RFP Response Form

Client Management Information System

PROPOSER INFORMATION

Proposer Name: RSM US LLP

Authorized Representative Name & Title: Phillip Haase, Principal

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Telephone: 614 246 1527

Email: Phillip.Haase@rsmus.com

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Legal Status: ☐ For-Profit Corp.   ☐ Nonprofit Corp.   ☐ Sole Proprietor   ☒ Partnership

Date Incorporated: December 30, 1994

How did you hear about this RFP? GovWin lead collection system and RSM's Microsoft Partner contact.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Joe Adams	847 413 6215	Joe.Adams@rsmus.com
Contract Processing Contact	Phillip Haase	614 246 1527	Phillip.Haase@rsmus.com
Chief Information Officer	Troy Cardinal	612 376 9577	Troy.Cardinal@rsmus.com
Chief Financial Officer	Doug Opheim	612 455 9494	Doug.Opheim@rsmus.com
MPER Contact*	Jennifer Thens	563 888 4142	Jennifer.Thens@rsmus.com

* *MPER is DHS's provider and contract management system. Please list an administrative contract to update and manage this system for your agency.*

BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.

Chair of the Board and Partner	Sergio de la Fe
Managing Partner and Chief Executive Officer	Joe Adams
National Business Tax Leader; National Industry Tax Leader	Matt Bradvica
Partner, Tax Services	Gregg Kiehl
Principal, Risk Advisory Services	Sudhir Kondisetty
Principal, International Services and Foreign Desks Leader	Frank La Bihan
National Director of Assurance Services	Sara Lord

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National Consulting Representative	Milton Marcotte
Partner and National Leader, International Tax Services	Jerry Martin
Partner, Audit Services	Joyce Reto
Partner, Audit Services	Rob Stoettner
Partner, Audit Services	Stu Taub

For profiles on our board members, please see http://www.rsmus.com/who-we-are/leadership-governance-history/board-of-directors.html.

Board Chairperson Name & Title: Sergio de la Fe, Chair of the Board and Partner

Board Chairperson Address: 801 Brickell Avenue, Suite 1050, Miami, FL 33131

Board Chairperson Telephone: 305 569 2432

Board Chairperson Email: Sergio.delaFe@rsmus.com

REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.
Please do not use employees of the Allegheny County Department of Human Services as references.

State of Hawaii Department of Health	
Reference	Derek Vale
Title	Health Systems Management Office Chief
Email	███████████████
Phone	██████████

Montgomery County, Pennsylvania	
Reference	Harry Heiser
Title	Manager Business Applications IT
Email	███████████
Phone	██████████

Camden County, New Jersey Board of Social Services	
Reference	Richard Behm
Title	Director of Information Technology
Email	██████████████
Phone	██████████

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PROPOSAL INFORMATION

Date Submitted: 4/18/2019

Amount Requested: $1,528,066.00

Proposal Abstract:
Please provide a brief summary of your proposal that is at most 750 characters.

RSM proposes providing Allegheny County with a CMIS solution built on the industry-leading Microsoft Dynamics Customer Engagement (D365 CE) platform with our IP, the HHS Case Management Accelerator, to deliver the desired functionality, ease-of-use and integration capabilities. This starting point leaves platform building to Microsoft, while RSM focuses on the business processes most important to fulfilling the County's objectives. Allegheny County will benefit from this collaboration, paired with RSM's industry knowledge of person-centered client management and our history of success with our solution and methodology.

CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

☒ I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination and HIPAA.

☒ By submitting this proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at
http://www.alleghenycounty.us/dhs/solicitations.
- MWDBE documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9
- Screen shots or other visual aids as needed

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REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 140 points. Your response to this section should not exceed 35 pages. You may attach screen shots or other visual aids as needed. These will not count toward the page limit.

Qualifications and Experience (20 points)

1. Describe how you have assisted other clients with assessing the best way to implement, measure, manage changes to, and achieve business objectives via the proposed Solution, especially human services agencies and/or other public sector clients.

   RSM has been developing client management solutions for health and human services (HHS) agencies since 2011 and developed our IP, the HHS Case Management Accelerator, in 2013. We continue to expand our practice and IP, which is now housed in a national practice led by Phillip Haase, Principal out of our Columbus, Ohio office.

   We began this development as part of our engagement with the Ohio Department of Developmental Disabilities (DODD), where we produced an award-winning person-centered client management program. The DODD *imagineIS* program supports 6,000 caseworkers, providers and individuals collaborating around a single application.

   The developmental disabilities community is shifting toward a person-centered care approach where the individual drives the development of his or her individual service plan (ISP). ISPs include what is important both to and for the individual being served. In the person-centered approach, the individual being served is heavily involved in the decision-making process, which is a critical factor in helping individuals with developmental disabilities live more fulfilling lives and move toward achieving their personal dreams.

   While making this shift in care approach, 18 Ohio county partners (county collaborative) embarked on a business transformation process dubbed "imagine." With support from the DODD, the county collaborative focused on implementing common business practices to facilitate a person-centered philosophy, including standardizing the ISP development process and improving the delivery of services. The county collaborative sought ways to reduce administrative expenses and increase efficiency by improving the methods counties use to share information and resources.

   The DODD oversees a statewide system of supports and services for individuals with developmental disabilities and their families. The programs and services are delivered to county residents by 88 county boards of developmental disabilities.

   To support the county collaborative's efforts, the DODD offered to build a technology solution to simplify how counties implemented new business processes. The solution would provide a client management system to improve service delivery for individuals and families, county boards and providers, while allowing participating counties to retain autonomy.

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Because the supports and services system is county-based, each of the 88 counties has largely unique business processes and service delivery systems developed based on the needs of their local communities. While this framework has benefits, the county-based structure presented challenges when developing a unified technology solution.

Some of the considerations that the RSM-DODD team focused on during this engagement included:
- Compliance with HIPAA and 504 guidelines to protect the privacy of individuals' case files and the personal information they contain
- Established paper-based processes, which sometimes conflicted with each other and required multistep approval processes
- Separation of provider lists by county, which could make it difficult to assess the full scope of providers able to work with an individual
- Required integration with multiple legacy systems
- Required level of collaboration across the care team, which could include a guardian, a case financial manager, Human Rights and Behavioral Support committees, providers and others, some of whom were outside the State's offices and network
- The diverse user base and its varying needs that called for input from 18 counties tied to more than 500 individual user stories and numerous specifications
- Varying processes, procedures and providers exclusive to certain counties

RSM selected Microsoft Dynamics CRM, now Microsoft Dynamics 365 Customer Engagement, as the core for the *imagineIS* system. While the DODD was impressed with our team's initial proposal and previous experience, they expressed reservations based on the attempts and failures that several other State agencies had experienced while endeavoring to establish similar systems.

RSM's team invested significant time creating screen mockups illustrating the effectiveness of Dynamics CRM enhanced with our Accelerator for automating the client management process. DODD appreciated RSM's creative approach and the engagement began in earnest.

Over the course of 12 months, RSM and DODD used a blended team approach to complete an analysis of a three-year requirements gathering process and develop *imagineIS* to support person-centered client management.

At the beginning of the engagement, RSM represented 80 percent of the project team. RSM handled documentation, training planning and project management. RSM and DODD shared functions like development and business development, while the client handled functions like quality assurance and portal development.

At the time of deployment, RSM staff constituted approximately 60 percent of the team. After deployment, RSM scaled down our staff presence a further 40 percent. In late 2014, RSM took on the role of consultants on development and senior architecture resources to facilitate future system improvements. This support model gave the DODD time to transfer knowledge and bring in resources focused on modern technology platforms over time.

