



March 22, 2010

Tim Weltzin  
Iowa Department of Human Services  
Division of Medicaid Services  
Iowa Medicaid Enterprise  
100 Army Post Road  
Des Moines, IA 50315

Dr. Mr. Weltzin:

***RE: Broker Reference – TMS Management Group, Inc.***

I am writing this letter of reference on behalf of TMS Management Group, Inc. (TMS) as a testament to their superior execution of non-emergency medical transportation service.

TMS Management Group, Inc. is contracted with Paramount Advantage as a broker for the provision of Ohio Medicaid Managed Care non-emergency transportation. Though we have only been contracted with TMS since March 9, 2009, I have no hesitation in recommending them as a company with which to do business.

The TMS call center management and staff is fully attentive to the daily implementation of Paramount Advantage member transportation needs. Their far reaching established network of quality transport providers help to ensure proficient transportation to our members in close proximity as well as those required to travel greater distances. In addition, TMS call center supervisors are readily available to troubleshoot and assist in arranging urgent or unique transportation requests.

From a customer service prospective TMS is distinctive in their direct management approach to meeting client needs. Executive and administrative staff is always willingly accessible by phone at any time. This same staff also works attentively with Paramount Advantage to ensure contractual quality assurance measures are consistently met.

Based on our experience, any organization in need of a transportation broker for non-emergency medical transportation should be very pleased to contract with TMS Management Group, Inc.

Sincerely,

Kathy Crawford  
Public Programs Specialist  
Paramount Advantage  
Email: [kathy.crawford@promedica.org](mailto:kathy.crawford@promedica.org)  
Phone: 419.877.2859



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1501 W. Fountainhead Corporate Park Suite 201 Tempe, AZ 85282 • 1-866-475-3129

March 18, 2010

Tom Weltzin, Issuing Officer  
Iowa Department of Human Services  
Iowa Medicaid Enterprise  
100 Army Post Road  
Des Moines, Iowa 50315

Dear Mr. Weltzin:

Bridgeway Health Solutions has been utilizing the non-emergency transportation management services of TMS Management Group, Inc. ("TMS") since 2008. Prior to contracting with TMS, our plan was to arrange transportation with multiple providers, which could easily cause excessive costs and additional staff.

Since TMS has been managing our transportation they have been able to manage costs without sacrificing customer service. The owners and senior management of TMS are extremely responsive and treat each issue with the utmost attention. The direct transportation knowledge that the owners and senior management team have at TMS shows in the high quality daily transportation system that TMS operates each day for our members.

TMS performs detailed quality checks on transportation vendors for both compliance and performance purposes. Our organization recently audited TMS in 2009 for compliance with CMS standards and TMS's tracking of vehicle insurance, driver background checks, safety training, and privacy requirements. Bridgeway is confident that TMS is monitoring all transportation providers in these requirements and delivers excellent results while maintaining the proper precautions.

TMS and Bridgeway have formed a strong partnership and we continue to work closely with one another as we both grow our companies. We are pleased to have TMS as our transportation management entity and would highly recommend them to any organization who is looking for a quality, reliable, and efficient transportation broker who strives daily to meet all non-emergency transportation goals.

Feel free to contact me at 866-475-3129 ext 26812 if you need further information.

Regards,

A handwritten signature in black ink that reads "Elaine S. Teune". The signature is fluid and cursive, with the first name being the most prominent.

Elaine S. Teune  
Director, Contracting and Provider Relations



175 South 3<sup>rd</sup> Street Suite 1200 Columbus, OH 43215 • 614-220-4900 • Fax 866-704-3064

April 13, 2010

Mr. Tim Weltzin  
Iowa Department of Human Services  
Division of Medicaid Services  
Iowa Medicaid Enterprise  
100 Army Post Road  
Des Moines, IA 50315

RE: Letter of Reference

Dear Mr. Weltzin:

