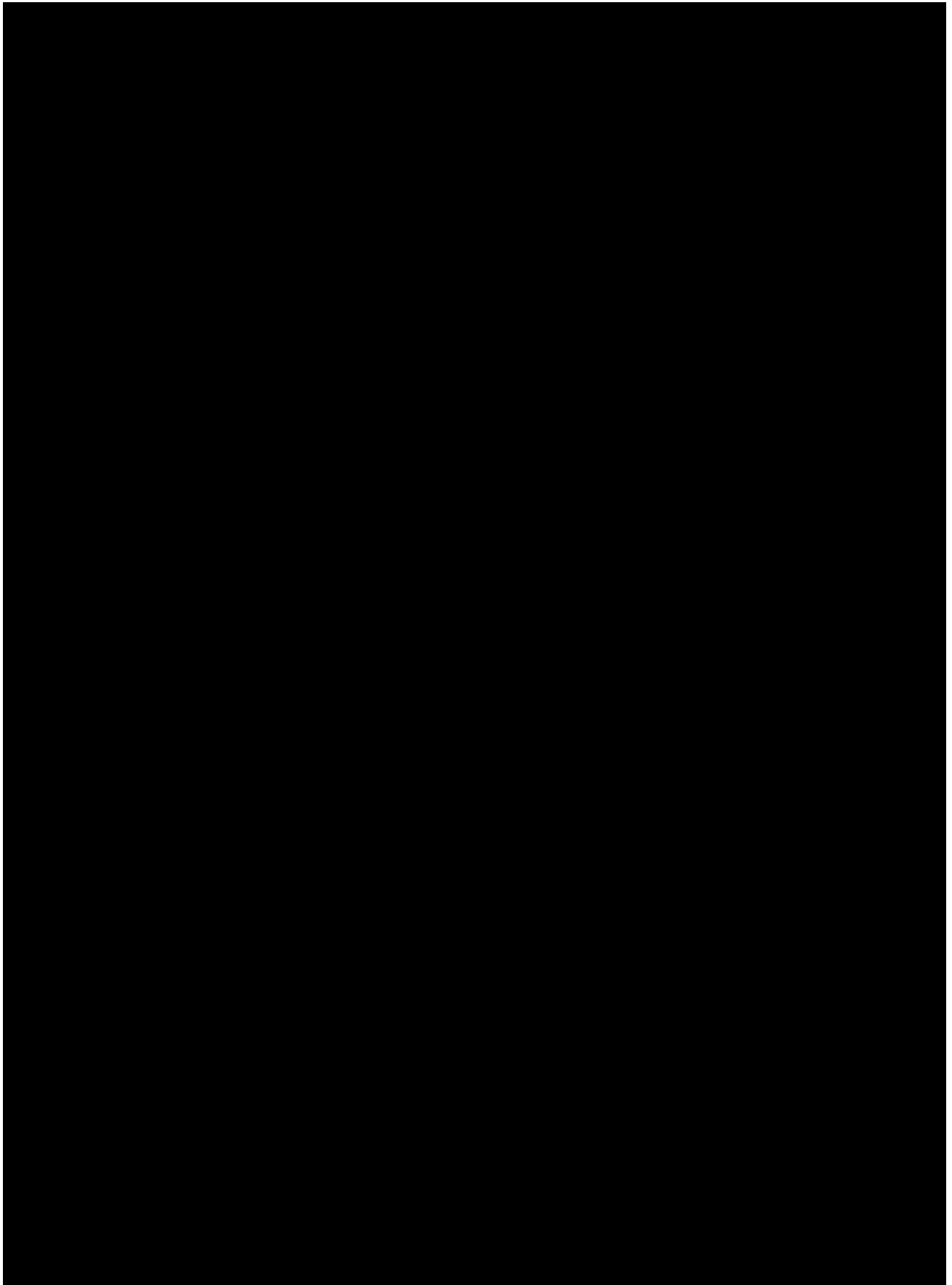
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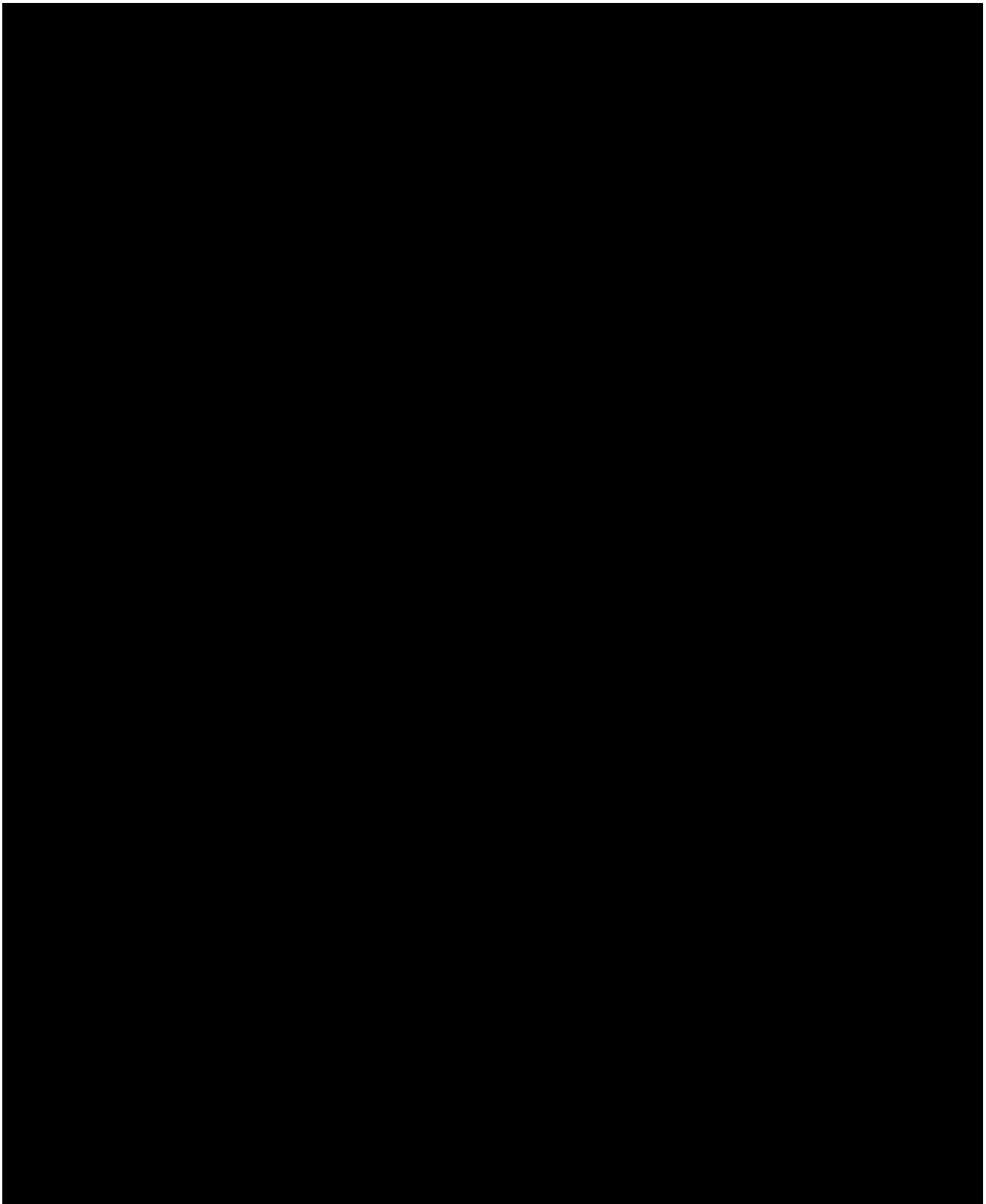
We learn from our extensive experience providing LTSS assessments and supportive services for Medicaid recipients in projects across North America. We know this work. We know this population. We know LTSS stakeholders. We know the information and process needs of providers and health plans alike. Most importantly, we know how to work effectively with clients like FSSA and stakeholders to support a successful, accountable, and timely LTSS transformation. We deliver excellent clinical and operational services, grounded in our commitment to help our customer states move LTSS programs forward for the benefit of the individuals we all serve.

