Technical Proposal

Response to

State of West Virginia
Purchasing Division

Fiscal/Employer Agency Support to Self-Direction Members

CRFP BMS2300000003
June 8, 2023

Acumen Fiscal Agent
Innovation • Opportunity • Freedom

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WV Purchasing Division

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Department of Administration
Purchasing Division
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State of West Virginia
Centralized Request for Proposals
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BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
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ENDOR

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All offers subject to all terms and conditions contained in this solicitation

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: BMS2300000003

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below.
Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

✓	Addendum No. 1	[ ]	Addendum No. 6
✓	Addendum No. 2	[ ]	Addendum No. 7
✓	Addendum No. 3	[ ]	Addendum No. 8
✓	Addendum No. 4	[ ]	Addendum No. 9
[ ]	Addendum No. 5	[ ]	Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Acumen Fiscal Agent, LLC
Company

Authorized Signature

June 8, 2023
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.

Revised 6/8/2012

1 Project Specifications

RFP Reference: Section 4

Acumen Fiscal Agent, LLC (Acumen) is pleased to submit our response to the State of West Virginia Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS) (hereinafter referred to as the "Agency") to provide services in two areas (1) Government Fiscal/Employer Agent (F/EA) Financial Management Services (FMS) and optionally, Support Brokerage, otherwise known as Resource Consulting (RC) services on the Agency's behalf to eligible Medicaid Home and Community-Based Services (HCBS) participants who choose to receive self-directed HCBS using the Agency's Personal Options Model.

The Acumen Team has reviewed Request for Proposal (RFP) CRFP BMS2300000003. The RFP very clearly defines the State's goals and objectives. "The goals and objectives of this program are focused on providing services that are person-centered, promote choice, independence, participant-direction, and community integration." Throughout our response we describe our experience and capabilities, illustrate the features and functions of our Direct Care Innovations (DCI) platform, and commit to support the State in its continued success and future expansion of the self-directed home and community-based (HCBS) services.

We proudly present our qualifications and experience. Acumen is staffed with knowledgeable and passionate professionals with a collective total of approximately 100 years of experience in Self-directed home care services and expertise in supporting the populations and communities of individuals who choose to self-direct their care. Acumen staff also have expertise in the Human Services field, finance, and payroll processing. We can assure the State of our financial soundness and our capability to perform the defined requirements.

Founded in 1995, Acumen is one of the nation's largest, most quality-centric and most established full-service F/EA and Support Broker services providers focused on providing services for individuals with disabilities, youth citizens, senior citizens, veterans, and individuals who self-direct their care. Acumen has been a part of hundreds of creative and innovative programs designed to support the ongoing empowerment of thousands of participants across the nation. Today, we are proud to support programs designed for individuals with intellectual and developmental disabilities, traumatic brain injuries, physical disabilities, behavioral health needs, the aging population, and Medicaid recipients of all types. Our Support Brokers are local staff who know the community, have State/hometown pride and who can easily build a relationship with their assigned participants; and relate to them at a local, community level.

Over the past 28 years, Acumen has provided Fiscal/Employer Agent services to thousands of participants and their Direct Care Service Workers (DCSWs). Acumen was founded by leaders in the human services industry who recognized the need to provide choice and to support individuals seeking independence from the traditional provider-based system. Acumen is experienced in providing services to HBCS program participants, their communities, families and DCSWs. Acumen understands the support needs of people seeking to self-direct their own lives, and we are experts in making this possible.

In addition, Acumen's model of services separates us from other Fiscal/Employer Agent services. Four years ago, with the understanding that self-direction can be a complicated service choice, Acumen invested in developing the Support Broker model. Every participant enrolling in services with Acumen is assigned a Support Broker. Their services and assistance are directly related to working with the Fiscal Employer Agent. The broker supports the participant in the correct completion of paperwork, for both the employer and employee, provides training on Acumen's systems including use of our DCI platform, how to pull and understand reports on authorization utilization, employee payroll, scheduling and any other needs related to successfully self-directing with Acumen as the FMS.

The support provided by our Support Brokers varies depending on the needs of the population and the state. An excellent example of our support was the roll out of our DCI platform electronic time entry system in 2019. Based on the regulations in the 21st Century Cures Act, Acumen mounted a momentous effort to convert employers and their employees to a new Electronic Visit Verification (EVV) compliant time entry system. Acumen's Support Brokers recognized the need for specific device training to train on this new system most effectively. Acumen supported Bring Your Own Device (BYOD) events within our programs where Employers and their Employees/DCSWs were able to get direct assistance from our Support Brokers on how to use the system on their own device. These events have been replicated across many of our programs and help set training standards for EVV Training in the future.

In Louisiana our Support Brokers participate in Parent Resource Fairs and the Autism Society Awareness Fair to educate parents and families who are receiving services about self-direction options. This has led to an increase in self-direction participation as families are often not aware of all of the service options available to them.

Acumen also spends a significant amount of time meeting and collaborating with Case Managers to increase knowledge of self-direction and the various roles that are involved. We have monthly meetings with our Case Managers in many programs that are often a collaborative Q and A session on how to best work together to make self-direction simplified for all parties involved. We attend ISP meetings and are willing to explain our role to the individual's entire support team as we see ourselves as an integral part of the team.

While the heart of Acumen is in developing and establishing relationships within our contracted programs and states, we also possess the technical skill in delivering accurate and timely payroll to one of the most important members of the team, the DCSW. Acumen does this through our proprietary software, DCI.

Our DCI platform provides the company with a unique advantage, allowing us to manage programs efficiently and effectively. Acumen has modern technology for managing the F/EA experience. DCI was purpose-built for Medicaid and self-direction programs and can be tailored to the exact needs of the Agency and its participants. We understand the need to allow the Agency to configure the DCI platform with the unique requirements of each of your four current programs. In addition, DCI empowers participants to self-direct in rural and frontier areas. DCI offers multiple high-tech and low-tech options to collect and process FMS data.

The DCI platform is comprehensive, offering EVV functionality, real-time authorization balance accounting, fee-for-service functionality, and sophisticated scheduling technology to eliminate double-scheduling. The DCI platform is a comprehensive and configurable solution that supports participant preferences for communication and training options. The DCI platform empowers self-directed employers/program participants to manage their authorizations in real-time and gives them access to robust reporting so they can more fully maximize budgets and manage employee(s) time with ease. The DCI platform is easily accessible and is system and browser agnostic.

The DCI platform was designed to be scalable for each F/EA program. Whether a program consists of five (5) participants, or 50,000 participants, the technology is the same. The DCI platform is cloud-based, mobile enabled, EVV-capable, and extremely user friendly. The DCI platform makes life easier for participants and DCSWs with options like Electronic Enrollment System (EES) self-registration, YouTube style video help desk, and a Mobile App. Operationally, the DCI platform is a cloud-based application, leveraging Microsoft's Azure cloud computing platform for hosting and has robust security, reliability, and availability. The DCI platform ensures industrial standard triple 9 or 99.9% up time.

The DCI platform provides one solution to perform the array of Financial Management Services including:

- Managing employment taxes and insurance;
- Managing payroll processing;
- Tracking and reporting individual/participant budget balances and expenditures;
- Processing invoices for goods and services;
- Pre-authorization of services; and
- Managing and directing the disbursement of funds in the individual-directed budgets.

The DCI platform has the capability to receive and disburse funds and track funds authorized and disbursed for each participant, by worker, individually, and in the aggregate. The DCI platform also has the capability to collect and process the required forms and information contained in the participant and worker employment packets for each participant and worker. Copies of each participant's file is digitally maintained and adheres to applicable HIPAA and HITECH requirements for transmission, protection and identification of health information.

In addition, the DCI platform includes EVV. The DCI platform is the only EVV solution in the country currently successful in supporting EVV for both traditional provider service organizations and self-directed Financial Management and payroll services. Acumen is the only contractor providing EVV today that also has over 28 years of F/EA/payroll experience, and the DCI platform is the only solution on the market specifically designed for both payroll functions and EVV. The DCI platform electronically tracks and provides verification methods for visits conducted as a part of home health care services, including but not limited to the following:

- The type of service performed;
- The individual receiving the service;
- The date of the service;
- The location of service delivery;
- The individual providing the service; and
- The time the service begins and ends.

The DCI platform has the capability to reconcile the authorization/claim data with the EVV visit data in the system to corroborate the accuracy of the EVV visit data elements above (e.g., type of service performed; individual receiving the service; date of service; individual providing the service).

The DCI platform can be configured for Self-Direction employed in the Aged and Disabled Waiver (ADW), Intellectual/Developmental Disabilities Waiver (IDDW), the Traumatic Brain Injury Waiver (TBIW) and the West Virginia Money Follows the Person (MFP) program. Once configured, the DCI platform can easily be reconfigured to comply with State or federal mandates. Additionally, the DCI platform can be integrated with an MCO's payroll and accounting system at such time if/when the State moves into a Medicaid managed long-term services and supports model.

The following DCI platform description is provided for review and evaluation since many of the RFP requirements are met or exceeded using our DCI platform. Figure 1 is a visual representation of the DCI platform with the modules, inputs, and outputs. The modules that provide input into the DCI platform are represented by the blue circles numbered 1-7.

The DCI Modules are integrated and communicate with each other to provide ideal F/EA compliance. The DCI platform uses these modules to collect and configure data into the DCI platform so it can process and integrate the data, apply business rules and compliance logic, and produce high quality compliant outputs. The relevant outputs are billing files, alerts, notifications, and reports that are represented by the square green outcome boxes.

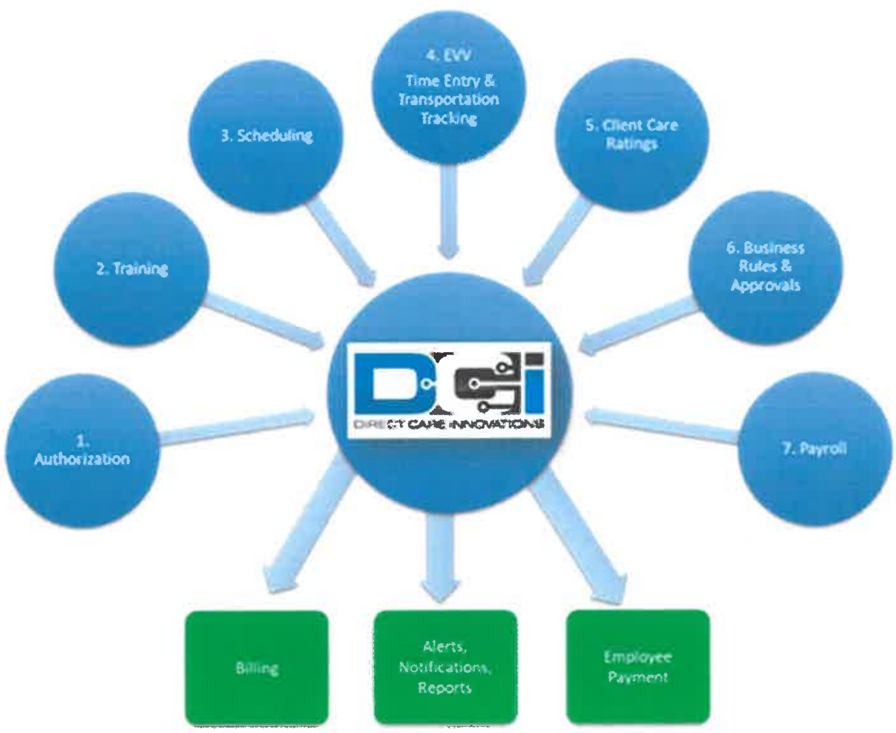

Figure 1: DCI Platform Modular Structure

The DCI platform modules are designed to ensure the highest level of compliance possible with government (Medicaid, HIPAA, NIST, etc.) and private insurance regulations. Acumen was one of the first MS Azure HIPAA compliant cloud Software-as-a-Service (SaaS) vendors. We started with the HIPAA compliant instance of MS Azure and integrated all security requirements early on to meet the NIST SP 800-53 controls. In addition, the DCI platform holds a SOC2 security certification.

Acumen is proud to offer comprehensive EVV options that will work for the State, participants, Authorized Representatives, DCSWs, and community stakeholders. Unlike our competitors who rely on a hardware distribution approach for EVV, which is difficult to manage and creates security concerns, DCI EVV provides a variety of EVV options. In an industry that regularly has a national average turnover rate above 50% for caregivers, having Protected Health Information (PHI) data stored on any local device is excessively risky and unnecessary. Our competitors do not seem to understand this and continue to push options that require hardware management and stored PHI on devices. We believe this is because they are not typically from the Medicaid industry and may not understand the needs of the programs, your providers and participants, or the best way to support self-directed programs.

Acumen provides a safer, more convenient, cost effective, and person-centered approach. DCI EVV offers BYOD options that can be deployed using Mobile Apps, web enabled devices, IP addresses, and phone lines without having to pay for, deploy, or manage hardware, as well as a fob option that can use a distributed fixed device.

DCI EVV stores all information in the Microsoft Azure cloud and never on any local device providing for maximum data security. DCI EVV offers these options for time entry and EVV:

- DCI Mobile App available on IOS and Android with real-time mobile EVV;
- DCI EVV Portal with online browser agnostic anytime EVV;
- Phone EVV; and
- Fixed device fob EVV Options for rural and off grid EVV.

However, unlike other solutions, DCI EVV offers multiple configurations and EVV workflows that can be configured by service types to increase or decrease the scrutiny level of the EVV to meet varying State needs for a variety of service lines, with multiple procedure codes, modifiers and rates, which can be tracked with the effective and stop dates. The multiple DCI EVV options and configuration allow the State and participants the highest level of flexibility to navigate the ever changing CMS rules around individual services and EVV. This approach also allows for a person-centered approach to EVV by service type and at an individual participant needs level by providing choice in EVV tools to participants.

Configuration options can include:

- Enforce multiple service limits for different service ranges (i.e., day, week, month, and year) and kept current;
- Allow the registration of self-directed participants;
- Selecting local time zone for transactions;
- Letting a single participant be assigned to multiple services DCSWs;
- Restrict participants from being assigned to more than one waiver program at a time;

- Letting services be delivered to multiple participants at the same location; services for a participant in multiple locations; or services to start and end at various locations;
- Allow multiple services within the EVV service window; and
- Allow multiple DCSWs and/or agencies to provide services to a participant on the same day, either at the same time or at various times of that day.

DCI Authorization Module

The DCI Authorization Module serves as a real-time data management and reconciliation system for authorizations for employers and the Agency. The Authorization Module provides role-based portals to effectively manage service authorizations or plans of care. The key functions of the Authorization Module include:

- Serves as the system of record for all stakeholders to access and maintain service authorizations;
- Acts as a database to track and alert occurrences of business rules violations such as:
  - Time entry over authorization;
  - EVV that cannot be completed due to missing or erroneous information;
  - Overlap of work hours by caregivers for a given individual; and
  - Tracking real-time declining balances of authorizations so all are aware at all times of the amount of approved service remaining on the authorization.
- Ensures billing compliance by enforcing business rules defined at the service code level by the Agency;
- Facilitates the creation of new service authorizations;
- Edits current service authorizations;
- Audits and reports on service authorizations;
- Increases or decreases service units or dollars on current authorizations in real-time;
- Ensures compliance of all claims billed;
- Ensures compliance with approved service plans and prior authorizations and monitors the receipt, timeliness and completeness of authorized Medicaid home-based services; and
- Tracks the number of hours each DCSW works for participants in ADW, IDDW, TBIW, and MFP programs per work week.

If Acumen determines that a DCSW has exceeded approved hours, Acumen will process payment to the worker for any overtime pay owed at time and a half by the participant. We will also notify the appropriate Agent to review the overtime hours with the participant/representative to discuss hours with the worker, if such services are provided in accordance with the participant's budget (Service Plan). The Agent will review the conditions specified in the authorization that these self-directed services are met. If services meet the criteria are provided over forty (40) hours per work week, Acumen will process any hours worked in excess of forty (40) hours per work week, ensure such hours are paid at time and a half and deducted from the available funds in the participant's budget.

DCI Billing Module

The DCI platform incorporates program rules and requirements defined by the State to create a rules-based billing environment. This makes sure all rules related to the receipt of Medicaid funds and Medicaid claiming are followed. The DCI platform runs data reconciliation against all data entries to ensure 100% compliance.

The DCI Billing Module has a complete Electronic Data Interchange (EDI) engine that generates billing to the MMIS and to receive remittances and aggregate visits and claim data. The DCI Billing Module is flexible and capable of integrating with any system for billing and claims reimbursement. Acumen uses generated billing files to process payroll and reconciles payments made for services provided as well.

We've been using DCI Software and I have to say that it has transformed the way we do business. The software makes our entire job easier with real-time time and attendance tracking with electronic visit verification. The platform also allows us to pull reports with ease saving us significant amount of time each month! This allows us to focus more time on the individuals we support and less time on the administrative activities.

*Joseph Williams, Fiscal Director
Shared Support South*

DCI Payroll Module

The Payroll Module uses approved service data to process payroll, and reconcile payments, made for services. The module updates the budget/authorization use in real-time. This streamlined process, from billing to payroll processing, is driven by the DCI ecosystem.

DCI Training Module

Acumen has a unique value-add for the State, employers and employees. The DCI Training Module can deliver online training presentations and track compliance through the DCI Training Module and Learning Management System (LMS). New functional training or training material updates can be distributed to users through the DCI Training Module, LMS with news post and messaging functions.

The DCI platform is the only solution that offers an online training LMS that can deliver online training videos, manuals, and tests with automated scoring and certification through the EVV solution (Mobile App and Portal). The DCI platform is one of the only solutions that provides a training certification database for tracking and monitoring training compliance. The DCI Training Module ensures 100% training compliance for caregivers and to proactively alert caregivers of any training deficiencies before they expire.

Compliance Profiling includes:

- Configurable options for designing training profiles for specific service codes, individual caregivers, individual groups, or individuals in service;
- Tracking and reporting;
- Tracking renewal and expiration dates for training certifications. For example, the DCI Training Module will track workers who represent they maintain CPR and first aid certification and receive required refresher training as a condition of continued employment within ADW, IDDW, TBIW, and MFP programs;

- Configurable notifications for DCSWs, employers, and supervisors of an expiring CPR and/or first aid certification at least ninety (90) calendar days before the expiration date and continue to track and notify the Participant/Representative and worker until the new certification is obtained;
- Integration with the DCI Scheduling Module helps the Agency;
- Participant/Representative to select adequately certified caregivers for different service lines;
- Integration with the DCI Mobile App and Time and Attendance Module prevents non-compliant DCSWs from entering time;
- Integrated Online Training Access through DCI LMS;
- The LMS can host online trainings, conduct testing, create certificates, import certifications, and monitor training compliance;
- Provides integration links to external online training resources such as Relias Learning, College of Direct Support, or others;
- Proactively guides caregivers to trained resources to keep them compliant; and
- Links to live training calendars for scheduling live, in-person training classes.

Using the DCI Training Module, the Agency can create service code training profiles for every authorized service code. Since every service code provides a contracted service specification, service code training profiles can be configured to meet the contractual requirements for each individual service code.

Notification Module

The DCI Notifications Module is a powerful notification engine that facilitates notification and alerts to Participants/Representatives, DCSWs, and the Agency. Notifications can be generated by internal portal notifications, secure text message, and e-mails sent directly to the Participants/Representatives, DCSW, and Agency personnel based upon configurations determined during implementation.

Frequency of notifications can also be configured per user type. Notifications can be started for events such as: time entry that exceeds authorization or overtime, expiring certification(s), over-scheduled hours, low authorization balance, or any other data stored within the system. The DCI Notification Module is configurable and highly flexible for all user perspectives. The level of customization lets the DCI Notification Module fulfill specific waiver program and stakeholder needs and compliance requirements.

DCI Report Module

The DCI platform provides a robust, flexible and user configurable reporting tool, offering reports in multiple formats in accordance with the technical requirements. The DCI Report Module includes a current library of over 100 standard reports. The Report Module allows users to search using criteria including report names, report filters, and other data elements in the report. The DCI Report Module allows users the ability to query data and generate reports and/or develop standardized reports based on their informational needs and user role designation.

The reporting tool uses point and click technology to facilitate the execution of standardized reports. All data elements in DCI are available for reporting. The Report Module can display data in a variety of formats (e.g., standard reports, graphs, charts, maps, dashboards) without the need to export data to another tool. Reports are available in hardcopy, PDF, Excel and CSV formats.

The Mobile App is exceptionally user friendly. There are multiple options for EVV use and although we provide service in rural area, these options have satisfied all of our EVV needs.

Elizabeth Devett, CEO Shared Services

DCI Mobile Application

The DCI Mobile App is the premier cutting-edge option for real-time, go anywhere EVV on the market today. The DCI Mobile App provides:

- EVV and time tracking;
- Transportation tracking and mileage calculation through Google Maps;
- Task tracking for all plan of care goals and required Medicaid notes;
- Refusal of service and a refusal reason;
- Quality of Care rating system for participants to independently rate the care they receive; and
- Off-Line Mode to capture EVV visit data when service is not available, the user is off-line, or the session has timed out.

The DCI EVV capability provides both a mobile web and Mobile App user interface adapted to the screen size of today's smart phones and tablets. For users that access the application via mobile device browsers the system will detect this access method and displays an optimized mobile web UI. The Mobile App and mobile web are optimized for and tested with all major mobile device manufacturers.

For users using the Mobile App we include system requirements including the operating system and screen size in both the Google Play and Apple App Store to ensure the device has the capacity to properly run the DCI EVV Mobile App.

The DCI Mobile App can be downloaded from app stores on IOS (Apple) and Android (Google) devices free to the end user. Figure 2 is a screenshot of the Mobile App.

The DCI Mobile App provides multiple options for EVV. Every DCI EVV option can include a double verification process that requires both the DCSWs Participant/Representative verification to ensure services are being provided appropriately, reducing fraud and waste. Most competitive EVV products only match location. DCI's double verification process guarantees location of the Caregiver and the participant being present during services. Keeping in mind, that service is not always necessarily delivered in the participant's home. The process is simple:

- The DCSW clocks in on the DCI Mobile App using a real-time running shift clock;
- The DCSW completes and EVV verifies that they are with the participant. The participant verification can be performed via any of the following methods:
  - Entering a unique participant-chosen PIN or Password;
  - DCSW taking a photograph of the participant that is time-stamped, geo-located, and matched to a photograph on file using facial recognition;
  - E-signature taken on the mobile device; or
  - Integration with DCI fob technology (described later in this section).

The DCI Mobile App can be configured to prompt for additional verifications as often as needed. For example, if the Agency would like the DCSW to re-verify that they are physically with the participant every 45 minutes, the DCI Mobile App can be configured to perform this request. All verification options are configurable and up to the discretion of the Agency.

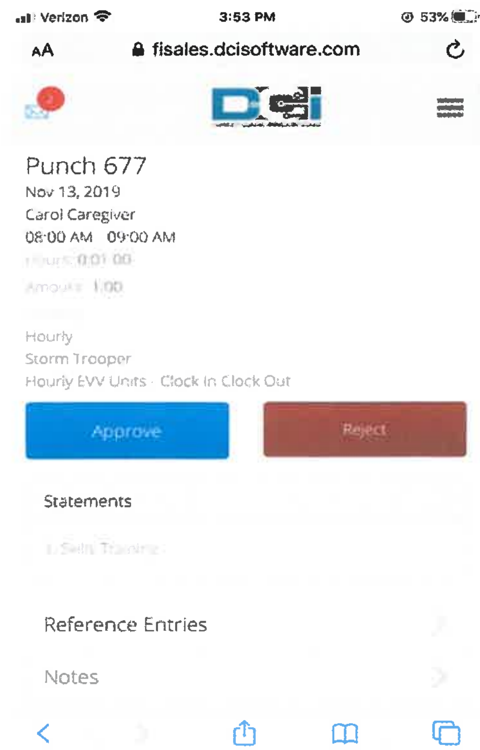

Figure 2: DCI Mobile App Screen

The Mobile App is exceptionally user friendly. The DCI Mobile App is integrated with Google Maps and provides optional functionality. This can be set up or turned off at any time with configuration based on the Agency's preferences for tracking transportation time and mileage incurred during a transportation service.

Once an DCSW is clocked into the DCI Mobile App and has completed visit verification, the DCSW can select a function called "Member Transport". This function initiates the tracking of total trip time/duration and mileage traveled during a shift. When the DCSW completes their transportation to/from the participant, they can then select to end "Participant Transport" tracking and continue with their shift.

The DCI Mobile App can be configured to complete an EVV at the beginning of a shift, the end of shift, or both based on Agency requirements. Typically, the DCSW will log into the Mobile App at the beginning of the shift, clock in, and complete an EVV. The DCI Mobile App has a real-time running clock to track the duration of each HCW/PSW's shift. When their shift ends, the HCW/PSW will clock out and complete another EVV before they end the shift.

The DCI Mobile App features voice activated notes capability, free text notes, and configurable "canned notes" check box functions for tracking required standardized Medicaid notes and other service-related notes. Notes can be configured to be required with every shift or only for certain service codes; including the specific list of tasks performed and/or the individual plan of care goals being worked on during the visit. Also, the DCI Mobile App provides task management tracking that can track individual plan of care goals.

The DCI Mobile App has a notification engine that allows providers and/or the Agency to configure notifications on expiring authorization balances, overtime alerts, changes in waiver programs and other tracking functions within the system. Notifications are flexible and can be configured to meet specific Agency needs and workflows.

User friendly dashboard widgets are available for visually displaying hours, entries, notifications, messages, schedules, and other system functionality are available. The DCI Mobile App provides access to the current authorization/plan of care balances for both the DCSW and the participant in real-time and real-time declining balances. This is also configurable by user role if the Agency would prefer to not show these to a particular user group.

DCI Portal

Time entry and EVV can also be performed through any internet connected device including computers, tablets, and smartphones through the DCI Portal. Acumen realizes that many participants and DCSW may not have access to or the ability to use smartphone apps but may still want to use a regular desktop or other internet connected devices.

The DCI Portal can restrict, track and manage manual entries. The Agency can restrict users from entering time through the DCI Web Portal, which is the only method for manual time entry. This tactic would reduce the overall number of manual entries by only allowing designated individuals to complete this task. The DCI Portal can report on the number of manual entries; this data can be queried on a regular cadence (e.g., nightly) and the results sent via email to designate parties responsible for monitoring threshold compliance for manual entries.

The DCI Portal allows time entries in real-time and can let shift entry occur any time after services are provided. Figure 3 displays how this functionality allows time entry and visit verification at the end of pay periods and for earlier pay periods essential for FMS and self-directed programs, and for individuals who cannot complete real-time EVV due to physical or logistical barriers.

Also, the most reliable alternative method is the DCI Portal. The option serves as the backup for the Mobile Apps and other real-time EVV in case of a service disruption. If an EVV cannot be completed using a different EVV option in real-time a DCSW can enter time and EVV into the portal later. In the most extreme situation, a care giver could submit paper EVV data to be entered manually.

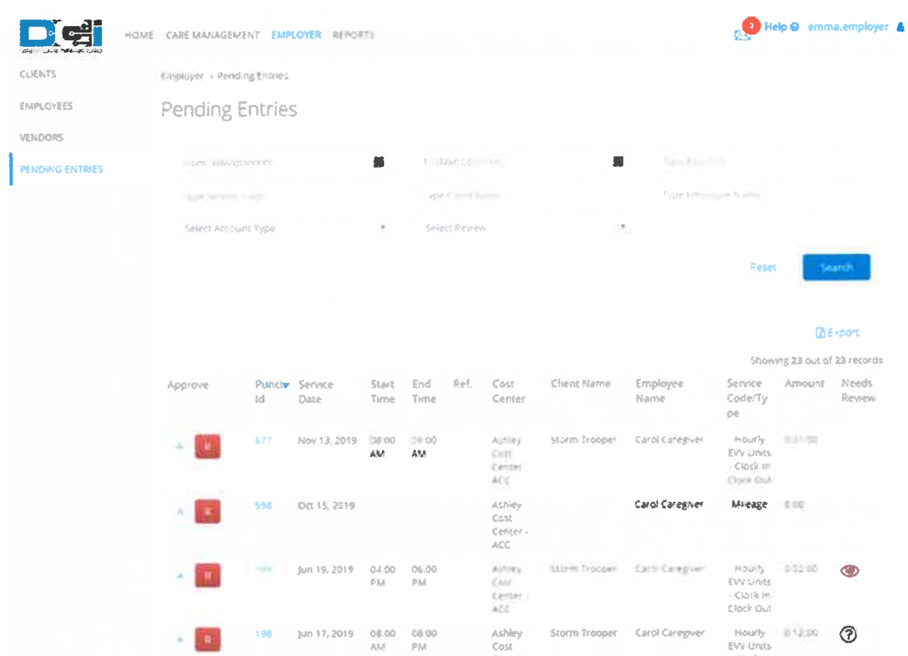

Figure 3: DCI Portal Screen

To begin a time entry and EVV through the DCI Portal an HCW/PSW can go to any internet-enabled device and log into the DCI Portal using any internet browser. Login requires username and password standards that exceed current NIST standards.

Once a user is logged in the DCI Portal, they verify all EVV time entries against the authorization, approved service locations, and the defined program rules before presenting time entries to the participant for final approval. This process creates a simple DCSW EVV and time entry experience. This process also assures our clients that the funding is never billed for any time entry not authorized or EVV compliant.

Business rules can be configured based on waiver types and funding source standards. The employer portal can be accessed through any internet connected device and is mobile enabled.

Through the Mobile App and the DCI Portal, the DCI platform provides valuable tools and functions for both the Agency and the providers using DCI EVV.

- EVV that meets the 21st Century Cures Act Requirements;
- Configurable business rules for different waiver programs, service types, and DCSW ratios;
- An auditor portal that allows internal and external auditors (e.g., state stakeholders) to access program-related data for audits and quality assurance;
- Auditability for every action taken in the system down to a page/data item view level;
- Task tracking for Plans of Care goals and required Medicaid notes;
- Authorization management through authorization business rules; and
- Participant/Representatives can review information on the Self-Directed services authorized, performed and reimbursed.

Last, the DCI Portal allows users to view the appropriate DCSW levels and individual information within all integrated DCI modules based on assigned role-based security access. The DCI EVV Portal provides configurable dashboards that enable providers to easily track participant relevant key performance indicators as shown in figure 4.

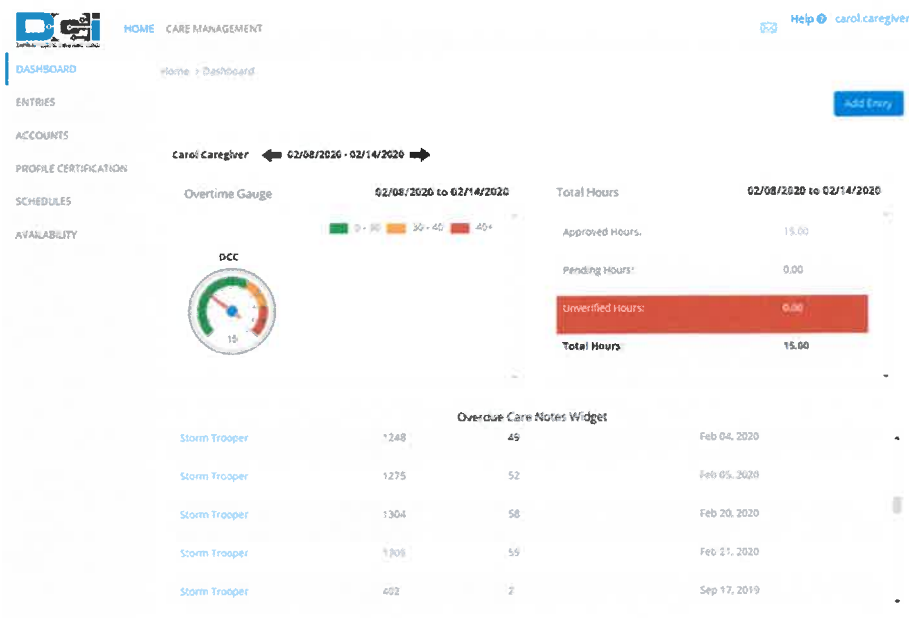

Figure 4: DCI Portal Dashboard

DCI Portal provides:

- Management of multiple pay rates for DCSW, participants, and services;
- Employer portal to view their private business information, verify service delivery, monitor DCSW activities, and approve or reject direct care worker time entries and requests;
- Worker Portal can manage time entries, mileage and transportation, and sick and vacation requests;
- Overtime management tools for participants/representatives (e.g., ensuring no DCSW work more than 40 hours per-participant), if the Agency desires;
- Affordable Care Act management reporting; and
- Configurable dashboards for DCSWs and participants/representatives, to customize the user experience.

The DCI Portal is used for time tracking of work performed and is integrated with the other DCI modules. The DCI Portal provides powerful time-management functions, such as:

- Configurable settings that will allow the Agency to apply flexible program rules.
- Notification engine that allows provider and/or the Agency to configure notifications on expiring authorization balances, overtime alerts, and other tracking functions within the system.
- Notifications are flexible and can be configured to meet specific State or provider needs and work flows.

A screenshot of the Worker Portal interface is displayed in figure 5.

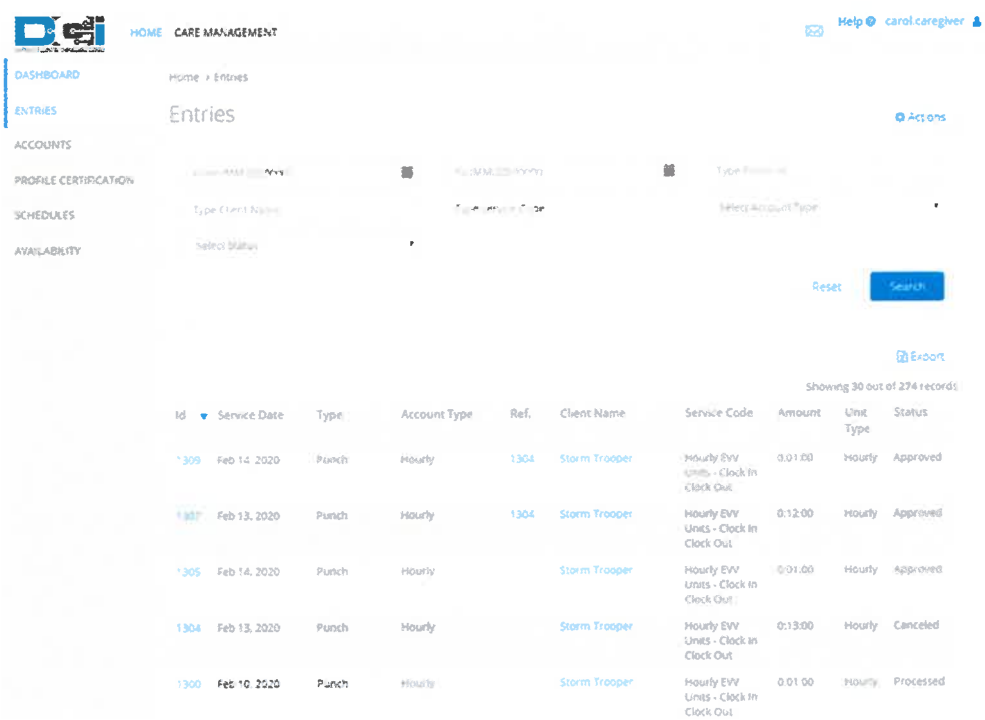

Figure 5: DCI Worker Portal

The Worker Portal is also mobile enabled with a user friendly interface for smart phones or other mobile devices.

The DCI Portal offers multiple user interfaces for EVV, and time tracking functionality specifically based on the multiple program types as described in the following sections.

Residential Settings

- Time entry can be set as site-specific with real-time clock in and clock out process;
- EVV can be tracked through static IP address on a desktop computer for maximum cost containment;
- Geo fencing can be turned on and configured for specified distance from the home;
- Re-verification process to confirm an individual is still in attendance during the day;
- DCI Mobile App and Phone EVV options.

Day Treatment

- Time entry is used to clock in and out DCSW and to help Participant/Representatives to stay compliant with staffing ratios and contain costs;
- Transportation can be tracked for multiple participants at a time;
- Re-verification process for confirming individuals are still in attendance during the day;
- EVV can be tracked through a static IP address on a desktop computer for maximum cost containment;
- Phone EVV option;
- DCI Mobile App options; and/or
- Employment (one to one and group service relationships).

Last, the Worker Portal provides configurable dashboards for direct care workers to track hours, overtime, and services provided. The Worker Portal dashboard is provided in figure 6.

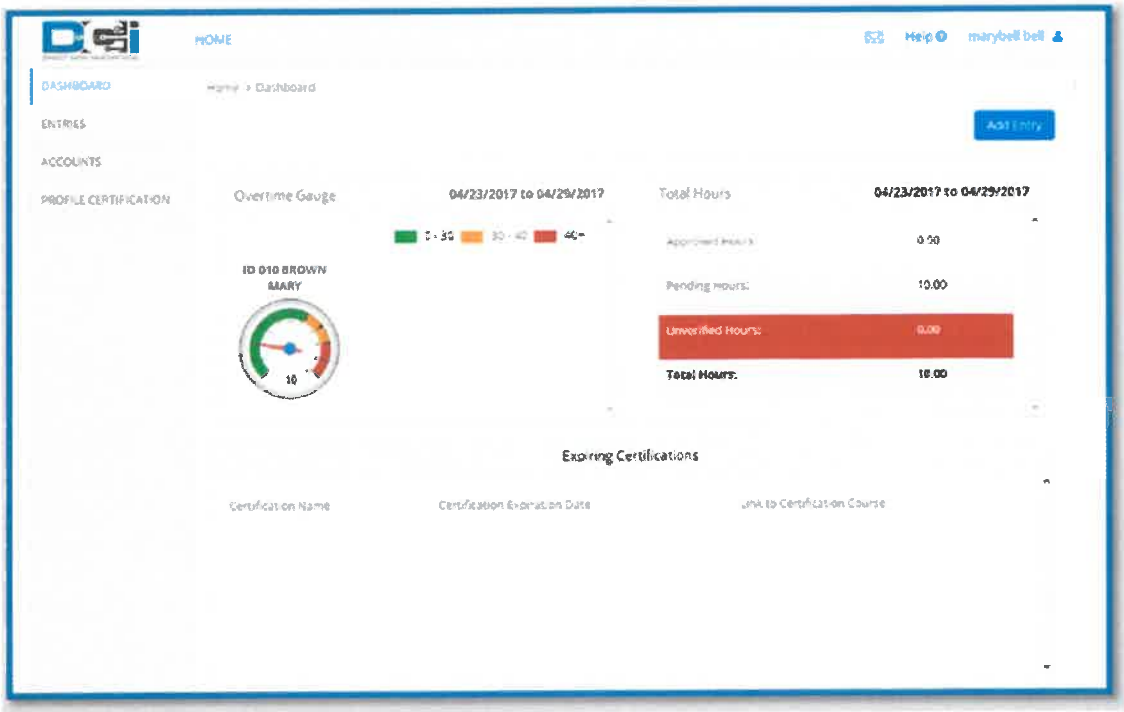

Figure 6: DCI Worker Dashboard

DCSW also have the option to select their preferred language as displayed in figure 7.