I understand that TMS Management Group is currently responding to a Request For Proposal (RFP) issued by the State of Iowa to become a statewide vendor of non-emergency medical transportation services. Buckeye Community Health Plan, an Ohio Medicaid serving Managed Care Plan, has been contracted with TMS Management Group since February 1, 2008 to manage the non-emergency medical transportation services for our health plan of over 150,000 members. I offer this letter as a professional reference, attesting to the quality of work they provide to our members. TMS provides the following services for us:

- Subcontracts with local cab and transportation companies to provide the direct services to our members
- Oversees the credentials of subcontracted entities and the quality of service provided by them
- Serves as point of in-take from the members who schedule needed services directly with TMS
- Coordinates scheduled trips by dispatching them to the various subcontractors
- Tracks utilization by member, limiting the trips by member according to the value added benefit provided by Buckeye (15 round trips or 30 one-way trips per year), and providing unlimited trips as required by our state contract when members are required to travel 30 miles or more in order to receive care
- Pursues the most cost effective option for members, using gasoline vouchers, ride sharing, etc. as appropriate
- Reports capacity and utilization to Buckeye as needed

TMS has performed very well for Buckeye, by improving the quality of service provided to our members and reducing the overall cost of transportation services for our plan. In addition, they collaborate well with us and continually look for ways to improve the service they provide.

If I can be of further assistance, please contact me by phone at 614-220-4900 ext 24108, or by email at [damerine@centene.com](mailto:damerine@centene.com).

Respectfully,

A handwritten signature in black ink, appearing to read "David B. Amerine". The signature is fluid and cursive, with a large initial "D" and "A".

David B. Amerine  
Vice President, Regulatory Affairs



## Fletcher's TenderCare

*Special care for special kids*

October 5<sup>th</sup>, 2009

To Whom it May Concern:

Fletcher's TenderCare is a Prescribed Pediatric Extended Care (PPEC) center located in Jacksonville, Florida. Our facility is a non-residential health care center for Medicaid eligible children from birth through age 21 with medically-complex conditions that require continuous therapeutic or skilled nursing supervision. PPECs provide an array of services that focus on meeting the medical, developmental, physical, nutritional, and social needs of the children who require short, long-term, or intermittent services. PPECs provide a less restrictive alternative to institutionalization, and reduce the isolation that homebound children may experience.

TMS provides transportation to our PPEC clients in Jacksonville, FL and we have been very pleased with their services. The drivers are kind, the transportation is reliable and the management at TMS is very easy to work with and has resolved any issues that have arisen very quickly and efficiently.

In August, several members of TMS took the time to meet with me personally to ensure service was being provided in a quality fashion. In addition, I was able to provide a tour of the facility and gave the TMS team an opportunity to see the important work we do and meet some of the exceptional clients that we serve.

I am very pleased with the service that TMS provides and am happy to continue working with them to meet the future needs of both our PPEC clients, as well as other Medicaid Beneficiaries in Duval County.

Thank you.

Sincerely,



Joni E. Hughes, RN, BSN, CCRN, CRNI  
Administrator



February 5, 2010

RE: TMS Management Group, Inc.

To Whom It May Concern:

TMS Management Group, Inc. has had a relationship with Comerica Bank for more than a year. They are a highly regarded client of our bank utilizing a variety of services including lending products, deposit products, and treasury management products.

TMS has maintained all their accounts and services with Comerica in an outstanding manner, and their professional team has demonstrated efficient management of all accounts at all times.

Please feel free to contact me with any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony Nigro", written over a large, light-colored circular scribble.

Anthony Nigro  
SVP Private Banking  
2202 N. Westshore Blvd  
Suite 200  
Tampa, FL 33607



**Jack Rice Insurance**  
"THE INSURANCE PROFESSIONALS"



To Whom It May Concern:

Jack Rice Insurance, LLC is an independent agency based in Largo, Florida. We represent TMS Management Group, Inc.

Please be aware that TMS Management Group, Inc. will be able to comply with all the insurance requirements set forth in the request for proposal. All carriers will be licensed to do business in your state and will carry an A rating, issued by AM Best.

With respects to insurance premiums, we can confirm that this client has had a consistent history of timely payment. And we expect the same for the foreseeable future.