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The *imagineIS* application created by the RSM-DODD team:
- Integrates key data from other State and county systems to streamline case manager's workloads
- Keeps care team members informed of key changes and outstanding tasks
- Leverages dashboards to facilitate caseworker access to ISP and high-priority task status information
- Makes it easy to form goals and outcomes by capturing information from eight important life areas and sharing that information with the care team for ISP development
- Provides a more comprehensive view of individuals and the contents of their ISPs, including agreement and approval, goals, services, providers, funding sources and progress
- Provides a simplified method for tracking agreement and approval of ISPs
- Replaces manual processes for tracking and calculating local services, budgeting and monitoring funding sources and approval of services
- Tracks changes and creates snapshots of ISPs for auditing purposes, as well as consolidating reports for distribution to shareholders

As the engagement neared its end, the DODD was pleased with the system and had begun to implement it within the county collective with plans to include other counties that wanted to be involved.

Microsoft took note of the project and nominated the DODD for the *Microsoft Dynamics Public Sector Industry Customer Excellence Award* with RSM as the engagement partner. Award winners are chosen based on their ability to provide exceptional experiences to their customers through the use of Microsoft Dynamics solutions.

The project was named the *Public Sector CRM Project of the Year* at the 2014 Microsoft Convergence Conference. When granting the award, Microsoft commented, "The *imagine[IS]* project is not only an inspiring story about improving the lives of individuals with developmental disabilities, but is one of our best examples of how government organizations can use [Microsoft Dynamics] CRM to create a 360-degree view of their constituents."

RSM has successfully implemented this person-centered approach in Ohio and how the facilitation of collaboration between counselors and individuals being served changes lives is heartwarming.

The Ohio system is used by a single agency so there is only one case per individual; however, RSM has also provided multi-agency and –program solutions. When we worked with the State of Indiana Family and Social Services Administration (FSSA), there were four agencies under a single administration. We evolved our solution to accommodate multiple cases simultaneously for a single individual.

Each case type has its own process as each of the four agencies follows different Medicaid disbursement guidelines. The multi-agency solution allows the State of Indiana to maintain a client management solution where individuals served across agencies experience a holistic approach. We achieved this solution by providing caseworkers with the ability to view the entitlements and outcomes managed by each agency side-by-side.

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At the time of our engagement, the system had been the target of three failed replacement attempts. RSM's team initiated the implementation with the Department of Vocational Rehabilitation (VR). We migrated existing data and built the required Rehabilitation Services Administration (RSA) federal reports to allow the VR to retire its IRIS system.

Following the VR project, RSM built out a full case management system for the Division of Aging (DA) and a combined system for intake and provider management for the Department of Mental Health and Addiction (DMHA). The scope of the engagement also included plans for the Bureau of Developmental Disabilities Services (BDDS) and the FSSA constituent portal. The solution will save the State of Indiana millions of dollars annually and produce a new era of Medicaid administration for FSSA.

RSM undertook a similar challenge in Camden County, New Jersey to manage their social service programs. The Camden County Board of Social Services oversees 12 programs, including Temporary Assistance for Needy Families (TANF), the Supplemental Nutrition Assistance Program (SNAP), childcare, shelters and other federal, state and locally funded social services programs.

Camden County's previous systems for managing social services consisted of a series of specialized FoxPro applications. This setup required an individual who received assistance from multiple programs to work with separate counselors within each program and for each of these counselors to manage the individual's care through their respective program's autonomous application.

RSM leveraged our multi-program solution to provide Camden County with a "generic" or "no-wrong-door" methodology that replaced the previously specialized applications. In this no-wrong-door methodology, any authorized individual can process cases for every social services program. This approach eliminates the need for individuals to move between counselors to receive services across programs.

RSM also used this methodology while developing the Enterprise Veterans Case Management System (EVCMS) for the Washington Department of Veterans Affairs (WDVA). The WDVA's funding is dependent on detailed reporting that instantiates the value of the agency for the community and the veterans it serves, so it was critical that the EVCMS include robust reporting and business intelligence functionality.

Prior to the development of the EVCMS, the WDVA used a multitude of Excel spreadsheets for tracking. Spreadsheets were used to monitor the number of veterans served and the services each veteran received. The spreadsheet-based approach created inefficiency and a high risk of user error.

The WDVA sought to develop the EVCMS solution for the purpose of furthering the department's strategic plan to increase veterans' access to benefits, reduce veteran homelessness, improve VA customer service, increase the efficiency of the intake and eligibility determination processes and improve the ability to track and manage each veteran's case to closure.

RSM adapted the multi-entity approach used in Indiana and Camden County to provide the WDVA a 360-degree foundational view for all 19 programs under the Department's purview. By coupling a

person-centered approach with multi-program client management technology, RSM was able to facilitate a more streamlined approach to how the WDVA provides essential services to men and women who have served our country and assists individual veterans in reaching their personal goals.

RSM's government industry practice has been designated by firm leadership as a top five strategic industry. We are a leading national provider of services to the public sector, serving more than 2,800 state and local government clients. Our government clients range in annual budget size from $50 million to $70 billion and include many types of entities.

RSM's consulting practice serves a wide variety of public sector entities, with a focus on HHS providers, from state and local governments to not-for-profit agencies and other sub-recipients. We understand the unique challenges, service delivery models and funding sources of HHS programs. We also understand the immense pressure that HHS agencies face to deliver effective services to their clients.

The following list of current and past clients represents engagements where RSM has created solutions for public sector clients.
- Burlington County, New Jersey
- Camden County, New Jersey Board of Social Services
- County Commissioners Association of Pennsylvania (CCAP)
- Cumberland County, New Jersey Division of Social Services
- Essex County, New Jersey Division of Family Assistance and Benefits (DFAB)
- Fairfax County, Virginia Health and Human Services System
- Hawaii Department of Developmental Disabilities (DDD)
- Hawaii Child and Adolescent Mental Health Division (CAMHD)
- Indiana Family and Social Services Administration (FSSA)
- King County, Washington Department of Public Health
- Law Offices of the Montgomery County, Pennsylvania County Public Defender
- Minnesota Department of Human Services (DHS)
- Madera County, California
- Montgomery County, Pennsylvania Department of Health and Human Services
- Montgomery County, Pennsylvania Tax Claim Bureau
- New Jersey Department of Human Services (DHS)
- Ohio Department of Developmental Disabilities (DODD)
- San Diego County, California Health and Human Services Agency
- Seattle, Washington Department of Education and Early Learning (DEEL)
- Thornton Township, Illinois
- Washington State Department of Veterans Affairs (WDVA)

Our public sector clients include counties, housing authorities, municipalities, public employee retirement systems, school districts, special purpose authorities, state agencies, universities and community colleges.

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To deliver functionality and innovative solutions to our public sector clients, RSM builds on the industry-leading Microsoft Dynamics Customer Engagement (D365 CE) platform, hosted in the Microsoft Government Cloud, with our Accelerator. RSM and Microsoft are both proponents of using out-of-the-box (OOTB) features to provide person-centered client management and care coordination solutions.

The true power of Microsoft Dynamics in HHS applications is its ability to be used as a development platform through the xRM extension of the program. The xRM feature allows for the configuration of new entities and relationships without code alterations. Microsoft D365 CE provides a framework for defining data structures to drive nearly all possible business problems and processes. This relational entity framework allows D365 CE to address the needs of clients within HHS spaces and extend client management beyond traditional business concepts.

Our Accelerator is a combination of OOTB design and industry-specific customizations designed for a client's individual needs. An appropriate analogy for the relationship between the Accelerator and Microsoft D365 CE is the relationship between a spreadsheet and the Excel program. Like a spreadsheet, the Accelerator provides the essential framework, parameters and features that streamline how users experience the larger system and the functionality it was designed for.

