

ARIS Solutions



Financial & Payroll Services for the Nonprofit Sector

LETTER OF SUBMITTAL
ARIS SOLUTIONS' RESPONSE TO

STATE OF VERMONT

REQUEST FOR PROPOSAL FISCAL/EMPLOYER AGENT
(Posted July 18, 2017; Closing Date September 5, 2017)

September 1, 2017

Lisa Neveu
Quality Outcomes Specialist
208 State Drive HC 2 South,
Waterbury, Vermont 05671-2070

Dear Ms. Neveu:

Please find enclosed ARIS Solutions' response to your Request for Proposal (RFP) for Fiscal/Employer Agent Services. ARIS Solutions has been privileged to provide Fiscal/Employer Agent services in Vermont since 1999.

As participant-direction has expanded in Vermont, ARIS Solutions has been a close partner with the State of Vermont assuring that these programs have evolved successfully. Vermont has established 10 different programs that reflect individual priorities and goals of home and community based supports in this State.

The result, from the viewpoint of a Fiscal/Employer Agent, is very complex; as a different service management structure needs to be in place for each of the individual program models that are the subject of this RFP.

For this reason, our response provides considerable detail on our operations, organization, and software design related to specific parameters of each of Vermont's programs.

We believe firmly in our ability to understand and support the nuances and complexities of Vermont's systems. We also have an operational software solution in place that is capable of functioning per the parameters of each of your 10 participant-directed program options.

Dedicated to your Peace of Mind

Tel. 802-295-1658 • Fax: 802-295-0663 • PO Box 4409 • White River Jct., VT 05001

www.ARISolutions.org

ARIS Solutions is a Vermont based 501 (c)(3) non-profit organization established in 1996. ARIS Solutions was originally established by two small Vermont organizations providing services for Vermonters with developmental disabilities to consolidate their business operations into a single, efficient financial support organization.

ARIS Solutions began providing Fiscal/Employer Agent support for Vermont's first participant directed program in 1999. For almost 20 years, ARIS Solutions has provided these services to an expanding array of participant-directed options in Vermont.

Contact Information:

ARIS Solutions, Inc.
P.O. Box 4409
72 South Main Street (physical address)
White River Junction, Vermont 05001
(802)-280-1911

Names and Telephone Numbers of Principal Officers

Co-Executive Directors: William Ashe, Ed.D.
Cheryl Thrall, M.A.
ARIS Solutions, Inc.
Box 4409
White River Jct., Vermont 05001
(802) 280-1911

Chief Operating Officer: Jason Richardson, CPA
ARIS Solutions, Inc.
P.O. Box 4409
White River Jct., Vermont 05001
(802) 280-1911

F/EA Director: Jennifer Garabedian, MSA
ARIS Solutions, Inc.
P.O. Box 4409
White River Jct., Vermont 05001
(802) 295-1658

The project/program team leader for purposes of this RFP response is Jason Richardson at the address and phone number above.

List of All Materials and Enclosures:

- Explanation Supporting ARIS Solutions' Request for Non-Disclosure of Trade Secrets – Pages 1 – 3
- Response to Request for Proposal – Pages 4 – 59
- Proposed Cost Structure (Bid Price) – Page 60 - 61
- Attachment A—Table of Redacted Trade Secret Information
- Attachment B—Key ARIS Solutions' Staff Resumes
- Attachment C—Letters of Support
- Attachment D—Certificate of Compliance
- Attachment E—Worker Classification Compliance Requirement

Other Statements for DAIL:

To effectively provide F/EA supports, ARIS Solutions uses a combination of software solutions that have been specifically customized to function with participant-directed programs.

This includes state-of-the-art Financial Management Services (FMS) software that we have purchased from an outside software provider, Annkissam. We have invested over a million dollars to customize this software to meet the program requirements of our current contracts for the State of Vermont's Medicaid programs, as well as the Veteran-Directed contracts we hold in Washington, DC, Indiana, Wisconsin, North Carolina, Pennsylvania, Vermont and Alaska. This software is considered by its developer, as well as by ARIS Solutions, to be proprietary. Additionally, our contract with Annkissam holds ARIS Solutions liable for an improper release of proprietary information.

Additionally, we have authored and use in-house software applications, Medibill, F/EA Payroll (FEAP) and Legacy F/EA software. These applications enable us to function in Vermont's unique billing climate.

Our response to your Request for Proposal provides considerable detail, discussing specific features and customizations of these software applications. Also included in our descriptions are the methods and processes that ARIS Solutions uses. Therefore, ARIS Solutions, in accordance with Vermont Law, is asserting its proprietary rights to this information as its release to our competitors would irreparably damage ARIS Solutions' ability to fairly compete, by placing other F/EA providers at a competitive advantage.

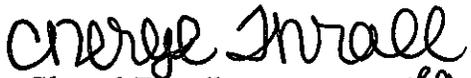
Our RFP response includes additional information in support of our proprietary claim, and we have highlighted all paragraphs where we believe this claim applies.

ARIS Solutions is very pleased to provide the State of Vermont with the attached proposal to continue as the Fiscal/Employer Agent for the State of Vermont. We look forward to your review.

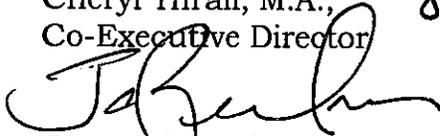
Sincerely,



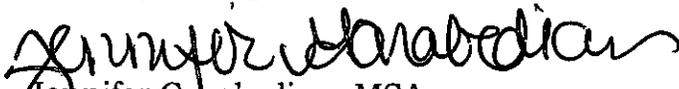
William Ashe, Ed.D.,
Co-Executive Director



Cheryl Thrall, M.A.,
Co-Executive Director



Jason Richardson, CPA,
Chief Operating Officer



Jennifer Garabedian, MSA,
ARIS Solutions F/EA Director

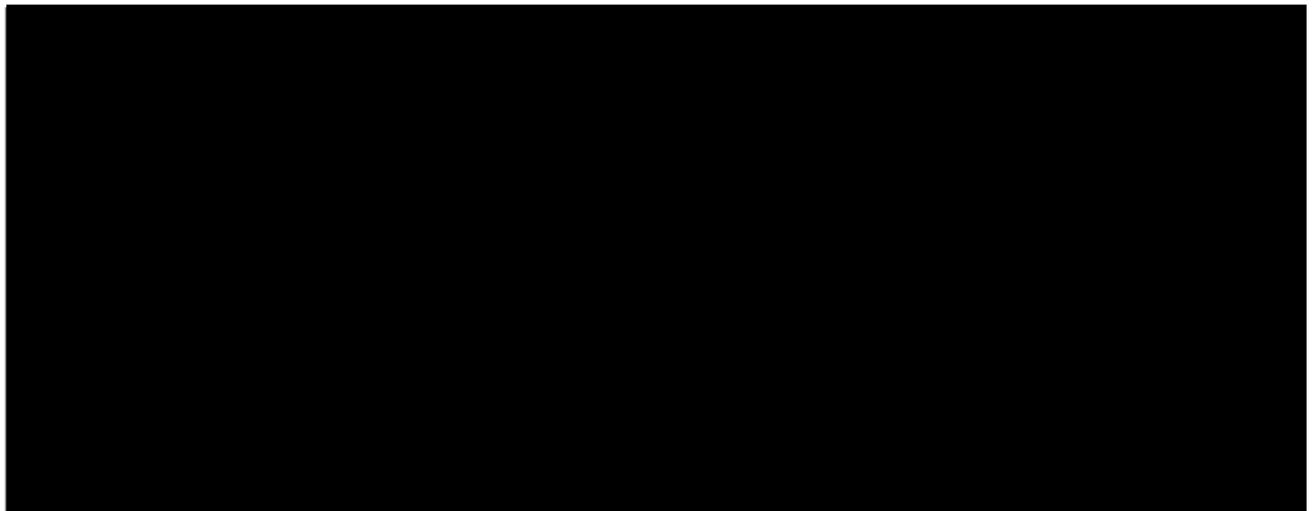
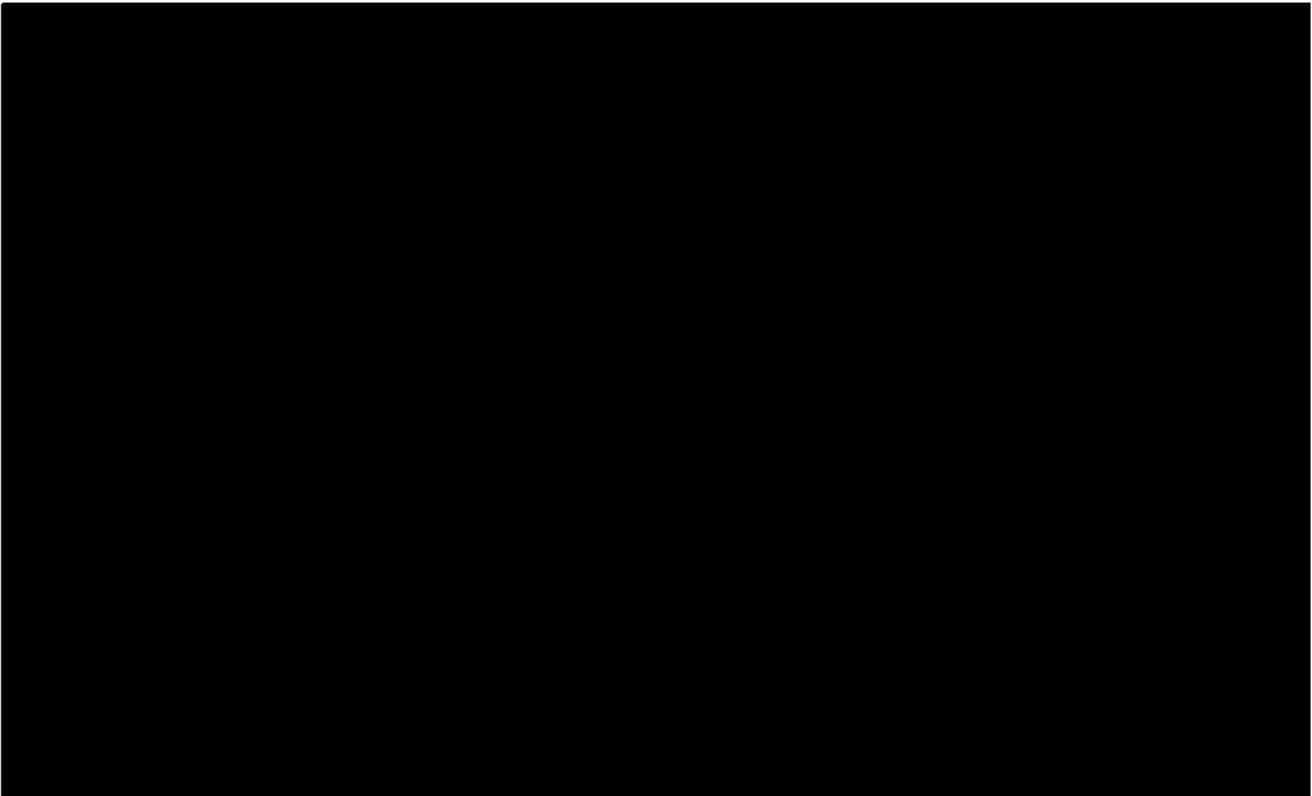
State of Vermont Department of Disabilities, Aging and Independent Living

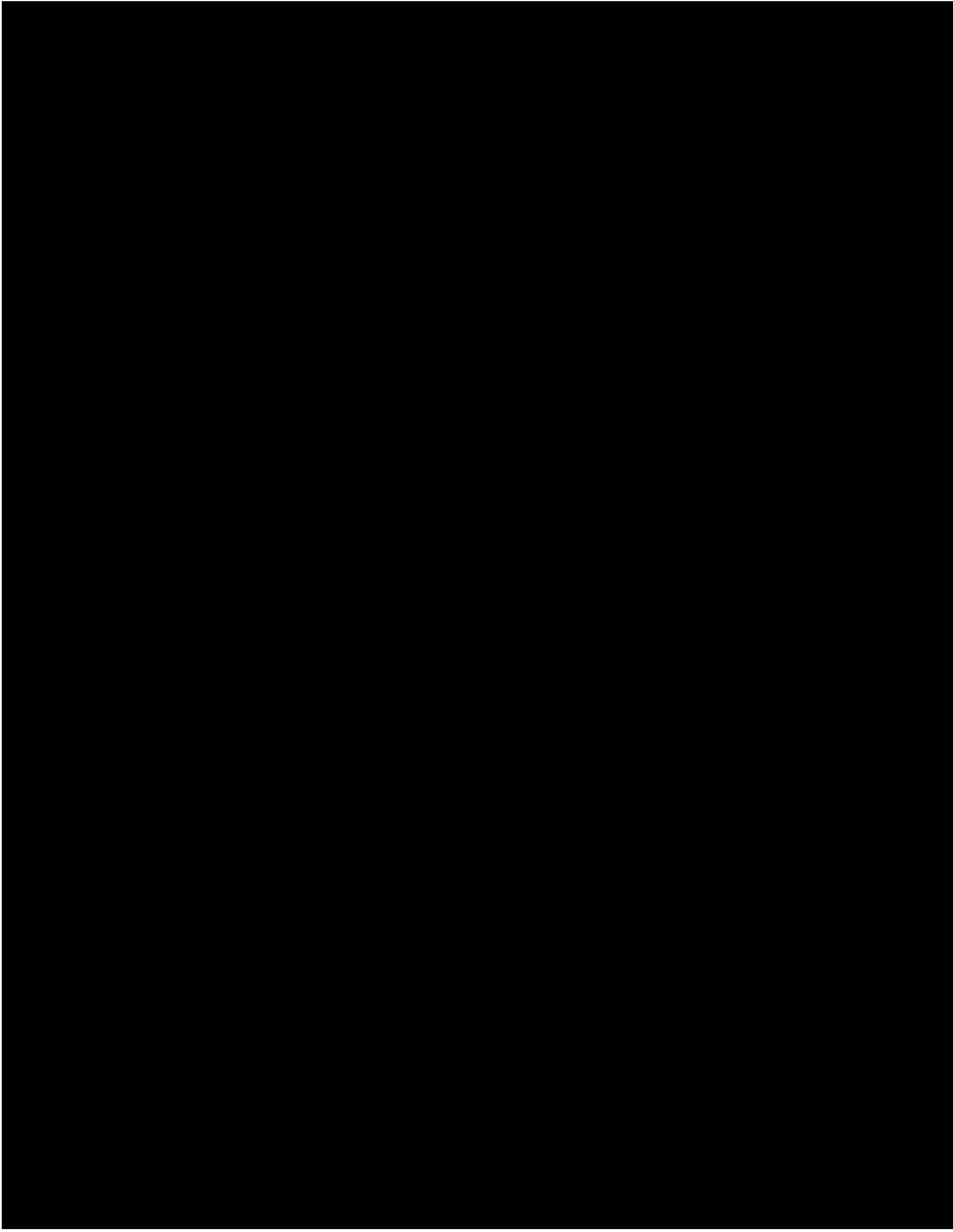
Request for Proposal Response

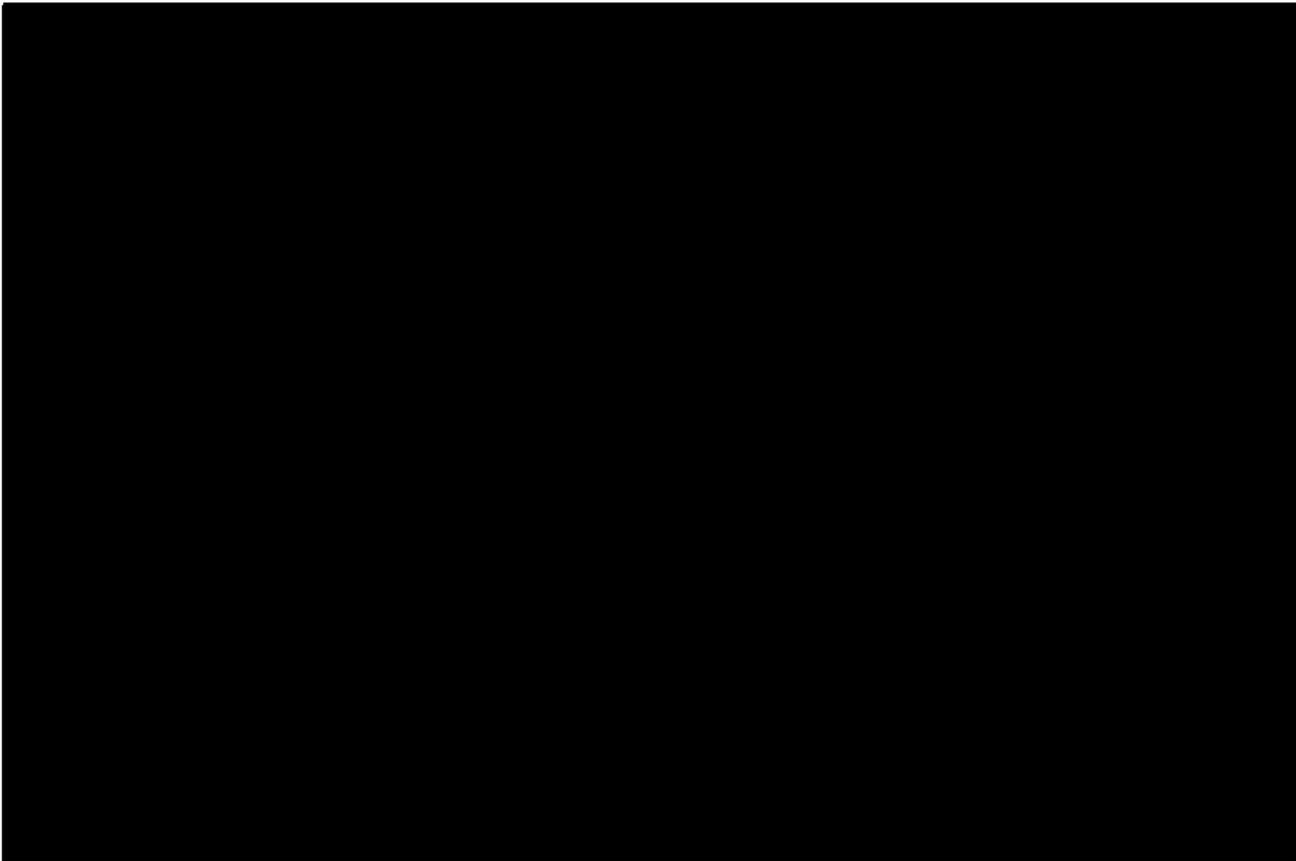
Fiscal/Employment Agent

September 1, 2017

Explanation Supporting ARIS Solutions' Request for Non-Disclosure of Trade Secrets







Finally, it is ARIS Solutions' understanding that this Explanation, the highlights in the proposal and the accompanying index describing the trade secret information ARIS Solutions' is seeking to redact will also be kept confidential and not be subject to the Access to the Public Records Act. Please contact us if this understanding is incorrect.

Response to Request for Proposals

ARIS Solutions is proud to have provided Fiscal/Employment Agent (F/EA) services in the State of Vermont since 1999. In this capacity, ARIS Solutions partnered closely with the State of Vermont as these programs have grown from one participant-directed program, Developmental Disabilities Services, to the present scope of 10 distinct participant-directed options:

- Developmental Disabilities Services,
- Family Managed Respite and Integrating Family Services Respite,
- Children's Personal Care Services and C3,
- Choices for Care,
- Attendant Service Program,
- Participant Directed Attendant Care,
- Flexible Choices,
- Adult Family Care-Respite,
- Moderate Needs-Flexible Funding, and
- Traumatic Brain Injury Respite

Each program has evolved based on their own values and priorities, resulting in an array of unique features and operating guidelines.

To effectively provide F/EA services in Vermont, a provider, and its staff, must have a detailed understanding of how each of these programs are designed to operate in Vermont. Additionally, staff must have strong relationships with program staff. Without these relationships, the ability of the F/EA to effectively function in its capacity would be compromised.

ARIS Solutions is a Vermont-based company employing staff from Vermont communities. ARIS Solutions and its staff are committed to Vermont and to Vermont's mission. Currently, 100% of ARIS Solutions' Medicaid F/EA services are dedicated to the Vermont programs. ARIS Solutions has a firm commitment and dedication to Vermont, to the participant-directed programs, and to the individuals who we have come to support.

Deeply connected to the organization's mission and core values which are grounded in the principles of participant-direction, we do much more than process timesheets and provide administrative services. We believe that we are the last step in ensuring people receive high quality self-and surrogate directed services in the State of Vermont.

Over the last 18 years, Vermont's participant-directed services have grown and evolved. This evolution has brought exciting change and independence for individuals who receive supports. It also brought increasing complexity, both in State and Federal guidelines and regulations. We have proven our ability to match pace with and accommodate this ever-changing landscape, often creating short-term solutions and "workarounds" as requested. We welcome the opportunity to collaborate on continued innovation and growth.

A continued partnership with ARIS Solutions as Vermont's F/EA would provide an F/EA with:

- Vermont roots and with an unmatched commitment to Vermonters and their wellbeing,
- Intimate knowledge of the structure and nuance of Vermont's 10 participant-directed options which we have garnered over the past 18 years of experience in this State. This understanding is essential given the many variations for how the F/EA needs to interact with employers, employees, and program representatives,
- Existing relationships that are needed to make the participant-directed programs successful. These relationships include essential State of Vermont staff, as well as partners at the Designated Agencies/Specialized Services Agencies/Supportive Intermediary Service Organization, regional Area Agencies on Aging, and Home Health agencies,
- The ability to successfully operate within a Medicaid billing climate that uses a different coding convention than what is typically used in the rest of the United States. We have designed specific software to work within Vermont's unique billing structure.
- All personnel, including top leadership, are in Vermont. Every aspect of ARIS Solution's F/EA functions are performed in-state.
- The capability to provide in-person training and support, as requested, throughout the State of Vermont,
- An understanding of the current, and evolving, Vermont Sick Leave law. Based on our current contract obligations, we have begun preliminary software design work to implement these unique regulations by January 1, 2018.
- Proven customer satisfaction among participants in Vermont who use the F/EA services we offer.
- Continuity of services. Continuing this relationship removes the burden of a transition for employers, employees and program staff. It eliminates the need for employers and employees to complete forms that are current and on file with ARIS Solutions, and removes any concern of an interruption of services due to incomplete or missing paperwork.

- Existing knowledge and training in the variations and complexities of Vermont's 10 participant-directed services options Several ARIS Solutions' staff have direct operational experience with the programs that are the subject of this Response for Proposals (RFP).

ARIS Solutions' F/EA Division consists of two teams totaling 15 staff. Additionally, this division works closely with other divisions within our organization, including our IT Division and Veteran-Directed Program. Key ARIS Solutions' staff include:

- **William Ashe, Ed.D:** Co-founder and Co-Executive Director of ARIS Solutions, Dr. Ashe has overseen the organization since its inception in 1996. Dr. Ashe has over 45 years of experience in human services and management. Dr. Ashe is also the Executive Director of Upper Valley Services, a Vermont non-profit agency that offers a variety of home and community based Medicaid supports for individuals with intellectual/developmental disabilities and elders. Dr. Ashe has been active in the growth and development of ARIS Solutions' F/EA services for over 18 years.
- **Cheryl Thrall, MA:** Ms. Thrall is a Co-founder and Co- Executive Director of ARIS Solutions since its inception in 1996. She has over 35 years of experience in human services and management. Ms. Thrall is also the Executive Director of Lincoln Street, Inc., a Vermont non-profit agency that offers a variety of supports to individuals with intellectual and developmental disabilities. Along with Dr. Ashe, Ms. Thrall has also been active in the growth and development of ARIS Solutions' F/EA services for over 18 years.
- **Jason Richardson, CPA:** Mr. Richardson has been the Chief Financial and Operating Officer for ARIS Solutions for more than 14 years, prior to which he functioned as a professional auditor within the non-profit human services field for 5 years. Under Mr. Richardson's leadership, ARIS Solutions has undertaken significant technological advancement—well-positioning the organization related to compliance, efficiency and growth.
- **Jennifer Garabedian, MSA:** Ms. Garabedian joined the ARIS Solutions team in 2016. As a former Medicaid program administrator for the State of Vermont—Agency of Human Services, Ms. Garabedian brings over 15 years' experience in program development and management to her role as F/EA Director. As F/EA Director, Ms. Garabedian serves as primary liaison for our State of Vermont contract contacts and local partners, such as Area Agencies on Aging and Developmental Disabilities Services agencies.

- **Theresa Towle:** As the VD-HCBS Program Director, Ms. Towle plays a pivotal role in the performance of payroll, reporting and customer service functions for the Veteran-Directed Programs that ARIS Solutions currently administers. Ms. Towle has been involved with the development and implementation of VD-HCBS F/EA services since the implementation of the Vermont program in 2011. Ms. Towle has been a member of the ARIS Solutions team since 2011.
- **Ron Jackson:** Mr. Jackson serves as ARIS Solutions' Information Technology (IT) Manager and has worked in the IT world for over 25 years. In addition to having developed payroll and billing systems, Mr. Jackson served as ARIS Solutions' lead for the recent migration from our legacy software system to our current FMS Engine software and is our on-going liaison with the FMS Engine developer. Mr. Jackson joined ARIS Solutions in early 2011.
- **Britney Mann:** As the Data Entry Unit Supervisor, Ms. Mann has primary oversight for F/EA day-to-day payroll processing activities. Her previous experience in ARIS Solutions' accounting division provides a well-rounded perspective and makes her uniquely qualified to ensure compliance with State, Federal and program regulations. Ms. Geoffrey began with ARIS Solutions as a college intern in 2015.
- **Wendy Spooner:** Ms. Spooner is the Customer Services Unit Supervisor. Among her duties, Ms. Spooner manages the ARIS Solutions "Call Center", coordinates with VT HomeCare United—the Direct Care Worker union, and serves as the F/EA's primary State and Federal Department of Labor liaison. Ms. Spooner has been a member of the ARIS Solutions family for over 10 years.

Resumes for these team members are included in Attachment B.

Current Business Environment

As participant-direction has grown in the past two decades, so have the number and complexity of State and Federal laws that apply. Most notably and recently, this includes the Fair Labor Standards Act (FLSA), the 21st Century Cures Act, and the Vermont Earned Sick Leave law.