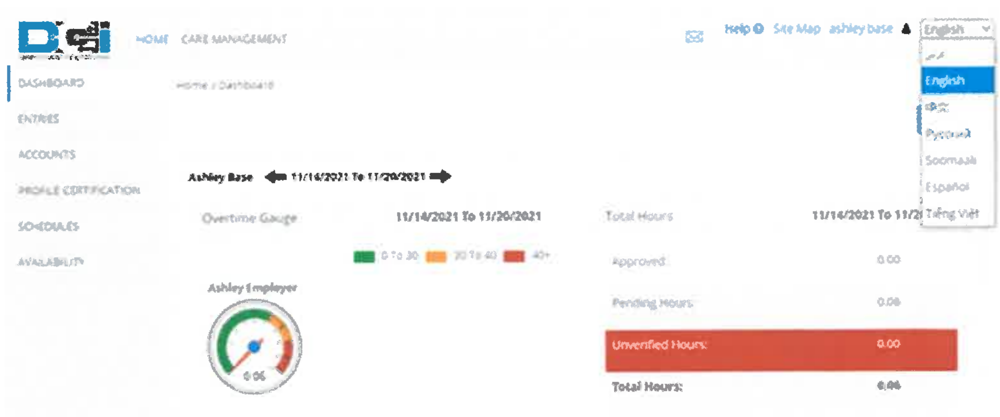

Figure 7: DCI Language Options

DCI Phone

The DCI platform provides a telephone based EVV option as well. The phone option can be used from any approved phone including traditional landline phones and cell phones. For our Phone EVV, the caller/DCSW must enter a unique PIN to gain access to the system, access

EVV information or enter EVV information. The PIN verifies they are an authorized user and then they are led through a series of prompts to clock in. The caller will only have prompts for participants they are approved to serve and services they are approved to provide. Phone EVV is completed as described in the following figure 8 workflow illustration.

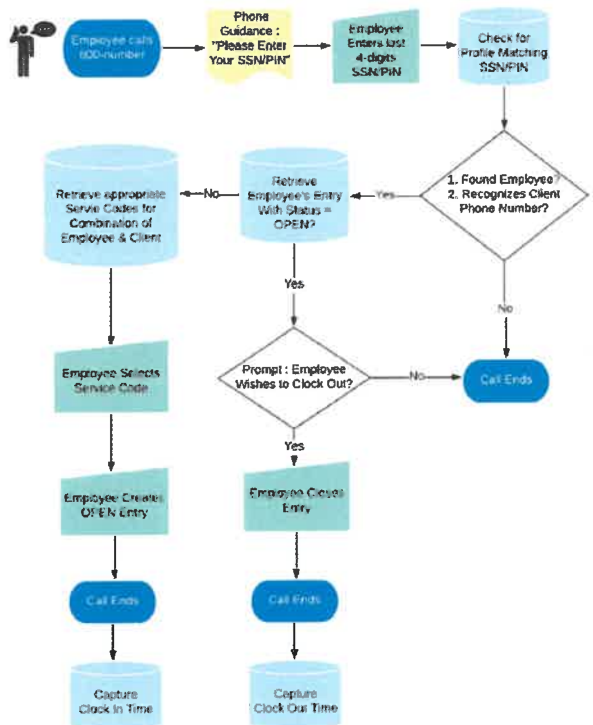

Figure 8: DCI Telephone Workflow

DCI Fob

The DCI platform offers manual visit verification methods for capturing EVV in rural or low technology environments. We are very focused on ensuring that the participants and their caregivers in West Virginia's rural areas will feel supported by Acumen and our low technology alternatives. The low-tech options will work for Participant/Representatives and DCSWs across user preferences, technology skill, and potential physical or geographic barriers.

The DCI platform accepts paper timesheet data paired with a fob device, which can be loaded into DCI platform for processing by the Agency. This entry of data into the DCI platform ensures compliance and remains the single source of record across a specific program. All records and documents are retained in the direct care worker or participant files as appropriate.

Fob devices are an essential tool for rural areas with low or no connectivity. Acumen has used these devices with great success in extremely rural areas such as the Navajo Nation and all the Hawaiian Islands. These devices can be carried by the participant in the community or fixed to a service location, as seen in figure 9.

Figure 9: DCI Fob Option

The is used to confirm that the DCSW was physically located with an individual at designated times and places. Each fob device generates a unique identification number associated with the individual for each minute of every day. For example, at 10:58am the fob device could display "278 091" and will change to a new randomly generated number at 10:59am, such as "156 992". All numbers generated on the fob are random and unique to that device. These randomly generated numbers can be tracked by the Agency for verification purposes.

When an DCSW is ready to begin a shift, the DCSW simply pushes the red power-on button on the fob, which will then display a 6-digit number. The DCSW writes the number along with the time and service code for the service rendered on their time card. The process is then repeated upon completion of the HCW/PSW's visit or upon clocking-out. The DCSW will replicate this easy process for each individual's visit.

The DCSW's time card is then entered and EVV information can be loaded into the DCI EVV where EVV information is confirmed and processed. Also, DCI EVV has extensive attachment capabilities that can attach time cards and more.

The fob device is the size of a key chain and powered by a watch battery. The fob device has an average life cycle of three years, which keeps it affordable, and replacements can be easily activated and distributed via local location pick up or overnight delivery.

Acumen continues to improve and enhance our DCI platform. The newest features include:

Mobile App Off-Line Mode. Users can capture EVV visit data when mobile service is not available, the user is off-line, or the session has timed out. The off-line mode securely stores visit data on end point devices until network connectivity is restored. Upon restoration of connectivity the cached data is automatically and securely transferred to the server.

Voice Recognition Verification. EVV workflows can identify location and verify the participant's presence through one of multiple individual verification options, which now includes Voice Recognition.

Native Languages. Our Mobile App and Web app comes in multiple languages, offering Participant/Representatives and their DCSWs the ability to select their native language. Figure 10 illustrates the multiple languages, which includes English, Spanish, Vietnamese, Russian, Arabic, Somali, and Mandarin. We will be adding traditional Chinese, Korean, Farsi, Romanian, Lao, Nepali and Khmer (Cambodian).

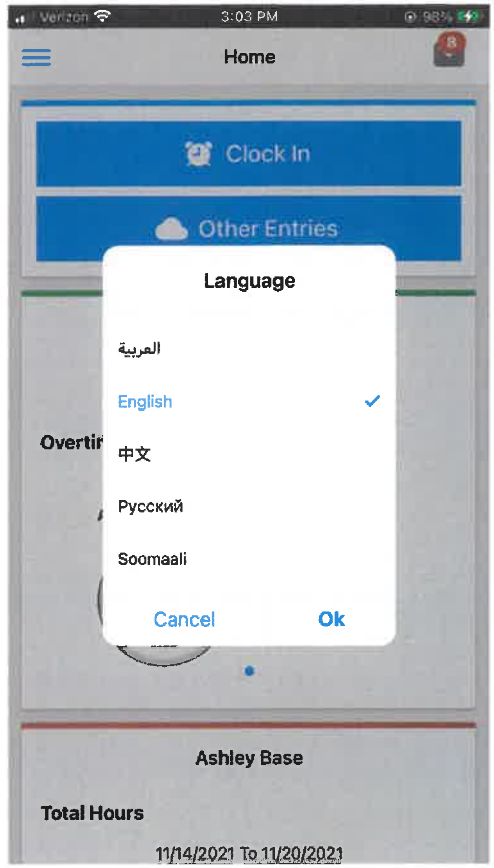

Figure 10: DCI Mobile App Language Option

1.1 Project Goals and Mandatory Requirements

RFP Reference: 4.2

Given the values, principles and requirements outlined in the F/EA FMS solicitation, Acumen offers the perfect solution to meet your defined purpose; a balance between F/EA knowledge and experience, the right technology, and reputation for providing outstanding customer support services. Acumen is a full-scale F/EA and FMS organization with 28 years of experience providing services that allow participants or their designated representatives to be common-law employers and have budget authority under self-directed waivers across the country.

Acumen's core competencies related to F/EA include streamlined enrollment, processing of payroll and vendor payments, accurate tax calculating/withholding, filing in accordance with all laws, and compliant billing to state agencies. Acumen is highly experienced in all related function(s) defined in the RFP, having processed billions of dollars of payroll for our clients.

Our processes and procedures have been defined and refined over the years to ensure we provide the best services to our assigned participants and their families, while remaining compliant with program, State and federal requirements.

Acumen takes feedback on our processes seriously and works with all stakeholders to engage in dialog to improve service delivery. In North Carolina we worked to automate an error ridden process. The errors were identified and traced to human error by participants and employee's manual entry of the funding data. Acumen collaborated with our internal team and the program to identify a more efficient process. We identified a solution using the DCI platform to set up parameters which eliminated errors. The impact of this new process stabilized payroll processing decreased errors and offered consistency and accuracy in payments. Employees were able to receive their payments in a timelier manner as the new process removed additional verifications that caused delays in payments.

The Scope of Work/Specification defines what the goals and objectives expectations are to be performed during the contract as reflected in figure 11. Our response explains how we will deliver, including details of our FMS solution, our methodologies and capabilities. Acumen brings unmatched industry experience and proven best practices to the West Virginia F/EA implementation and operation to improve efficiency and simplify operations.

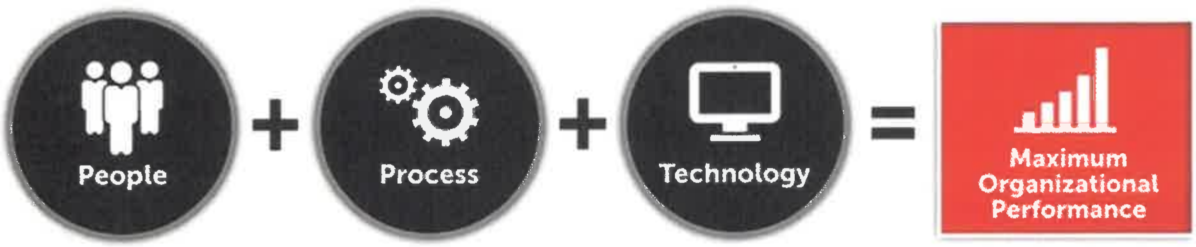

Figure 11: Acumen Equation for Success

1.1.1 Government F/EA FMS Subagent Services

RFP Reference: 4.2.1.1

Acumen understands the role and responsibilities of the government F/EA FMS subagent to the Agency. While we focus on building a partnership with each client, we know our role as a subagent making sure our DCI platform and services are compliant with State and federal regulations. We understand that each client has unique programs, which require unique services.

Acumen monitors industry cost standards to provide efficient and cost effective solutions to the Agency. We are constantly looking at evidence-based practices and participating in discussions around making sure our commitments and partnerships to the disability community and their funding sources is accurately reflective of the high standards Acumen prides itself on. We are not about cutting corners, but also understand that there are costs that come with hiring talented Acumen employees who will have longevity with the programs they support.

Acumen is a member of Applied Self-Direction which provides consulting and technical assistance to Agencies and self-direction services providers such as FMS. Our membership has allowed us to be a part of a larger picture in developing self-direction industry standards across the nation. We have access to best practices that allow us to consistently refine services to provide the most cost effective pricing and solutions.

Our Operations teams participate in certifications and training that bring new best practices to our Payroll, Tax, Accounts Receivable departments. Our Payroll Manager recently completed and passed the Certified Payroll Professional exam. This has assisted our Payroll team in learning new strategies to be more efficient in processing. We are constantly evolving and willing to change processes to become more efficient while providing outstanding services to our partners and the families that they serve.

As part of our commitment to the communities that include disability, Veteran, and Aging populations, we engage in advocacy and outreach to those communities. We serve on boards and participate in committees such as the Wisconsin Advisory Board, Texas Council on Consumer Direction, and the Missouri Self-Directed Supports Advocacy Committee. As we continue to grow as an organization, we look forward to continuing to participate in these. Acumen can partner with key organizations that support these communities to work in West Virginia to advocate for self-direction.

Our 28 years for F/EA and FMS services is substantiated by our client list provided in proposal section 1.4.1 Acumen Qualifications and Experience, which displays the longevity of our clients and the addition of new clients. Our experience has allowed us to learn, develop, and implement the most efficient, cost effective technology and best practices for exceptional service delivery.

1.1.2 F/EA FMS Task Performance

RFP Reference: 4.2.1.2

Acumen has standard policies and procedures that document internal controls to perform the F/EA FMS tasks as a subagent. During the Implementation Phase Acumen facilitate and partner in meetings to review our policies and procedures, identify West Virginia specific requirements, understand nuances pertaining to supporting four unique waiver programs while operating in a State with wide swarths of rural area; and update as appropriate. Once the updates have been completed Acumen will submit the policies and procedures for Agency review and approval.

Our business model utilizes a dedicated corporate Implementation Team to launch and configure the WV DCI platform and establish the WV FMS structure. Our Regional Vice President is accountable and responsible to ensure we hire local resources for the state-specific functions.

When Acumen is awarded a contract, we commit to the contract requirements, as well as to the State and its citizens. Hiring locally gives us the advantage of staff who know the community, have State/hometown pride and who can easily build a relationship with their assigned clients. Acumen has built teams across many of our programs to support the self-directed clients and their families. Throughout many of our teams, you will find employees who have loved ones in self-direction and who see the benefits of this option. They also understand the complexities of this service delivery model and can provide a personal perspective on our services.

During the COVID-19 pandemic, Acumen responded to the needs of its clients in adjusting service delivery options because of the pandemic. Acumen's teams rose to the occasion and put an emphasis on efficiently processing new family caregiver enrollments so that a participant would not lose their services. Acumen created dozens of policies and guidance around the pandemic and Appendix K waivers. While our teams also had to move to remote locations and configure our own systems, we worked tirelessly with our state Agencies and stakeholders to ensure workers received pay and there were not lapses in services.

Our highly configurable DCI software platform allows Acumen to pivot and change business rules as necessary to accommodate new programs or changes to rules within a program. As Medicaid is constantly evolving, our systems must keep up with the changes to ensure compliance and authorization management.

The DCI platform can be configured for Self-Direction employed in the ADW, IDDW, TBIW and the West Virginia MFPW program. Each Program's configuration will include employer authority, budget authority, and modified budget authority. The DCI platform allows the flexibility to transition from an employer authority model to a budget authority or modified budget authority model if necessary to meet programmatic change requirements within timeframes specified by the State.

Once configured, the DCI platform can easily be reconfigured to comply with changing State or federal mandates.

1.1.2.1 Subagent Responsibilities

RFP Reference: 4.2.1.2.1

The Financial Management Service model used to implement self-directed services in West Virginia is the Government F/EA FMS model using a Subagent in accordance with IRS §3504 of the IRS code and Rev. Proc. 80-4 as modified by IRS Rev. Proc. 2013-39, as applicable. As such Acumen will be responsible to perform the following Subagent responsibilities:

- Payroll and invoice payment;
- Withholding, reporting and paying employment taxes on one return for each period on behalf of all the participants using their own EIN and address on the returns;
- Facilitate the execution of State and Agency required forms;
- Implement revisions, additions or discontinuation of federal State and local government forms;
- Participant/Representative and worker enrollment;
- Submission of Participant service claims to the West Virginia MMIS;
- Submission of PMPM claims to the Agency in HIPAA compliant EDI format;
- Provide F/EA FMS reports to enable the Agency to oversee/monitor Program and contract performance;
- Written Policies and Procedures;
- Training; and
- Participant/Representative support.

1.1.2.2 Subagent Readiness Review Participation

RFP Reference: 4.2.1.2.2

Acumen has participated in numerous Readiness Reviews. We understand and fundamentally value the process, that includes: the written requirements, documentation and support required to successfully complete a Readiness Review. If requested, the Acumen Team will support and participate in the F/EA FMS Readiness Review. Acumen will also provide findings within thirty (30) calendar days and remediate, and course correct based on those findings.

1.1.2.3 Ongoing Performance Review Participation

RFP Reference: 4.2.1.2.3

The Acumen Team will support the Agency and participate in the annual F/EA FMS annual ongoing performance reviews as requested by the Agency. Acumen's Quality and Compliance team participates in numerous performance reviews throughout our portfolio, from Yellow Book Audits to MCO compliance checks.

1.1.2.4 Plan of Correction

RFP Reference: 4.2.1.2.4

Acumen will address any/all findings from the initial or annual reviews and prepare a Plan of Correction. The Plan of Corrections will identify and describe the finding, the proposed remediation and the projected timeline for implementation.

We take findings very seriously and work as a team to course correct. For example, in our North Carolina program, we completed a Plan of Correction due to a finding that certain accrued service codes were not populating accurately. Acumen's System Integration and Compliance teams collaborated with our NC partners to develop a tool that accurately captures these accruals on our monthly statements. This led to greater transparency for both the Employer and the state agency in reviewing the monthly statements.

1.1.2.5 Quality Management System

RFP Reference: 4.2.1.2.5

Acumen provides oversight of the corporate quality assurance systems through a dedicated Quality Management Team. Acumen's Corporate Compliance Program was developed to include the seven fundamental elements of a compliance program as defined by the Office of Inspector General of the Department of Health and Human Services. Our Compliance Program assures there are policies, procedures and training established to address Fraud, Waste and Abuse prevention, detection and response, Department of Labor regulation compliance, HIPAA compliance as well as Emergency Management and Disaster Recovery Coordination to assure business continuity.

The roles and responsibilities of the compliance program are:

- Oversight and implementation of the Corporate Compliance Program;
- To ensure stewardship of West Virginia taxpayer dollars by ensuring full compliance with all State and federal regulations and program requirements and policies;
- Development of State and Program level Quality Assurance Plans;
- Internal auditing and review activities;
- Policy and procedure development and review to ensure quality assurance processes are established within procedures to adequately control a quality outcome;
- Risk Management reporting to management team;
- Implementation and monitoring of task level quality controls based on quality assurance standards as established by the contract; and
- Management of complaints and error tracking to ensure proper resolution or corrective actions have been implemented.

Key Performance Indicator reports have been created to monitor each Acumen department's service delivery outcomes and status of any predefined performance targets. These reports are monitored and evaluated for quality assurance purposes with the implementation of corrective measures, as necessary.

Oversight for the West Virginia F/EA FMS Project quality assurance activities will be provided by our Executive Director working closely with our Quality Assurance Team. The Executive Director will ensure the project is operating collaboratively, as designed by Acumen and the Agency in compliance with the established contract for services. The Acumen Quality Compliance Department will work in coordination with the Executive Director and established Acumen departmental management to initiate process improvement and ensure proper quality controls are implemented to meet the needs of the program.

Our quality assurance is planned for and managed through the Deming "Plan-Do-Check-Act" cycle for project execution.

Plan

- Identify the Agencies quality objectives;
- Identify professional standards including legal, environmental, economic, code, life safety and health;
- Balance the needs and expectations of the State and its stakeholders with cost, schedule, and professional standards; and
- Develop an effective plan and processes to achieve the objectives.

Do

- Accomplish the work according to the contract requirements;
- Share the findings with all project stakeholders to facilitate continuous improvement; and
- Document project requirements and actions.

Check

- Perform independent reviews, management oversight and verification to ensure quality objectives are met; and
- Check performance against State objectives to verify that performance is met and verify sufficiency of the Project Management Plan.

Act

- If performance measures are not met, take specific corrective actions to fix the cause of non-conformance, deficiency, or other unwanted effects; and
- Document quality improvements that could include appropriate revisions to Quality Management, alterations of quality assurance and control procedures, and adjustment to resources allocations.

1.1.2.6 Transition Plan

RFP Reference: 4.2.1.2.6

Contract close-out has been simplified from the days of turning over an MMIS legacy system. Now with the introduction of SaaS modules the focus has moved from turning over data centers, facilities, applications, and staff to the transfer of State-owned data and assets. Our transition plan will meet the needs of the Agency and potential successor contractor.

Acumen will submit a draft transition plan describing our contract termination procedures for Agency review and comment within 60 calendar days prior to project close. The draft turnover plan will be finalized when the Agency has approved the initial plan or modifications have been made based upon Agency comment. We hope that once awarded, our commitment to providing quality participant-centered services will ensure a long-term relationship making a transition plan unnecessary.

We recognize additional updates to the Agency approved plan may be required prior to the transition. All required updates will be submitted to the Agency for review and comment. The Agency will make the final decision when the transition plan is final.

We commit to supporting the transition of the contract to enable a seamless transition of services from Acumen to the Agency or successor contractor if the contract is terminated, concluded or awarded to the successor contractor.

1.1.3 Acumen Reimbursement Methodology

RFP Reference: 4.2.1.3

Acumen has established policies and procedures for reimbursement. Acumen has reviewed and compared the Agency, Chapter 600 Reimbursement Methodology of the West Virginia provider manuals to our reimbursement policies and procedures. Our reimbursement policies and procedures will be compliant and will be submitted to the Agency for review and approval.

1.1.4 Agency Program and Requirements Services

RFP Reference: 4.2.1.4

The nature of the F/EA FMS program requires compliance with ever changing Agency programs and requirements, which includes federal and State laws, rules and regulations. Acumen is accustomed to the need to be flexible and supportive to our clients, especially when our State contract is comprised of more than one waiver program.

If requested, Acumen will assist with policy development, impact analysis, requirements definition and testing activities. Acumen has participated in many state listening sessions and provided comments regarding changes to self-direction and the impact on its stakeholders. The DCI platform is a SaaS which enables Acumen to make one change to share with all of our clients when federal changes are required. Acumen can also provide subject matter expertise derived from experience in other states, other healthcare organizations or participation in federal activities.

Acumen will also provide implementation support as requested. For example, Acumen can process change requests related to rate changes and/or service changes on an annual basis or as requested by the Agency. An Agency written request for a rate change can be completed in days and indicate a start and end date. All re-processing of claims at higher rates can be scheduled. Acumen demonstrated our ability to adapt quickly to changes in rates and services because of our response to the Appendix K waivers approved during the COVID 19 Public Health Emergency (PHE). Many of Acumen's Medicaid programs, rates were adjusted to reflect the changes made or temporarily suspended during the PHE. Acumen's teams worked diligently to attend state meetings and stakeholder engagement events to provide insight to how the changes would affect self-directed participants.

1.1.5 Comprehensive F/EA FMS Policies and Procedures Manual

RFP Reference: 4.2.1.5

Acumen has developed written policies and procedures that articulate Acumen's commitment to comply with all applicable federal and general state standards that document the DCI platform, policies, procedures, and internal controls used to perform and monitor the effectiveness of contract functions and tasks. Our well-established policies and procedures are reviewed and modified to each specific project and specific programs.

During the Implementation phase, we will lead a work session with the Agency to review our policies and procedures to identify required modifications to the West Virginia F/EA FMS, make the required modifications and then submit the West Virginia specific Policies and Procedures Manual for review and approval.

The Policies and Procedures Manual will be updated annually or to reflect changes when they occur. A current version of the Policies and Procedures Manual will always be available to the Agency.

1.1.6 Federal and State Required Approval

RFP Reference: 4.2.1.6

Acumen acknowledges that we must receive federal and State approval to perform Financial Administration and Supports Brokerage functions as specified in the contract, and to be the F/EA subagent for participant/representative employers in the ADW, IDDW and TBIW programs as well as participants in TMH.

1.1.6.1 Acumen Federal Employer Number

RFP Reference: 4.2.1.6.1

Acumen Fiscal Agent has been an IRS recognized Fiscal Employer Agent since 1995 and uses FEIN 87-0576224, which was obtained specifically to accomplish our F/EA services. Acumen Fiscal Agent, LLC can demonstrate that this FEIN is separate and distinct from the Acumen corporate FEIN. Acumen can provide the letter from the IRS containing our registration upon request.

1.1.6.2 Acumen IRS Form 2678 Execution with the State Agency

RFP Reference:4.2.1.6.2

Acumen will execute the IRS Form 2678 Employer/Payer Appointment of Agent with the Agency upon contract award, submit it to the IRS for processing, and then scan the form for storage and access capabilities.

1.1.6.3 Acumen IRS Form 8821 Execution with the State Agency

RFP Reference: 4.2.1.6.3

Upon contract award Acumen will execute the IRS Form 8821 Tax Information Authorization with the Agency.

1.1.6.4 IRS Form 8821 Renewal

RFP Reference: 4.2.1.6.4

Acumen will renew the current IRS Form 8821 with the Agency as needed per IRS renewal instructions.

1.1.6.5 Participant IRS Form 2678 Execution

RFP Reference: 4.2.1.6.5

Our participant packet will contain the IRS Form 2678 Employer/Payer Appointment of Agent. The assigned Support Broker will meet their assigned participants to review, prepare and submit a signed IRS Form 2678 and then scan the form for storage and access capabilities.

1.1.6.6 Participant IRS Form 8821 Execution

RFP Reference: 4.2.1.6.6

Our participant packet will contain the IRS Form 8821 Tax Information Authorization. The assigned Support Broker will meet their assigned participants to review, prepare and submit a signed IRS Form 8821 and then scan the form for storage and access capabilities.

1.1.6.7 Informed Consent Authorization

RFP Reference: 4.2.1.6.7

The participant packet includes an F/EA FMS brochure that includes information about Acumen's services and operations as the Agency's subagent, with an overview of the self-directed option, e.g., roles and responsibilities of the FMS/Payroll, hours of operation, toll-free telephone/TTY/TDD/fax numbers, Acumen key contact information including emergency contact information, incident management steps, web address, mailing address, etc.

The assigned Support Broker will meet their assigned participants to review, prepare and submit a signed the Informed Consent Authorization between the Agency and each participant-employer. The Informed Consent Authorization will identify Acumen as the second appointee.

Our Services Brokers will scan the form for storage and access capabilities.

1.1.6.8 WV Form WV-ARI-001 Execution

RFP Reference: 4.2.1.6.8

Our participant packet will contain the West Virginia Form WV-ARI-001, Authorization to Release Information authorizing the West Virginia State Tax Department to release information to Acumen regarding the participant/representative employer's West Virginia state income tax withholding tax and unemployment tax to the Subagent F/EA FMS.

The assigned Support Broker will meet their assigned participants to review, prepare and submit a signed West Virginia Form WV-ARI-001, Authorization to Release Information. Our Services Brokers will scan the form for storage and access capabilities.

1.1.6.9 WV Form 2848 Execution

RFP Reference: 4.2.1.6.9

Acumen will file West Virginia Forms 2848, Authorization of Power of Attorney informing the West Virginia State Tax Department that the participant/representative employer authorizes Acumen to receive and sign the tax forms listed relative to state income tax withholding and unemployment insurance taxes.

The Acumen Finance Department will scan the form for storage and access capabilities.

1.1.6.10 Federal, State and Local Government Form Maintenance

RFP Reference: 4.2.1.6.10

Acumen will implement revisions, additions and discontinuations of federal, State, and local government forms pertaining to the self-direction of HCBS. If the revision or addition of a new form is required, the assigned Support Broker will meet their assigned participants to review, prepare and submit the form(s).

The Support Brokers will scan the form for storage and access capabilities.

1.1.7 DCI Platform Web-based Portal Capabilities

RFP Reference: 4.2.1.7

The DCI platform provides a web portal for reviewing and monitoring participant status at any time. Referrals and prior authorizations for services can be issued by the State's Utilization Management Contractor (UMC) for participants who have chosen self-direction.

The DCI platform also enables tracking and monitoring information, including, but not limited to:

- Adherence to timeframes for initiation of services;
- Name of Care Coordinator, Support Coordinator, Nurse Care Manager or DHHR Case Manager, as applicable, and their contact information;
- Authorizations for Self-Direction, as applicable;
- Supports Broker visits and outcomes;
- Results of monitoring activities;
- Service Agreements;
- Supports Broker assignments;
- Notification to the Agency, as applicable of Supports Broker assignment;
- Information received from and transmitted to Agency, as applicable;
- EVV utilization; and
- Service utilization.

1.1.7.1 Acumen UMC Enrollment

RFP Reference: 4.2.1.7.1

During the Implementation phase, Acumen will facilitate a work session with the State's Utilization Management Contractor to demonstrate the DCI Web Portal capabilities and to determine the input and how we will obtain data regarding the members' eligibility, services, and other pertinent information.

1.1.8 Services and Service Rate Modification

RFP Reference: 4.2.1.8

Acumen can process change requests related to rate changes and/or service changes on an annual basis or as requested by the Agency. An Agency written request for a rate change or service change can be completed in days and indicate a start and end date. All re-processing of claims at higher rates can be scheduled by the Agency and in all situations in no more than 60 days from written notice of the change at no additional cost.

1.1.9 Acumen MMIS Enrollment

RFP Reference: 4.2.1.9

Acumen will enroll with the State's Medicaid Management Information System (MMIS) and obtain a West Virginia Medicaid Provider ID to submit claims electronically to the Agency through the State's MMIS for Medicaid services rendered within ninety (90) calendar days of the date of service. The use of the DCI platform will greatly reduce the number of days from the date of service.

The claims will be compliant with the participant's spending plan and established service rate(s); and in accordance with Agency billing and contract requirements and procedure codes. Billing will comply with the 42 CFR part 447 including, but not limited to the requirements for timely payment to DCSWs, set forth in 42 CFR part 447.

1.1.9.1 MMIS Notification Monitoring

RFP Reference: 4.2.1.9.1

Many of our current contracts require MMIS claims submission. We know the importance of regularly monitoring the MMIS portal for notifications and information because this mitigates an issue reaching the point of affecting participants and their DCSWs. Acumen will ensure appropriate and key personnel receive training on the WV MMIS system and stay up-to-date with any system changes involving claims submission. Acumen is familiar with MMIS notifications and monitoring and will seek Agency clarification should a change in the system need to be addressed. Often self-directed services have been nuanced and required thoughtful engagement on how they should be configured to flow within the MMIS system.

1.1.9.2 Participant Claims Submission

RFP Reference: 4.2.1.9.2

Acumen will submit participant service claims to, and receive payments from, the State's MMIS for Medicaid services rendered to participants in compliance with Chapter 600 after services are rendered. We will meet with the Agency to determine the frequency (weekly, bi-weekly) to submit participant claims. We will also ask the frequency of MMIS payments.

1.1.9.3 Administrative PMPM Claims Submission

RFP Reference: 4.2.1.9.3

Acumen will prepare and submit administrative per-member-per-month (PMPM) claims to the Agency monthly in accordance with Chapter 600.

1.1.10 Administrative Services

RFP Reference: 4.2.1.10

Acumen's administrative services will be delivered or billed for those participants who have authorizations for the dates of service being billed. The DCI platform will ensure that all services have a prior authorized at time of enrollment. We acknowledge and understand administrative services for the waiver programs may not be billed until the date the participant's enrollment meeting is completed and the participant has at least one DCSW that is qualified to provide paid services.

We acknowledge and understand that administrative services for TMH participants can begin if authorized by the TMH office up to three (3) months prior to transition to the community.

1.1.11 Payroll and Invoice Payment Rules-Based System

RFP Reference: 4.2.1.11

Acumen recognizes the gravity of the responsibility that comes with the stewardship of public funds. Acumen has robust, GAAP-compliant accounting policies, procedures and software in place to manage public funds for its participant customers. Acumen has processed billions of dollars of payroll, and the company is proficient in processing all related function(s) under the RFP. Moreover, Acumen's technology platform DCI is an added quality and customer service advantage to ensure compliance (including billing) at every stage of the Payroll process.

The DCI Payroll Module uses approved service data to process payroll, and reconcile payments made for services. The module updates the budget/authorization use in real-time, manages worker time and generates and submits claims to the MMIS based on worker time. This streamlined process, from billing to payroll processing, is driven by the DCI ecosystem.

The DCI Payroll Module will be configured to ensure tracking worker time across all programs (ADW, IDDW, TBIW, and MFP) in the event a single Employer of Record serves as a Representative for participants in all four programs and worker(s) provide services to participants in more than one program.

As soon as work time has been tracked, validated, and reconciled, Acumen will process payroll on behalf of employers. Acumen will disburse payment to all employees hired by employers enrolled in the self-direction option who enter validated time. Acumen will ensure that workers are paid in compliance with federal and State Department of Labor wage and hour rules for regular and overtime pay (if program permits a worker working more than forty (40) hours in a work week) for all time submitted in accordance with specified requirements as well as any adjustments thereto (i.e., resolution of exceptions) which are determined appropriate based on program business rules. Acumen is not responsible for processing payments for the worker prior to completion of all required paperwork or for wages that exceed the authorized number of hours or funding amount approved for the participant.

Acumen will manage the application of garnishments, levies, and liens on workers' payroll checks in an accurate and timely manner, including but not limited to aggregating wages across multiple Participants/Representatives, and maintain the relevant documentation in participant files.

Acumen will deposit FICA and federal income tax withholding in the aggregate for all participants we represent using the Acumen FEIN, in accordance with IRS depositing rules and maintain relevant documentation in Acumen files. We will also deposit FUTA in the aggregate using our FEIN quarterly and maintain the relevant documentation in Acumen files.

Acumen will submit a list of checks or funds submitted under the State's Unclaimed Property Act each year, after ensuring that the Act's requirements for notice were met.

Acumen has a procedure to process payments to workers outside of the standard payment schedule including the capability to process payment daily including a manual process for issuing payroll checks for authorized and approved time, as requested by the Agency.

Acumen will disburse payments for work performed on a bi-weekly basis either by check or Electronic Fund Transfer (EFT) and will pay all applicable State and federal withholdings, and if applicable, municipal withholdings. Each check stub will reflect an accurate year-to-date total for all withholdings and mailed to the employee or made available electronically.

1.1.11.1 Online Vendor Payment

RFP Reference: 4.2.1.11.1

The DCI platform enables online vendors to invoice payments with the option for electronic payments for purchases. The rules and requirements for electronic payment will be available for online vendors.

1.1.12 MCO Participation

RFP Reference: 4.2.1.12

Acumen is prepared to bill each Managed Care Organization (MCO) based on member enrollment for services rendered if and when the State moves into a Medicaid managed long-term services and support model.

Acumen has contracted with many MCOs to provide Fiscal Employer Agent services across the country for 14 years. Our longest held contract is with Arizona Mercy Care Plan, who we initially contracted with in July 2008. Following is a list of MCOs with the contract dates that Acumen started to provide services to their members in Self-Directed services:

- Arizona
  - Banner – 10/2017
  - Mercy Care Plan – 07/2008
  - United Healthcare – 02/2019
- Kansas (Another Day) – Acumen Company
  - Aetna – 01/2019
  - Sunflower – 01/2013
  - United Health Care – 01/2013

- North Carolina
  - Partners Behavioral Health – 03/2019
  - Sandhills Center– 03/2020
  - Vaya Health – 07/2019
  - Trillium – 07/2019
  - Alliance – 07/2019
- Texas
  - Aetna Better Health of Texas – 07/2019
  - Amerigroup Amerivantage – 07/2019
  - Blue Cross/Blue Shield – 8/2020
  - Cigna Healthspring – 08/2019
  - Cook Children's Health Plan – 07/2020
  - Driscoll Health Plan – 11/2020
  - Superior HealthPlan, Inc – 08/2019
  - Texas Children's Health Plan – 07/2019

1.1.13 HIPAA Claims Compliance

RFP Reference: 4.2.1.13

Acumen can ensure that billing records support the amounts of Medicaid services claimed on the HIPAA compliant electronic claim form. The DCI Billing Module has a complete EDI engine that generates 837 files for billing the MMIS and to receive 835 remittances. The DCI Billing Module is flexible and capable of integrating with any system for billing and claims reimbursement. Acumen uses generated billing files to process payroll and reconciles payments made for services provided as well. This streamlined process, from billing to payroll processing, is driven by the DCI ecosystem.

1.1.14 Spending Plan Review

RFP Reference: 4.2.1.14

Acumen will provide a plan to ensure that the amount claimed does not exceed the participant's approved spending plan and specific service rates. Our Support Broker will work closely with their assigned participants to proactively review their spending plan to avoid any overages. This has been a proven strategy for Acumen in our current states where we deploy the Support Broker function. Acumen has a process to identify and resolve errors or omissions in a participant's spending plan, including instances when a worker fails to submit a timesheet to ensure accurate payment to a worker in a scheduled time period specified by the Agency.

Acumen will resolve discrepancies in time submissions for purposes of paying workers and generating claims for submission. Acumen will initiate action and make all reasonable efforts to resolve such discrepancies within the current payroll processing period during which payment to the worker should be processed, and prior to submission of claims to the MMIS and payment of workers by Acumen.

Acumen will reconcile and document, pursuant to business rules developed in collaboration with the Agency, any discrepancies between the DCI platform, the Participant spending plan, payments made to a worker, and claims submitted for reimbursement to the MMIS. Such reconciliation will be conducted on at least a bi-weekly basis. Acumen will implement a process to immediately notify the Participant/Representative and worker when a discrepancy in spending plan reporting cannot be resolved and the worker will not be reimbursed for services delivered and submitted in the DCI platform.

1.1.14.1 Recoupment Responsibility

RFP Reference 4.2.1.14.1

Acumen will be responsible for recoupment of overpayment within ninety (90) calendar days of identification. In the instance that an overpayment was made to a DCSW or vendor, Acumen has robust recoupment processes to communicate methods of repayment to the payee. We understand that the return of funds may cause a burden on the DCSW and are able to work on a repayment plan to meet their needs if necessary.

1.1.14.2 Replace Funds

RFP Reference: 4.2.1.14.2

Acumen will take responsibility to replace funds if recoupment is not possible if/when overpayments are the result of an Acumen error and report this to our assigned State contacts.

1.1.15 Reconciling Medicaid Payments

RFP Reference: 4.2.1.15

Acumen will utilize a process for reconciling Medicaid services paid to units billed. MMIS remittance statements will be compared to the DCI invoices billed. Invoices that have been suspended will be tracked until adjudicated. Rejected or denied claims will be researched to identify the rejection or denial reason, corrected and then resubmitted.

1.1.16 Medicaid Claim Resubmission

RFP Reference: 4.2.1.16

Acumen will resubmit any rejected or denied claims for Medicaid services, as appropriate, within three hundred sixty-five (365) calendar days from the date of denial in accordance with Agency timely filing requirements.

