

State of Minnesota
State Court Administrative Office

Proposal for
Title IV-D Cost Allocation Plan

Proposal Date: June 25, 2010



Helping Government Serve the People.®



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State Court Administrative Office

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Title IV-D Cost Allocation Plan

Proposal Date: June 25, 2010

MAXIMUS Consulting Services, Inc.

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Bloomington, MN 55439
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Diane Blaschko, Vice President
877.942.6466

dianeblaschko@maximus.com



June 25, 2010

Ms. Jodie Metcalf
State Court Administration
Court Services Division
25 Rev. Dr. Martin Luther King Jr.
St. Paul, MN 55155

Attention: IV-D Cost Allocation Plan Response

Dear Ms. Metcalf,

Enclosed please find our proposal for the development of a claiming methodology for IV-D effort in the Minnesota State Courts. MAXIMUS Consulting Services, Inc., a wholly owned subsidiary of MAXIMUS, Inc., is pleased to present this proposal and is confident that our presentation will demonstrate our understanding of the issues faced by the Court. MAXIMUS is a nationally known firm publicly traded on the New York Stock Exchange (*Symbol- MMS*) with over thirty years of consulting experience and a strong financial backing.

MAXIMUS believes that there is no other firm that has had as much experience in the specific area of identification and claiming of indirect costs for the Title IV-D program. We currently prepare over 1,000 county Circular A-87 cost plans annually throughout the country; we also prepare over 100 monthly Title IV-D administrative claims for a wide variety of child support clients. MAXIMUS has successfully defended dozens of clients for both Circular A-87 cost plans and Title IV-D claims when audited.

We are presenting a unique approach in our proposal that is cost effective and will allow the claiming of IV-D personnel and direct expenses without implementing a statewide time study. The method we are proposing has been proven to work in IV-D county claiming in OH and in our Food & Nutrition work with Cooperative Extension offices in Minnesota, Michigan, Ohio, Indiana, Wisconsin and more. The method has been approved by the USDA for claiming and it is consistent with A-87 which allows the use of case counts or other objective statistics.

Our team of professional consultants proposed here has over 60 years combined experience in working with both the Title IV-D program and the OMB Circular A-87 Cost Allocation Plans. Our Project Director has personally provided technical assistance to several states and over a hundred local child support offices in the last twenty-eight years. Other team

members have personally developed dozens of Minnesota county cost plans and are familiar with the history surrounding the State assuming responsibility of the Child Support program. We intend to deliver this project from our Bloomington, Minnesota office. Our local staff will be only minutes from the State Court Administration offices in St. Paul.

MAXIMUS has completed all of the required certifications, affirmations, and included all requested information. Under Section 8 of our proposal we have included our comments and concerns regarding specific sections of the proposed contract that we reserve the right to discuss as detailed in our enclosed table.

Diane Blaschko is authorized to sign this proposal and will be available to answer any questions you may have regarding the content of the proposal. Ms. Blaschko can be contacted at 952-942-6466 or by email at dianeblaschko@maximus.com.

We want to thank the State Court Administrator's Office for considering our proposal and look forward to meeting with you to discuss our approach to assist the State of Minnesota in pursuing the maximization of the recovery of all eligible indirect costs from the Title IV-D program.

Sincerely,

MAXIMUS Consulting Services, Inc.



Diane L. Blaschko
Vice President



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***Proposal to the
State of Minnesota
State Court Administrator's Office
Court Services Division
for
Title IV-D Cost Allocation Plan Services***

INTRODUCTION

MAXIMUS, Consulting Services, Inc., a wholly owned subsidiary of MAXIMUS, Inc., (MAXIMUS) is pleased to present the following proposal to the State of Minnesota for this very important project to assist the State in identifying a cost allocation methodology that will properly identify the total eligible costs for the State's Title IV-D Child Support Program. MAXIMUS understands that the primary goal of this procurement is to assist the State with the creation and approval of a cost allocation plan for Title IV-D child support cases that will identify the full amount of costs that can be claimed under Title IV-D of the Social Security Act, while minimizing the amount of effort required to prepare the claims.

MAXIMUS brings to this project staff that are recognized experts in the area of establishing IV-D claiming methodologies as well as operating child support programs. No other vendor can provide the level of expertise that MAXIMUS will bring to this project. We also bring a unique approach, one that has been tried and approved for IV-D claiming in Ohio and as a basis in claiming costs for the Food and Nutrition Programs in Minnesota, Wisconsin, and five other states.

1. CORPORATE BACKGROUND

Our Company's mission and focus is primarily on providing services to government, setting us apart from many other firms.

Since our inception in 1975, MAXIMUS has been at the forefront of innovation in meeting our mission of "Helping Government Serve the People®." We provide products and services to all 50 states, as well as numerous counties, cities, and other local government entities across the United States. Our history of dedication and commitment to the needs of government sets MAXIMUS apart from our competitors. Our multi-disciplinary services and delivery systems are designed to make government more efficient and cost-effective, while improving the quality of services offered to millions of program beneficiaries.

Our Guiding Principles Help Us Meet Our Clients' Expectations

We take great pride in providing high-quality service to our clients. We have consistently been successful in providing our clients with services that meet and exceed expectations. This success starts with the following fundamental principles of our Company, which will guide us during our work for the State of Minnesota, State Court Administrator's Office, Court Services Division (State).



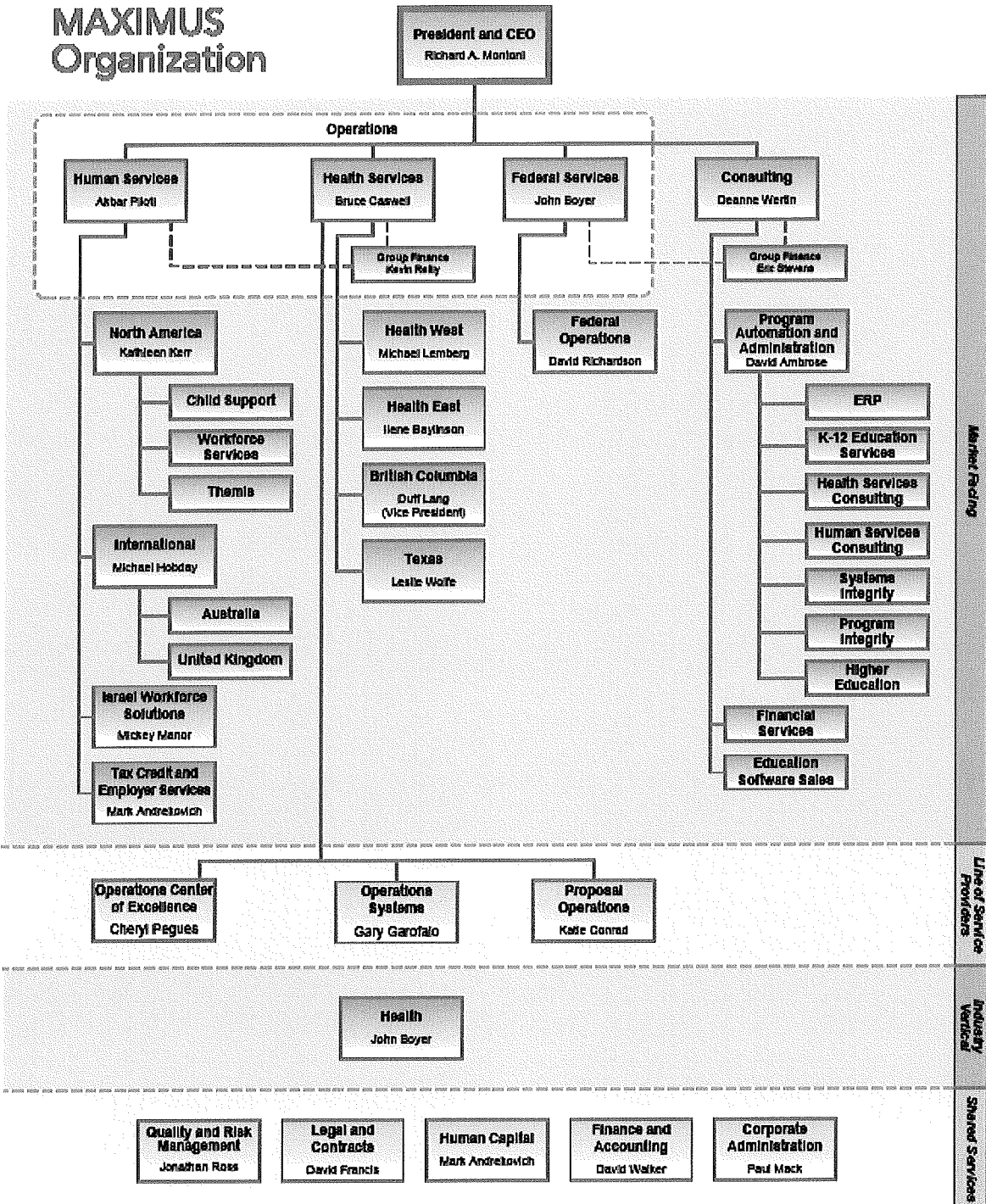
- We are dedicated to providing the highest quality of service to our clients. We first take time to understand the operations and needs of our clients, and then we develop solutions to help resolve those issues.
- We utilize an interactive process that fully involves our client in all aspects of our engagement, resulting in a product that the client understands and accepts as accurate.
- We assign senior project teams to our engagements, using staff members who have many years of consulting and direct managerial experience, who are on-site for the project, and who are directly involved in each step of the work process.
- We seek to build long-term relationships based on mutual trust and respect, so that our clients feel free to seek us out for advice and counsel long after our engagement is complete.

Service Offerings

Our organizational structure provides support for the service offerings provided through our major operating segments.

MAXIMUS provides a diverse set of products and services: ranging from human service program evaluations and quality assurance, to investigations and program compliance, to systems development and implementation, to maintenance and operations of human service programs and systems, to change management and performance analytics, to government program financial consulting for cost plan development, user fees, and rate setting. To support this diversity, MAXIMUS is organized as shown in *Exhibit 1-1: MAXIMUS Corporate Organization*. Within all of our major segments, senior professionals provide the administrative, operational, systems, and programmatic expertise to implement and operate each project.

MAXIMUS Organization



OF-1301 (6.2.2019)

Exhibit 1-1: MAXIMUS Corporate Organization. *Our organizational infrastructure supports the needs of our clients' projects.*



Consulting Services provides a multitude of services designed to help governments improve and manage human service programs.

The MAXIMUS organization aligns with service offerings under our four major business lines. **Consulting** provides program, financial, management, and systems analysis and support services to state and local governments. Drawing heavily on program expertise often gained inside of government, MAXIMUS consultants assist states to design, procure, and implement health and human service programs; comply with Federal and state requirements; provide data analysis and program evaluation; design, procure, prevent and detect fraud and abuse; provide technical assistance and quality assurance services; re-engineer business processes; and implement critical cost containment efforts. This project will be performed by MAXIMUS Consulting Services, Inc., a wholly owned subsidiary of MAXIMUS, Inc. (MAXIMUS). Deanne Wertin is President of MAXIMUS Consulting Services, Inc.

Health Services works extensively with Medicaid, SCHIP, and the Canadian Health System. Our staff helps individuals qualify and obtain healthcare services, educates and enrolls healthcare providers, and provides broad-based information to citizens concerning their healthcare choices.

Human Services provides administrative and operations support services for state and local governments and works extensively with TANF and Child Support programs. Our staff helps those in need find and qualify for employment and works to obtain child support payments on behalf of children.

Federal Services provides operational support and consulting to various Federal agencies. Major clients include the Centers for Medicare and Medicaid Services (CMS) and the Social Security Administration (SSA). Federal Services works closely with the Operations and Consulting Segments to ensure that best practices are captured across the Company.

Our strength lies in our professional staff and our breadth of experience across business lines.

The strength of our corporate infrastructure is in our professional staff and the depth of experience they bring in governmental policy and operations. MAXIMUS uses this breadth of experience across our business lines. As projects require, staff resources are drawn from multiple divisions to provide our clients with the most qualified professionals to meet their needs.

Office Locations

MAXIMUS headquarters are located at 11419 Sunset Hills Road in Reston, Virginia. In addition to our Reston headquarters, our Company maintains more than 200 other corporate and project offices across the United States, England, Australia, Israel, and Canada. *Exhibit 1-2: MAXIMUS Office Locations* shows the location of our office sites throughout the world.