This starting point leaves platform building to Microsoft, giving clients access to the highest industry standards of computing advancements, while RSM focuses on unlocking the business processes in the system most important to the client's specific needs.

RSM does not version the Accelerator. Updates and upgrades are made to Microsoft D365 CE and are unrelated to the Accelerator system. Microsoft's product set and investments allow RSM and our clients to rely on the stability of a technologically elite system, while our team facilitates the development of new products built on the cornerstone of Microsoft D365 CE.

Our Accelerator brings to the market a client management tool where person-centered treatment is the cornerstone supporting the entire system. Our solution empowers caseworkers, counselors and providers to discover what individuals can do and the outcomes that services should facilitate. This approach gives each individual served the dignity and rights they deserve.

After initial assessments, cases are created with associated business processes to walk caseworkers through the applicable eligibility and entitlement processes so that appropriate services can be secured to accomplish set outcomes. This approach is fundamentally different from conventional client management where the goal is to find the root cause of a problem and fix it.

RSM has been a Microsoft partner for over 30 years. We offer a wide range of service and support for the entire Microsoft ecosystem. This commitment allows us to construct solutions for our clients using the entire suite of Microsoft applications. We are currently the third largest reseller of Microsoft Dynamics products and have worked with Dynamics since Version 1.0.

RSM offers a full suite of services focused on helping clients get the most out of their Microsoft technology investments. We are one of the few Microsoft Partners with this comprehensive set of services we call Innovate365.

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We have implemented over 400 Microsoft Dynamics systems across the United States over a 15-year period. Our proven methodology demonstrates our commitment to communication, accountability and meeting our clients' objectives on time and within budget.

RSM has built a strong infrastructure that includes over 100 consultants and developers, national development and integration practices focused on Microsoft technologies, a national Microsoft Dynamics support line and high-level certifications that cover numerous Microsoft stack certifications.

Our consultants average a minimum of nine years of Dynamics experience and specialize in multiple industries like public sector, specifically state and local governments, including work in many counties. In building this infrastructure, RSM has maintained a high customer retention rate, which we consider the best evidence of our ongoing support for our clients' business objectives.
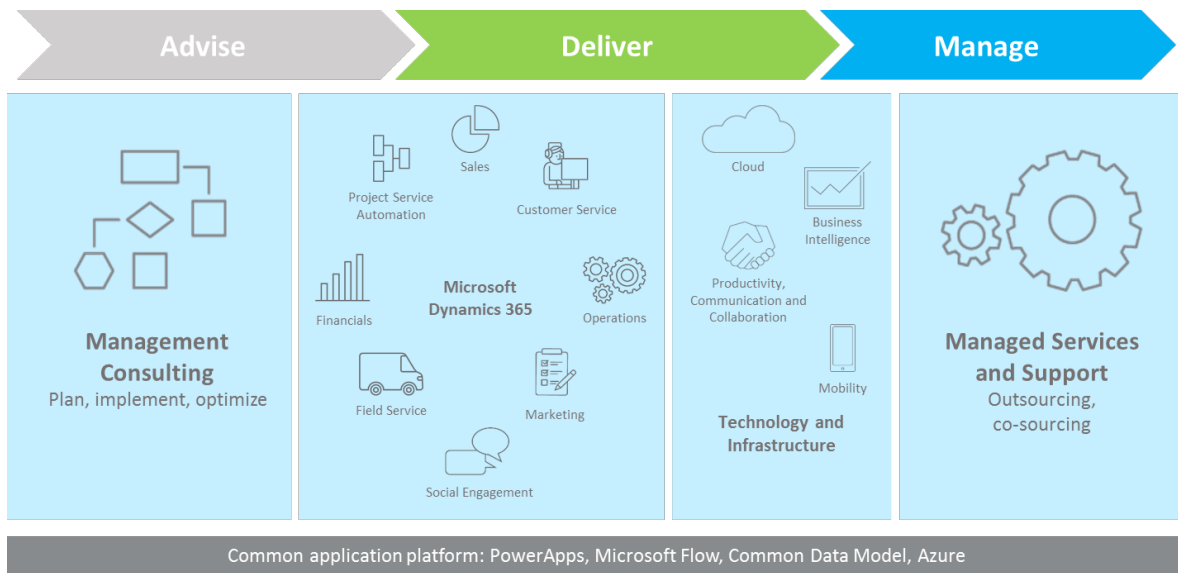
RSM's background uniquely positions us to offer effective solutions in the following ways:
- We are a project-focused organization, which facilitates accurate scoping and effective project management that, in turn, enable us to deliver the outcomes our clients expect.
- We have the cross-functional expertise in our consulting practice that can prove critical when implementing complex end-to-end solutions as these systems involve interactions with other systems, redesigning processes and effective change management.
- We offer the full range of Microsoft technology and have the capability to bring it together for our clients, which allows us to construct solutions tailored to client needs, including solutions leveraging existing Microsoft investments.

We utilize the methods and tools of D365 CE and the partner community, which creates solutions that are simpler to upgrade and maintain over time than those built exclusively on custom code.

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This collaboration, paired with RSM's industry knowledge of person-centered client management and social program entitlements allows us to deliver 70 percent of functionality on day one. Our approach offers the balance of packaged functionality and ground-up development with a tested methodology.

Functional Requirements (40 points)

2. Describe your capacity and capability to provide a Solution that flexibly supports the Core Features (Referral, Intake, etc.).

   RSM has extensive experience implementing solutions that flexibly support the referral and intake feature in public sector spaces. RSM provides this feature using our Accelerator. Other core features that follow referral and intake are also encompassed in our Accelerator. These additional core features include:
   - Case management
   - Eligibility determination
   - Eligibility redetermination
   - Enrollment
   - Incident management
   - Outcome progress monitoring
   - Provider selection
   - Quality management
   - Service planning

   Each organization we work with has different business processes to enable these functions. Our team specializes in understanding how core functions interact to serve the interests of individuals being served by public sector entities. By creating core features within the Accelerator in a way that is specific to the public sector, we allow our clients to fast track requirements to solution.

   With our experience and established approach, Allegheny County will not need to spend time explaining how it is done in the public sector or to imagine how a system tailored to the private sector would work in a government setting. Our design sessions are performed with the solution up and running so participants can visualize the structure that the business process runs in. This approach also allows for a deeper understanding of the user interface that can introduce subtleties into the design that will increase end-user adoption.

   For all but one of our public sector clients, RSM has implemented our Accelerator with the referral and intake feature.

   In counties like Camden, New Jersey and Fairfax, Virginia, RSM has created a single intake process that allows for referral to internal groups or external entities. This single intake approach is a common solution for counties that serve their communities from brick-and-mortar locations. These facilities are where the community comes to interact with the county, which creates the unique opportunity to provide a single intake and referral process when individuals come through the door.

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For state organizations like the Washington Department of Veterans Affairs (WDVA), the Hawaii Department of Developmental Disabilities (DDD) and the Hawaii Child and Adolescent Mental Health Division (CAMHD), we have implemented solutions that allow intake by and referral to internal case managers or external organizations if the eligibility requirements are not met for program participation.

RSM works with our clients to determine the appropriate prioritization of core features within the context of the engagement as a whole. King County, Washington—our client for whom we have not implemented the referral and intake feature—is primarily focusing on vendor billing and management and therefore has not included these features in the scope of the initial phase of their solution.

In our engagement with the Ohio Department of Developmental Disabilities (DODD), we implemented the intake function in the second phase of the project. The DODD calculated that intake amounted to less than five percent of the organization's workload. The decision was therefore made to leave the existing system in place with an integration. Later, we converted it to our solution and the legacy system was retired.