1.1.17 Identifying Participant Status

RFP Reference: 4.2.1.17

Acumen uses multiple sources to identify and track when a participant is admitted to a nursing facility, hospital, or Intermediate Care Facility for Individuals with Intellectual Disabilities (ICF/IID) and the length of stay. In most cases a representative or family member will notify the assigned Services Broker of the admission.

We also rely on the assigned Support Brokers to identify an admission based on their relationship with the participant. The Support Broker can also identify the lack of authorized services in DCI. If a break in service is identified the assigned Support Broker will contact the participant to find out why no services have been provided.

Finally, the Case Manager, Utilization Management staff or Claims Payer staff will notify Acumen of the admission.

1.1.18 Non-Billing Period

RFP Reference: 4.2.1.18

Acumen can change the availability to access a participant's authorization setting in DCI. Changing this setting will ensure self-directed HCBS services cannot be provided, nor can a claim be generated when a participant is admitted to a nursing facility, hospital, or ICF/IID.

1.1.18.1 Recoupment of Non-Billing Period

RFP Reference: 4.2.1.18.1

Acumen will prepare a recoupment plan to replace HCBS funds that were claimed and paid when a participant was admitted to a nursing facility, hospital, or ICF/IID. Participants of the TMH program that are in the process of transitioning to the community will be the exception to this rule. The extent of the plan will be based upon the duration of the admission to a nursing facility, hospital, or ICF/IID, the number of claims paid and the amount to be recouped.

1.1.19 Participant Direct Billing

RFP Reference: 4.2.1.19

The DCI Authorization Module is designed to stop payment over the allowed established service limits that were authorized. The DCI Authorization Module serves as a real-time data management and reconciliation system for authorizations for employers and the Department. The Authorization Module provides role-based portals to effectively manage service authorizations or plans of care.

The DCI Authorization Module tracks in real-time declining balances of authorizations so participants, DCSWs, Support Brokers are aware at all times of the amount of approved service remaining on the authorization. It also ensures billing compliance by enforcing business rules defined at the service code level by the Agency.

1.1.20 Monitoring FICA, FUTA/SUTA Filing and Payment

RFP Reference: 4.2.1.20

Acumen has a process to monitor the filing and payment of Federal Insurance Contributions Act (FICA), Federal Unemployment Tax Act/State Unemployment Tax Act (FUTA/SUTA) paid for each DCSW by the employer when applicable exemptions apply (i.e., certain DCSWs may qualify for the Difficulty of Care Federal Income Tax Exclusion or qualify as a foster care or supportive living provider) and be exempt from paying federal and possibly state income tax withholding. We collect this relationship info during the employee enrollment process.

We also recognize that certain family members who are paid DCSWs may be exempt from paying into FICA and/or FUTA/SUTA. The State also may be subject to the United States Department of Labor FUTA Credit Reduction process, or some DCSWs may not meet the applicable FICA and/or FUTA wage thresholds.

1.1.21 Acumen Minimum Reserve

RFP Reference: 4.2.1.21

Acumen has the financial capability for the one-time minimum reserve to pay for three (3) months of estimated service costs prior to the contract start date to account for retroactive payments from the Agency for billed claims.

Acumen has been in business for over 28 years. Our business has been unaffected financially from the COVID crisis and we can assure the State that we will still be here providing great service now that the crisis is over. Our finances are strong, we have an ongoing $35,000,000 operating line of credit, and we have the backing of our investors, Alpine Investments, a billion-dollar private equity investor. We offer this to give the State the utmost assurance we will be financially capable of performing at the highest level throughout the life of this contract. We look forward to the opportunity for a long and lasting partnership.

1.1.22 Advanced Billing

RFP Reference: 4.2.1.22

Acumen will not bill in advance for any services, except for community transition services in MFP program EAA, and PDGS. Our DCI platform has robust business rules that will be enabled to only allow advanced billing for the approved services. If the service code is prohibited from being billed in advance, the system will reject this entry.

1.1.23 Monthly Utilization Reporting

RFP Reference: 4.2.1.23

Acumen will provide monthly utilization data/reports inclusive of claims and expenditure information that compares monthly self-directed service expenditures to the amounts allocated in the participant's budget and spending plan. During the Implementation phase we will meet with the Agency to determine the format and schedule for the monthly report submission.

Acumen will also make available utilization data/reports for participants and their representatives, as requested by participant/representative or Agency, that compares monthly self-directed service expenditures to the amounts allocated in the participant's budget/spending plan (for the month and cumulative). The participant/representative can also review their utilization on DCI.

1.1.24 Medicaid Accounting and Information System

RFP Reference: 4.2.1.24

Acumen recognizes the gravity of the responsibility that comes with the stewardship of public funds. Acumen has robust, GAAP-compliant accounting policies, procedures and software in place to manage public funds for its participant customers. Acumen will establish and maintain an accounting and information system for receiving and disbursing Medicaid and other federal funds and for tracking all transactions and balances.

1.1.25 Participant and Employer Enrollment

RFP Reference: 4.2.1.25

The success of self-direction is based on the empowerment of participants to perform their self-direction responsibilities, starting with enrollment. Our Support Brokers are fully trained to provide the necessary information, taking complex federal, State and, if required, municipal Medicaid, tax and labor regulations in a simple manner that is easily understood by participants.

The first step is enrollment. Our Support Brokers have a curriculum to teach and coach participants and representatives how to self-direct. It is important to note that we are not teaching them how to have control over their lives or how to speak to their DCSW about how they want their services delivered; rather, we are teaching about the mechanics of being an employer and the forms and task required of them.

These training courses have been developed by sharing our knowledge across states and programs to create a user friendly experience that speaks to the heart of self-direction. Our Support Brokers do more than just get the enrollment packet content signed and processed. They explain why each form is required and how it is used by the IRS, State or municipality. Participants and representatives are encouraged to ask questions to ensure their understanding. Our Support Brokers are also skilled at working with state personnel and case managers to help participants move through the enrollment process. By keeping everyone informed on the status, parties can help each other ensure services are provided in a seamless manner. Acumen acts as a member of the participant's team in managing their self-directed services.

Training will be tailored to meet the needs of the individuals to allow for the greatest sharing of knowledge. Acumen has a standard training curriculum which is tailored to each program. We have found that offering a variety of training courses at regularly scheduled intervals has been able to capture the majority of our stakeholders. Web-based training can be delivered to a live audience and recorded to be viewed at a later time. These are also uploaded to the DCI Help Center under the State/Program specific training sections. During the Public Health Emergency, Acumen ensured that training was made widely available online as in-person visits and public training sessions were halted. We feel that we continued to be able to reach a wide audience even without being able to offer in-person support. While online training does cater to a wide audience, we are excited to return to in-person offerings to support those who request this training option.

Acumen has standard policies and procedures that document internal controls to perform to enroll each participant. During the Implementation Phase Acumen will schedule meetings to lead a review of our policies and procedures, identify West Virginia specific enrollment requirements and update as appropriate. Once the updates have been completed Acumen will submit the policies and procedures for Agency review and approval. Acumen uses a modern online Electronic Enrollment System ("EES"), along with call-in, mail-in, and in-person enrollment options. Second, Acumen training materials have been designed with a multi-prong approach, for participants with different learning preferences, languages, and technology skill levels/capabilities.

Providing excellent customer service is an Acumen core competency. During work sessions with the Agency, Acumen will request demographic information about additional language or translation services that may be required. In Minnesota, for example, Acumen identified that many of the underserved population were from Somali. During our implementation, Acumen recruited and hired an Executive Director with extensive experience internationally and a Service who spoke Somali fluently. Through outreach and word of mouth, Acumen became the agency of choice for this diverse population.

Another example is how Acumen serves the diverse population across the State of Oregon. Oregon is a sanctuary state, where more than one out of every ten Oregonians is foreign-born, and one in every nine is native-born with at least one parent who was an immigrant. We identified that most immigrants (over 36%) were from Mexico. Acumen hired a Support Broker who is fluent in Spanish and is a first-generation native-born citizen to assist this population.

We believe in our team being representative of the community we are supporting.

1.1.25.1 Employer Enrollment Packet

RFP Reference: 4.2.1.25.1

For employers, Acumen's enrollment packet for the FMS program will include, but not be limited to:

- Introductory/cover letter welcoming the participant to Acumen;
- An F/EA FMS brochure that includes information about Acumen's subagent services and operations with an overview of the self-directed option, e.g., roles and responsibilities of the FMS/Payroll, hours of operation, toll-free telephone/TTY/TDD/fax numbers, Acumen key contact information including emergency contact information, incident management steps, web address, mailing address, etc.;
- Enrollment forms checklist, including a self-addressed stamped envelope for return mailing of completed forms (if not fully enrolling electronically via EES);
- Employer contact information form, including emergency contact information to be filled out by the Employer;
- Semi-completed IRS Form SS-4 – Application for Employer Identification Number, so Participants can be recognized as the Employer of Record and complete Form 2678;
- West Virginia Office of Business Registration Application;
- Semi-completed IRS Form 2678 – Employer Appointment of Agent, so Acumen can report and file employer-related taxes on behalf of Participants;
- West Virginia Form 2848 Authorization of Power of Attorney;
- Semi-completed IRS Form 8821 – Tax Information Authorization Form, so Acumen can obtain historical 940 and 941 filing information that may be necessary in the future;
- West Virginia Form WV/EFT-5, State Tax Department Electronic Funds Transfer Application;
- Acumen Subagent Consent Form;
- West Virginia Form WV/ARI-001 Authorization to Release Information;
- Employer Agreement form identifying rights, roles, and responsibilities (including legal responsibilities) of the employer and Acumen, the State program agency, and support coordinators stating the employer understands each party's role and responsibilities, and agrees to abide by the policies and procedures of Acumen and the State program agency;

- Employer and employee (including DCSW, Vendors, and small unlicensed providers) handbook and agreement forms, identifying rights, roles, and responsibilities (including legal responsibilities) of each party. The agreement forms state that the Employer is the employer of the employee, the employee has the necessary knowledge, skills, and experience to meet the employer's support service needs, and has received orientation and training sufficient to meet the employee's needs;
- Includes the process by which the employer will inform qualified employees of their right to unemployment when appropriate;
- Includes the process, and materials by which, the employee will submit the Worker Termination Form to Acumen within twenty-four (24) hours of when the employee ceases working for the employer. Acumen uses this information to complete the Reason for Separation notice;
- An agreement form that the Employee must sign, stating that he or she will notify Acumen if the Employer is admitted to a hospital, nursing facility, or is incarcerated;
- Process for employee employment status changes and notifications;
- Designated representative form that lists the roles, responsibilities, and limitations of the representative relative to the employer as a self-directed employer (to be signed by the employer's designated representative, if applicable). The form states that the person agrees to be the designated representative and serve as the employer abiding by policies and procedure of Acumen and the State program agency;
- Formal incident logging and resolution procedure for disputes that arise between employer and employees;
- Workplace safety information, injury prevention, and incident reporting;
- Employer site and home safety check list, including injury prevention and precaution (e.g., safe lifting techniques and body mechanics);
- Procedures for addressing emergencies;
- Emergency reporting contact information and telephone numbers (home and cell if available);
- Due date and payment schedule, clearly delineating timesheet due dates, pay periods, and pay dates;
- Timesheet and instructions on how to submit timesheets, receipts, and other related documentation in compliance with program rules;
- Includes the process for compliantly purchasing goods and services from vendors, small unlicensed providers, and independent contractors, and submitting invoices for these purchases (including a vendor payment schedule);
- Sample payroll report and instructions;
- Satisfaction survey process, and process by which to join Acumen's 'roundtable' on how to improve the F/EA FMS experience; and
- Instructions included to assist in the completion of all forms.

Upon completion of all required forms and documents during the enrollment process, Acumen will provide confirmation to the employer.

Acumen will prepare a West Virginia specific Employer/Employee enrollment packet containing the forms required to establish the employer/employee respectively. The pre-filled forms will be submitted to the Agency for review and approval.

Each year, as federal or State forms are modified, we will update the packet forms and if required, will work with the employer or employee to ensure compliance with the most recent version of the affected form(s).

Acumen will digitize each employer/employee document and maintain the forms in accordance with federal and State regulations.

1.1.26 Acumen Support Broker Services

RFP Reference: 4.2.1.26

A universal concern about self-directed models is that participants are responsible to hire, fire, and supervise their DCSW. In most cases it is the first time a participant has ever had to perform these functions. We have worked with participants who are unsure how to identify candidates, interview candidates and hire their personal support worker(s); they may not see the need or want to prepare a backup plan; or they are afraid to terminate their DCSW.

Acumen Support Brokers do more than just assist participant/representative employers to complete and submit required information and forms. Our Support Brokers are required to be subject matter experts on self-directed services and provide education and support. Acumen Support Brokers are hired with extensive experience working in the field of disabilities and behavioral health to assist in developing and creating individualized support for individuals of all ages, disabilities and cultures. We believe that self-direction is the highest level of individualized support regardless of whether services are provided in the home or community. Assistance can be provided via telephone for simple questions or a home visit for participants struggling with an issue best resolved with in-person support.

Identifying or recruiting employees can often be the most challenging and rewarding aspect of self-direction. Many participant/families have a large network within their circle from which to recruit from. Other participants/families are more isolated. The Acumen Support Broker can assist the participant/family using a variety of brainstorming techniques to help identify who in the participant/family's circle might be interested in providing services. The Acumen Support Brokers can assist in finding staff as needed. We believe in our team being representative of the community we are supporting. This will include all aspects of recruitment.

The following is one of many examples that exemplifies our commitment to create a partnership with the individuals and families we serve.

In Montana, a tribal member family who resides in an American Indian reservation, had an adult son who had been living in a group home for many years. The group home was located many miles away from the family so they could not visit on a regular basis. The son wanted to come home, but his behavioral needs were escalating. To manage his behaviors the young man was being prescribed more and more medication.

The family initially asked their Case Manager about supporting their son through self-direction and were discouraged from attempting it due to his behavior and the lack of local resources. The family asked to meet with staff from Acumen who were providing fiscal management services throughout the state. The Executive Director met with the family and discussed options. Training was provided based on what the family needed to be successful for self-directed services. Lists of natural support and possible employees were created, and assignments given to members of the team to reach out and see if there was anyone interested. In addition, items needed to keep the family and son safe were identified and compared to allowable purchases through the self-directed program.

The family made the decision that they had enough support identified to bring their son home. A discharge date was set and the process to enroll in self-direction began. Acumen staff walked through the enrollment paperwork to ensure it was correct and then processed. There could not be a duplication of billing while the son was residing in the group home so family members who did not have to learn how to work with the son were enrolled first. Training on how to enter time through DCI, the Acumen EVV compliant web-based system was provided to every employee. The mother who was identified as the employer received training on how to review, approve time and monitor funding usage.

The son came home, and services started. There was ongoing support needed in the beginning since the family did not have a reliable group of staff. Ongoing enrollment and training were needed from Acumen. The mother/employer would call and talk through ideas with the Acumen staff using them as a sounding board for what was possible through self-direction.

The son has been home for over a year now. Since that time his behavior has improved so his medications have been reduced. He is now asking to move into his own home. The family has identified a housing option and are transitioning him into his own home with increased staffing support. Looking back two years ago, the family cannot believe that their son would have his own home, in his home community, with his family supporting him.

1.1.27 Employer Packet Processing

RFP Reference: 4.2.1.27

Employer enrollment is an Acumen core competency. Acumen has significant experience enrolling thousands of participants and their employees. First, we have the experience and organizational capacity to efficiently handle the enrollment. Acumen employs a state-of-the-art online Electronic Enrollment System ("EES"), along with call-in, mail-in, and in-person enrollment options. Second, Acumen training materials have been designed with a multi-prong approach, for employers and employees with different learning preferences and technology proficiency levels.

The employer enrollment, including all materials included in the enrollment packet, can be completed online through EES. The enrollment packets and materials are user friendly and are designed for a sixth grade reading level. Enrollment packets can be translated into other languages, as required. We suggest that EES be the primary method for enrolling employers. The EES system allows the employers to complete online enrollment and either choose to sign electronically or to print and sign the forms.

Whether an Individual enrolls electronically via Acumen's EES or manually through a paper packet, the services and documents are identical. The fully completed information from the employer packet with the applicable federal and State agencies will be processed within two (2) business days of receipt of the information. Upon completion of all required forms and documents during the enrollment process, Acumen will provide confirmation to the employer that their enrollment is completed.

Acumen will submit an initial Participant enrollment packet to the Agency during the Implementation phase for review and approval. Once approved, the enrollment packet will be made available for employers.

1.1.28 Employer Documentation Maintenance

RFP Reference: 4.2.1.28

Acumen will digitize each employer/employee document and maintain the forms in accordance with federal and State regulations. Acumen uses a content management platform that utilizes document scanning and data capture to digitize each document. Each employer's file is separated for ease of finding information.

1.1.29 Employer/Representative Employer Missing Information Process

RFP Reference: 4.2.1.29

Assigned Support Brokers review each submitted Employer/Representative Employer packet to ensure each form is completed and done correctly. If the Support Broker identifies missing or incorrect information, they will notify the participant/representative employer within five (5) business days and assist them with obtaining it.

The notification can be via telephone, email or a personal onsite visit. Our Support Brokers are available to coach or provide training to educate a participant on the necessity and use of each form to ensure they are comfortable with the requirements of self-direction. The goal is to complete missing or incomplete documents in a timely and efficient manner so that there are no delays in a participant receiving services.

1.1.30 IRS Form SS-4 Process

RFP Reference: 4.2.1.30

Acumen will file an IRS Form SS-4, Application for Federal Employer Identification Number and obtain a FEIN for each participant/representative employer per IRS procedures. Acumen will digitize and maintain a copy of the form and the participant /representative employer's FEIN in the participant file.

1.1.31 WV/BUS-APP Process

RFP Reference: 4.2.1.31

Acumen will file the WV/BUS-APP, Business Registration, obtain employer account numbers for state income tax withholding and state unemployment insurance purposes. Acumen will digitize and maintain copies of the form and the account numbers in the participant /representative employer's file.

1.1.32 Municipality Required Registration

RFP Reference: 4.2.1.32

Acumen will file with the municipality as required to register the participant as an employer. Acumen will digitize and maintain the participant/representative registration and account number in the participant /representative employer's file.

1.1.33 City Service Fee Process

RFP Reference: 4.2.1.33

Acumen will withhold and submit municipal fees (city service fees) for participant s' qualified workers as applicable.

1.1.34 Municipality Processing Responsibilities

RFP Reference: 4.2.1.34

Acumen acknowledges the responsibility for any penalties for failure to register the participant /representative employer or failure to pay municipal fees as required by the municipality.

1.1.35 DCSW and Vendor Enrollment

RFP Reference: 4.2.1.35

Acumen has standard policies and procedures that document internal controls for processing DCSWs' human resources documentation and self-directed vendors' information. These policies and procedures include how Acumen inputs payroll and billing invoices in the DCI platform. During the Implementation phase, Acumen will lead meetings to review our policies and procedures, identify West Virginia specific requirements and update as appropriate. Once the updates have been completed, Acumen will submit the policies and procedures for Agency review and approval.

The enrollment, including all materials included in the enrollment packet, can be completed online through EES along with call-in, mail-in, and in-person enrollment options. The enrollment packets and materials are user friendly and are designed for a sixth grade reading level. Enrollment packets can be translated into other languages, as required. We suggest that EES be the primary method of enrolling employers and employees. The EES system allows the employers and employees to complete online enrollment and either choose to sign electronically or to print and sign the forms. Furthermore, Acumen training materials have been designed with a multi-prong approach, for employers and employees with different learning preferences and technology proficiency levels.

Whether an Individual enrolls electronically via Acumen's EES or manually through a paper packet, the services and documents are identical. Acumen will submit an initial Participant enrollment packet to the Department during the Implementation phase for review and approval. Once approved, the enrollment packet will be made available for the MCO and DHHR.

1.1.35.1 Employee Enrollment Packet

RFP Reference: 4.2.1.35.1

Acumen will prepare a West Virginia specific employee enrollment packet containing the forms required to establish the employer/employee respectively. The pre-filled forms will be submitted to the Agency for review and approval. For employers, Acumen's enrollment packet for the FMS program will include, but not be limited to:

- Introductory letter welcoming the Employer/Employee to Acumen;
- An F/EA FMS brochure that includes information about Acumen's services and operations with an overview of the self-directed option, e.g., roles and responsibilities of the FMS/Payroll, hours of operation, toll-free telephone/TTY/TDD/fax numbers, Acumen key contact information including emergency contact information, incident management steps, web address, mailing address, etc.;
- Enrollment forms checklist, including a self-addressed stamped envelope for return mailing of completed forms (if not fully enrolling electronically via EES);
- Employer contact information form, including emergency contact information to be filled out by the employer;
- Employer and employee (including SSW, Vendors, and small unlicensed providers) handbook and agreement forms, identifying rights, roles, and responsibilities (including legal responsibilities) of each party. The agreement forms state that the employer is the employer of the employee, the employee has the necessary knowledge, skills, and experience to meet the employer's support service needs, and has received orientation and training sufficient to meet the employee's needs;
    - Includes the process by which the employer will inform qualified employees of their right to unemployment when appropriate;
    - Includes the process, and materials by which, the employee will submit the Worker Termination Form to Acumen within twenty-four (24) hours of when the employee ceases working for the employer. Acumen uses this information to complete the Reason for Separation notice.
- An Agreement form that the employee must sign, stating that he or she will notify Acumen if the employer is admitted to a hospital, nursing facility, or is incarcerated;
- Process for employee employment status changes and notifications;
- Designated representative form that lists the roles, responsibilities, and limitations of the representative relative to the employer as a self-directed employer (to be signed by the employer's designated representative, if applicable). The form states that the person agrees to be the designated representative and serve as the employer abiding by policies and procedure of Acumen and the State program agency;
- Formal incident logging and resolution procedure for disputes that arise between employer and employees;
- Workplace safety information, injury prevention, and incident reporting;
- Employer site and home safety check list, including injury prevention and precaution (e.g., safe lifting techniques and body mechanics);
- Procedures for addressing emergencies;
- Emergency management protocols;
- Emergency reporting contact information and telephone numbers (home and cell if available);
- Unemployment Insurance Registration Form;
- Obtaining authorization from the State Unemployment Insurance Agency for the limited purpose of managing unemployment taxes for each Participant;
- Due date and payment schedule, clearly delineating timesheet due dates, pay periods, and pay dates;
- Timesheet and instructions on how to submit timesheets, receipts, and other related documentation in compliance with program rules;

- Includes the process for compliantly purchasing goods and services from vendors, small unlicensed providers, and independent contractors, and submitting invoices for these purchases (including a vendor payment schedule).

- Sample payroll report and instructions;
- Satisfaction survey process, and process by which to join Acumen's 'roundtable' on how to improve the F/EA FMS experience;
- Instructions included to assist in the completion of all forms.

1.1.36 DCSW Packet Completion Process

RFP Reference: 4.2.1.36

Assigned Support Brokers will assist DCSWs to complete and submit the required information and forms. Assistance can be provided via telephone for simple questions or a home visit for participants struggling to complete the forms. Our Support Brokers share the common goal of completing enrollment in a seamless manner and establishing a relationship to entrust us with the security of accurate and timely payroll processing for their employees. This is an area where Acumen excels and has successfully enrolled many participants and their DCSWs through the personal in-person or through voice-to-voice. We believe in going the extra mile for our customers.

1.1.37 DCSW Packet Process

RFP Reference: 4.2.1.37

DCSW enrollment is an Acumen core competency. Acumen has significant experience enrolling thousands of participants and their employees. First, we have the experience and organizational capacity to efficiently handle the enrollment. Acumen employs a state-of-the-art online Electronic Enrollment System ("EES"), along with call-in, mail-in, and in-person enrollment options. Second, Acumen training materials have been designed with a multi-prong approach, for employers and employees with different learning preferences and technology proficiency levels.

The DCSW enrollment, including all materials included in the enrollment packet, can be completed online through EES. The enrollment packets and materials are user friendly and are designed for a sixth grade reading level. Enrollment packets can be translated into other languages, as required. We suggest that EES be the primary method for enrolling DCSW. The EES system allows the employers to complete online enrollment and either choose to sign electronically or to print and sign the forms.

Whether an Individual enrolls electronically via Acumen's EES or manually through a paper packet, the services and documents are identical. The fully completed information from the employer packet with the applicable federal and State agencies will be processed with two (2) business days of receipt of the information. Upon completion of all required forms and documents during the enrollment process, Acumen will provide confirmation to the employer that their enrollment is completed.

Acumen will submit an initial DCSW enrollment packet to the Agency during the Implementation phase for review and approval. Once approved, the enrollment packet will be made available for employers.

1.1.38 DCSW Documentation Maintenance

RFP Reference: 4.2.1.38

Acumen will digitize each DCSW document and maintain the forms in accordance with federal and State regulations.

1.1.39 DCSW Missing Information Process

RFP Reference: 4.2.1.39

Assigned Support Brokers review each submitted DCSW packet to ensure each form is completed and done correctly. If the Support Broker identifies missing or incorrect information, they will notify the participant representative employer regarding missing or incorrect information submitted from the DCSW and assist the participant/representative employer to obtain the missing DCSW information it within five (5) business days.

The notification can be vis telephone, email or a personal onsite visit.

1.1.40 IRS Form W-9 Process

RFP Reference: 4.2.1.40

Acumen will distribute and collect completed IRS Forms W-9, Request for Taxpayer ID, and Certification within thirty (30) calendar days, when it is determined that a participant-directed vendor is an independent contractor.

1.1.41 DCSW IRS Form W-4 and WV Form IT-104 Process

RFP Reference: 4.2.1.41

Acumen will process the DCSWs' IRS Forms W-4 Withholding Allowance Certificate and the West Virginia Forms IT-104, West Virginia Employee Withholding Exemption Certificate within thirty (30) calendar days.

1.1.42 DCSW IRS Form W-4 and WV Forms IT-104 Maintenance

RFP Reference 4.2.1.42

Acumen will digitize maintain copies of the IRS Forms W-4 and West Virginia Form IT-104, when applicable, in each DCSW's file.

1.1.43 US BCIS Form 1-9 Process

RFP Reference: 4.2.1.43

Acumen will collect and maintain copies of the US BCIS Form 1-9, Employment Eligibility Verification Form in each DCSW's file.

1.1.44 DCSW Medicaid Provider Agreement Process

RFP Reference: 4.2.1.44

Acumen will execute a Medicaid Provider Agreement with DCSWs and a West Virginia Provider Service Agreement. Once received with Acumen's of authorized Participant- Directed Goods and Services, Environmental Accessibility Adaptation (EAA), Personal Emergency Response System (PERS), Extended Professional Services/therapies, and Community

Transition Services will digitize and maintain copies of these documents in the DCSWs' and vendors' files.

1.1.45 DCSW Criminal Background Checks

RFP Reference: 4.2.1.45

Acumen will participate in the West Virginia Clearance for Access: Registry & Employment Screening (WV CARES) program for the required documentation for fingerprint-based state and federal criminal background checks for all DCSWs hired by the participant/representative employer.

1.1.46 DCSW Criminal Background and Fitness Determination Maintenance

RFP Reference: 4.2.1.46

Once received Acumen will digitize and maintain fitness determinations of criminal background check results from the WV CARES on DCSW candidates. Acumen will provide results of the fitness determination to participant/representative employers within two (2) business days of receipt.

1.1.46.1 Receive and Maintain Rap Back Notifications

RFP Reference: 4.2.1.46.1

Once received Acumen will digitize and maintain "rap back" notifications regarding WV CARES fitness determinations on active DSCWs. The participant/representative employer will be notified within (1) business day of receipt of a notification that disqualifies a DCSW and the DSCW' s employment terminated at that time.

1.1.47 SSN and FEIN Verification

RFP Reference: 4.2.1.47

Acumen will verify each DCSW's social security number and providers' and vendors' FEIN through the Social Security Administration and IRS as appropriate.

1.1.48 New Hire Reporting

RFP Reference: 4.2.1.48

Acumen will report participant/representative employers' new worker hires into the New Hires Directory within twenty (20) calendar days of hire.

1.1.49 New Hire Report Maintenance

RFP Reference: 4.2.1.49

Acumen will digitize and maintain copies of New Hire Reporting documentation in workers' files.

1.1.50 Participant/Representative Employer Orientation and Training Responsibilities

RFP Reference: 4.2.1.50

Acumen has trained tens of thousands of people with disabilities, employers of people with disabilities, care givers, state agencies, and providers over the past 28 years. In addition, the

DCI platform offers an online training LMS that can deliver online training videos, manuals, and tests with automated scoring and certification.

Our outreach and training efforts will start during the first week of the contract. We believe a successful outreach and training effort cannot be a cookie-cutter plan where just the name of the client is changed; we need to learn as much as possible about the West Virginia community to finalize our Training Plan. And when we learn, we transfer that knowledge to a more customized training plan.

The Acumen outreach activities will be targeted to participants but have not yet chosen to participate in Self-Direction, and to participants who have been identified as interested in Self-Direction in the 1915(c) Waiver Program but have not yet chosen to participate in Self-Direction.

Our outreach activities will focus on providing information about the Self-Direction, as applicable (e.g., how the service delivery model works, including using a Representative, roles and responsibilities, program requirements, how to enroll, assistance provided to a Participant/Representative by Acumen, coordination between Acumen and the Agency, as applicable, etc.).

Acumen will provide comprehensive training for participants and workers on both self-direction with Acumen and DCI, primarily as part of the enrollment process. Acumen will also provide supplemental training sessions across West Virginia as will likely be required to ensure familiarity of participants and DCSWs with Acumen Financial Management Services.

Acumen has developed numerous curricula with different modes of delivery for our DCI platform courseware. Our Training Lead will submit a sample of our Instructor led, Train-the-Trainer, web-based training materials for Agency review and will facilitate work sessions to review the materials prior to the required specific modification effort. Once the general aspects of the training materials are reviewed and approved, our Training Lead will then be responsible for incorporating West Virginia specific information.

Acumen also provides Help and Training Guides for specific user roles and permissions, defined into process steps that help users perform the ongoing functions of their role, which will be provided to the Agency for review. In addition, "flyouts" can be sent within the DCI platform to give users tips, guidance, and clarification as they perform daily functions.

Acumen will maintain Agency approved training materials and delivery media for the life of the contract. All participant materials, including educational and outreach materials, will meet the following specifications:

- All participant educational or outreach materials will be in plain language in a manner and format that may be easily understood and is readily accessible by participants and potential participants unless the Agency approves a different standard. Articles and/or informational material included in written materials such as newsletters, brochures, etc. will be limited to approximately two hundred (200) words for purposes of readability unless otherwise approved in writing by the Agency.
- All written materials will be clearly legible and unless otherwise directed by the Agency will be written in an easily readable font size.

- All written materials will be printed with the notice of non-discrimination and taglines as required by the State. Acumen will also provide required participant materials/information electronically or available on the Acumen website.
    - The material/information placed on the Acumen website will be in a location that is prominent and readily accessible for participants and potential participants to link to from Acumen's home page;
    - The material/information will be provided in a format that can be electronically saved and printed; and
    - If an individual requests that Acumen mail them a copy of the material/information, Acumen will mail free of charge the material/information to them within five (5) days of that request.
- Acumen will not include the following on any written materials, including but not limited to educational materials, without the written approval of the Agency:
    - The Seal of the State of West Virginia;
    - The Agency name, unless the initial "SM" denoting a service mark is superscripted to the right of the name (e.g., Department of Intellectual and Developmental Disabilities);
- The word "free" unless the service is at no cost to all participants. If participants have cost sharing or patient liability responsibilities, the service is not free. Any conditions of payments will be clearly and conspicuously disclosed near the "free" good or service offer;
- The use of phrases to encourage enrollment such as "keep your provider or benefits" implying that participants can keep all of their providers or must enroll in order to keep or not lose benefits. Enrollees in one of the West Virginia programs will not be led to think that they can continue to go to their current provider, unless that provider is a contract provider;
- Participant materials will not mislead, confuse, or defraud participants or the State;
- Acumen will provide written notice to participants of any changes in policies or procedures described in written materials previously sent to participants. Acumen will provide written notice at least thirty (30) days before the effective date of the change;
- Acumen will notify participants when it adopts a policy to discontinue coverage of a counseling or referral service based on moral/ethical or religious objections at least thirty (30) days prior to the effective date of the policy for any particular service;
- All participant materials will be translated and available in Spanish within ninety (90) calendar days of notification by Agency. All Acumen's Vital Documents will be translated and available to each limited English proficiency group identified by Agency, that constitutes five percent (5%) of the population, or one thousand (1,000) enrollees, whichever is less;
- All written participant materials will inform enrollees and potential enrollees of how to obtain materials in alternative formats and how to access oral interpretation services and that both alternative formats and interpretation services are available at no expense to the individual. This information is considered a Vital Document and will be available at a minimum in the English and Spanish languages. All written participant materials will ensure effective communication and be made available in alternative formats at the request of the participant, potential participant, or their representatives in an appropriate manner that takes into consideration the special needs of participants or potential participants with disabilities or limited English proficiency. These alternative formats will be free of charge to

the individual. Alternative formats may include but are not limited to: Auxiliary aids or services, such as, Braille, large print, and audio; American Sign Language interpretation, written translations, and language assistance services and shall be based on the needs of the individual;

- All written participant material will include notice of the right to file a discrimination complaint as set forth in Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Titles II and III of the Americans with Disabilities Act of 1990, 42 U.S.C. § 18116 (codified at 45 C.F.R. pt. 92), and the Age Discrimination Act of 1975. This notice will be considered a Vital Document and will be available at a minimum in the English and Spanish languages; and
- All written participant material will include information on fraud, waste, and abuse and how to report suspected fraud, waste, and abuse.

Acumen provides recorded webinars that can be viewed at any time. Our high-definition training videos can be viewed in the help desk, under the secure Acumen website, or viewed via an email link through the Wistia video hosting platform. User manuals and FAQ'S can be viewed in the Acumen help desk, under the secure Acumen website, or viewed via email or physical documents.

1.1.51 Participant/Representative Employer Orientation and Training Process

RFP Reference: 4.2.1.51

Acumen will have a participant/representative employer orientation process that uses a standard curriculum and materials that have been pre-approved by the Agency. As Acumen has grown across the country, we have improved the experiences of self-directed participants and their families by actively engaging in the self-direction experience. Developing thorough training and orientation materials comes from an understanding not only of financial management, but also of self-direction experience. Working in conjunction with the State, materials make sure that processes are broken down and clear to the participant and their team. Regardless of the service delivery model, person-centered planning provides knowledge, education, and training, to the whole team to promote success in living independently and remaining in the community.

Across the state of Georgia, our Acumen Georgia team works in conjunction with the state to provide initial self-directed orientation. Acumen provides information on our services and has provided additional curriculum as requested by the State.

1.1.51.1 Participant/Representative Employer Readiness Assessment

RFP Reference: 4.2.1.51.1

Prior to conducting the participant/representative employer orientation, Acumen will perform a readiness assessment to identify and address any issues that may impede the participant/representative employer's success in self-directing their services. This assessment will be developed with approval from the State to determine the criteria for “readiness”.

1.1.52 Participant/Representative Employer Orientation Content

RFP Reference: 4.2.1.52

During orientation Acumen will provide information and review with participant/representative employer. Acumen understands that individuals have different learning styles, and that all training cannot be performed in a "one and done" format. To that end, we offer one on one training, live group sessions, reading materials, recorded video presentations, and provide tools and resources for all parties to reference as reminders ongoing.

After initial orientation if a participant/representative employer needs additional help, did not understand the material or was unable to attend, their assigned Support Broker can schedule a teleconference or onsite visit to present the material. We will also outreach to someone if we see an area where retraining would be beneficial. By offering a variety of teaching methods, we can cater to all learning styles yielding individuals who have a full understanding of how to effectively manage their role in self-direction, which include:

1.1.52.1 Role and Responsibilities of the Participant/Representative Employer

RFP Reference: 4.2.1.52.1

An explanation of the role and responsibilities of the participant/representative employer.

1.1.52.2 Acumen Role and Responsibilities

RFP Reference: 4.2.1.52.2

A description of Acumen's role and responsibilities as the subagent to the Agency.

1.1.52.3 Acumen Customer Service Contact Information

RFP Reference: 4.2.1.52.3

Instructions for how the participant/representative employers can contact Acumen Customer Service.

1.1.52.4 Acumen F/EA FMS Services

RFP Reference: 4.2.1.52.4

Define Acumen's role as the Subagent and the F/EA FMS services provided.

1.1.52.5 Acumen Hours of Operations.

RFP Reference: 4.2.1.52.5

Our customer service center is open 24 hours a day, 7 days a week, 365 days a year.

1.1.52.6 Acumen Key Contacts

RFP Reference: 4.2.1.52.6

The most important contact is the assigned participant/representative employer's assigned Support Broker and then the West Virginia based staff.

1.1.52.7 Acumen Toll-free Telephone, TIY, and Fax Numbers

RFP Reference: 4.2.1.52.7

The Acumen Customer Service offers toll-free phone and fax number, and teletypewriter (TTY) number to communicate with employers who have a hearing impairment.

1.1.52.8 Participant Rights and Responsibilities

RFP Reference: 4.2.1.52.8

Participants' rights and responsibilities will be defined.

1.1.52.9 Instructions for Completing Participant/Representative Employer Enrollment Forms

RFP Reference: 4.2.1.52.9

Participant /Representative Employers will be instructed how to complete forms included in the Participant/Representative Employer Enrollment Packet.

1.1.52.10 Incident Reporting Process

RFP Reference: 4.2.1.52.10

Participant /Representative Employers will be instructed how and when to complete an incident report.

1.1.52.11 DCSW Criminal Background Checks

RFP Reference: 4.2.1.52.11

The assigned Support Broker will ensure that a Service Agreement, using the template approved by the Agency, is signed between the Participant/Representative and their DCSW following the Acumen's verification that a DCSW meets program policy qualifications. If Acumen cannot ensure the signed Service Agreement due to circumstances beyond our control the assigned Support Broker will document in writing and maintain the participant's file.

Acumen will process DCSW criminal background checks on prospective workers. If a potential DCSW for a participant has a criminal background, and the Participant /Representative wishes to hire this potential worker, Acumen will submit the criminal background information to the Agency for consideration of an exemption pursuant to program policy. Any such potential DCSW submitted to the Agency for exemption consideration will only begin providing services if the Agency provides prior approval of the exemption request.

Our procedure includes keeping a digitized copy of the criminal background documentation in a worker's file.

1.1.52.12 Representative – Employer Role and Responsibilities

RFP Reference: 4.2.1.52.12

Provide a description of who can be a representative, how to determine when a participant should have a representative and the role and responsibilities of a representative as specified by the Agency.