[REDACTED]

[REDACTED]







Conclusion

Through our long-standing partnership with the State, we have demonstrated our commitment to supporting Hoosiers. From transforming the LTSS preadmission system to providing education and

enrollment services for Medicaid managed care populations, we collaborate with you to achieve your program goals. In addition to this experience in Indiana, we also bring expertise delivering similar services in projects across the country. With this combination of local and national experience, FSSA can be confident that we can successfully serve as the LTSS contractor.

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

Approval will be system generated and sent to the point of contact email address provided within the Bidder Registration profile. This is to be attached as a screenshot (copied/pasted) for response evaluation.

Buy Indiana

Refer to Section 2.6.2 for additional information.

2.6.3 Indiana Preferences

Maximus US Services, Inc. is not currently eligible for Buy Indiana or Indiana Business status.

2.6.4 Subcontractors – The Respondent is responsible for the performance of any obligations that may result from this solicitation and shall not be relieved by the non-performance of any subcontractor. Respondent's proposal must identify all subcontractors including those not submitted in **Attachment A and/or Attachment A1** and describe the contractual relationship between the Respondent and each subcontractor. Per instructions in **Attachment J** either a copy of the **executed subcontract** or a **letter of agreement** over the official signature of the firms involved must accompany each proposal.

Any subcontracts entered into by the Respondent must be in compliance with all State statutes and will be subject to the provisions thereof. For each portion of the proposed products or services to be provided by a subcontractor, **the Attestation Form, Attachment J must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience.**

The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be

required by the State, by Scope A and/or Scope B. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address, and the state in which formed that are proposed to be used in providing the required products or services. The Respondent must denote and describe if the subcontractor is supporting Scope A and/or Scope B. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, the subcontractor's form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this solicitation or in completing the commitments documented in the proposal. The Respondent must indicate which, if any, subcontractors qualify as a Minority Business Enterprise, Women's Business Enterprise, or Veteran Owned Small Business under IC 4-13-16.5-1 and IC 5-22-14-3.5. See Section 1.21, Section 1.22 and **Attachments A/A1** for Minority, Women, and Veteran Business information.

IVOSB entities (whether a prime or subcontractor) must have a Bidder ID. If registered with IDOA, this should have already been provided (as with MWBEs). IVOSBs that are only registered with the Federal Center for Veterans Business Enterprise will need to ensure that they also have a Bidder ID provided by IDOA (please see Section 2.3.8 for details).

Please see Maximus' response to RFP Attachment E, Section 2.6.4 below.

2.6.4 Subcontractors (RFP 1.21; 1.22; 2.6.4; Attach E 2.6.4)

We are committed to providing meaningful opportunities for Minority and Women Business Enterprises (MWBE) as well as Indiana Veteran-owned Small Businesses (IVOSB). We use detailed corporate and project-level procedures to select and manage our subcontractors, including MWBEs and IVOSBs, to ensure the viability and capacity of our chosen partners.

[REDACTED]

[REDACTED]

[REDACTED]