3. Describe your capacity and capability to provide a Solution that flexibly supports the Supporting Features (Provider/Facility Management, Forms & Reporting, etc.).

Provider Management

RSM has implemented provider management in our engagements with Indiana and Hawaii, and is currently in the process of implementing provider billing and analytics in King County, Washington. Our solution includes a provider portal that allows for self-management of provider contact information, credential submission and registration of employees or "rendering providers." The portal is where providers access service approvals, complete billing processes and submit capacity to serve documentation. Although our system does not process bills, the system performs error checking and presents the bill via HL7 835/837 transactions to the billing system, which then renders payment to the provider.

Our solution's provider management capabilities also allow internal state and county employees to manage complaints regarding providers and suspend or re-instate them for service selection based on performance.

Our clients have asked us to implement the provider management function to several different levels. In many cases, our end solution interfaces with an existing provider system to handle some of the desired functions. This approach has worked well, as provider management often has differing business processes that are part of the overall client management function.

Facilities Management

RSM has implemented facilities management for states and counties. Most of the required facilities management processes have been related to bed capacity for mental health organizations and internal facilities management for counties.

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RSM's solution enables service agents to manage and schedule appointments and resource allocation across locations with a single view of professionals, tools, resources and facilities. Facilities and equipment can be managed in the system and organized into resource groupings in a manner that matches the service practices of the organization. Service delivery offerings and resource groupings can be modeled to provide consistent service practices throughout the County's organization.

Forms

Ease-of-use is a core goal of RSM's client management solutions. Each entity in the system, including accounts, contacts and cases is created using standard forms. These forms can easily be customized to fit the County's needs. During implementation, RSM will build standard forms identified by the County that are not available OOTB.

Additionally, standard forms can be customized during regular system use. Creating and editing entities is done with an intuitive point-and-click user interface. All lists in the application can be sorted by the end user according to a broad range of criteria. Filtered views can be saved for later use and shared with other users.

Forms can easily be configured to detect and respond to data thresholds and changes in data. The system allows users to create custom events at a granular level through the point-and-click interface. Events occur down to the lowest level, including moving from one field to another field in a form, and such actions as data added, data changed or deleted in a field, an item selected, forms loading, forms saving and data importing. Users can take these base events and add rules to them to create relevant events for them. These events can be modified at any time and used within workflows.

Users can manage activities, such as tasks, phone calls, email messages, appointments, letters and custom activities through forms. Pre-defined activities include appointment, email, fax, letter, phone call, task and campaign response. The data entry forms for these activity types can be customized with additional data fields. It is also possible to define custom activity types that allow for another level of customer interaction tracking. Custom activities can be defined for the County by RSM during implementation or by system users as needed.

Activities are contextually synchronized with Microsoft Outlook and can be managed within Outlook. Our solution offers an Activity Tracking Report that allows authorized users to follow the activity of a particular provider or caseworker to track performance and execution of their care efforts. This report can be set to show all activities by the provider or caseworker or on an individual case basis.

In addition to data entry forms, RSM's solution offers template forms, including email and document templates. These templates can either be denoted as personal templates (i.e. associated with individual users) or global templates (i.e. accessible by all users). Users can create an unlimited number of templates, from email outreach templates to event templates. All these templates can be used as-is for rapid execution or customized before execution.

All of the data captured in the system can be generated into forms that can then be sent to or printed for the individual. With the use of the RSM customer portal, the individual can fill out form information online for direct use in the system.

<u>Reporting</u>

The RSM solution has robust reporting capabilities, including more than 40 native reports that cover traditional client management scenarios. These reports can be filtered based on any data in the system. The reports are available in the Reporting section of D365 CE, as well as at each entity that the report is related to. Reports can be run at any time.

Native reports can be extended to meet particular business needs. Required standard reports identified by the County that are not available OOTB will be built and provided by RSM during implementation of the project.

In addition to native reports, users have multiple options to create, edit, schedule, share and publish reports themselves without having to rely on the IT department. The Report Wizard feature provides a graphical user interface that allows end users to create their own reports. These reports can be created against any entity in the database, including custom entities, and can also be made available for viewing offline.

The Advanced Find feature can also be used to create views against any field in the database, as well as to join and create custom views and provide reporting to power users. Custom reports can also be created using Microsoft SQL Server Reporting Services reporting tools (e.g. Microsoft Visual Studio or Report Writer) or on an ad hoc basis using Microsoft Excel. Microsoft SharePoint Server, a separate product, can be utilized for more advanced and collaborative report design.

Reports, including custom reports, can also be saved as templates for building new reports. Users can choose the data to be reported, customize and calculate columns, report on one related entity and dictate the layout of the report, including tables and drill-through charts.

Reports and dashboards can be shared across users. When sharing a report or dashboard, users can choose the security level, including read, write, delete, append, append to and share. All reports respect the established security model—a shared report will only generate data to which the report user has access. Reports can also be assigned to the organization for wide distribution.

<u>Non-Functional & Technical Considerations (35 points)</u>

4. Describe your approach to the access to and integrity of data entered in to the proposed Solution (e.g., access to data, protecting data, documentation).

    <u>Access to Data</u>

    Security plays a significant role in our Accelerator. Records in our public sector solutions contain sensitive personal information, such as Social Security or Medicaid ID numbers and financial information, and it is important to limit access to that information to particular users. This access

control is achieved by assigning each user a security role that will only allow that user to access specified records and perform certain actions on that record. Security roles can be configured down to the field level, allowing PHI and HIPAA requirements to be met. Combining role-based security, record-level security and field-level security to define overall security rights provides flexibility to establish a design that assists in meeting each client's needs.

Security design is established through requirements discovery workshops for organizational structure, roles and access privileges in conjunction with Microsoft's security architecture. Microsoft's security architecture focuses on grouping a set of privileges together that describe the responsibilities (i.e. tasks that can be performed) for a user. Our solution includes a set of predefined security roles. Each security role aggregates a set of user rights to make user security management easier. These defaults include least-privilege options for different user types. Each application deployment can also define its own roles to meet the needs of different users. User details, such as contact information, organization, email configuration, team, security role, quota and work hours can be added as needed. This configuration will allow the County to configure which individuals can view, edit and perform other tasks related to data.

User credentials are provisioned via an invitation process initiated by an authorized user of the system. The system generates an email invite containing registration codes to set up the user's account and password. The user is assigned a security role and then data and functional access is managed by a core user with the appropriate role to manage users.

Microsoft D365 CE authentication leverages Microsoft Azure Active Directory (AAD) and can be used for single sign-on within the AAD structure that currently exists. External users can have a single sign-on leveraging multiple single sign-on methods currently used.

Protecting Data

RSM uses the Microsoft Azure Government Cloud hosting for organizations that require agility and high-level security for mission-critical applications, including HHS client management. The Government Cloud is a physically isolated instance of AAD built on principles of security, privacy, control, compliance and transparency as required by the U.S. government and available to public sector entities.

The Microsoft Azure Government Cloud is a physical– and network-isolated instance of Microsoft Azure that is restricted to U.S. government entities.

The Government Cloud includes the core components of software-as-a-service (SaaS). This framework includes infrastructure, networking, storage, data management, identity management and other critical services. Industry-leading analysts have named Microsoft a leader in SaaS.

Azure Government provides the same features available to public Azure customers such as geo-synchronous data replication and auto scaling.