1.1.52.13 Acumen West Virginia Support Staff Contact Information

RFP Reference: 4.2.1.52.13

Deliver a description of methods available to participant/representative employers, DCSWs and vendors for contacting Acumen which include, but are not limited to, telephone contacts with designated West Virginia support staff.

1.1.52.14 Returning Voice Mail Messages from Participant/Representatives, DCSWs and Vendors

RFP Reference: 4.2.1.52.14

An explanation of the 24 hour time frame and process to return voice mail messages from participant/representatives, DCSWs and vendors.

1.1.52.15 Completing Forms Included in the DCSW Employment and Vendor Engagement Packet.

RFP Reference: 4.2.1.52.15

Provide instructions on how to complete forms included in the DCSW Employment and Vendor Engagement Packet.

1.1.52.16 Process for Receiving and Processing DCSWs' Hours Worked

RFP Reference: 4.2.1.52.16

Demonstrate how the DCI platform receives and processes workers' hours worked. Acumen will also provide the scheduled paydays.

1.1.52.17 Process for Disbursing DCSWs' Payroll Checks/Electronic Fund Transfers (EFT).

RFP Reference: 4.2.1.52.17

Provide an explanation of the process for disbursing DCSWs' payroll checks/electronic fund transfers (EFT).

1.1.52.18 Process for Purchasing Approved Participant-Directed Goods and Services

RFP Reference: 4.2.1.52.18

Provide an explanation of the process for purchasing approved Participant-Directed Goods and Services, EAA, PERS, Extended Therapy Services and Community Transition services.

1.1.52.19 Other Forms and Agreements to be Determined by the Agency.

RFP Reference: 4.2.1.52.19

Examples of other forms and agreements to be determined by the Agency that need to be completed.

1.1.52.20 Process for Submitting Invoices for Payment

RFP Reference: 4.2.1.52.20

An explanation of the process for submitting invoices for payment.

1.1.52.21 Process for Issuing Electronic Payments for Online Purchases

RFP Reference: 4.2.1.52.21

An explanation of the process for issuing electronic payments for online purchases of PDGS, EAA, PERS and TMH Community Transition services.

1.1.52.22 Process for Receiving and Addressing Complaints

RFP Reference: 4.2.1.52.22

An explanation of the Acumen process for receiving and addressing complaints.

1.1.52.23 Process for Reviewing and Reporting Participant/Representative Employer Workplace Safety Issues

RFP Reference: 4.2.1.52.23

An explanation of the process for reviewing participant/representative employer workplace safety issues and strategies for effective reporting and management and of workplace injuries.

1.1.52.24 Process for Identifying and Addressing Participant/Representative Employer Performance Issues.

RFP Reference: 4.2.1.52.24

An explanation of the process for identifying and addressing participant/representative employer performance issues.

1.1.52.25 Process for Completing and Submitting the Notice of Worker Termination Form

RFP Reference: 4.2.1.52.25

An explanation of the process and the importance to complete and submit the Notice of Worker Termination Form to Acumen within twenty-four (24) hours of when a DCSW ceases working for the participant/representative employer for any reason so Acumen can complete the Reason for Separation Notice for unemployment.

1.1.52.26 Process for Conducting Participant/Representative Employer Satisfaction Surveys

RFP Reference: 4.2.1.52.26

An explanation of the process for conducting participant/representative employer satisfaction surveys following enrollment and annually thereafter.

1.1.53 Participant/Representative Employer Skills Training

RFP Reference: 4.2.1.53

Acumen has developed training materials to support skills training to participant/representative employers. The training materials use a standard curriculum. All skills training materials will be updated to specific West Virginia topics and submitted to the Agency for review and approval.

Our skills training curricula includes, but not be limited to:

- Guidance on problem solving and decision making;
- Performing employer tasks including the completion and submission of DCSWs' hours worked;
- Acumen and Agency requirements;
- Purchasing, receiving and paying for PDGS, EAA, PERS Extended Therapy and Community Transition services;
- Recognizing and reporting critical incidents;
- Monitoring self-directed services included in participants' budgets to ensure receipt of appropriate services; and

- Preparing and implementing corrective action plans as needed and developing and using risk management and emergency DCSW backup plans and designation.

1.1.54 Participant/Representative Employer Skills Training Evaluation

RFP Reference: 4.2.1.54

Acumen has numerous evaluation forms and processes for evaluating the effectiveness of the participant/representative employer skills training sessions. We will present options for the Agency to select and modify the form upon contract with West Virginia. Once the survey form has been modified Acumen will be submitted to the Agency for approval prior to implementation.

Our Agency approved survey form will be available in hardcopy, electronic and in a survey application like SurveyMonkey.

1.1.55 DCSW Payroll and Tax Process

RFP Reference: 4.2.1.55

As soon as work time has been tracked, validated, and reconciled, Acumen will process payroll on behalf of employers. Acumen will disburse payment to all employees hired by employers enrolled in the self-direction option who enter validated time. Employees are eligible to receive payment via direct deposit, paper check, or pay card. We encourage direct deposit and pay card and only provide paper check as a customer service approach for the less technical savvy DCSWs.

Acumen will ensure that wages paid to employees comply with governmental authority. Acumen's payroll process includes determining, calculating, withholding, depositing, filing, paying, and reporting garnishments, judgements, liens, related holds, or tax levies as required by federal or state governments.

1.1.56 Fitness Determination Process

RFP Reference: 4.2.1.56

Acumen will process fitness determinations of fingerprint-based state and federal background checks per Agency requirements for each participant/representative employer' s DCSW. Acumen will track the findings and then notify the participant/representative employer in three (3) business days of receipt of findings. The findings will be digitized and maintained in each DCSW's file.

1.1.57 Medicaid Eligibility Verification

RFP Reference: 4.2.1.57

During the Implementation phase, Acumen will request a work session with the Agency and the MMIS contractor to determine the process (How and When) of sending Medicaid eligibility data to Acumen. The eligibility data will be loaded into the DCI platform to enable the verification of the participant's Medicaid eligibility prior to authorizing payment to a DCSW or a vendor of participant-directed services (PDGS, EAA, etc.).

1.1.58 Paid Family Member Determination

RFP Reference: 4.2.1.58

Our Support Brokers will verify whether a DCSW is a family member. In addition, this information will be gathered during the enrollment process through the completion of the employee Information Form-Relationship Disclosure. Participant's DCSW who are family members may be exempt from FICA, FUTA, and SUTA and for processing payments to them per IRS regulations.

1.1.59 Difficulty of Care Determination

RFP Reference: 4.2.1.59

Our Support Brokers will verify, if possible, if the DCSW qualifies for Difficulty of Care payments (exclusion from federal income tax withholding) in accordance with IRS Notice 2014-7.

1.1.60 Relationship of DCSW Determination Documentation Maintenance

RFP Reference: 4.2.1.60

Upon contract signing Acumen will launch the WV F/EA FMS digital folder. As participant/representative employers and DCSWs data is received, a digital folder will be launched for each participant/representative employer and DCSW. All documentation, correspondence and forms will be digitized and maintained in the appropriate folder. The DCI platform has the capability to report the relationship of the participant to DCSW.

1.1.61 Non-Resident DCSW Determination

RFP Reference: 4.2.1.61

Our Support Brokers will determine if a DCSW is a non-resident of West Virginia and send a notice to the Finance Department. Our Finance Department will then determine the appropriate method to be used for state income tax withholding for non-resident DCSWs.

1.1.62 Non-Resident DCSW Determination Documentation Maintenance

RFP Reference: 4.2.1.62

Acumen will maintain digitized documentation for a DCSW's non-West Virginia resident status in the DCSW's file.

1.1.63 DCSW Hourly Wage Compliance

RFP Reference: 4.2.1.63

Acumen will ensure DCSWs' hourly wages are compliant with all applicable federal and West Virginia department of labor wage and hour rules, including payment of overtime wages.

1.1.64 DCSW Foster Care or Shared Living Determination

RFP Reference: 4.2.1.64

Acumen will determine if a DCSW is a foster care or shared living provider in accordance with DOL Fact Sheet #79 and Administrator's Interpretation No. 2014-1 to determine the application of the Federal Fair Labor Standards Act (FLSA).

1.1.65 DCSW Hours Submission Instructions

RFP Reference: 4.2.1.65

Acumen has developed, produced, and will distribute instructions to be approved by the Agency for DCSWs to submit hours worked to participant/representative employers using the DCI platform.

1.1.66 DCSW Hours Worked Process

RFP Reference: 4.2.1.66

The DCI platform collects, verifies and process DCSWs' hours worked per State Department of Labor and maintains this data in DCI. The hours worked can be viewed directly in DCI or a report can be produced.

1.1.67 Hours Worked Exceed Approved Hours Process

RFP Reference: 4.2.1.67

If Acumen determines that a worker has exceeded approved hours, Acumen will process payment to the worker for any overtime pay owed at time and a half. We will notify the appropriate Agent to review the hours with the participant/representative to discuss hours with the worker, if such services are provided in accordance with the participant's budget (Service Plan) and conditions specified in the Acumen Risk Agreement regarding the authorization of these self-directed services are met. If services meeting these criteria are provided over forty (40) hours per work week, Acumen will process any hours worked in excess or forty (40) hours per work week and ensure such hours are paid at time and a half and deducted from the available funds in the participant's budget.

1.1.68 Recouping Overages Process

RFP Reference: 4.2.1.68

The DCI Authorization Module provides real-time status of the hours worked to report overages when a DCSW works more than approved hours. Acumen has a system to recoup overages when a DCSW works in excess of approved hours. If the overage is due to an oversight by Acumen, then Acumen should be responsible to pay back the Agency for any overpayments made to DCSW.

1.1.69 Quarterly Processing Requirements

RFP Reference: 4.2.1.69

Acumen will compute, withhold, file, and track federal income tax withholding, Medicare, and Social Security taxes for participant/representative employers and their DCSWs quarterly in the aggregate using the Subagent F/EA FMS entity's separate FEIN and using the IRS Form 941, Employer's Quarterly Federal Tax Report, and the IRS Form 941 Schedule R. The Subagent F/EA FMS entity's federal income tax withholding and FICA (Medicare and Social Security tax) depositing use rules-based on the entity's aggregate deposit liability. Therefore, an IRS Form 941 Schedule Bis required in most cases and Acumen's digitized copies of the filed IRS Forms 941, IRS Form 941 Schedule Rand Schedule B, as applicable and related correspondence in Subagent F/EA FMS division's file.

1.1.70 Federal Income Tax Withholding Process

RFP Reference: 4.2.1.70

Acumen will deposit federal income tax withholding in the aggregate using the Subagent F/EA FMS entity's separate FEIN (electronic EFTS filing) per IRS depositing rules for Government F/EA FMS.

1.1.71 FICA Deposit Process

RFP Reference: 4.2.1.71

Acumen will deposit FICA tax in the aggregate using the Subagent F/EA FMS entity's separate FEIN (electronic EFTS filing) per IRS depositing rules.

1.1.72 Income Withholding and FICA Filing/Deposit Documentation Maintenance

RFP Reference: 4.2.1.72

Acumen will maintain digitized copies of Federal income tax withholding and FICA filing/deposit documentation in the WV contract files.

1.1.73 Annual FUTA Process

RFP Reference: 4.2.1.73

Acumen will compute, withhold and file FUTA annually in the aggregate using the Subagent - F/EA PMS-Counseling entity's separate FEIN and the IRS Form 940, Employer's Annual Federal Unemployment (FUTA) Report and the IRS Form 940 Schedule R.

1.1.74 Annual IRS Forms Maintenance

RFP Reference: 4.2.1.74

Acumen will maintain digitized copies of the annually filed IRS Form 940, and IRS Form Schedule Rand related documentation in the WV contract files.

1.1.75 FUTA Deposit Process

RFP Reference: 4.2.1.75

Acumen will deposit FUTA in the aggregate (electronic EFTS filing) using the Subagent F/EA FMS entity's separate FEIN in accordance IRS depositing rules for Government F/EA FMS entities.

1.1.76 FUTA Deposit Documentation Maintenance

RFP Reference: 4.2.1.76

Acumen will maintain copies of FUTA deposit documentation in the Subagent F/EA FMS contract files.

1.1.77 Acumen Electronic Filer and Payor

RFP Reference: 4.2.1.77

Acumen will enroll as an electronic filer and payer for state income tax withholding, unemployment insurance tax with the West Virginia State Tax Department and West Virginia Job Service/Unemployment program.

1.1.78 State Unemployment Insurance Quarterly Tax Process

RFP Reference: 4.2.1.78

Acumen will compute, withhold, and file state unemployment insurance taxes quarterly for each participant/representative employer using his/her state unemployment insurance tax employer identification number and the WVUC-A- 154, Contribution Report and WVUC-154-A Wage Report per the West Virginia Job Service/Unemployment program, Unemployment Compensation Insurance requirements. Acumen will maintain digitized copies of forms and documentation in each participant/representative employer's file.

1.1.79 State Income Tax Quarterly Withholding Process

RFP Reference: 4.2.1.79

Acumen will compute, withhold, and file state income tax withholding quarterly using the participant/representative employer's state income tax employer identification number and the West Virginia State Tax Department Form WV/IT- 101, Employer's Return of West Virginia Income Tax Withheld for each West Virginia resident participant/representative employer and qualifying West Virginia non-resident employee. Acumen will maintain digitized copies of State income tax withholding filings and related documentation in each participants/representative-employers' files.

1.1.80 State Income Tax Deposit Process

RFP Reference: 4.2.1.80

Acumen will deposit state income tax withholding for each participant/representative employer West Virginia resident and qualifying non-resident DCSWs. Acumen will maintain digitized copies of documentation in each participant/representative employer's file.

1.1.81 Municipal Tax Process

RFP Reference: 4.2.1.81

Acumen will withhold and file municipal taxes, as required, for each participant/representative employer. Acumen will deposit municipal taxes, as required for each participant/representative employer. Acumen will maintain digitized copies of municipal tax filings and related documentation, and municipal tax payments and related documentation in each participant/representative employer's file.

1.1.82 Other Withholding Requirements Process

RFP Reference: 4.2.1.82

Acumen will manage the application of judgements, garnishments, levies, and liens on workers' payroll checks in an accurate and timely manner, including but not limited to aggregating wages across multiple participants/representatives, and maintain the relevant documentation in participant files.

1.1.83 DCSW Payroll Process

RFP Reference: 4.2.1.83

Acumen will generate DCSW payroll checks and mail or perform electronic direct deposits of checks on a schedule determined by the Agency.

1.1.84 DCSW Direct Deposit Payroll Process

RFP Reference: 4.2.1.84

Acumen will process direct deposits of DCSWs' payroll amounts as requested. Digitized direct deposit documentation will be maintained in the DCSW's file.

1.1.85 Managing Improper Payment Process

RFP Reference: 4.2.1.85

Acumen has a process for managing improperly cashed or issued payroll checks, stop payment on checks, and for the re-issuance of lost, stolen or improperly issued checks including, but not limited to:

1.1.85.1 Log of Voided and Reissued Checks

RFP Reference: 4.2.1.85.1

Maintenance of an electronic log of voided and reissued checks, including detailed information.

1.1.85.2 Proper Authorization

RFP Reference: 4.2.1.85.2

Proper written authorization of all stop payments and re-issuances.

1.1.85.3 Timeframe Determination

RFP Reference: 4.2.1.85.3

A timeframe to be mutually agreed upon between Acumen and State for re-issuance of checks (i.e., within three (3) business days of notification of lost/stolen check) and issuance of stop payment request.

1.1.86 Resolve Tax Notice Process

RFP Reference: 4.2.1.86

Acumen will research, track, and resolve IRS, West Virginia State Tax Department and West Virginia Job Service/Unemployment program tax notices regarding DCSWs' tax liabilities/liens, including information and steps to resolution.

1.1.87 Acumen F/EA FMS Documentation Maintenance

RFP Reference: 4.2.1.87

Acumen will maintain digitized copies of all documentation related to electronic West Virginia tax filings and payments in the Subagent F/EA FMS entity's file.

1.1.88 Employer SSN Annual Verification Process

RFP Reference: 4.2.1.88

Acumen will verify that each DCSWs social security number matches the name and date of birth information obtained from the Social Security Administration prior to submitting IRS Forms W-2 to the employer, the West Virginia State Tax Department, and the Social Security Administration each calendar year.

1.1.89 Annual Reconciliation Process

RFP Reference: 4.2.1.89

At the end of each calendar year, Acumen's dedicated tax team will process taxes and withholdings on behalf of its employers and employees. This team will also be responsible to file the annual reconciliation of West Virginia state income tax withholding for each participant/representative employer using the West Virginia State Tax Department Form WV/IT-103, Annual Reconciliation of West Virginia Income Tax Withheld for each West Virginia resident and qualifying non-resident participant/representative employer and participant/representative employer's employer identification number (EIN) by January 31st. Acumen will maintain digitized copies of the form and related documentation in each participant/representative employer's file.

Acumen utilizes a formal Tax Reporting Schedule to ensure that all required filings are completed on a timely basis and in accordance with all applicable IRS and DOL regulations, as well as State, local, and federal laws.

Acumen will process payroll, calculate tax withholdings, and record all relevant participant and DCSW data and transactions throughout the year to ensure proper tax filing. Acumen maintains and validates employers' and employees' personal information (including name, social security number, date of birth, address, and phone number validation) as needed prior to mailing out tax documents. Acumen will generate IRS Form W-2 to employees and Form W-3 to the Social Security Administration, and any applicable State agencies by January 31st for FICA the previous calendar year.

For Vendors, Acumen will distribute and file to the IRS and West Virginia's Department of Revenue IRS Form 1099, IRS Form 1096, IRS Form W-9, and SS-8 (in cases where it is not clear if an employee is an independent contractor) as needed by January 31st for the previous calendar year.

Defined internal controls in conjunction with Acumen's software business rules engine allow Acumen to assist employers consistently and precisely fulfilling their obligations as employers.

1.1.90 FICA Refund Process

RFP Reference: 4.2.1.90

Acumen will process refunds of over-collected FICA as required by the IRS for eligible participant/representative employers to DHHR and eligible DCSWs.

1.1.91 FICA Documentation Maintenance

RFP Reference: 4.2.1.91

Acumen will maintain digitized documentation related to FICA refunding in each applicable participant/representative employers' and DCSWs' files.

1.1.92 IRS W-2 Process

RFP Reference: 4.2.1.92

Acumen will process, file, and distribute IRS Forms W-2, Wage and Tax Statement for all DCSWs and in accordance with IRS instructions for agents. As part of this process, the total gross payroll per Form W-2 will be reconciled to the calendar year's total gross payroll and to gross payroll values filed on Forms 941 and 940.

1.1.93 IRS W-2 Documentation Maintenance

RFP Reference: 4.2.1.93

Acumen will maintain digitized copies of the federal copy of Forms W-2 and related documentation in each DCSW's file.

1.1.94 IRS Form W-3 Process

RFP Reference: 4.2.1.94

Acumen will process and file the IRS Form W-3, Transmittal of Wage and Tax Statement, as applicable. A digitized copy of the form will be maintained in the participant/representative employer's file.

1.1.95 DCSW Returned Payroll Check Process

RFP Reference: 4.2.1.95

Acumen will process any returned DSCWs' payroll checks in accordance with the West Virginia Unclaimed Property Act.

1.1.96 Unclaimed Property-Related Documentation Maintenance

RFP Reference: 4.2.1.96

Acumen will maintain digitized copies of West Virginia Unclaimed Property-related documentation including returned DSCWs' payroll checks or providers' and/or vendors' payments in its WV contract files.

1.1.97 Approved Participant-Directed Services Payment Process

RFP Reference: 4.2.1.97

Acumen will process, issue and track payments to vendors of approved participant-directed services (PDGS, EAA, etc.) Tasks/requirements include, but are not limited to the following:

1.1.97.1 Approved Invoice Process

RFP Reference: 4.2.1.97.1

Acumen will receive, verify, and process invoices from approved vendors in accordance with the participant's spending plan and monitor expenditures against the participant's spending plan. Acumen will digitize and maintain this documentation in the provider/vendor's file and electronic exchange data information with the Agency.

1.1.97.2 Proof of Payment Process

RFP Reference: 4.2.1.97.2

Acumen will obtain receipts and/or other proof of the goods or services purchased with PDGS or EAA funds to ensure funds were spent per the approved plan. Acumen has a dedicated vendor payment processing team to follow-up when payment requests are submitted without documentation to ensure accuracy and timely payment to vendors.

Acumen processes payments to vendors in many of our programs. Our Payroll Department has established robust procedures around proof of payment. Receipts or vendor invoices are sent to Acumen and reviewed for processing by our Supports Brokers. Acumen may also work with the State to determine if there are pre-approved items that would not require additional review or approval. We understand that there should be a review process for unique purchase requests and Acumen will work with DHHR to facilitate an efficient process for these.

In North Carolina, we developed an Employer Supplies process to ensure delivery of supplies needed to begin as an employer prior to services starting for the participant so both DCSW and employer were prepared to take on their roles. Acumen was able to make purchases on behalf of the employer and ensure tracking and delivery of goods and services.

1.1.97.3 Vendor Invoice Payment Process

RFP Reference: 4.2.1.97.3

Acumen will pay vendors' invoices for approved participant- directed services (PDGS, EAA, etc.) in accordance with the participant's spending plan within thirty (30) calendar days of receiving the invoice. The vendor invoice and payment documentation will be digitized and maintained in the provider/vendor's file.

1.1.97.4 Vendor Returned Payment Process

RFP Reference: 4.2.1.97.4

Acumen will process returned provider or vendor payments in accordance with the West Virginia State Treasury Department's Division of Unclaimed Property requirements and procedures and in compliance with CFR 42 Part 433 Section 40 (See. 4.2.1.95).

1.1.97.5 Unclaimed Property Funds Documentation Maintenance

RFP Reference: 4.2.1.97.5

Acumen will maintain digitized copies of West Virginia Unclaimed Property-related documentation in the service provider's and vendor's file.

1.1.97.6 IRS Form SS-8 Distribution Process

RFP Reference: 4.2.1.97.6

Acumen will distribute IRS Forms SS-8, Determination of Worker Status for Purpose of Federal Employment Taxes, and Income Tax Withholding when there is a question of whether a participant-directed vendor is an independent contractor.

1.1.97.7 IRS Form W-9 for Services Process

RFP Reference: 4.2.1.97.7

Acumen will distribute, collect, and process IRS Forms W-9, Request for Taxpayer Identification and Certification as appropriate for vendors of Participant-directed services (PDGS, EAA, etc.).

1.1.98 Agency Request Reports

RFP Reference: 4.2.1.98

The DCI platform provides a robust, flexible and user configurable reporting tool, offering reports in multiple formats in accordance with the technical requirements. The DCI Report Module includes a current library of over 100 standard reports. Acumen will schedule a work session during the Transition period to review the available DCI reports and to determine whether additional Agency requested reports are available or need to be developed. Agency reports can be scheduled in the DCI Report Module to be produced and available for the life of the contract. Approved users will have access to these reports on an as needed bases or the scheduled time for each reports, i.e., daily, weekly, monthly, etc.

1.1.99 Agency Requested Ad-hoc Reports

RFP Reference: 4.2.1.99

The DCI Report Module lets users search using criteria including report names, report filters, and other data elements in the report. The DCI Report Module allows users the ability to query data and generate reports and/or develop ad-hoc reports based on their informational needs and user role designation. The reporting tool uses point and click technology to facilitate the execution of reports. All data elements in DCI are available for reporting.

Acumen can develop Ad-hoc reports available to the Agency within seven (7) calendar days of the request or other schedule that is mutually agreed upon by the Agency and Acumen.

1.1.100 Monthly Payroll Bank Account Statements

RFP Reference: 4.2.1.100

Acumen will provide the Agency a electronic copy of the monthly statement from the dedicated payroll bank accounts within fifteen (15) calendar days of the request along with any other financial information that may be necessary for the Agency to oversee the delivery of Subagent F/EA FMS. Acumen will maintain relevant documentation in the WV contract files.

1.1.101 Monthly Discovery and Remediation Reports

RFP Reference: 4.2.1.101

Acumen will provide the Agency with a monthly Discovery and Remediation Report one (1) week prior to scheduled contract meetings based on performance measures identified by the Agency.

1.1.102 Quarterly and Annual Financial Reports

RFP Reference: 4.2.1.102

Acumen will provide the Agency with quarterly and year-end financial reports within forty-five (45) calendar days of the end of the quarter or end of the year.

1.1.103 Monthly Spending Reports

RFP Reference: 4.2.1.103

Acumen will provide an up-to-date monthly spending report upon request to participants who do not have access to the Internet within five (5) business days following the end of the payroll period that includes the last day of the month.

1.1.104 Access to Information and Reports

RFP Reference: 4.2.1.104

Acumen will ensure that copies of information and reports are not distributed to other parties without the written permission and direction of the Agency.

1.1.105 Documentation Security

RFP Reference: 4.2.1.105

Acumen has policies and procedures that document internal controls to establish and manage participant/representative employer, DCSW and Acumen internal files in a secure manner. During the Implementation Phase Acumen will schedule meetings to lead a review our policies and procedures, identify West Virginia specific requirements and update as appropriate. Once the updates have been completed Acumen will submit the policies and procedures for Agency review and approval.

1.1.106 Master File Types Checklist

RFP Reference: 4.2.1.106

Acumen will prepare a master checklist, to be approved by the Agency, for each file type to ensure that all required documents are included in each of these files used by the operating agencies for each of the waiver programs.

1.1.107 Master Archived File Checklist

RFP Reference: 4.2.107

Acumen will prepare a master checklist, to be approved by the Agency, for each type of archived file to ensure that all required documents are included in each of these files.

1.1.108 HIPAA Compliance

RFP Reference: 4.2.1.108

All DCI modules are designed to ensure the highest level of compliance possible with government (Medicaid, HIPAA, NIST, etc.) and private insurance regulations. Acumen was one of the first MS Azure HIPAA compliant cloud SaaS vendors. We started with the HIPAA compliant instance of MS Azure and integrated all security requirements early on to meet the NIST SP 800-53 controls. In addition, the DCI platform holds a SOC2 security certification.

Our participant and employer representative communications are also HIPAA compliant. The toll-fee fax number to use as needed for communication and sharing relevant information and documentation, and that the receipt and storing of any such communications is HIPAA compliant. A secured HIPAA and HITECH compliant email address to use as needed for communication and sharing of relevant information and documentation with participants and representative employers. The parties acknowledge that contractor cannot be responsible for the HIPAA compliance of messages prior to their receipt at the HIPAA compliant email address.

Acumen will establish and maintain a recordkeeping system for managing participant and representative employer and worker files in a secure and confidential manner as required by federal and State statutes and regulations, including meeting HIPAA requirements. Acumen will maintain current and archived participant and representative employer, DCSW, and Acumen files in a secure and confidential manner and for the prescribed period of time as required by federal and State statutes and regulations, including federal and State record retention rules and applicable HIPAA requirements.

1.1.109 Acumen Disaster Recovery Plan

RFP Reference: 4.2.1.109

Acumen has established and implemented an up-to-date Disaster Recovery Plan. Our plan includes written policies and procedures for testing and updates and assures that Acumen meets the highest standards of dependability, even when faced with the most unexpected circumstances.

The plan details include the backup and retention schedule for the application and data; describes the backup and recovery technical environment including the technology and products used to execute backup and recovery activities; defines the Recovery Time Objective (RTO) and the Recovery Point Objective (RPO) for the DCI platform.

Our plan will be modified to include West Virginia and Agency notification information and submitted for Agency review.

In the event of disaster resulting in the loss of operation at the primary Azure datacenter, the application can easily be failed over to the secondary site within contracted SLAs. Below is an overview of the steps that would be taken in such an event:

- Enable secondary site as active endpoint in Azure Traffic Manager ("ATM");
- Disable primary site endpoint in ATM;
- Initiate fail over to secondary replica database;
- Verify application functionality;
- Enable connections to the Disaster Recovery application.

Acumen provides information on its disaster recovery site locations and process for transferring and securing the data. Acumen utilizes the Microsoft Azure West datacenter as its primary location and the East datacenter as its Disaster Recovery site. Binary large object ("BLOB") data is replicated using Azure Geo-redundant replication technology, and databases are replicated using Azure SQL Enterprise Active-geo replication technology. Acumen's Disaster Recovery Plan provides comprehensive detail on Acumen's emergency procedures, personnel assignments, and backup and recovery systems to be put in place in the event of:

- Events where building access is denied;
- Natural disasters;
- Fire;
- Isolated occurrences (e.g., bomb threats, pandemics, etc.)

- Network service provider outages;
- Flood or water damage;
- Planned maintenance outages.

All of Acumen's systems are reinforced weekly, while Acumen performs daily incremental data backups every fifteen (15) minutes. In the event of an emergency, Acumen has the necessary hardware, software, and services to continue operations out of a secondary location with minimal downtime by utilizing continuously synchronized databases, which support immediate full-system failover. Redundant hardware onsite and offsite is also maintained to allow for speedy recovery deployments if needed. Acumen's virtualized servers are quickly and easily restored, even if hardware changes have occurred.

Essential to internal controls, Acumen's IT department and its dedicated staff are specifically assigned to support, protect, and maintain the company's systems. To preserve reliability, Acumen has made substantial investments in fully redundant hardware and software systems as well as in the development of the Disaster Recovery Plan that covers system hardware, telecommunications hardware, business applications (software), stored data, system testing, updating, and maintenance.

Acumen's disaster recovery approach is to leverage many of the capabilities of the Microsoft Azure Cloud environment. Additionally, Acumen utilizes industry-accepted best practices to provide security system processes that are resilient to disaster. Acumen's systems inherit the following from the Azure environment:

- Environmental safeguards (e.g., redundant power supply, internet connectivity and hardware) inherent to the Azure environment;
- Fault tolerance using technologies such as the Azure Fabric Controller and the Azure Traffic Manager;
- Triple redundancy of data (both content and database) in the primary data center.

In addition to the Azure benefits listed above, Acumen's disaster recovery strategy leverages both onsite and offsite backups of application(s) and data. This backup strategy safeguards against both localized failures and disasters that render the primary data center inoperable.

1.1.110 Acumen Business Continuity and Resiliency Plan

RFP Reference: 4.2.1.110

Acumen takes business continuity seriously and believes it has implemented a plan that minimizes the impact of foreseen and unforeseen circumstances. Acumen will provide annual updates of the Disaster Recovery Plan, including data backup procedures, disaster recovery testing, and testing frequency, on the anniversary of a fully executed agreement between the Department and Acumen.

Acumen's Business Continuity Plan has been designed to ensure business continuity for Acumen operations and its stakeholders under various circumstances. The Disaster Business Continuity Plan addresses contingencies in place for Acumen during all forms of disasters, including natural disasters, sabotage, bomb threats, fire, and the effects from other emergencies such as pandemics. Additionally, Acumen's teams are cross-trained in other functional disciplines.

All Acumen staff are trained specifically on the emergency preparedness plan at least annually and re-trained anytime updates to the plan are made. Acumen's cross-trained personnel on the ground in West Virginia will provide added redundancy and continuity in the event of a pandemic.

Beyond training, Acumen is proud of the company's personnel depth on every team. Acumen has built in redundancy at every level of the organization and is able to ensure continuous and consistent service operations in the event of unforeseen circumstances (e.g., incapacitation of key personnel).

Finally, Acumen's Business Continuity Plan was developed by its Chief Technology Officer and VP of Operations and is reviewed quarterly and updated on an as needed basis. Acumen's Business Continuity Plan design was developed using industry best practices.

1.1.111 Disaster Recovery and Business Continuity and Resiliency Testing

RFP Reference: 4.2.1.111

Acumen performs a disaster recovery test for its internally hosted systems semi-annually and testing is completed by Acumen resources. We perform a test of the DCI software quarterly, which is also performed by internal resources. Results of testing of the Acumen Disaster Recovery Plan will be available and provided to the Agency, its designee, and participant/representative employers within five (5) business days of an Agency request.

1.1.112 Documentation and Records Availability for the Agency

RFP Reference: 4.2.1.112

Acumen will make any documents and/or records available for receipt and inspection by the Agency, its designee, and participant/representative employers, within five (5) business days of an Agency request.

1.1.113 Disenrolling Participant/Representative Employer Process

RFP Reference: 4.2.1.113

Acumen will initiate action to involuntarily disenroll and terminate their employment status the participant from self-direction at the request of the Agency. The disenrollment process will be completed within one (1) business day of being informed of the participant's change in status- i.e., no longer Medicaid eligible, deceased, opted off the program, etc.

1.1.114 Revoke IRS Form 2678 Process

RFP Reference: 4.2.1.114

Acumen has procedures to revoke IRS Form 2678 for each participant it no longer represents in accordance with IRS requirements.

1.1.115 Revoked IRS Form 2678 Documentation Maintenance

RFP Reference: 4.2.1.115

Revoke IRS Form 2678 for each participant it no longer represents is maintained in each participant's file.

1.1.116 Revoke IRS Form 8821 Process

RFP Reference: 4.2.1.116

Acumen will revoke the IRS Form 8821 with the participant/authorized representative employer, when appropriate per IRS Form instructions.

1.1.117 Revoked IRS Form 8821 Documentation Maintenance

RFP Reference: 4.2.1.117

Acumen will maintain a digitized copy of the revoked IRS Form 8821, Tax Information Authorization in the participant/authorized representative employer's file.

1.1.118 Retire Participant/Representative Employer FEIN Process

RFP Reference: 4.2.1.118

Acumen will retire the participant/representative employer's FEIN, when appropriate. Acumen acknowledges and will notify the IRS if the participant/representative employer is deceased when being informed that a FEIN needs to be retired.

1.1.119 Retired Participant/Representative Employer FEIN Documentation

RFP Reference: 4.2.1.119

Acumen will maintain a digitized copy of the documentation of the FEIN retirement in the participant file.

1.1.120 WV State Final Income Tax Process

RFP Reference: 4.2.1.120

Acumen will withhold, file and deposit final West Virginia state income tax, even when the final filing is zero wages, for each applicable participant/representative employer.

1.1.121 WV State Final Income Tax Documentation Maintenance

RFP Reference: 4.2.1.121

Acumen will maintain a digitized copy of the final West Virginia state income tax withholding filing and deposit documentation and related correspondence in the participant/representative employer file.

1.1.122 WV Final Unemployment Tax Process

RFP Reference: 4.2.1.122

Acumen will compute, withhold, file and deposit final West Virginia unemployment taxes, even when the final filing is zero wages, for each applicable participant/representative employer.

1.1.123 WV Final Unemployment Tax Documentation Maintenance

RFP Reference: 4.2.1.123

Acumen will maintain a digitized copy of the final West Virginia unemployment tax, filing and payment documentation and related correspondence in each participant/representative employer's file.

1.1.124 Final Municipal Tax Process

RFP Reference: 4.2.1.124

Acumen will compute, withhold, file, and deposit any final municipal taxes.

1.1.125 Documentation and Related Correspondence Maintenance

RFP Reference: 4.2.1.125

Acumen will maintain digitized copies of all documentation and related correspondence in each participant/representative employer's file.

1.1.126 Retire Employer Identification Number Process

RFP Reference: 4.2.1.126

Acumen will retire the participant/representative employer's West Virginia Department of Taxation and Bureau of Employment Programs, Unemployment Insurance employer identification numbers.

1.1.127 Documentation and Correspondence Maintenance

RFP Reference: 4.2.1.127

Acumen will maintain digitized copies of all documentation and related correspondence in the participants/representative employer's files.

1.1.128 Retire Participant/Representative Employers Municipal Tax Account Process

RFP Reference: 4.2.1.128

Acumen will retire the participant/representative employer's municipal tax account and identification number. Acumen will inform the State Department of Labor of any DSCWs no longer employed when the participant/representative employer stops being an employer for any reason. Acumen will maintain digitized documentation and related correspondence in the participant/representative employer' s archived files.

1.1.129 WV DOL Documentation and Correspondence Maintenance

RFP Reference: 4.2.129

Acumen will maintain digitized documentation and related correspondence with the State Department of Labor in each DSCW' s file.

1.1.130 Case Managers, Utilization Management and Claims Payer Relationship

RFP Reference: 4.2.1.130

Acumen will coordinate and communicate its role, responsibilities and activities as the Subagent F/EA FMS Vendor with Case Managers, Utilization Management staff and Claims Payer staff to ensure consistency across entities and that all required procedures and forms are completed and processed so that participants do not experience disruptions in service.

1.1.131 Online DCSW Registry

RFP Reference 4.2.1.131

Acumen will establish and maintain an online searchable DCSW Registry. During the Implementation Phase Acumen will facilitate a work session to determine the content of the registry, the source of the registry and the maintenance requirements.

1.1.132 Annual Quality Review Participation

RFP Reference: 4.2.1.132

Acumen will participate in annual quality reviews conducted by the Agency or its contractor for each program using a quality review tool and web-based systems approved by the Agency.

Acumen has participated in many quality reviews within our scope of programs. In collaboration with our Quality Compliance team, Acumen can provide documents or reports to the Agency needed for a quality review. We take suggestions and recommendations from the Agency seriously and have made process improvements as a result of quality reviews.

In our North Carolina programs, we participated in a quality review with our MCO partners and found that a policy that was in place was adding an approval that was duplicative and creating delays in participant's receiving goods and services. We were able to create a new policy that eliminated the additional verification and sped up delivery times for vendor service payments.

1.1.133 Interest Using Participant-Directed Services

RFP Reference: 4.2.1.133

Acumen will propose a plan to develop, implement and maintain a system for collecting information and following up with program participants and their representatives who express an interest in using participant-directed services. During the Implementation Phase Acumen will facilitate a work session to determine the source of the program participants who are interested in participant direct services and the approval process for determining the eligibility of the program participants who are interested in participant direct services. In Hawaii, Acumen hosts "talk story" sessions, which is a native term to this population. Talk story sessions allow others to hear about the self-direction experiences of others and make recommendations for training topics and opportunities to engage with the community. Acumen has developed these to outreach to new participants as well as facilitate feedback from current participants.

1.1.134 Participant Enrollment, DCSW Employment System

RFP Reference: 4.2.1.134

Participant and DCSW enrollment is an Acumen core competency. Acumen has significant experience enrolling thousands of participants and their employees. First, we have the experience and organizational capacity to efficiently handle the enrollment. Acumen employs a state-of-the-art online Electronic Enrollment System ("EES"), along with call-in, mail-in, and in-person enrollment options. Second, Acumen training materials have been designed with a multi-prong approach, for employers and employees with different learning preferences and technology proficiency levels.

The employer enrollment, including all materials included in the enrollment packet, can be completed online through EES. The enrollment packets and materials are user friendly and are designed for a sixth grade reading level. Enrollment packets can be translated into other languages, as required. We suggest that EES be the primary method for enrolling participants and DCSWs. The EES system allows the participants or DCSW to complete online enrollment and either choose to sign electronically or to print and sign the forms.