This project will be performed out of our Minnesota office which is located at:

MAXIMUS Consulting Services
7808 CreekrIDGE Circle, Suite 301
Bloomington, MN 55439
952-942-6466

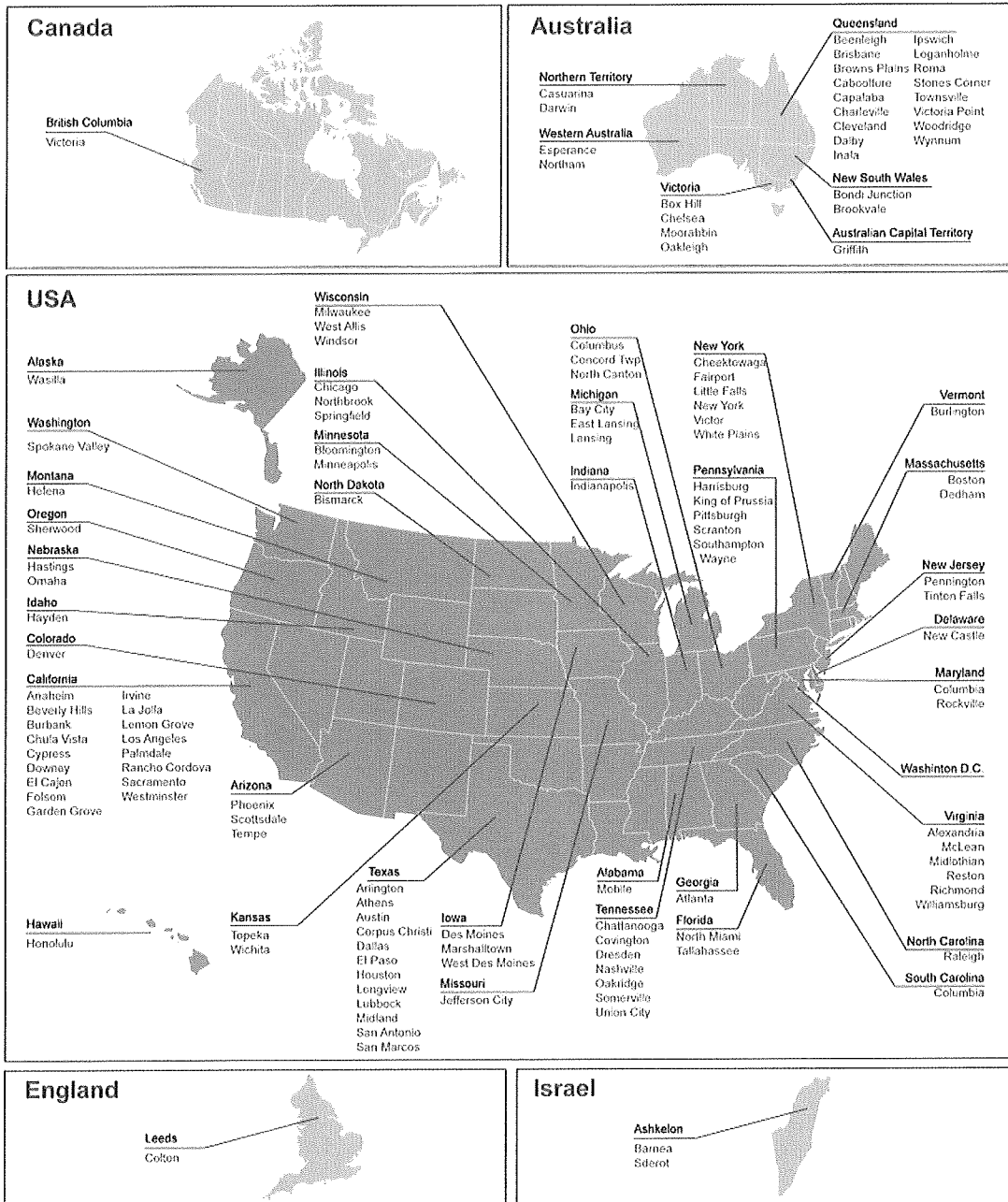


Exhibit 1-2: MAXIMUS Office Locations. MAXIMUS maintains offices throughout the United States.

1.1 FINANCIAL STABILITY

We recognize the importance for the State to contract with a financially secure vendor, because a strong financial base is an essential factor in supporting the success of efforts under this contract. The State has such a partner with MAXIMUS, a financially responsible and stable firm that possesses financial resources sufficient to support the Title IV-D Cost Allocation Plan Project.



MAXIMUS, Inc., the parent company of MAXIMUS Consulting Services, Inc., is a large, publicly held corporation listed on the New York Stock Exchange (stock symbol MMS), the Russell 2000 Index, and S&P 600 Small Cap Index.

MAXIMUS is a financially stable and responsible company. MAXIMUS, Inc. became a publically traded corporation in 1997, listed on the New Stock Exchange (NYSE) under the symbol MMS. As such, we have full public transparency of our finances. MAXIMUS has cash of approximately \$120 million for the quarter ending March 31, 2010, and a total line of credit of \$35 million with approximately \$25 million available. As a result, we bring the financial strength to assure our government partners that we possess the financial resources to succeed with such an important mission as child support services. We have been profitable for more than 33 years, are debt-free, and enjoy a very strong balance sheet.

The State of Minnesota can be assured that in these challenging times, MAXIMUS has the corporate capacity and financial strength to successfully perform this engagement.

As a publicly-traded company, we have full public transparency of our finances; our finances are fully disclosed to the Securities and Exchange Commission. In the current economic environment, MAXIMUS is in the fortunate position of having cash in hand and no debt. Our financial strength provides our government clients the confidence that the project will be sustained and objectives are met.

During these harsh economic times, governments need to seek out companies that have the ability to weather economic uncertainties. Especially now, during the current financial crisis, government agencies must partner with quality vendors who have solid credit ratings and a strong indication of financial solvency. With the credit crunch at such heights, government agencies cannot afford to test an unproven and financially unstable partner. MAXIMUS brings the financial strength to help our government partners feel confident that we can meet our fiduciary responsibilities in a way that many other firms cannot guarantee. *Exhibit 1-4: Key Indicators of Financial Health* presents important benchmarks to assess financial capacity and stability. We invite you to compare us with other firms. The importance of financial strength and strategic liquidity in today's market cannot be overstated.

MAXIMUS Financial Profile

- ♦ Publicly traded
- ♦ Subjected to SOX testing
- ♦ Extensive testing of financial controls to ensure financial reliability
- ♦ Available line of credit should the need arise
- ♦ Ability to raise capital outside of banks

Key Indicators to Assess Financial Strength	
MAXIMUS	
December 31, 2008	
ASSETS	
Cash.....	\$ 61,461,000
Total current assets.....	\$ 246,410,000
Total assets.....	\$ 370,068,000
LIABILITIES AND SHAREHOLDERS' EQUITY	
Total current liabilities.....	\$ 105,123,000
Total liabilities.....	\$ 113,652,000
Total Shareholders Equity ie Net Worth	\$ 256,416,000
Key Business Ratios	
Current Ratio ¹	2.34
Total Liabilities : Net Worth ²	44.3%
<i>Balance Sheet data available based on MAXIMUS 12/31/08 10-Q data</i>	
<p>1. The current ratio is a calculation of current assets to current liabilities. The current ratio is the standard measure of any business' financial health. It will tell you whether your business is able to meet its current obligations by measuring if it has enough assets to cover its liabilities. The standard current ratio, for a healthy business is two, meaning it has twice as many assets as liabilities. MAXIMUS current ratio strongly indicates that we have above industry capacity to meet short-term financial obligations.</p> <p>2. The liability/net worth ratio is an indicator of economic health. This ratio shows the impact of long-term debt, which signals the extent to which liabilities exceed net worth. In this ratio, high percentages indicate more pressure on future cash flows, which is extremely detrimental to the company. MAXIMUS low liability/net worth ratio strongly indicates good economic health.</p>	

MAXIMUS is a financially strong company. Our financial strength and stability will ensure that this project will be completed without the threats of economic risks.

Exhibit 1-4: Key Indicators of Financial Health. *The importance of financial strength and strategic liquidity in today's market cannot be overstated.*

Our strong financial position affords us the viability required to ensure that the objectives of this project are not threatened by the economic risks that could befall less stable contractors, who may depend on lines of equity or venture capital investments. Our corporate leadership is well aware of the importance of maintaining financial stability, especially in light of recent economic fluctuations.

I also want to point out that we've maintained a strong capital position that, in this market, serves us well. Clients are seeking partners with strong balance sheets and financial wherewithal during this economic environment.

--Richard A. Montoni, Chief Executive Officer, President, and Director

Our financial stability provides the State of Minnesota with the secure knowledge that we will be available and able to complete the requirements of this contract.

2. EXPERIENCE AND QUALIFICATIONS

MAXIMUS offers all of the services that the state seeks – cost allocation, revenue maximization and Title IV-D child support enforcement program funding expertise – through one unit of the company. We are organized this way because it allows us to serve exactly the type of need this RFP addresses.

MAXIMUS has been in the business of providing these services for 30 years – far longer than any competitor. We have more staff skilled in these areas than any other consulting firm.

MAXIMUS delivers public sector program consulting, management, and operations to help Federal, state, and local government operate more efficiently and effectively. The demands on a professional services firm change daily. Staffing changes are not always predictably. A larger firm has the depth of resources to complete large projects. MAXIMUS is larger than any other firm that may claim qualifications to serve you.

Our stock is listed on the New York Stock Exchange. We have the size, experience and ability to take on a significant challenge like this. Why should this be important to the State of Minnesota? A firm that is fiscally strong is better able to carry itself through waiting periods where data may not be available or may need to be developed, ensuring that you have continuity from your provider. A small firm can weather this process if everything goes right. MAXIMUS has an edge over its competition in surviving delays.

MAXIMUS has delivered high quality services in cooperation with our government and community partners for more than 35 years. We have a long history of helping states and local government agencies to claim child support expenditures under Title IV-D. In, addition, to our IV-D claiming support services, we operate child support services across the United States. We will bring new energy and a new focus to Minnesota's child support services program.

No other company has more experience preparing IV-D claims than MAXIMUS.

No one knows child claiming processes and procedures like MAXIMUS. We assist over 90 counties in Ohio, Michigan and Indiana in preparing IV-D claims. We have developed our own cost allocation software MAXCARS+[®] which is the only web enabled software available in the market today. We have more than 150 consultants working full time in this niche area alone. We have served many courts and human services agencies in many other states in this capacity, winning contracts and renewals in competitive bidding environment, even when we have not been the least expensive vendor.

Our national experience gives us a better look at emerging trends and opportunities and in precedents that federal negotiators create in the approval of cost allocation plans. This serves the State's twin goals of maximizing revenue while minimizing staff efforts.

MAXIMUS creates simple solutions for complex problems.

2.1 MINNESOTA EXPERIENCE

One example of services that we have provided, similar to the services that the State is requesting, is our University of Minnesota project. MAXIMUS was approached by the University of Minnesota because of our expertise in the area of claiming for services under the Department of Agriculture's Food and Nutrition Program (FNP). The University of Minnesota coordinates a number of programs throughout the state, mostly through local Cooperative Extension Offices. The Food and Nutrition Program allows for the reimbursement of personnel, fringe benefits and overhead costs, if properly identified in an A-87 compliant cost allocation plan. MAXIMUS designed the cost allocation methodology to claim the state and local indirect costs. The methodology that we designed is A-87 compliant and has passed through several audits at the Federal level. The methodology included examining local operations including personnel cost and other director operating expenditures to determine the appropriate method of identifying overhead cost pools and properly allocating those costs to each of the benefiting programs, including FNP. The end result is a comprehensive, statewide, indirect cost allocation plan that identifies the appropriate amount to be claimed through the A-87 cost allocation plan. (Please see attached sample document). The steps that we complete are as follows:

1. Capture local program costs and identify those that are direct program costs and those that are local overhead costs.
2. Gather appropriate statistics at the local level to allocate overhead to benefiting programs.
3. Compile the results into a comprehensive, statewide, A-87 cost allocation plan

MAXIMUS has been completing the statewide, indirect cost allocation plan for the University of Minnesota for the past five years. We have listed the University of Minnesota as one of our references under *Section 7: References* of this proposal.