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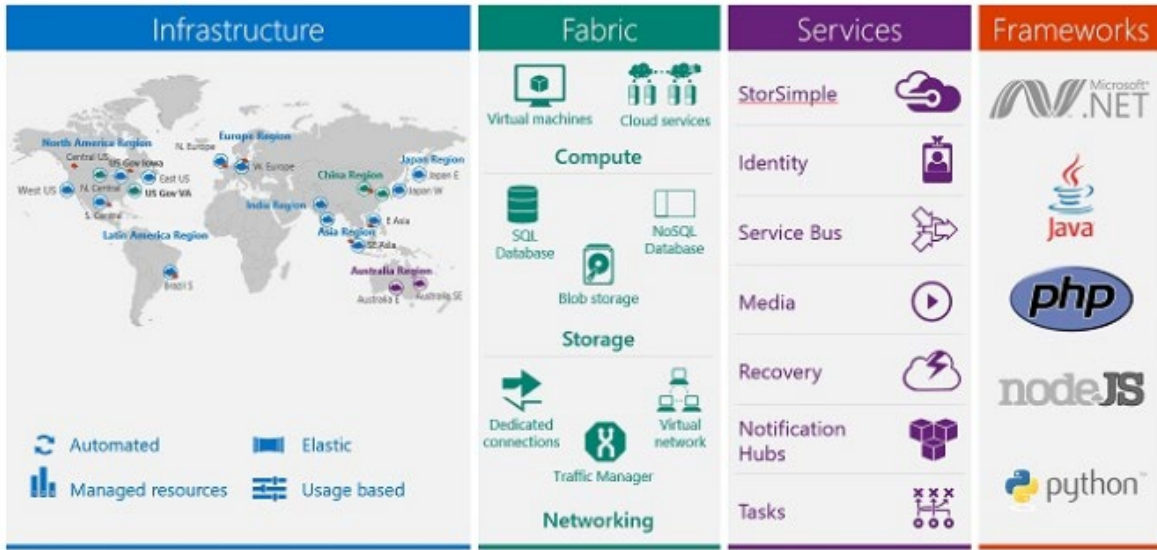
In addition to the services of public Azure, Azure Government offers features designed specifically to secure the data of U.S. government entities, including the following.

Cloud integration	Azure Government provides an integrated environment with Microsoft Office 365 Government. This integration allows for single sign-on access across cloud services and enhanced features, such as one terabyte of OneDrive storage space. Azure Government includes a separate instance of AAD to provide secure identity management.
Federal, state and local compliance	Microsoft continuously invests in meeting and maintaining current federal, state and local compliance requirements such as Federal Risk and Authorization Management Program (FedRAMP) and Defense Information Systems Agency (DISA) compliance certifications, as well as Health Insurance Portability and Accountability Act (HIPAA) Business Associate and IRS Publication 1075 regulation supports. Microsoft utilizes additional measures to meet the higher-level requirements of Enterprise Cloud Service Broker (ECSB) Impact Levels and Criminal Justice Information Services (CJIS). For a full overview of Microsoft D365 CE's compliance offerings, see https://www.microsoft.com/en-us/trustcenter/compliance/complianceofferings?product=Dynamics365.

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Industry-standard encryption	Field-level encryption
	Microsoft D365 CE uses SQL Server cell-level encryption that is compatible with Federal Information Processing Standards (FIPS) 140-2 compliance requirements. This cell-level encryption applies to a set of default entity attributes considered sensitive or likely to contain sensitive information, including usernames and email account passwords.
	In all organizations with new or upgraded versions of D365 CE Online, the use of SQL Server cell-level encryption is a default system setting that cannot be turned off. However, users in system administrator security roles can change the encryption key as necessary as well as keep a copy of the current organization encryption key.
	In-transit encryption
	Dynamics 365 uses encrypted connections between clients and Microsoft datacenters. To guard the integrity of these connections, Microsoft secures each public endpoint with transport layer security (TLS). TLS establishes the browser-to-server connection and protects data in transit between client devices and Microsoft datacenters.
	At-rest encryption
	While at rest, client data is provisioned to a logically isolated data repository. This measure increases data security within the datacenter environment. Microsoft provides clients with multiple at-rest encryption options up to Advanced Encryption Standard (AES) –256.
Geo-redundant datacenters	Government Cloud datacenters are geo-redundant U.S. facilities. Each datacenter is located at least 500 miles from its nearest counterpart. Government Cloud datacenters are designed to support strategic government scenarios that require speed, scale and security.
	Customer managed data is stored within these continental United States (CONUS) datacenters to facilitate reliable data access and security.
Robust physical access security measures for datacenters	Azure Government datacenters block unauthorized traffic to and within the facilities using a variety of technologies, such as distributed denial-of-service (DDoS) attack prevention.

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	Security measures include perimeter fencing, video cameras, security personnel, secure entry points and real-time communication networks. The defense-in-depth security continues through every area of the facility and to each physical server unit. The datacenters comply with industry standards for physical security and reliability.
Outdated and nonoperational systems data handling	Microsoft operations personnel employ rigorous industry-standard protocols to safeguard data during data handling and hardware disposal. If a disk drive used for storage suffers a hardware failure, it is securely erased or destroyed before Microsoft returns it to the manufacturer for replacement or repair. The data on the drive is completely overwritten to ensure that the data cannot be recovered by any means. For hard drives that can't be wiped, Microsoft uses a destruction process to disintegrate, shred, pulverize or incinerate the device according to the asset type. Microsoft retains records of the destruction. When devices are decommissioned, they are destroyed or purged according to NIST 800-88 Guidelines for Media Sanitation.
Vetted U.S. personnel	Operators and administrators for the Government Cloud are screened citizens of the United States.

In addition to platform-level data protection measures, RSM adheres to our own security and technical compliance standards. To protect constituent information, RSM does not bring data into our systems. We also do not collect, process or manage constituent data during engagements.

RSM's security and compliance measures taken in addition to platform-level measures are designed to offer the County and its constituents solution-specific security that supports Microsoft's security framework. Our measures do not invalidate or jeopardize Microsoft D365 CE OOTB security features or any measures implemented during software updates.

Documentation

RSM creates documentation for our clients based on contract deliverables that outlines policies, sets forth project milestones and objectives, provides reference materials and assists in end-user training and adoption.

Client Management Information System

Over the course of the engagement, documentation may include such items as:
- Architecture blueprint
- Data dictionary
- Data management documentation
- Integration plan
- Project plan
- Release notes
- System administration documentation
- Testing plan
- Training manuals

Clear, accurate documentation created over the course of the engagement improves efficiency, information integrity and consistency across the implementation.

5. Describe how the proposed Solution enables a high level of interoperability and integration.

Interoperability

Our solution has native interoperability with Microsoft Office products, such as Excel and Word. The link with Microsoft Excel allows users to import data into the system as well as export reports as filtered views dynamically as PivotTables or charts. Each time an exported Excel spreadsheet is opened, Excel automatically refreshes the data from the system.

Reports can also be exported as Microsoft Word documents. Additionally, the interoperability with Word links the system with Word Mail Merge. Microsoft Word templates can be used to create bulk postal mail or email campaigns. These email campaigns can be sent through Microsoft Outlook.

With our solution, client management capabilities can be accessed directly from Microsoft Outlook. Records can be linked to associated emails and those records can be opened from within any linked Outlook email.

Calendar integration is also a native interoperability point between Outlook and our solution, which supports individual and group calendaring with multiple view options. Users can create appointments directly in the calendar or through automation using advanced scheduling tools to identify person and resource availability. Individual calendars are synchronized with Outlook and available for view by authorized County system or Microsoft Exchange users.

Integration

In addition to interoperability with products in the Microsoft ecosystem, our solution has integration capabilities with third-party products as needed.