Whether an Individual enrolls electronically via Acumen's EES or manually through a paper packet, the services and documents are identical. Upon completion of all required forms and documents during the enrollment process, Acumen will provide confirmation to the participant and DCSW that their enrollment is completed.

1.1.135 Electronic Communications Tracking System

RFP Reference: 4.2.1.135

Acumen utilizes IssueTrak, an electronic system for receiving, responding to, tracking all communications from any source (including complaints and grievances), and logs that include the individual's name; who received the communication; the reason for the communication; action taken; if any mandatory reporting occurred; and the final resolution of the issue.

1.1.136 Responding to Participant and Representative Employer Communications

RFP Reference: 4.2.1.136

Over the past 28 years, Acumen has provided Fiscal/Employer Agent services to thousands of participants and their employees. Acumen was founded by executives in the Human Services industry who recognized the need to provide choice and support individuals seeking independence from the traditional provider-based system. Acumen is skillful providing services with HCBS Service program participants, their communities, families and attendants. More than any of our competitors, Acumen understands the support needs of people seeking to self-direct their own lives. We ask probing questions that yield answers indicating how we can better support them with self-direction.

It is Acumen's responsibility to educate, assist, and simplify the self-direction experience through great communication and customer service. Our Support Brokers will be hired locally to enhance relationships with the participants. Our Support Brokers are a family's primary touchpoint for items relating to Acumen from initial enrollment and DCI training to subsequent hiring of new staff, updates to budgets and/or changes to services, and for general customer service-related items such as payroll and other inquiries. All participant and representative communications are responded to with one (1) business day from receipt of the communication.

Acumen also maintains a customer service center located in Mesa, AZ, which acts as a secondary hub for communication for employer, employees, state personnel, support coordinators, family individuals, and others as an extension to our local Support Brokers.

1.1.137 Reporting Critical Incidents

RFP Reference: 4.2.1.137

Acumen will propose a plan for identifying and reporting critical incidents involving a program participant to the Agency's Incident Management System (IMS) within 24 hours of becoming aware of the incident.

1.1.138 Substandard Performance Reporting

RFP Reference: 4.2.1.138

Acumen will propose a plan to identify cases of substandard performance on the part of a participant or representative or a staff from subagent F/EA FMS. This plan should include notifying the participant/representative and the Agency of the substandard performance, providing appropriate remedial skills training as appropriate, assisting the participant/representative to develop and implement a written Plan of Correction to address the area(s) identified for correction, monitoring the successful implementation of the corrective action plan by the participant/representative and informing the Agency of final disposition and any need to initiate involuntary termination proceedings with the participant/representative. Examples of substandard performance include, but are not limited to:

1.1.138.1 DCSW Incorrect Reporting of Hours Worked

RFP Reference: 4.2.1.138.1

Repeated or intentional incorrect reporting and/or late submission of DCSWs' hours worked.

1.1.138.2 Late Submission of Vendor Invoices

RFP Reference: 4.2.1.138.2

Incorrect and/or late submission of vendors' invoices for participant- directed services. (PDGS, EAA, etc.)

1.1.138.3 Hiring Ineligible DCSWs

RFP Reference: 4.2.1.138.3

Hiring of ineligible DCSWs.

1.1.138.4 Monthly or Cumulative Overutilization

RFP Reference: 4.2.1.138.4

Monthly or cumulative overutilization of the participant's individual budget.

1.1.138.5 Ineffective Emergency DCSW Backup Plan

RFP Reference: 4.2.1.138.5

Our Support Brokers will explain the need and importance to develop a Backup Plan that identifies how the participant/representative will address situations when a scheduled DCSW is not available or fails to show up as scheduled. It is important that the participant/representative understands that going without services is not optional and may pose a risk.

Acumen understands that the participant/representative has the primary responsibility to develop the Backup Plan. Our Support Brokers will answer questions and provide support for the development of the Backup Plan. Our Brokers will describe the information to include the names and telephone numbers of contacts (workers, agency staff, organizations, natural supports) for alternate care, the order in which each should be notified, and the services to be provided by each contact. The Support Broker will explain that Backup Plan contacts may include paid and unpaid supports; however, it is the responsibility of the participant/representative to secure paid (as well as unpaid) Backup Plan contacts who are willing and available to serve in this capacity. The Services Broker will also explain that MCOs (if WV chooses this model in the future) and DIDD will not be expected or required to maintain Contract Providers "on standby" to serve in a backup capacity for services a participant has elected to receive through self-direction.

Our Support Brokers will explain the participant/representative's need to contact the alternate care coverage to determine their willingness and availability to serve as back- up contact. Our Support brokers will confirm with these persons and/or organizations are willingness and availability to provide care when needed, document confirmation in the participant's file and forward a copy of the documentation to the MCO or DHHR if applicable. The Care Coordinator, Support Coordinator, Nurse Care Manager, or DHHR Case Manager will be responsible for assistance as needed with implementing the Backup Plan and for updating and verifying the Backup Plan on an ongoing basis.

Acumen will digitize and store a copy of each participant's Backup Plan in the participant's file and work with the participant/representative to update annually.

1.1.138.6 Inappropriate DCSW Termination

RFP Reference: 4.2.1.138.6

Inappropriate firing of DCSWs.

1.1.138.7 Failure to Comply with Waiver Programs' Policies and Procedures

RFP Reference: 4.2.1.138.7

Failure to comply with the waiver programs' policies and procedures.

1.1.139 Participant/Representative Employer Handbook Distribution Process

RFP Reference: 4.2.1.139

Acumen will propose a plan to develop and distribute a Participant/Representative Employer Handbook, to be approved by the Agency, that provides information about the participant-directed services, the role, responsibility and function of subagent F/EA FMS and the role and responsibilities of the participant, representative and DCSW, and on the participant/representative performing employer-related tasks.

Acumen is prepared to customize the Participant/Representative Employer Handbook based on state specifications and requirements.

1.1.140 Participant/Representative Employer Satisfaction Survey Process

RFP Reference: 4.2.1.140

Acumen will propose a plan to develop, implement, analyze, and summarize the results of a Participant/Representative Satisfaction Survey and submit a report to the Agency annually, at a schedule and format to be mutually agreed to by Acumen and Agency. The plan will include a Plan of Correction for the Subagent F/EA FMS based on the results of the survey. The survey developed and the format for the annual report are to be approved by the Agency. Acumen takes our Satisfaction Survey results seriously and will use the results as an opportunity to review policies and processes with the State to make recommendations for improvements.

As a result of one of our program satisfaction surveys, Acumen began extended evening, Saturday and Sunday Customer Service hours to support our many programs across time zones. This allowed more calls to be answered on first attempt and eliminated the increase in call backs on Monday mornings. Our clients were happy not to have to wait on a hold and get their question resolved on first call.

1.1.141 Mandatory Reporter Requirement

RFP Reference: 4.2.1.141

Acumen will propose a plan to have a system in place for acting as a mandatory reporter, as required by the state program agency.

1.1.142 Orientation and Skills Training Materials

RFP Reference: 4.2.1.142

Acumen will propose a plan to develop and implement the provision of orientation and skills training and related materials for participants and their representatives and monitor its effectiveness.

Acumen has developed numerous training materials for our portfolio of programs and will adapt and revise to meet the needs of the West Virginia programs.

1.1.143 Acumen Employee F/EA FMS Training Process

RFP Reference: 4.2.1.143

Acumen will propose a plan to develop and implement customer service training and related materials for Subagent F/EA FMS and monitor its effectiveness. As Acumen implements a new program, documentation to all teams on the State policies and procedures is crucial so that implementation is a seamless process. Acumen has company standard training to all its employees and creates ad-hoc or State-specific training on processes as we onboard new programs.

Acumen has developed standardized rigorous training materials, particularly to support our Support Brokers in the field. Our Implementation team has led a momentous effort to document many training modules that are used by our cross functional teams. We continue to adapt our material as we grow and take on more Support Broker roles.

1.1.144 Acumen Customer Services

RFP Reference: 4.2.1.144

We believe it is Acumen's responsibility to educate, assist, and simplify the experience through great communication and customer service. We provide a program specialist, known as a Support Broker, to oversee a caseload of families. The Support Broker is a family's primary touchpoint for items relating to Acumen from initial enrollment and DCI training to subsequent hiring of new staff, updates to budgets and/or changes to services, and for general customer service-related items such as payroll and other inquiries.

Acumen also maintains a customer service center located in Mesa, AZ, which acts as a secondary hub for communication for participants/representative employers, DCSWs, state personnel, support coordinators, family individuals, and others as an extension to our local Support Broker.

Acumen has a robust customer service capability. Acumen will maintain State approved training materials and delivery media for the life of the contract. Acumen provides recorded webinars that can be viewed at any time. Our high-definition training videos can be viewed on the secure Acumen website or viewed via an email link through the Wistia video hosting platform. User manuals and FAQ'S can be viewed in customer service, under the secure Acumen website, viewed via email or physical documents.

Monthly "town hall" meetings are scheduled where stakeholders can attend in-person, by phone, or online to ask questions or offer feedback. Acumen also provides a DCI Solution User Manual that can be accessed electronically through customer service and/or distributed in pdf. The User Manual is updated and distributed with every update to the system and at minimum annually for all solution users.

Acumen will propose a plan to establish, operate and maintain a customer service system that serves participants, their representatives and DCSW and service providers and vendors in a culturally and linguistically sensitive manner. All communication methods will be accessible, including alternative formats upon request. The DCI platform features and function descriptions and our written policies, procedures, and internal controls that will be used to implement and perform the following tasks will be submitted for approval by the Agency:

1.1.144.1 Toll-Free Number with Voice Mail

RFP Reference: 4.2.1.144.1

4.2.1.144.1 A toll-free number with voice mail functional capabilities.

1.1.144.2 TTY Capability

RFP Reference: 4.2.1.144.2

A TTY line or alternative method of communicating with participants and their representatives with hearing impairments.

1.1.144.3 Fax Capability

RFP Reference: 4.2.1.144.3

A functioning fax machine and number.

1.1.144.4 Email Capability

RFP Reference: 4.2.1.144.4

An internet email capacity.

1.1.145 Acumen Web Portal

RFP Reference: 4.2.1.145

Acumen will propose to plan to develop, implement and maintain a secure web portal and secure web-based interactive payroll and accounts payable system that includes specific user roles for the Agency, participant/representative employers, DCSWs, vendors and the participants' Case Managers. The web portal will provide users with real-time 24/7 access to participant, DSCW and vendor data and the ability to submit and monitor processing of DCSW hours worked and vendor invoices.

1.1.145.1 Case Manager Capabilities

RFP Reference: 4.2.1.145.1

The Case Manager user role should allow the participant's assigned Case Manager to perform the tasks required of a Resource Consultant (Support Broker), including creation and revision of spending plans, monitoring service utilization, etc. If Acumen provides optional Resource Consultant services, the Case Manager user role will have "read only" access to the Vendor's web portal.

1.1.146 Acumen Agency Billing Process

RFP Reference: 4.2.1.146

Acumen will not bill the Agency in advance for participant-directed vendors' services. (PDGS, BAA, etc.).

1.1.147 ADW and TBIW Transition Plan Process

RFP Reference: 4.2.1.147

Acumen will process invoices and payments for Aged and Disabled and Traumatic Brain Injury Waiver Community Transition Services on approved Transition Plans including the process for qualifying vendors of these services. Acumen's Support Brokers will work with the employer to complete documentation needed to pay vendors. Acumen will keep a W-9 and optional EFT on file for each Vendor profile. Should an issue arise in completing the payment, Acumen will notify the employer and DHHR to rectify the issue.

1.1.147.1 Community Transition Services Processing

RFP Reference: 4.2.1.147.1

Acumen will process invoices and payments for Community Transition Services that will include electronic payments for purchases from online vendors. Acumen has a well-developed Vendor Processing team within our Payroll Department that are uniquely trained to process and review electronic payments. Acumen can work with DHHR and the employer to determine if payments will be a single payment or if recurring payments need to be set up on their behalf. We understand the importance of timeliness of payments to vendors to ensure that services continue and are not suspended for a lack of payment.

1.1.147.2 Community Transition Services Payments

RFP Reference: 4.2.1.147.2

Claims for Community Transition Services payments that are issued prior to the participant's transition to the community will specify the participant's transition date as the date of service.

1.1.148 Interruption of Payroll Processing and Payment Notification

RFP Reference: 4.2.148

Acumen will notify the Agency within one (1) business day of becoming aware of any interruptions, delays or errors regarding the payroll process and payments to participants' vendors.

1.1.149 Discrepancies or Reimbursement Correction Process

RFP Reference: 4.2.1.149

Acumen will correct any discrepancies or reimburse the Agency of overpayments/underpayments, if any, and detail the credit on the next submitted claim within thirty (30) calendar days.

1.2 Optional Services

Acumen, using our DCI platform, have the capability and capacity to work with the Agency to offer new or modified services. Many of our state clients start with basic requirements and then enhance their services over time. Acumen stands ready to work with the Agency to provide defined or future optional services.

1.2.1 Resource Consulting/Support Broker Services

RFP Reference:4.3.1

Acumen incorporates our Support Broker services into our F/EA FMS solution. The Support Broker is a family's primary touchpoint for items and processes Participant relating to Acumen from initial enrollment and DCI training to subsequent hiring of new staff, updates to budgets and/or changes to services, and for general customer service-related items such as payroll and other inquiries. Our Support Brokers will be located in West Virginia near their assigned participant/representative to facilitate in-person visits. Acumen's portfolio of programs is one that stretches across the United States, and we have made considerable efforts to engage in the population that we serve.

We understand that West Virginia is comprised of many rural areas and our Support Brokers will be cognizant of this as they support participants and their DCSWs in these areas. The Support Broker will offer suggestions and recommendations when internet or other technology related issues are an issue for the individuals due to rural service area delivery. The following two examples demonstrate how sensitive Acumen is to each state's unique and diverse populations and geography;

In Utah, when one of our biggest competitors closed down, our Support Brokers worked with the State and participants to facilitate a seamless transition when Acumen was chosen as the new FMS. Our Support Brokers worked overtime and went above and beyond to make sure that services were not disrupted for these participants. Although on the other side of the country, Utah has vast rural areas with limited-service options. Self-direction is a crucial delivery model for these participants as a result of our efforts, Acumen enrolled hundreds of participants and their DCSWs in a matter of months and ensure payroll for those DCSWs.

Many of Acumen's participants live in rural areas similar to the geography of West Virginia. We understand that electronic resources may be limited, and that travel to a nearby city might not be feasible for some individuals. Acumen ensures that staff resources are in place to provide the level of communication and assistance needed to successfully self-direct services. We ensure we are seen as a resource for the community.

1.2.1.1 Assisting Interested and Eligible Participants to Enroll

RFP Reference: 4.3.1.1

As soon as a Support Broker is assigned a participant, they schedule a meeting with the participant/representative. The Support Broker schedules the initial meeting within ten (10) business days of being assigned to the participant to conduct a face-to-face visit with the participant. The initial meeting is usually to introduce themselves and to complete the enrollment package.

If the participant is not available or if the participant/representative requests a meeting outside of the first 10 business days, the Support Broker will schedule the meeting at the participant /representative's convenience. The Support Broker will document the reason for the delay in the participant's file.

Our Support Brokers are also available to meet with people interested in enrolling. Acumen supports potential participants through various means, including participation in advocacy groups, attending statewide conferences and events, and conducting self-directed specific outreach at the request of the State. Acumen works in many rural areas similar to the population in West Virginia and understands that some individuals may need alternative ways to participate in enrolling, in which we coordinate with the family to best meet their needs, including conducting home visits as necessary.

Acumen is working with one of our programs where they have a high volume of new referrals from their wait list. We recommend an avenue to best educate new enrollees and teach them how to be employers. We developed a curriculum that will train individuals and families to be successful in self-directed services. How this works is for the first three months in the program we offer scheduled meetings where we encourage employees to also attend. Then we allow all questions and discussions from the employer/employee. At the same meeting we have specific curriculum to share on topics like system use, roles and responsibilities, how to recruit, hire, and maintain staff. The expectation is after three months the individuals and families will have knowledge and understanding on the best way to self-direct. Acumen will of course continue to be there to support beyond the three months of a more intense education.

In rural Montana, we meet with potential participants and their case managers in the community setting, often meeting families that live hours from the nearest city.

1.2.1.2 Entering Participant Data

RFP Reference: 4.3.1.2

Our Support Brokers will enter participant and representative (when applicable) information into the web-based portal utilized by the Agency for project management and reporting.

1.2.1.3 Conduct Monthly Telephone Calls

RFP Reference: 4.3.1.3

Our Support Brokers conduct a semi-annual face-to-face visit, one of which will be in the participant's residence and monthly phone contacts. Each contact is documented with the dates of each visit, the purpose and outcome in the participant's file. Acumen will use these visits to monitor the quality-of-service delivery including, at a minimum: Identifying any service delivery issues regarding services being self-directed and determining the adequacy and appropriateness of documentation of service delivery.

1.2.1.4 Service/Spending Plan Support

RFP Reference: 4.3.1.4

The major function and responsibility of our Support Brokers is to assist participants and representatives to perform their self-direction responsibilities. Most participants and representatives have never been in an employer role. Our Support Brokers provide participants and representatives the guidance and support to provide a comfort level to ensure the success of their assigned participant and representatives.

Our Services Brokers assist to develop and implement participants and representatives initial Service/Spending Plan and subsequent updates and reviewing Service/Spending Plans with participants and their representatives, as appropriate, during the monthly calls and during the six (6) month in-person visits.

1.2.1.5 DCSW Qualification Review

RFP Reference: 4.3.1.5

Our Support Brokers assist participants and representatives, as appropriate, to ensure DCSWs meet qualification referenced in the program policy manuals, including the WV CARES background check and training requirements. Participants and representatives will be made aware that a DSCW cannot provide or bill for services unless qualifications are current.

1.2.1.6 Searchable Directory of Potential DCSW

RFP Reference: 4.3.1.6

Acumen will assist the Subagent F/EA FMS Division to develop and maintain an up-to-date searchable directory of potential DCSWs. We understand the importance of having a provider directory and will develop the directory to the specifications and needs of the West Virginia population.

1.2.1.7 Assist Participants and Representative Employers to Identify and Retain Services

RFP Reference 4.3.1.7

Our Support Brokers assist participants and representatives, as appropriate, to identify and retain services of qualified agencies and/or individuals for services available under each Self-Directed program.

1.2.1.8 Assist Participants and Representative Employers to Identify and Provide DCSW Benefits

RFP Reference: 4.3.1.8

Our Support Brokers assist the participant or representative, as appropriate, to identify and provide DCSW benefits, as applicable.

1.2.1.9 Conduct In Home Visits

RFP Reference: 4.3.1.9

Our Support Brokers conduct a semi-annual face-to-face visit, one of which will be in the participant's residence and monthly phone contacts. The purpose of these visits is to monitor the participant's health and welfare and to provide guidance and support to participants/representatives and their DCSWs.

Our Services Brokers document the contact with the dates of each visit, the purpose and outcome in each participant's file. Acumen will use these visits to monitor the quality-of-service delivery including, at a minimum: Identifying any service delivery issues regarding services being self- directed and determining the adequacy and appropriateness of documentation of service delivery.

1.2.1.10 Purchase Authorized Participant-Directed Services Assistance

RFP Reference: 4.3.1.10

Our Support Brokers assist participants and representatives, as appropriate, to purchase authorized participant-directed services. (PDGS, EAA, etc.)

1.2.1.11 Monitoring Health, Safety and Welfare

RFP Reference: 4.3.1.11

Our Support Brokers monitor participants' health, safety, and welfare through the enrollment and initial planning process and require monthly calls and six (6) month in-person visits with participants.

1.2.1.12 Participant/Representative Employer Files and Records Maintenance

RFP Reference: 4.3.1.12

Acumen will maintain participant and representative files and records including participant notifications in automated systems.

1.2.1.13 Monitoring and Reporting Participant's/Representative Employer's Inability to Self-Direct

RFP Reference: 4.3.1.13

Our Support Brokers identify problem areas for those participants who are not successful with self-direction. Our Support Brokers will work with the Support Coordinator, Care Coordinator, Nurse Care Manager, or Case Manager on how to support the participant's family or Representative to become successful.

1.2.1.14 Responding to Complaints and Grievances

RFP Reference: 4.3.1.14

Acumen takes complaints and grievances from all program stakeholders very seriously. All complaints are managed by our Quality Assurance, and we have well-established policies and procedures that exceed the requirements of this contract. We view every complaint and grievance as an opportunity for improvement, and all complaints and grievances are trended and incorporated into our quality assurance system, to ensure the root cause is addressed and necessary corrective actions are taken.

Acumen's standard policies and procedures require that we respond to complaints and grievances from any party within one business day and that all activities related to complaints are tracked in IssueTrak.

Acumen's standard policies and procedures are to resolve any disputes, grievances or complaints of any type, from any stakeholder within five days of receipt. Acumen will provide monthly reports outlining the complaints received, actions taken, and resolutions received. We provide a written response to the individual or entity that initiated the grievance with the outcome.

1.2.1.15 Incident, Allegations of Suspected Abuse, Neglect Are Exploitation Reporting

RFP Reference: 4.3.1.15

Our Support Brokers report any instances of abuse, neglect, or exploitation to DHHR and review regulations with participant/representative and DCSW during an investigation.

1.2.1.16 Assisting Eligibility Re-Evaluation

RFP Reference: 4.3.1.16

Our Support Brokers assist participants and representatives as needed to be re-evaluated for eligibility for services, request for a change in level of care, request for dual service provision, and request for transfer to traditional agency-directed services.

1.2.1.17 Interaction and Collaboration with State Program Staff

RFP Reference: 4.3.1.17

Our Services Brokers will interact and collaborate with staff from the Subagent F/EA FMS Division (Acumen corporate office) and other state program staff to ensure efficient program operation. Acumen collaborates with state staff in all of our programs, from attending state meetings, case manager training events, conferences, and other opportunities to educate and inform about the power of self-direction. We look forward to a collaboration with the State to improve self-direction and its outcomes.

In North Carolina, Acumen hosts monthly MCO calls where we discuss updates and review areas for process improvement. These calls have been replicated across the state's MCOs and have then allowed the contracted FMS' to participate in the statewide workgroup to provide feedback on new policies to improve consistencies across the MCOs.

1.2.1.18 Assist Development of Participants' Spending Plans

RFP Reference: 4.3.1.18

Our Support Brokers assist with the development and approve all self-directing participants' spending plans as required.

1.2.1.19 Spending Plan Review

RFP Reference: 4.3.1.19

Our Support Brokers review spending plan utilization with participants or their representatives during their monthly telephone contacts and home visits (if applicable). Using reporting capabilities in DCI, Supports Brokers can review and show participants how close they are to hitting utilization thresholds. Reports can also demonstrate if a participant is underutilizing services or being on target. This assists Case Managers with developing spending plans for the future.

1.2.1.20 Notary Public Requirement

RFP Reference: 4.3.1.20

Acumen will ensure that our Support Brokers are current Notary Publics.

1.2.2 Potential F/EA FMS Services for Personal Care Program

RFP Reference: 4.3.2

The State can add Personal Care or any other program during the contract period. DCI was designed to be scalable for each program. Whether a program consists of five (5) participants, or 50,000 participants, the technology is the same. Each program can be configured in the DCI platform to the specific requirements and needs of the program.

We recommend that the Agency finish the 3-month F/EA FMS implementation before adding a new program. We believe it would be advantageous to work together on the F/EA/FMS project to allow State staff to become comfortable using the DCI platform and our FMS services. With this knowledge and experience, the State staff can analyze and determine whether and when to add the Personal Care or any other programs.

We do not see the need to develop new processes for new programs. We will modify the Policies and Procedures manuals, enrollment packets, if necessary, and modify the training materials to incorporate new program requirements, however we agree that the responsibilities for the Personal Options service delivery model be consistent with other waiver programs.

We assume the option to add Personal Care will be submitted as a change order. At that point, Acumen will review the specific requirements and assess whether additional Acumen WV staff are needed.

1.2.3 Invoicing Administrative Fees

RFP Reference: 4.3.3

Acumen will bill administrative fees once a month for Waiver program participants who are eligible to also receive Personal Care services.

1.3 Mandatory Project Requirements

RFP Reference: 4.4

We believe the information in our proposal presents our capabilities and capacity to meet and, in many cases, exceed the defined requirements.

1.3.1 Performing Subagent F/EA FMS Tasks

RFP Reference: 4.4.1

Acumen is ready to perform the Subagent F/EA FMS tasks as a Subagent to the West Virginia Government F/EA FMS (the Agency) directly and not use a subcontractor.

1.3.2 Use of Subcontractors

RFP Reference: 4.4.2

Acumen is not using a subcontractor for this procurement.

1.3.3 Subagent F/EA FMS Policies and Procedures Manual Development

RFP Reference: 4.4.3

Acumen will modify our existing Subagent F/EA FMS Policy and Procedures Manual to incorporate West Virginia specific requirements. Once the Subagent F/EA FMS Policy and Procedures Manual is modified, we will submit it to be approved by the Agency within 30 calendar days of the contract award. and update the manual at least annually by August 31. Acumen will maintain the Subagent F/EA FMS Policy and Procedures Manual and update the manual to reflect changes and update manual at least annually by August 31.

1.3.4 Audit Capabilities

RFP Reference: 4.4.4

Acumen will make all records, books documents, and other evidence (spending plans, payroll processing, related reporting and claims submissions) pertaining to this contract at no cost to the requesting entity, as well as appropriate administrative and/or management personnel who administer the services provided by Acumen available to the Agency or its representative and other authorized State and federal personnel. We understand the monitoring will occur periodically during the contract period and may include announced or unannounced visits, or both.

The DCI platform uses role base securities to allow authorized user roles the capability to audit transactions in the system. Approved State or Agency staff or its representative and other authorized State and federal personnel can be given access to audit system transactions. The DCI platform maintains an audit trail of all systems transaction with original entries, all edits, and who, what, when and where edits made. The DCI platform is auditable to a page view level and no information is ever deleted.

Acumen will prepare and maintain a policies and procedures manual that describes the policies, procedures, and internal controls for all tasks related to the requirements of the contract. The policies and procedures manual will address how Acumen remains current with federal and State tax, labor, and program rules and regulations. The manual will be updated at least annually and made available to the Bureau for Medicaid Services upon request.

Acumen will maintain internal auditing processes to demonstrate compliance with requirements of the contract and keep current with all federal and State laws and regulations related to fiscal management.

1.3.5 Acumen EFT Receipt Capabilities

RFP Reference: 4.4.5

Acumen has and will continue to maintain the capacity to receive funds by electronic funds transfers (EFT).

1.3.6 Acumen Administrative Bank Account

RFP Reference: 4.4.6

As a Subagent - F/EA FMS, Acumen will establish and maintain a separate administrative bank account for the sole purpose of receiving all payments from the Agency for Medicaid-funded self-directed services rendered and Subagent - F/EA FMS administrative fees. We acknowledge that the Agency may, at any time and at its discretion, audit Acumen's administration and use of public funds including the management of the separate administrative bank accounts for each Waiver Program.

1.3.7 Medicaid and State Funds Disbursement

RFP Reference: 4.4.7

Acumen will receive, disburse, and track Medicaid and State funds as specified in the RFP.

1.3.8 Reimbursing the State Process

RFP Reference: 4.4.8

Acumen has a process for reimbursing the State for any funds remaining in the separate bank account for managing participant-directed funds on June 30 of each state fiscal year.

1.3.9 Acumen Website Capabilities

RFP Reference: 4.4.9

Acumen has a website available to participants and their representatives, and the general public, that includes up-to-date information and internal controls documented for its West Virginia specific Subagent F/EA FMS Policies and Procedures Manual to monitor the accuracy and currency of the materials posted on the website and the effectiveness of the system.

A person simply goes to acumenfiscalagent.com and selects “clients”. Figure 12 provides a screen shot of the main page. Then the user selects their state, and the state-specific information is presented.

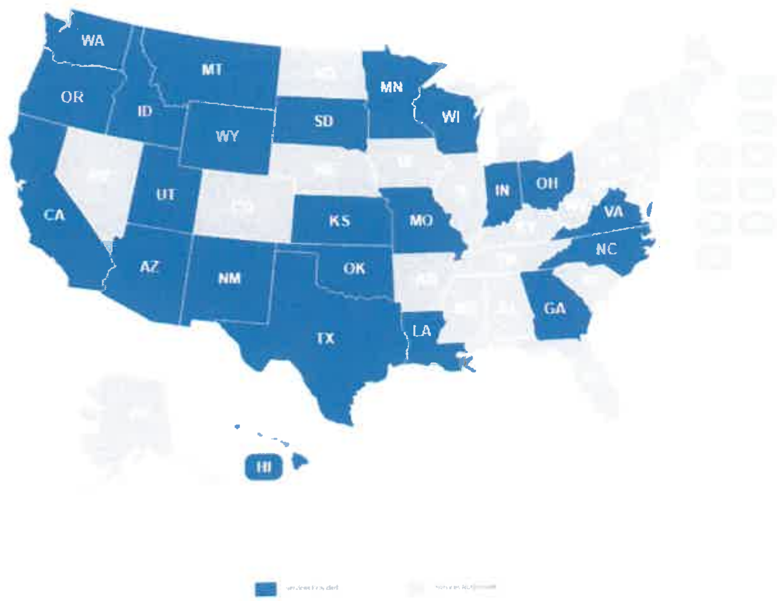

Figure 12: Acumen Webpage Screenshot

For example, figure 13 displays the State of Louisiana multiple programs options.

Louisiana

Important Notice: Tentative EVV State Deadline is 1/1/2021

For W-2 Information, please click HERE

98.8% Customer Satisfaction Average for 2020

To contact Acumen Fiscal Agent, please call (855) 514-9938 or fax (866) 923-5334.

NOW ⌄ **OAAS Community Choices Waiver** ⌄ **OCDD Children's Choice Waiver** ⌄ **ROW** ⌄ **Recommended Training** ⌄

Figure 13: Louisiana Multiple Waiver Program Information Options

1.3.10 Interactive and Account Payable Web Portal

RFP Reference: 4.4.10

The DCI Web Portal is a secure web-based interactive payroll and accounts payable system that provides the Agency, participants enrolled in Personal Options, their representatives, Resource Consultants, and Case Managers (if applicable) with real-time 24/7 access to participant's budgets and spending history with the ability to electronically submit and monitor processing of DCSW hours worked and invoices.

1.3.11 Acumen Customer Service

RFP Reference: 4.4.11

Acumen agrees to operate and maintain a customer center with representatives that are dedicated to the West Virginia Personal Options program. Participants/Representative Employers, DCSWs and Agency staff have access to the Customer Service Center in Mesa, AZ in addition to their assigned Support Broker and will be able to use the call center for extended access outside of normal business hours, or if their Support Broker is not available. Our Customer Services are available 24 hours a day, 7 days a week, 365 days a year.

1.3.11.1 Acumen Voice Mail

RFP Reference: 4.4.11.1

The Acumen Customer Service has a voicemail system activated for the receipt of messages for participants using self-direction services and their representatives and DCSWs to access needed information concerning their services.

1.3.12 Acumen Translation and Interpreter Services

RFP Reference: 4.4.12

Acumen provides translation and interpreter services for over 200 languages, oral interpreters including American Sign. In addition, we can provide materials to participants and representatives in alternative print (i.e., Spanish, large print, and Braille). Our DCI platform also offers users the option to select their native language.

1.3.13 Self-Directed Program Administrative Bank Account

RFP Reference: 4.4.13

Acumen will establish a separate administrative bank account for each Self-directed Program for payments received from the Agency to be deposited. Acumen will provide written notification to the Agency that the bank accounts have been established.

Acumen will complete all forms as specified by the Agency and the bank to establish EFTs from the Agency to the bank account. The separate administrative bank account must be:

1.3.13.1 Self-Directed Program Administrative Bank Account Maintenance

RFP Reference: 4.4.13.1

Maintained, to the extent legally permissible, in a manner that prevents Acumen creditors from in any way encumbering or acquiring funds in the separate bank account.

1.3.14 Bank Charges Responsibility

RFP Reference: 4.4.14

Acumen acknowledges the responsibility to absorb, at no additional cost to the Agency, all bank charges including monthly fees and stop payment fees that were initiated by Acumen. Acumen will not reduce the balance of the separate administrative bank account or reduce the balance of the participant's self-directed budget. If the participant or his/her authorized representative, or DCSW requests a stop payment, the fee may be charged to him or her.

1.3.15 No Co-Mingling of Funds

RFP Reference: 4.4.15

Acumen will not co-mingle other funds into the separate administrative bank account.

1.3.16 Administrative Bank Account Use Restrictions

RFP Reference: 4.4.16

Acumen will ensure that funds deposited into the separate administrative bank account cannot be used by the entity or by any other agent or third party to satisfy, temporarily or otherwise, any Acumen liability or for any other purpose, except as provided under its contract with the Agency.

1.3.17 Administrative Bank Account Withdrawal

RFP Reference: 4.4.17

Acumen will withdraw from the separate administrative bank account all payments made by the Agency for the Subagent - F/EA FMS administrative fees within seven (7) calendar days of receipt.

1.3.18 Monthly Administrative Bank Account Reports

RFP Reference: 4.4.18

Acumen will prepare and submit monthly reports to the Agency on separate administrative bank account activity.

1.3.19 Dedicated Payroll Bank Account Statements

RFP Reference: 4.4.19

Acumen will provide the Agency a copy of the monthly statement from the dedicated payroll bank account within fifteen (15) calendar days of the request along with any other financial information that may be necessary for or requested by the Agency to oversee the delivery of F/EA FMS services. Acumen will maintain relevant digitized documentation in the WV contract files.

1.3.20 Transition Services

RPF Reference: 4.4.20

Acumen will work jointly with any subsequent contractor upon expiration and/or termination to supply historical digitized Employer of Record and Employee information needed to ensure a smooth transition of services during the integration period.

1.3.21 Sample Reports Submission

RFP Reference: 4.4.21

Acumen will provide the Agency with sample versions of reports at least thirty (30) calendar days prior to the Operations Start Date for the Agency review and approval. Acumen will not begin operations without the Agency approval of reports. Report formats may include paper reports or data files. Upon the Agency request, Acumen supply the underlying data to support any report submitted. The data is to be in an Agency approved electronic file format.

1.3.22 Service Level Agreement

RFP Reference: 4.4.22

Acumen agrees to be bound by the Service Level Agreement(s) (SLAs) included in Appendix A.

1.3.23 Enroll Required Workers in Fiscal Agent System and MMIS

RFP Reference: 4.4.23

Acumen will enroll required workers in the Agency's current Fiscal Agents System/MMIS prior to their providing paid services.

1.3.24 Invoicing for Dual Enrolled Participants

RFP Reference: 4.4.24

Acumen agrees to invoice for F/EA and optional services once for any participants who are dually enrolled in a waiver program and the TMH or Personal Care program.

1.3.25 Three Month Implementation

RFP Reference: 4.4.25

Acumen agrees to complete all implementation activities within three (3) months.

1.3.26 Optional RC Services

RFP Reference: 4.4.26

Acumen has included the optional Support Broker services since it is currently part of our F/EA FMS solution. Our Support Brokers are employees and not subcontractors.

1.4 Acumen Qualifications and Experience

RFP Reference: 4.5

Acumen was founded in 1995. Acumen brings 28 years of experience in helping to create industry best practices to streamline the transition, and experience with Medicaid populations that cannot be matched by our competitors. Acumen also includes the use of the DCI platform, which provides the flexibility and architecture required to provide scalability for future expansion and can accommodate additional populations, program changes, State and federal regulatory changes, and other policy changes.

Our approach incorporates years of experience specifically in the F/EA arena. In addition, Acumen's DCI's Platform brings to the contract the best of breed/industry standard frameworks, design patterns and technologies.

Our team looks forward to serving the West Virginia staff and program participants by completing this project on time and within budget. We are confident of our abilities and our existing customers are proof we deliver what we promise.

1.4.1 Acumen Qualifications and Experience

RFP Reference: 4.5.1

Our success begins with how we manage the project from implementation forward. Our implementation experience has taught us that no matter how complex the implementation, we will succeed if we bring in the right people, use proven processes and tools, bring innovative new solutions, and meet client expectations.

We have experience transitioning populations to Acumen from numerous other FMS contractors. Acumen has unique experience and knowledge on how to implement, grow, and sustain self-direction programs, maximizing benefits for participants and their employees. Acumen currently serves forty-five (45) state agency department programs, across many different market structures. Acumen serves customers in MCO, private support coordinator, enrolled provider, RFP, and hybrid model states. Acumen's diverse experience is a unique asset that is unmatched by its peers. Best yet, Acumen has never had a contract terminated for default by any government agency.

Acumen is proud of the client programs we serve. Acumen delivers a high quality product and enjoys a 99.8% customer satisfaction rate based on our recent survey of states where we provide services. Every client project presented below uses our Financial Management Services expertise and the use of our DCI platform to demonstrate our compliance with the F/EA qualifications.

During the last 28 years, we have provided F/EA support for hundreds of thousands of participants and their employees. Figure 14 of the US map illustrates where Acumen has implemented the DCI platform across 23 states for 100 Medicaid, Departments of Aging and Disabilities, and Veterans Association customers with requirements similar to the State of West Virginia's defined requirements.