These laws help professionalize direct care supports by providing overtime wages and paid sick time, and increase accountability for both employees and employers for the care provided. Ensuring compliance with these regulations require strong partnerships, well-trained staff, and a cutting-edge software system.

ARIS Solutions has recently upgraded our software system by investing in “FMS Engine.”

FMS Engine is the leading FMS software in the United States. This software was designed, tested and implemented under the guidance of nationally recognized FMS Policy and Procedure expert Mollie Gropeter Murphy. FMS Engine is built to support FMS providers to handle a high volume of participants, employers, and other goods and service providers.

FMS Engine consists of modules each devoted to specific FMS functions:

- Enrollment,
- Budgets, Invoices and Timesheets (BIT),
- eTimesheets,
- Participant Dashboard, and
- Communications

To ensure we stay current in the complex world of FMS provision, ARIS Solutions has purchased F/EA Blueprint. F/EA Blueprint is a “living document.” In addition to being customizable to meet State and program guidelines, developed by Mollie Gropeter Murphy, F/EA Blueprint is automatically revised to reflect IRS revisions and alert the user to the update.

F/EA Blueprint contains approximately 100 chapters of required and suggested F/EA tasks including policies, procedures and internal controls designed to be modified to meet the specific needs of each organization’s needs and unique workflow based on the programs it supports.

The addition of FMS Blueprint to the ARIS Solutions approach ensures our ability to stay current on F/EA policies and procedures.

ARIS Solutions has been following the 21st Century Cures Act, with special focus on the portions applicable to Electronic Visit Verification (EVV). The FMS Engine software that we have implemented meets the Electronic Visit Verification requirements in this Act.

Additionally, we have been working with experts in the intersection of participant-direction and Electronic Visit Verification to ensure that our Electronic Visit Verification system, not only meets the requirements of the Cures Act, but also is anchored in participant-direction.

Most Electronic Visit Verification systems available today are geared toward agency-directed services and rely on tenets that do not exist in participant-direction. The experts at Applied Self Direction, an organization to which ARIS Solutions and the State of Vermont are members, worked with the Center for Medicaid and Medicare Services (CMS) and their members, to develop an

internet access is not available where service is delivered

This electronic system was built specifically for use in participant-directed programs. As such, it does not require a third party to schedule a worker or determine a location for service delivery in advance, as that is generally incompatible with self-direction. The system has been used across the country in participant-directed programs and has proven to be intuitive for participant and worker users. YouTube video tutorials and handbooks are available on demand for users. ARIS Solutions' staff would also be available to provide individualized training, as needed.

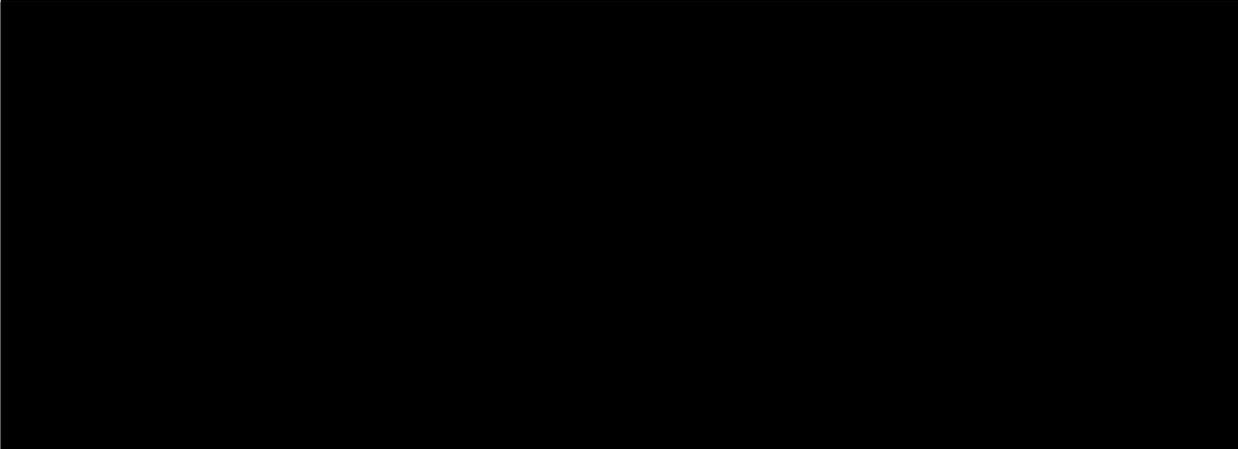
Many traditional Electronic Visit Verification systems do not allow a participant or surrogate employer to approve the time recorded by a worker. This can disempower participants or surrogate employers; minimizing their role "in the driver's seat" of their services. Experts at the Centers for Medicare and Medicaid Services (CMS) and self-direction advocates have been concerned about this major limitation in many EVV systems.

This helps to detect and prevent fraud.

The system is accessible and includes compatibility with JAWS, Dragon Naturally Speaking, ZoomText and other applications that may be used by individuals with vision or mobility limitations.

Finally, there is no additional cost to implement ARIS Solutions' electronic system. The system is already developed and has been customized for the unique rules of Vermont's programs. By utilizing ARIS Solutions' electronic system, Vermont could meet the Cures Act requirement up to one year or more in advance of the requirement. This may allow Vermont to be the first state in the country to be compliant with the Cures Act.

Since the Cures Act has yet to be implemented, the right solution has yet to be determined. Therefore, we have also been exploring more traditional Electronic Visit Verification models and are working with several vendors to find a suitable match for our organization and software. The costs associated with a more traditional option, however, is unknown at this time.



Based on our current understanding of the State's need, our developer estimates a cost of \$10,000.00 based on approximately 100 hours of design and development. If the scope of this changes significantly, this estimate may change.

Specifications of Work to be Performed

A) Working with Employers and Employees

ARIS Solutions is a non-profit organization initially established in 1996 to provide support to other non-profit organizations. This expanded to participant-directed services, in 1999. Consequently, ARIS Solutions has been involved with Vermont's participant-directed supports since the very beginning.

ARIS Solutions' Board of Directors is primarily comprised of members who are family of individuals who are experiencing a disability or special health condition. Additionally, several members of ARIS Solutions' staff are family members of individuals who experience a disability or special health condition, including a co-director and founder.

This gives ARIS Solutions a unique ability to understand participant direction from the perspective of the recipient of service, and to truly empathize with the challenges of being a lay-person employer. This orientation influences how ARIS Solutions provides person-centered supports.

The ARIS Solutions' F/EA Customer Service Team consists of 4-full time Representatives and a Customer Service Team Supervisor. Our live Customer Service support is available Monday through Friday, from 8:00 a.m. to 4:00 p.m. except for major holidays.

Customer Service support is available through a toll-free number, connected to voicemail. Voicemail is checked throughout the day—and calls are typically

returned within one business day. The voicemail box is available 24 hours per day, 7 days per week, 365 days per year.

ARIS Solutions recently upgraded our telephone software to include “Call Center” technology. This software increased our customer service quality and capacity, by creating a “queue” and allowing callers to “wait for the next available attendant.”

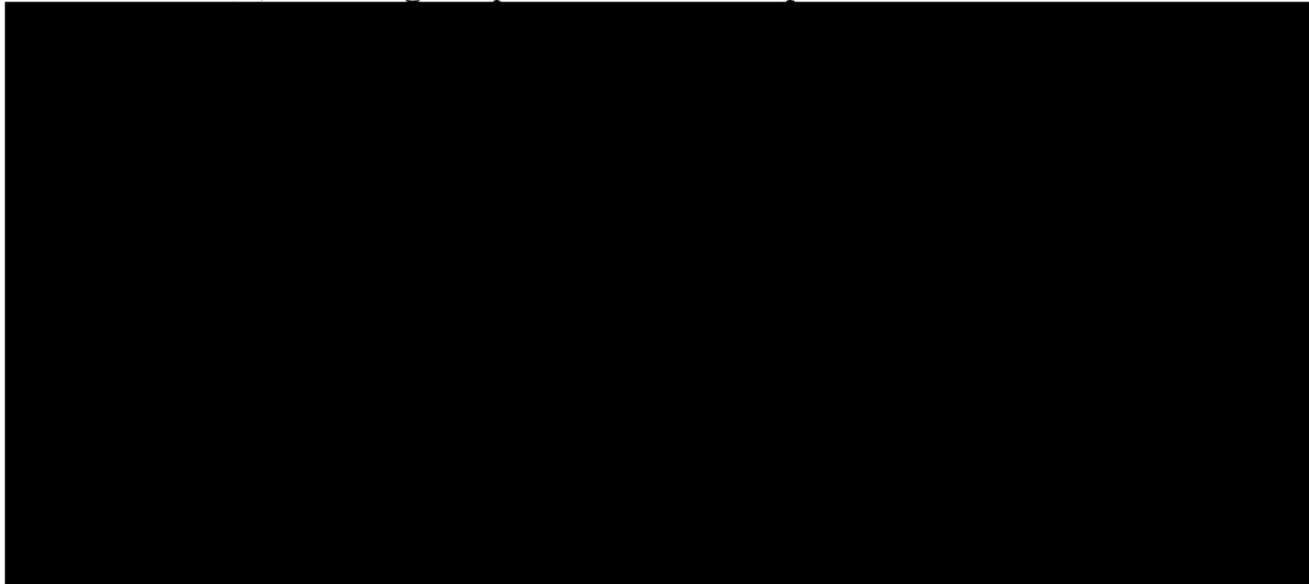
With the addition of this software, callers can either wait for an available Customer Service Representative or leave a voicemail. As staff become available, callers are routed to individual extensions and calls are answered in the order in which they were made. Callers can, of course, opt out of the queue and leave a voicemail at any time.

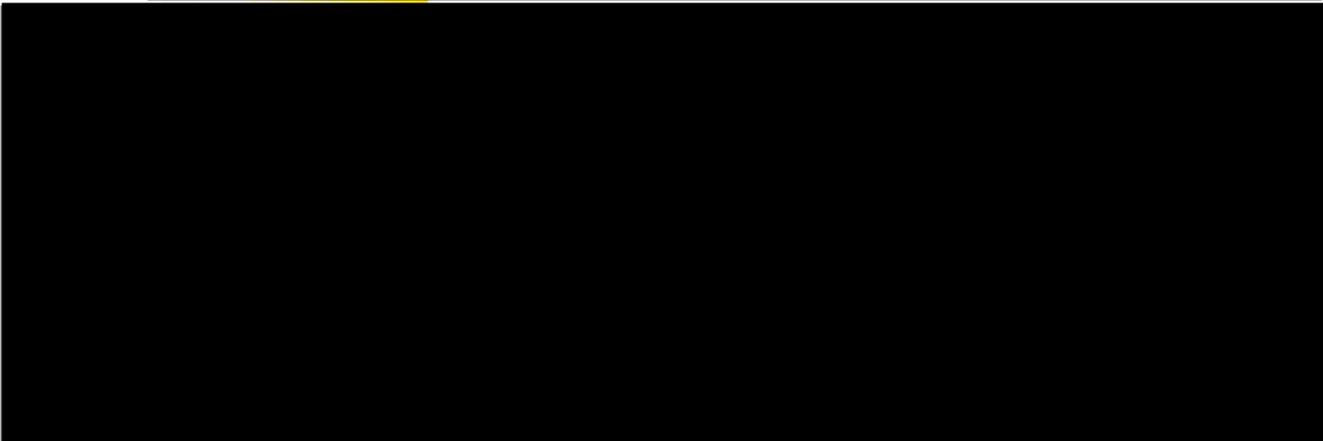
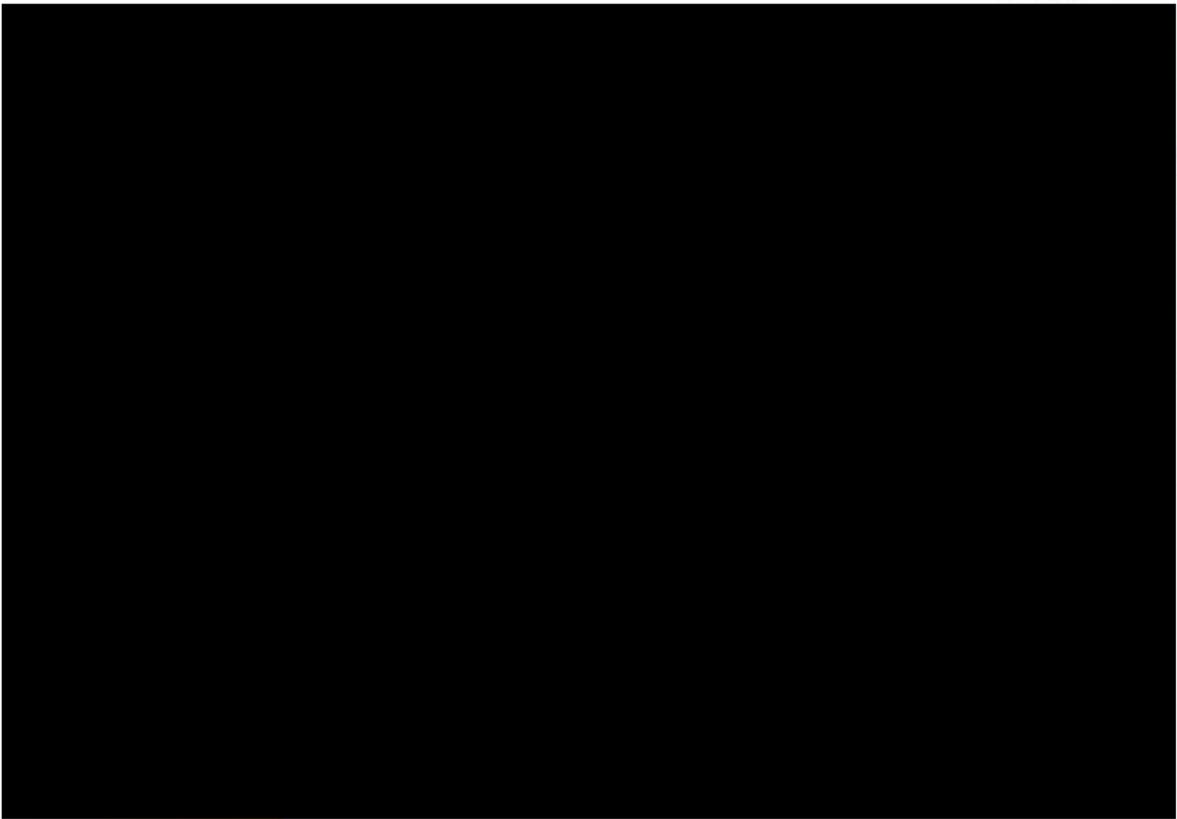


In the last 6 months, ARIS Solutions’ Customer Service Team (4 full-time Customer Services Representatives and 1 Unit Supervisor) answered an average of 3,800 incoming phone calls per month, with an average “wait time” of 37 seconds, and an average call length of approximately 3 minutes.

ARIS Solutions’ F/EA division operates two dedicated Fax lines—both which are available continuously. One Fax line is a secure, dedicated line for timesheet submission. The other is HIPAA compliant, and available for all other fax correspondence.

The ARIS Solutions’ website (www.arissolutions.org) provides access to general information, enrollment paperwork, timesheets, eTimesheet modules, and online budget information. This site is being upgraded to include future enhancements, including a sophisticated “Participant Dashboard”.



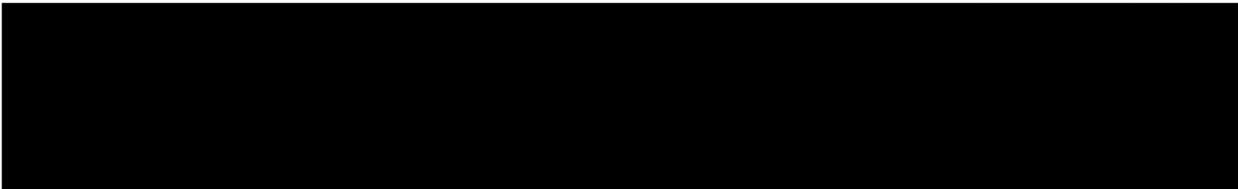


Included in both [REDACTED] and [REDACTED] are “contact us” opportunities. ARIS Solutions’ F/EA division maintains a Customer Services specific e-mail address to respond to questions and concerns, in addition to staff-specific email addresses routinely shared with program and project specific contacts.

ARIS Solutions has the capacity to engage translation/interpreter services, as needed. To better serve our New American employers, we have engaged telephonic interpreter services, so we can participate in conference calls with appropriate language translators. We have been using this service for years and find it to be helpful to assist callers and resolve timesheet questions.

Additionally, we have begun translating our written materials into the most commonly spoken languages in the state/regions we support.

We have the capacity to provide our materials in alternate formats—and already provide some ARIS Solutions forms in formats such as “Large Print.”



This system will be used to track and monitor grievances and complaints.

Training and orientation support is developed and provided by appropriate staff, including the F/EA Director, Data Entry and Customer Service teams. Currently, training is provided upon request, tailored to the population, and available through a variety of media including in-person, webinar, or video-conferencing.

As part of our website redesign efforts, a series of “YouTube” style reference videos are being discussed and developed.

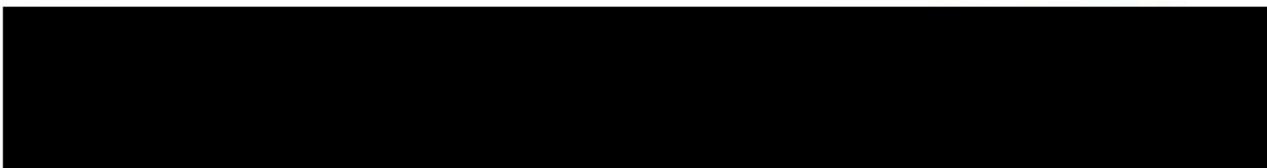
ARIS Solutions partnered with the Community College of Vermont to offer Customer Service training to appropriate staff. This training was adapted to meet the unique populations that we serve. Our management team has explored additional opportunities for continued training, and each division routinely connects with appropriate partners to ensure that staff are adequately trained in specific program rules and regulations.

ARIS Solutions engages in a biennial, independent Satisfaction Survey. This survey samples participants, employers, employees and community partners to assist our understanding of the quality of the services we provide, where we excel and where we can improve.

Our most recent satisfaction survey was conducted in partnership with the State of Vermont. It documents high satisfaction ratings with ARIS Solutions’ service and support.

B) Authorizations and Program Limitations

ARIS Solutions has made significant investments in its FMS and billing software systems. We have transitioned to “FMS Engine” to help us appropriately manage Vermont’s 10 participant-directed programs.



As of July 2017

[REDACTED]
[REDACTED] is through our FMS Engine software.

Our software developer continues to customize this software to meet the unique specifications of the Flexible Choices program. We expect this conversion to be complete in Quarter 4 of 2017. Currently, Flexible Choices is managed through our legacy software system.

[REDACTED]

[REDACTED]
[REDACTED] Hard copies of these records are maintained electronically on a secure cloud-based server. Our records retention policy meets or exceeds standards typical of guidelines for financial records.

Attendant Services Program and Medicaid Participant Directed Attendant Care (PDAC)

Attendant Services Program and Medicaid Participant Directed Attendant Care provide personal care support to adults with disabilities and special health needs. These services are exclusively self-directed.

To meet these programs' authorization model [REDACTED]

Although authorizations are typically issued on an annual basis, [REDACTED]

Children's Personal Care Services and C3

Children's Personal Care Services authorizes support for individuals under the age of 21 as "lump sum" dollar-based support. While clinical determinations and allocations are made in terms of "hours per week" (converted to dollars), participants are not restricted to this level of support. [REDACTED]

[REDACTED] ARIS Solutions' staff have been trained to identify timesheets submitted with shifts that exceed program guidelines (currently set at 16 hours per day) and work with Children's Personal Care Services staff to determine clinical appropriateness, on a case by case basis.

[REDACTED] We have, in our monthly contract meetings, had preliminary conversations, but, to-date, we have not been provided reporting guidelines by our program partners.

The typical duration of a Children's Personal Care Services authorization is 6-months, however, based on administrative needs, authorizations may be issued for shorter periods.

To accommodate this program's design [REDACTED]

Children's Personal Care Services participants have individual care plan start and end dates; [REDACTED]

An individual's budget can easily be revised to reflect changes in allocation when the Vermont Department of Health makes an adjustment to the approved level of services. [REDACTED]

For instances where one individual has more than one employer [REDACTED]

The ability to accommodate multiple employers is available across all Vermont programs we support including Developmental Disabilities Services where multiple employers is often the case.

For participants accessing services through C3, a relatively small option within Children's Personal Care Services, [REDACTED]

[REDACTED] At last count, C3 serves approximately 80 individuals.

Choices for Care

Choices for Care: Participant and Surrogate Directed Services

Choices for Care provides home and community-based support to Vermont's elders and adults with disabilities. This program provides individuals an alternative to facility-based care, offering personal care and respite or companionship supports. In addition to offering self-or surrogate-direction, these services can be accessed in partnership with an agency-directed model, with a portion of authorized services provided through the local home health agency.

Choices for Care: Personal Care

Like the design for the Attendant Services Program and Medicaid PDAC, [REDACTED]

Although authorizations are typically issued on an annual basis, our software can accommodate authorizations of any length, including short term authorizations designed to extend services during a reassessment period.

Choices for Care: Companion and Respite

Authorizations for these services are issued as dollar-based, “lump-sum” support, available during a calendar year.

The program specifications for this aspect of Choices for Care are like traditional Children’s Personal Care Services. [REDACTED]

As an individual’s care plan is renewed, and access to companion/respite supports are extended, the end date of an existing budget can be revised to ensure the appropriate level of services are in place.

Additionally, if a participant is authorized a “variance” for additional companion/respite services during the calendar year, [REDACTED]

Choices for Care: Flexible Choices

Flexible Choices is Vermont’s Cash and Counseling option. This program provides unique opportunities for individuals who self- and surrogate-direct services to maintain independence in the community. These allocations can be used for direct care (personal care) supports, specialized services, approved goods, and modest, monthly “cash” payments directly to the participant. These “petty cash” type payments are designed to streamline access to services and supports that promote participant’s independence in the home and community.

Flexible Choices participants are authorized bi-weekly allocations, which unlike “traditional” Choices for Care, are not restricted by pay period. Flexible Choices includes a “savings” component, so weekly allocations (in whole or in part) are not “use it or lose it” as is the case with other program authorizations.

While each participant has an individual service plan effective (start/end) date, individuals can carry over only up to \$500.00 of their savings for use for “goods” across fiscal years. However, the entire “savings” remains available to pay “late timesheets/invoices” until timely filing rules apply.

Because of the nuance and complexity of the Flexible Choices’ program, this program remains in our legacy software system. This system was custom designed by ARIS Solution staff who had the privilege of working with the Department of Disabilities, Aging and Independent Living when the program was introduced as a pilot project. As the program grows and evolves, our system has been tailored to meet these changing needs.



To this end, we are working on scheduling on-site meetings with ARIS Solutions’ staff and Transition II staff

Choices for Care: Moderate Needs-Flexible Funds

Moderate Needs-Flexible Funds provides a modest level of funding on an annual basis. Participants in this program hire individuals to provide home care support for a few hours per pay period.

The Moderate Needs-Flexible Funds Handbook specifies that participants cannot access more than 40 hours in each workweek; overtime wages do not apply.

Authorizations are issued as a “lump sum”, typically for a 12-month period. As previously mentioned in other programs, FMS Engine has been designed to meet this program’s specifications: the BIT module can allow individual care plan dates and accommodate mid-plan adjustments.

Choices for Care: Adult Family Care Respite

ARIS Solutions serves as the F/EA for employers of individuals enrolled in the Department of Disabilities, Aging and Independent Living’s Adult Family Care program. This is by far the smallest program ARIS Solutions supports, with currently 15 active enrollments.

Adult Family Care-Respite provides respite supports to individuals who live in and receive supports from an Adult Family Care home, contracted through an approved provider.

Approved providers serve as the employer of record, for these participants, and enroll themselves and any associated employees using our typical processes.

Authorizations are submitted as dollar-based supports, generally for a fiscal year. As previously noted, [REDACTED]

Developmental Disabilities Services

Developmental Disabilities Services: “DS Waiver”

Developmental Disabilities Services (“DS Waiver”) authorized dollar-based annualized allocations, termed “Authorized Funding Limits”. Based on an Individual Needs Assessment, participants (or “consumers”) may be authorized services in more than one service category, and the combination of all services combined creates the total “Authorized Funding Limit”.

[REDACTED]

The master record holds the total “Annual Authorized Spending Limit”, as a dollar based allocation, with each funded area of support listed as a budget line item with an individual budget.

In the case where a timesheet exceeds the total amount of the funded area of support, but can be paid because the master budget (and an allowable alternative funded area) can support payment, [REDACTED]

Developmental Disabilities Services: Family Managed Respite and Integrating Family Services Respite

Family Managed Respite and Integrating Family Service Respite follow the same convention related to the programs’ service allocations. Services are authorized as a dollar-based allocation for a set period.

Each Designated Agency/Specialized Service Agency associated with these programs determines the appropriate length of authorization and individual funding. However, most authorizations follow a fiscal year convention and, based on program rules, total individual allocations cannot exceed \$6,000.00.

Traumatic Brain Injury Respite

Traumatic Brain Injury Respite supports are generally authorized in 6-month increments. However, based on administrative needs, authorizations may be issued for shorter periods.

Additionally, Traumatic Brain Injury Respite program participants may have individual care plan start and end dates;

2) Information related to authorized services is provided to ARIS Solutions in a variety of ways. As each program developed, so did the method of notification for authorized service levels.

For Choices for Care-Participant and Surrogate Directed Services, Attendant Services Program/General Fund and Medicaid Participant Directed Attendant Care, ARIS Solutions has partnered with the Department of Disabilities, Aging and Independent Living for read-only access to Harmony-SAMS Portal.

Through the SAMS Portal, we view participant- and surrogate-directed service plans and, on a bi-weekly basis, run a report to obtain any updated or newly authorized plans.

ARIS Solutions' staff are responsible for running this report and all authorized care plans entered prior to the date and time contractually agreed upon are considered "on-time" for payroll processing purposes. The report is run bi-weekly, after this agreed upon schedule.