Integration may be utilized to:
- Create customer– or provider-facing portals that connect to the system and allow individuals being served or providers to access, modify and create specific records related to their accounts
- Provide document management functionality, such as watermarking and electronic signature capture
- Pull down data from third-party sources, including social networking sites

RSM will work with the County to determine which integration tools are necessary and which integrated applications will produce the desired functionality for the County's CMIS solution.

6. Describe your experience in user interface design, user experience design, usability and information architecture and provide examples.

<u>User Interface Design</u>

Microsoft D365 CE provides a user interface that is consistent with established Microsoft applications, such as Microsoft Outlook, Word, Excel and SharePoint. The Office Fluent User Interface (UI) design paradigm simplifies navigation and completion of routine work actions.

RSM builds on the functionality of D365 CE with our Accelerator, which is a combination of OOTB design and industry-specific customizations developed for a client's individual needs. Where the UI does not facilitate easy use by a client's end users, RSM uses the Accelerator to enhance the interface.

For example, RSM enhanced Microsoft's OOTB audit log feature with a user-friendly interface that allows administrators to easily see and understand values changes and data updates as pictured below.

Notification View On Dashboard

Alert Message	Entity
Change in outcome	Outcome
Change in service summary	Service Summary
Change in projected service	Projected Service

Click on any record in notification view. It will open notification form with audited field's value.

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Notification		

Entity Name : Outcome

Description :

Field's Name	New Value	Old Value
Finance Adviser	Jim Clarke	Tom Hanks
Project End Date	30/12/2017	30/12/2016
Has Waiver	Yes	No
Physically Disabled	Yes	No
Modified By	Ajay Singh	Jon Calkins
Modified On	4/8/2016	3/7/2016

User Experience Design

The Office Fluent User Interface (UI) and RSM's functional modifications through our Accelerator provide a foundational user experience that simplifies tasks such as record creation, work assignment and process automation, thus decreasing end-user training needs and increasing overall end-user adoption.

To provide additional intuitive user experience design, RSM holds User Experience (UX) design sessions with user groups toward the end of the build process. These sessions allow our team to adjust the UI to meet the needs of the users and increase overall usability. For example, the unintuitive or ineffective order of fields in a form or view may be noted in a UX design session. In this case, even when the work passes all testing, UX improvements can be gained through simple re-ordering.

Usability

RSM uses our deep understanding of the needs and aspirations of our clients to help them succeed. Our firm's tagline is "The Power of Being Understood." We believe that this philosophy differentiates us in the technology consulting industry. We acknowledge at each level of our engagements that functionality is no longer the definition of success—usability is the key factory in an end user's willingness to accept change in their daily routines and work environment.

We have developed our Technology and Management Consulting practice, designed our Accelerator and methodology and invested in Microsoft with the primary objective of providing high usability and low risk. Additionally, we have put a specific focus on the public sector to ensure that we can meet the unique needs of government, not-for-profit and other public sector clients.

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We recognize that the County wants to work with a trusted advisor who will learn your business and seek to truly understand your challenges and aspirations. RSM teams approach services with this client-specific focus every day.

As part of building a relationship with the County and ultimately providing better usability, your engagement team will ask probing questions, listen attentively and conduct working sessions with you to advance innovation and problem solving. Through this approach, you will benefit from:

- Access to professionals who are committed to helping you address challenges and uncover opportunities
- Advice based on our understanding of your business and industry
- Greater confidence in the strategic actions you take and decisions you make
- Services tailored to helping the County move toward business objectives

Throughout the course of our relationship, we will continually apply what we learn about the County to enhance our perspective. In this way, we can deliver the Power of Being Understood by offering relevant advice, insight and support. The County will experience this focus on usability throughout the engagement.

RSM is committed to maximizing our clients' technology investments by effectively leveraging proposed holistic solutions. We feel that training at multiple levels of the County's organization is one of the most critical measures for user adoption and usability of the implementation. RSM's training is designed around specific business processes for user roles.

Our detailed end-user training approach is designed to assist with meeting the needs of system users and facilitating the long-term success of the proposed solution. Our goal is to help Allegheny County develop both the technical experience and the creative vision it takes to address your most demanding business challenges.

RSM has partnered with Impresys Software Corporation to generate the training environments for training delivery as user-paced modules as well as in-person materials. The cloud-based nature of our solution allows for training assets to be leveraged in parallel with instructor experience.

Training documents will be prepared for each session's audience and training environments will be created with the proper test data necessary to facilitate training on the specified subject of each session. When system demonstrations or online training is required, WebEx will be used to walk participants through the concepts.

Regardless of training method and documents used, all training data will closely resemble the information a County end user will encounter during regular system use to make training more relevant and facilitate overall usability.

Information Architecture

Our Accelerator is implemented on top of Microsoft Dynamics Customer Engagement (D365 CE), which is a SaaS platform managed by Microsoft from an architecture perspective.

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Based on the information provided in the County's RFP, we recommend that multiple County agency solutions be implemented within a single instance so that all information access is flat. In this architecture, specific roles and forms are used to present the appropriate data to the user. As all data is within a single instance, the ability to view all information about an individual contact or record is simplified. This framework also facilitates data extraction and integration.

There are some circumstances where separate instances are appropriate for multi-entity solutions like the CMIS system sought by the County. If separate instances are warranted, our Accelerator can easily consume and exchange data from multiple instances as the data structures have the same base.

RSM will work with the County to explore your specific scenario before advising on the appropriate architecture.

7. Describe the proposed Solution's technical support capabilities (e.g., event logging, audit capability, production support, high availability).

Event Logging and Audit Capability

Our solution's audit feature logs changes so that an administrator can review the activity. The audit log is designed to meet auditing, compliance, security and governance policies of regulated enterprises.

The feature's design will allow County administrators answer questions such as:
- If a change was made in the system, what locale was used when making the update?
- If a file was deleted, who removed the record?
- Prior to a record being updated, what was the previous field value?
- When a record has been updated, who altered specific field values in the record and when?
- Which actions has a specified user taken recently?
- Which users have accessed the system and when?

The logging feature can audit changes at the attribute, entity or organization level. This capability includes numerous operations, such as:
- Changes in security roles
- Changes in the sharing privileges for records
- Creation, updating, deactivation and deletion of records
- Modification of hierarchical association or dissociation of records

Production Support

RSM is the Systems Integrator. We work with the client and Microsoft to support the solution. Microsoft is responsible for the operational capacity of the underlying system and RSM is responsible for the functional operation of the system.

RSM has worked with Microsoft on hundreds of client engagements and has a strong understanding of the Microsoft support structure. We have established relationships within the support

organization, including membership in the Inner Circle for Microsoft Dynamics—a recognition of our place in the top one percent of Microsoft Dynamics Partners in the United States. RSM is also a Certified Gold Partner of Microsoft Dynamics Gold Business Solutions and a recipient of Microsoft's President's Club for Microsoft Dynamics award.

RSM's client support includes a 24/7 customer support center that typically provides Tier 2 support to our public sector clients.

The coordination of support between client resources, RSM support and Microsoft support is an effort we undertake often. To optimize production support, we create an agreed-upon, documented plan with systems to support its operation.

<u>High Availability</u>

RSM's solution for the County will be warrantied for uptime by Microsoft. Microsoft offers a three nines monthly uptime service level agreement (SLA) for D365 CE Online. To see the SLA in its entirety, visit https://port.crm.dynamics.com/portal/static/1033/sla.htm.

The monthly uptime percentage is calculated using the following formula.

Uptime percent =
(Total minutes in calendar month) – (Total minutes of downtime in calendar month)
Total number of minutes in calendar month

Should the service level fall below three nines, Microsoft provides a Service Credit* awarded as outlined below.