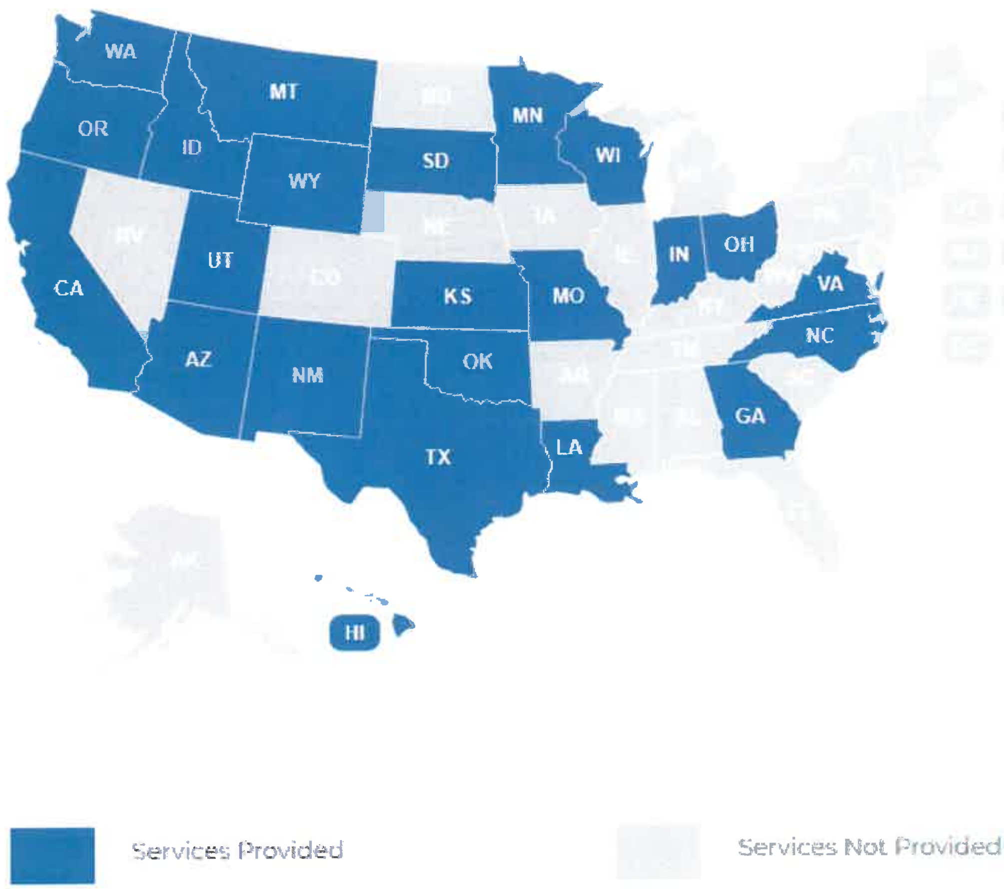

Figure 14: Acumen Client States

Our client base uses our Financial Management Services expertise and the use of our DCI platform to demonstrate our compliance with the F/EA qualifications. Acumen continues to grow as we add new clients and contracts. As of the submission date we have 352 employees, located in 15 offices.

Client	MCO or FFS	Project	Start/End Dates	Total Participants
State of Utah, Division of Medicaid and Health Financing	FFS	Disabilities Self-Directed HBS, Aging Self-Directed HBS, Employment-Related Self-Directed HBS, and Deinstitutionalization Self-Directed HBS)	1997 to Present	230
State of Arizona Managed Care Organization Contracts: Mercy Care Banner Healthcare United Healthcare	MCO	Aging and Physical Disability Adult Self-Direct	2008 to Present	48

Client	MCO or FFS	Project	Start/End Dates	Total Participants
State of California, Regional Centers -Various	FFS	Traditional FMS Reimbursement Programs & Self-Determination Option FMS	2012 to Present	201
State of Georgia, Department of Community Health	FFS	Division of Aging Services, Department of Community Health and Department of Behavioral Health and Development Disabilities	2006 to Present	3280
State of Hawaii, Department of Health	FFS	Veterans Directed Care Program & Community Living Program FMS	2013 to Present	130
State of Hawaii, Department of Health	FFS	Consumer-Directed Option FMS	2017 to Present	806
State of Hawaii, Executive Office on Aging	FFS	Veterans Directed HCBS, Community Living Program	2013 to Present	137
State of Idaho, Area Three Senior Services Agency	FFS	Veterans Directed HCBS	2017 to Present	6
State of Idaho, Department of Health and Welfare	FFS	My Voice My Choice, Family Directed Services	2017 to Present	696
State of Idaho, Southeast Idaho Council of Governments	FFS	Veterans Directed HCBS	2017 to Present	3
State of Indiana, Real Services	FFS	Consumer Directed Attendant Care Program	2007 to Present	0
State of Kansas, Kansas Department of Aging and Disability Services- Managed Care Organizations: Aetna Better Health of Kansas Sunflower Healthplan United Healthcare	MCO	Medicaid Waiver HCBS	2022 to Present	2000
State of Louisiana, Department of Health	FFS	Office of Aging an Office for Citizens with Developmental Disabilities Waiver Programs (4 total)	2007 to 2016; 2016 to Present	1886
State of Maryland, Department of Aging	FFS	Veterans Directed HCBS	2019 to Present	73
State of Minnesota, Department of Human Services	FFS	Disabilities Services Division Waiver Programs (various)	2017 to Present	130
State of Missouri, Department of Mental Health	FFS	Division of Developmental Disabilities	2020 to Present	2522
State of Missouri, Department of Social Services	FFS	Department of Youth Services JOBS Program	2017 to 2022	43
State of Montana, Department of Public Health and Human Services	FFS	Self-Direct Employer Options & Vendor Only	2009 to Present	277

Client	MCO or FFS	Project	Start/End Dates	Total Participants
State of New Mexico, Children Youth and Families Department	FFS	Emergency Medical Service Core & Others	2021 to Present	11
State of New Mexico, Department of Health	FFS	Development Disabilities Services Division Family Reimbursement Services	2019 to Present	11
State of New Mexico, Department of Health	FFS	Development Disabilities Services Division Family Reimbursement Services	2019 to Present	11
State of North Carolina, Division of Health Benefits	FFS	Community Alternative Program for Disabled for Adults and Children	2020 to Present	586
State of North Carolina, Managed Care Organization Contracts: **Alliance Health** **Partners Behavioral Health** **Trillium Health Resources** **Vaya Health** **Sandhills Center**	MCO	Self-Directed – Innovations Waiver	2019 to Present	226
State of Ohio, Northwest Ohio Agency on Aging	FFS	Veterans Directed HCBS	2022 to Present	In Implementation
State of Ohio, Ohio Area Agency on Aging, Region 7	FFS	Veteran Directed HCBS	2012 to Present	54
State of Oklahoma, Department of Human Services	FFS	Development Disabilities Services Division In Home Supports Wavier	2010 to Present	179
State of Oklahoma, Department of Human Services	FFS	Consumer Directed Personal Assistance Services	2019 to Present	1585
State of Oklahoma, Department of Human Services	FFS	OK Healthcare Authority Medically Fragile Self-Directed Program	2020 to Present	12
State of Oregon, Department of Health	FFS	Independent Choices Program Full Payroll FMS	2017 to Present	515
State of Oregon, Department of Human Services	FFS	Provider Time Capture EVV	2020 to Present	14840
State of Texas, Department Health and Human Services	FFS	Waiver and HCBS Programs (6 total)	2016 to Present	504
State of Texas, Managed Care Organization Contracts: **Aetna Better Health of TX** **Amerigroup Amerivantage** **Blue Cross Blue Shield** **Cigna Healthspring** **Cook Children's Health Plan** **Driscoll Health Plan** **Molina Healthcare** **Superior HealthPlan Inc** **Texas Children's Health Plan**	MCO	Star PLUS/Kids Program (10 total)	2019 to present	1821

Client	MCO or FFS	Project	Start/End Dates	Total Participants
UnitedHealthcare				
State of Utah, County Specific (Davis County Family Health and Senior Services Division, Salt Lake County Aging Services, Toole County, Unitah County, Weber County, Bear River Aging Services, Five County, Mountainland, Six County, Southeastern Utah)	FFS	Aging and Veterans Self-Directed HBS	Start dates vary back to 2007 – to Present	130
State of Utah, Department of Human Services	FFS	Disabilities Services Self-Directed Care (ABI, Physical Disabilities, IDD)	1997 to Present	920
State of Virginia, Department of Aging and Rehabilitative Services	FFS	Aging Self-Direct HCBS; Full-Service FMS	2016 to Present; 2021 to Present	100
State of Wisconsin, Department of Human Services	FFS	Include, Respect, I Self-Direct	2021 to Present	1835
State of Wyoming, Wyoming Services for Independent Living	FFS	Veterans Directed HCBS	2019 to Present	2

1.4.1.1 Acumen Work Plan

RFP Reference: 4.5.1.1

Implementation projects can be complex. Our management approach simplifies the process and focuses on the important tasks at hand, keeping a steady and productive momentum while not losing sight of the big picture. Our approach focuses on understanding the West Virginia requirements and user needs.

Industry standards for Project Management have been refined to the point that everyone's approach reads like a Project Management textbook. What makes our approach exceptional is our Project Manager and Team. Our approach to Project Management is largely based on the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK) methodology and will be customized to meet the State's specific needs and requirements. Our comprehensive Project Management Framework incorporates our expertise and industry best practices from 28 years of experience implementing our FMS solutions. Acumen will bring our trusted-partnership approach to the State working together with the Agency's Team. Our Team's experience from past projects of similar scope and scale will leverage our approach without getting bogged down in the methodology while losing sight of the project itself.

We start by collaborating with the Agency to review and refine the requirements defined in the solicitation. Our project management plans lay the groundwork for how the project will be managed and how we communicate. Open and honest project communication is a hallmark of our service.

Working together using our implementation process depicted in figure 15, we can ensure project requirements and business rules are confirmed, enrollment packages and paperwork are compliant and the financial management processes are implemented. We take the time to make sure the DCI platform becomes the West Virginia Fiscal/ Employer Agent and is ready for User Acceptance Testing (UAT) and operations.

Figure 15: Acumen Implementation Process

Our key personnel will work within their own disciplines. Meetings will be scheduled to collaborate with the Agency's counterparts to finalize the approach for training, system integration and testing. Acumen uses automation wherever possible to expedite project tasks and deliverables. Our approach also includes demonstrations and training on the tools we employ.

Acumen will deliver a Project Master Plan (PMP) to lay the groundwork for implementation. During this first delivery, our Project Manager will coordinate, prepare meeting agenda and facilitate meetings. The Acumen Team will identify project stakeholders and roles, review configuration requirements, discuss and agree upon the project work plan, establish regular reporting and communications, review the approach to working with State on training and User Acceptance Testing, and schedule additional, regularly scheduled meetings.

A key hallmark of Acumen's Team's approach is transparency and collaboration across the enterprise working with the State stakeholders. Our Project Management Plans cannot be developed in a vacuum. We recognize that our project plans must consider the needs of the State and the participants receiving services.

Our PMP consist of the following component Plans:

- Resources Management Plan;
- Scope Management Plan;
- Project Schedule Maintenance Plan;
- Deliverable Management Plan;
- Risk & Issues Management Plan;
- Quality Management Plan;
- Change Management Plan;
- Communications Management Plan;
- Training Plan; and
- Testing Plan.

Our detailed PMP will define project objectives, activities, deliverables, governance, methodologies, resources, and tools. The PMP will serve as the dictionary for all project activities to fulfill the contracted Scope of Work. Each Plan follow a consistent format, which consists of:

- Plan Cover;
- Document Revision Page;
- Purpose;
- Sequence of Activities;
- Responsible, Accountable, Consulted, and Informed (RACI) Matrix;
- Defined deliverables and outcomes;
- Roles and Responsibilities; and
- Specific Plan Requirements.

The Deliverable Management Plan sets the deliverable standards as well as submission and review process for all deliverables produced for the FMS Project. The purpose of this Plan outlines how:

- Deliverables are managed and approved;
- The timely and accurate review of project deliverables is facilitated; and
- Deliverables are maintained and tracked.

A Deliverable Expectation Documents (DED) will be prepared for each deliverable and reviewed with the Agency Project Manager (PM) or their designee. Acumen has developed templates to streamline the development and submission of project deliverables. Our PM will present our templates and work with the Agency's PM to agree on the final templates and the appropriate level of deliverable detail.

Deliverable review time requirements will vary based on the size and scope of the deliverable. During the initial DED review, we will work with the Agency to determine an appropriate review period. A checklist with the requirements defined in the DED will be submitted with the deliverable.

An effective Project Management methodology is the thread that brings together these components into a cohesive project that will not only achieve the project goals, but to track, control and improve upon regular processes and procedures. However, a good methodology alone is not enough; a good Project Management strategy is essential to successfully deliver a project. Thinking through the West Virginia's defined requirements, execution of work plan steps, effective and efficient resource planning, and discussing difficult issues as they arise requires a strategy above and beyond what a typical industry methodology can offer.

Monitoring a project comes down to consistent review of progress and upcoming milestones. Taking the time before formal meetings to carefully review each task on the work plan, and each outstanding issue can be time consuming but ultimately, is critical to the project success. We will work with the West Virginia Team to hold ourselves accountable for meeting the milestones.

Excellent company, people and work. I have found the Team here to be full of information. Great job!

Deborah M
Arizona

Acumen will work with the Agency to define the timing and process for status meetings and formal status reporting for Agency Leadership. Acumen scheduled meetings will include an agenda with specific topics and time slots. The agendas will identify the Acumen Meeting facilitator, the time, location and conference bridge number for teleconferencing. The agendas will be sent to the meeting participants before the meeting.

Acumen will also assign a note taker for each scheduled meeting. The note taker will identify meeting attendees and the topics and actions discussed. The meeting facilitator will be responsible for using the notes to write the meeting minutes and distribute accordingly.

Our PM will schedule and facilitate an ongoing meeting series or as requested by the Agency to discuss open activities, tasks, risks, or issues to ensure alignment with the Agency. Our PM will document and distribute meeting minutes to memorialize the discussions and any outcomes that will also include identified decisions or action items.

Acumen will focus on the mission of the project scope and understand the importance of all parties agreeing on the scope of the project. Acumen will confirm the contract requirements with the Agency as part of our scope management process. Acumen will elaborate the contract requirement into a more detailed list of the requirements. The contractual requirements will be defined as deliverables for the Agency's review and approval or as items for testing. Acumen uses a Requirement Traceability Matrix (RTM) to track each requirement from the initial solicitation requirements through implementation and testing.

Using the RTM enhances the scope management process. It also helps with process control and quality management. The RTM can be thought of as documenting the connection and relationships between the contract requirements of the project and the final F/EA solution.

Project changes are inevitable and can occur at any point in a project lifecycle. We recognize that decisions reached early in the project may need to be modified or changed. Disciplined management of project changes is critical to the overall success of the project and will reduce risk to the project.

Our draft Project Workplan is provided for you review and evaluation. For evaluation purposes, the workplan starts on October 2, 2023. When selected our draft workplan will be updated with the actual start date.

West Virginia Transition Workplan

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	June 5/29 6/5 6/12 6/19
1			**Contract Start**	**1 day**	**Mon 10/2/23**	**Mon 10/2/23**		
2			Executive Transition Oversight	1 day	Mon 10/2/23	Mon 10/2/23		
3			Project Management Responsibilities	1 day	Mon 10/2/28	Mon 10/2/28		
4			**Project Management Plan**	**0 days**	**Mon 10/2/23**	**Mon 10/2/23**		
5			Finalize Draft PMP	4 days	Tue 10/3/23	Fri 10/6/23		
6			Submit Draft PMP to Department	0 days	Mon 10/9/23	Mon 10/9/23	5	
7			Schedule PMP Review Work Session	2 days	Mon 10/9/23	Tue 10/10/23	6	
8			Receive Department PMP Comments	5 days	Mon 10/9/23	Fri 10/13/23	7	
9			Finalize PMP	3 days	Mon 10/16/23	Wed 10/18/23	8	
10			Submit PMP Deliverable to Department	1 day	Thu 10/19/23	Thu 10/19/23	9	
11			Approval Review & Approval	5 days	Fri 10/20/23	Thu 10/26/23	10	
12			**Project Kick-off Plan**	**8 days**	**Tue 10/3/23**	**Thu 10/12/23**		
13			Schedule Kick-off Meeting	1 day	Tue 10/3/23	Tue 10/3/23		
14			Identify Participants	1 day	Tue 10/3/23	Tue 10/3/23		
15			Create Kick-off Meeting Material	3 days	Wed 10/4/23	Fri 10/6/23	13	
16			Conduct Kick-off Meeting	1 day	Mon 10/9/23	Mon 10/9/23	15	
17			Document Kick-off Meeting	2 days	Wed 10/11/23	Thu 10/12/23	16	
18			**Implementation Phase**	**67 days?**	**Mon 6/5/23**	**Tue 9/5/23**		
19			**WV DCI Platform**	**0 days**	**Tue 10/3/23**	**Tue 10/3/23**		
20			Launch WV DCI Platform	5 days	Tue 10/3/23	Mon 10/9/23		
21			Schedule Coinfiguration JAD Sessions	1 day	Tue 10/3/23	Tue 10/3/23		
22			Identify Participants	1 day	Tue 10/3/23	Wed 10/4/23		
23			Conduct Configuration JAD Sessions	5 days	Mon 10/9/23	Fri 10/13/23	21,22	
24			Document Configuration Requirements	3 days	Mon 10/16/23	Wed 10/18/23	23	
25			Submit Configuration Requirements for Review	5 days	Thu 10/19/23	Wed 10/25/23	24	
26			Configure WV DCI Platform	5 days	Thu 10/26/23	Wed 11/1/23	25	
27			Review Configuration	3 days	Thu 11/2/23	Mon 11/6/23	26	
28			Agency Review and Approval Configuration	5 days	Thu 11/9/23	Wed 11/15/23	27	

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	June 5/29 6/5 6/12 6/19
29			**WV Office Space**	**40 days**	**Mon 10/9/23**	**Fri 12/1/23**		
30			Locate & Execute Charleston Office	30 days	Mon 10/9/23	Fri 11/17/23		
31			Locate & Execute TBD Offices	30 days	Mon 10/23/23	Fri 12/1/23		
32			**WV Agent Staffing**	**45 days**	**Mon 10/9/23**	**Fri 12/8/23**		
33			Hire ## WV Agents	45 days	Mon 10/9/23	Fri 12/8/23		
34			Hire Admin	28 days	Mon 10/9/23	Wed 11/15/23		
35			**Requirement Traceability Matrix (RTM)**	**37 days**	**Tue 10/3/23**	**Wed 11/22/23**		
36			Identify Participants	0 days	Wed 10/4/23	Wed 10/4/23		
37			Schedule Work Sessions	4 days	Tue 10/3/23	Fri 10/6/23		
38			Conduct RTM Work Sessions	5 days	Mon 10/16/23	Fri 10/20/23	36,37	
39			Update RTM	5 days	Mon 10/23/23	Fri 10/27/23	38	
40			Agency Review & Comment	5 days	Mon 10/30/23	Fri 11/3/23	39	
41			Finalize RTM	3 days	Mon 11/6/23	Wed 11/8/23	40	
42			Agency Review & Approval	12 days	Tue 11/7/23	Wed 11/22/23	41	
43			**Incumbent Knowledge Transfer**	**64 days**	**Tue 10/3/23**	**Fri 12/29/23**		
44			Identify Participants	1 day	Tue 10/3/23	Tue 10/3/23		
45			Schedule Work Sessions	2 days	Tue 10/3/23	Wed 10/4/23		
46			Conduct Knowledge Transfer Sessions	25 days	Mon 10/9/23	Fri 11/10/23	44,45	
47			Data Conversion/Transfer	35 days	Mon 11/13/23	Fri 12/29/23	46	
48			**Program /Authorization Rules Integration**	**54 days**	**Tue 10/3/23**	**Fri 12/15/23**		
49			Identify Participants	2 days	Tue 10/3/23	Wed 10/4/23		
50			Schedule Work Sessions	2 days	Tue 10/3/23	Wed 10/4/23		
51			Conduct Program/Authorization Rule Sessions	5 days	Mon 10/9/23	Fri 10/13/23	49,50	
52			Configure DCI	15 days	Mon 10/16/23	Fri 11/3/23	51	
53			Authorization Testing	15 days	Mon 11/6/23	Fri 11/24/23	52	
54			Billing Testing	15 days	Mon 11/27/23	Fri 12/15/23	52	
55			**Reporting**	**23 days**	**Wed 10/4/23**	**Fri 11/3/23**		
56			Identify Participants	1 day	Wed 10/4/23	Wed 10/4/23		

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	June 5/29	6/5	6/12	6/19
57			Schedule Report Work Sessions	1 day	Wed 10/4/23	Wed 10/4/23					
58			Conduct Report Work Sessions	2 days	Thu 10/12/23	Fri 10/13/23	56,57				
59			Develop Report Templates	5 days	Mon 10/16/23	Fri 10/20/23	58				
60			Submit Report Templates	0 days	Mon 10/23/23	Mon 10/23/23	59				
61			Agency Review and Approval	10 days	Mon 10/23/23	Fri 11/3/23	60				
62			**Enrollment**	**36 days**	**Fri 10/6/23**	**Fri 11/24/23**					
63			Update Enrollment Packet	5 days	Mon 10/16/23	Fri 10/20/23					
64			Submit Enrollment Packet	1 day	Mon 10/23/23	Mon 10/23/23	63				
65			Agency Review and Approval	10 days	Tue 10/24/23	Mon 11/6/23	64				
66			Update EES	20 days	Mon 10/30/23	Fri 11/24/23	65				
67			**Training Development**	**29 days**	**Mon 10/23/23**	**Thu 11/30/23**					
68			Update Courseware	10 days	Mon 10/23/23	Fri 11/3/23					
69			Schedule Training Work Sessions	2 days	Tue 10/31/23	Wed 11/1/23	68				
70			Conduct Training Work Sessions	3 days	Thu 11/9/23	Mon 11/13/23	69				
71			Modify Courseware	3 days	Mon 11/13/23	Wed 11/15/23	70				
72			Submit Courseware	0 days	Thu 11/16/23	Thu 11/16/23	71				
73			Agency Review and Approval	10 days	Fri 11/17/23	Thu 11/30/23	72				
74			**Training Delivery**	**47 days**	**Thu 11/2/23**	**Fri 1/5/24**					
75			**Department Training**	**26 days**	**Thu 11/2/23**	**Thu 12/7/23**					
76			Identify Department staff	1 day	Thu 11/2/23	Thu 11/2/23					
77			Schedule Department Training Sessior	1 day	Thu 11/2/23	Thu 11/2/23					
78			Deliver Training	5 days	Tue 11/28/23	Mon 12/4/23	76,77				
79			Evaluate Department Training	1 day	Tue 12/5/23	Tue 12/5/23	78				
80			Department Training Report	2 days	Wed 12/6/23	Thu 12/7/23	79				
81			**Participant (Member & Representative Employer) Training & Enrollment**	**45 days**	**Mon 11/6/23**	**Fri 1/5/24**					
82			Identify Participants	5 days	Mon 11/6/23	Fri 11/10/23					
83			Schedule Participant Training Sessions	5 days	Mon 11/13/23	Fri 11/17/23	82				
84			Invite Participants to Training Sessions	15 days	Mon 11/13/23	Fri 12/1/23	82,83				

ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	June 5/29 6/5 6/12 6/19
85			Deliver Training	20 days	Mon 12/4/23	Fri 12/29/23	84	
86			Evaluate Participant Training	20 days	Thu 12/7/23	Wed 1/3/24	85	
87			Report Participant Training	2 days	Thu 1/4/24	Fri 1/5/24	85	
88			**Policies & Procedure Manual**	**35 days**	**Mon 11/6/23**	**Fri 12/22/23**		
89			Draft/Update Policies & Procedures Manual	10 days	Mon 11/6/23	Fri 11/17/23		
90			Submit Policies & Procedures Manual	1 day	Mon 11/20/23	Mon 11/20/23	89	
91			Agency Review and Comment	10 days	Tue 11/21/23	Mon 12/4/23	90	
92			Finalize Policies & Procedures Manual	5 days	Mon 12/4/23	Fri 12/8/23	91	
93			Submit Policies & Procedures Manual	0 days	Mon 12/11/23	Mon 12/11/23	92	
94			Agency Review and Approval	10 days	Mon 12/11/23	Fri 12/22/23	93	
95			**Readiness Review**	**43 days**	**Wed 11/1/23**	**Fri 12/29/23**		
96			**User Acceptance Testing**	**36 days**	**Wed 11/1/23**	**Wed 12/20/23**		
97			Identify Department UAT Team	1 day	Wed 11/1/23	Wed 11/1/23		
98			Schedule UAT Work Sessions	1 day	Wed 11/1/23	Wed 11/1/23		
99			Conduct Work Sessions	5 days	Mon 11/13/23	Fri 11/17/23	97,98	
100			Develop UAT Test Scripts	10 days	Mon 11/20/23	Fri 12/1/23	99	
101			UAT	10 days	Mon 12/4/23	Fri 12/15/23	100	
102			Final Testing Report	3 days	Mon 12/18/23	Wed 12/20/23	101	
103			**Readiness Review**	**40 days**	**Mon 11/6/23**	**Fri 12/29/23**		
104			Progress Check #1	1 day	Mon 11/6/23	Mon 11/6/23		
105			Progress Check #2	1 day	Fri 12/15/23	Fri 12/15/23	104	
106			Readiness Review	4 days	Tue 12/26/23	Fri 12/29/23	105	
107			**Go Live**	**24 days**	**Fri 12/29/23**	**Wed 1/31/24**		
108			Go/No Go Review	1 day	Fri 12/29/23	Fri 12/29/23	106	
109			VF/EA FMS Live	0 days	Tue 1/2/24	Tue 1/2/24	108	
110			Transition Results Report	5 days	Thu 1/25/24	Wed 1/31/24		

1.4.1.2 Key Personnel

RFP Reference: 4.5.1.2

Acumen recognizes the gravity of the responsibility that comes with the stewardship of public funds. We also recognize the importance of providing the citizens of the State of West Virginia with the best service available on the market.

Acumen provides the most experienced personnel in the business. What sets Acumen apart from our competitors is our extensive experience working with individuals who depend on Medicaid services and the direct care workers that provide services. Our staff understands the unique needs of the participants, families, direct care workers, and the state agencies we support. Acumen delivers a high quality product and enjoys a 99.8% customer satisfaction rate based on our recent survey of states where we provide services.

Our accountants, bookkeepers, and clerical staff are dynamic and experienced in accounting for the complicated, ever changing world of human services and the governmental regulations that accompany it. Acumen selects personnel with a specific skillset that allows them to effectively adhere to the rigid requirements of payroll and tax obligations while maintaining focus on the participants and the mission of the program.

Our Arizona based staff represent a highly skilled pool of resources with expertise in fiscal management activities, who will provide the project access to highly knowledgeable resources that complement the West Virginia onsite project staff.

Acumen employees are required to participate in ongoing and regularly scheduled training sessions on subjects related to the nature of the populations we serve. Our employees will receive training on:

- Customer service training including Person-Centered Practices and philosophies and appropriate documentation of service delivery;
- Requirements for Reportable Event identification and reporting Reportable Event Management;
- How to use the DCI platform and requirements for EVV Compliance and monitoring;
- HIPAA Compliance and Reporting upon hire and yearly thereafter;
- Annual Emergency Management and Disaster Recovery upon hire and yearly thereafter;
- Annual Medicaid, Self-Direction, Cultural Competency, and People First Language upon hire and yearly thereafter;
- Identification and reporting of potential or suspected fraud, waste, and abuse, upon hire and yearly thereafter;
- The False Claims Act, including whistleblower protections, administrative remedies for false claims, any state laws pertaining to civil or criminal penalties for false claims or statements, and whistleblower protections about such laws in preventing and detecting fraud, waste, and abuse in federal health care programs, upon hire and yearly thereafter; and
- The Acumen complaint system.

Management is also trained and equipped to effectively analyze and prepare for new business opportunities to include growing populations, and/or the transition of self-directed participants.

Adjustments are made to staffing levels and policies and procedures as needed using a comprehensive new business tool managed by our Quality and Compliance Department.

We understand that our Arizona based staff are not defined as key personnel, however we feel this staff is vital to the success of this project. Our Corporate Personnel organization is presented in figure 16 accompanied by a short bio for each member. The Corporate Personnel resumes are available for review and evaluation in Appendix A.

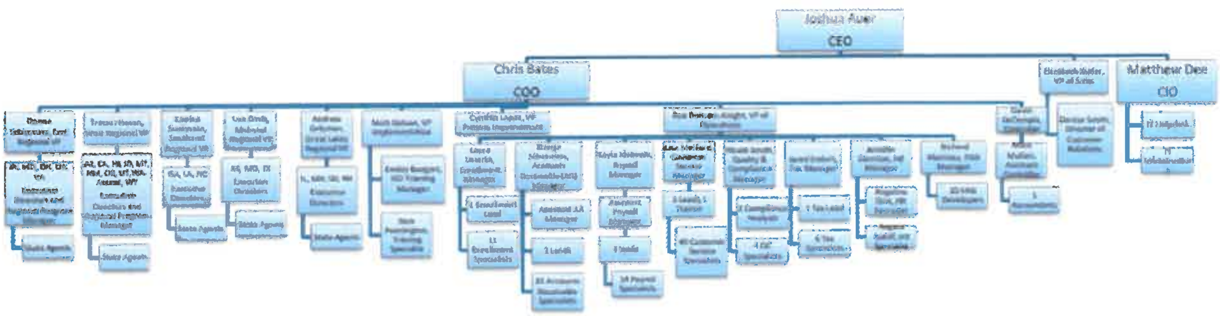

Figure 16: Acumen Corporate Organization

Joshua Auer serves as the Chief Executive Officer for Acumen. He has been with the company since 2015 and has more than 22 years of comprehensive Medicaid experience analyzing business systems to ensure best operational effectiveness through people, systems, and processes. Joshua is well versed in recognizing and launching systems that meet desired goals and objectives.

Joshua is adept at business administration and collaboration with executives and staff to achieve targeted results. Joshua develops and executes strategic plans; committed to adding value and exceeding expectations through collaborative problem solving and disciplined decision making.

Joshua has 22 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Chris Bates is Acumen's Chief Operating Officer. He has been with Acumen since 2010 and has extensive experience directing business operations and management through effective business systems analysis and project management to enhance operations.

Chris has nearly 30 years of expertise identifying business needs, working with end-users to gather requirements, and communicating technical information clearly to technical and non-technical staff. He is proficient in determining, meeting, and surpassing specific client needs. Chris is practiced in clarifying business requirements and performing gap analysis.

Christopher has 30 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Matt Dee is the Chief Technical Officer for Acumen and has been with Acumen since 2011. Matt has more than 15 years of comprehensive experience in all facets of information technology including system design, development, testing, implementation, integration and support.

Matthew also serves as CTO for Direct Care Innovations, LLC. In addition, he also has functioned as Lead System Architect in DCI since 2013. Matthew is adept at managing highly technical projects and resources to achieve company goals and objectives.

Matthew has 15 years of technology experience as it relates to the West Virginia Fiscal Employer Agent Services.

Donna Schierman is the Northeast Vice President of Regional Operations. Donna has led programs focused with Aging Adults and diverse communities for the past 30+ years. In recent years Donna's passion and focus has been within fiscal management services, where she collaborated on person-centered planning and system efficiencies. Donna has worked with state and government leaders to move the self-directed programs forward.

Donna is good at relationship management and is a focused growth leader. Donna's commitment, passion, and focus has been working together with key stakeholders within the Aging and Intellectual & Developmental Disabilities community to bring a Self-Direction Conference to the self-directed community. Donna is not seeking to just support the communities, but to become a part of the communities we serve.

Donna has 30 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Matt Dotson is the Vice President of Implementation and has been with Acumen since 2020. Matthew has tested and proven experience comprised of more than seven (7) years in program and project management; coordinate and direct contract requirements from development to go-live.

Matt is an experienced collaborator with state or county staff to gather requirements, consult on best practice, and implement projects and programs that offer exceptional end user experience efficiently for our clients. Matt coordinates with multiple functional areas to craft project plans and implementation timelines to hit target launch dates. He is a steward of compliance requirements and accountability to establish a high level of integrity. Matt is agile and creative in leveraging knowledge, skills, and abilities to exceed project deadlines within scope.

Matt has seven (7) years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Rob Biskupic-Knight is the Vice President of Operations for Acumen. He has been with Acumen since 2020. Rob is an experienced operator versed in growing and scaling organizations and building systems and processes to maximize organizational effectiveness.

Rob has strong program and project management skills to accomplish both short-term and long-term objectives and goals. He is adept at building partnerships and collaborating with a range of external and internal stakeholders.

Rob has two (2) years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Nicole Smith is our Acumen Quality and Compliance Manager for Acumen and has been with Acumen since 2019. Nicole has a strong expertise in operations management, team leadership, and coaching, as well as identifying and improving processes, enhancing operations, and increasing work efficiency.

Nicole is well versed in leading teams and curating strategies to optimize organizational growth. She is skilled in communicating with the leadership team and the ability to deal effectively with people at all levels.

Nicole has seven (7) years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Laura Uriarte is the Enrollment Manager and has been with Acumen since 2016. Laura is a motivated and customer focused individual that focuses on service quality in the management of her team. She leads the implementation and maintenance of operational controls and program requirements, and the facilitation of operational improvements.

Laura has six (6) years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Jared Enders is the Tax Manager and has been with Acumen since 2022. Jared has two decades of diverse experience in taxation and accounting. Jared is a licensed CPA in Arizona, has both Master's and bachelor's in accountancy, and has worked in both public accounting and industry. Jared has capabilities in accounting, taxation, tax provisions (ASC 740), payroll, budgeting, financial statement preparation, and audit. He has experience in project management, software product development and systems implementation. He has been responsible for the development and maintenance of internal controls, then auditing the operations team to ensure adherence to internal controls.

Jared has 2 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Lisa Mefford is the Customer Service Operations Manager and has been with Acumen since 2008. Lisa has over 10 years of experience in Customer Service and 14 years working in an FMS. Lisa is a motivated and customer focused individual whose mission is to always treat people the way she wants to be treated.

Lisa understands that she and her staff represent the first point of contact between our company and our customers, so the highest level of satisfaction is of the utmost importance. She oversees daily operations of Acumen's call center ensuring all contractual guidelines and rules set forward by our states and programs are followed. She is an individual who is available anytime to support our customers.

Lisa has 14 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Kianga Stevenson started with Acumen in November of 2022 and is currently the manager of Accounts Receivable with a focus on process improvements. Kianga has over 15 years of diverse operational experience in the fiscal management and education industry. Her educational background encompasses a Master's in data Analytics and a bachelor's degree in accounting and finance, both from Southern New Hampshire University.

Kianga is responsible for identifying gaps and areas of improvement for the Accounts Receivables department and partnering with other functional areas to improve efficiency. She has experience in leading teams, project management, and implementing new software and workflows. Kianga is a forward thinker with proven abilities in leveraging technical solutions to produce quality experiences.

Kianga has 15 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Cynthia Lopez joined Acumen Fiscal Agent in September 2020 as the organization's Accounts Receivable Manager. In this role Cynthia was responsible for overseeing the day-to-day operations of the AR/Billing department and for ensuring successful billing for all programs. In late 2022, Cynthia was promoted to VP of Process Improvement where she currently focuses on AR-related projects and on streamlining processes and procedures for the organization.

Prior to joining Acumen, Cynthia held roles of increasing responsibility within the retail banking industry, with an emphasis in Collections, and she holds a bachelor's degree in business administration from the University of Arizona. Cynthia has a history of leading high performing teams within her 15+ years of leadership experience and is passionate about driving process improvements that positively impact organizations, as well as their internal and external customers.

Cynthis has 13 years of FMS experience as it relates to the West Virginia Fiscal Employer Agent Services.

Acumen is prepared to assign staff as needed to ensure appropriate coverage. Acumen will have sufficient staff with relevant experience and qualifications to fulfill the specified requirements per the terms of this contract and has a policy to ensure service coverage for all members during the absence of staff and vacated positions. Acumen maintains the correct level of staff, including managerial, supervisory and support with the training, work experience and expertise to perform contract requirements on an ongoing basis. Acumen customer service and administrative staff are knowledgeable in self-directed services. In addition, having been actively involved with the development and implementation of the DCI platform, every single person on Acumen's staff, despite their position, can provide end user support.

For program implementations, Acumen employs a similar strategy as general operations in developing a robust in-state team supported by experienced functional and strategic partner teams. This includes a four-person implementation team, a Regional Vice President, and an Operations Managers who oversee functional teams such as Payroll, Tax, and a 12-person Enrollment team that provides support and assistance to new program implementations.

The implementation team employs a tailored program plan developed through heavy community and internal stakeholder engagement experience and an implementation playbook based on extensive personal and organizational experience. During both implementation and ongoing, the in-state team leverages their relationships with participants and program knowledge with the expertise of the corporate functional partner teams to enable the most successful participant outcomes and greatest participant satisfaction.

Our business model utilizes our corporate key executives to hire local resources for the state-specific functions. When Acumen is awarded a contract, we commit to the contract requirements, as well as to the State and its citizens. Hiring locally gives us the advantage of hiring local staff who know the community, have State/hometown pride and who can easily build a relationship with their assigned clients. Our approach also lets the Department review and approve Acumen West Virginia staff.

The local West Virginia includes our Executive Director (Account/Project Manager), ADW Supervisor, IDDW Supervisor and TBIW Supervisor who will be physically within the State of West Virginia and be solely dedicated to the project. Our West Virginia organization is presented in figure 17.

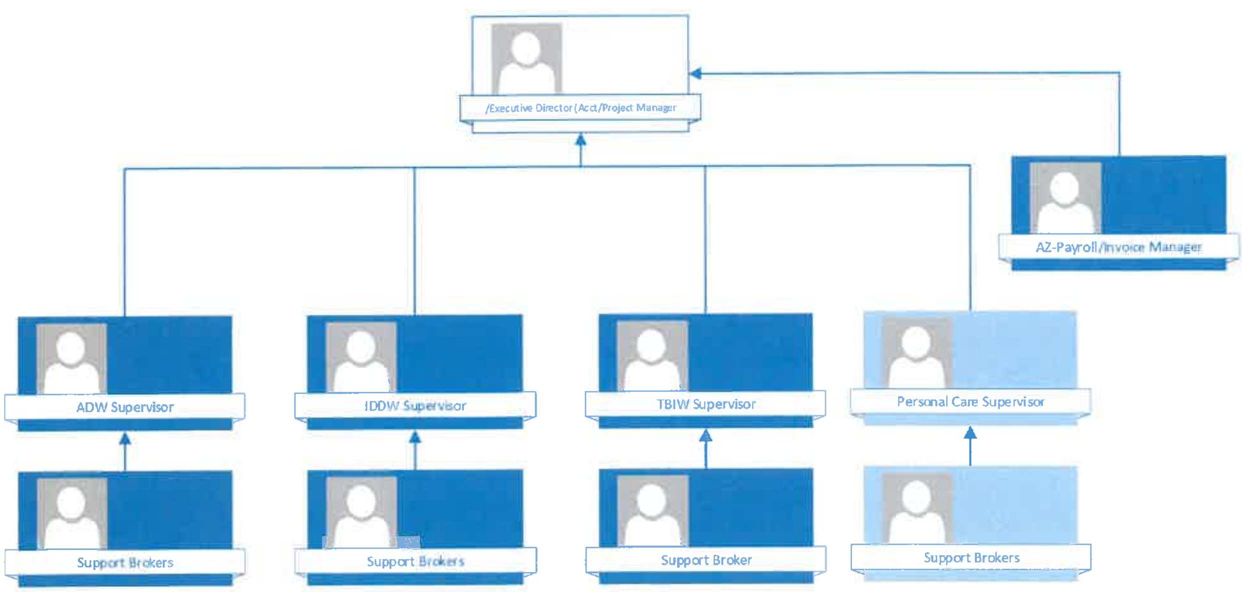

Figure 17: Acumen WV Organization Chart

In building a dynamic in-state team, Acumen focuses first on hiring critical leadership positions. This would include the West Virginia Executive Director, Program Supervisors and support brokers. Hiring local West Virginia for these important roles leads to better performance and less turnover because they often have first-hand knowledge of the local resources, they know and care about their communities, and are dedicated to the fellow West Virginians they serve.