Sincerely,

Jack S. Rice, Jr.  
Vice-President

DBPOLENC «UserName»

**"EXCELLENT SERVICE PROVIDED SINCE 1985"**

13080 South Belcher Road, Suite H Largo, Florida 33773 Ph. 727.530.0684 Fax. 727.532.9602

[www.jackriceinsurance.com](http://www.jackriceinsurance.com)



**RIVERO, GORDIMER & COMPANY, P.A.**  
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HERMAN V. LAZZARA  
MARC D. SASSER  
SAM A. LAZZARA  
STEPHEN G. DOUGLAS  
MICHAEL E. HELTON

April 10, 2010

Re: TMS Management Group, Inc.

To whom it may concern:

We have had the opportunity to represent TMS Management Group, Inc. and Affiliates (TMS) since their inception on January 3, 2005.

We have examined their financial statements for the years ended December 31, 2009, 2008 and 2007 and have issued an unqualified auditor's report for each year. TMS experienced net profit for each year.

We have found the management team including Daryl Minardi, Nick Cambas, David McDonald and Lionel Martinez to be responsive to our inquiries and no exceptions were noted or discovered.

Rivero, Gordimer & Company, P.A. considers TMS Management Group, Inc. and their senior management as a valued and responsible client.

Very truly yours,

**RIVERO, GORDIMER & COMPANY, P.A.**

Cesar J. Rivero



**DELEGATE AUDIT TOOL  
Transportation Vendor**

**DELEGATE INFORMATION**

Name: Transportation Management Group, Inc. (TMS)  
Address: 13825 ICOT Boulevard, Suite 613  
City: Clearwater  
State/Zip: FL/33760

Services Delegated: Non-emergent transportation

**AUDIT DATE:** August 2009

**TYPE of AUDIT:** Pre-Delegation \_\_\_\_\_ Annual Assessment  X

**AUDITOR(s):** Jennie Siems, Elaine Teune, Susan Harris, Michele Linhoff

**AUDIT RESULTS SUMMARY:** 99% total score

**The annual delegate oversight audit was conducted in Clearwater, FL on August 17<sup>th</sup>, 2009. A facility tour was conducted. Policies and procedures were reviewed as well as provider files and accident logs. Overall, the policies and files were organized and comprehensive. A final score of 99% was obtained. We will work with TMS on a couple of areas identified for opportunities improvements over the next couple of months.**



Y=1 Complies with requirement

NI=0.5 Partially complies w/ requirement  
applicable or not reviewed

N=0 Fails to comply w/ requirement

NA=Element is not

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
<b>General Requirements</b>			
1. Transportation providers/drivers maintain minimum liability insurance of \$100,000 per person and \$200,000 per incident. (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 30
2. Operations and services are in compliance with all federal and State safety requirements, including but not limited to, section 341.061(2)(a), Florida Statutes, and Chapter 14-90, F.A.C. (Policies and Procedures; File Review)	Y	1	Policy 30, page 2, item 2 Reviewed Provider Oversight Checklist
3. Continued compliance with all applicable State or federal laws relating to drug testing. (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 24. Policy 30 reviewed. As required by Federal Highway Administration & Federal Transit Administration.  All applicants are tested- upon hire and reasonable suspicion testing
4. Vehicle transfer points shall provide shelter, security, and safety of Member (Policies and Procedures; Member Complaints)	Y	1	Policy 30
5. Maintain a passenger/trip database for each Member transported by the Transportation Provider. (Policies and Procedures)	Y	1	Policy 30
6. Drug and alcohol testing for safety sensitive job positions relating to the provision of Transportation Services regarding pre-employment, randomization, post-accident and reasonable suspicion as required by the Federal Highway Administration and Federal Transit Administration. (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 30
7. Transportation provider shall establish a drug-free workplace and a substance abuse management and testing program. (Policies and Procedures)	Y	1	Policy 24 & 30  Additional testing may also be conducted as required by state, or federal law, rules, regulations or as deemed necessary by the company.
8. Develop and implement a first aid policy and cardiopulmonary resuscitation policy. (Policy and Procedures)	Y	1	Policy 30
9. Establish Member pick-up windows and communicate these windows to Transportation Providers and Members. (Policies and Procedures)	Y	1	Policy 30
10. Establish a 24-hr advance notification policy to obtain Transportation Services. (Policies and Procedures)	Y	1	Policy 30
11. Shall provide the total number of vehicles in each category, other than public transportation, that will serve each county as	Y	1	Policy 36 item 4