The University of Minnesota FNP project described above is just one example of where we have taken our cost allocation expertise, our detailed knowledge of OMB A-87, and our experience with state and federal cost plan auditors to design and implement a cost plan methodology without designing a time study that can easily be executed year after year. MAXIMUS completes studies for Michigan State University, Ohio State University, Purdue University, Auburn University, Mississippi State University and the University of Wisconsin on an annual basis.

MAXIMUS combines expertise in Title IV-D funding structures and operating child support programs.

2.2 TITLE IV-D CLAIMING EXPERIENCE

In the Title IV-D child support enforcement environment, MAXIMUS has provided a variety of services to assist states in helping children, families and child support agencies. Our range of work in the child support area has included business process reviews, business reengineering, revenue maximization efforts, budgeting, claiming, development of state, county, court and agency cost allocation plans, system planning, project implementation, and quality assurance monitoring.

An example of where MAXIMUS has blended our federal claiming expertise with our Title IV-D child support enforcement expertise is with our Wayne County Michigan (Detroit) Third Judicial Circuit Court departmental IV-D



Billing project. The Wayne County child support enforcement program is a division of the Courts. MAXIMUS was approached by the Courts in 2000 because of our expertise in designing federal claiming plan methodologies and our expertise in the Title IV-D child support program, specifically the complex funding arm of the federal program. Funding of the Courts had been under strict scrutiny of the State and they needed a defensible methodology for identifying and allocating court time and costs to the Title IV-D program. It was a forgone conclusion that the State was going to closely securitize any IV-D claiming methodology created for the Courts. MAXIMUS accepted the challenge and ultimately created a claiming methodology that was implemented in 2001 and has been used every year since. Every year the State has reviewed the IV-D claims prepared by MAXIMUS on behalf of the courts. Every year MAXIMUS has supported the Courts by responding to audit questions concerning the IV-D claims and defending the claims. MAXIMUS has always been able to successfully negotiate a favorable result for the Courts.

2.3 CHILD SUPPORT ENFORCEMENT EXPERIENCE

MAXIMUS has been a key contributor to the evolution of child support programs in this country. Our clients benefit from a provider with experience operating full-service child support offices since 1991, providing us with a comprehensive understanding of child support. No other firm can match our qualifications – we have extensive experience both in developing IV-D claiming methodologies and in managing child support programs. So we have a unique perspective – in designing IV-D claiming methodologies because we have performed the activities that have to be captured in the methodology. So we have the practical real world experience needed to make sure that staff time and activities are captured and included in the IV-D claims methodology.

Exhibit 2.3.1: Full-Service and Specialized Child Support Projects lists some of our current child support project experience to demonstrate the breadth and depth of our work in the child support enforcement program.

Project	Type of Work Experience	Caseload Size	Dates of Service
30 th Judicial District Child Support Project, Memphis, TN	<u>Full Service</u> Full Range of Child Support Enforcement Services	130,000	Mar 2009 – Jun 2014
11 th Judicial District Child Support Project, Chattanooga, TN	<u>Full Service</u> Full Range of Child Support Enforcement Services	24,000	Jan 2001 – Dec 2010
7 th Judicial District Child Support Project, Oak Ridge, TN	<u>Full Service</u> Full Range of Child Support Enforcement Services	5,700	Jul 1992 – Jun 2010
British Columbia Family Maintenance Enforcement Program Project, Canada	<u>Full Service</u> Full Range of Child Support Enforcement Services	46,000	Jun 1988 – Mar 2011
Illinois Modification and Employer Related Services Project Chicago, IL	<u>Specialized Service</u> Review and adjustment, court order entry, and quality control of legal action referrals for Cook County. Statewide services include National Medical Support Notice, income withholding, and new hire reporting compliance and follow-	500,000	Jul 2006 – Jun 2014



	up, Unemployment Insurance Benefit intercept offsets, Title IV-A interface corrections and related customer service.		
Texas ERMV/AIWF Project San Marcos, TX	<u>Specialized Service</u> Comprehensive data verification, data entry, and data maintenance of information entered and stored in the Office of the Attorney General's Employer Repository database, and follow-up/tracking services for Administrative Income Withholding notices sent to Employers.	430,000 Employers	May 2006 – Dec 2010
Tennessee New Hire Reporting and Employer Maintenance Project Nashville, TN	<u>Specialized Service</u> New Hire Reporting and Employer Maintenance services statewide that include processing new hire records received from Employers, operating a Customer Service Unit, updating and maintaining Employer information, and implementing an ongoing outreach program.	2,000,000 per year	Oct 2000 – Dec 2014
Missouri Child Support Enforcement Services Jefferson City, MO	<u>Specialized Service</u> Enforcement and Collection Services for Temporary Assistance for Needy Families (TANF) arrears cases	10,200	Apr 2004 – Feb 2010

Exhibit 2.3.1: Full Service and Specialized Child Support Projects (continued). MAXIMUS provides the experience gained from current and former child support projects, giving Minnesota confidence in our commitment and level of expertise.

3. MAXIMUS UNDERSTANDING OF THE PROJECT

*Your goal is our goal:
 Establishing a fully
 compliant IV-D claiming
 methodology that
 minimizes the amount of
 State staff effort needed
 to calculate and claim the
 reimbursements.*

The State is seeking proposals from qualified and experienced vendors that will assist the State with the creation and approval of a claiming methodology that will be utilized by the State to identify all eligible costs that are federally reimbursable pursuant to Title IV-D of the Social Security Act. It is the desire of the State that the final claims methodology will identify the full amount of allowable federal reimbursements, while minimizing the amount of effort required by State staff to calculate and claim the reimbursement.

The primary goal of the State through this procurement is to select a vendor who will work with the State to provide a streamlined method for claiming direct personnel costs as well as direct operating costs.

The secondary goal of the State through this procurement is to identify a methodology for calculating and claiming the appropriate amount of federally allowable direct and indirect costs incurred at the district and state level. An additional goal of the State is to have the selected vendor review the current cost allocation methodology being used by the State to identify costs from a central state budget that is used for expenditures related to the expedited child support process. The State wants to ensure that all allowable costs are being identified and claimed for federal reimbursement. We understand that the current process is cumbersome and time consuming and the State assumes that a lot of legitimate costs that should be claimed are missed. We will develop a methodology that is easy to administer and captures all costs that are appropriate to claim to IV-D.

The State requires a final report that will include a Title IV-D claims methodology that can be implemented by the State and operated by it on an annual basis. The

report will detail the analysis and research used to develop the IV-D claiming methodology. MAXIMUS understands the State's desire to have a claims methodology that will identify all allowable Title IV-D federal reimbursable expenditures while using a minimal amount of staff effort to document the claims. MAXIMUS will work with the State to identify the cost/benefit of alternative claims methodologies that will balance the amount of effort needed to document a Title IV-D claim with the level of recoveries that the State should expect to receive.

MAXIMUS recognizes that the final product is a IV-D claims methodology that will become part of a cooperative agreement between the Judicial Branch and the Minnesota Department of Human Services. MAXIMUS understands that it is a standard procedure that the cost allocation plans be submitted to the Regional office of the U.S. Department of Health and Human Services, Administration for Child and Families (ACF) and the Division of Cost Allocation. It is not uncommon that ACF may question allocation methodologies, and MAXIMUS stands ready to assist the State with any response that may be required.

4. PROPOSED SERVICES

4.1 SERVICE REQUIREMENTS

Our approach includes:

- adherence to basic federal cost and IV-D claiming principles;
- involvement of Departmental stakeholders;

The following work approach and plan have been developed based upon the RFP document and subsequent answers to questions presented by the State; however, we recognize and acknowledge that the work plan needs to be flexible to allow changes in the schedule as necessary to accommodate schedule and workload changes for the State Court Administrator's Office. We understand that the Department will negotiate the final work plan and schedule with the selected Bidder.

4.2 GENERAL APPROACH

In completing any project to develop a child support claiming methodology, MAXIMUS adheres to the basic federal principles identified in Title IV-D of the Social Security Act and OMB Circular A-87, so that all legitimate direct and indirect costs are captured and claimed. In general, the concepts that guide claiming both direct and indirect costs under IV-D include:

- Costs must be necessary and reasonable for proper and efficient performance of the IV-D program
- Costs must be allocable to IV-D under the provisions of OMB A-87, which includes being in accordance with the relative benefits received
- Costs must be authorized, or at least not prohibited, under Federal, State, and local laws
- Costs must conform to any limitations or exclusions in law, regulations, cost principals, or grant terms and conditions
- Costs must be treated consistently and not deviate from established governmental practice
- Costs must be in accordance with GAAP
- Cost must not be included as a cost or match for another grant (unless specifically allowed by Federal law or regulation)
- Costs must be net of applicable credits
- Costs must be adequately documented

We attempt to include all appropriate stakeholders at the beginning of our analytical process and to ensure that they have a reasonable level of input during this process. In this way, we hope to avoid overlooking important information or focusing on the wrong problems. In addition, involving the appropriate stakeholders during the analysis ensures better understanding of our work products and allows us all to spend less time writing and rewriting findings and recommendations.

Finally, because of our inclusive approach and the involvement of Departmental stakeholders, as well as a conscious effort to develop useable template and checklists, we support the Department's intention to use internal staff to calculate

the federally allowable reimbursement costs using the cost allocation methodologies identified in the plan for future federal reimbursement claims.

4.3 ALLOCATION METHODS & OPTIONS

A-87 allows for reasonable methods of allocating costs. On one end of the spectrum is 100% time reporting. MAXIMUS has worked with agencies that prefer to do 100% time reporting. In North Carolina and in Michigan, we work with IV-D Agencies that do keep track of all time and effort and report it back through a timesheet (Michigan) or software system (North Carolina). We have worked with states that utilize Random Moment Sampling Systems to allocate their costs (OH, WI).

Minnesota State Courts has a unique situation. Staff are very decentralized and a method of claiming staff time needs to be allowable, supportable and easy to work with. The costs must be documented to be incorporated into a cooperative agreement with Child Support and accepted by Region V DCA. We believe that we can propose an approach that will be cost effective, meet A-87 requirements, be simple to implement and be accepted by all parties. The approach would be to compile salaries, fringe benefits and other costs throughout the State into a single document. Once we have the costs compiled by locality or region, we will need to assign those costs to functions, primarily IV-D and Non-IV-D. We will then need to disallow non IV-D activities. We will do this through the use of case statistics rather than a timestudy. Case statistics could be used in every locality, but applied against local costs and then compile the costs statewide.

MAXIMUS has used this approach quite successfully in OH IV-D claiming and with Cooperative Extension Agencies, including the State of Minnesota for the Food and Nutrition Program. This approach has been successfully negotiated with USDA for the Food and Nutrition Program.

4.4 SCOPE OF WORK TO BE PERFORMED

Task 1: Project initiation. At the outset of the project, MAXIMUS consultants will meet with the State representatives in order to confirm our objectives, plans and schedules for the project. As appropriate, any refinements in our approach as presented in this proposal will be identified and incorporated into our plans.

Task 2: Document the current claiming methodology. As described in the RFP there is not a uniform manner for claiming IV-D across the State. We will review prior year Title IV-D claims of the State to assess to what degree all allowable costs, both direct and indirect costs are being included and that the claimed costs conform to all federal requirements. We will review all relevant prior audits and federal negotiation agreements to determine any changes that have been agreed to and to correct any deficiencies that may have been identified. During this phase particular attention will be devoted to determining if all allowable statewide costs and departmental administrative costs are being identified and claimed. We will be looking at the current methodologies that are being used to identify and claim federally reimbursable IV-D costs.