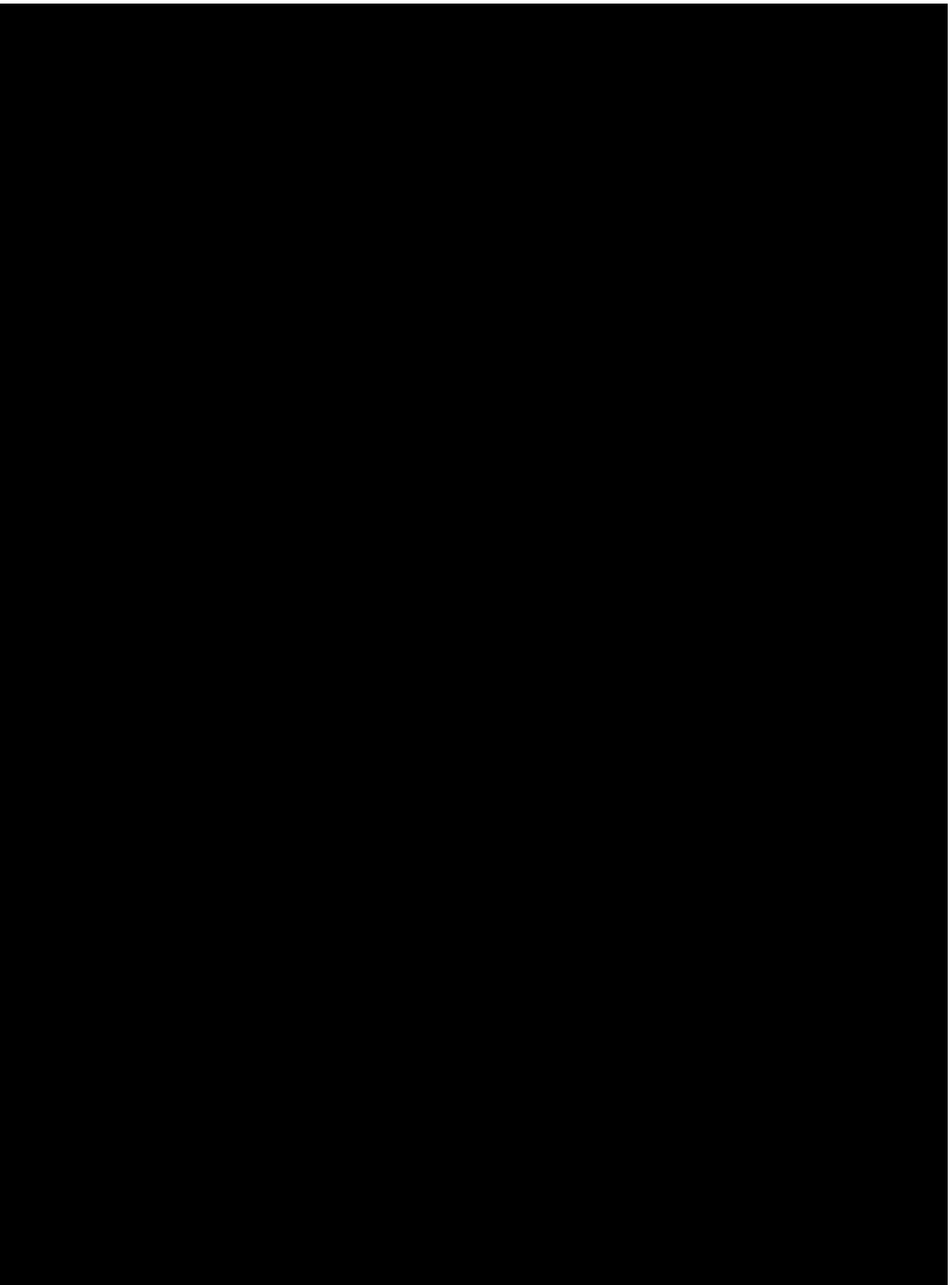
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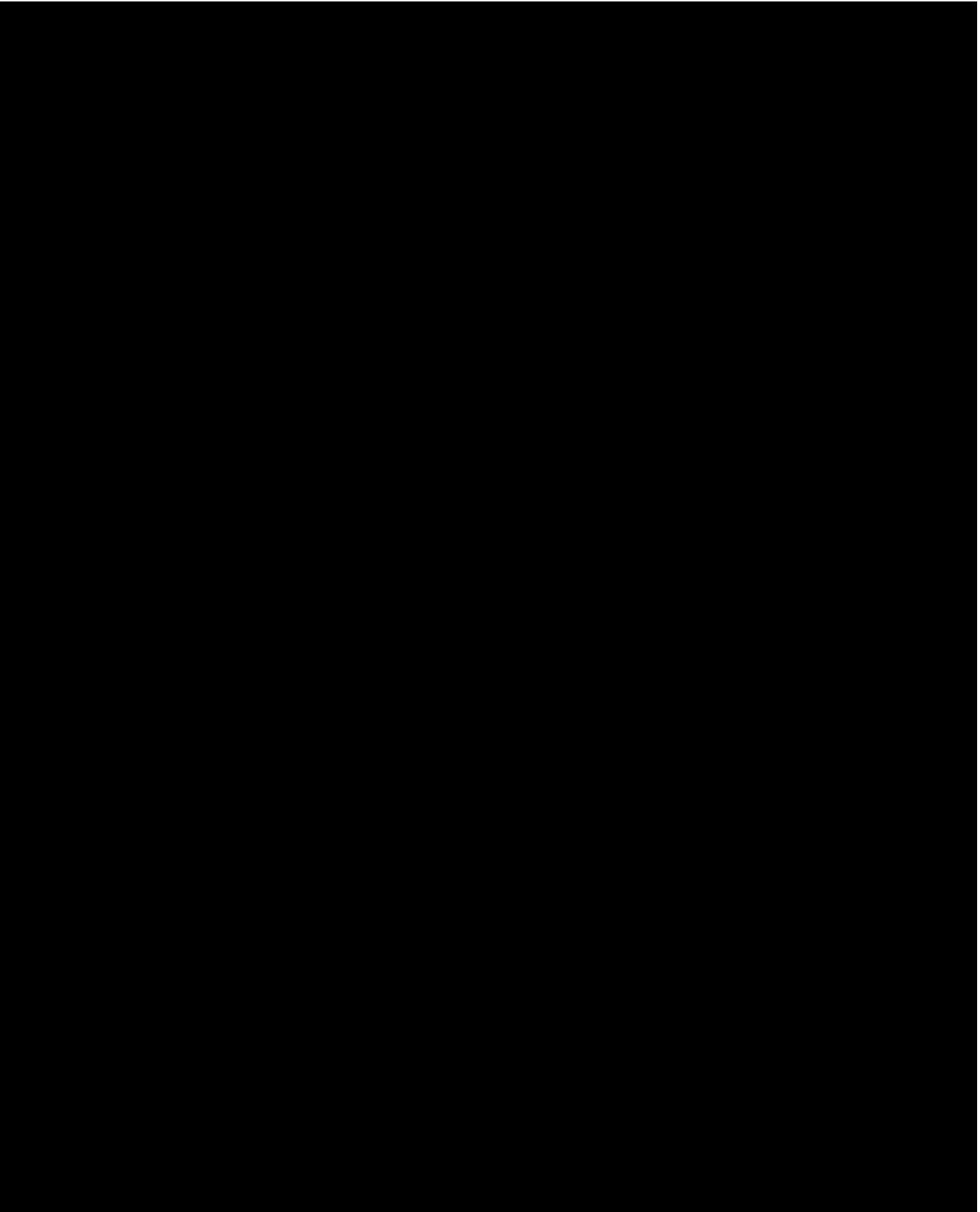
Copies of each subcontractor's letter of agreement to serve as a subcontractor to Maximus is included in *Appendix 5: Subcontractors' Letters of Agreement*. As required, subcontracts entered into by Maximus for this engagement will comply with all applicable state statutes. We understand the appropriate state officials may request to inspect and examine the subcontracts.