Authorized Funding Levels and Change of Information is provided from the local authorizing agencies, such as Area Agencies on Aging, Home

Health Agencies, Designated Agency, Specialized Services Agency or Supportive Intermediary Services Organization for:

- Developmental Disabilities Services (“DS Waiver”)
- Family Managed Respite
- Integrating Family Services Respite
- Adult Family Care Respite
- Moderate Needs-Flexible Funds
- Flexible Choices

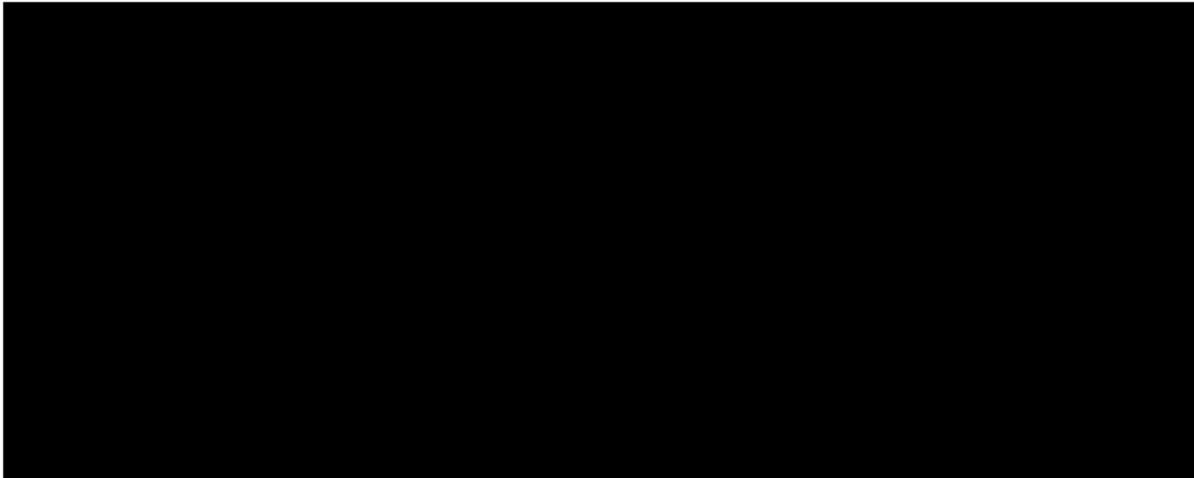
These forms are generally faxed to our HIPAA compliant fax number and must be received by a contractually agreed upon date, early in the payroll cycle, to allow adequate processing time. Additionally, these forms are accepted via secure email.

The Vermont Department of Health authorizes Children’s Personal Care Services via Notices of Decision (also known as “Prior Authorizations”). These Notices are printed from a third-party, currently Vermont’s Medicaid billing contractor (DXC) and sent through the US Postal Service. Additionally, we accept “screen shots” and scanned copies of the Vermont Department of Health’s copy of Prior Authorizations via secure email to expedite processing.

While every attempt is made to provide allocation information prior to the start date of authorizations, the nature of human services often results in the need for retroactive authorizations and adjustments.



- 3) Our timesheets, approved by the Department of Disabilities, Aging and Independent Living and the Vermont Department of Health, requires the employer to include employee hourly rates. Employers must include the hourly rate, for each employee, on every submitted timesheet.



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- 4) To ensure Medicaid eligibility prior to finalizing payments, ARIS Solutions uses a batch eligibility process.

Customized software was designed to be compatible with Vermont's Medicaid billing contractor and our payroll software. This bridge allows exported information to check participant's identifying information, as well as dates of services, in the Vermont Medicaid Portal. This export can check multiple pay periods in a single batch.

This software is also used to submit claims to the Vermont Medicaid contractor (DXC) for payment for all services billed directly to Medicaid.

For instances of individual payments, ARIS Solutions' staff manually confirm Medicaid eligibility for dates of services.

If any individuals are found to be ineligible, in whole or in part, those dates of services are "cancelled" from the timesheet. If, in the future, eligibility is reinstated retroactively, shifts (or a complete timesheet) can be "un-cancelled" processed and paid.



The Data Entry team will review these conflicts to determine if a true overlap exists. If it does, for any program other than Developmental Disabilities Services ("DS Waiver", Family Managed Respite, and Integrating Family Services Respite), the timesheet is referred to the Customer Service team for follow up.

If the  shift occurs with a Developmental Disabilities Services program, Data Entry staff confirm the shifts entered are correct and override the error.

- 6) For most programs, daily maximum number of hours of support an individual can provide cannot exceed 24 hours. There is a notable exception:
- Developmental Disabilities Services ("DS Waiver"): This program allows for staff to provide support to multiple individuals, if

determined appropriate by the care team. Thus, total staff hours billed across participants may exceed 24-hours day.

- No individual employee, however, can work more than 24 hours per day for an individual participant.

[REDACTED]

Our “eyes-on” approach, through manual data entry and review process (internally known as “Edit”) of timesheets and invoices prior to finalizing payment, is a double check for this issue.

[REDACTED]

[REDACTED] We have had preliminary discussions during contract meetings, but no decisions have been made about specific report parameters or next steps with our State program partners.

[REDACTED] the [REDACTED] and staff verify “overlapping” shifts, resulting in more than 24-hours of support, are accurate prior to overriding the error.

[REDACTED]

For those programs not included in the Agreement, the minimum wage is set at Vermont’s state minimum wage, currently \$10.00 per hour.

[REDACTED]

C) Billing Agent for Family-Directed Hi-Tech Nurses

ARIS Solutions currently works, in partnership, with the Vermont Medicaid billing contractor to ensure payment to nurse-providers through the Agency of Human Services’ Self/Family-Directed High-Tech Nursing program. ARIS Solutions, however, does not directly pay these individuals.

- 1) Prior to the 2012 F/EA contract cycle, the Vermont Medicaid billing contractor (DXC) was entirely responsible for this process. DXC received, reviewed, and processed timesheets. These timesheets were then converted to Medicaid billable claims by DXC staff.

This protocol change was included in the 2012 contract cycle. ARIS Solutions, DXC, and the Agency of Human Services, including

participants from the Department of Vermont Health Access, were involved in developing the current process to ensure appropriate checks and balances were in place for this program.

Processing and oversight of this service is managed by a member of our billing team.

- a) Individuals/families who contract with nurses through this program are provided appropriate timesheets and instructions about how timesheets are to be completed and submitted. Timesheets are submitted by the nurse-provider, or employer, to ARIS Solutions for payment.
 - b) Timesheets for the Self/Family-Directed High-Tech Nursing program are developed by DXC and the Agency of Human Services. Our assigned staff reviews submitted timesheets to ensure the timesheet has been completed correctly and thoroughly.
 - c) Once the billing specialist confirms timesheets are correct and complete, converts them to Vermont Medicaid billable claims.
 - d) These claims are submitted for payment based on pre-determined program guidelines for payment.
 - e) Like all Medicaid claims submitted by ARIS Solutions, processing of these claims is monitored for any issues. The billing specialist works closely with our DXC-identified contact through this entire process. If any issues are identified, they work together to resolve the issue and notify the appropriate parties.
- 2) By keeping this process outside the F/EA division, it ensures that payments are not inadvertently processed based on timesheets submitted for Self/Family-Directed High-Tech Nursing services.

Some nurse-contractors dually support individuals through other authorized services and submit timesheets as employees. This internal control is an essential safe-guard.

- 3) ARIS Solutions only processes timesheets and submits claims for nurse-contractors who have met the Department of Health Access' requirements to become an enrolled Medicaid provider and for whom we have been provided the individual's Medicaid billing provider number.

D) Patient Share

Based on the dynamic nature of Patient Share, ARIS Solutions has a dedicated member of our billing team, with crossed-trained backup staff, assigned to

manage this process. In addition to the technical duties associated with overseeing the Patient Share process, this staff member cultivates relationships with consumers and employers, case managers and State partners. This single point-person approach provides high-quality technical assistance and support for all involved.

Additionally, for those consumers who may need additional attention, there is one point of contact who can work closely with them and provide additional support and flexibility.



ARIS Solutions tracks the amount withheld, by consumer,

If a consumer has a retroactive reduction in their Patient Share, our billing specialist must rebill Medicaid claims to reflect updated information.

Information from the "Notice of Decision" issued by Department of Children and Families-Office of Economic Services is entered, by consumer, directly into our Patient Share specific software to manage and track Patient Share notices.

Hard copies of these Notices are maintained electronically on a secure, cloud-based server. Our records retention policy meets or exceeds standards and typical guidelines for financial records.

- 4) ARIS Solutions' staff have developed longstanding collaborative relationships with Department of Children and Families and other providers. This allows for timely and effective interactions assuring for accurate collection, withholding, and payment of Patient Share whenever ARIS Solutions is determined to be the highest paid provider.

E) Payroll Reports

Typically, bi-weekly Spending Reports include the authorized and available funds (“remaining balance”), pay dates, employees paid, gross wages paid, vendor payments for goods and services, and employer taxes paid.

As a matter of routine, for several of our programs, including Flexible Choices and Developmental Disabilities Services programs, agency staff are provided with each participant’s bi-weekly payroll report on the same pay schedule as the participant/employer through a secure FTP site.

Additionally, these reports are made available, upon request, for State and local partners connected to other programs.

Since having transitioned to a new software system, we have undertaken the process of revising the Payroll Reports, based on feedback from employers, employees and State and local partners.

We always welcome feedback and suggestions to ensure the format, layout and content provide the most helpful information possible.

Currently, our payroll reports include:

- Employer name and address
- Agency (or program) affiliation
- Consumer/Participant name
- Care plan authorization dates
- Authorized Funding Limit/Allocation amount
- Payment information
 - Employee/vendor name
 - Date of service
 - Total amount paid
 - Employer Taxes (as appropriate)
- Remaining Balance
- Print date of report
- Page number (of total number per participant)

Paper copies of these reports are sent to employers following each program’s payroll.

FMS Participant Dashboard includes this information in a secure online module for enrolled employers/consumers. To enroll, participants/employers must only provide their email address.

F) Unique Identifier

All contracts ARIS Solutions F/EA and Veteran-Directed Program Divisions support require that employers obtain Federal Employer Identification Numbers (FEIN). ARIS Solutions currently requires receipt of the employer's FEIN, either newly obtained on the employer's behalf by our staff, or provided by the employer directly prior to provision of any FMS services.

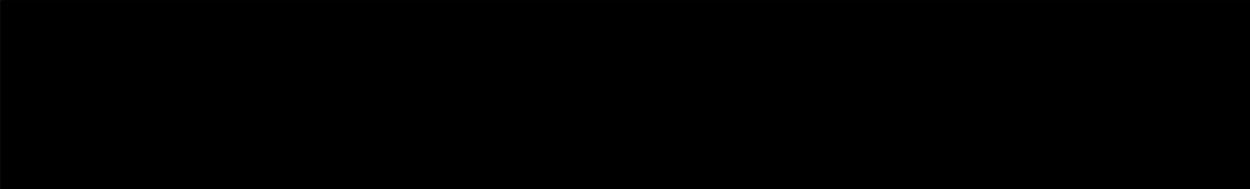
Receipt of the FEIN is logged in the Enrollment module which is directly connected to the employer's enrollment in FMS Engine. An employer is not considered "active" without a FEIN entered in their account.

Payments against a participant's budget cannot be made unless there is a corresponding "active" employer.

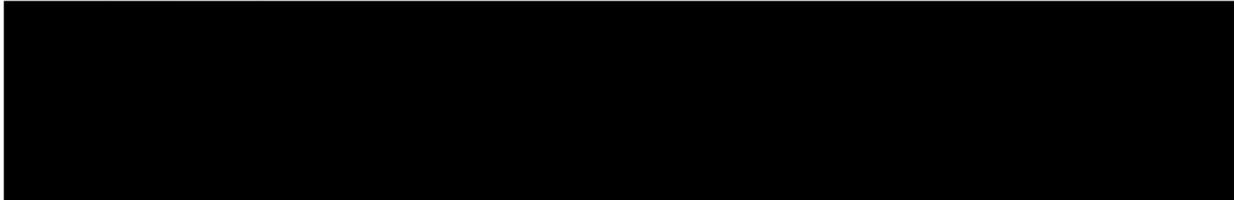
Additionally, each ARIS Solutions' New Employer Enrollment Packet includes the IRS Form SS-4 for a prospective employer to complete. Submitted packets are not considered completed if they are returned without Form SS-4 included or improperly completed.

G) Qualifying as the Fiscal Agent

Each ARIS Solutions' New Employer Enrollment Packet includes the IRS Form 2678 for a prospective employer to complete. Submitted packets are not considered completed if they are returned without Form 2678 included or improperly completed.



Each ARIS Solutions' New Employer Enrollment Packet includes the IRS Form 8821 for a prospective employer to complete. Submitted packets are not considered completed if they are returned without Form 8821 included or improperly completed.



Payments cannot be fully processed for a "pending" employer, as an error message occurs during the final stage of data entry.

Hard copies of these completed forms are maintained electronically on a secure, cloud-based server. Our records retention policy standards meet or exceeds typical guidelines for financial records.

H) Withholding and Judgements

ARIS Solutions' IT department developed an in-house billing software system to work in conjunction with FMS Engine, F/EA Payroll (FEAP) to ensure that paychecks (and direct deposits) are issued and all required employer taxes are processed. This includes state and federal income tax, FICA and Unemployment Compensation taxes.

ARIS Solutions has a dedicated bookkeeper who is responsible for ensuring that the necessary reports, including quarterly and annual 941 and 941x reports, and reporting to the State and Federal Departments of Labor are filed on each employers' behalf.

Judgements are treated in the same manner as "Garnishments", in our system, and described in section I.

I) Garnishments

Additionally, this system ensures proper payment of all garnishments as required.

ARIS Solutions processes an average of 17 garnishments or judgements per pay period, to ensure that employees are meeting their obligations.

Each payment with [REDACTED] receives a manual review to confirm that payment is within State and Federal withholding laws and any necessary adjustments are made prior to issuing payment.

Hard copies of ordered garnishments are maintained electronically on a secure, cloud-based server. Our records retention policy meets or exceeds standards typical guidelines for financial records.

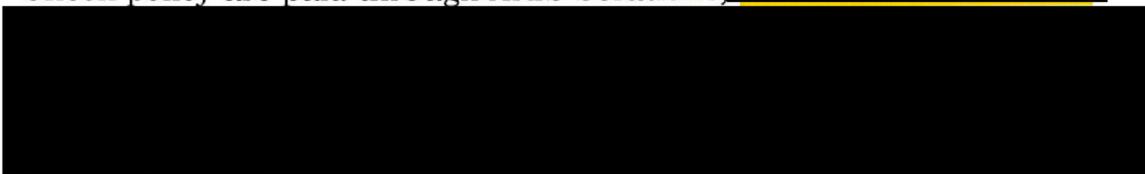
J) Background Checks

- 1) ARIS Solutions has created a software system designed to track all background checks conducted for employees to assure that they comply with the Department of Disabilities, Aging and Independent Living's Background Check Policy.

This policy requires each prospective employee be screened through:

- Vermont Criminal Information Center databases for any criminal convictions in the State of Vermont,
- Vermont Department of Motor Vehicles for any moving violations in the State of Vermont,
- Vermont Department of Children and Families Child Abuse Registry for any substantiations of abuse, neglect and/or exploitation of children,
- Vermont Department of Disabilities, Aging and Independent Living's Adult Abuse Registry for any substantiations of abuse, neglect and/or exploitation of vulnerable adults.

As a safeguard that only employees who have passed the Background Check policy are paid through ARIS Solutions, [REDACTED]



[REDACTED] Only "active" employees can be paid.

Annually, ARIS Solutions' processes approximately 6,000 sets of background checks for newly hired employees. Employers are notified in writing regarding the outcomes of all background check findings once all checks have been returned.

For those employees who are found to have exclusionary findings, the employer is notified that the prospective employee is not eligible for employment immediately upon receipt of the individual findings and is not enrolled as a direct care provider. Employers are provided another copy of the Department's Background Check Policy and summary information about the State's variance process.

In cases where the individual is an established employee with other employers, each employer is notified that the employee no longer meets the requirements of the Department's Background Check Policy and future payments are suspended per this policy.

Under these circumstances, these employers are not provided details regarding the employee's specific convictions, per Vermont law, but are given instructions about how to request updated screens on their own behalf.

ARIS Solutions uses a full-time employee dedicated to this process, with cross-trained backup staff. Our staff have cultivated relationships with

key staff in the appropriate Departments to ensure timely processing of all required background checks and approved variances.

- 2) Included in the standard background check process are screens against State and Federal exclusionary lists
 - a. Each prospective employee is screened against the Department of Human Services Office of Inspector General's Exclusionary List, per the Department of Disabilities, Aging and Independent Living's policy. If an employee is found to be included in this list, the requesting employer is notified that the prospective employee is not eligible for employment.
 - b. ARIS Solutions has a process in place to run the names of all enrolled employees monthly, as was agreed upon in our current contract, to provide to the Department of Vermont Health Access. The current agreement provides for the Department of Vermont Health Access to confirm, as a batch process, that names have not been added to the Inspector General's Exclusionary List.
 - c. If any name is flagged through the batch process, ARIS Solutions would be notified and staff would individually double check if the flagged name matched enrolled employees. This step is assigned to our dedicated Background Check specialist.
 - d. If this process determines an enrolled employee ineligible to receive payments through a Vermont program, ARIS Solutions would inform all employers that the employee was terminated and would provide the employer a copy of the Background Policy and summary information regarding the variance process.
 - e. The affected employee would be "terminated" in the FMS Enrollment module. Terminating the employee would ensure that no future payments would be made.

To date, ARIS Solutions has not been provided instructions to submit reports to the Department of Vermont Health Access for batch processing. We are prepared to begin submitting reports to the Department of Vermont Health Access or revisit this process, as needed.

- 3) For individuals associated with Developmental Disabilities Services Flexible Family Funding (FFF) and the Ombudsman Program, ARIS Solutions performs background checks on prospective employees per the Department of Disabilities, Aging and Independent Living's policy.

The billable fee for these screens was negotiated in the current contract and invoices are submitted to the appropriate Designated Agency for screens performed related to Developmental Disabilities Services Flexible

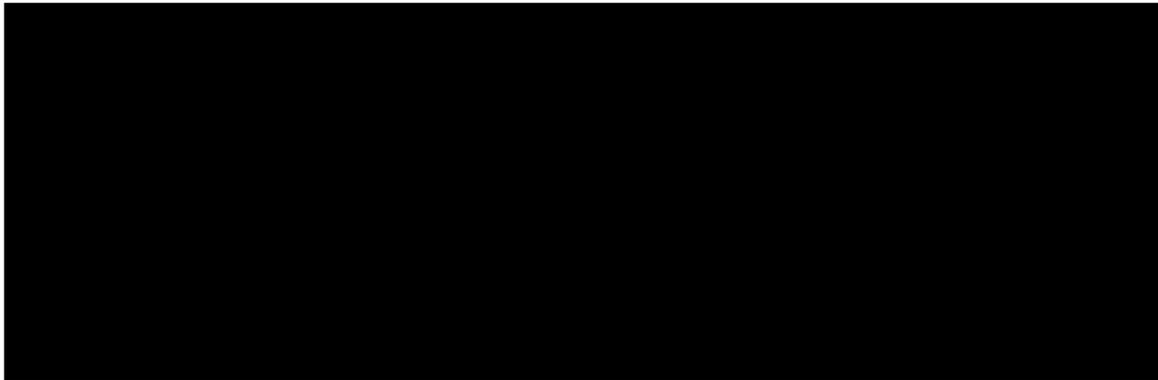
Family Funding employees and to the Department of Disabilities, Aging and Independent Living directly for those associated with the Ombudsman Program.

The current fee for these background checks is \$25.00 per check; we do not anticipate the need to renegotiate this.

K) Accepting Timesheets

ARIS Solutions accepts timesheets through secure e-mail, fax, US Mail, and local hand-delivery. Timesheets are accepted 24 hours per day, 7 days per week through secure email, fax and local delivery via a secure drop box at our Vermont-based office.

- 1) Employees, employers, and case managers are provided supplies of timesheets and business reply envelopes upon request. Upon launch of the approved "Universal Timesheet", each employee will receive a timesheet with each paycheck or direct deposit statement issued. Business reply envelopes will continue to be provided by request.
- 2) ARIS Solutions currently uses approved timesheets, in paper and electronic form. ARIS Solutions has designed, with feedback and approval from the State of Vermont, a Universal Timesheet.



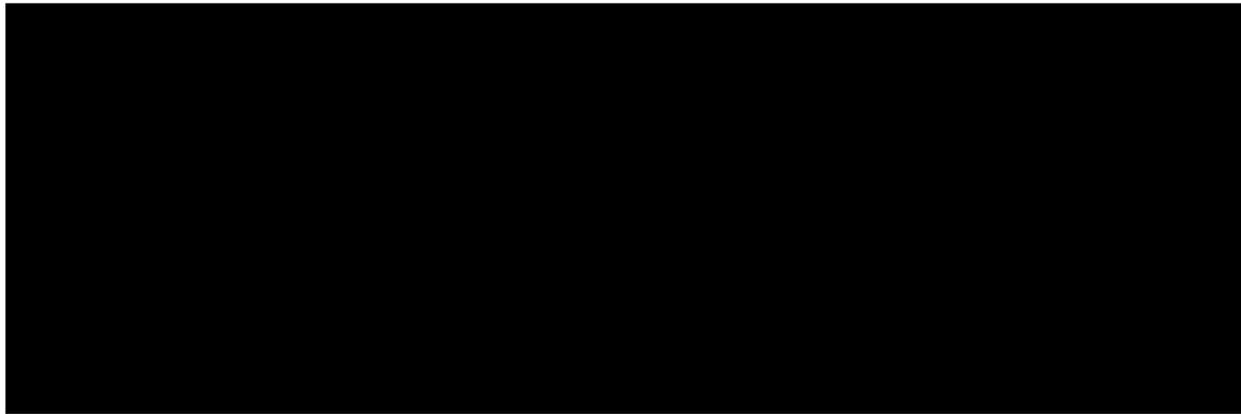
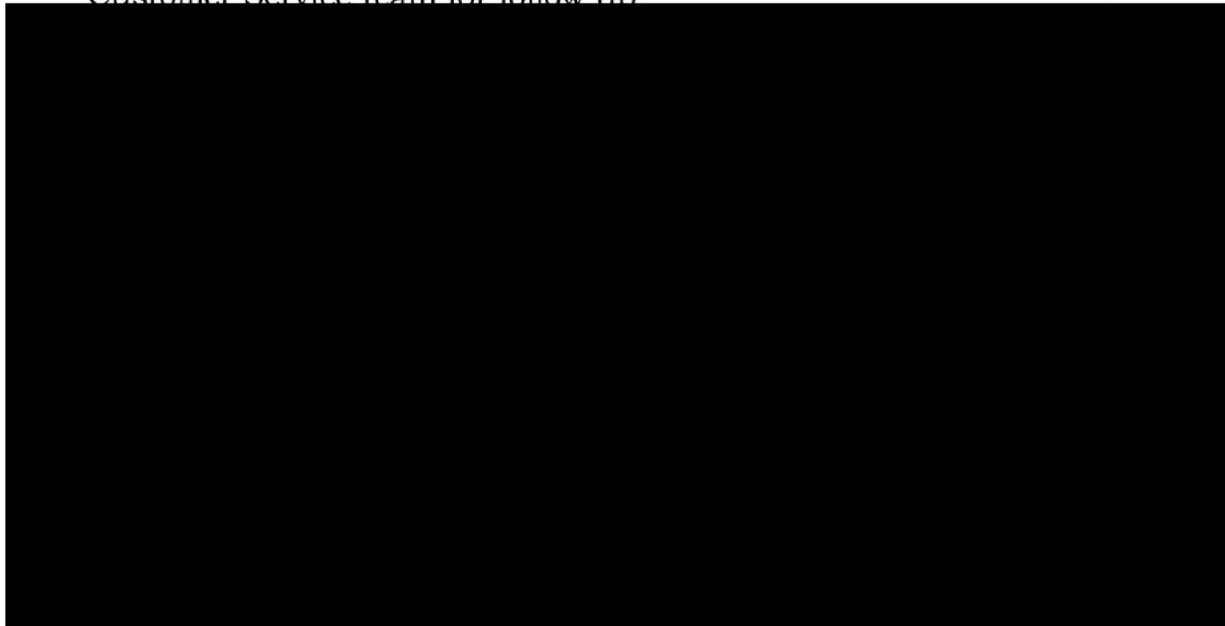
- 3) Following payment processing, all timesheets/invoices submitted and manually entered by ARIS Solutions data entry staff are electronically "filed" on a secure cloud based server for record retention. These records are scanned and labelled before payment is received by the employee/vendor (i.e., within the same pay period).

The record retention policy currently is set to ensure compliance with Medicaid requirements as specified by CMS.

- 4) Information contained in submitted timesheets/invoices are used to process payroll based on pre-approved schedules.

L) Processing Timesheets

- 1) All paper timesheets are reviewed by ARIS Solutions Data Entry staff, resulting in an “eyes-on” review by trained payroll specialists to assure for completion and accuracy, prior to entry for payment. This initial review is designed to identify any issues with incomplete or incorrect timesheets. Timesheets with missing information are sent to our Customer Service team for follow up



The employer is contacted to attempt to obtain the missing information in time to process the timesheet within the current payroll. If the information cannot be gathered in time, it will be included within the next regularly scheduled payroll for the program.

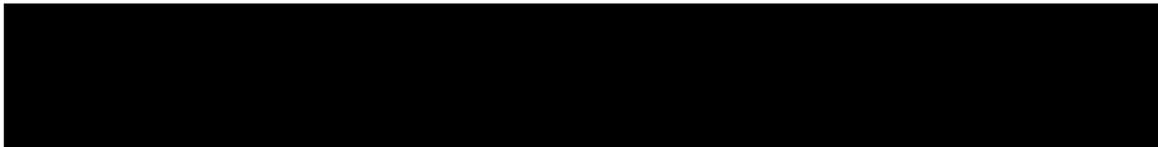
If it is determined that most of the required information is missing on the submitted timesheet, the timesheet will need to be resubmitted and the employer will be instructed to do so and offered technical assistance.

Timesheets missing employee or employer signature must be resubmitted to be processed. If the employer can be contacted and a signed timesheet can be resubmitted prior to mid-day Wednesday of the payroll cycle, the timesheet will be accepted and processed.