- Task 3:** Review organizational charts. We will meet with knowledgeable Departmental staff to ensure that all recent organizational changes have been entered onto current organizational charts.
- Task 4:** Determine the appropriate financial reports to be used. MAXIMUS will meet with Departmental staff to review the various financial reports which can be used for the development of a cost allocation plan. It will be necessary to select reports that will provide the detail necessary to identify costs associated with all central service or indirect cost pools allocated in the cost plan. Depending on the accounting structure it will also be necessary to select reports that roll-up financial data or report data by appropriation, by organization code, or by program code, processed at the appropriate accounting level. The decision on financial reports must be made early in the project. MAXIMUS consultants will review the accounting structure and work with State officials on selecting the most appropriate reporting format.
- Task 5:** Conduct appropriate interviews. Personnel from each allocated cost pool will be interviewed to assure a full understanding of the functional responsibilities of each program and to determine appropriate allocation bases. MAXIMUS consultants will review each indirect cost pool to assure the federal allowability of the cost pool as well as the appropriateness and availability of the selected allocation bases.
- Task 6:** Determine Allocation bases. This task is critical. We are looking at statistics that help us measure staff effort on IV-D and Non-IVD cases. In addition, we will need to identify activities for IV-D cases that are not allowable. This includes supervised visitation and other activities. We will need to disallow those activities.
- Task 7:** Propose a Method of Allocating Staff Time. Once we have identified financial reports and organizational units, we will propose a structure and open a dialog with interested parties, including Region V. If we can't get approval of using case statistics and other available data, we will need to step back and look at other acceptable methods of identifying time.
- Task 8:** Cost plan preparation based on actual costs for year ended June 30, 2010. (could be done based on 2009, if 2010 is not ready.) The cost allocation plan will serve as the documentation for the indirect costs included in the indirect cost rate proposal. MAXIMUS consultants will design the cost allocation schedules, develop the allocation statistics and perform data entry into cost allocation spreadsheets. As discussed further in this proposal, MAXIMUS utilizes proprietary cost allocation software which allows the State to identify the correct level of federal recoveries through a multiple step-down methodology. This methodology provides for each central service cost pool to allocate costs to each other, more accurately identifying the full cost of providing each central service and the indirect costs associated with each grantee program. Our cost allocation software, MaxCars[®], is a web enable software suite that is available through licensing agreements with MAXIMUS and will allow the State staff to easily update the

annual cost allocation plan with current annual expenditure data and allocation statistics.

Task 9: Submit drafts for review and revisions. Before finalizing the cost plan and rate proposal, MAXIMUS will submit drafts of all documents to the State officials for review and comment. As necessary, the plan and rate proposal will be revised to reflect any agreed upon changes.

Task 10: Federal submission. Upon approval of the Court, MAXIMUS will bind and submit the cost plan and rate proposal to the appropriate parties for approval. The submission will include the indirect cost allocation plan, the indirect cost rate proposal and the support documentation, including:

- Copies of the financial reports used for the plan
- A schedule reconciling costs allocated in the plan to the financial reports
- A certification letter, as presented in OMB Circular A-87, signed by the appropriate State official

Task 11: Federal negotiations. MAXIMUS will provide initial negotiations for the cost plan on behalf of the State. MAXIMUS has successfully prepared and negotiated thousands of cost allocation plans with federal officials. As such, federal cost negotiators are familiar with our plans. Based upon our experience, negotiation and approval of the documentation can take anywhere from several weeks to several months. MAXIMUS will make every attempt to expedite the process, but we must advise the State that the process can in some instances take up to a year. In any case, we are committed to securing the fairest possible negotiation agreement within the procedures set forth in OMB Circular A-87. Any issues arising requiring further negotiations MAXIMUS will be available to assist the State at our standard hourly rates.

Task 12: Training for staff. MAXIMUS will provide training in order for State staff to be able to annually update the statistical data and input the current cost data. In most cases the cost allocation plan will identify how to obtain the statistical data and cost data needed to calculate the indirect costs claimed.

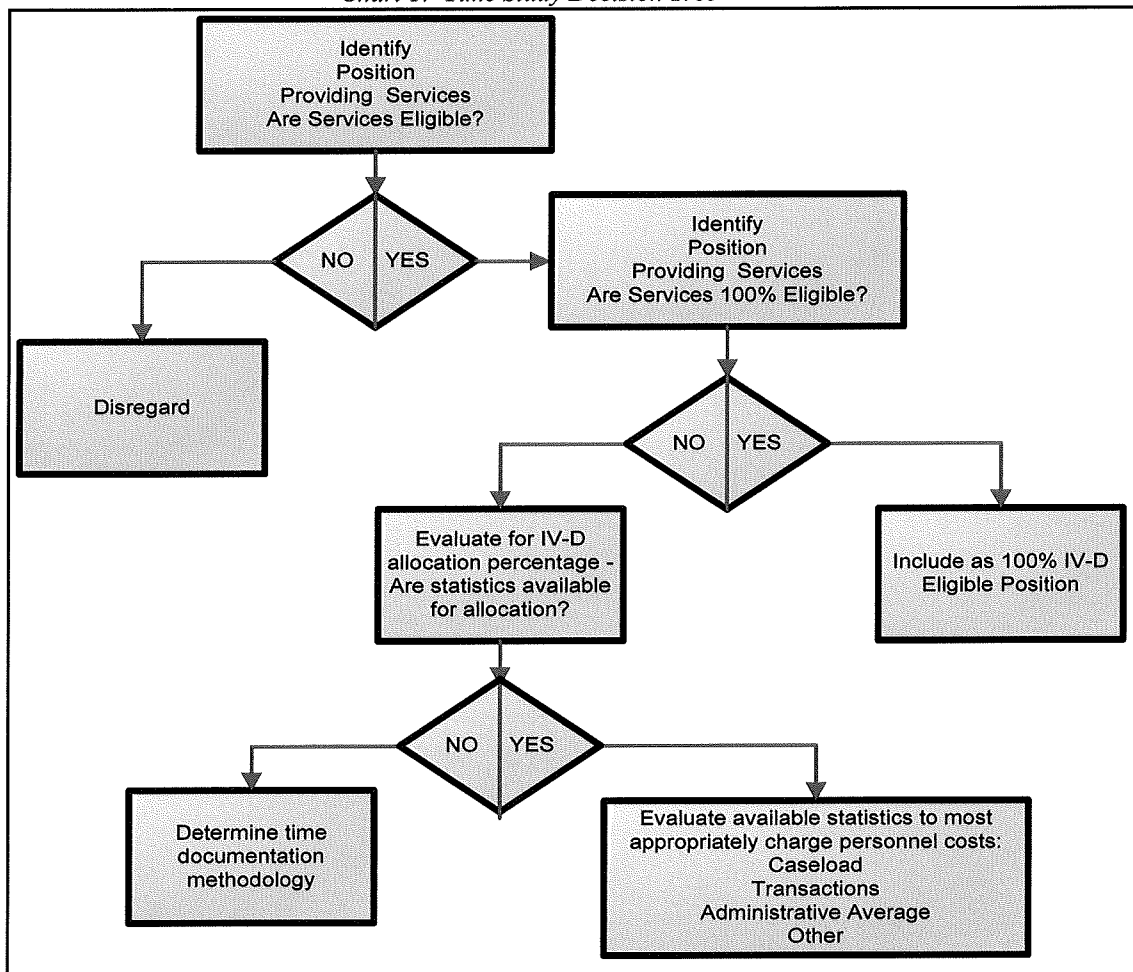
MAXIMUS estimates that the development of the cost plan methodology and the preparation and submission of the initial cost allocation plan will require four to six months to complete. There are many factors which will impact the time required to deliver the initial cost allocation plan. These factors include: data availability, State staff availability and support, local office staff availability and support, the necessity to implement a time reporting system, the level of automation to obtain financial and statistical data, and the complexity of the cost plan methodology.

Time Documentation Analysis

As described in Task 6 above, time documentation is a critical component to properly identifying and claiming the total eligible costs under the Title IV-D

program. Personnel costs and Title IV-D percentage of staff time can determine the rate of reimbursement of other costs including direct operating and in-coming indirect costs. MAXIMUS will review the organization structure, the work flow processes, and ancillary services to determine the number and identity of individuals involved in the delivery of child support enforcement services both direct and indirect. Once identified each position will be evaluated through the following decision chart below:

Chart 1: Time Study Decision Tree



Once the position is determined to be performing less than 100% IV-D eligible activities, and there is no statistical basis for the allocation to the program, time study alternatives will be assessed. MAXIMUS recognizes the State's desire to minimize the disruptive nature of traditional time studies. While at the same time A-87 states:

“The Circular requires that such reports (time studies) must reflect the activity of each employee. If activities or programs worked on vary consistently throughout the work day, then they must be completed as each event begins and ends.” (Circular A-87, Part 3, Attachment B- Selected Items of Cost Section 3-24, Page 3-16).

To this end MAXIMUS has developed and received approval for several time accounting systems. MAXIMUS has implemented several alternatives and has received the least objection from staff for any system that minimizes the administrative time required to calculate the actual eligible time.

5. STAFFING AND RESUMES

MAXIMUS will assemble an experienced team of professional consultants to assist the State in this important engagement. Our team of consultants has over 60 years combined experience in working with both the Title IV-D program, the preparation of cost allocation plans at state and local levels and with the OMB Circular A-87. The Project Director that we will be assigning to this project has personally provided technical assistance to several states and over one hundred local child support offices in the last twenty-eight years. Other project team members have personally developed dozens of Minnesota County cost allocation plans and are familiar with the history surrounding the State assuming responsibility of the Child Support Program. The key members of our project team will be organized as follows:

Project Director: Ms. Diane Blaschko is a Vice President in charge of the North Central Services including the states of Minnesota, Iowa, Wisconsin, North Dakota and Nebraska and will serve as Project Manager. She is located in Bloomington, MN. She has worked with Human Services and costing issues for nearly 23 years. She has designed financial reporting, timekeeping systems and cost allocation systems for over 200 Human Service Agencies in OH, NC and WI. She specializes in financial reporting for local and state Human Service Agencies. During her professional career, she has been responsible for preparing or overseeing more than 500 cost plans. She holds a Bachelor's Degree from the College of St. Benedict majoring in political science and business. She also has a Master's Degree from The Ohio State University in political science. She is a Project Management Professional (PMP).

Qualifications

Technical Consultant: Mr. John Glennon has more than 30 years of experience in finance/accounting, including reviewing and approving Statewide Cost Allocation Plans, Public Assistance Cost Allocation Plans, and indirect cost rate proposals for the U.S. Department of Health and Human Services (HHS), Division of Cost Allocation (DCA). His areas of project experience include the following:

- Review and approval of cost allocation plans and indirect cost rate proposals with state governments and non-profit organizations
- Review and approval of statewide cost allocation plans, public assistance cost allocation plans, indirect cost rate proposals, and billed services reports
- Provide technical assistance to state governments regarding OMB Circular A-87.

Consultant: Ms. Britney Ahlmann is a Consultant in the Minnesota Office. She has been with MAXIMUS for over two years. She specializes in indirect cost allocation plans. She has been our lead consultant on the University of Minnesota and University of Wisconsin comprehensive, statewide allocation and compilation of indirect cost plans. She holds a Bachelor's Degree from the University of Minnesota, Carlson School of Management.

All of these individuals have extensive experience in preparing cost allocation plans, indirect cost rate proposal and Title IV-D rules and regulations. Resumes for the key consulting team are included at the end of this proposal under *Attachment B: Resumes*.

6. COMPENSATION

MAXIMUS proposes to perform the services outlined in the preceding document at a fixed fee not-to-exceed **Seventy Five Thousand Dollars**. This fee is all inclusive covering all expenses and incidentals. Our fee assumes that we can gain approval of the methodology presented in this work plan. This approval will be sought early in the process. If we have to go to an alternative method, it will change our work plan and we will work with the client. We believe that we can obtain approval for the methodology as presented. We look forward to discussing this with you in more details.

MAXMUS agrees to the “Terms of Payment” as stated in the proposed contract. MAXIMUS will invoice the State based on a work plan

- Acceptance of the methodology and work plan (\$15,000),
- Draft compilation of costs (\$30,000)
- Final Compilation of Costs (\$15,000)
- Final Delivery and Acceptance (\$15,000)

Negotiations of the final plan with the federal negotiators can be lengthy depending on their availability. However, we believe that because of the unique issues related to the development of this plan MAXIMUS will be in frequent discussions through the State with the federal negotiators and approvals should not present any significant delays.

7. REFERENCES

MAXIMUS is pleased to present the following three references to the State of Minnesota.