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
well as a provider directory for all Transportation Services (Policies and Procedures)			
12. Shall report the following by August 15 <sup>th</sup> of each year: <ul style="list-style-type: none"> <li>o The estimated number of one-way passenger trips to be provided in the following categories:               <ul style="list-style-type: none"> <li>o Ambulatory Transportation</li> <li>o Long haul ambulatory Transportation</li> <li>o Wheelchair Transportation</li> <li>o Stretcher Transportation</li> <li>o Ambulatory multiload Transportation</li> <li>o Wheelchair multiload Transportation</li> <li>o Mass transit pending Transportation</li> <li>o Mass transit Transportation (Enrollee has pass)</li> <li>o Mass transit Transportation (sent pass to enrollee)</li> </ul> </li> <li>o Actual amount of funds expended and the total number of trips provided during the fiscal year</li> <li>o The operating financial statistics for the previous year</li> </ul> (Policies and Procedures)	Y	1	Policy 36
13. A recording and tracking system is established for the types of inspections, maintenance, and lubrication intervals, including the date or mileage when these services are due. Required maintenance inspections shall be more comprehensive than daily inspections performed by the driver. (Policies and Procedures; File Review)	Y	1	Policy 30, item B. Checklist used for onsite review used File review 24/24 100%
14. Shall require that all vehicles be inspected in accordance with the vehicle inspection procedures (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 24 reviewed
15. Shall submit an annual safety and security certification in accordance with 14-90.10, FAC and shall submit to any and all safety and security inspections and reviews in accordance with 14-90.12, FAC (Policies and Procedures)	Y	1	Policy 30, item 23
16. Delegate will provide hours of operations for member service needs, transportation hours as well as after hour protocols.	Y	1	Policy 41
17. Delegate will provide policy for complaint monitoring.	Y	1	Policy 31

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
18. Delegate will provide annual program evaluation which includes safety, accidents and complaint monitoring.	Y	1	Policy 44. Reviewed complaint logs. Reviewed OH and AZ's reports
19. Delegate will comply with contract specific reporting requirements.	Y	1	Policy 36. Reviewed OH and AZ's reports
<b>TOTAL SCORE: General Requirements</b>	100%	19/19	
<b>Vehicle Equipment Requirements and Procurement Standards</b>			
1. Maintain copies of the Health Plan's toll-free phone number for Member Complaints inside all vehicles. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, item 3
2. All vehicles shall be equipped with child safety restraint devices, where the use of such devices would not interfere with the safety of a child (for example, a child in a wheelchair). (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30
3. Ensure that all vehicles have working air conditioners and heaters (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30
4. Allow Member property that can be carried by the passenger and/or driver, and can be stowed safely on the vehicle, shall be transported with the passenger at no additional charge. The driver shall provide Transportation on the following items as applicable: o Wheelchairs o Child Seats o Stretchers o Secured oxygen o Personal assistive devices and/or o Intravenous devices (Policies and Procedures; Member Complaints)	Y	1	Policy 30. item c
5. Interior of all vehicles shall be free from dirt, grime, oil, trash, torn upholstery, damaged or broken seats, protruding metal or other objects or materials which could soil items placed in the vehicle or provide discomfort for Members. (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30
6. Vehicle interior lighting and lighting in stepwells is sufficient during darkness (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30
7. Ensure adequate seating for paratransit services for each Member and escort, child, or	Y	1	Policy 30