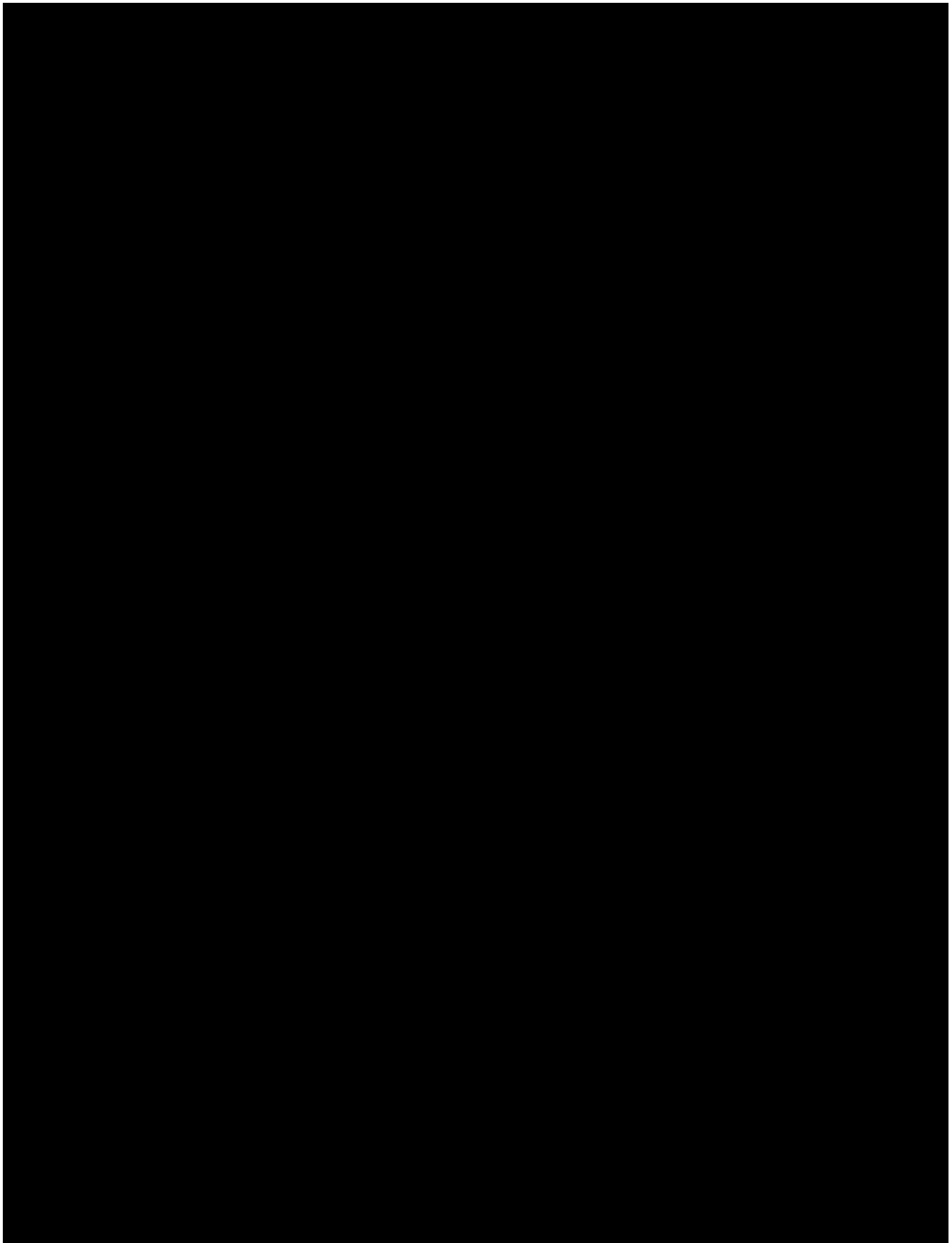
In administering our contracts, we hold our subcontractors responsible for the same high level of commitment to quality and service that we require of ourselves. Our subcontracting partners are contractually obligated to monitor and achieve defined performance standards and successfully fulfill scope of all service requirements. We do, however, accept responsibility for the performance of any obligations that may result from this solicitation and acknowledge we will not be relieved by the non-performance of any subcontractor we have selected.

Each of our subcontractors listed are willing to carry out these responsibilities for FSSA's program. Evidence of their willingness is provided with our *Submission Part One* in the Acknowledgment Letters included with Attachment A, Minority & Women's Business Enterprises RFP Subcontractor Commitment Form, and Attachment A1, Indiana Veteran Owned Small Business RFP Subcontractor Commitment Form. The additional information required by the RFP to be provided for each subcontractor follows in the remainder of this section.

[REDACTED]







[REDACTED]

Subcontractor Management

We understand these agreements alone are not sufficient to ensure success. We also apply subcontractor management controls and procedures to provide guidance while remaining flexible enough to allow for changes in service needs. These controls provide a framework upon which we establish and build project success. Our subcontractor management controls and procedures have been time-tested on hundreds of Maximus projects. Implementing and monitoring these controls and procedures effectively is a significant component of our successful project management process.

[REDACTED]

[REDACTED]