Hundreds of timesheets are identified as being incomplete or incorrect each week. Customer Service representatives contact employers via telephone or email to get corrected timesheets submitted or take updated information directly over the phone. Staff begin Friday morning and take information until mid-day on Wednesday to process the maximum number of timesheets each week.

If we are not able to connect with an employer despite repeated attempts, after payday, we will mail the timesheet with instructions so it can be corrected and resubmitted for processing.

- 4) ARIS Solutions works closely with the Department of Disabilities, Aging, Independent Living, the Vermont Department of Health and community agency partners when there are concerns about an employer's ability to carry out the associated duties of managing services.



M) Payment to Employees

Currently, ARIS Solutions processes approximately 11,000 payments for goods and services monthly. While approximately two-thirds of these payments (over 7,300) are made as direct deposit to employees and vendors, one-third of enrolled employees and vendors still choose to be paid via paper check.

Postal delivery within Vermont no longer guarantees next-day delivery. However, many employees who opt for paper check, which leave our White River Junction office early Thursday morning, do receive their paycheck in hand by Friday.

Additionally, ARIS Solutions is exploring a "payroll card"; we are currently in meeting with companies to determine the best vendor to meet our collective need. This option would allow us to offer employees the option of receiving payment directly on a reloadable card, which can be used similarly to a bank or credit card.

This option increases choice for employees, allowing them to choose between paper check, direct deposit and payroll card.

- 1) ARIS Solutions' Customer Service team is available Monday through Friday, from 8:00 a.m. to 4:00 p.m., to provide information and technical assistance to employers, employees, consumers, and State and local program partners.

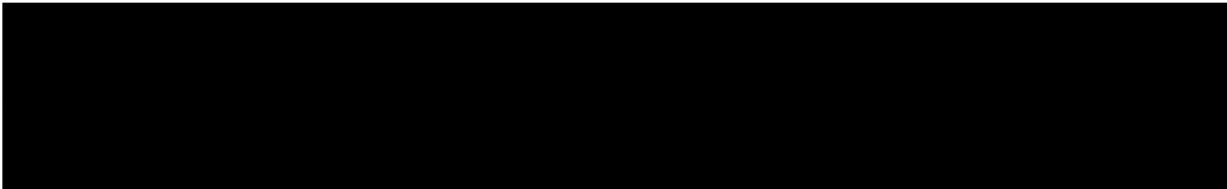
On average, Customer Service staff assist more than 125 incoming callers daily.

- 2) Timesheets and invoices received by the deadline for agreed upon program biweekly payroll, which are determined to be "complete and correct," are forwarded to ARIS Solutions' F/EA division's Data Entry team. These timesheets and invoices are processed for payment during the pre-approved payroll cycle.

Data Entry staff enter all forwarded timesheets and invoices in the software system so they can be processed, and if possible, paid based upon program guidelines and available Authorized Funding Limits.

- 3) ARIS Solutions' staff routinely process "off-week" payments for timesheets. The number of timesheets per week varies and are included in an "off-week payroll" for several reasons. These reasons included, but are not limited to:

- Requests by State or local program partners
- Requests by employers or employees due to extenuating circumstances
- State error
- Vendor error
- Software/system issues

- 
- 4) ARIS Solutions issues replacement checks to employees who indicate that they have not received payment. Replacement checks are issued on a weekly basis, following verification by the bank that the original check was not cashed and authorization by the Employer to release a replacement check.

Employees who repeatedly experience issues receiving payment are encouraged to enroll in direct deposit.

- 5) ARIS Solutions maintains compliance with Vermont's Office of the State Treasurer's regulations regarding unclaimed property.

Annually, ARIS Solutions' staff identify all uncashed checks that have been outstanding for more than a year. Two attempts are made to contact the employee to have payment reissued.

If these attempts are successful, the original check is voided and a replacement check is issued.

If these attempts fail, the uncashed check is listed and the value is added with all other uncashed checks. A check is issued, for the total annual amount of all unclaimed property, to the Office of the Treasurer.

The check, and the accounting of the employees and their individual check amounts, is then forwarded to the Office of the Treasurer.

- 6) ARIS Solutions routinely dis-enrolls participants and employers based on information provided to us by State and local partners.

Employees are de-activated at an employer's request, at the direction of our State partners or, automatically by our software if they have been inactive (based on payment status) for a period of one year.

- 7) In addition to processing timesheets for direct care provided by enrolled employees, some of the programs ARIS Solutions supports allow for specialized services, goods and "cash" payments to be processed.

ARIS Solutions has a form ("Non-Payroll/Reimbursement Form") to accompany such payments.

Specialized service and goods payments require an invoice to be attached.

This form is used to reimbursement employers for approved purchases made on a participant's behalf but cannot be used to reimburse the employer for costs of wages the employer may have directly paid to an employee.

Non-Payroll/Reimbursements Forms are processed by ARIS Solutions' Data Entry team and payments are made during each program's pre-approved bi-weekly payroll cycle.

- 8) ARIS Solutions' pre-approved timesheets require employers to note an employee's wage for each shift worked on a timesheet. If the wage remains the same across all shifts, employers can indicate this in a variety of ways on the timesheet.

This approach provides maximum flexibility to employers when it comes to determining wages. If wages change mid-workweek or, even mid-day, our system is flexible enough to account for these changes. This allows for real time changes in wages to be paid to employees.

Wage ranges are set by program; each program determines its own maximum. Minimum rates are either set by the Collective Bargaining Agreement or State Minimum Wage law.

- 9) Since the adoption of Vermont's Collective Bargaining Agreement, ARIS Solutions has worked closely with the Agency of Human Services and Vermont HomeCare United.

Not all the participant-directed options Vermont offers are included in the Collective Bargaining Agreement. The use of FMS Engine assists staff in ensuring that the requirements of this Agreement are met,

Programs that are covered by the Collective Bargaining Agreement include:

- Developmental Disabilities Services,
- Children's Personal Care Services and C3,
- Choices for Care,
- Flexible Choices,
- Attendant Services Program, and
- Medicaid Participant Directed Attendant Care

The Collective Bargaining Agreement sets a minimum wage that employees working in these programs must be paid.

If this rate changes, the minimum rate entered in our system can be adjusted by ARIS Solutions' staff. Dates are associated with these entries to ensure that appropriate minimum wages corresponded with dates of services submitted.

Four programs:

- Traumatic Brain Injury Respite,

- Family Managed Respite and Integrating Family Services Respite,
- Adult Family Care Respite, and
- Moderate Needs-Flexible Funds

are not subject to the Collective Bargaining Agreement. State minimum wage dictates the minimum wage employers can pay for these programs. This rate is entered, similarly, in the system to ensure compliance.

ARIS Solutions has designated a point-person, our Customer Service Supervisor, to work with Vermont HomeCare United to ensure that our records accurately reflect current Union membership. We are notified by the Union of new and terminating members and update our records accordingly.

Union membership dues are withheld from each paycheck as a percentage. If a Union member works for more than one employer, and receives more than one payment in a pay period, dues are withheld from all payments.



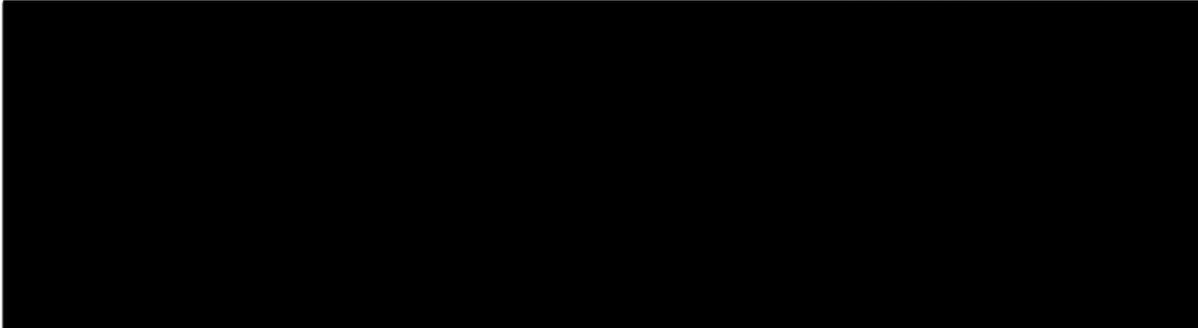
Contributions can be made as a “flat-fee” or percentage of each payment employees receive. As indicated above, if a member works for more than one employer, this contribution will be taken out of each paycheck, even if there are multiple paychecks in a payroll cycle.

- 10) ARIS Solutions has worked closely with the State, local partners and the employers we support to help ensure that our stakeholders understand and uphold the Fair Standards Labor Act and “Home Care Rule”.

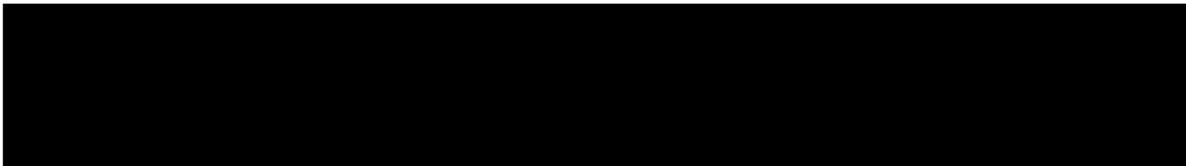
As a member of Applied Self-Direction, ARIS Solutions has access to training and updated resources from national experts. This ensures that our staff are up-to-date on changes in regulations and interpretation of existing guidance.

The Home Care Rule is complex; understanding overtime and its implications can be challenging for employers. These topics are covered in trainings that ARIS Solutions’ staff provide for employers and case managers, with sections highlighting possible overtime exemptions that may apply. Additionally, Federal Department of Labor resources are available on our website, and Customer Service staff provides one-on-one technical assistance over the phone, via email, and in-person.

To comply with the Fair Labor Standards Act, employees who work more than 40 hours in a workweek must be paid overtime wages unless they are determined “exempt”. Employers must note on each timesheet, each pay period, that an employee is exempt from overtime, for the exemption to apply.

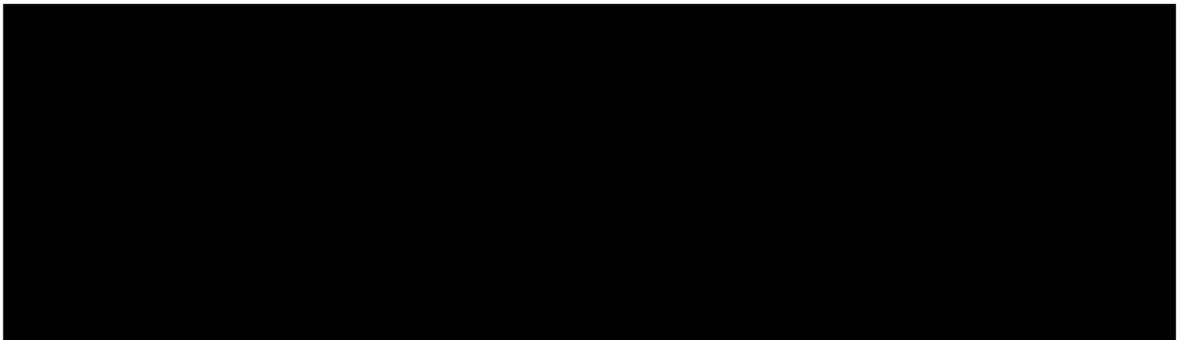


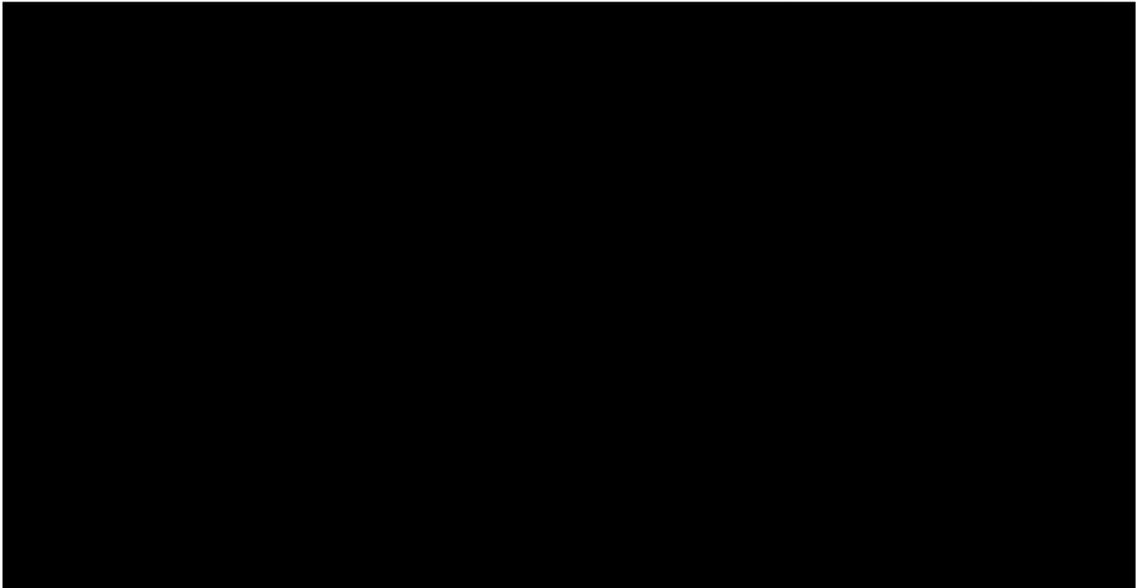
When an employer indicates that an employee is “overtime exempt”, Data Entry staff choose this option through the timesheet entry process and overtime wages are not applied. If the employer indicates that an employee is not overtime exempt, or does not mark any selection, the system processes overtime wages, when appropriate, to comply with the law.



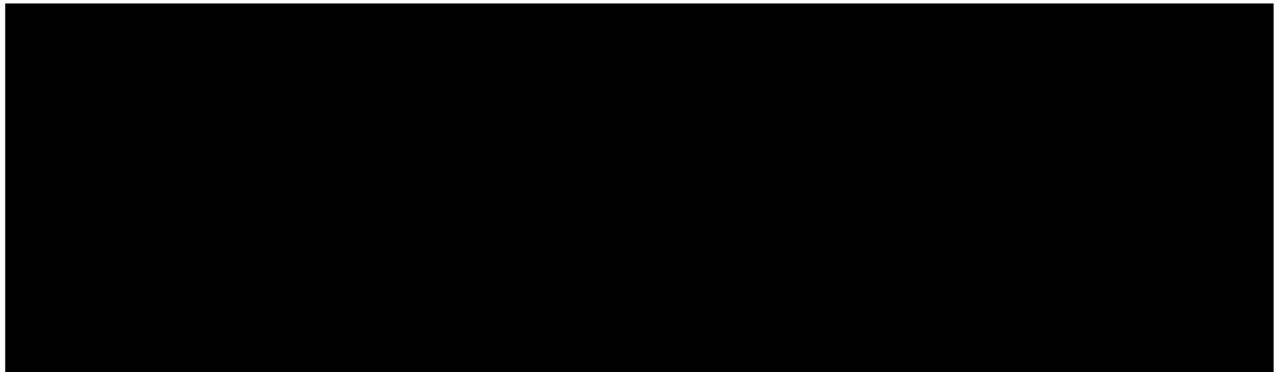
- 11) Effective January 1, 2017, Vermont enacted the Vermont Earned Sick Time Rules. Because of the size of individual employers through Home and Community Based supports, individuals receiving F/EA services were determined to be “small employers” and not subject to the requirements of the Act until January 1, 2018.

We have been working closely with the Department of Disabilities, Aging and Independent Living and the Vermont Department of Health as these regulations are developed and implemented.





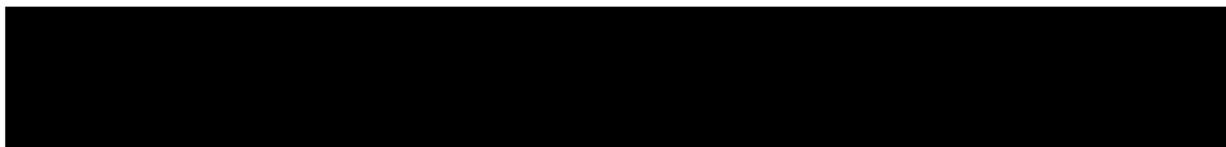
Based on previous conversations, our understanding is that Earned Sick Leave will be funded much like Workers' Compensation Insurance and Unemployment Insurance costs. Included in the "employer tax rate" will be a percentage cost for Earned Sick Leave. This will create an Earned Sick Leave "fund". Earned Sick Leave expenditures will be paid directly from this "fund" based on timesheet submissions for leave time approved by individual employers.



N) Tax Related Services

In the 18 years that ARIS Solutions has provided FMS services, we have successfully demonstrated the ability to pay all necessary taxes on behalf of both the employer and employee.

Additionally, ARIS Solutions has experience meeting applicable Federal, State and Local tax obligations, on behalf of the employer and employee, across the country.



[REDACTED]

[REDACTED] The ARIS Solutions F/EA Division has a dedicated bookkeeper, with cross-trained staff, to ensure that our accounting practices meet generally accepted standards and all our local, state and federal tax reporting are met within filing requirements.

Our software would continue to be updated, as appropriate, through the life of the contract, to ensure ongoing compliance.

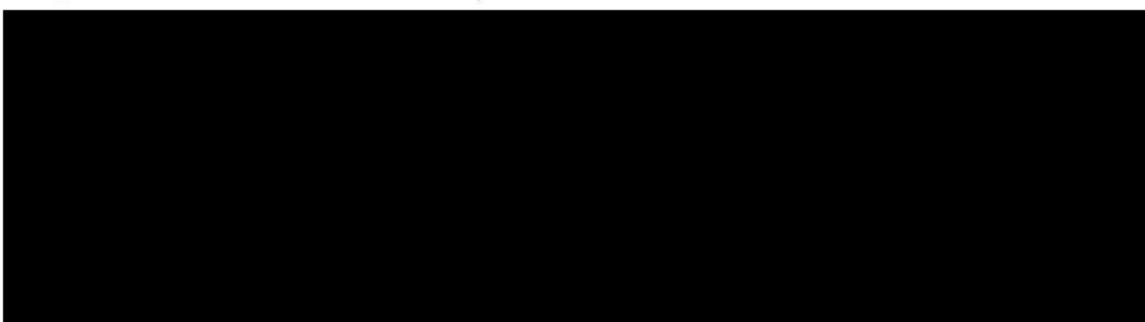
Since 1999, ARIS Solutions has successfully established over 5,000 individuals as “employer of record” for the benefits they manage. In addition to the Medicaid-funded F/EA supports we provide in Vermont, ARIS Solutions supports Veteran-Directed Home and Community Based Services across the country, meeting varied State and program requirements (Vermont, Alaska, Washington D.C., Wisconsin, and Indiana).

ARIS Solutions assists individuals in meeting their legal and financial obligations by striving to ensure that employers understand program rules, State and Federal tax regulations, as well as how to efficiently manage their authorized benefits.

- 1) ARIS Solutions currently prepares IRS Forms W-2 and W-3, as appropriate, and submits to the Social Security Administration (SSA), State Agencies and employees. These forms are prepared and distributed to the necessary parties within Federal and State deadlines.

For tax year 2016, ARIS Solutions issued approximately 14,000 IRS Forms W-2 on behalf of the employers we support.

Copies are stored electronically and can be retrieved on-demand.



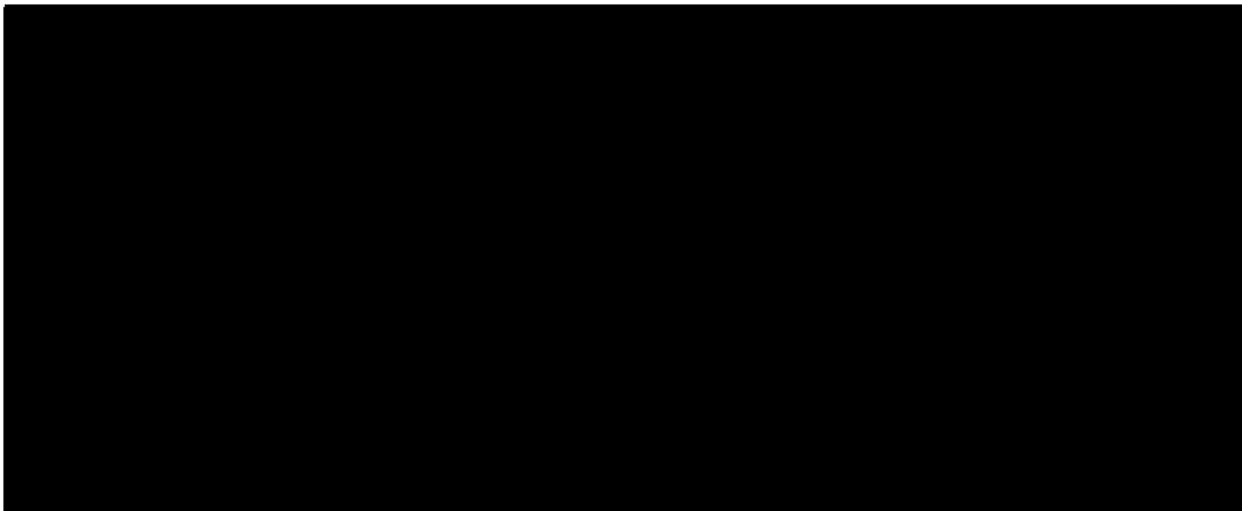
[REDACTED] Only once all necessary information—
[REDACTED]—has successfully been entered, is an Employee considered “active”.

Timesheets can only be successfully processed by Data Entry staff for “active” employees.

This ensures all appropriate information is available and included in employee tax withholding and reporting.

- 2) The F/EA Division's dedicated bookkeeper is responsible for filing IFS Form 941 and 941 Schedule B. As part of her duties, she files these forms per the prescribed timeframes. As appropriate, she submits the IRS Form 941(X) to ensure accuracy of filing on behalf of the employers we support.
- 3) The State of Vermont carries a single Worker's Compensation Insurance policy for all employees paid through the F/EA. ARIS Solutions bills Medicaid and Designated Agencies a percentage per unit of services provided as determined by the State of Vermont.

These funds are deposited in a separate interest bearing account in the name of State of Vermont and monthly Worker's Compensation policy premiums are paid directly from this account.

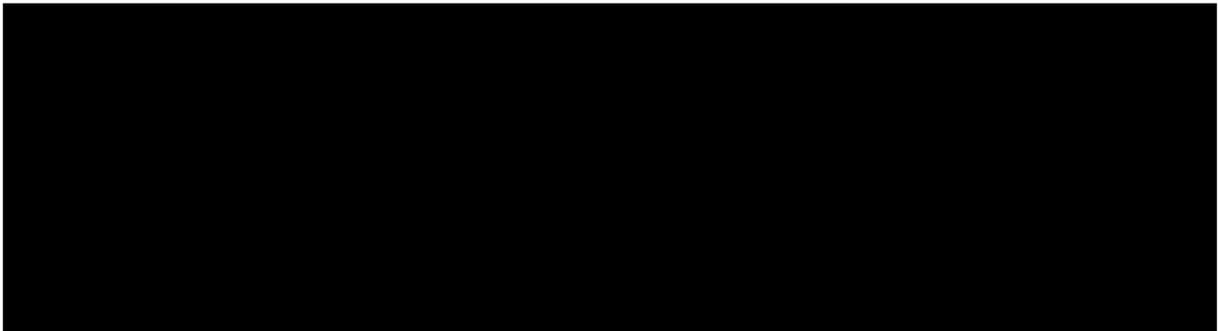


- **Employment Verification Form (Form I9):** including an expiration date to ensure compliance with U.S. Citizenship and Immigration Services regulations,
- **Employee/Employer Relationship:** documents employee/employer relationship to help determine if employee is federally tax exempt
- **Master Background Check:** documents date of background checks [REDACTED] and documents date the employee is cleared to work (by passing the backgrounds and/or is granted a variance by the appropriate Department, if the employee can work, if there are any AHS substantiations and the date notice was sent to employer

- **Employee/Employer Packet Quality Check:** documents date information was received and reviewed by ARIS Solutions' staff. [REDACTED]
- **Social Security Number Verification:** documents date employee's social security number is verified [REDACTED]
[REDACTED] Any prospective employee who provides a social security number that does not pass this verification does not pass the screening process and is not approved to work on behalf the employer,
- **Office of Inspector General Registry Verification:** documents date of employee is determined not to be included on the Office of Inspector General's registry [REDACTED]
[REDACTED] Any prospective contained in this registry does not pass the screening process and is not approved to work on behalf the employer.

Only if all workflows are satisfactorily completed is an employee considered "active" for a given employer. Only active employees can be paid for services provided.

All prospective employees must complete the necessary paperwork and associated workflows for each employer before they can be paid with Medicaid dollars, as specified in the DAIL Background Check policy.



In tax year 2016, ARIS Solutions issued approximately 35 1099 Forms on behalf of the employers we support.

- 7) ARIS Solutions issues payment for actual unemployment claims based on quarterly invoices from the Vermont Department of Labor in keeping with State of Vermont requirements under current and proposed contract specifications.

Like Workers' Compensation Insurance, ARIS Solutions bills Medicaid and Designated Agencies as a percentage per unit of direct services

provided as determined by the State of Vermont. These funds are deposited into a separate interest bearing account in the name of the State of Vermont. Quarterly unemployment bills are paid directly from this account.

ARIS Solutions maintains five separate Vermont Department of Labor accounts (for Developmental Disabilities Services, Choices for Care, Children's Personal Care Services, Participant Directed Attendant Care and Attendant Services Program-General Fund).

Additionally, ARIS Solutions holds a separate joint bank account with the State for Vermont. The account is used to deposit funds to cover the costs of unemployment expenses under the State's self-insured program to cover four of Department of Labor employee groups (Developmental Disabilities Services, Choices for Care, Children's Personal Care Services, and Participant Directed Attendant Care).

Attendant Services Program/General Fund claims are paid directly by the State of Vermont.

ARIS Solutions has a dedicated bookkeeper for our F/EA division. Managing these deposits, payments and claims are part of her job duties.

- 8) ARIS Solutions fully participates in the annual Workers' Compensation Audit in coordination with the State of Vermont and the current Workers' Compensation Insurance policy carrier.