Monthly Uptime Percentage	Service Credit
< 99.9%	25%
< 99%	50%
< 95%	100%

* Any Service Credit will be issued against the applicable month's subscription fee. The Service Credit is awarded as the customer's sole and exclusive remedy for violation of the SLA, not to exceed the customer's monthly subscription fee.

8. Describe the proposed Solution's capability to support users in the field.

Our solution provides mobile access to end users and helps organizations deliver onsite service to remote and constituent locations. The solution sets remote and mobile workers up for success through workflow automation, scheduling algorithms and mobility.

Key mobile capabilities of our solution are as follows:
- A user-friendly mobile application that guides remote and mobile workers through schedule changes and services. The application also provides asset management capabilities to track equipment and service history.

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- Access to the County system in a responsive, optimized format for users in the field connecting via any mobile device.
- Analytics for reporting on key performance indicators (KPIs) for managing work orders, scheduling activities and interacting with constituents.
- Billing capabilities to generate invoices based on products and services delivered to customers by remote and mobile workers. Additionally, time tracking functionality helps administrators monitor how mobile resources spend their time, including time spent traveling, working and taking breaks.
- Communication tools to enhance collaboration between customer service agents, dispatchers, remote and mobile workers, constituents and other stakeholders.
- Work orders to define the service needed at remote or constituent locations. Scheduling and dispatch tools assist in managing the resources and equipment necessary to provide customer service, visualize onsite appointments and optimize service schedules through efficient routing and resource skill matching.

Our solution can help the County:
- *Allow for ready access to the system*—Mobile access enhances functionality for all user types, from remote workers to individuals using self-serve features to access information related to County services.
- *Create high-margin service value*—Our solution supports the creation of end-to-end digital services to cultivate service-centric relationships for remote and mobile workers and provide value to constituents.
- *Improve constituent experiences*—Our solution will allow the County to integrate remote monitoring into its onsite services to proactively engage with constituents and provide a comprehensive care approach.
- *Reduce service delivery cost*—Predictive maintenance functionality within the system will allow the County to anticipate equipment failure, automate actions and provide a first-time fix every time for remote and mobile workers.

IT Governance & Delivery Methodology (20 points)

9. Describe how you would assist DHS in governing how the proposed Solution will be managed across various different use cases and stakeholders in a way that retains the Solution's value.

   RSM has worked with states and counties on the issue of managing their solutions across use cases and stakeholders to retain value, and successful governance can be challenging. To address this issue, we advise our clients to implement a program office that manages the multiple projects with a governance structure that has authority over scope and schedule. We understand that creation of a program office can be a significant and potentially challenging commitment for our clients. However, from our experience on other multi-agency and –program solutions, we believe that this step can be critical to overall management and value retention.

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With our clients like Montgomery County, Pennsylvania, where multiple business lines are being implemented simultaneously, it is a challenge for the steering committee to keep up and to strike a balance between a business-led versus top-down approach. In these instances, we work with the steering committee and the individual business leaders to keep all parties informed of the process and to emphasize the value of a single vision. Individual work streams in these engagements are coordinated by RSM to ensure that a single development effort is managed from front to back.

As multi-entity solutions involve different release schedules for individual agencies or programs, RSM manages the software development cycle (SDLC) to ensure quality and consistency across all environments. We have used Jira and Microsoft Team Foundation Server (TFS) for this management with great success. Our team is well-versed in this process and we train each client team to create consistency between RSM and internal IT resources.

10. Describe how you have used governance and delivery methodology to empower other clients to achieve transparency and flexibility in changes to the proposed Solution.

RSM's methodology has a strong focus on transparency and flexibility in solution changes throughout our engagements. We employ a strict requirements model for development that confirms that no changes are enacted in the system without a predefined requirement document and approval by the client. This requirements model allows for the tracking of every feature in the system to a specific requirement that also has a test case developed. This documentation and development system is open to the client and has transparency to project management and technical resources within the client for oversight and advisory capacity.

In addition to our requirements tracking model, we build out the solution using iterative instead of incremental functionality. This technique allows us to lay down the entire process in a light version on the first iteration, then iteratively build out functionality. The iterative approach allows the client to see the whole process from the beginning, which promotes better feedback.

We deliver our implementations via our Water-Scrum-Fall methodology, depicted below, which is a hybrid methodology combining the traditional Waterfall approach with the Agile Scrum development approach. This methodology allows us to address the specific challenges of public sector D365 CE deployments.
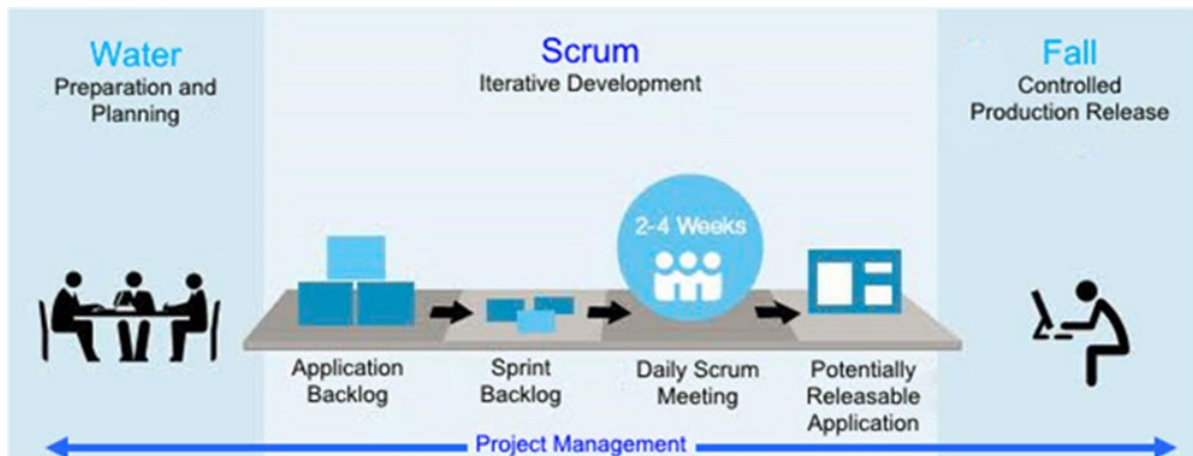
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Water-Scrum-Fall methodology includes traditional release planning at the frontend of a project, followed by iterative development and configuration of the solution via Scrum sprints. The methodology ultimately concludes with controlled production release in a traditional Waterfall deployment phase.

The Scrum iterative development approach allows our clients to react to change and maximize the value of the solution at each stage of the project. The approach also allows the project team to receive feedback on the functionality of feature development early, before downstream features are built upon it. Our iterative technique also allows for more buy-in from the end users, as they see the full system process from the beginning, which brings about familiarity and reduces errors when testing end-to-end processes.

The alternative approach, incremental development, would mean that we build intake first, then eligibility, case management and planning in subsequent iterations. With incremental development, the client would never see the whole process until we finished and therefore would lack a full understanding of how the solution will benefit them during the process.

11. Describe your capability in supporting tight feedback loops between proposed Solution changes and positive impacts to end users.

As part of our iterative Water-Scrum-Fall methodology, RSM prioritizes early and regular feedback. We believe iterative development reduces overall project risk and cost by revealing issues, requirement clarifications, changes and so on through built-in user feedback cycles every two to four weeks, versus the traditional end of the project where cost and risk is multiplied.

We include end users in the requirements sessions as well as the demonstrations at the end of each iteration. Additionally, with all requirements gathered upfront, we are able to plan the work ahead and preview it with the end user before the work commences. This approach allows for quick adjustments along the way. These envisioning sessions function similarly to gap analyses and promote rapid feedback and development cycles.