A full-time recruiter dedicated to the West Virginia implementation will be based in the state for the implementation period and who will also partner with local minority or women-owned recruiting firms. Acumen executive leadership also has extensive relationships in the self-directed and Medicaid spaces that are tapped when sourcing talent in states, even where there are no existing operations.

With the leadership team in place, they will closely partner with the dedicated recruiter to hire the remaining team members including support brokers, and administrative staff. If a quick transition is desired by the program, a comprehensive hiring and onboarding plan maps out a 45-day period for hiring and 45-day period for onboarding leading up to the official transition date. The support from functional and strategic teams across Acumen enables implementation activities such as client onboarding and training to continue efficiently while the in-state team gains hands-on and gradual-release training.

The strategy and models described above have enabled Acumen to successfully onboard numerous new contracts and implementations including sizable programs with the Missouri Self-Directed Supports (SDS) program (2,700 participants) and OK Consumer Directed Personal Assistance Services and Supports (CDPASS) program (1,750 participants).

Before hiring Supports Brokers or other staff whose job functions include direct contact with or responsibility for participants, we will complete a background check, which includes criminal background check with fingerprinting, or, as an alternative, a background check from a licensed private investigation company. Also, Acumen will verify that the person's name does not appear on the State abuse registry, State and national sexual offender registries, the federal government's LEIE and SAM exclusion databases, and verify credentials as appropriate. Acumen will maintain records for all personnel used in the performance of this contract. The Agency may review and randomly inspect the personnel records at any time with reasonable notice.

Our Supports Brokers will receive training, approved by the Agency, waiver programs and supporting older adults, adults with physical disabilities, and individuals with intellectual or other developmental disabilities. New staff members, regardless of function, receive the same foundational training courses to ensure a solid common understanding across work areas and to facilitate cross-organizational interaction. Each layer of training builds on previous layers to ensure each staff member receives sufficient information to perform his or her work accurately and efficiently. By presenting training and new information in stages, we prevent overload during the learning process.

Acumen acknowledges that once the Agency has approved our West Virginia key personnel they will not be diverted or replaced without the approval of the Agency. Acumen will notify the Agency and provide the proposed replacement's name, qualifications and background check, if required, and wait for the Agency to notify Acumen whether the diversion and proposed candidate replacement are approved prior to assignment.

Acumen will notify the Agency of resignations, death, disability or dismissal for cause or any other event beyond our control. We will work with the Agency to propose a permanent replacement and propose temporary coverage for a key person while the Agency reviews and approves the proposed candidate. We also understand the Agency may request the removal of a person from the project. Acumen will provide an interim position person and recommend a permanent replacement.

1.4.1.3 Acumen Subagent Experience

RFP Requirement: 4.5.1.3

Acumen has experience providing F/EA FMS as demonstrated in our client list provided above. Our services have included working for numerous State agencies and government programs. An example of our experience is the Oklahoma In Home Supports Wavier Program, where we began serving as a subagent in 2010. We remain as the partner provider in Oklahoma today and have greatly expanded our presence in that state.

Our role as the subagent to the State is to receive, disburse, and track public funds based on participants' approved service plans and budgets; assists participants with completing participant enrollment and worker employment forms; conducts criminal background checks of prospective workers; and verifies workers' information (i.e., social security numbers, citizenship or legal alien verification documentation). As subagent we prepare and distribute payroll including the withholding, filing, and depositing of federal and State income tax withholding and employment taxes and locality taxes; process and pay vendor invoices for approved goods and services, as applicable; generate reports for State program agencies, and participant.

1.4.1.4 Acumen References

RFP Requirement: 4.5.1.4

Acumen is proud of our company's history. We understand and welcome the Agency to review and contact our three references. We are also confident that if the Agency considers obtaining additional information about our team, you will receive the same positive report about our performance. The Agency may contact any source they feel is warranted to verify our past performance.

We have selected three current client projects that further demonstrate our F/EA and Consumer Directed experience.

Customer	Oklahoma Health Care Authority (OHCA)
Contract	11/05/2019 PO # 8079004177 Acumen Fiscal Agent LLC
Description of Work Performed	Acumen performs Financial Management Service (FMS) and EVV that comply with the 21st Century Cures Act that enables participants/employers' participation in the Self-Directed Service (SDS) model administered by the OHCA

Dates of Performance	Acumen has provided FMS duties in Oklahoma since the 2000s; and directly to the program that Mr. Ward manages under the OHCA since 2019.
Client Reference	David Ward, Community Living Services Coordinator David.Ward@okhca.org 4345 N. Lincoln Blvd Oklahoma City, OK. 73105 Phone:405-522-7776

Customer	Louisiana Department of Health
Contract	LAGOV: 2000440780; LDH: 062488; Agency #: 305
Description of Work Performed	Acumen provides Financial Management Services for self-direction participants including: ▪ Ensuring current and initial participants are provided with information they need to effectively participate in this option; ▪ Processing employee payroll and required taxes under State, federal, and Medicaid regulations regarding fiscal/employer agents; ▪ Ensuring questions from participants, support coordinators and DHS Staff are responded to in a timely manner.
Dates of Performance	Acumen has served as a fiscal/employer agent for Louisiana's self-direction programs since 2007. It is the primary provider of fiscal/employer agent services in the State of Louisiana to this day.
Client Reference	Brian Bennett, Medicaid Section Chief 628 N. 4th Street Baton Rouge, LA. 70802 brian.bennett@la.gov 225-342-9846

Customer	Hawaii Department of Health
Contract	ASO LOG 17-218
Description of Work Performed	Acumen provides Financial Management Services for self-direction participants including: ▪ Ensuring current and initial participants are provided with information they need to effectively participate in this option; ▪ Processing employee payroll and required taxes under State, federal, and Medicaid regulations regarding fiscal/employer agents; ▪ Ensuring questions from participants, support coordinators and DHS Staff are responded to in a timely manner

Dates of Performance	June 15, 2017 - present
Client Reference	Mary Brogan, Administrator - Hawaii Department of Development Disabilities 1250 Punchbowl Street Honolulu, HI 96813 mary.brogan@doh.hawaii.gov (808) 586-5840

1.4.2 Acumen Mandatory Qualifications and Experience

RFP Reference: 4.5.2

Given the values, principles and requirements outlined in the F/EA FMS solicitation, Acumen offers the perfect solution to meet your defined purpose; a balance between FMS knowledge and experience, the right technology, and reputation for providing outstanding service. Acumen is a full-scale F/EA and FMS organization that has 28 years of experience providing services that allow participants or their designated representatives to be common-law employers and have budget authority under HCBS self-directed waivers across the country.

Acumen's core competencies related to F/EA FMS include streamlined enrollment, processing of payroll and vendor payments, accurate tax calculating/withholding, filing in accordance with all laws, and compliant billing to state agencies. Acumen is highly experienced in all related function(s) under the RFP, having processed billions of dollars of payroll over the years.

Acumen's personnel provide a competitive advantage for the company. Acumen employees collectively have hundreds of years of industry and personal experience. Acumen's program management team, including Executive Directors, Support Brokers, and most of our operational staff have previously worked for state agencies and/or with individuals with disabilities. All members of Acumen's staff embody the company's culture and are representative of the type of employee Acumen seeks. Intelligent, humble, motivated, and compassionate. Acumen's program management team are the exact type of people we want interacting with participants, DCSWs and the Agency. The State Executive Director and Support Brokers will be based in West Virginia and will work face-to-face with all stakeholders in participant meetings, Agency meetings, and the promotion of person-centered planning. While Acumen's headquarters and operations center are in Arizona, Acumen's localized commitment through local offices, staff, and State Directors provides the on the ground presence necessary to make its programs a success.

Beyond Acumen's 28 years of tenured experience as one of the industry's largest F/EA FMS providers, Acumen has state-of-the-art technology for managing the FMS experience. Acumen's DCI platform provides the company with a unique advantage to manage programs efficiently and effectively. DCI was purpose-built for Medicaid and self-direction programs and can be tailored to the exact needs of the Agency and its participants. The DCI system is comprehensive, offering EVV functionality, real-time authorization balance accounting, fee-for-service functionality, and sophisticated scheduling technology to eliminate double-booking. DCI powers the FMS experience for Acumen.

1.4.2.1 F/EA Experience

RFP Reference: 4.5.2.1

In 1995 Acumen Fiscal Agent was founded at the request of the Utah Department of Human Services so that the Division of Services for People with Disabilities could offer and provide an alternative service to individuals with disabilities. Since that initial request 28 years ago, Acumen has worked in close partnership with multiple funding sources including state departments, state Medicaid agencies, Veterans programs, Counties and other special grant funded fee-for-service contracts.

Acumen provides F/EA services across the nation with multiple contracts and different stakeholders within many of the same states. Currently Acumen provides services in 23 states and over 105 individual contracts. This does not include contracts that are pending signature in new states. Acumen believes strongly that creating and maintaining positive working relationships with all stakeholders involved is the foundation of successful services.

> *Acumen has demonstrated on several occasions throughout their time working with the State of Louisiana to be a great partner and asset to our self-directed program.*
>
> *Brian Bennett*
> *Section Chief*

In many of our programs Acumen is integrally involved in working closely with a very important stakeholder partnership: the state Disability Advocacy group, and the state funding source. The Regional VP and Executive Director actively participate in meetings, present on informational calls, and offer their support and expertise about F/EA services.

In addition, as with Managed Care services, Acumen holds and sponsors Town Hall sessions and works closely with Case Managers/Support Brokers. We engage with other stakeholders in important workgroups that enhance the participant's lives through self-direction.

Due to the quality of services provided along with the relationships created with all stakeholders, Acumen is often requested to partner as the F/EA in a new program or expansion of services in a state where we are already providing services. In addition, frequently we become aware of new opportunities due to referrals from an existing satisfied stakeholder/partner. Our process for working with stakeholders, whether it is Managed Care contract or fee-for-service, is the same. Our goal is simple: we believe strongly in ongoing and open communication. Through years of experience, we understand the importance and role of every stakeholder involved. Each stakeholder holds a piece of the complicated puzzle that is Self-Directed services and without each stakeholder, the puzzle is incomplete.

We truly understand the uniqueness of West Virginia with its vast rural and diverse community. We have devised our solutions for your programs by knowing and understanding the populations that you support. As evidenced by our customer service satisfaction results, Acumen prides itself on delivering outstanding services to our clients and we look forward to offering the same passion to the customers of West Virginia and becoming part of the West Virginia community.

In conclusion, Acumen believes we have the awareness, cultural and regional sensitivity; and expertise needed to best support the citizens - participants receiving services and the direct care workforce - of West Virginia who participate in the four waiver programs for self-directed home care services.

We believe the Bureau of Medical Services needs a Fiscal Employer Agent for the waiver programs self-direction component that can make participating in this program as simple as possible. This means enabling the participants to enjoy the autonomy of being an employer while ensuring that the direct care workforce has a positive experience with the program by being able to seamlessly input their time and most importantly, are paid accurately and timely. That is the crux of this program and its long-term success and sustainability.

Acumen can and will effectively and efficiently deliver on this commitment. This will be accomplished through truly engaging and integrating with the community support system that exists today for the participants of these waiver programs. And, through knowing the state thoroughly and meeting people's needs where they are – individuals in more rural areas may need us to pivot to contingency service delivery if electronic isn't always meeting their needs while individuals in Charleston, Huntington or Morgantown will be more apt to fully embrace our electronic EVV and time submission mobile applications.

We care about the individuals we support and know that self-directing your care inherently has challenges. We view our role as the F/EA to be the change agent for making the program easy to use and seamless and to solve for those challenges with our DCI integrated solutions and our core values of caring for the individuals we support by delivering on timely, accurate payroll and a quality-centric customer support system. We know that the direct care worker needs that weekly paycheck to live on and the participant needs to service to maintain their independence in their home in their community. And you, the State agency, need an F/EA subagent that truly and consistently delivers these commitments and promises.

Appendix A
Acumen Resumes

Joshua J. Auer
PROFILE: CHIEF EXECUTIVE OFFICER

More than 22 years of comprehensive Medicaid experience analyzing business systems to ensure best operational effectiveness through people, systems, and processes. Currently functions as CEO for Acumen Inc. and DCI. Well-versed in recognizing and launching systems that meet desired goals and objectives. Adept at business administration and collaboration with executives and staff to achieve targeted results. Develops and executes strategic plans; committed to adding value and exceeding expectations through collaborative problem solving and disciplined decision-making.

Skills

- Strategic Planning
- Business Systems Analysis
- Risk Mitigation
- Operational Streamlining
- Budget Management
- Problem Resolution

Experience

2016 – PRESENT
Chief Executive Officer / Acumen LLC, Mesa, AZ

- Plan, develop, organize, implement, direct and evaluate the organization's fiscal function and performance
- Participate in the development of the corporation's plans and programs as a strategic partner
- Evaluate and advise on the impact of long range planning, introduction of new programs/strategies and regulatory action
- Develop credibility for the finance group by providing timely and accurate analysis of budgets, financial reports and financial trends in
- order to assist the Board and senior executives in performing their responsibilities
- Enhance and/or develop, implement and enforce policies and procedures of the organization by way of systems that will improve the
- overall operation and effectiveness of the corporation
- Establish credibility throughout the organization and with the Board as an effective developer of solutions to business challenges
- Provide technical financial advice and knowledge to others within the financial discipline
- Continual improvement of the budgeting process through education of department managers on financial issues impacting their
- budgets
- Provide strategic financial input and leadership on decision making issues affecting the organization; i.e., evaluation of potential alliances acquisitions and/or mergers and pension funds and investments.

2013-2022

Founder & CEO / Direct Care Innovation(DCI), Mesa, AZ

- Charged with directing a portfolio of Medicaid Health and Human Services organizations, which encompasses the management of DCI and Acumen.
- Serve as operating partner in charge of business development, operations, strategic planning, and growth

2004-2007

Chief Operating Officer/ RISE INC, Mesa, AZ

- Led all aspects of organizational operations and oversaw operations of eight RISE divisions across 3 states for over 4,000 staff and ~ 4,000 participants.

Education

M.B.A., Business Administration / University of Phoenix, Phoenix, AZ

B. A., Communications / Arizona State University

Christopher Bates

PROFILE: CHIEF OPERATIONS OFFICER

Extensive experience directing business operations and management through effective business systems analysis and project management to enhance operations. Nearly 300 years of expertise identifying business needs, working with end-users to gather requirements, and communicating technical information in a clear manner to technical and non-technical staff. Proficient in determining, meeting, and surpassing specific client needs. Practiced in clarifying business requirements and performing gap analysis.

Develop process and system improvements to increase productivity and reduce costs. Capable of managing IT operations through effective management of staff and budgets. Identify operational performance indicators to escalate efficiency and productivity and maximize organizations' resources.

Adept at establishing policies, procedures, standards, and benchmarks in compliance with all federal, state, and local legal requirements within all contracts. Recognized for ability to leverage strong project management skills, consistently exceed client expectations, deliver complex, large- scale projects, and meet all project deadlines, budgets, and specifications.

Skills

- Strategic & Tactical Planning
- Business Systems Analysis
- Project Development & Implementation
- Regulatory Compliance
  Continuous Process
- Cost Reduction
- Operational Streamlining
  Improvement
- Change Management

Experience

2017 – PRESENT
Chief Operations Officer / Acumen LLC, Mesa, AZ

- Charged with directing development and implementation of all operational specific policies and procedures in compliance with all federal, state, and local legal requirements for all contracts. Ensure effective performance of staff essential functions, while achieving and/or surpassing all customer and contractual expectations and requirements for more than 40 self-directed programs.
- Monitor establishment of standards to ensure measurement and effectiveness of all processes within the operational area.
- Facilitate training of all staff on the specifics of legal, Medicaid, and contractual obligations. Produce all required deliverables by ensuring the implementation of adequate internal controls.
- In charge of preparing and presenting complete reports on the operating condition of the company.
- Accountable for overseeing establishment and implementation of Acumen's current and future Information Technology strategy and vision.
- Provide direction and support to all units and departments within Acumen in attaining all requirements related to technology, including application development and support, communications and network infrastructure, and business continuity and disaster recovery.

2007-2009

Vice President/ Chief Operating Officer/ Strategy Execution Partners, LLC, Chicago, IL

- Accountable for directing software development team, as well as finance, accounting, payroll operations, tax management, and treasury management.
- Formulated and executed a reseller strategy that drove company to scalable revenue growth; designed a scalable operational platform for high-volume payroll and payroll tax processing, as well as converted operating costs from a variable to a fixed-cost structure.
- Orchestrated the design, development, testing, and product launch of a fully integrated, full employee life- cycle human resources and payroll system.

2004-2007

Director of Operations/ Oasis Finance, LLC, Northbrook, IL

- Instrumental in structuring financial and operating requirements for Oasis' investor agreement. Directed the recruitment and training of 30 operations personnel in company operations and standards.
- Developed financial tracking of key indicators that was utilized for weekly and monthly reporting to the Board of Directors.
- Spearheaded design and execution of IT infrastructure which included network, phone, fax and document management solutions.
- Monitored loan process status and provided real time performance measurements on Oasis' key business processes by designing a scalable operating platform.
- Achieved revenue growth from a national television campaign by integrating an outside call center with internal operations.

Education

M.S., Accountancy / DePaul University

M.B.A., Finance / Marquette University

B.S., Mathematics & Statistics / Utah State University

Matthew D. Dee

PROFILE: CHIEF TECHNICAL OFFICER

Acumen Fiscal Agent
Innovation · Opportunity · Freedom

Key Information Technology Security Officer

More than 15 years of comprehensive experience in all facets of information technology including system design, development, testing, implementation, integration and support. Currently function as CTO for Direct Care Innovations, LLC and Acumen, LLC. He has also functioned as Lead System Architect in DCI since 2013. Adept at managing highly technical projects and resources to achieve company goals and objectives.

Skills

- System Analysis
- Project and People Management
- System Integration
- Business Process Analysis
- Budget Management
- System Implementation

Experience

2022 – PRESENT
Chief Information Officer / Acumen LLC, Mesa, AZ

- Evaluate overall Information Technology posture and recommend and implement changes/enhancements to support efficient and effective operation by collaborating with the appropriate departments to assess and recommend technologies that support company organizational needs.
- Provide IT leadership for merger and acquisition activities.
- Provide strategic leadership to organization with regard to technology and the enablement of major business processes and initiatives.
- Lead the decisions regarding networks, systems expansions, upgrades and validation of computer hardware and software ensuring the most effective use of equipment and human resources.
- Develop strategic plans for security, help desk and system administration teams within the IT organization.

2016 – 2022
Chief Technical Officer / Acumen LLC, Mesa, AZ

- Responsible for conception, implementation and management of technology road map.
- Oversee all technology departments including help desk, infrastructure development and application support.
- Executive sponsor and project manager for implementation of the DCI platform and its integration with legacy systems and processes.
- Executive sponsor and project manager for large integration projects.

2013- 2022
Chief Technical Officer / Direct Care Innovation(DCI), Mesa, AZ

- Co-architect of the DCI platform responsible for design, documentation, testing and delivery.
- Oversee all development resources including analysts, developers and testing.

- Executive sponsor and project manager for integration projects and all DCI implementations.

2004-2007

Chief Technical Officer/ Security Officer / Opportunity Management Group, Mesa, AZ

- Responsible for establishment of technology department across a portfolio of Medicaid Health and Human Services organizations including Acumen and DCI.
- Executive sponsor and project manager for implementation and integration of new HRIS system including integration with external insurance carriers.
- Implemented HIPAA compliance program.

Education

B.S., Computer Information Systems / Arizona State University, Tempe, AZ

Acumen Fiscal Agent
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Donna Schierman

PROFILE: REGIONAL VICE PRESIDENT

Challenge-driven and results-oriented professional with extensive experience in all facets of account management and client services operations; complemented with a strong background in service operations.

Skills

- Program, Project & Contract Management
- Implementation and Policy Development
- Training and Technical Assistance
- System Design

Experience

2022 – PRESENT
Regional Vice President of Operations / Acumen LLC, Mesa, AZ

- Oversees the development and implementation of all operations specific policies and procedures in compliance with all federal, state, and local legal requirements within all contracts
- Creates a customer centric organization, meeting or exceeding all customer service requirements
- Provides day-today leadership and management to the service organization that mirrors the core values of the company
- Provides supervision, coaching, feedback, development, and discipline as necessary to operations
- Supports operations managers in the development of processes to meet all programmatic, legal, and contractual obligations.

2018-2022
Senior Director, Strategic Client Engagement / Public Partnership LLC

- Partner with C-suite leadership as well as with lobbyists, Managed Care organizations, support coordination agencies, and other advocate groups in the community to ensure proper management of self – direction programs in scope with contract and stakeholder needs
- Effectively administer the payment for self-directed employees annually for a program of 30,000 participants.
- Spearhead the development and facilitation of full training and guidance to all key stakeholders in the form of webinars to ensure program compliance.
- Hold responsibility in creating proposal response and award, as well as preparing and submitting a newsletter to the Division of Developmental Disabilities Community.
- Serve as the part of the Senior Leadership Team to actively participate in the development of company policies as well as growth and decision making.

2015-2018
Senior Director, Client Services Operations / Cigna

- Set strategic direction to account management in charge of overseeing 20 hospital accounts and 15 municipalities contracts as third-party administrator (TPA)
- Ensured smooth running and cost-efficiency of all respects of enterprise operations through effective management and strong partnership
- Rendered keen oversight to all facets of client services for hospitals and municipalities with self-insured contracts, involving ensuring claims processing, payment, customer service, and resolution for clients' internal healthcare plans.
- Administered the formulation, presentation, and execution of new business initiatives for revenue growth, while monitoring trends indicating the need for new products and services

Education

1992
B.A. / State University of New York at Buffalo

Matt C. Dotson
PROFILE: CHIEF TECHNICAL OFFICER

Tested and proven experience comprised of more than 7 years in program and project management; coordinate and direct contract requirements from development to go-live. Experienced collaborator with state or county staff to gather requirements, consult on best practice, and implement projects and programs that offer exceptional end user experience in an efficient manner for our clients. Coordinate with multiple functional areas to craft project plans and implementation timelines to hit target launch dates. Steward of compliance requirements and accountability to establish a high level of integrity. Agile and creative in leveraging knowledge, skills, and abilities to meet and exceed project deadlines within scope.

Skills

- Program, Project & Contract Management
- Process Improvement
- System Development
- Strategic Planning
- System Configuration
- System Implementation
- Data Management

Experience

2020 – PRESENT
VP of Implementation / Acumen LLC, Mesa, AZ

- Charged with oversight of project and program implementation for the Acumen portfolio. This includes but is not limited too newly won contracts, internal process improvement, new capability implementation, program sunsetting.
- Ensure Acumen's Clients experience a high level of customer service and collaboration throughout the implementation process to tailor to the needs of the program.
- Execute creation and development of requirements outlined in contracts to ensure compliance standards are met or exceeded.
- Consult with state or county staff on Acumen capabilities to enhance user experience to best suit their self-directing journey. Demonstrate system capabilities to state or county staff.
- Manage Electronic Visit Verification (EVV) implementations across the Acumen portfolio and track national trends for self-direction.

2014- 2020
Account Manager / Public Partnerships, Denver, CO

- Manage $143M in annual service dollars for Medicaid programs for individuals with developmental disabilities in Colorado, Arizona, and Missouri.
- Direct oversight on contract deliverables, service level agreements, client management, and risk management • Provide consultation internally and externally on program design, best practices, and implications to state and Federal Medicaid requirements for Home- and Community-Based Service Programs
- Lead cross-functional work groups by setting direction of project, creating project plans, and identifying key milestones to implementation of program improvements and new requirements.
- Subject matter expert for internal staff on high priority issues; establish process improvements to reduce occurrences and bring resolution of issues.

- Aggregate, organize and synthesize program and project information to encourage transparency and facilitate cross-functional, company-wide communication. Collaborate with software developers to enhance internal and external systems and reporting functionality to ensure contract compliance.
- Create and analyze robust Excel data report to monitor program status and research trends.
- Present program activity reports and dashboards to clients on a regular basis.
- Identify new business opportunities and lead writing teams to create, publish and win new contracts through RFPs.
- Coach business analysts and assistant program managers to promote individual growth and skills.

Education

B.A., Political Science and Sociology / Colorado State University, Fort Collins, CO

Robert Biskupic-Knight

PROFILE: VICE PRESIDENT, OPERATIONS

Experienced operator versed in growing and scaling organizations and building systems and processes to maximize organizational effectiveness. Possesses strong program and project management skills to accomplish both short-term and long-term objectives and goals. Adept at building partnerships and collaborating with a range of external and internal stakeholders

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Skills

- Growth and Scaling
- Program and Project Management
- Training and Technical Assistance
- Strategic Planning

Experience

2021 – PRESENT
VP Operations / Acumen LLC, Mesa, AZ

- Responsible for the day-to-day leadership and management of operations of Acumen
- Sets the operational strategy for the long-term growth of the business and ensuring the efficiencies necessary for maximizing the quality of services
- Collaborates in the development of new program models and approaches to delivering services.

2020-2021
Regional VP Operations, Midwest/ Acumen LLC, Mesa, AZ

- Charged with developing regional partner strategy to increase awareness, credibility, and reputation of Acumen Fiscal Agent and self-directed services
- Established, fostered, and grew relationships with key stakeholders including state/program representatives, third party caseworker organizations, key decision makers within local, state and national agencies, and advocacy groups.
- Supervised and coached the Executive Directors in each State in ensuring organizational effectiveness, client and partner satisfaction, team management, and marketing
- Oversaw client transitions from other fiscal management agencies in both Texas and Missouri of over 2,000 clients each

2009-2015
Executive Director/ Engage Miami & Engage Miami Civic Foundation, Miami, FL

- Grew and scaled a volunteer-run social impact startup with no existing infrastructure into a robust organization with 11 full-time employees and a fully-funded budget
- Designed and executed strategies and partnerships that registered 12,500 voters and distributed 200,000 voter guides through 2018; attained an 81% turnout rate in the 2016 election, beating Florida youth turnout by 31%
- Prepared and oversaw a $590,000 budget in 2018 and cumulatively secured over $1 million by identifying and advancing the donor pipeline; increased revenue from $35,000 in 2015 to $510,000 in first six months of 2018
- Directed all policy and advocacy initiatives, including voting rights campaigns and passing legislation that strengthened campaign finance laws and improved government transparency

- Launched organization's first strategic plan and all systems and processes including human resource, financial, operations, and compliance by utilizing best practices and resources

Education

M.B.A, Strategy and Marketing / Kellogg School of Management at Northwestern University

B.A. History and Political Science / University of Oregon

Nicole Smith

PROFILE: QUALITY AND COMPLIANCE MANAGER

Manages end-to-end quality and compliance operations of the company. Addresses issues related to quality control, legislative changes, and contract deliverables by coordinating between growth and operations departments. Facilitates cross-functional collaboration, performs designated tasks, and submits requests for audits, subpoenas, complaints, and surveys. Oversees the company's performance and suggests improvements.

Skills

- Operations Management
- P&L Management
- Budget Optimization
- Business Development
- Project Development & Implementation
- Risk Management

Experience

2019 – PRESENT
Quality and Compliance Manager / Acumen LLC, Mesa, AZ

- Develops and presents monthly budget reports to company's executives including insights on the organization's operational performance, as well as strategic initiatives.
- Spearheads the Quality/Compliance Specialists and Analysts team, delegate's tasks to the team and handles responsibilities such as interviewing, training, evaluating performance, and handling wages.
- Actively communicates set rules to external/internal stakeholders by leveraging strong insights on updated program rules, regulations, and an excellent understanding of the implementation requirements.
- Contributes extensively to improving processes by using data analytics and provides recommendations to the leadership team; reviews and ensures proper implementation of all contract deliverables as the contract administrator.
- Capably developed health report cards for all Head of Departments and spearheaded/managed KPI reporting procedures.
- Ensured achievement of business needs and successfully got awarded as the Support Manager of the year.

2018-2019
Support Operations Supervisor / DoorDash

- Coached and mentored a team of 50+ agents to foster a culture dedicated to development, critical analysis, and empowerment.
- Trained and developed 3 representatives to assist with the interview process and exceed departmental hiring goals.
- Conducted performance reviews for team members to identify productivity gaps and develop strategies to meet business objectives.
- Implemented workflow processes by adjusting resources to meet service level agreements with the business

2017- 2018

Customer Resolution Manager – Assistant Vice President / Pure Point Financial

- Served as a liaison to various high schools in Allegheny County, providing counseling and guidance to students with disabilities to facilitate transition into post-secondary education and employment
- Coordinated support services with colleges and training programs to ensure students had access to appropriate accommodations
- Nominated and served as co-lead of the Allegheny County Transition Coordinator's Council
- Successfully managed a caseload of over 200 clients and consistently met rehabilitation goals

Education

M.A Adult Education/Training / University of Phoenix

B.S Business Management / University of Phoenix

Laura Uriarte

PROFILE: ENROLLMENT MANAGER

Leads implementation and maintenance of operational controls and program requirements, the facilitation of operational improvements in processing, product and service quality, and the management of operations staff.

Skills

- Program Management
- Implementation and Policy Development
- Communication
- Process Improvement

Experience

2020 – PRESENT

Regional Program Manager, Great Lakes Region / Acumen LLC, Mesa, AZ

- Assist the Chief of Operations with the development and implementation of all operation policies and procedures
- Assist in the Launch of any new enrollment contracts
- Responsible for hiring and ensuring adequate training for personnel within the department
- Assist in the development & implementation of the electronic enrollment system (EES)
- Complete daily validation audits and ensure corrections are made timely
- Participates in cross departmental meetings and facilitate effective cross departmental communication
- Provide leadership, coaching, & feedback to local and remote agents
- Ensure resources are available to meet contractual responsibilities
- Launched new email system for enrollment teams (outpost & helpmonks)
- Provide knowledge & support to the remote leads & agents

2018-2019

Enrollment Lead and Trainer/ Acumen LLC, Mesa, AZ

- Monitor, evaluate, and train enrollment specialist, including the remote new hires
- Ensure the processing of federal, state, and employer taxes are entered within compliance of each state & program's guidelines
- Monitor & disperse inbound emails
- Monitor incoming enrollments and ensure required work load is assigned to each specialist/agent daily
- Ensure that emails, issuetraks, and enrollment documents are reviewed and responded to within 24-48 hours
- Complete monthly 1on1 meetings with staff, as well as yearly performance reviews
- Assisted in the Launch of Agent Model
- Assisted in the Launch of our new payroll engine, provided cheat sheets & continued training for each state and program

2017-2018

Enrollment Trainer/ Acumen LLC, Mesa, AZ

- Onboard all new hires in the local & remote offices, for the enrollment department
- Develop training materials for multiple states and programs
- Travel to remote offices to provide in person state specific trainings on paperwork and budgets.
- Assisted in the launch of our new computer system (DCI)
- Assisted in development of DCI import tool
- Created a DCI user manual for agents

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Jared Enders,
PROFILE: OPERATIONS MANAGER- TAX

A leader with over 20+ years of tax and accounting experience. With for building and leading high-performing teams to exceed goals and objectives and providing superior financial reporting to improve the decision-making process.

Skills

- Tax Management
- Certified Accounting Professional
- Communication
- Process Improvement

Experience

2022 – PRESENT
Operations Manager - Tax / Acumen LLC, Mesa, AZ

- Provides leadership, supervision, coaching, feedback, development, and discipline (as necessary) to their team of a Tax Lead and Tax Specialists and acts as a role model within the organization
- Support Tax team members and the organization by serving as the subject matter expert and utilize a deep knowledge of tax compliance and functions to strategically problem solve and make decisions. Leverage the knowledge of the most successful processes and procedures utilized in the department to accomplish the overall goals of the organization
- Manage a portfolio of states and programs of varying size and scope and build and manage internal and external relationships to deliver high-quality tax service and advice

2020-2022
Controller / Bleuwave General Contracting LLC., Chandler, AZ

- Directed operations, compiling financial reports based on financial statements and implementing policies and procedures for financial reporting
- Monitor a company's financial reports and determine ways to reduce costs
- Prepare financial documents such as business reports, financial forecasts
- and statements to understand the financial state of business.

2017-2022
CFO/Controller Consultant / NOW CFO, Phoenix, AZ

- Provided expertise in strategic finance and Chief Financial Officer functions.
- Contracted as outsourced financial and taxation leadership to startup companies, stagnant companies, and companies with obvious financial problems
- Worked with the existing leadership structure of outside companies to provide part-time or interim
- accounting support at all levels
- Researched, assessed and documented proper accounting treatment on technical accounting issues including; revenue recognition, operations, taxation, and royalties

Education

M.S. Accountancy / University of Phoenix, Phoenix AZ

B.S. Accountancy / Northern Arizona University, Flag Staff AZ

Lisa Mefford

PROFILE: OPERATIONS MANAGER, CUSTOMER SERVICE

Provides day to day leadership of their respective operational functions, including the implementation and maintenance of operational controls and program requirements, the facilitation of operational improvements in processing, product and service quality, and the management of operations staff. Assists the VP of Operations in implementing new processes and technologies as they relate to the long term direction of the operations team.

Skills

- Communication
- Implementation and Policy Development
- Customer Service
- Process Improvement

Experience

2015 – PRESENT
Customer Service Manager / Acumen LLC, Mesa, AZ

- Assists the Director of Operations with the development and implementation of all operations specific policies and procedures in compliance with all programmatic, federal, state and local legal rules and regulations
- Oversees the development of standards for the measurement and effectiveness of all processes within the Customer Service department
- Creates a customer centric team, meeting or exceeding all customer service requirements. Handle escalated issues with families and states as necessary
- Responsible for hiring and ensuring adequate training for personnel within the department
- Overall responsibility for the management of the department budget
- Participates in cross departmental meetings and facilitate effective cross departmental communication
- Provides leadership, supervision, coaching, feedback, development and discipline to team.

2012-2015
Customer Service/ Enrollment Supervisor / Acumen LLC, Mesa, AZ

- Supervises, trains, and manages several Customer Service Representatives and Enrollment Specialists including remote staff members
- Ensures all incoming paperwork and communication is received and processed according to contractual guidelines
- Monitors live calls and spot checks recorded calls to ensure excellent customer service
- Manages the call queue to ensure calls are being answered in a timely manner
- Ensures all voicemail messages and all emails are reviewed and returned within one business day of receipt
- Organizes employees work and break schedules to ensure constant availability during call center business hours
- Communicates any caller issues to the appropriate department for efficient and systematic resolution
- Addresses all escalated calls from customers within Customer Service or Enrollment departments and resolves issue

2010-2012

Lead Payroll Processor / Acumen LLC, Mesa, AZ

- Processed payroll for numerous states and programs
- Submitted payroll banking files to the accurate financial institution
- Supervised several payroll team members
- Resolved escalated payroll issues

2008-2010

Budget and Enrollment Processor / Acumen LLC, Mesa, AZ

- Processed budgets and rate sheets for variety of different states and their associated programs
- Processed enrollment forms for all potential clients, employers and employees

Kianga Stevenson
PROFILE: OPERATIONS MANAGER-BILLING

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Energetic, goal-driven professional with over 15 years of diverse operational, implementation and management experience in the fiscal management and education industries. Proven results in identifying gaps and areas of improvement and partnering with functional groups to improve process efficiency.

Skills

- Project Management
- Strategic Thinker
- Problem Solver
- Operations Management

Experience

2022 – PRESENT
Operations Manager- Billing / Acumen LLC, Mesa, AZ

- Compiles fiscal estimates and prepares fiscal reports as requested
- Ensures compliance with accounting procedures through observation, supervision, and testing.
- Develops procedures that ensure collections are complete and current
- Oversees seamless flow of data across multiple internal software platforms

2021-2022
Sr. Manager of Modernization & Governance/ Public Partnerships, Phoenix, AZ
- Created and staffed new department to execute business process improvements and improve interdepartmental collaborations to enhance customer experience and retain contracts
- Established forms governance team to create and maintain standardized form templates within forms library, DocuSign, Adobe Sign, as well as internal client self-serve database
- Mapped form data points within the customer database
- Performed, coordinated, and trained testers on user acceptance process
- Facilitated requirements gathering and executed forms development and/ or changes to align with business processes and contract regulations
- Implemented processes and authored accompanying documentation in preparation for automation sustainability

2020-2021
H&PS Workday Grant Senior Analyst / Accenture, Phoenix, AZ
- Collaborated with clients to gather requirements needed to perform end to end testing for Workday implementation phases
- Created test scenarios and developed user acceptance test strategy and acceptance criteria to ensure all processes are working as intended
- Engaged with client to obtain process and design requirements along with identifying data staging needs
- Communicated with offshore team to confirm data is staged and ready for testing. Coordinate integration test strategies and oversee test scenario drafts

Education

M.S. Data Analytics/ Southern New Hampshire University, Manchester, NH

B.S. Accounting and Finance, / Southern New Hampshire University, Manchester, NH

Cynthia Lopez

Acumen Fiscal Agent
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PROFILE: VICE PRESIDENT OF PROCESS IMPROVEMENT

Experienced in managing performance & leading process improvement efforts that enhance the customer experience, mitigate risk and reduce expense. Genuine people leader with proven success driving results and creating a positive and winning culture.

Skills

- Call Center Operations
- Strategic Thinker
- Problem Solver
- Collections Expert

Experience

2022 – PRESENT
VP of Process Improvement/ Acumen LLC, Mesa, AZ

- Manages and oversees accounting functions
- Supervises and schedules staff in organization support operations
- Assists COO in staffing decisions in the Finance Department
- Assists with performance evaluations
- Compiles fiscal estimates and prepares fiscal reports as requested.
- Ensures compliance with accounting procedures through observation, supervision, and testing.
- Develops procedures that ensure collections are complete and current.
- Oversees seamless flow of data across multiple internal software platforms

2020 – 2022
Operations Manager- Billing / Acumen LLC, Mesa, AZ

- Responsible for ensuring billing processes are compliant with state and program specific requirements and resolving issues contributing to increased receivables. Quickly grew department by 300% to effectively support over 20 different state contracts and continued company growth.
- Accurately execute month end processes for AR to ensure timely closing and provide metrics to measure and analyze department performance.
- Successfully transitioned A/R related functions for newly acquired company. Supported transition of over 2,500 clients through implementation of new processes and procedures, employee onboarding, training and system integration.
- Work with key stakeholders and Systems/IT department to automate manual procedures and convert to electronic billing.