To assist with this audit, ARIS Solutions provides copies of quarterly tax forms and 941 forms, for the audit period, as well as a detailed monitoring spreadsheet. This spreadsheet includes the number of paid employees, gross wages and vendor payments, by program.

- 9) ARIS Solutions issues FICA refunds to all employees who do not meet the FICA withholding requirements per Internal Revenue Service (IRS) regulations. For tax year 2016, ARIS Solutions issued approximately 4,100 FICA refund checks, totaling over \$292,000.00.

These refunds are issued both by direct deposit or paper check, depending on employee's method of original payment for care provided throughout the tax year.

ARIS Solutions is responsible for this cost associated with these payments and directly reimbursed by the IRS. IRS reimbursement occurs up to six months after payments are issued.

O) Providing Information

- 1) ARIS Solutions has developed an orientation training; versions of this training have been adapted for case managers/care coordinators. Currently, this training is not a program requirement although ARIS Solutions' staff have repeatedly offered to partner with local agencies to hold in-person employer trainings around the State.
- 2) ARIS Solutions Customer Service team works with Interpreter Services to ensure that translation and interpreter services are available to assist with customer service and technical assistance calls.
- 3) Employers and employees are routinely provided information through inserts in both payroll reports and paychecks/direct deposit notifications.

In addition to using this avenue, ARIS Solutions partners with several organizations to educate employers/employees through reports and paystubs.

These inserts are provided by a variety of stakeholders and partners including, but not limited to Vermont HomeCare United, the Vermont Disabilities Council, and the State of Vermont.

Information from these partners is also posted on our website, upon request.

P) Claims and Reimbursement

ARIS Solutions maintains separate Medicaid provider enrollments for each Medicaid billable program we support (Choices for Care including Flexible Choices, Children's Personal Care Services and C3, Participant Directed Attendant Care, Family Managed Respite and Traumatic Brain Injury Respite). Enrollments are updated annually as required.

- 1) Included as part of the payroll process for all programs billed directly to Medicaid is a batch eligibility review. This review checks included individuals for Medicaid eligibility during requested pay periods. A report is returned indicating any participants who have periods of ineligibility during the requested periods. Timesheets are adjusted to

remove all shifts of care provided during time when the individual was not Medicaid eligible.

- 2) Typically, ARIS Solutions Billing Specialists prepare Medicaid billing claims during the same week payroll is issued to employees/vendors of each directly-billed Medicaid program. Weekly, our staff submits claims to the VT Medicaid billing provider for reimbursement.
- 3) Claims denied due to timely filing issues become the responsibility of the F/EA unless proven otherwise. ARIS Solutions has highly skilled tenured staff with over 25 years of experience billing Medicaid services.

Weekly, claims are submitted to the Vermont Medicaid billing contractor (typically on Thursday). The following week (Monday), a Remittance Advice (R/A) is returned. This advice details paid and denied claims, dated for the following Friday.

Our Billing Specialists' top priority is to reconcile the Remittance Advice. This process requires research of specific claims when an individual payment is reduced or denied.

In these instances, our staff connect with co-workers, State program staff, and our identified point person at the Vermont Medicaid billing contractor to determine next steps to claims resolution.

When appropriate, adjustments are made and claims are rebilled. Our overall billing and payment success rate of 99.9% demonstrates their strength in submitting claims as well as resolving denied claims in a timely manner. The success of these billing staff is critical due to the "at-risk nature" of F/EA operations in Vermont. With payroll payments at times exceeding \$1.7 million, the F/EA is at risk of significant loss if claims are not submitted in an accurate and timely manner.

- 4) ARIS Solution's Billing Specialists currently bills Medicaid for multiple programs at a variety of billing rates. The Medicaid programs include Choices for Care (and Flexible Choices and Money Follows the Person), Children's Personal Care Services (and C3), Family Managed Respite, Traumatic Brain Injury Respite and Participant Directed Attendant Care.

ARIS Solutions bills Designated or Specialized Service Agencies for Developmental Disabilities Services and Integrating Family Services claims, approved providers for Adult Family Care-Respite, Area Agencies on Agencies for Moderate Needs-Flexible Funding and the State of Vermont for Attendant Services Program/General Fund services.

In addition to our capacity to bill following pre-determine program specifications, we have the flexibility to work with the State of Vermont, as necessary.

There are some programs, such as Family Managed Respite and Traumatic Brain Injury Respite, that we are currently working with a hybrid billing system: direct care claims are billed directly through Medicaid, while per member per month administrative fees are billed, via invoice, to the Department of Disabilities, Aging and Independent Living.

Undoubtedly, ARIS Solutions billing staff bring the skills and capacity necessary to successfully incorporate any future billings need that Vermont's self-directed programs may require.

Q) Cash Flow

Weekly payroll commitments for the programs we support sometimes exceed \$1,500,000.00. To assist in meeting this weekly cash flow obligation, ARIS Solutions currently uses an advance from the State of Vermont, in the amount of \$900,000.00 to assist in making these weekly payrolls.

Although not a requirement to any future agreement, should ARIS Solutions be awarded this contract, we would request this arrangement to continue.

Vermont's F/EA must be able to function in an at-risk environment. The cash flow assistance from the State eases the ongoing cash flow pressure, however, even with this assistance, the demands on F/EA funds exceeds a \$1,000,000.00 many weeks of the year.

Without the State's advance, ARIS Solutions would need to access approximately a \$1,000,000.00 line of credit to operate and manage Vermont's payroll service.

R) Employer and Employee Enrollment

ARIS produces and distributes all required enrollment packets which include employer handbooks.

Employer enrollment packets include the necessary forms to allow ARIS Solutions to perform payroll and administrative services on an individual's behalf:

- Employer Appointment of Agent
- Application for Employer Identification Number
- Tax Information Authorization
- Consumer Information Form

An employer enrollment packet also includes a program-specific handbook, information about Medicaid fraud, and Frequently Asked Questions that provide information to help clarify roles between the program, the State, the employer, and ARIS Solutions.

Historically, ARIS Solutions has been responsible for developing and updating the *Children's Personal Care Services, Family Managed Respite and Developmental Disabilities Services Employer Handbook*. This includes annual reviews and updates, with State approval, as necessary.

This employer handbook was developed and is updated annually by ARIS Solutions' staff at no additional cost to the State. The *Children's Personal Care Services, Family Managed Respite and Developmental Disabilities Services Employer Handbook* has a current revision date of March 2017.

Employer Handbooks for the other programs that ARIS Solutions supports are provided by the Department of Disabilities, Aging and Independent Living.

Employee enrollment packets include the necessary forms to allow ARIS Solutions to run background checks on prospective employees and appropriately process payroll for enrolled employees. Packets include:

- Employee Hiring Notice
- Form W-4 and W-4VT
- Employment Eligibility Verification (I-9) Form
- Background Checks Form
- Confirmation of Receipt of Important Information for Employees
- Direct Deposit Enrollment Form (Optional)

An employee enrollment packet also includes information about Medicaid fraud, and Frequently Asked Questions information to help clarify roles between the program, the State, the employer and ARIS Solutions, timesheets a Sample timesheet, and Business Reply envelopes.

S) Unemployment and Workers' Compensation

- 1) As indicated in 2.N.6, ARIS Solutions has established separate accounts with the Vermont Department of Labor for Developmental Disabilities Services, Choices for Care, Children's Personal Care Services, Participant Directed Attendant Care and Attendant Services Program-General Fund.
- 2) ARIS Solutions files necessary forms on behalf of employers with the Vermont Health Connect and Health Insurance Marketplace. In addition to submitting initial Employer Marketplace Appeal, to assist the Marketplace in determining that an employer share should not apply to the employers we support, we submitted over 200 additional appeals and made several calls to ensure Marketplace employees understood the forms submitted.
- 3) We routinely serve as the employer's representative with the Vermont Department of Labor for claims related to our F/EA functions. ARIS Solutions has dedicated staff, with cross-trained backup staff, to prepare and submit necessary reports, averaging over 1,500, for the hundreds of related claims we receive annually.

T) Training and Communication

ARIS Solutions' staff participates in regular meetings, trainings, and forums across Vermont as requested. ARIS Solutions has provided trainings for agencies, staff, and employers upon request. We look forward to future opportunities to collaborate in trainings through a variety of media, including face-to-face trainings, webinars and "YouTube"-style videos.

While the contract with the State of Vermont allows for the F/EA to be reimbursed for costs of staff for trainings, ARIS Solutions has never requested such reimbursement.

U) Vermont Presence

ARIS Solutions operates wholly within the State of Vermont. Incorporated in 1996, we have been operating as a non-profit organization since 1996 and providing F/EA services for Vermonters since 1999.

Our co-founders, and executive directors, are both Native Vermonters who bring extensive knowledge of this State's disabilities services and participant-direction system.

They, as well as our senior leadership, bring with them an understanding and keen appreciation of the history, culture and pride that is unique to Vermont and Vermonters.

All of ARIS Solutions' operations and staff are in White River Jct., Vermont. Our offices are fully accessible and frequently visited by individuals using F/EA services for support and assistance.

Drop-in interactions between Customer Service staff and employers, employees, or local partner staff are easy and routine.

As mentioned, ARIS Solutions leadership is based in Vermont. This staff has authority to work with the State staff around the daily operations of the F/EA services.

Because ARIS Solutions is completely based in Vermont, personal access to leadership and decision-making staff is almost immediately available.

V) Other Duties

- 1) ARIS Solutions routinely provides data and reports to various State partners. These data are both planned, typically monthly or quarterly, reports in an established format, and *ad hoc* requests requiring F/EA staff to collaborate with in-house and third-party IT staff to generate specialized queries.

On a routine basis, ARIS Solutions provides the State of Vermont a "Monthly Monitoring Spreadsheet" which provides financial tracking information by program. Additionally, ARIS Solutions prepares and submits reports to Vermont HomeCare United, as agreed upon the Collective Bargaining Agreement, the Vermont Department of Labor, the Department of Disabilities, Aging and Independent Living, and on-demand reports to assist the Office of the Attorney General with Medicaid fraud and abuse investigations.

- 2) From time to time, concerning information is shared with ARIS Solutions' staff. When information is disclosed that indicates an adult is in a

situation that may be at all abusive, unsafe or exploitative, they do two things:

- Staff instructs the reporter to contact the Department of Disabilities, Aging and Independent Living—Division of Licensing and Protection Adult Protective Services Program directly. Direct reports of concerning situations are the most effective.
- As mandated reporters, staff note as many details regarding the circumstances as possible and make a report to the Department of Disabilities, Aging and Independent Living—Division of Licensing and Protection Adult Protective Services Program, typically within one to two business days.

ARIS Solutions is also contacted regarding investigations of abuse, neglect or exploitation. We have an assigned staff member who works closely with investigators to ensure timely response to data and information requests.

- 3) When a caller makes a concerning report regarding a child, ARIS Solutions' staff follows the above process, instructing reporters to directly contact the Department for Children and Families—Family Services Division. ARIS Solutions' follow up reports are made directly to the Department for Children and Families—Family Services Division, following the protocol required of a mandated reporter.

Our staff provides information, as requested, to facilitate investigations performed by the Department for Children and Families—Family Services Division.

- 4) Our staff routinely report suspected abuse and fraud to the State via Department of Vermont Health Access-Program Integrity Unit and the Office of the Attorney General Medicaid Fraud and Residential Abuse Unit (MFRAU).

To facilitate our working relationship with the Department of Vermont Health Access and Medicaid Fraud and Residential Abuse Unit, ARIS Solutions has an identified point person. This ensures that any disclosed information that necessitates a report is prepared and submitted within one to two business days. Additionally, this provides the Program Integrity and Medicaid Fraud and Residential Abuse Units a single point of contact to facilitate and expedite their information requests.

ARIS Solutions maintains regular collaboration with these entities through active participation in meetings, phone calls and annual conferences to address and reduce fraud and abuse.

- 5) Approximately 13 months ago, ARIS Solutions implemented a secure, cloud based electronic filing database. All timesheets, service plans/authorized funding limit notifications and changes of information forms, employer and employee enrollment paperwork and payroll records are scanned and labelled (“tagged”) in this system for file retention. This database is searchable and, as needed, records can be retrieved and provided as PDF documents for appropriate partners for review.

Prior to electronic filing, all documents are stored securely behind double-locked doors, to help ensure access to all documents is restricted to necessary and appropriate ARIS Solutions’ staff.

Records received prior to the implementation of the electronic filing system are maintained as hard-copies on premises and can be made available as needed.

Our records retention policy meets or exceeds standards typical of guidelines for financial records.

- 6) ARIS Solutions’ Customer Services staff research issues and complaints raised by individuals who access supports. Issues and complaints are received via telephone, email and in-person.

Our Customer Service team works closely with Data Entry staff to fully understand each issue and what the appropriate next steps are.

Our Customer Service and Data Entry teams are co-located in our White River Junction office. This facilitates our Customer Service teams’ ability to resolve issues during the initial contact, minimizing the need for multiple telephone calls or email exchanges.

However, when supervisory assistance is necessary, the Customer Service Team supervisor, the Data Entry Team supervisor and ARIS Solutions’ leadership team is also available on-site.

ARIS Solutions is currently reviewing and redesigning our Call Center standards including our Complaints Tracking protocol. Complaints will be tracked in the FMS Engine Communications module.

- 7) Out of state participants receive the same level of support that participants living in the State of Vermont receive. Currently, there are several individuals, notably in the custody of the Commissioner of the Department for Children and Families (through foster care) or living in a Shared Living arrangement through Developmental Disabilities Services

funding who live in a border state (New Hampshire, Massachusetts, or New York).

These individuals, in addition to those participants who receive support out of state with Departmental approval for 30 days or less, maintain Vermont Medicaid eligibility.

For ARIS Solutions' F/EA processing purposes, these individuals are treated similarly to those who live in state.

8) ARIS Solutions provides the Vermont Department of Labor information about all new hires on a weekly basis. New Hiring reporting is made to the Department of Labor electronically and includes:

- Employer Name
- Employer Address
- Federal Employer Identification Number
- Employee Name
- Employee Address
- Employee Social Security Number
- Date of Employee's First Shift (Actual First Day of Work)

Reporting is done at the time payroll is initiated for each new hire, not at the time a new employee enrollment packet is submitted. An employee is not considered "hired" until they provide direct care.

9)



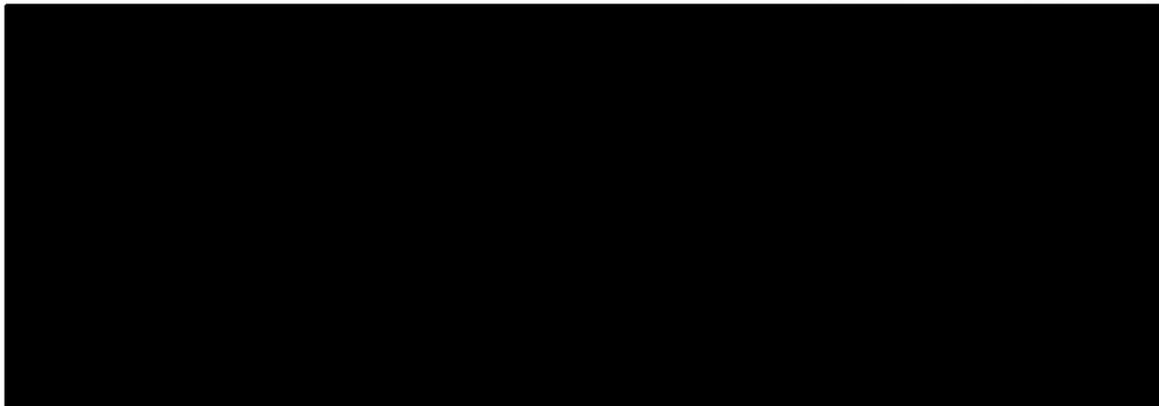
ARIS Solutions can, and routinely does, produce reports for State stakeholders.

While there are reports that ARIS Solutions provides on a regular, pre-determined basis, it is not uncommon to receive requests related to specific initiatives. As an example, as the State has explored options for implementing the Earned Sick Time Law, ARIS Solutions provided information related to the potential number of eligible employees, estimated accrued hours (based on historic information) and extrapolated cost estimates to assist our State partners.

While the State may determine a standard "Sick Leave" report, needed on a monthly or quarterly basis, it is unlikely that this specific query will need to be updated and provided on on-going, basis.

10) Annkissam Hosting maintains the servers for the ARIS Solutions' FMS Engine software. Annkissam Hosting is a fully HIPAA compliant hosting

provider. After completing a HIPAA audit against the latest OCR HIPAA Audit Protocol, Annkissam Hosting was found to be 100% compliant.



ARIS Solutions' leadership team routinely reviews and revisits our Continuation of Operations Plans to ensure necessary and updated protocols are in place in the event of an emergency or natural disaster.

W) Evaluation and Performance Measures

- 1) ARIS Solutions maintains accuracy data related to payroll processing. Our current contract requires an accuracy rate of 99.50%. Failure to meet this requirement could result in financial penalties.

In the past 6 months, our Data Entry team has achieved a 99.92% accuracy rate while processing timesheets that equate to an average 11,000 payments per month. Accuracy data is currently reported to the Department of Disabilities, Aging and Independent Living monthly. This report includes information related to the number of paychecks/direct deposits issued, errors, the employee and participant involved, and nature of the error (i.e., data entry versus software processing).

The detailed nature of this reporting helps track trends, identify the need for updated training or revisions to workflow.

As of July 2017, and the conversion to FMS Engine allows for greater detailed reporting by program and data element, such as total payment amount.

- 2) ARIS Solutions measures our technical assistance and Customer Service successes through a variety of media. Using psychometrics from our Call Center software, we quantitatively track information such as the number of incoming calls, "abandoned calls", average talk time, an average time a caller waits in queue for the "next available agent".

In the last six-month period, our Customer Service team addressed a monthly average of over 3,380 incoming calls. Staff spend an average of 2 minutes and 51 seconds per call. Call lengths vary greatly depending on the needs of the individual; a benefit of having our Customer Service and Data Entry teams co-located is that most callers get immediate answers to even complex problems through inter-team collaboration.

Since implementing this software, we have used this reporting function to understand call volume and patterns. This has helped us arrive at an average “wait in queue” time of 37 seconds over the last six-months.

Monthly, we report these data to our State contract partners. This allows our group to review this information for any patterns, trends and anomalies.

As we part of our Customer Service standards redesign process, these quantitative aspects will be included.

To gather qualitative feedback, we undertake a “Stakeholder Satisfaction Survey”. Every other year, we survey users of ARIS Solutions supports to gain valuable information on what processes are working and what needs to be addressed.

While the survey method has taken a variety of forms over the course of our partnership with the State of Vermont, the results remain constant: users are highly satisfied with the services ARIS Solutions provides.

In the most recent survey, undertaken as a partnership with the Department of Disabilities, Aging and Independent Living and the Vermont Department of Health, ARIS Solutions received an average rating of 1.6 for overall service satisfaction from the over 990 respondents (on a scale where 1 corresponded to “very positive” and “5” corresponded to “very negative”).

Previous surveys have echoed this; largely ARIS Solutions is known for providing high quality supports, despite having to provide unpopular information about timesheets, paychecks, and authorized funding limits.

Additionally, past surveys have included surveying a wider stakeholder set to include community partners, such as Designated Agency staff. By including these stakeholders, ARIS Solutions assures that we are meeting the needs of all involved parties and can learn valuable information related to forms, processes and reports.

- 3) As mentioned in Section A, our Customer Services team works with translation/interpreter services, as needed. Weekly, telephonic interpreter services are used with our New American employers to provide technical assistance and obtain necessary timesheet corrections. Additionally, we have begun translating our written materials into the most commonly spoken languages in the state/regions we support.

Our website is being enhanced. Through this process, we are designing a series of short videos to illustrate to employers, employees and community partners key aspects of managing Home and Community-Based Services. Providing a visual demonstration will be designed to provide greater general access for all users, as well as facilitate understanding for individuals with Limited English Proficiency.

- 4) ARIS Solutions works closely with the Department of Disabilities, Aging and Independent Living and the Vermont Department of Health regarding multiple issues related to Stakeholder groups, including consumers, employees and community agencies.

Specific issues include agency staff training regarding payroll procedures, development of improved payroll practices and procedures, and collaboration regarding upcoming program changes. ARIS Solutions' staff participates in regular meetings, trainings, and forums across Vermont, as requested.

ARIS Solutions provides regular trainings for agencies, staff, and employers on request.

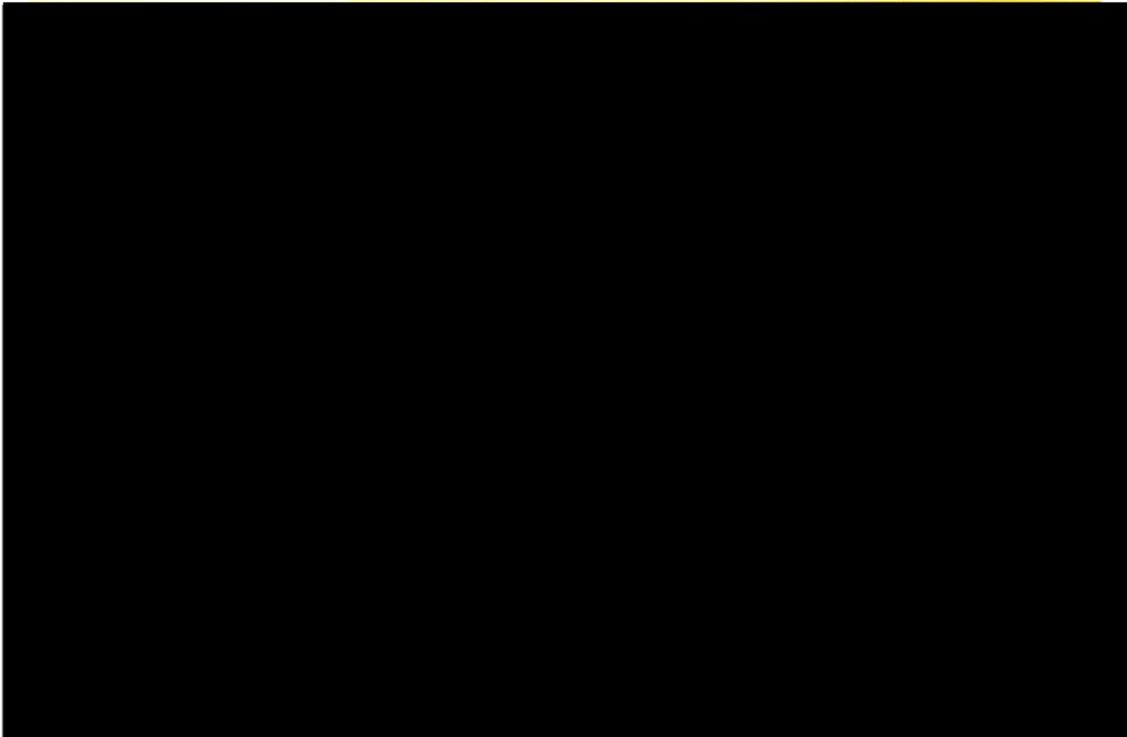
Also, as mentioned above, in W2, historically, ARIS Solutions has included stakeholder groups in our Customer Satisfaction Survey process. This ensures an independent review of the quality of the supports provided to stakeholder groups and an organized forum to provide feedback.

- 5) Currently, ARIS Solutions' approach to processing timesheet results in a proven approach to identifying errors and fraud. Each timesheet is entered, reviewed and processed by highly trained staff.

Payroll processing includes a review (termed "Edit") that involves an independent review of information entered in the system against information contained on the timesheet. Through this process, all submitted timesheets are reviewed by a second staff member. It provides additional opportunity for any potential misuse or fraud to be identified and reported.

Internal controls and safeguards are included in this process to ensure proper separation of duties. Staff who review and correct timesheet entries, prior to final processing, are not the same Data Entry Specialists to process the individual timesheet in question.

In addition to using highly-trained Customer Service and Data Entry staff to review timesheets for correctness, completeness and potential issues or anomalies, [REDACTED]



Once we determine, with the Departments, what information to track and which timesheets would be considered inappropriate (or true duplicate) submissions, this report could be established, information tracked and produced on a mutually agreed upon schedule.

b.

[REDACTED]

If

an employee works and submits for more than 24 hours across two dates (i.e., start time of 8:00 a.m. on July 1 and an end of 10:00 p.m. on July 2, for a total of 26 consecutive hours), our Data Entry staff work to identify these issues and bring them to the attention of a Supervisor. The Supervisor follows up with the participant's case manager or appropriate State contact to determine next steps.

[REDACTED]

[REDACTED] Otherwise, staff can work with Departmental staff to determine how to best share necessary information.

[REDACTED]

As with the other reports, once perimeters are determined, this report could be established, information tracked and produced on a mutually agreed upon schedule.

- d. Our staff works closely with case managers and State program staff when we have concerns about an employer's ability to manage services.

When repeated attempts, by multiple team members, to provide education and assistance fail, and fraud is not suspected, ARIS Solutions' staff will report concern to the Customer Services Supervisor or F/EA Director. This Supervisor contacts the appropriate program manager for attention and follow up.

The Communications module will be used to track this process and document education attempts and communications with involved parties.

- 6) ARIS Solutions believes that we are extremely efficient and cost-effective in the services we provide. As a non-profit corporation, the negotiated per-member-per-month (PMPM) rate is based on actual expenses for providing the contracted services.

Traditionally, F/EA service providers negotiate additional fees for supplemental work such as preparation of handbooks, additional mailings, set up fees or new employees, patient share tracking and billing, software modifications and training services. In the development of the following per-member-per-month cost structure, ARIS Solutions has accounted for all services included in the scope of work, as indicated in this Request for Proposal.

However, we would reserve the right to negotiate a revised payment structure if the scope of work changes substantially due to new program options or requirements, legislation, or other additions that result in major software or staffing changes.