RSM has also begun a process with other states and counties where we eliminate the warranty period. Implementing a software-as-a-service (SaaS) application differs from deploying custom-developed applications. Our biggest challenge is user adoption, and that issue is often solved with quick reactions to user challenges.

In a traditional arrangement, RSM would warrant what was developed for 90 days or longer. During the agreed-upon period, no changes would be allowed to the system except bug fixes so as not to introduce any additional functionality that would interfere with the warranty. This warranty would force a quiet period during the time when user reaction is most critical.

We instead propose that a stabilization period is entered into following go-live when requests are prioritized by the County and executed by RSM at a fixed capacity. This type of stabilization arrangement is possible because the underlying D365 CE platform is warrantied for operations through the Microsoft user license and RSM's work is based on functional requirements.

After a specified period—usually 30 to 45 days—the team transitions the solution to support with typical maintenance and operations. A stabilization approach allows our team to be most responsive to end user needs at a lower cost than a traditional warranty.

We understand that this option is not feasible for all engagements; however, we feel that stabilization is the best way to promote the system. Our work in the last two years has produced systems that are of the highest quality without Level 1 or Level 2 errors. In these engagements, with the systems' quality and lack of errors, those clients would not have utilized their respective warranties. The time and money would have been received by RSM, but the clients would not have received the benefits.

<u>Financial Management and Budget (25 points)</u>

12. Attach a detailed start-up budget and annualized budget that clearly outlines the costs associated with implementing and maintaining the Client Management Solution.

    In addition to the cost of implementing the initial baseline solution, please refer to the information in Appendices C-N regarding the Re-Entry program and provide a detailed cost estimate for implementing a configured Instance of the Solution for the Re-Entry program, as well a cost estimate to maintain and enhance this Re-Entry Program on an annual basis (a "Total Cost of Ownership" estimate). We are hoping to use this estimate to understand the true implementation costs of spinning up business/program needs, as well as ongoing costs of ownership of these instance spin ups. If the cost of a Solution Instance configured specifically for the Re-Entry program would differ significantly from your typical per-Instance cost, please explain.

    RSM proposes that Allegheny County's project be handled similarly to how are currently executing Montgomery County, Pennsylvania. We propose that all the discovery and requirements sessions be conducted at a fixed cost. From there, we would generate a budget for each project or agency that is selected. We would then execute each project on a time and materials basis with a holdback or a fixed price.

    Since RSM is a Systems Integrator, we would represent the cost of labor for requirements, building, testing, training and go-live. Additional costs would be Microsoft Dynamics licenses, along with any third-party licensing costs, such as integration and our training materials partner.

    In the attached Costing Model, we outline the discovery session for the overall approach for Allegheny County and then the specific project costs for the Re-Entry Program. We represent an estimate for the license mix that is required for the Re-Entry Program and its ongoing maintenance costs.

    The ongoing cost is an estimate based on a joint support model with both RSM and County staff. We have executed a number of projects where we train the client in the tool, methodology and support. Our Accelerator is licensed in a way that we have joint ownership with the client upon installation. The County receives the rights to make changes to the system with or without RSM's involvement and retains ownership rights after implementation. The County may continue to engage with RSM,

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have other vendors work on it or support the solution internally going forward. This arrangement allows for the greatest value to the County in the short and long term.

In Montgomery County, we are working against a similar $2 million budget. We have yet to spend that amount in a fiscal year. We see this not as a capacity issue with RSM, but rather as a capacity issue within the client. For the County to have more than three projects happening simultaneously is difficult to cover in addition to their normal operations. Montgomery County is effectively managing the current in-flight projects, but expanding the scope further is a matter of priority and resources.

RSM works in close partnership with leadership responsible for the vision and overall planning for Montgomery County and we are able to scale our resources appropriately across all current projects. At the high level, there is an overall client manager, program manager and technical architect. These three resources are allocated at the top level to keep motion in accordance with the strategy and ensure that there are no projects that are not to standard. In the Costing Model, you will see this represented as the "Program Management" line item, which is a yearly cost.

We will work with the County to determine the best way to prioritize the County's objectives within your management, budgetary and other relevant capacities.

Exceptions and Clarifications

We ("RSM") have reviewed the Allegheny County Department of Human Services ("County") Request for Proposal ("RFP") for a client management information system, including Section 8: Contract Requirements for Successful Proposers, which contains terms and conditions ("Terms and Conditions") expected to be incorporated into a negotiated contract ("Agreement").

If the County selects us based on our response to the RFP, we would seek to negotiate in good faith a mutually agreeable Agreement. Regarding Section 8 of the RFP, as respects the referenced Cyber Security requirements, if awarded the work, we would request a discussion to identify what portions of the DHS Contract Specifications Manual are applicable to the services contemplated by RSM. Any Agreement entered into between RSM and the County would be limited to services provided by RSM in connection with RSM's review and implementation services only, and include terms customary and commensurate with systems implementations projects, including by way of illustration, but not limited to, limitations of liability, exclusion of consequential damages, warranty provisions, deliverable acceptance, change order management, etc. It does not appear that a template agreement has been provided by the County for review in the RFP and, as such, we would expect to use our standard contract terms as the basis for such negotiation. Any applicable agreements regarding Microsoft products or other third-party products, including corresponding warranties, security obligations and so forth, would be entered into between the County and Microsoft or other applicable third party in a separate agreement. If we are awarded the work, the Agreement between RSM and the County would address the unique situation of the parties that will be involved and the services to be provided by RSM.

Given our extensive experience in contracting with government agencies similar to the County, we are confident that we can reach an agreement with you on these issues. Notwithstanding anything to the contrary contained in the RFP or this response thereto, our obligation to perform any services is contingent upon the execution by both parties of a definitive agreement.

Item	Duration	Cost
Allegheny All-County Strategy	2 weeks	$ 26,250.00
Re-Entry Program Requirements	2 week	$ 27,000.00
Re-Entry Program Build	6 weeks	$ 54,000.00
Re-Entry UAT	2 weeks	$ 17,200.00
Re-Entry Training	1 week	$ 95,000.00
Re-Entry Go-Live	1 week	$ 17,200.00
Re-Entry Project Total	**12 weeks**	**$ 236,650.00**
Re-Entry User License Cost 100 Users	Yearly	$ 86,604.00
Training System Yearly Cost	Yearly	$ 35,000.00
Re-Entry Project Licensing Yearly License Cost	**Yearly**	**$ 121,604.00**
Re-Entry Project Total Cost for First Year	**First Year**	**$ 358,254.00**
Yearly Program Management	Yearly	$ 240,000.00
Assuming 3 Comparable Projects		$ 600,000.00
Licenses for 300 Additional Users		$ 259,812.00
Incremental Training Maintenance Costs		$ 70,000.00
Total of First Year Program		**$ 1,528,066.00**
Yearly Support Services	Yearly	$ 135,000.00
Yearly Licenses @ 400 Licenses	Yearly	$ 346,416.00
Training System Yearly Cost	Yearly	$ 105,000.00
Yearly Maintenance Costs		**$ 586,416.00**

Comment
Initial strategy meeting and setup of governance council and systems
3 consultants running sessions and creating documentation for approval
2x3 week sprints with demo review and user feedback sessions
Supporting UAT sessions
3x4 hour sessions and development of material
Prep all systems and data
Services cost for Re-Entry Project and intial strategy
Estimated at 100 users all using the full customer service license
Hosted video versions of training and maintenance of material
License Cost for Re-Entry program
Services for 3 more projects
Licenses for 300 more users
Hosting cost is clost to flat but maintenance of multiple programs