Our first reference includes a reference from the University of Minnesota that currently uses our services to identify the individual county indirect costs for the Food Nutrition Program (FNP) funded by the U.S. Department of Agriculture. The scope of work set out in this proposal has many similar aspects to the scope included in the University project. The University of Minnesota allocation plan is developed for a central operation with 87 county cost plans incorporated in a single plan to fully identify and recover of the A-87 indirect costs for the University. In addition to the University of Minnesota project we have implemented the same cost plan methodology for Michigan State University, Ohio State University, Purdue University, Auburn University, Mississippi State University and the University of Wisconsin. The contact information for our University of Minnesota reference is as follows:

Ms. Karen Shirer, Associate Dean
Minnesota Extension Services, Family Development
University of Minnesota
266 McNeal Hall
1985 Buford Avenue
St. Paul, Minnesota 55108
612-626-3971
Shire008@umn.edu

Our second reference is from the State of Indiana for whom MAXIMUS prepares quarterly IV-D Claims to the State. The contact information for our client is as follows:

Hendricks County
Cindy Spence, Clerk
One Courthouse Square
51 W. Main Street
Suite 104
Danville, IN 46122
317.745.9388

For our third reference is from the State of Ohio where we have prepared Cooperative Agreements and prepared IV-D claims for nearly 20 years. This includes negotiating the terms and methods of allocating costs between IV-D, Non IV-D and IV-D activities that are not eligible. The contact information for our Greene County reference is as follows:

Greene County
Monica Talkington, Child Support Administrator
541 Ledbetter Rd.
Xenia, OH 45385
937.562.6200

In addition to these specific references MAXIMUS staff currently assists hundreds of county child support offices by providing the following services:

- Title IV-D funding applications
- Title IV-D monthly claims
- Title IV-D time documentation
- Title IV-D inter-agency agreements
- Audit defense
- Indirect cost plans

A complete list of our local child support clients is included at *Attachment C: Title IV-D Child Support Clients*.



8. CONFLICT OF INTEREST STATEMENT AND GENERAL REQUIREMENTS

Conflict of Interest Statement

MAXIMUS is not aware of any conflicts of interest that exist between MAXIMUS and the State of Minnesota, the State Court Administrator's Office, or the Minnesota Department of Human Services.

Certificate of Insurance

MAXIMUS carries worker's compensation coverage as required by Minnesota State laws. A certificate of insurance has been provided under *Attachment D: Insurance Certificate*.

Affirmative Action Certification

Our proposed fee for this project exceeds the \$100,000.00 threshold and as such we have included an executed copy of the Affirmative Action Certification under *Appendix I: Affirmative Action Certification*.

Non-collusion Affirmation

MAXIMUS has reviewed the Affidavit of Non-collusion and have included an executed copy of the document as *Appendix II: Affidavit of Non-collusion*.

Contract Terms

MAXIMUS has reviewed the proposed contract templates contained in Appendix III (contract) and Appendix IV (subcontractor participation agreement) of the RFP. MAXIMUS is not proposing to use a subcontractor for this project and will not be using the subcontractor participation agreement. MAXIMUS would request that the exceptions found in the following table be incorporated into the terms and conditions of the proposed contract:

Proposed Contract Terms and Conditions Exceptions		
RFP Issues Addressed	Section	Comments / Proposed Change
Indemnification	Section X, p.14; Section E, p. 18, Section XVII, p. 23	VENDOR shall defend, indemnify and hold harmless STATE from and against damages, liability and costs (including reasonable attorney fees) directly caused by the negligent actions or willful misconduct of VENDOR, its employees or agents. VENDOR shall not be responsible for any damages or liability resulting, in whole or in part, from the negligence or willful misconduct of the STATE its employees, consultants or agents.
Limitation of Liability	n/a	The STATE agrees that VENDOR total liability to the STATE for any and all damages whatsoever arising out of or in any way related to this Contract from any cause, including but not limited to negligence, errors, omissions, strict liability, breach of contract or breach of warranty shall not, in the aggregate, exceed fees paid to VENDOR. In no event shall VENDOR be liable for special, indirect, incidental, economic, consequential or punitive damages, including but not limited to lost revenue, lost profits, replacement goods, loss of technology rights or



		<p>services, loss of data, or interruption or loss of use of software or any portion thereof regardless of the legal theory under which such damages are sought and even if VENDOR has been advised of the likelihood of such damages, and notwithstanding any failure of essential purpose of any limited remedy.</p> <p>Any claim by STATE against VENDOR relating to this Contract must be made in writing and presented to VENDOR within one (1) year after the date on which VENDOR completes performance of the services specified in this Contract.</p>
Termination for Cause	Section IV (A), p. 13	Should VENDOR materially breach the terms and conditions of this Agreement, STATE may terminate this Agreement upon thirty (30) days prior written notice to VENDOR which notice shall specify the nature of the default and the effective termination date. Upon such notice of termination, VENDOR shall be entitled to the opportunity to cure any such default prior to the effective date of termination. The STATE recognizes and agrees that in some instances thirty (30) days may be insufficient to correct the default and agrees, in its reasonable discretion, that under such circumstances, VENDOR shall provide a corrective action plan to the STATE within ten (10) working days of notification of termination and shall have an additional sixty (60) days to affect the cure identified in such corrective action plan.
Termination for Convenience	Section IV(A), p. 13	STATE may terminate this Agreement for any reason upon sixty (60) days written notice to VENDOR. STATE shall reimburse VENDOR for all reasonable costs incurred by VENDOR due to such early termination.
Data Rights	Section XIII, p. 18	<p>The STATE shall own all technical data and other work product first produced as a Deliverable pursuant to this Agreement ("Work Product") upon payment in full of all applicable fees to VENDOR. In no event shall Work Product be considered a "work for hire" as that term is defined in the Uniform Commercial Code. Notwithstanding anything to the contrary contained herein or in any Statement of Work or other attachment hereto, any and all intellectual property or other proprietary data owned by VENDOR prior to the effective date of this Agreement or developed by VENDOR outside of the scope of this Agreement or in the course of performance of this Agreement but not as a Deliverable ("VENDOR Information") shall remain the exclusive property of VENDOR even if such VENDOR Information is embedded or otherwise incorporated into the Work Product or used to develop the Work Product. The STATE's rights under this section shall not apply to any VENDOR Information or any component thereof regardless of form or media.</p> <p>VENDOR hereby grants STATE a royalty-free, nontransferable license to use the VENDOR Information solely to the extent necessary to operate the Work Product.</p>
Warranty	Section XVII, p. 22	VENDOR specifically disclaims, and STATE waives, any express or implied standards, guarantees or warranties, including but not limited to the implied warranties of merchantability or fitness for a particular purpose, custom or usage, or otherwise as to any goods or services that are the subject of this contract.

APPENDIX – I

Affirmative Action Certification

APPENDIX I

**Affirmative Action Statement
and
Certification of Compliance**

STATE OF MINNESOTA - AFFIRMATIVE ACTION STATEMENT

If your response to the RFP is estimated to exceed \$100,000, you must complete the information requested:

BOX A:

1. Have you employed more than 40 full-time employees within Minnesota on a single working day during the previous 12 months?

YES NO

If your answer is "NO," proceed to BOX B. If your answer is "YES," **your response will be rejected unless your firm or business has a Certificate of Compliance issued by the State of Minnesota, Commissioner of Human Rights, or has submitted an affirmative action plan** to the Commissioner of Human Rights for approval **by the time the responses are due** for any proposal estimated to exceed \$100,000.

2. Please check one of the following statements:

YES, we have a **current** Certificate of Compliance that has been issued by the State of Minnesota, Commissioner of Human Rights. (Include a copy of your certificate with your response.)

NO, we **do not have** a Certificate of Compliance; however, **we submitted an affirmative Action plan** to the Commissioner of Human Rights for approval on _____, . The plan must be approved by the Commissioner of Human Rights before any designation or agreement can be executed.

NO, we **have not submitted** a plan. If your plan is not submitted by the time the responses are due, your response will be rejected.

NOTE: Minnesota designations must have a certificate issued by the Minnesota Department of Human Rights. Affirmative Action plans approved by the federal government, a county, or a municipality must still be reviewed and approved by the Minnesota Department of Human Rights for a certificate to be issued.

BOX B:

1. Have you employed more than 40 full-time employees on a single working day during the previous 12 months in a state in which you have your primary place of business and that primary place of business is outside of the State of Minnesota, but inside the United States?

YES NO

If your answer is "NO," proceed to BOX C. If your answer is "YES," **the state cannot execute a designation with your firm or business unless it is in compliance with the Minnesota Human Rights certification requirements. It is the sole responsibility of the firm or business to apply for and obtain a human rights certification prior to execution of a designation as applicable.** You may achieve compliance with the Human Rights Act by having either a current Certificate of Compliance

issued by the State of Minnesota, Commissioner of Human Rights, or by certifying that you are in compliance with federal Affirmative Action requirements.

2. Please check one of the following statements:

YES, we have a current Certificate of Compliance issued by the Minnesota Department of Human Rights. (Include a copy of your certificate with your response.)

YES, we are in compliance with federal Affirmative Action requirements.

NO, we do not have a current Certificate of Compliance and we cannot certify that we are in compliance with federal Affirmative Action requirements.

BOX C:

1. If your answers to BOX A (Question 1) and Box B (Question 1) were "NO," you are not subject to the Minnesota Human Rights Act certification requirement. Please, however, check one of the following:

NO, we have not employed more than 40 full-time employees within Minnesota on a single working day during the previous 12 months and we have not employed more than 40 full-time employees on a single working day during the previous 12 months in the state in which our primary place of business is located.

We are a business with our primary place of business outside of the United States that has not employed more than 40 full-time employees within Minnesota on a single working day during the previous 12 months.

For further information regarding Minnesota Human Rights requirements, contact the Department of Human Rights, Compliance Services, 190 East 5th Street, Suite 700, St. Paul, MN 55101; Voice: 651.296.5663; Toll Free: 800.657.3704; or TTY: 651.296.1283. For further information regarding federal Affirmative Action requirements, call 800.669.4000 or visit its web site at <http://www.eeoc.gov/>.

By signing this statement, the Proposer certifies that the information provided is accurate.

NAME OF FIRM: MAXIMUS
AUTHORIZED SIGNATURE: Dybleason
TITLE: Vice President
DATE: June 25, 2010

STATE OF MINNESOTA - AFFIRMATIVE ACTION CERTIFICATION OF COMPLIANCE

The Minnesota Human Rights Act (Minn. Stat. § 363.073) divides the designation compliance program into two categories. Both categories apply to any designations for goods or services in excess of \$100,000.

The first category applies to businesses that have had more than 40 full-time employees within Minnesota on a single working day during the previous 12 months. The businesses in this category must have submitted an Affirmative Action plan to the Commissioner of the Department of Human Rights prior to the due date of the response and must have received a Certificate of Compliance prior to the execution of a designation.

The second category applies to businesses that have had more than 40 full-time employees on a single working day in the previous 12 months in the state in which they have their primary place of business. The businesses in this category must have either a current Certificate of Compliance previously issued by the Department of Human Rights or certify to the STATE that they are in compliance with federal Affirmative Action requirements before execution of a designation. For further information, contact the Department of Human Rights, 190 East 5th Street, Suite 700, St. Paul, MN 55101; Voice: 651-296-5663; Toll Free: 800-657-3704; or TTY: 651-296-1283.

Minnesota businesses must have a current Certificate of Compliance or submitted an affirmative action plan by the time proposals are due, or their proposal will be rejected.

The STATE is under no obligation to delay the execution of a designation until a business has completed the Human Rights certification process. It is the sole responsibility of the business to apply for and obtain a Human Rights certificate prior to execution of a designation, as applicable.

APPENDIX – II

Affidavit of Non-Collusion

APPENDIX II

**STATE OF MINNESOTA
AFFIDAVIT OF NONCOLLUSION**

I swear (or affirm) under the penalty of perjury:

1. That I am the Proposer (if the Proposer is an individual), a partner in the company (if the Proposer is a partnership), or an officer or employee of the responding corporation having authority to sign on its behalf (if the Proposer is a corporation);
2. That the attached proposal submitted in response to the IV-D Cost Allocation Plan Request for Proposals has been arrived at by the Proposer independently and has been submitted without collusion with and without any agreement, understanding or planned common course of action with, any other Proposer of materials, supplies, equipment or services described in the Request for Proposal, designed to limit fair and open competition;
3. That the contents of the proposal have not been communicated by the Proposer or its employees or agents to any person not an employee or agent (including a partner) of the Proposer and will not be communicated to any such persons prior to the official opening of the proposals; and
4. That I am fully informed regarding the accuracy of the statements made in this affidavit.