Proposed Cost Structure:

Year One:		
	Developmental Disabilities Services	\$55 PMPM
	Family Managed Respite/Integrating Family Services Respite	\$75 PMPM
	Children’s Personal Care Services and C3	\$75 PMPM
	Choices for Care	\$75 PMPM
	Attendant Services Program	\$55 PMPM
	Participant Direct Attendant Care	\$75 PMPM
	Flexible Choices	\$75 PMPM
	Adult Family Care-Respite	\$60 PMPM
	Moderate Needs-Flexible Funding	\$60 PMPM
	Traumatic Brain Injury Respite	\$75 PMPM
Year Two:		
	Developmental Services	\$57 PMPM
	Family Managed Respite/Integrating Family Services Respite	\$78 PMPM
	Children’s Personal Care Services and C3	\$78 PMPM
	Choices for Care	\$78 PMPM
	Attendant Services Program	\$57 PMPM
	Participant Direct Attendant Care	\$78 PMPM
	Flexible Choices	\$78 PMPM
	Adult Family Care-Respite	\$63 PMPM
	Moderate Needs-Flexible Funding	\$63 PMPM
	Traumatic Brain Injury Respite	\$78 PMPM
Year Three:		
	To be negotiated if contract is extended	
Year Four:		
	To be negotiated if contract is extended	

The above per member per month administrative fees (PMPM) are based on our historic knowledge of consumers served by program. We estimate this number to be 4,300 in Fiscal Year 2017 across all programs. Over the last four years, we experienced modest growth in some programs and notable decline in others (i.e. Children’s Personal Care).

Costs associated with changes to FMS Engine modules to account for the Earned Sick Leave Law and the Program Integrity portion of Electric Visit Verification are separate from the above rates.

Based on our current, collective understanding of Earned Sick Leave, our software developer has provided an estimate of \$328,900.00 for approximately 3,289 hours of additional development. This work would add functionality to the Enrollment, BIT, e-Timesheet and Participant Dashboard modules.

A copy of this proposal is available upon request.

ARIS Solutions reserves the right to renegotiate these rates should the scope of work related to Earned Sick Leave change dramatically from its current interpretation.

Costs associated with the Program Integrity component of Electronic Visit Verification are included on page 7. As previously noted, this cost is anticipated to be \$10,000.00.

Summary

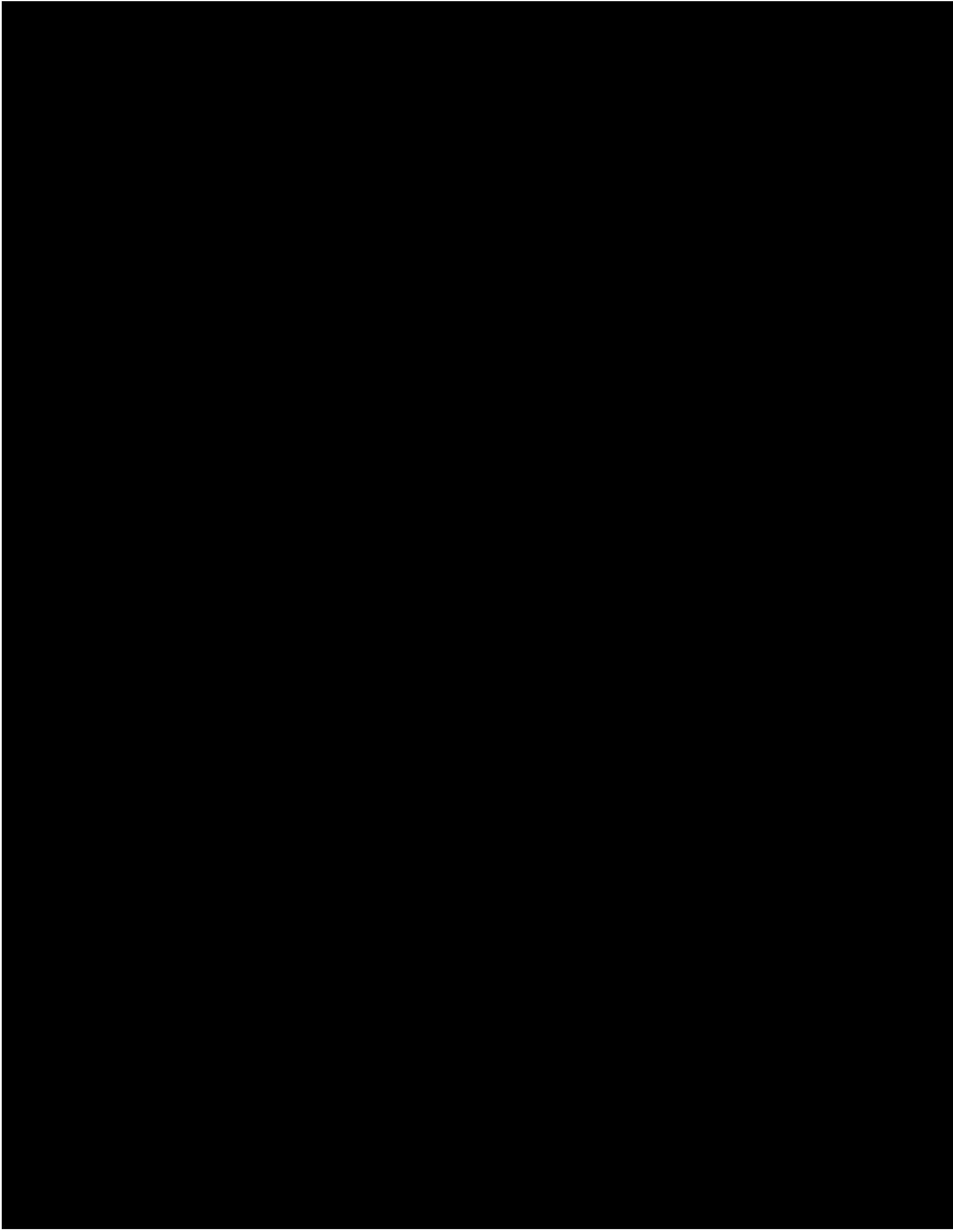
ARIS Solutions is appreciative to have served the State of Vermont as the F/EA for these past 18 years. We are hopeful that we will continue to serve in this capacity. Thank you for the opportunity to provide this bid proposal in accordance with the Request for Proposal issued by the State of Vermont for Fiscal Agent Services.

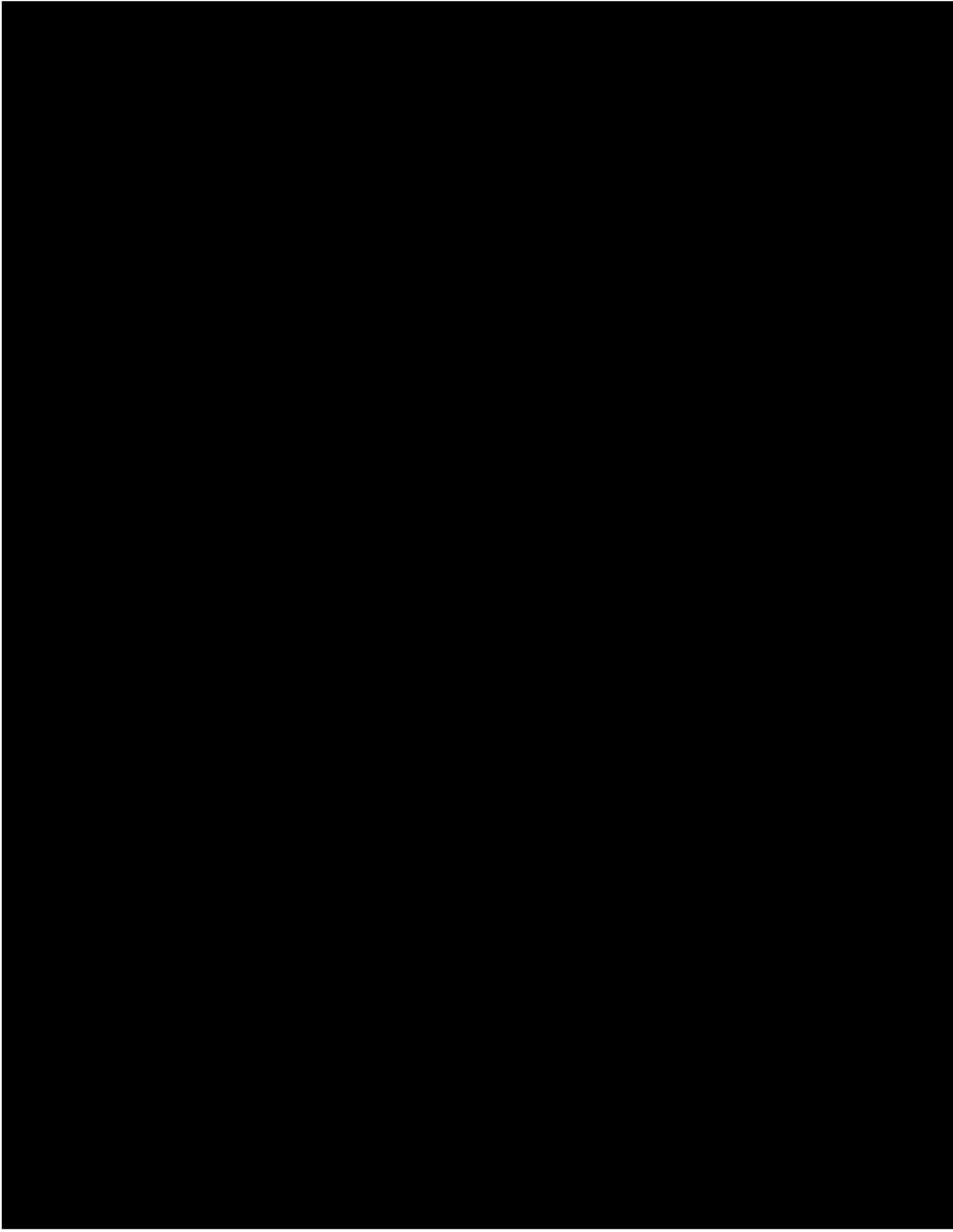
ARIS Solutions is available to answer any questions the State may have pertaining to this response; we are fully prepared to continue to partner with you and meet all timelines and outcomes being sought through this bid process.

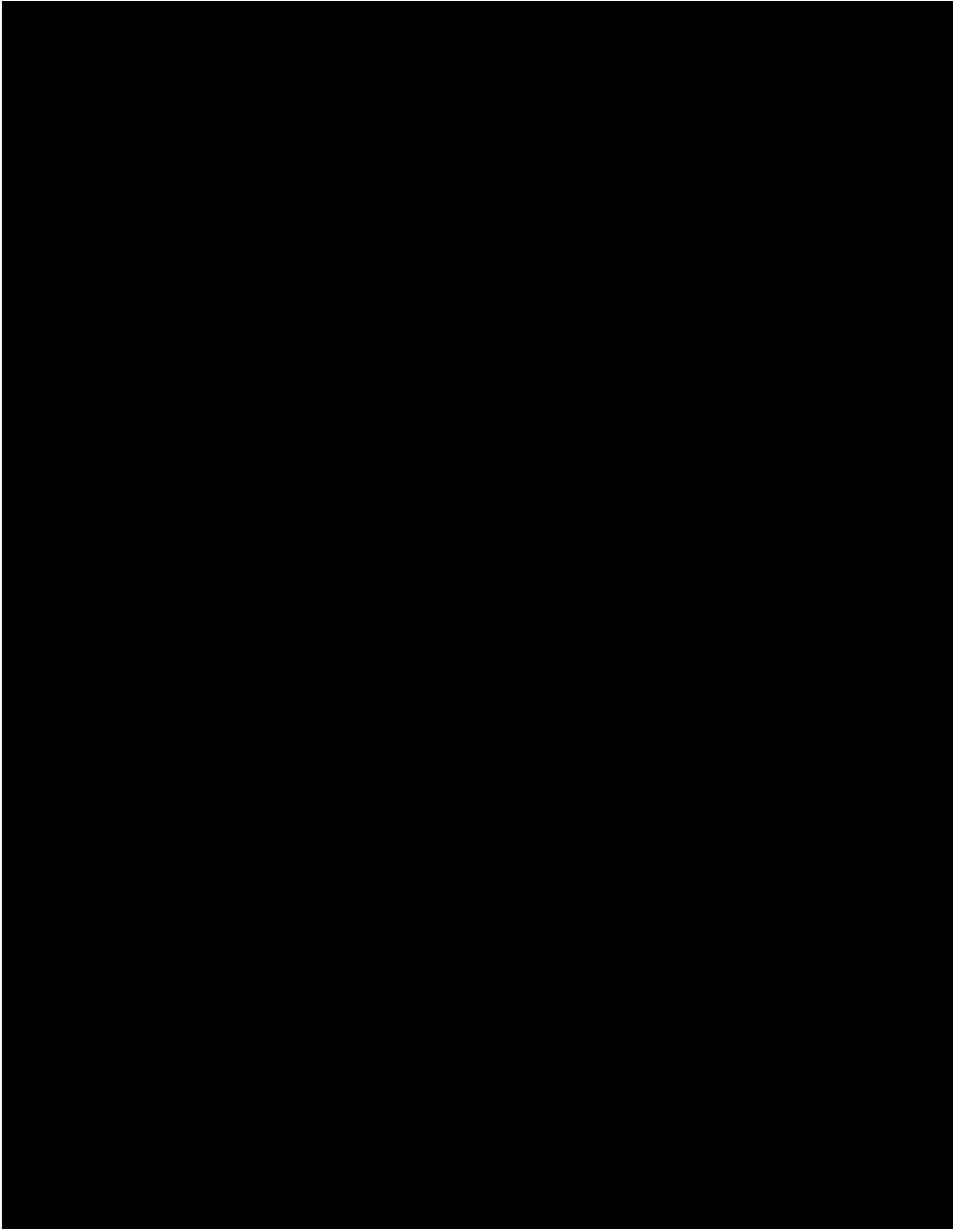
Attachment A—Table of Redacted Trade Secret Information

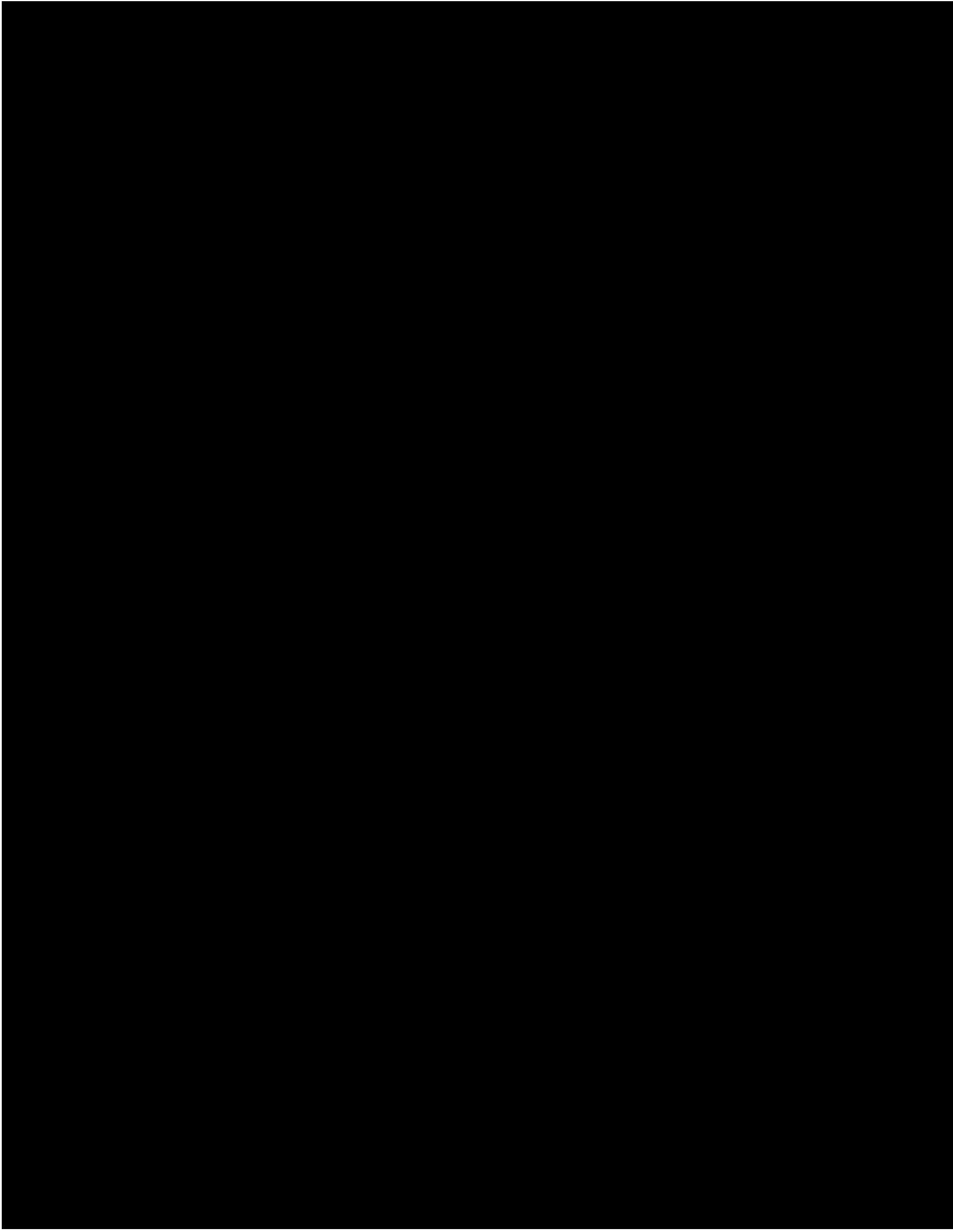
TABLE OF REDACTED TRADE SECRET INFORMATION

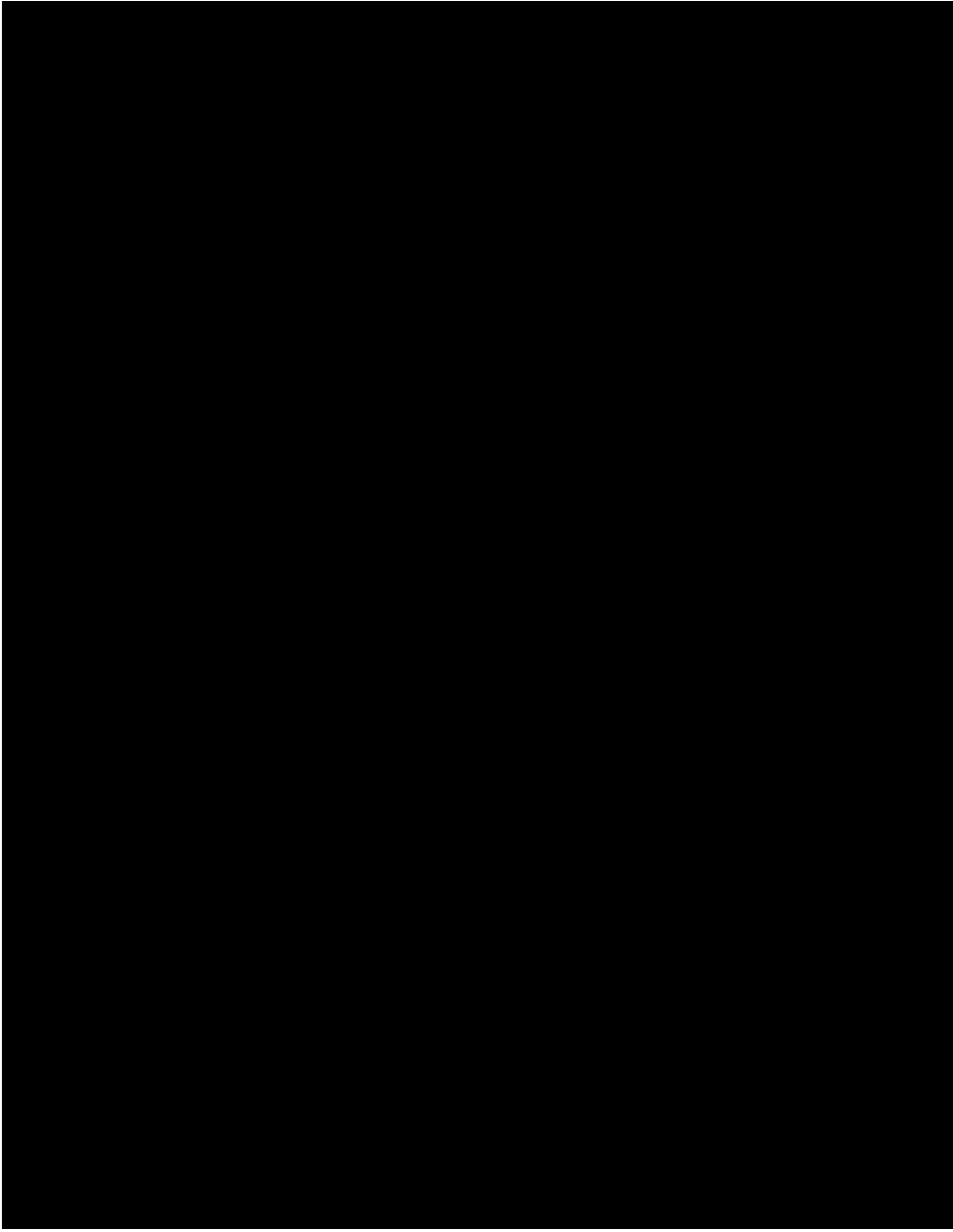
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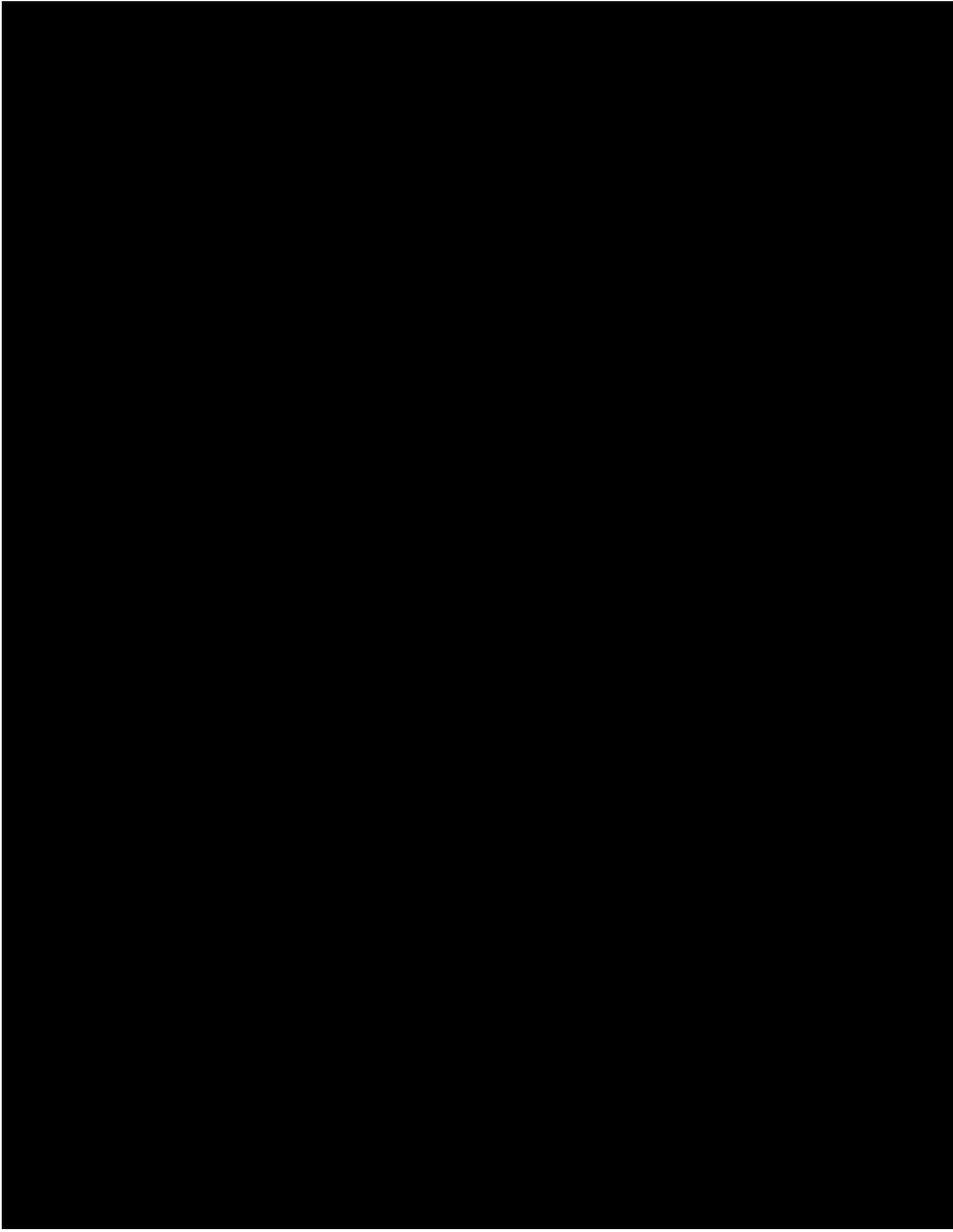