2008-2020
Director- Credit Operations/ Digital Experience / Macy's Credit & Customer Services, Cincinnati, OH

- Oversaw a domestic and offshore staff of approximately 900 agents during holiday 2019. Led and motivated team to exceed all productivity SLA's for seven separate lines of business.
- Led communication efforts for the consolidation of two major lines of business, resulting in a 5% improvement in Customer Satisfaction score, 9% YOY improved productivity, reduction in transfer calls and staffing optimization.

- Reduced customer inquiries through enhancing self-servicing options and chatbot optimization resulting in 30% reduction in chat volume.
- Oversaw global Service levels for high-volume season. Successfully supported the stores operation by executing on crucial service dates with the overall ASA falling below plan.

Education

B.S. Business Administration / University of Arizona

Appendix B

Interested Party Supplemental Disclosure

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

(Required by *W. Va. Code* § 6D-1-2)

Name of Contracting Business Entity: Acumen Fiscal Agent, LLC

Address: 5416 E. Baseline Rd. Suite 200, Mesa, AZ 85206

Name of Authorized Agent: Joshua Auer **Address:** same as above

Contract Number: CRFP BMS2300000003 **Contract Description:** FEA Support

Governmental agency awarding contract: Department of Administration

☐ **Check here if this is a Supplemental Disclosure**

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below *(attach additional pages if necessary)*:

1. **Subcontractors or other entities performing work or service under the Contract**

   ■ Check here if none, otherwise list entity/individual names below.

2. **Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)**

   ☐ Check here if none, otherwise list entity/individual names below.

   See attached

3. **Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)**

   ■ Check here if none, otherwise list entity/individual names below.

Signature: ______________________ Date Signed: 6/5/2023

Notary Verification

State of Arizona, County of Maricopa:

I, Joshua Auer, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 5th day of June, 2023.

Ronni Villalobos

Notary Public's Signature

RONNI VILLALOBOS
Notary Public - Arizona
Maricopa County
Commission # 604094
My Comm. Expires Jun 9, 2025

To be completed by State Agency:

Date Received by state agency: ______________________

Date submitted to Ethics Commission: ______________________

Governmental agency submitting Disclosure: ______________________

Revised April 1, 2022

Acumen Fiscal Agent, LLC - Ownership >5%

Level 8

- 7.9% Indirect Owner - HarbourVest Dover Street X Investment, LP*
- 5.3% Indirect Owner - NB SOF IV Holdings, LP*
- 6.3% Indirect Owner - Investure Evergreen Fund, LP*

Level 7

- 69.3% Indirect Owner - Alpine Investors TEAM CV, LP (Managing Member)
- 8.5% Indirect Owner – Montebello Holdings, LLC

Level 6

- 82.9% Indirect Owner – RMS Holding Company, LLC

Level 5

- 100% Indirect Owner - TEAM-PC Holding Company, LLC

Level 4

- 100% Indirect Owner - TEAM Public Choices, LLC

Level 3

- 100% Indirect Owner - TPC Stratus, LLC

Level 2

- 99% Direct Owner - Laurel, Jensen, and Von, LLC

Level 1

- Acumen Fiscal Agent, LLC

Entities owning less than 5% are not depicted.

* Entity is a limited partner that has no management or control over the provider.

Appendix C
Availability of Information Certification

Availability of information:

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State agency that may require registration.

Acumen Fiscal Agent, LLC

(Company)

Joshua Auer, CEO

(Representative Name, Title)

480-295-4930 (o), 480-232-7453 (m)

(Contact Phone/Fax Number)

June 8, 2023

(Date)

Appendix D
Federal Funds Addendum

FEDER A L FUNDS ADDENDUM

2 C.F.R. §§ 200.317 - 200.327

Purpose: This addendum is intended to modify the solicitation in an attempt to make the contract compliant with the requirements of 2 C.F.R. §§ 200.317 through 200.327 relating to the expenditure of certain federal funds. This solicitation will allow the State to obtain one or more contracts that satisfy standard state procurement, state federal funds procurement, and county/local federal funds procurement requirements.

Instructions: Vendors who are willing to extend their contract to procurements with federal funds and the requirements that go along with doing so, should sign the attached document identified as: "REQUIRED CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS (2 C.F.R. § 200.317)"

Should the awarded vendor be unwilling to extend the contract to federal funds procurement, the State reserves the right to award additional contracts to vendors that can and are willing to meet federal funds procurement requirements.

Changes to Specifications: Vendors should consider this solicitation as containing two separate solicitations, one for state level procurement and one for county/local procurement.

State Level: In the first solicitation, bid responses will be evaluated with applicable preferences identified in sections 15, 15A, and 16 of the "Instructions to Vendors Submitting Bids" to establish a contract for both standard state procurements and state federal funds procurements.

County Level: In the second solicitation, bid responses will be evaluated with applicable preferences identified in Sections 15, 15A, and 16 of the "Instructions to Vendors Submitting Bids" omitted to establish a contract for County/Local federal funds procurement.

Award: If the two evaluations result in the same vendor being identified as the winning bidder, the two solicitations will be combined into a single contract award. If the evaluations result in a different bidder being identified as the winning bidder, multiple contracts may be awarded. The State reserves the right to award to multiple different entities should it be required to satisfy standard state procurement, state federal funds procurement, and county/local federal funds procurement requirements.

State Government Use Caution: State agencies planning to utilize this contract for procurements subject to the above identified federal regulations should first consult with the federal agency providing the applicable funding to ensure the contract is complaint.

County/Local Government Use Caution: County and Local government entities planning to utilize this contract for procurements subject to the above identified federal regulation should first consult with the federal agency providing the applicable funding to ensure the contract is complaint. For purposes of County/Local government use, the solicitation resulting in this contract was conducted in accordance with the procurement laws, rules, and procedures governing the West Virginia Department of Administration, Purchasing Division, except that vendor preference has been omitted for County/Local use purposes and the contract terms contained in the document entitled "REQUIRED CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS (2 C.F.R. § 200.317)" have been added.

FEDERAL FUNDS ADDENDUM

REQUIRED CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS (2 C.F.R. § 200.317):

The State of West Virginia Department of Administration, Purchasing Division, and the Vendor awarded this Contract intend that this Contract be compliant with the requirements of the Procurement Standards contained in the Uniform Administrative Requirements, Cost Principles, and Audit Requirements found in 2 C.F.R. § 200.317, et seq. for procurements conducted by a Non-Federal Entity. Accordingly, the Parties agree that the following provisions are included in the Contract.

1. **MINORITY BUSINESSES, WOMEN'S BUSINESS ENTERPRISES, AND LABOR SURPLUS AREA FIRMS:**
(2 C.F.R. § 200.321)

   a. The State confirms that it has taken all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible. Those affirmative steps include:

      (1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
      (2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
      (3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;
      (4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;
      (5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and
      (6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) above.

   b. Vendor confirms that if it utilizes subcontractors, it will take the same affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

2. **DOMESTIC PREFERENCES:**
(2 C.F.R. § 200.322)

   a. The State confirms that as appropriate and to the extent consistent with law, it has, to the greatest extent practicable under a Federal award, provided a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United

States (including but not limited to iron, aluminum, steel, cement, and other manufactured products).

b. Vendor confirms that will include the requirements of this Section 2. Domestic Preference in all subawards including all contracts and purchase orders for work or products under this award.

c. Definitions: For purposes of this section:

(1) "Produced in the United States" means, for iron and steel products, that all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States.
(2) "Manufactured products" means items and construction materials composed in whole or in part of non-ferrous metals such as aluminum; plastics and polymer-based products such as polyvinyl chloride pipe; aggregates such as concrete; glass, including optical fiber; and lumber.

3. BREACH OF CONTRACT REMEDIES AND PENALTIES:
(2 C.F.R. § 200.327 and Appendix II)

(a) The provisions of West Virginia Code of State Rules§ 148-1-5 provide for breach of contract remedies, and penalties. A copy of that rule is attached hereto as Exhibit A and expressly incorporated herein by reference.

4. TERMINATION FOR CAUSE AND CONVENIENCE:
(2 C.F.R. § 200.327 and Appendix II)

(a) The provisions of West Virginia Code of State Rules§ 148-1-5 govern Contract termination. A copy of that rule is attached hereto as Exhibit A and expressly incorporated herein by reference.

5. EQUAL EMPLOYMENT OPPORTUNITY:
(2 C.F.R. § 200.327 and Appendix II)

Except as otherwise provided under 41 CFR Part 60, and if this contract meets the definition of"federally assisted construction contract" in 41 CFR Part 60-1.3, this contract includes the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 FR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

6. DAVIS-BACON WAGE RATES:
(2 C.F.R. § 200.327 and Appendix II)

Vendor agrees that if this Contract includes construction, all construction work in excess of $2,000 will be completed and paid for in compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must:

(a) pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor.
(b) pay wages not less than once a week.

A copy of the current prevailing wage determination issued by the Department of Labor is attached hereto as Exhibit B. The decision to award a contract or subcontract is conditioned upon the acceptance of the wage determination. The State will report all suspected or reported violations to the Federal awarding agency.

7. **ANTI-KICKBACK ACT:**
(2 C.F.R. § 200.327 and Appendix II)

Vendor agrees that it will comply with the Copeland Anti-KickBack Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). Accordingly, Vendor, Subcontractors, and anyone performing under this contract are prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The State must report all suspected or reported violations to the Federal awarding agency.

8. **CONTRACT WORK HOURS AND SAFETY STANDARDS ACT**
(2 C.F.R. § 200.327 and Appendix II)

Where applicable, and only for contracts awarded by the State in excess of $100,000 that involve the employment of mechanics or laborers, Vendor agrees to comply with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, Vendor is required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

9. **RIGHTS TO INVENTIONS MADE UNDER A CONTRACT OR AGREEMENT.**
(2 C.F.R. § 200.327 and Appendix II)

If the Federal award meets the definition of "funding agreement" under 37 CFR § 401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

10. CLEAN AIR ACT
(2 C.F.R. § 200.327 and Appendix 11)

Vendor agrees that if this contract exceeds $150,000, Vendor is to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

11. DEBARMENT AND SUSPENSION
(2 C.F.R. § 200.327 and Appendix II)

The State will not award to any vendor that is listed on the govemmentwide exclusions in the System for Award Management (SAM), in accordance with the 0MB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

12. BYRD ANTI-LOBBYING AMENDMENT
(2 C.F.R. § 200.327 and Appendix 11)

Vendors that apply or bid for an award exceeding $100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

13. PROCUREMENT OF RECOVERED MATERIALS
(2 C.F.R. § 200.327 and Appendix II; 2 C.F.R. § 200.323)

Vendor agrees that it and the State must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the

Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired during the preceding fiscal year exceeded $10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

14. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT.
(2 C.F.R. § 200.327 and Appendix II; 2 CFR § 200.216)

Vendor and State agree that both are prohibited from obligating or expending funds under this Contract to:

(1) Procure or obtain;
(2) Extend or renew a contract to procure or obtain; or
(3) Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).

(i) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).
(ii) Telecommunications or video surveillance services provided by such entities or using such equipment.
(iii) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.

In implementing the prohibition under Public Law 115-232, section 889, subsection (f), paragraph (1), heads of executive agencies administering loan, grant, or subsidy programs shall prioritize available funding and technical support to assist affected businesses, institutions and organizations as is reasonably necessary for those affected entities to transition from covered communications equipment and services, to procure replacement equipment and services, and to ensure that communications service to users and customers is sustained.

State of West Virginia

By:--- _

Printed Name:_____________________

Title: ____________________________

Date: ____________________________

Vendor Name:

By: ________________________________

Printed Name: Joshua Auer

Title: CEO ________________________

Date: June 8, 2023

EXHIBIT A To:
REQUIRED CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS (2 C.F.R. § 200.317):

W. Va. CSR§ 148-1-5

West Virginia Code of State Rules
Title 148. Department of Administration
Legislative Rule (Ser. 1)
Series 1. Purchasing

W. Va. Code St. R. § 148-1-5

§ 148-1-5. Remedies.

Currentness

5.1. The Director may require that the spending unit attempt to resolve any issues that it may have with the vendor prior to pursuing a remedy contained herein. The spending unit must document any resolution efforts and provide copies of those documents to the Purchasing Division.

5.2. Contract Cancellation.

5.2.1. Cancellation. The Director may cancel a purchase or contract immediately under any one of the following conditions including, but not limited to:

5.2.1.a. The vendor agrees to the cancellation;

5.2.1.b. The vendor has obtained the contract by fraud, collusion, conspiracy, or is in conflict with any statutory or constitutional provision of the State of West Virginia;

5.2.1.c. Failure to honor any contractual term or condition or to honor standard commercial practices;

5.2.1.d. The existence of an organizational conflict of interest is identified;

5.2.1.e. Funds are not appropriated or an appropriation is discontinued by the legislature for the acquisition;

5.2.1.f. Violation of any federal, state, or local law, regulation, or ordinance, and

5.2.1.g. The contract was awarded in error.

5.2.2. The Director may cancel a purchase or contract for any reason or no reason, upon providing the vendor with 30 days' notice of the cancellation.

5.2.3. Opportunity to Cure. In the event that a vendor fails to honor any contractual term or condition, or violates any provision of federal, state, or local law, regulation, or ordinance, the Director may request that the vendor remedy the contract breach or legal violation within a time frame the Director determines to be appropriate. If the vendor fails to remedy the contract breach or legal violation or the Director determines, at his or her sole discretion, that such a request is unlikely to yield a satisfactory result, then he or she may cancel immediately without providing the vendor an opportunity to perform a remedy.

5.2.4. Re-Award. The Director may award the cancelled contract to the next lowest responsible bidder (or next highest scoring bidder if best value procurement) without a subsequent solicitation if the following conditions are met:

5.2.4.a. The next lowest responsible bidder (or next highest scoring bidder if best value procurement) is able to perform at the price contained in its original bid submission, and

5.2.4.b. The contract is an open-end contract, a one-time purchase contract, or a contract for work which has not yet commenced.

Award to the next lowest responsible bidder (or next highest scoring bidder if best value procurement) will not be an option if the vendor's failure has in any way increased or significantly changed the scope of the original contract. The vendor failing to honor contractual and legal obligations is responsible for any increase in cost the state incurs as a result of the re- award.

5.3. Non-Responsible. If the Director believes that a vendor may be non-responsible, the Director may request that a vendor or spending unit provide evidence that the vendor either does or does not have the capability to fully perform the contract requirements, and the integrity and reliability necessary to assure good faith performance. If the Director determines that the vendor is non-responsible, the Director shall reject that vendor's bid and shall not award the contract to that vendor. A determination of non-responsibility must be evaluated on a case-by-case basis and can only be made after the vendor in question has submitted a bid. A determination of non-responsibility will only extend to the contract for which the vendor has submitted a bid and does not operate as a bar against submitting future bids.

5.4. Suspension.

5.4.1. The Director may suspend, for a period not to exceed 1 year, the right of a vendor to bid on procurements issued by the Purchasing Division or any state spending unit under its authority if:

5.4.1.a. The vendor has submitted a bid and then requested that its bid be withdrawn after bids have been publicly opened.

5.4.1.b. The vendor has exhibited poor performance in fulfilling his or her contractual obligations to the State. Poor performance includes, but is not limited to any of the following: violations of law, regulation, or ordinance; failure to deliver timely; failure to deliver quantities ordered; poor performance reports; or failure to deliver commodities, services, or printing at the quality level required by the contract.

5.4.1.c. The vendor has breached a contract issued by the Purchasing Division or any state spending unit under its authority and refuses to remedy that breach.

5.4.1.d. The vendor's actions have given rise to one or more of the grounds for debarment listed in W. Va. Code§ 5A-3-33d.

5.4.2. Vendor suspension for the reasons listed in section 5.4 above shall occur as follows:

5.4.2.a. Upon a determination by the Director that a suspension is warranted, the Director will serve a notice of suspension to the vendor.

5.4.2.b. A notice of suspension must inform the vendor:

5.4.2.b.1. Of the grounds for the suspension;

5.4.2.b.2. Of the duration of the suspension;

5.4.2.b.3. Of the right to request a hearing contesting the suspension;

5.4.2.b.4. That a request for a hearing must be served on the Director no later than 5 working days of the vendor's receipt of the notice of suspension;

5.4.2.b.5. That the vendor's failure to request a hearing no later than 5 working days of the receipt of the notice of suspension will be deemed a waiver of the right to a hearing and result in the automatic enforcement of the suspension without further notice or an opportunity to respond; and

5.4.2.b.6. That a request for a hearing must include an explanation of why the vendor believes the Director's asserted grounds for suspension do not apply and why the vendor should not be suspended.

5.4.2.c. A vendor's failure to serve a request for hearing on the Director no later than 5 working days of the vendor's receipt of the notice of suspension will be deemed a waiver of the right to a hearing and may result in the automatic enforcement of the suspension without further notice or an opportunity to respond.

5.4.2.d. A vendor who files a timely request for hearing but nevertheless fails to provide an explanation of why the asserted grounds for suspension are inapplicable or should not result in a suspension, may result in a denial of the vendor's hearing request.

5.4.2.e. Within 5 working days of receiving the vendor's request for a hearing, the Director will serve on the vendor a notice of hearing that includes the date, time and place of the hearing.

5.4.2.f. The hearing will be recorded and an official record prepared. Within 10 working days of the conclusion of the hearing, the Director will issue and serve on the vendor, a written decision either confirming or reversing the suspension.

5.4.3. A vendor may appeal a decision of the Director to the Secretary of the Department of Administration. The appeal must be in writing and served on the Secretary no later than 5 working days ofreceipt of the Director's decision.

5.4.4. The Secretary, or his or her designee, will schedule an appeal hearing and serve on the vendor, a notice of hearing that includes the date, time and place of the hearing. The appeal hearing will be recorded and an official record prepared. Within 10 working days of the conclusion of the appeal hearing, the Secretary will issue and serve on the vendor a written decision either confirming or reversing the suspension.

5.4.5. Any notice or service related to suspension actions or proceedings must be provided by certified mail, return receipt requested.

5.5. Vendor Debarment. The Director may debar a vendor on the basis of one or more of the grounds for debarment contained in W. Va. Code§ 5A-3-33d or if the vendor has been declared ineligible to participate in procurement related activities under federal laws and regulation.

5.5.1. Debarment proceedings shall be conducted in accordance with W. Va. Code § 5A-3-33e and these rules. A vendor that has received notice of the proposed debarment by certified mail, return receipt requested, must respond to the proposed debarment within 30 working days after receipt of notice or the debarment will be instituted without further notice. A vendor is deemed to have received notice, notwithstanding the vendor's failure to accept the certified mail, if the letter is addressed to the vendor at its last known address. After considering the matter and reaching a decision, the Director shall notify the vendor of his or her decision by certified mail, return receipt requested.

5.5.2. Any vendor, other than a vendor prohibited from participating in federal procurement, undergoing debarment proceedings is permitted to continue participating in the state's procurement process until a final debarment decision has been reached. Any contract that a debarred vendor obtains prior to a final debarment decision shall remain in effect for the current term, but may not be extended or renewed. Notwithstanding the foregoing, the Director may cancel a contract held by a debarred vendor if the Director determines, in his or her sole discretion, that doing so is in the best interest of the State. A vendor prohibited from participating in federal procurement will not be permitted to participate in the state's procurement process during debarment proceedings.

5.5.3. If the Director's final debarment decision is that debarment is warranted and notice of the final debarment decision is mailed, the Purchasing Division shall reject any bid submitted by the debarred vendor, including any bid submitted prior to the final debarment decision if that bid has not yet been accepted and a contract consummated.

5.5.4. Pursuant to W.Va. Code § 5A-3-33e(e), the length of the debarment period will be specified in the debarment decision and will be for a period of time that the Director finds necessary and proper to protect the public from an irresponsible vendor.

5.5.5. List of Debarred Vendors. The Director shall maintain and publicly post a list of debarred vendors on the Purchasing Division's website.

5.5.6. Related Party Debarment. The Director may pursue debarment of a related party at the same time that debarment of the original vendor is proceeding or at any time thereafter that the Director determines a related party debarment is warranted. Any entity that fails to provide the Director with full, complete, and accurate information requested by the Director to determine related party status will be presumed to be a related party subject to debarment.

5.6. Damages.

5.6.1. A vendor who fails to perfonn as required under a contract shall be liable for actual damages and costs incurred by the state.

5.6.2. If any commodities delivered under a contract have been used or consumed by a spending unit and on testing the commodities are found not to comply with specifications, no payment may be approved by the Spending Unit for the merchandise until the amount of actual damages incurred has been determined.

5.6.3. The Spending Unit shall seek to collect damages by following the procedures established by the Office of the Attorney General for the collection of delinquent obligations.

Credits

History: Filed 4-1-19, eff. 4-1-19; Filed 4-16-21, eff. 5-1-21.

Current through register dated May 7, 2021. Some sections may be more current. See credits for details.
W. Va. C.S.R. § 148-1-5, WV ADC§ 148-1-5

End of Document

EXHIBIT B To:
REQUIRED CONTRACT PROVISIONS FOR NON-FEDERAL ENTITY CONTRACTS UNDER FEDERAL AWARDS (2 C.F.R. § 200.317):

Prevailing Wage Determination

[X] - Not Applicable Because Contract Not for Construction

[ ] - Federal Prevailing Wage Determination on Next Page

Appendix E
HIPAA Business Associate Agreement

WV STATE GOVERNMENT

HIPAA BUSINESS ASSOCIATE ADDENDUM

This Health Insurance Portability and Accountability Act of 1996 (hereafter, HIPAA) Business Associate Addendum ("Addendum") is made a part of the Agreement ("Agreement") by and between the State of West Virginia ("Agency"), and Business Associate ("Associate"), and is effective as of the date of execution of the Addendum.

The Associate performs certain services on behalf of or for the Agency pursuant to the underlying Agreement that requires the exchange of information including protected health information protected by the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), as amended by the American Recovery and Reinvestment Act of 2009 (Pub. L. No. 111-5) (the "HITECH Act"), any associated regulations and the federal regulations published at 45 CFR parts 160 and 164 (sometimes collectively referred to as "HIPAA"). The Agency is a "Covered Entity" as that term is defined in HIPAA, and the parties to the underlying Agreement are entering into this Addendum to establish the responsibilities of both parties regarding HIPAA-covered information and to bring the underlying Agreement into compliance with HIPAA.

Whereas it is desirable, in order to further the continued efficient operations of Agency to disclose to its Associate certain information which may contain confidential individually identifiable health information (hereafter, Protected Health Information or PHI); and

Whereas, it is the desire of both parties that the confidentiality of the PHI disclosed hereunder be maintained and treated in accordance with all applicable laws relating to confidentiality, including the Privacy and Security Rules, the HITECH Act and its associated regulations, and the parties do agree to at all times treat the PHI and interpret this Addendum consistent with that desire.

NOW THEREFORE: the parties agree that in consideration of the mutual promises herein, in the Agreement, and of the exchange of PHI hereunder that:

1. **Definitions.** Terms used, but not otherwise defined, in this Addendum shall have the same meaning as those terms in the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.

   a. **Agency Procurement Officer** shall mean the appropriate Agency individual listed at: http://www.state.wv.us/admin/purchase/vrc/agencyli.html.

   b. **Agent** shall mean those person(s) who are agent(s) of the Business Associate, in accordance with the Federal common law of agency, as referenced in 45 CFR § 160.402(c).

   c. **Breach** shall mean the acquisition, access, use or disclosure of protected health information which compromises the security or privacy of such information, except as excluded in the definition of Breach in 45 CFR § 164.402.

   d. **Business Associate** shall have the meaning given to such term in 45 CFR § 160.103.

   e. **HITECH Act** shall mean the Health Information Technology for Economic and Clinical Health Act. Public Law No. 111-05. 111th Congress (2009).

f. **Privacy Rule** means the Standards for Privacy of Individually Identifiable Health Information found at 45 CFR Parts 160 and 164.

g. **Protected Health Information or PHI** shall have the meaning given to such term in 45 CFR § 160.103, limited to the information created or received by Associate from or on behalf of Agency.

h. **Security Incident** means any known successful or unsuccessful attempt by an authorized or unauthorized individual to inappropriately use, disclose, modify, access, or destroy any information or interference with system operations in an information system.

i. **Security Rule** means the Security Standards for the Protection of Electronic Protected Health Information found at 45 CFR Parts 160 and 164.

j. **Subcontractor** means a person to whom a business associate delegates a function, activity, or service, other than in the capacity of a member of the workforce of such business associate.

2. Permitted Uses and Disclosures.

a. **PHI Described.** This means PHI created, received, maintained or transmitted on behalf of the Agency by the Associate. This PHI is governed by this Addendum and is limited to the minimum necessary, to complete the tasks or to provide the services associated with the terms of the original Agreement, and is described in Appendix A.

b. **Purposes.** Except as otherwise limited in this Addendum, Associate may use or disclose the PHI on behalf of, or to provide services to, Agency for the purposes necessary to complete the tasks, or provide the services, associated with, and required by the terms of the original Agreement, or as required by law, if such use or disclosure of the PHI would not violate the Privacy or Security Rules or applicable state law if done by Agency or Associate, or violate the minimum necessary and related Privacy and Security policies and procedures of the Agency. The Associate is directly liable under HIPAA for impermissible uses and disclosures of the PHI it handles on behalf of Agency.

c. **Further Uses and Disclosures.** Except as otherwise limited in this Addendum, the Associate may disclose PHI to third parties for the purpose of its own proper management and administration, or as required by law, provided that (i) the disclosure is required by law, or (ii) the Associate has obtained from the third party reasonable assurances that the PHI will be held confidentially and used or further disclosed only as required by law or for the purpose for which it was disclosed to the third party by the Associate; and, (iii) an agreement to notify the Associate and Agency of any instances of which it (the third party) is aware in which the confidentiality of the information has been breached. To the extent practical, the information should be in a limited data set or the minimum necessary information pursuant to 45 CFR § 164.502, or take other measures as necessary to satisfy the Agency's obligations under 45 CFR § 164.502.

3. **Obligations of Associate.**

a. **Stated Purposes Only.** The PHI may not be used by the Associate for any purpose other than as stated in this Addendum or as required or permitted by law.

b. **Limited Disclosure.** The PHI is confidential and will not be disclosed by the Associate other than as stated in this Addendum or as required or permitted by law. Associate is prohibited from directly or indirectly receiving any remuneration in exchange for an individual's PHI unless Agency gives written approval and the individual provides a valid authorization. Associate will refrain from marketing activities that would violate HIPAA, including specifically Section 13406 of the HITECH Act. Associate will report to Agency any use or disclosure of the PHI, including any Security Incident not provided for by this Agreement of which it becomes aware.

c. **Safeguards.** The Associate will use appropriate safeguards, and comply with Subpart C of 45 CFR Part 164 with respect to electronic protected health information, to prevent use or disclosure of the PHI, except as provided for in this Addendum. This shall include, but not be limited to:

i. Limitation of the groups of its workforce and agents, to whom the PHI is disclosed to those reasonably required to accomplish the purposes stated in this Addendum, and the use and disclosure of the minimum PHI necessary or a Limited Data Set;

ii. Appropriate notification and training of its workforce and agents in order to protect the PHI from unauthorized use and disclosure;

iii. Maintenance of a comprehensive, reasonable and appropriate written PHI privacy and security program that includes administrative, technical and physical safeguards appropriate to the size, nature, scope and complexity of the Associate's operations, in compliance with the Security Rule;

iv. In accordance with 45 CFR §§ 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any subcontractors that create, receive, maintain, or transmit protected health information on behalf of the business associate agree to the same restrictions, conditions, and requirements that apply to the business associate with respect to such information.

d. **Compliance With Law.** The Associate will not use or disclose the PHI in a manner in violation of existing law and specifically not in violation of laws relating to confidentiality of PHI, including but not limited to, the Privacy and Security Rules.

e. **Mitigation.** Associate agrees to mitigate, to the extent practicable, any harmful effect that is known to Associate of a use or disclosure of the PHI by Associate in violation of the requirements of this Addendum, and report its mitigation activity back to the Agency.

f. **Support of Individual Rights.**

i. **Access to PHI.** Associate shall make the PHI maintained by Associate or its agents or subcontractors in Designated Record Sets available to Agency for inspection and copying, and in electronic format, if requested, within ten (10) days of a request by Agency to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.524 and consistent with Section 13405 of the HITECH Act.

ii. **Amendment of PHI.** Within ten (10) days of receipt of a request from Agency for an amendment of the PHI or a record about an individual contained in a Designated Record Set, Associate or its agents or subcontractors shall make such PHI available to Agency for amendment and incorporate any such amendment to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR § 164.526.

iii. **Accounting Rights.** Within ten (10) days of notice of a request for an accounting of disclosures of the PHI, Associate and its agents or subcontractors shall make available to Agency the documentation required to provide an accounting of disclosures to enable Agency to fulfill its obligations under the Privacy Rule, including, but not limited to, 45 CFR §164.528 and consistent with Section 13405 of the HITECH Act. Associate agrees to document disclosures of the PHI and information related to such disclosures as would be required for Agency to respond to a request by an individual for an accounting of disclosures of PHI in accordance with 45 CFR § 164.528. This should include a process that allows for an accounting to be collected and maintained by Associate and its agents or subcontractors for at least six (6) years from the date of disclosure, or longer if required by state law. At a minimum, such documentation shall include:

- the date of disclosure;
- the name of the entity or person who received the PHI, and if known. the address of the entity or person;
- a brief description of the PHI disclosed; and
- a brief statement of purposes of the disclosure that reasonably informs the individual of the basis for the disclosure, or a copy of the individual's authorization, or a copy of the written request for disclosure.

iv. **Request for Restriction.** Under the direction of the Agency, abide by any individual's request to restrict the disclosure of PHI, consistent with the• requirements of Section 13405 of the HITECH Act and 45 CFR § 164.522, when the Agency determines to do so (except as required by law) and if the disclosure is to a health plan for payment or health care operations and it pertains to a health care item or service for which the health care provider was paid in full "out-of-pocket."

v. **Immediate Discontinuance of Use or Disclosure.** The Associate will immediately discontinue use or disclosure of Agency PHI pertaining to any individual when so requested by Agency. This includes, but is not limited to, cases in which an individual has withdrawn or modified an authorization to use or disclose PHI.

g. **Retention of PHI.** Notwithstanding section 4.a. of this Addendum, Associate and its subcontractors or agents shall retain all PHI pursuant to state and federal law and shall continue to maintain the PHI required under Section 3.f. of this Addendum for a period of six (6) years after termination of the Agreement, or longer if required under state law.

h. **Agent's, Subcontractor's Compliance.** The Associate shall notify the Agency of all subcontracts and agreements relating to the Agreement, where the subcontractor or agent receives PHI as described in section 2.a. of this Addendum. Such notification shall occur within 30 (thirty) calendar days of the execution of the subcontract and shall be delivered to the Agency Procurement Officer. The Associate will ensure that any of its subcontractors, to whom it provides any of the PHI it receives hereunder, or to whom it provides any PHI which the Associate creates or receives on behalf of the Agency, agree to the restrictions and conditions which apply to the Associate hereunder. The Agency may request copies of downstream subcontracts and agreements to determine whether all restrictions, terms and conditions have been flowed down. Failure to ensure that downstream contracts, subcontracts and agreements contain the required restrictions, terms and conditions may result in termination of the Agreement.

j. **Federal and Agency Access.** The Associate shall make its internal practices, books, and records relating to the use and disclosure of PHI, as well as the PHI, received from, or created or received by the Associate on behalf of the Agency available to the U.S. Secretary of Health and Human Services consistent with 45 CFR § 164.504. The Associate shall also make these records available to Agency, or Agency's contractor, for periodic audit of Associate's compliance with the Privacy and Security Rules. Upon Agency's request, the Associate shall provide proof of compliance with HIPAA and HITECH data privacy/protection guidelines, certification of a secure network and other assurance relative to compliance with the Privacy and Security Rules. This section shall also apply to Associate's subcontractors, if any.

k. **Security.** The Associate shall take all steps necessary to ensure the continuous security of all PHI and data systems containing PHI. In addition, compliance with 74 FR 19006 Guidance Specifying the Technologies and Methodologies That Render PHI Unusable, Unreadable, or Indecipherable to Unauthorized Individuals for Purposes of the Breach Notification Requirements under Section 13402 of Title XIII is required, to the extent practicable. If Associate chooses not to adopt such methodologies as defined in 74 FR 19006 to secure the PHI governed by this Addendum, it must submit such written rationale, including its Security Risk Analysis, to the Agency Procurement Officer for review prior to the execution of the Addendum. This review may take up to ten (10) days.

l. **Notification of Breach.** During the term of this Addendum, the Associate shall notify the Agency and, unless otherwise directed by the Agency in writing, the WV Office of Technology immediately by e-mail or web form upon the discovery of any Breach of unsecured PHI; or within 24 hours by e-mail or web form of any suspected Security Incident, intrusion or unauthorized use or disclosure of PHI in violation of this Agreement and this Addendum, or potential loss of confidential data affecting this Agreement. Notification shall be provided to the Agency Procurement Officer at www.state.wv.us/admin/purchase/vrc/agencyli.htm and, unless otherwise directed by the Agency in writing, the Office of Technology at incident@wv.gov or https://apps.wv.gov/ot/ir/Default.aspx.

The Associate shall immediately investigate such Security Incident, Breach, or unauthorized use or disclosure of PHI or confidential data. Within 72 hours of the discovery, the Associate shall notify the Agency Procurement Officer, and, unless otherwise directed by the Agency in writing, the Office of Technology of: (a} Date of discovery; (b} What data elements were involved and the extent of the data involved in the Breach; (c) A description of the unauthorized persons known or reasonably believed to have improperly used or disclosed PHI or confidential data; (d} A description of where the PHI or confidential data is believed to have been improperly transmitted, sent, or utilized; (e) A description of the probable causes of the improper use or disclosure; and (f) Whether any federal or state laws requiring individual notifications of Breaches are triggered.

Agency will coordinate with Associate to determine additional specific actions that will be required of the Associate for mitigation of the Breach, which may include notification to the individual or other authorities.

All associated costs shall be borne by the Associate. This may include, but not be limited to costs associated with notifying affected individuals.

If the Associate enters into a subcontract relating to the Agreement where the subcontractor or agent receives PHI as described in section 2.a. of this Addendum, all such subcontracts or downstream agreements shall contain the same incident notification requirements as contained herein, with reporting directly to the Agency Procurement Officer. Failure to include such requirement in any subcontract or agreement may result in the Agency's termination of the Agreement.

m. **Assistance in Litigation or Administrative Proceedings.** The Associate shall make itself and any subcontractors, workforce or agents assisting Associate in the performance of its obligations under this Agreement, available to the Agency at no cost to the Agency to testify as witnesses, or otherwise, in the event of litigation or administrative proceedings being commenced against the Agency, its officers or employees based upon claimed violations of HIPAA, the HIPAA regulations or other laws relating to security and privacy, which involves inaction or actions by the Associate, except where Associate or its subcontractor, workforce or agent is a named as an adverse party.

4. Addendum Administration.

a. **Term.** This Addendum shall terminate on termination of the underlying Agreement or on the date the Agency terminates for cause as authorized in paragraph (c} of this Section, whichever is sooner.

b. **Duties at Termination.** Upon any termination of the underlying Agreement, the Associate shall return or destroy, at the Agency's option, all PHI received from, or created or received by the Associate on behalf of the Agency that the Associate still maintains in any form and retain no copies of such PHI or, if such return or destruction is not feasible, the Associate shall extend the protections of this Addendum to the PHI and limit further uses and disclosures to the purposes that make the return or destruction of the PHI infeasible. This shall also apply to all agents and subcontractors of Associate. The duty of the Associate and its agents and subcontractors to assist the Agency with any HIPAA required accounting of disclosures survives the termination of the underlying Agreement.

c. **Termination for Cause.** Associate authorizes termination of this Agreement by Agency, if Agency determines Associate has violated a material term of the Agreement. Agency may, at its sole discretion, allow Associate a reasonable period of time to cure the material breach before termination.

d. **Judicial or Administrative Proceedings.** The Agency may terminate this Agreement if the Associate is found guilty of a criminal violation of HIPAA. The Agency may terminate this Agreement if a finding or stipulation that the Associate has violated any standard or requirement of HIPAA/HITECH, or other security or privacy laws is made in any administrative or civil proceeding in which the Associate is a party or has been joined. Associate shall be subject to prosecution by the Department of Justice for violations of HIPANHITECH and shall be responsible for any and all costs associated with prosecution.

e. **Survival.** The respective rights and obligations of Associate under this Addendum shall survive the termination of the underlying Agreement.

5. General Provisions/Ownership of PHI.

a. **Retention of Ownership.** Ownership of the PHI resides with the Agency and is to be returned on demand or destroyed at the Agency's option, at any time, and subject to the restrictions found within section 4.b. above.

b. **Secondary PHI.** Any data or PHI generated from the PHI disclosed hereunder which would permit identification of an individual must be held confidential and is also the property of Agency.

c. **Electronic Transmission.** Except as permitted by law or this Addendum, the PHI or any data generated from the PHI which would permit identification of an individual must not be transmitted to another party by electronic or other means for additional uses or disclosures not authorized by this Addendum or to another contractor, or allied agency, or affiliate without prior written approval of Agency.

d. **No Sales.** Reports or data containing the PHI may not be sold without Agency's or the affected individual's written consent.

e. **No Third-Party Beneficiaries.** Nothing express or implied in this Addendum is intended to confer, nor shall anything herein confer, upon any person other than Agency, Associate and their respective successors or assigns, any rights, remedies, obligations or liabilities whatsoever.

f. **Interpretation.** The provisions of this Addendum shall prevail over any provisions in the Agreement that may conflict or appear inconsistent with any provisions in this Addendum. The interpretation of this Addendum shall be made under the laws of the state of West Virginia.

g. **Amendment.** The parties agree that to the extent necessary to comply with applicable law they will agree to further amend this Addendum.

h. **Additional Terms and Conditions.** Additional discretionary terms may be included in the release order or change order process.

AGREED:

Name of Agency: ____________________

Signature: ____________________

Title: ____________________

Date: ____________________

Name of Associate: Joshua Auer

Signature: ____________________

Title: CEO

Date: June 8, 2023

Form - WVBAA-012004
Amended 06.26.2013

APPROVED AS TO FORM THIS 26th
DAY OF June 20 13
Patrick Morrisey
Attorney General
BY ____________________