Proposer's Firm Name: MAXIMUS Consulting Services

Authorized Signature: _____

Date: _____

June 25, 2010

ATTACHMENT A

Sample Cooperative Extension Plan Schedules

UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Allocated Costs By Department

Central Service Departments	PROG NEP AITKIN	INDIRECT NEP AITKIN	PROG NEP ANOKA	INDIRECT NEP ANOKA	PROG NEP BECKER	INDIRECT NEP BECKER	PROG NEP BELTRAMI
AITKIN	21,348	2,948	0	0	0	0	0
ANOKA	0	0	91,380	4,182	0	0	0
BECKER	0	0	0	0	49,386	2,698	0
BELTRAMI	0	0	0	0	0	0	11,560
BENTON	0	0	0	0	0	0	0
BIG STONE	0	0	0	0	0	0	0
BLUE EARTH	0	0	0	0	0	0	0
BROWN	0	0	0	0	0	0	0
CARLTON	0	0	0	0	0	0	0
CARVER	0	0	0	0	0	0	0
CASS	0	0	0	0	0	0	0
CHIPPEWA	0	0	0	0	0	0	0
CHISAGO	0	0	0	0	0	0	0
CLAY	0	0	0	0	0	0	0
CLEARWATER	0	0	0	0	0	0	0
COOK	0	0	0	0	0	0	0
COTTONWOOD	0	0	0	0	0	0	0
CROW WING	0	0	0	0	0	0	0
DAKOTA	0	0	0	0	0	0	0
DODGE	0	0	0	0	0	0	0
DOUGLAS	0	0	0	0	0	0	0
FARIBAULT	0	0	0	0	0	0	0
FILLMORE	0	0	0	0	0	0	0
FREEBORN	0	0	0	0	0	0	0
GOODHUE	0	0	0	0	0	0	0
GRANT	0	0	0	0	0	0	0
HENNEPIN	0	0	0	0	0	0	0
HOUSTON	0	0	0	0	0	0	0
HUBBARD	0	0	0	0	0	0	0
ISANTI	0	0	0	0	0	0	0
ITASCA	0	0	0	0	0	0	0
JACKSON	0	0	0	0	0	0	0
KANABEC	0	0	0	0	0	0	0

All Monetary Values Are \$ Dollars
 MAXCars © 2010 MAXIMUS, INC.
 Report Output Prepared By Agency



UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Allocated Costs By Department

Central Service Departments	PROG NEP AITKIN	INDIRECT NEP AITKIN	PROG NEP ANOKA	INDIRECT NEP ANOKA	PROG NEP BECKER	INDIRECT NEP BECKER	PROG NEP BELTRAMI
ROCK	0	0	0	0	0	0	0
ROSEAU	0	0	0	0	0	0	0
SCOTT	0	0	0	0	0	0	0
SHERBURNE	0	0	0	0	0	0	0
SIBLEY	0	0	0	0	0	0	0
ST LOUIS	0	0	0	0	0	0	0
STEARNS	0	0	0	0	0	0	0
STEELE	0	0	0	0	0	0	0
STEVENS	0	0	0	0	0	0	0
SWIFT	0	0	0	0	0	0	0
TODD	0	0	0	0	0	0	0
TRAVERSE	0	0	0	0	0	0	0
WABASHA	0	0	0	0	0	0	0
WADENA	0	0	0	0	0	0	0
WASECA	0	0	0	0	0	0	0
WASHINGTON	0	0	0	0	0	0	0
WATONWAN	0	0	0	0	0	0	0
WILKIN	0	0	0	0	0	0	0
WINONA	0	0	0	0	0	0	0
WRIGHT	0	0	0	0	0	0	0
YELLOW MEDICINE	0	0	0	0	0	0	0
Total Allocated	21,348	2,948	91,380	4,182	49,386	2,698	11,560
Roll Forward	(2,384)	0	3,596	0	15,263	0	(9,095)
Cost With Roll Forward	18,964	2,948	94,976	4,182	64,649	2,698	2,465
Adjustments	0	0	0	0	0	0	0
Proposed Costs	18,964	2,948	94,976	4,182	64,649	2,698	2,465



UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Fixed Costs Proposed

Receiving Departments	Final Costs Fiscal 2008	Fixed Costs Fiscal 2008	Roll Forward Differences	Actual Costs w/ Roll Fwd	Adjustments	Proposed Costs Future Period
PROG NEP WRIGHT	58,997	62,016	(3,019)	55,978	0	55,978
INDIRECT NEP WRIGHT	4,021	4,021	0	4,021	0	4,021
PROG NEP YELLOW MEDICINE	31,571	27,710	3,861	35,432	0	35,432
INDIRECT NEP YELLOW MEDICINE	2,897	2,897	0	2,897	0	2,897
PROG EFNEP ANOKA	29,029	14,238	14,791	43,820	0	43,820
INDIRECT EFNEP ANOKA	1,343	1,343	0	1,343	0	1,343
PROG EFNEP BELTRAMI	2,226	14,478	(12,252)	(10,026)	0	(10,026)
INDIRECT EFNEP BELTRAMI	0	0	0	0	0	0
PROG EFNEP CASS	0	0	0	0	0	0
INDIRECT EFNEP CASS	0	0	0	0	0	0
PROG EFNEP CROW WING	16,529	6,805	9,724	26,253	0	26,253
INDIRECT EFNEP CROW WING	2,220	2,220	0	2,220	0	2,220
PROG EFNEP DAKOTA	44,745	39,243	5,502	50,247	0	50,247
INDIRECT EFNEP DAKOTA	628	628	0	628	0	628
PROG EFNEP FREEBORN	10,075	9,906	169	10,244	0	10,244
INDIRECT EFNEP FREEBORN	981	981	0	981	0	981
PROG EFNEP HENNEPIN	51,600	54,288	(2,688)	48,912	0	48,912
INDIRECT EFNEP HENNEPIN	0	0	0	0	0	0
PROG EFNEP HUBBARD	0	8,008	(8,008)	(8,008)	0	(8,008)
INDIRECT EFNEP HUBBARD	0	0	0	0	0	0
PROG EFNEP ITASCA	28,964	0	0	28,964	0	28,964
INDIRECT EFNEP ITASCA	1,366	0	0	1,366	0	1,366
PROG EFNEP LAKE	34,360	43,186	(8,826)	25,534	0	25,534
INDIRECT EFNEP LAKE	1,008	1,008	0	1,008	0	1,008
PROG EFNEP LAKE OF THE WOODS	11,995	0	0	11,995	0	11,995
INDIRECT EFNEP LAKE OF THE WOODS	925	0	0	925	0	925
PROG EFNEP MAHNOVEN	22,583	7,758	14,825	37,408	0	37,408
INDIRECT EFNEP MAHNOVEN	3,097	3,097	0	3,097	0	3,097
PROG EFNEP NOBLES	1,313	1,733	(420)	893	0	893
INDIRECT EFNEP NOBLES	137	137	0	137	0	137
PROG EFNEP RAMSEY	33,648	32,170	1,478	35,126	0	35,126
INDIRECT EFNEP RAMSEY	2,354	2,354	0	2,354	0	2,354
PROG EFNEP ST LOUIS	74,528	72,160	2,368	76,896	0	76,896
INDIRECT EFNEP ST LOUIS	6,241	6,241	0	6,241	0	6,241

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**UNIVERSITY OF MINNESOTA EXTENSION
 SNAP-Ed SHARED COST MATCH**

Based on Fiscal Year 2008

Fixed Costs Proposed

Receiving Departments	Final Costs Fiscal 2008	Fixed Costs Fiscal 2008	Roll Forward Differences	Actual Costs w/ Roll Fwd	Adjustments	Proposed Costs Future Period
PROG OTHER	5,101,456	0	0	5,101,456	0	5,101,456
SubTotal	8,748,204	3,286,678	282,698	9,030,902	0	9,030,902
Direct Billed	0					0
Unallocated	8,329,313					8,329,313
Total	17,077,517					17,360,215



UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Schedule .2 - Costs To Be Allocated
For Department

	1st Allocation	2nd Allocation	Sub-Total	Total
Expenditures Per Financial Statement:				
INDIRECT-BLDG USE	151,781			151,781
INDIRECT-UNALL INS PROP CAS	(5,799)			
INDIRECT-BLD OPERTN	(692)			
INDIRECT-BLD OPERTN	(7,645)			
Total Deductions:	(14,136)			(14,136)
Total Allocated Additions:		22,405	22,405	22,405
INDIRECT-BLDG USE	5,799			
INDIRECT-UNALL INS WC	160			
INDIRECT-UNALL INS PROP CAS	692			
INDIR-OTHER AMC DUES	26			
INDIR-OTHER MEM/DUES	2			
INDIR-OTHER FLEX PLAN ADMIN	11			
INDIR-OTHER HLT BEN ADM	77			
INDIR-OTHER STATE AUDIT	659			
INDIR-OTHER PERSONNEL	0			
INDIR-OTHER SPEC ACCT	0			
INDIRECT-BLD OPERTN	7,645			
INDIRECT-CO ADMINIS	3,430			
INDIRECT-CO AUDITOR	2,346			
INDIRECT-TREASURER	512			
\$13 Standard Space Cost	24,440			
Total Departmental Cost Adjustments:	45,799			45,799
Total To Be Allocated:	183,444	22,405	205,849	205,849



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UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
Based on Fiscal Year 2008
Schedule .3 - Costs Allocated By Activity
For Department

	Total	General & Admin	O/H OPERATING	O/H SPACE	SUPPORT STAFF
Wages & Benefits					
SALARIES & WAGES	48,434	0	0	0	47,684
FRINGE BENEFITS	5,633	0	0	0	5,546
Other Expense & Cost					
CONTRACTED SVCS - U OF MN	82,850	0	0	0	0
6203 TELEPHONE	447	0	447	0	0
6205 POSTAGE	3,139	0	3,139	0	0
6233 PHOTOCOPY	2,975	0	2,975	0	0
6267 SAFETY DAY CAMP EXP	0	0	0	0	0
6285 TRAINING	0	0	0	0	0
6303 REPAIR MACH/EQUIP	0	0	0	0	0
6331 TRAVEL	315	0	0	0	0
6333 PER DIEM	560	0	0	0	0
6419 GEN SUPPLIES	5,670	0	5,670	0	0
6623 OFF EQUIPMENT	1,758	0	1,758	0	0
6419 PUBLICATION	0	0	0	0	0
Departmental Totals	151,781	0	13,989	0	53,230
Total Expenditures					
Deductions					
Total Deductions	(14,136)	(14,136)	0	0	0
Cost Adjustments					
*INDIRECT-BLDG USE	5,799	5,799	0	0	0
INDIRECT-UNALL INS WC	160	0	0	0	0
*INDIRECT-UNALL INS PROP CAS	692	692	0	0	0
INDIR-OTHER AMC DUES	26	0	0	0	0
INDIR-OTHER MEM/DUES	2	0	0	0	0
INDIR-OTHER FLEX PLAN ADMIN	11	0	0	0	0
INDIR-OTHER HLT BEN ADM	77	0	0	0	0
INDIR-OTHER STATE AUDIT	659	0	0	0	0
INDIR-OTHER PERSONNEL	0	0	0	0	0
INDIR-OTHER SPEC ACCT	0	0	0	0	0
*INDIRECT-BLD OPERTN	7,645	7,645	0	0	0
INDIRECT-CO ADMINIS	3,430	0	0	0	0
INDIRECT-CO AUDITOR	2,346	0	0	0	0
INDIRECT-TREASURER	512	0	0	0	0

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UNIVERSITY OF MINNESOTA EXTENSION
 SNAP-Ed SHARED COST MATCH

Based on Fiscal Year 2008
 Schedule .3 - Costs Allocated By Activity
 For Department

	Total	General & Admin	O/H OPERATING	O/H SPACE	SUPPORT STAFF
\$13 Standard Space Cost	24,440	0	0	24,440	0
Functional Cost					
Allocation Step 1	183,444	0	13,989	24,440	53,230
Unallocated Costs					
1st Allocation	(84,590)	0	0	0	0
Allocation Step 2	98,854	0	13,989	24,440	53,230
Inbound- -					
2nd Allocation	22,405	0	0	0	22,405
Total For 0049	22,405	0	0	0	22,405
Total Allocated	121,259	0	13,989	24,440	75,635