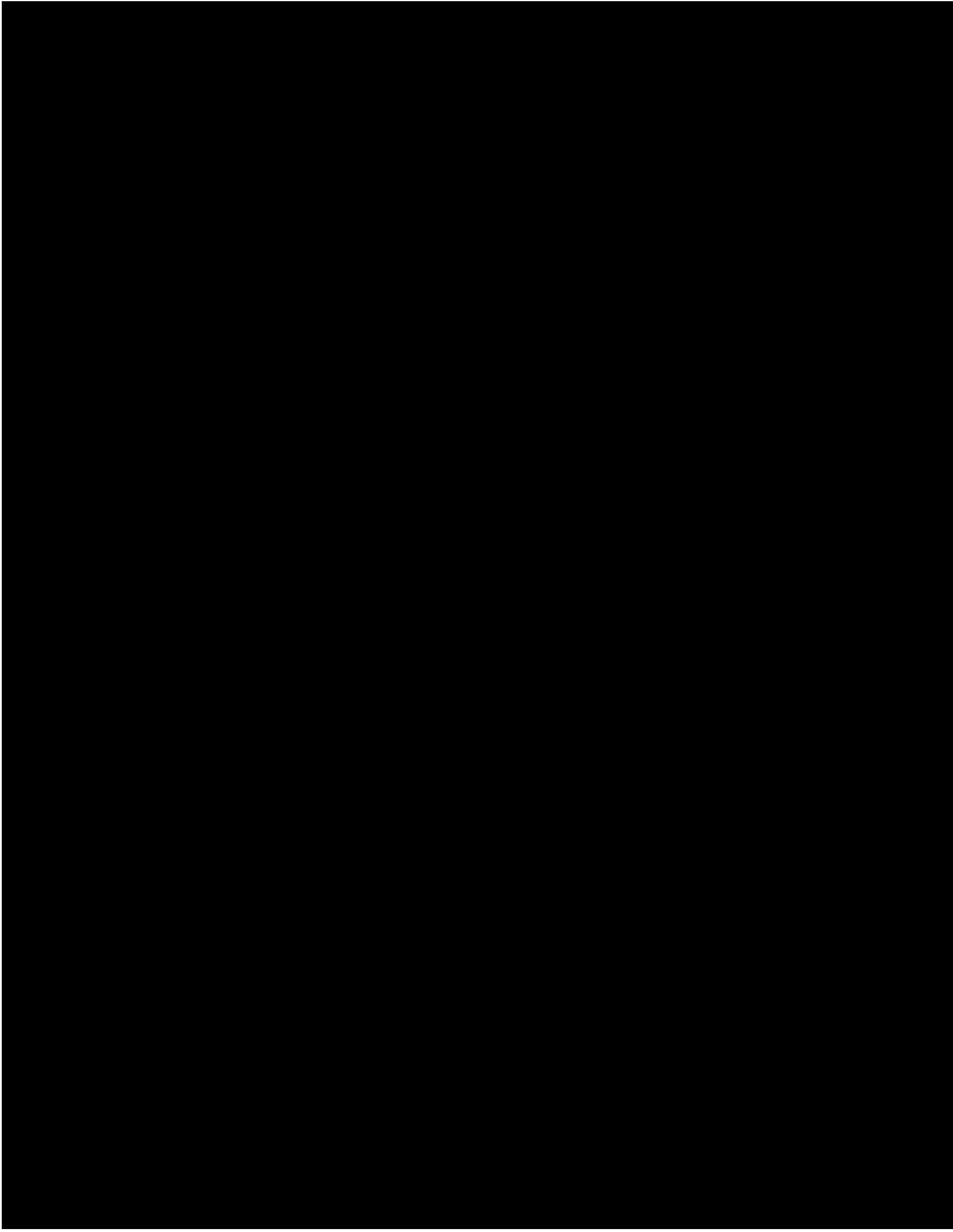


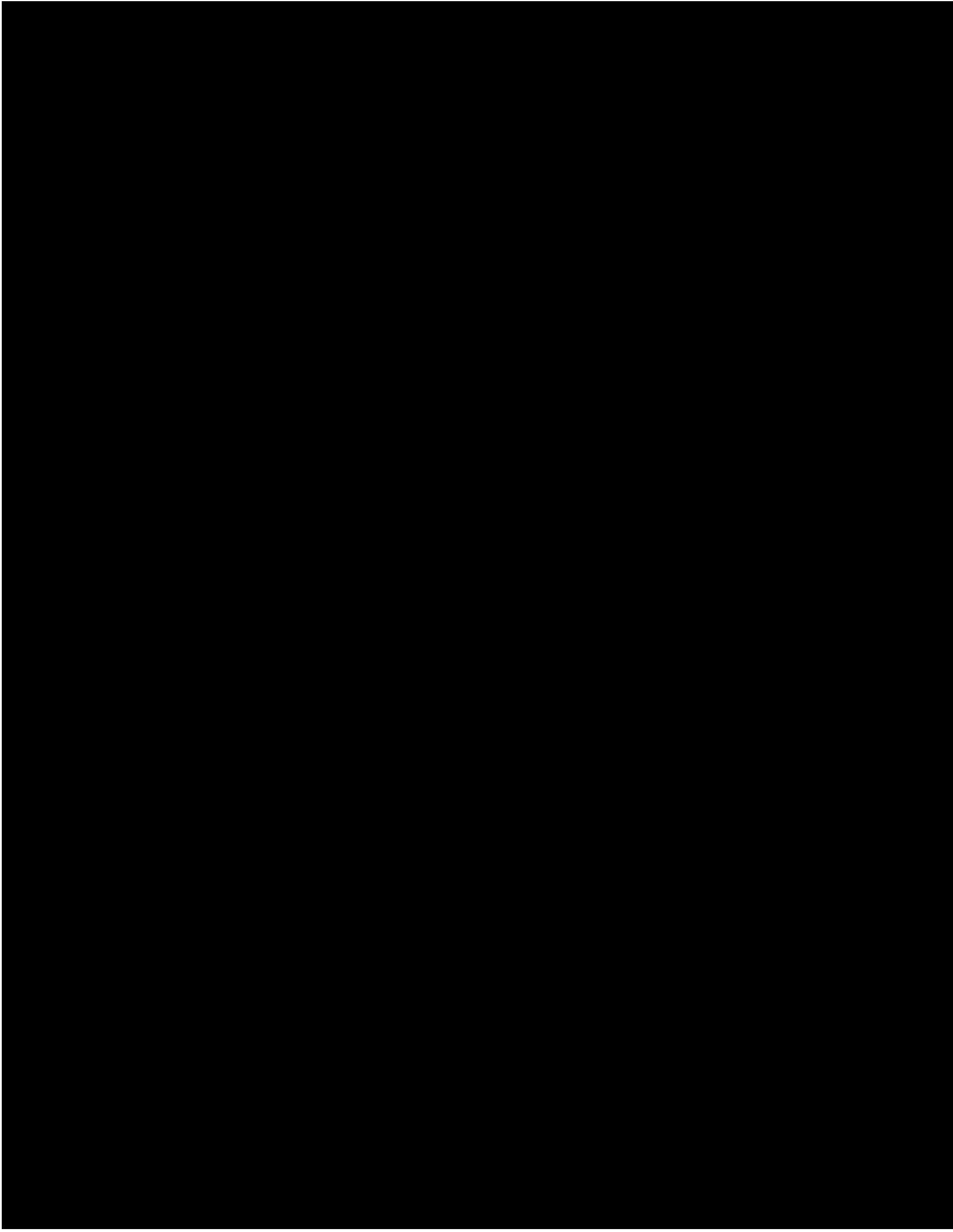


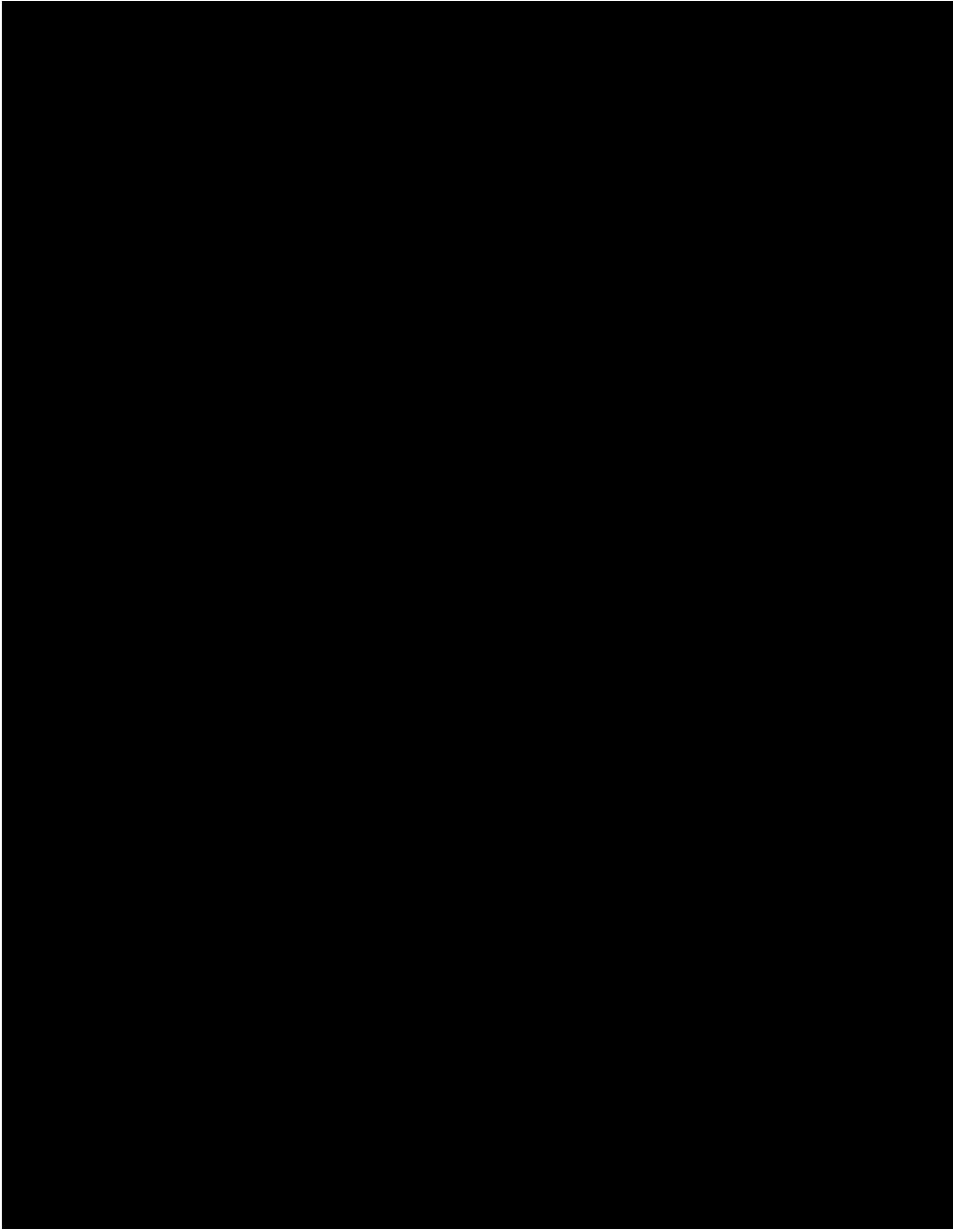


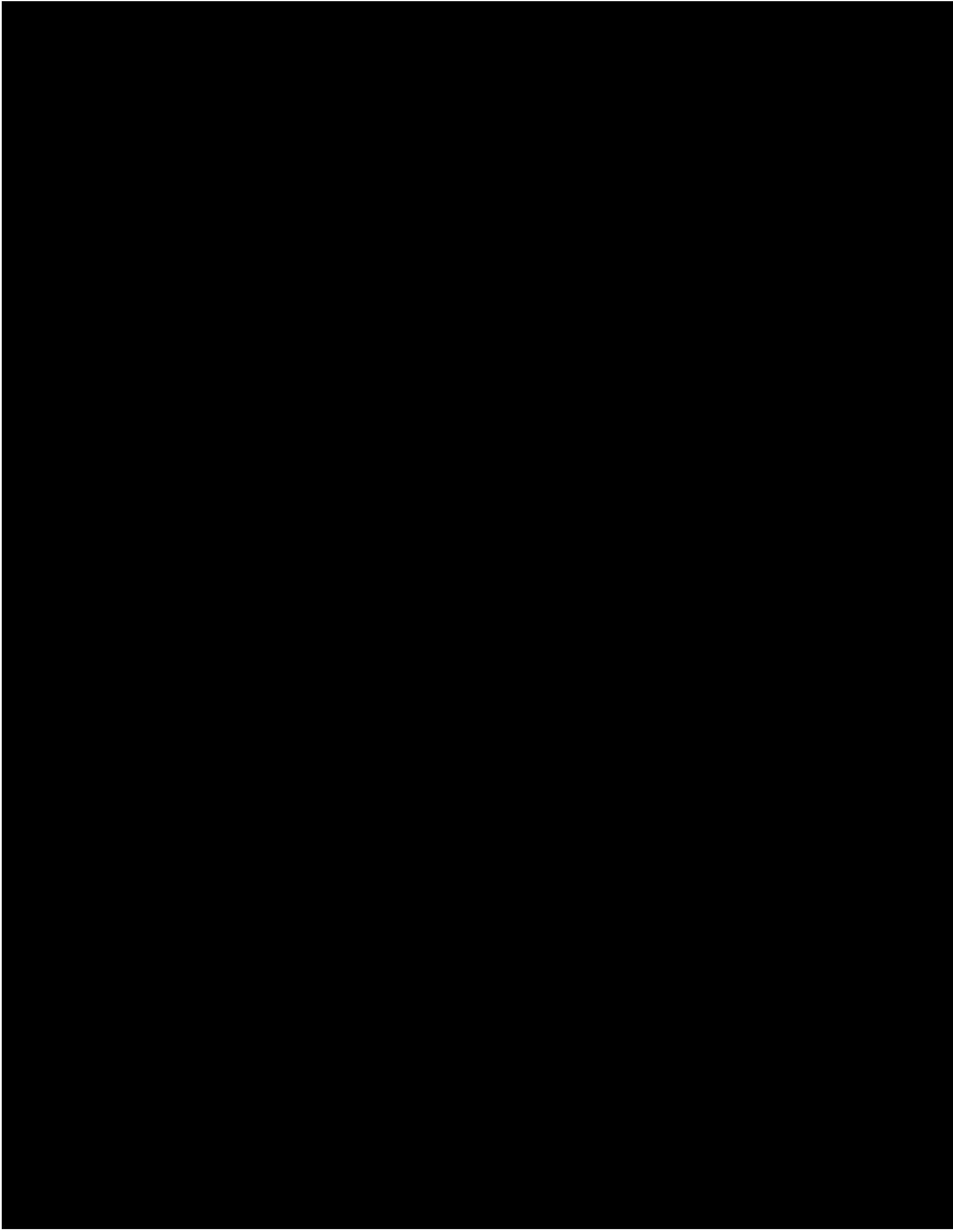


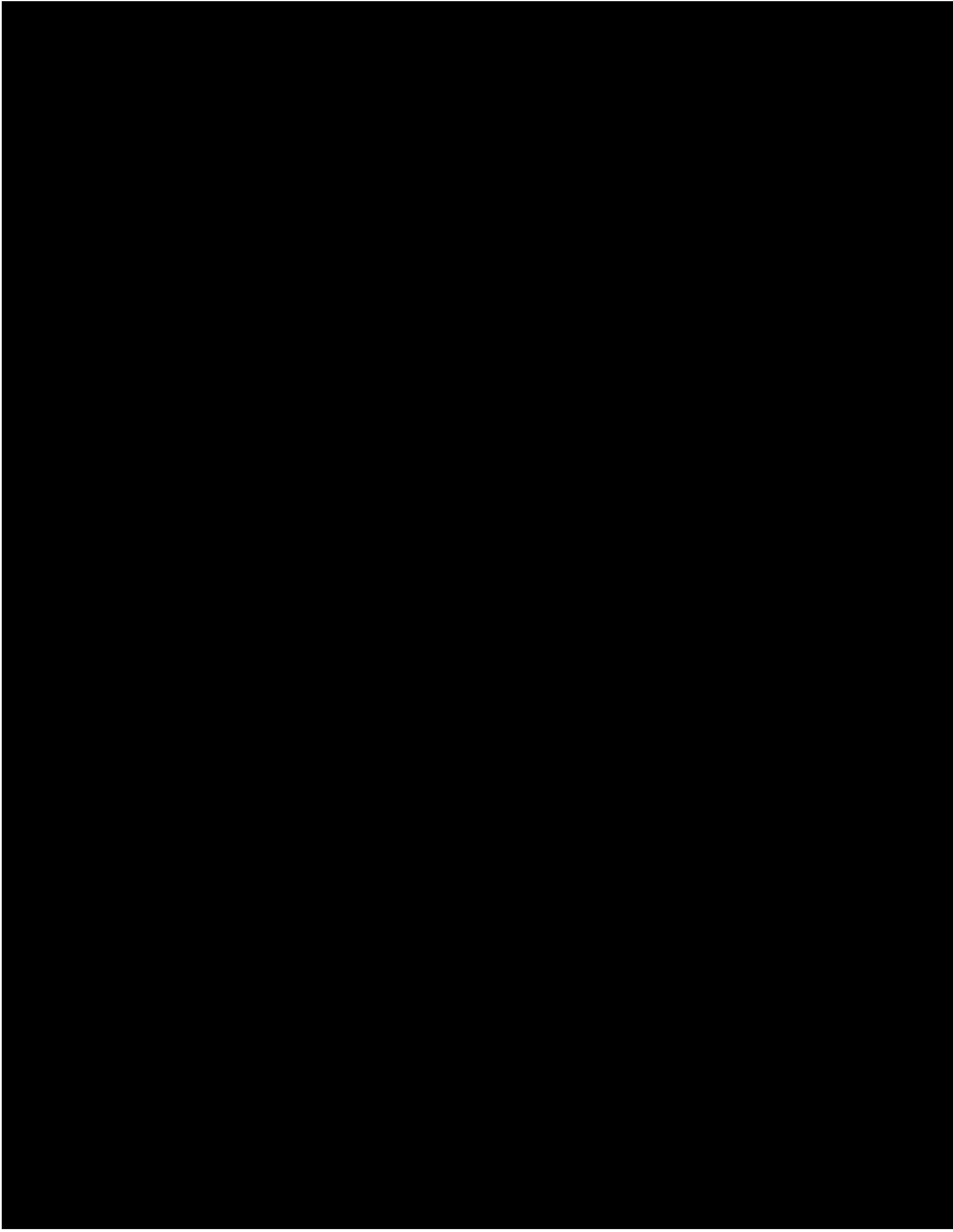


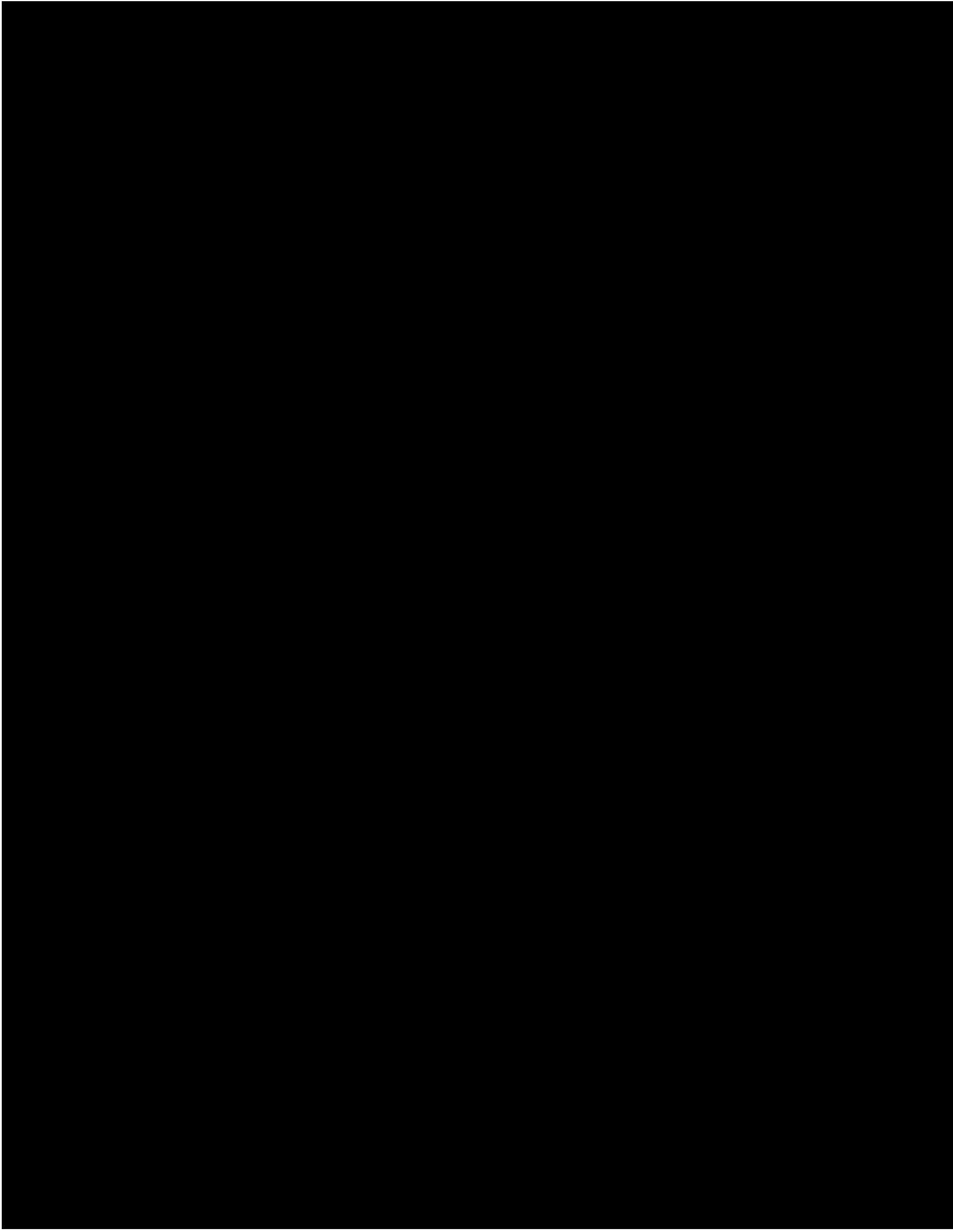












Attachment B—Key ARIS Solutions’ Staff Resumes

Please see attached

Curriculum Vitae

William H. Ashe

870 South Barre Road, Barre, Vermont 05641

802-777-0140

billa@uvs-vt.org

Education

- | | |
|------|--|
| 1992 | Doctor of Education
University of Vermont
Burlington, Vermont |
| 1980 | Master of Education
Springfield College
Springfield, Massachusetts |
| 1971 | Bachelor of Science
Springfield College
Springfield, Massachusetts |

Employment

- | | |
|----------------|--|
| 1992 – Present | Executive Director
Upper Valley Services, Inc.
P.O. Box 4409
White River, Jct., VT. 05001 |
|----------------|--|

Upper Valley Services is a community based non-profit organization in Central Vermont offering a wide range of services and supports to more than 200 persons who experience a developmental disability.

1997- Present

Co-Executive Director
ARIS, Inc.
P.O. Box 4409
White River Jct., VT. 05001

ARIS is an organization that provides business services to six non-profit organizations that provide a wide array of services to people with disabilities in Vermont and New Hampshire. ARIS also provides Intermediary Services (payroll and tax support) to more than 4000 persons managing their own services through various Vermont programs.

1980-1992

Program Director – Developmental Services
Washington County Mental Health, Services
Berlin, Vermont

Provided leadership and supervision for the Developmental Services program of a comprehensive community mental health agency.

1978 – 1980

Director of Developmental Services
Springfield Area Office
Department of Mental Health
Springfield, Massachusetts

Was the senior staff person for developmental services in the Springfield, Massachusetts area. Developed budgets for the community system, coordinated the RFP and contracting process with multiple community based providers, and coordinated long range planning for the growth and development of the community based system of supports.

1971 – 1978

Various Positions
Belchertown State School
Belchertown, Massachusetts

Positions included both direct service and administrative roles within the structure of a large state institution for people with mental retardation.

Other Employment/Professional Experience

1985 – current

Professional Consultation Services
(throughout the United States)

Consultation to state governments, Institutions of higher learning, and private organizations in various topics including:

- *Supported Employment*
- *Organizational Management*
- *Positive Behavior Support*
- *Facilitated Communication*
- *Numerous national/regional presentations*

1982- 1989

Adjunct Faculty Member
Johnson State College
Graduate School
Johnson, Vermont

Courses taught included:

Deinstitutionalization
Technology of Supported Employment
Systematic Instruction
Management and Supervision

Professional Affiliations

The Association for Persons with Severe Handicaps
The American Association on Intellectual and Developmental Disabilities

Publications

Ashe, W.H., Martin, J.L., & Thrall, C.L. (2004, March/April). *Living in the community: Options for people with complex medical needs*. TASH Connections, Baltimore, MD.

Ashe, WH. (1992). An initial investigation of relationships associated with high and low success employment outcomes of persons labeled mentally retarded placed in competitive jobs in Vermont between 1980 and 1989. Doctoral Dissertation, University Microfilms.

Voglesberg, R.T., Ashe, W., & Williams, W. (1986). *Community based service delivery in rural Vermont: Issues and recommendations*. In R. Horner, L.M. Voeltz, & B. Fredericks (Eds.). *Education of Learners with Severe Handicaps: Exemplary Service Strategies*. (pp. 29-59). Baltimore, MD: Paul Brooks.

Vogelsberg, R.T., Williams, W., & Ashe, W. (1981). *Improving vocational services through interagency cooperation*. In C. Hansen (Ed). *Severely Handicapped Persons in the Community* (pp. 169-202). Seattle, WA. Program Development Assistance System.

Resume

Cheryl L Thrall MA QMHP QDDP

Education: Bachelor of Arts Psychology, Behavioral Science
Castleton State College 1978

Master of Arts Clinical Psychology
State University of New York at Plattsburgh 1981

Work

Experience: Clinical Director Developmental Services
Counseling Services of Addison County 1981-1984

Clinical Director Developmental Services
Health Care and Rehabilitation Services 1984-1986

Executive Director
Lincoln Street Inc. 1986-present

Co Executive Director
ARIS Solutions 1996-present

Other: Board Member Vermont Care Partners 1987-present

Member Developmental Services Directors subcommittee
VCP 1987-present

Education:

April 2004 **Certified Public Accountant**, Board of Accountancy, State of New Hampshire

May 1999 **Lyndon State College**, Lyndonville, Vermont

Bachelor of Science, Accounting and Business Administration

Dean's List Fall 1997 and Spring 1998

Alpha Sigma Lambda (National Adult Learner Honor Society) 1998

GPA 3.72

August 1996 **University of Arkansas**, Little Rock, Arkansas

May 1997 *Beta Alpha Si (National Accounting Honorary) 1997*

May 1996 **Arkansas State University**, Beebe, Arkansas

Associate of Arts in Business Management

January 1996 **Community College of the Air Force**, Jacksonville, Arkansas

Associate in Applied Science, Aircraft Systems Maintenance Technology

Experience:

Mar 2003- **ARIS Solutions**, White River Jct., Vermont

Present *Chief Financial Officer*

Responsibilities:

- Oversight of the day to day operations of ARIS Solutions
- Chief Financial Officer duties for 14 non-profit agencies that ARIS Solutions serves to include:
 - o Non-profit agency budget preparation
 - o Review of monthly financial statements
 - o Financial reporting to agency Board of Directors

Jason D. Richardson CPA

- Review of all agency contracts with the State of Vermont and other stakeholders
 - Review and evaluation of agency insurance needs
 - Compliance with State of Vermont financial audit guidelines
-
- Responsible for the operational and financial oversight of the ARIS Solutions Financial Management Services Division that are provided in the States of Vermont, Alaska, Washington DC, Indiana, Wisconsin, Pennsylvania, and North Carolina for various Participant Directed programs serving over 5,000 consumers and Veterans.
 - Responsible for the safe guard of approximately \$100,000,000 in assets entrusted to ARIS Solutions through various services and contracts.

June 2000 – **Tyler, Simms & St. Sauveur, CPA, PC**, Lebanon, New Hampshire

Mar 2003 *In-Charge Accountant*

Audit Responsibilities Include:

- Planning and budgeting the audit engagement
- Perform fieldwork to include:
 - Testing account balances
 - Testing and evaluation internal control structures and effectiveness
 - Testing compliance requirements
 - Supervising staff accountants
- Preparing audited financial statements
- Preparing auditor's report

Audit engagements include not-for-profit entities such as hospitals, mental health agencies (single audit OMB Circular A-133 Guidelines) and private schools as well as for-profit entities to include, but not limited to, manufacturing and trucking companies

Review Engagements (auto dealerships)

- Plan and budget the review engagement
- Conduct field work portion of review

Tax Work

- Personal (Federal and State), corporate, partnership and not-for-profit

Not-for-Profit In-Charge audit engagements included: ARIS Solutions and related entities, David's House, Porter Medical Center and related subsidiaries, Weeks Medical Center, Proctor Academy

For-Profit In-Charge audit engagements included: Carris Reels and related subsidiaries, Northeast Environmental Products, RSD Trucking and related subsidiaries

May 1999 – **Francis J. Dineen & Co.**, Lancaster, New Hampshire

May 2000 *Accountant*

Responsibilities:

- Responsible for the preparation of personal and corporate Federal and State tax returns
- Responsible for the preparation of the pre-audit work papers. Fieldwork duties include, but are not limited to, proving cash accounts, testing accounts receivable, accounts payable, internal controls and compliance requirements. Audit experience primarily focused on housing authorities, municipalities, small businesses, and school districts.
- Responsible for the post audit report preparation
- Responsible for managing the Weeks Lancaster Trust. Responsible for all trust cash receipts, cash disbursements, payroll, bank reconciliations and quarterly financial statement preparation.
- Responsible for the preparation of monthly, quarterly, and year-end financial statements for other trusts and small businesses

June 1998 – **Burke Mountain Academy**, East Burke, Vermont

May 1999 *Accountant*

Responsibilities:

- Responsible for processing and maintaining General Ledger accounts including, but not limited to, cash, accounts receivable, accounts payable, and payroll
- Responsible for maintaining various imprest funds
- Responsible for cash receipts, cash disbursements, and their reconciliation

Accomplishments:

- Implemented numerous changes and various policies to streamline the business office operations

October 1987 – **United States Air Force**, Jacksonville, Arkansas

October 1997 *Airlift Aircraft Maintenance Specialist*

Responsibilities:

Jason D. Richardson CPA

- Responsible for coordinating and performance of all maintenance and servicing activities on the C-130 aircraft, aircraft forms documentation and the training of new recruits

Accomplishments:

- Flew 21 missions into a hostile environment during Operation Desert Storm; receiving the Ariel Achievement Medal
- Graduated from the Airman Leadership School; received the Distinguished Honor Graduate Award

Jennifer L. Garabedian

132 Northfield Street, Montpelier, VT 05602 | (802) 223-4916 | jlgarabedian@gmail.com

Education

MASTERS OF SCIENCE ADMINISTRATION | MAY 2010 | SAINT MICHAEL'S COLLEGE

BACHELORS OF ARTS | MAY 1998 | VASSAR COLLEGE

- Major: Economics
- Major: Political Science

Experience

FISCAL/EMPLOYER AGENT DIVISION DIRECTOR | ARIS SOLUTIONS | JUNE 2016 TO PRESENT

- Oversee Fiscal/Employer Agent Division
 - Provide payroll and associated administrative support for employers in Vermont's home and community based self-and surrogate-directed supports.
 - Oversee the processing of timesheets and payment of payroll for 10 program options
 - Average of over 10,000 payments issued each month for approximately 14,000 employees
 - Ensure employers meet Federal, State and program rules and guidelines for direct care supports
 - Liaison for State program staff
 - Supervise 16 team members
 - Member of ARIS Solutions management team

CHILDREN WITH SPECIAL HEALTH NEEDS PROGRAM ADMINISTRATOR | VERMONT DEPARTMENT OF HEALTH—STATE OF VERMONT | NOVEMBER 2015 TO JUNE 2016

- Oversee Medicaid Early, Periodic, Screening, Diagnostic and Treatment (EPSDT) benefits managed through the Children with Special Health Needs program with Vermont Department of Health (Children's Personal Care Services, Pediatric High-Technology Nursing Services and Pediatric Palliative Care Program)
 - Responsible for ensuring the State and Federal guidelines related to specific programs are met
 - Assist clinical staff in developing and implementing program initiatives, writing and revising program materials and providing technical assistance
 - Serve as principle liaison intra-departmentally and with Agency of Human Services "sister" departments
 - Combined Medicaid authorizations of approximately \$30 million; provide support to estimated 1,100 participants (duplicated).
- Responsible for "Dashboard Data"

- Identifying, compiling and quarterly reporting on key indicators for each program to Vermont Department of Health and Department of Vermont Health Access leadership
- Retained primary duties associated with Children's Personal Care Services Program Administrator
- Direct supervisor to three staff
- Participate in *ad hoc* Departmental- and Division-level initiatives, upon request
 - Assisted in development of Children with Special Health Needs marketing materials
 - Assisted in grant reviews for Division of Maternal Health Youth Risk Survey funding
 - Serving on Vermont Department of Health website redesign committee

CHILDREN'S PERSONAL CARE SERVICES PROGRAM ADMINISTRATOR | VERMONT DEPARTMENT OF HEALTH—STATE OF VERMONT | MAY 2004 TO OCTOBER 2015

- Responsible for day-to-day operations of Medicaid benefit for children with special health needs
 - Provide technical assistance and customer service to a variety of stakeholders including: families and advocates, community partners, co-workers and general public
 - Developed family-centered program materials (guidelines, frequently asked questions sheet, etc.) to assist employers with appropriate and effective program use
 - Coordinate with partners to maximum effective service delivery
- Key team member involved in design and implementation of programmatic overhaul
 - Identified weaknesses in program design and worked to reposition benefit in compliance with State and Federal intent and regulations
 - Researched and selected a new assessment tool to determine medical necessity for program applicants
 - Coordinated with leadership and legal staff to revise State Medicaid Rule to ensure adherence with Federal requirements, balance staff capacity and incorporate parent and advocacy feedback
 - Updated guidelines and written materials
 - Provide on-going training, education and outreach
 - Partner with community providers to maximum partnerships between programs and services
- Function as primary Vermont Department of Health representative to the State's fiscal intermediary contract and matters relating to the direct care provider workforce
 - Member of State-bargaining team to negotiate the 2016-2018 Direct-Care Provider Collective Bargaining Agreement

REFERENCES AVAILABLE UPON REQUEST

Ronald L Jackson
105 Brooks Rd
Chester, Vermont 05143
802-875-5513

SUMMARY

Twenty-five years professional experience in Information Technology
Strong technical skills with the ability to learn new technology quickly
Motivated and flexible team player with good communication and people skills

PROFESSIONAL EXPERIENCE

Computer Programmer/IT Supervisor 2011 to Present **ARIS Solutions, White River Jct, Vermont**

Support MySQL/PHP applications in both Linux and Windows environments. Maintain various legacy systems including program enrollment, payroll, billing and tax filings. Develop interface between new vendor based FMS system and in house updated payroll and billing systems. Ensure data integrity across systems and platforms. Promoted to IT Supervisor July 2017.

Software Specialist, 2007 to 2010 **Divergent Technology, Perkinsville, Vermont**

Support client software including installation, maintenance and training. Create custom reports and update databases as requirements demand. Maintain client websites and implement prepackaged solutions as needed.

Senior Programmer Analyst, 1998 to 2006 **UnumProvident Corporation, Portland, Maine**

Support and enhancement of the company's group business maintenance system and field compensation system. Major tasks included enhancing legacy group business system during a corporate merger and acting as the lead technical point for developing the process for combining all lines of business into a single compensation system for all field sales reps. Designed a sales rep awards system for the combined company tracking rep's progress towards attending annual sales conference.

Programmer Analyst, 1991-1998 **Central Maine Power Company, Augusta, Maine**

Support and enhancement of the company's Customer Service System. Specialized in the rates and billing areas and lead many projects involving database and system enhancements in support of industry deregulation. Major tasks involved developing new database tables and streamlining the batch billing/collections process. Acted as the lead analyst for the production support team.

REFERENCES

References are available upon request.

Resume

Cheryl L Thrall MA QMHP QDDP

Education: Bachelor of Arts Psychology, Behavioral Science
Castleton State College 1978

Master of Arts Clinical Psychology
State University of New York at Plattsburgh 1981

Work

Experience: Clinical Director Developmental Services
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Clinical Director Developmental Services
Health Care and Rehabilitation Services 1984-1986

Executive Director
Lincoln Street Inc. 1986-present

Co Executive Director
ARIS Solutions 1996-present

Other: Board Member Vermont Care Partners 1987-present

Member Developmental Services Directors subcommittee
VCP 1987-present

Theresa Towle

75 Danforth Place, Corinth, VT 05039
Cell: 802-291-4702 • Email: ttowle16@gmail.com

EDUCATION

Lyndon State College, Lyndonville, VT May 2010

B.S. in Business Administration, 3.3/4.0 GPA

Coursework included: Strategic Management, Sales Management & Selling, Nonprofit Management, Operations Management, Financial & Managerial Accounting, and Financial Management.

Oxbow High School, Bradford, VT June 2006

Career honor roll, National Honor Society, played varsity softball (4 yrs), Mona Garone Athletic Award.

EXPERIENCE

ARIS Solutions, White River Jct., VT

Veteran Program Director (Specifically the Veteran Directed Home and Community Based Services Program in VT, AK, IN, WI, PA, NC and Washington D.C.)

April 2016-present

Responsibilities include day to day management of all programs and oversight of all program staff, payroll tax reconciliation, ensuring program rules are upheld, and acting as the liaison for all VD-HCBS programs in all states ARIS Solutions is contracted with.

Veteran's Payroll Coordinator (Specifically the Veteran Directed Home and Community Based Services Program in VT, AK, and Washington D.C.)

April 2012-April 2016

Data entry of timesheets, vendor payments, 1099 processing and electronic submission, W-2 processing and electronic submission, 941, 940, 944 filings to the IRS, electronic payments of tax withholdings through EFTPS, Vermont, Maryland, and New Jersey State tax withholding filing and payment, Vermont and Washington DC Dept. of Labor State Unemployment Tax filing (SUTA) and payment, customer service for both employers and employees, and direct communications with the VA and Area Agencies on Aging care advisors.

Agency Accountant and Billing Assistant

March 2011- September 2014

Work as a staff accountant. Duties include: A/P, A/R, general ledger entries, preparing monthly financial statements for CFO approval, yearly audit preparation, bank reconciliations, 941 reconciliations, monthly state reporting on consumer activity, and VT grant billing.

Farmway Inc., Bradford, VT

October 2010 – April 2011

Sales Representative

Restocking merchandise, and assisting customers. Worked in all sections of the store doing inventory.

Upper Valley Services, Bradford, VT

June 2009 – July 2010

Day Support Staff

Provide day support for individuals with developmental disabilities.

PROFESSIONAL SKILLS

Proficient in Outlook 365, Microsoft Word, Excel, PowerPoint and Access. Great social skills, works well with others, enjoys interacting with people, detail oriented, can take good, legible notes and does well tutoring. Also, works well in high pace environments and under pressure.

Britney Mann
93 Birch St. Bradford, VT 05033
bmenn@arissolutions.org
802.274.9588

Summary of Skills:

- *Excellent ability to work individually and in a team structure
- *Excellent ability to communicate verbally with people inside and outside an organization
- *Excellent ability to obtain and process information
- *Ability to make decisions and solve problems
- *Proficient in computer applications
- *Ability to find quantitative info literacy
- *Leadership/Management skills

Work Experience:

- | | | |
|---|----------------------------|-----------------------------|
| ARIS Solutions, Inc. | White River Jct, VT | Feb 2015- Present |
| *Data Entry Team Supervisor | | June 2016- Present |
| *Staff Accountant | | Feb 2015-June 2016 |
| *Accounts Payable/ Accounts Receivables | | |
| *Audit Book Preparation | | |
| *Client interaction via email & phone | | |
| | | |
| Hoagies Pie and Pasta | Lyndon, VT | Sept 2011- May 2015 |
| * Managing Waitress of 6 girls | | |
| * Trained new employees for 3 years | | |
| * Closing, Opening shifts | | |
| | | |
| Sweet Scoops | Derby, VT | Summer 2008-Oct 2014 |
| * Assistant Manager 4 years- Supervised and trained employees | | |
| * Handled register cash outs | | |
| * Customer Service | | |
| * Promotions/ raises the last two years of \$1 | | |
| * Opening, Closing duties | | |

Awards/Scholarships:

Sophomore College Prep English 2008
DECA Medals and Scholarships to JWU 2008-2009, 2009-2010
LSC Leadership Scholarship 2011
LSC 1st Generation Scholarship 2011- 2015

Community Service:

Special Olympics Coaching 2009
DECA services 2008-2010
* Worked with Children
* Worked around the school
Border Hoop coaching 2008, 2009
Food drive for NECKA 2008, 2009
Relay For Life Cancer Foundation 2008-2011

Activities:

NCAA Woman's Varsity Basketball 2011-2015
*Co-Captain 2014-2015
Student Athlete Activity Committee 2014-2015

Education:

Lyndon State College 2011-2015 **GPA 3.2**
* Business Administration Major
* Psychology Minor
North Country Career Center 2008-2010
Marketing I, II
DECA- an association of Marketing students
North Country Union High School 2006-2010 **GPA 3.33**

References:

Rod Jacobson, Professor 802-626-6484
Lyndon State College

Mark Hilton, Professor 802-535-7908
Lyndon State College

Larry Ballou, HR Director 802-280-1911
ARIS Solutions, Inc.

WENDY SPOONER

8 HAZEN DR, NORTH HAVERHILL, NH 03774, 603-728-8716

CAREER OBJECTIVE

Customer Service Professional with over 10 years of Senior Customer Service Management experience.

EXPERIENCE

1/16/2007 TO CURRENT ARIS Solutions *White River Jct, VT*

CUSTOMER SUPPORT SERVICE SUPERVISOR

- Results-oriented Customer Service Supervisor with years of experience in enhancing customer service satisfaction.
- Dedicated to delivering top class service and conflict resolution. Strive to improve customer interactions and outcomes.
- Committed leader with ability to lead team to sustain high customer service benchmarks.
- Oversee recruitment, hiring and training of customer service staff to further company goals and maintain exceptional customer service standards.

3/1/2005 TO 7/1/2006 Ice Cream Equipment Supply *North Haverhill, NH*

OFFICE MANAGER

- Office management professional with experience handling a wide range of administrative and executive-support duties

5/1/1999 TO 1/16/2005 Green Mt Monogram *Wells River, VT*

PRODUCTION MANAGER

- Production management professional for industrial company. Leader in large, fast-paced, multi-line facilities. Proven track record of achieving sustained improvements in quality, cost and delivery functions.

EDUCATION

BLUE MT UNION HIGH SCHOOL

Wells River, VT

REFERENCES

References are available on request.

Attachment C—Letters of Support

Please see attached



BUILDING A STRONGER COMMUNITY

**UNITED
COUNSELING
SERVICE**

Lorna Mattern
Executive Director

August 23, 2017

To Whom It May Concern:

I am writing this letter in support of ARIS remaining Vermont's Fiscal/Employer ISO. ARIS has a proven track record of their commitment to the agencies and the individuals we serve.

Having ARIS as our Fiscal ISO makes our work easier and more efficient. ARIS allows for home providers and family members to easily access their budgets and their utilization of contracted supports. The ARIS staff are very professional and knowledgeable about the services they provide and are always available to help my staff with questions or issues. I would imagine it would prove very difficult for providers and families to "start over" with a new fiscal entity. Working with ARIS is similar to shopping at your local home town market as opposed to shopping at a large, impersonal box store. With ARIS, you are known and recognized and everyone is friendly and familiar while providing solutions to problems and providing excellent service.

On behalf of my staff and the people we serve, we ask that you allow ARIS to continue in this role and maintain this consistency for the employers in Bennington County.

Sincerely,

Dawn Danner
Director of Developmental Services
United Counseling Service

United Counseling Service

Developmental Services • Mental Health & Substance Abuse Services • Head Start • Big Brothers Big Sisters
Community Rehabilitation & Emergency Services • Youth & Family Services

100 Ledge Hill Drive • PO Box 588 • Bennington, Vermont 05201-0588 • Phone: 802-442-5491 • Fax: 802-442-3363 • www.ucsvt.org

PRIDE, Inc.
PO Box 969
Barre, VT 05641
Phone: (802) 479-5801

Co-Director: Kim Daniels

Co-Director: Michele Corrow

August 14, 2017

To: Dail State of Vermont

From: Kim Daniels Co Director Pride Support Services/ and Daniels family CFO

RE: Recommendation for Aris for the periodic RFP

To the Review committee

I would like to offer my strongest recommendation for the continuation of the Dail contract with ARIS Solutions as the ISO for Vermont. I have had the pleasure of working with ARIS over the past 15 years as an employer for the staff for my 3 children who receive services through the DD waiver and over the past 14 years as the director of Pride Support Services.

It is most important to me as both an employer and an agency director that I receive prompt and courteous care when I have a problem to resolve or a question that needs an answer. Over the years I have seen ARIS (the people who are ARIS) work tirelessly to serve the people of Vermont with respect, dignity and above all with patients.

Recently as the director of an agency I worked closely with ARIS to bring home providers on to the respite system. The support given to us by the team at ARIS was clear and accessible to all, allowing me to help people understand what was required and to made the transition as smooth and seamless as possible.

It is a pleasure working with the staff at ARIS in all of my encounters. Jennifer, Wendy, and Arlene are just a few of the fabulous and dedicated people who make my job (s) easier and allow me to support the people in my life.

Respectfully,

Kim Daniels

August 21, 2017

Lisa Neveu
Quality Management Unit/DAIL
280 State Drive
Waterbury, VT 05671

Dear Lisa,

I am happy to have this opportunity to write a letter of reference for ARIS Solutions. I have worked with ARIS in my role as a Flexible Choices Advisor and Coordinator at Transition II for eight years. Flexible Choices is a very unique and complex program that doesn't lend itself to a nicely ordered set of rules in a manual. I have often had to work together with ARIS to find or figure out a process, a rule, or a problem unique to Flexible Choices. In the past I have found the staff at ARIS to be knowledgeable. If they didn't know the answer, they would work to find the answer. We were always able to move forward together and I valued the relationship.

I know in the last year there has been "The Perfect Storm" at ARIS. Staff turnover, software changes, program changes and other issues collided to make it very difficult for the employees at ARIS to do their jobs and deliver the same level of service that we were used to. We experienced a short time of frustration as ARIS struggled to overcome these challenges. However, that time has passed and I can sincerely say that the service we receive from ARIS now is even better than what we were getting before.

Jennifer Garabedian and her new staff have worked very hard to learn about the Flexible Choices option in order to answer our questions and serve our participants. I have been impressed at the speed in which they have accomplished this. I find them to be very responsive and when they can't respond to our questions right away, they make us aware that they are working to find the correct answer. If they can't find an answer, they seek out our knowledge and experience. By working together, we are always able to find an answer which in turn helps us to serve our participants better. More importantly, when they make a mistake, they own it and work hard to rectify it in order to have the least impact on the participant. This is incredibly important when serving a vulnerable population such as we do.

Recently, Jennifer invited us to meet with them to give input when they are ready to make software changes that will directly affect Flexible Choices. We are very excited, not only about the opportunity to be part of this change, but also about the fact that our input and knowledge is valued. This fosters team work and collaboration which is very much appreciated on our end.

I look forward to continuing to work together in partnership with ARIS in the future.

Sincerely,
Michelle Brannan
Flexible Choices Coordinator

Attachment D—Certificate of Compliance

Please see attached

CERTIFICATE OF COMPLIANCE

For a bid to be considered valid, this form must be completed in its entirety, executed by a duly authorized representative of the bidder, and submitted as part of the response to the proposal.

- A. **NON COLLUSION:** Bidder hereby certifies that the prices quoted have been arrived at without collusion and that no prior information concerning these prices has been received from or given to a competitive company. If there is sufficient evidence to warrant investigation of the bid/contract process by the Office of the Attorney General, bidder understands that this paragraph might be used as a basis for litigation.
- B. **CONTRACT TERMS:** Bidder hereby acknowledges that is has read, understands and agrees to the terms of this RFP, including Attachment C: Standard State Contract Provisions, and any other contract attachments included with this RFP.
- C. **FORM OF PAYMENT:** Does Bidder accept the Visa Purchasing Card as a form of payment?
 Yes No
- D. **WORKER CLASSIFICATION COMPLIANCE REQUIREMENT:** In accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), the following provisions and requirements apply to Bidder when the amount of its bid exceeds \$250,000.00.

Self-Reporting. Bidder hereby self-reports the following information relating to past violations, convictions, suspensions, and any other information related to past performance relative to coding and classification of workers, that occurred in the previous 12 months.

Summary of Detailed Information	Date of Notification	Outcome
N/A		

Subcontractor Reporting. Bidder hereby acknowledges and agrees that if it is a successful bidder, prior to execution of any contract resulting from this RFP, Bidder will provide to the State a list of all proposed subcontractors and subcontractors' subcontractors, together with the identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54), and Bidder will provide any update of such list to the State as additional subcontractors are hired. Bidder further acknowledges and agrees that the failure to submit subcontractor reporting in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54) will constitute non-compliance and may result in cancellation of contract and/or restriction from bidding on future state contracts.

E. Executive Order 05 – 16: Climate Change Considerations in State Procurements Certification

Bidder certifies to the following (Bidder may attach any desired explanation or substantiation. Please also note that Bidder may be asked to provide documentation for any applicable claims):

- 1. Bidder owns, leases or utilizes, for business purposes, space that has received:
 - Energy Star® Certification
 - LEED®, Green Globes®, or Living Buildings Challenge™ Certification
 - Other internationally recognized building certification:

ARIS Solutions operates in a historic building in downtown White River Jct.,VT _____

- 2. Bidder has received incentives or rebates from an Energy Efficiency Utility or Energy Efficiency Program in the last five years for energy efficient improvements made at bidder's place of business. Please explain:

N/A _____

- 3. Please Check all that apply:

- Bidder can claim on-site renewable power or anaerobic-digester power ("cow-power"). Or bidder consumes renewable electricity through voluntary purchase or offset, provided no such claimed power can be double-claimed by another party.
- Bidder uses renewable biomass or bio-fuel for the purposes of thermal (heat) energy at its place of business.
- Bidder's heating system has modern, high-efficiency units (boilers, furnaces, stoves, etc.), having reduced emissions of particulate matter and other air pollutants.
- Bidder tracks its energy consumption and harmful greenhouse gas emissions. What tool is used to do this? _____
- Bidder promotes the use of plug-in electric vehicles by providing electric vehicle charging, electric fleet vehicles, preferred parking, designated parking, purchase or lease incentives, etc..
- Bidder offers employees an option for a fossil fuel divestment retirement account.
- Bidder offers products or services that reduce waste, conserve water, or promote energy efficiency and conservation. Please explain:

Our staff compost, recycle, and engage in paperwork reduction efforts. Two years ago, we were awarded a grant through the Vermont Department of Health to promote workplace wellness. These funds have been used to develop a successful and popular employee garden. _____

- 4. Please list any additional practices that promote clean energy and take action to address climate change:

F. Acknowledge receipt of the following Addenda:

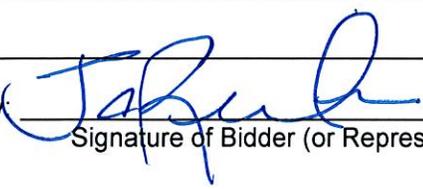
Addendum No.: _____ Dated: _____
Addendum No.: _____ Dated: _____
Addendum No.: _____ Dated: _____

Bidder Name: ARIS Solutions _____ Contact Name: Jason Richardson _____

Address: P. O. Box 4409 _____ Fax Number: (802) 295-6637 _____

White River Jct., VT 05001 _____ Telephone: (802) 280-1911 _____

_____ E-Mail: jasonr@arissolutions.org _____

By:  _____ Name: Jason Richardson _____
Signature of Bidder (or Representative) (Type or Print)

END OF CERTIFICATE OF COMPLIANCE

Attachment E—Worker Classification Compliance Requirement

Please see attached

WORKER CLASSIFICATION COMPLIANCE REQUIREMENT

Subcontractor Reporting Form

This form must be completed in its entirety and submitted prior to contract execution and updated as necessary and provided to the State as additional subcontractors are hired.

The Department of Buildings and General Services in accordance with Act 54, Section 32 of the Acts of 2009 and for total project costs exceeding \$250,000.00 requires bidders to comply with the following provisions and requirements.

Contractor is required to provide a list of subcontractors on the job along with lists of subcontractor's subcontractors and by whom those subcontractors are insured of workers. Include additional pages if necessary. This is not a requirement for subcontractor's providing supplies only and no labor to the overall contract or project.

Subcontractor	Insured By		Subcontractor's Sub	Insured By
N/A				

Date: 9/1/17

Name of Company: ARIS Solutions

Contact Name: Jason Richardson

Address: P. O. Box 4409

Title: Chief Operating Officer

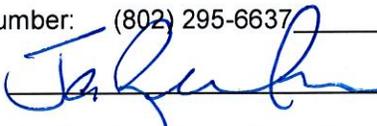
White River Jct., VT 05001

Phone Number: (802) 280-1911

E-mail: jasonr@arissolutions.org

Fax Number: (802) 295-6637

By: Jason Richardson

Name: 

Failure to adhere to Act 54, Section 32 of the Acts of 2009 and submit Subcontractor Reporting: Worker Classification Compliance Requirement will constitute non-compliance and may result in cancellation of contract and/or forfeiture of future bidding privileges until resolved.

Send Completed Form to: Office of Purchasing & Contracting
109 State Street
Montpelier, VT 05609-3001
Attention: Contract Administration