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**UNIVERSITY OF MINNESOTA EXTENSION
 SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
 Schedule .3 - Costs Allocated By Activity
 For Department**

	INDIRECT-ADMIN	DIRECT PROG \$
Wages & Benefits		
SALARIES & WAGES	0	750
FRINGE BENEFITS	0	87
Other Expense & Cost		
CONTRACTED SVCS - U OF MN	0	82,850
6203 TELEPHONE	0	0
6205 POSTAGE	0	0
6233 PHOTOCOPY	0	0
6267 SAFETY DAY CAMP EXP	0	0
6285 TRAINING	0	0
6303 REPAIR MACH/EQUIP	0	0
6331 TRAVEL	0	315
6333 PER DIEM	0	560
6419 GEN SUPPLIES	0	0
6623 OFF EQUIPMENT	0	0
6419 PUBLICATION	0	0
Departmental Totals	0	84,562
Total Expenditures	0	84,562
Deductions		
Total Deductions	0	0
Cost Adjustments		
*INDIRECT-BLDG USE	0	0
INDIRECT-UNALL INS WC	160	0
*INDIRECT-UNALL INS PROP CAS	0	0
INDIR-OTHER AMC DUES	0	26
INDIR-OTHER MEM/DUES	0	2
INDIR-OTHER FLEX PLAN ADMIN	11	0
INDIR-OTHER HLT BEN ADM	77	0
INDIR-OTHER STATE AUDIT	659	0
INDIR-OTHER PERSONNEL	0	0
INDIR-OTHER SPEC ACCT	0	0
*INDIRECT-BLD OPERTN	0	0
INDIRECT-CO ADMINIS	3,430	0
INDIRECT-CO AUDITOR	2,346	0
INDIRECT-TREASURER	512	0

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UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Schedule .3 - Costs Allocated By Activity
For Department

	INDIRECT-ADMIN	DIRECT PROG \$
\$13 Standard Space Cost	0	0
Functional Cost		
Allocation Step 1	7,195	84,590
Unallocated Costs		
1st Allocation	0	(84,590)
	7,195	0
Allocation Step 2		
Inbound-	0	0
2nd Allocation	0	0
Total For 0049	7,195	0
Total Allocated		

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UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Schedule .4 - Detail Activity Allocations
For Department

Receiving Department	Activity - O/H OPERATING	Allocation Units	Allocation Percentage	Gross Allocation	Direct Billed	Allocation Step1	Allocation Step2	Total Allocation
PROG NEP		1.00	28.5714	3,997		3,997		3,997
PROG OTHER		1.65	47.1429	6,595		6,595		6,595
SubTotal		0.85	24.2857	3,397		3,397		3,397
TOTAL		3.50	100.0000	13,989		13,989		13,989
		3.50	100.0000	13,989		13,989		13,989

Allocation Basis: NUMBER OF FTE'S BY ASSIGNED PROGRAM/ ADMINISTRATIO
 Allocation Source: COUNTY COOPERATIVE EXTENSION DEPARTMENT

**UNIVERSITY OF MINNESOTA EXTENSION
 SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
 Schedule .4 - Detail Activity Allocations
 For Department**

Receiving Department	Activity - O/H SPACE	Allocation Units	Allocation Percentage	Gross Allocation	Direct Billed	Allocation Step1	Allocation Step2	Total Allocation
PROG NEP		1,416.00	75.3192	18,408		18,408		18,408
PROG OTHER		341.60	18.1702	4,441		4,441		4,441
SubTotal		122.40	6.5106	1,591		1,591		1,591
TOTAL		1,880.00	100.0000	24,440		24,440		24,440
		1,880.00	100.0000	24,440		24,440		24,440

Allocation Basis: USABLE SQUARE FOOTAGE ASSIGNED TO FTE/PROGRAM & AD
 Allocation Source: COUNTY COOPERATIVE EXTENSION DEPARTMENT

**UNIVERSITY OF MINNESOTA EXTENSION
 SNAP-Ed SHARED COST MATCH**

**Based on Fiscal Year 2008
 Schedule .4 - Detail Activity Allocations
 For Department**

Receiving Department	Activity - SUPPORT STAFF	Allocation Units	Allocation Percentage	Gross Allocation	Direct Billed	Allocation Step1	Allocation Step2	Total Allocation
PROG NFP		1.65	66.0000	35,132		35,132	14,787	49,919
PROG OTHER		0.85	34.0000	18,098		18,098	7,618	25,716
SubTotal		2.50	100.0000	53,230		53,230	22,405	75,635
TOTAL		2.50	100.0000	53,230		53,230	22,405	75,635

Allocation Basis: NUMBER OF FTE'S BY BENEFITING ASSIGNED PROGRAMS

Allocation Source: COUNTY COOPERATIVE EXTENSION DEPARTMENT



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**UNIVERSITY OF MINNESOTA EXTENSION
 SNAP-Ed SHARED COST MATCH**

**Based on Fiscal Year 2008
 Schedule .4 - Detail Activity Allocations
 For Department**

Receiving Department	Allocation Units	Allocation Percentage	Gross Allocation	Direct Billed	Allocation Step1	Allocation Step2	Total Allocation
Activity - INDIRECT-ADMIN							
INDIRECT NEP	1.65	66.0000	4,749		4,749		4,749
PROG OTHER	0.85	34.0000	2,446		2,446		2,446
SubTotal	2.50	100.0000	7,195		7,195		7,195
TOTAL	2.50	100.0000	7,195		7,195		7,195

Allocation Basis: NUMBER OF FTE'S BY BENEFITING ASSIGNED PROGRAMS

Allocation Source: COUNTY COOPERATIVE EXTENSION DEPARTMENT

UNIVERSITY OF MINNESOTA EXTENSION
SNAP-Ed SHARED COST MATCH
 Based on Fiscal Year 2008
Schedule .5 - Allocation Summary
 For Department

Receiving Department	Total	O/H OPERATING	O/H SPACE	SUPPORT STAFF	INDIRECT-ADMIN
PROG NEP	22,405	3,997	18,408	0	0
INDIRECT NEP	60,955	6,595	4,441	49,919	0
PROG OTHER	4,749	0	0	0	4,749
Direct Billed	33,150	3,397	1,591	25,716	2,446
	0	0	0	0	0
Total	121,259	13,989	24,440	75,635	7,195



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ATTACHMENT B

Resumes

Diane L. Blaschko
Vice President

Qualifications

Ms. Blaschko has over twenty years of experience specializing in systems development, fiscal training for human service agencies, indirect cost allocation plans, and management consulting engagements. Her range of project experience includes the following:

- Development & implementation of software for County Human Service Agencies to allocate indirect costs and prepare state reimbursement claims as well as track county funding caps.
- Development & implementation of software for State County of Human Services to consolidate and allocate costs in order to meet federal reporting standards, generate advances, track reimbursements and track county funding caps.
- Development & implementation of RMS & time reporting software for County Social Service, IV-D, IV-E and State Agencies.
- Development & implementation of general ledger fund accounting software for County Human Service Agencies.
- Preparation of indirect cost allocation plans, and management consulting engagements.
- Developed unit rates for service provider contracts.
- Implementation of survey research.
- Determined per diem rates for jail facilities.

Relevant Experience

Since joining MAXIMUS, Ms. Blaschko has worked on the following projects: State of Wisconsin, County of Human Services, Cost Reporting & RMS Implementation: Ms. Blaschko developed and implemented a cost reporting structure that support the state's claiming process for federal reimbursement. In addition, Ms. Blaschko helped implement a system to receive county cost reporting and allocate the appropriate costs based on RMS results which generated the reimbursement to each local agency. As a project manager, Ms. Blaschko was involved in the implementation and design of the RMS system as well as cost reporting mechanisms and overall design and support of the state reporting system.

OH County Consortium of WIA Agencies Cost Reporting System (ACRS): Ms. Blaschko served as Project Director for the design and development of a proprietary system ACRS (Area Consolidation and Reporting System) which provides the client with the ability to receive and send financial information with the sub-recipients using QuIC (Quarterly Information Consolidation System) and with the Ohio County of job and Family Services using CORE (Central Office Reporting System). As Project Director, Ms. Blaschko was responsible for ensuring that we completed the project in the 16 week time period as outlined in our project plan, conducting detailed testing of the system and successful implementation training and support of the system.

North Carolina statewide financial reporting system: Ms. Blaschko served as Project Director for the design and development of four proprietary systems that would meet the county and state reporting requirements.

QuIC (Quarterly Information Consolidation System) automates the tracking of financials and data by periods. QuIC includes allocation, budgeting and reporting modules, which allow agencies to balance with state reports. Ms. Blaschko was integral in designing the system that translates county cost data to federal programs and allows the Counties to maximize their reimbursements.

TEC (Time Expenditure Tracking System) is user-friendly system that consolidates 100% time records in order to allocate salaries and fringe benefits by individual to benefiting programs. As Project Director, Ms. Blaschko oversaw the development of reporting structure to generate data by federal reporting codes and to maximize reimbursements.

PET (Program Expenditure Tracking System) is a user-friendly, fully functional, fund accounting system that has been thoroughly tested and installed in many agencies

PAC (Project Accounting for Contracts) is a system that will produce a 3299 report for daycare and upload the required files for the state if the agency is approved for uploads.

Minnesota County Research Foundation: Ms. Blaschko serves as the Vice President of the North Central Region overseeing the production of indirect cost plans for 84 MN Counties. Project objectives include the following:

- Development of a central services cost allocation plan to identify support services performed which will result in the cost reimbursements to the County which were incurred to support and administer federal programs. The plan will contain a determination of the allowable costs of providing each supporting service.
- Negotiation of the completed cost allocation plans with the representatives of the federal government and the State of Minnesota.
- Preparation of the claims that have to be presented to the federal government and/or its agents for recovery of funds due the County. The Foundation will also monitor the progress of claims through all stages to ensure that County receives all recoveries due it. As part of the process, the Foundation will prepare all indirect cost proposals for all Counties, including but not limited to the Social Services County and Community Nursing.

•
North Dakota Association of Counties: Ms. Blaschko serves as the Vice President overseeing the production of indirect cost plans for 51 North Dakota counties. Objectives of the cost allocation services include the following:

- Assisting in all aspects of cost allocation plan development. Prepare the County's plan, including but not limited to, all on-site data gathering activities, typing and proofing, computer computations, negotiations and other activities necessary to facilitate cost allocation plan approval.
- Assist in negotiations with State and Federal officials to facilitate the approval of the cost allocation plan, if necessary. Prepare the respective County's claim to the North Dakota County of Human Services.

County Human Service Agency Financial Reporting: Ms. Blaschko has managed and directed the installation, training, and ongoing support programs for over two hundred PET/QuIC System installations in more than one hundred separate county agencies in three states. Each installation of PET requires a review of the County's fund accounting system, re-structuring the chart of accounts and analyzing cost categories. Each installation of QuIC requires a review of the reporting mechanisms from the County to ODHS. As Vice President of this Practice, Ms. Blaschko reviews the chart of accounts for each PET installation and the cost categories for each QuIC installation.

State and Local Government: Ms. Blaschko has prepared more than fifty cost allocation plans, indirect Cost Allocation Plans, and service provider rates for city, county, and state agencies in Ohio.

Professional History

MAXIMUS, Vice President, Financial Services Division, Bloomington, Minnesota, 2003 – Present.
MAXIMUS Inc., Vice President, Management and Financial Services Division, Columbus, Ohio, 2001 – 2003.
DMG-MAXIMUS Inc., Vice President, Columbus, Ohio, 1998 – 2001.
David M. Griffith & Associates, Vice President, Columbus, Ohio, 1994 – 1998.
David M. Griffith & Associates, Columbus, Ohio, 1987 – 1994.

Education

Project Management Professional (PMP), February 2007.
M.A., Political Science and Public Policy, Ohio State University, Columbus, OH, 1986.
B.A., Government and Business Administration, College of St. Benedict, St. Joseph, MN, 1982.

John Glennon, Consultant
Technical Advisor

Qualifications

John Glennon has more than 30 years of experience in finance/accounting, including reviewing and approving Statewide Cost Allocation Plans, Public Assistance Cost Allocation Plans, and indirect cost rate proposals for the U.S. Department of Health and Human Services (HHS), Division of Cost Allocation (DCA). His areas of project experience include the following:

- Review and approval of cost allocation plans and indirect cost rate proposals with state governments and non-profit organizations
- Review and approval of statewide cost allocation plans, public assistance cost allocation plans, indirect cost rate proposals, and billed services reports
- Provide technical assistance to state governments regarding OMB Circular A-87.
- Provided and supervised the provision of administrative services to 4,500 HHS employees.

Relevant Experience

Prior to joining MAXIMUS, Mr. Glennon worked on the following projects for HHS, DCA.

- Review and negotiate public assistance cost allocation plans and amendments from the Texas Health and Human services Commission, Wisconsin Department of Health and Family Services, Wisconsin Department of Workforce Development, Louisiana Department of Social Services, Louisiana Department of Health and Hospitals, Ohio Department of Jobs and Family Services, and the Oklahoma Department of Human Services.
- Review and negotiate the Texas statewide cost allocation plan and indirect cost rate proposals from the Texas Governor's Office, Texas Department of State Health Services, Texas Attorney General's Office and the Texas Comptroller's Office. Provide technical advice to the State of Texas regarding cost allocation issues.
- Review and negotiate the Wisconsin statewide cost allocation plan, and indirect cost rate proposals from the Wisconsin Department of Administration, Wisconsin Department of Justice, Wisconsin Department of Health and Family Services. Provide technical advice to the State of Wisconsin regarding cost allocation issues.
- Review and negotiate the Ohio statewide cost allocation plan and the public assistance cost allocation plan. Provide Technical assistance to the State of Ohio regarding cost allocation issues.
- Review and negotiate the Louisiana statewide cost allocation plan and the public assistance cost allocation plans. Provide technical assistance to the State of Louisiana regarding cost allocation issues.
- In the aftermath of Hurricane Katrina assisted the state in obtaining waivers for the state's public assistance cost allocation plans.
- Review and negotiate the Oklahoma statewide cost allocation plan and the public assistance cost allocation plan. Provide Technical assistance to the State of Oklahoma regarding cost allocation issues.
- Assisted other DCA negotiators in the review of cost allocation plans in the 15 states of the Central States field office.

Prior Experience

Prior to joining MAXIMUS, Mr. Glennon gained the following professional experience.

Cost Negotiator – U.S. Department of Health and Human Services (HHS) Division of Cost Allocation (DCA)

Negotiate indirect cost rates with State agencies and non-profit grantees. HHS is the cognizant agency for Federal indirect cost rate negotiation. Interpret and apply OMB Circulars A-87 (Cost Principles for State, Local and Indian Tribal Governments) and A-122 (Cost Principles for Non-Profit Organizations) as part of the state and local branch review of Statewide Cost Allocation Plans, Public Assistance Cost Allocation Plans and Non-profit agencies.

Director, Regional Administrative Support Center – HHS Regional Office

Supervised the provision of centralized administrative services including Financial Management, Information Technology, Personnel, Payroll, Procurement, and Facilities Management. He managed a staff of 80 professionals and provided administrative services to over 4,500 HHS employees. The administrative support provided by the office enabled the HHS program offices to complete their mission by providing services in a transparent and efficient manner.

Director, Division of Finance – HHS Regional Office

Provided accounting services to all HHS components. These services included budgeting, travel reimbursement, vendor payment, and accounting policy. Presided over appeals of cost disallowances and financial management issues developed by the Division of Cost Allocation.

Professional History

MAXIMUS, Dallas, Texas, 2008 – Present

U. S. Department of Health and Human Services, 1974 –2008

Education

B.S., Accounting, Biscayne College 1970

Britney Ahlmann
Consultant

Qualifications

Ms. Ahlmann joined MAXIMUS in 2007. She has a range of project experience working in Wisconsin, Minnesota and Iowa on many projects including:

OMB A-87 Indirect Cost Allocation Plans
City-wide Indirect Cost Allocation Plans
State-wide Indirect Cost Allocation Plans
Jail Rate Studies

Relevant Experience

Since joining MAXIMUS, Ms. Ahlmann has participated in the following projects:

University of Wisconsin and University of Minnesota, Extension Services:

Ms. Ahlmann is one of the primary consultants for the completion of a state-wide indirect cost allocation plan for the University of Wisconsin and Minnesota Extension Services. Ms. Ahlmann is managing and analyzing a large volume of data to complete the projects, which identifies cost share dollars as match for reimbursement to the Universities by the federal government.

Racine County, Wisconsin Jail Rate Study: Ms. Ahlmann was one of the primary consultants on a study to determine the per diem rates for the Racine County Jail. The study required intensive analysis of costs per inmate and was required to be submitted to the federal government for negotiation.

County Cost Plans: Ms. Ahlmann is the Project Manager for many county indirect cost allocation plans throughout Iowa, Minnesota, and Wisconsin.

Professional History

MAXIMUS, Consultant, Financial Services Division, Minneapolis, MN, 2007 – Present

The Crossing, Director of Communications, Elk River, MN, 2005 – 2007

Education

Bachelor of Science in Business, Marketing, University of Minnesota, Carlson School of Management, Minneapolis, MN, December, 2006

ATTACHMENT C

Local Title IV-D Client List

Local IV-D Claiming Client List

(Addresses, Names and Phone Numbers at your request)

State	Agency	Department
IN	Adams County	Clerk
IN	Blackford County	Clerk
IN	Blackford County	Prosecuting Attorney
IN	Boone County	Clerk
IN	Clinton County	Clerk
IN	Elkhart County	Clerk
IN	Fountain County	Clerk
IN	Gibson County	Clerk
IN	Hancock County	Clerk
IN	Hendricks County	Clerk
IN	Jackson County	Clerk
IN	Jackson County	Court
IN	Jay County	Clerk
IN	Kosciusko County	Clerk
IN	LaGrange County	Clerk
IN	Lawrence County	Clerk
IN	Lawrence County	Court
IN	Martin County	Clerk
IN	Miami County	Clerk
IN	Montgomery County	Clerk
IN	Newton County	Clerk
IN	Newton County	Prosecuting Attorney
IN	Noble County	Clerk
IN	Orange County	Clerk
IN	Parke County	Clerk
IN	Perry County	Clerk
IN	Randolph County	Clerk
IN	Scott County	Circuit Court
IN	Switzerland County	Clerk
IN	Tippecanoe County	Clerk
IN	Tipton County	Prosecuting Attorney
IN	Wayne County	Clerk
IN	White County	Clerk
IN	Whitley County	Clerk
MI	Alger County	Friend of the Court
MI	Alger County	Prosecuting Attorney
MI	Antrim County	Prosecuting Attorney
MI	Baraga County	Prosecuting Attorney

MI	Barry County	Friend of the Court
MI	Barry County	Prosecuting Attorney
MI	Bay County	Friend of the Court
MI	Bay County	Prosecuting Attorney
MI	Benzie County	Friend of the Court
MI	Benzie County	Prosecuting Attorney
MI	Berrien County	Friend of the Court
MI	Branch County	Friend of the Court
MI	Branch County	Prosecuting Attorney
MI	Calhoun County	Friend of the Court
MI	Cass County	Friend of the Court
MI	Cass County	Prosecuting Attorney
MI	Charlevoix County	Friend of the Court
MI	Charlevoix County	Prosecuting Attorney
MI	Cheboygan County	Friend of the Court
MI	Cheboygan County	Prosecuting Attorney
MI	Chippewa County	Friend of the Court
MI	Chippewa County	Prosecuting Attorney
MI	Clinton County	Friend of the Court
MI	Clinton County	Prosecuting Attorney
MI	Crawford County	Friend of the Court
MI	Delta County	Friend of the Court / Prosecuting Attorney
MI	Dickinson County	Friend of the Court / Prosecuting Attorney
MI	Emmet County	Friend of the Court
MI	Emmet County	Prosecuting Attorney
MI	Genesee County	Friend of the Court
MI	Gogebic County	Friend of the Court
MI	Grand Traverse County	Friend of the Court
MI	Grand Traverse County	Prosecuting Attorney
MI	Hillsdale County	Friend of the Court
MI	Hillsdale County	Prosecuting Attorney
MI	Houghton County	Friend of the Court
MI	Huron County	Friend of the Court
MI	Iron County	Friend of the Court
MI	Iron County	Prosecuting Attorney
MI	Jackson County	Friend of the Court
MI	Jackson County	Prosecuting Attorney
MI	Kalamazoo County	Friend of the Court
MI	Kalkaska County	Friend of the Court
MI	Lake County	Friend of the Court
MI	Lake County	Prosecuting Attorney
MI	Leelanau County	Prosecuting Attorney
MI	Lenawee County	Friend of the Court

MI	Lenawee County	Prosecuting Attorney
MI	Luce County	Friend of the Court
MI	Mackinac County	Friend of the Court
MI	Mackinac County	Prosecuting Attorney
MI	Manistee County	Friend of the Court
MI	Manistee County	Prosecuting Attorney
MI	Marquette County	Friend of the Court
MI	Marquette County	Prosecuting Attorney
MI	Mason County	Friend of the Court / Prosecuting Attorney
MI	Menominee County	Friend of the Court
MI	Menominee County	Prosecuting Attorney
MI	Midland County	Friend of the Court
MI	Midland County	Prosecuting Attorney
MI	Missaukee County	Prosecuting Attorney
MI	Montcalm County	Friend of the Court
MI	Montcalm County	Prosecuting Attorney
MI	Newaygo County	Friend of the Court
MI	Newaygo County	Prosecuting Attorney
MI	Oakland County	Friend of the Court
MI	Oakland County	Prosecuting Attorney
MI	Oceana County	Friend of the Court
MI	Ontonagon County	Friend of the Court
MI	Ontonagon County	Prosecuting Attorney
MI	Otsego County	Friend of the Court
MI	Otsego County	Prosecuting Attorney
MI	Ottawa County	Friend of the Court
MI	Ottawa County	Prosecuting Attorney
MI	Presque Isle County	Friend of the Court
MI	Presque Isle County	Prosecuting Attorney
MI	Saginaw County	Friend of the Court
MI	Sanilac County	Friend of the Court
MI	Schoolcraft County	Friend of the Court
MI	Shiawassee County	Friend of the Court
MI	Shiawassee County	Prosecuting Attorney
MI	St. Clair County	Prosecuting Attorney
MI	Washtenaw County	Friend of the Court
MI	Washtenaw County	Prosecuting Attorney
MI	Wexford County	Friend of the Court
OH	Adams County	Child Support Agency
OH	Coshocton County	Child Support Agency
OH	Greene County	Child Support Agency
OH	Lucas County	Child Support Agency
OH	Montgomery County	Child Support Agency

OH	Stark County	Child Support Agency
OH	Union County	Child Support Agency
OH	Williams County	Child Support Agency
OH	Wood County	Child Support Agency
WI	Sawyer County	Court

ATTACHMENT D

Insurance Certification



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/23/2010

PRODUCER MARSH USA INC. SUITE 400 1255 23RD STREET, N.W. WASHINGTON, DC 20037 Attn: SHARON HENNING - T-202-263-7600 500625--GAUWP-10-11	THIS CERTIFICATION IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
	INSURERS AFFORDING COVERAGE	NAIC #
INSURED MAXIMUS, INC. AND ALL SUBSIDIARIES 11419 SUNSET HILLS ROAD RESTON, VA 20190	INSURER A: N/A	N/A
	INSURER B: Twin City Fire Insurance Co	29459
	INSURER C: Hartford Insurance Company Of Midw	37478
	INSURER D: N/A	N/A
	INSURER E: N/A	N/A

COVERAGES

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THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR	INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
		GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR GENERAL AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC				EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES(Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$
		AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
		EXCESS / UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE DEDUCTIBLE RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
B	C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below	42WBRMG3741 (WI) 42WNMG3740 (AOS)	05/01/2010 05/01/2010	05/01/2011 05/01/2011	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
		OTHER				

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

CERTIFICATE HOLDER CLE-002591805-01

CANCELLATION

 MN STATE COURT ADMINISTRATION
 ATTN: JODIE METCALF
 25 REV. DR. MARTIN LUTHER KING JR. BLVD.
 ST. PAUL, MN 55155

 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL **30** DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

 AUTHORIZED REPRESENTATIVE
 of Marsh USA Inc.
 Timothy M. Sasser

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.

ATTACHMENT E

Sample Time Sheets