Y=1 Complies with requirement

NI=0.5 Partially complies w/ requirement

N=0 Fails to comply w/ requirement

NA=Element is not applicable or not reviewed

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
personal care attendant, and shall ensure that the vehicle does not transport more passengers than the registered passenger seating capacity in a vehicle at any time. (Policies and Procedures; Random Vehicle Check; Member Complaints)			
8. Tires shall be properly inflated in accordance with manufacturer's recommendations	Y	1	Policy 30- Tires and Wheels section
9. Ensure that all vehicles are equipped with two-way communications, in good working order and audible to the driver at all times, by which to communicate with the Transportation Services hub or base of operations. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
10. Ensure adequate seating space for transit services for each Member and escort, child, or personal attendant, and shall ensure that transit vehicles provide adequate seating or standing space to each rider, and shall ensure that the vehicle does not transport more passengers than the registered passenger seating or standing capacity in a vehicle at any time. (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30
11. Smoking, eating and drinking are prohibited in any vehicles, except in cases in which, as a Medical Necessity, the Member requires fluids or sustenance during transport. (Policies and Procedures; Member Complaints)	Y	1	Policy 30
12. Passengers shall not be permitted to stand on or in vehicles not constructed for that purpose (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30
13. Installation of a wheelchair lift or ramp shall not cause the manufacturer's GVWR, gross axle weight rating, or tire rating to be exceeded (Policies and Procedures; Random Vehicle Check; File Review)	Y	1	Policy 30
14. Instructions for normal and emergency operations of the lift or ramp shall be carried or displayed in every vehicle. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, section 21
15. Emergency windows and doors shall not be obstructed by bars or other such means located either inside or outside the vehicle as to hinder escape (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, Emergency Exit section
16. Any supplemental security lock system used on emergency exits shall be kept UNLOCKED	Y	1	Policy 30

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
whenever a vehicle is in operation (Policies and Procedures; Random Vehicle Check)			
17. Emergency escape kick-out or push-out windows and emergency exit doors shall be kept in good working order so that they may be readily opened in an emergency (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30 Emergency Exit section
18. Passengers should not be permitted in the stepwells of any vehicle while the vehicle is in motion or to occupy any forward area of the standee line (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
19. Vehicles should not be refueled in a closed building and the number of times a vehicle is refueled when passengers are onboard should be minimized. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
20. Shall ensure that vehicles procured and operated meet the following requirements, at minimum: <ul style="list-style-type: none"> <li>o The capability and strength to carry the max allowed load and not exceed the manufacturer's gross vehicle weight rating , gross axle weighting , or tire rating</li> <li>o Structural integrity that mitigates or minimizes the adverse effects of collision</li> <li>o Federal Motor Vehicle Safety Standards (FMVSS), 49 CFR Part 571, Sections 102, 103, 104, 105, 108, 207, 209, 210, 217, 220, 221, 225, 302, 403, and 404, October 1, 2004, are hereby incorporated by reference</li> </ul> (Policies and Procedures)	Y	1	Policy 30
21. Proof of strength and structural integrity tests on new vehicles procured shall be submitted by manufacturers or the Transportation Provider to the Department of Transportation (Policies and Procedures)	Y	1	Policy 30
22. Shall ensure that every vehicle operated in the State shall be equipped with at least two (2) rear vision mirrors, one at each side, firmly attached to the vehicle (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
23. Shall ensure Type I buses operated in the State shall have exterior rear vision mirrors with a minimum reflective surface of fifty (50) square inches and the right mirror shall be located on the lowest part of the mirror and mounted a minimum of eighty (80) inches above the ground (Type I buses may be lower if used exclusively for paratransit services)	Y	1	Policy 30 Policy 30

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
(Policies and Procedures; Random Vehicle Check)			
24. Type I buses shall be equipped with an inside rear vision mirror capable of giving the driver a clear view of passengers (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
25. Type I buses having a passenger exit door located out of convenient driver vision control shall be equipped with an additional mirror (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
26. Trailer buses and articulated buses can be equipped with closed circuit video or adult monitors in lieu of interior mirrors (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
27. Transport vehicles electrical wiring shall be maintained as not to come into contact with moving parts, heated surfaces or chafing/abrasion sources which may cause insulation to become worn (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
28. Type I buses manufactured after 2/7/88 shall be equipped with a storage battery(ies) electrical main disconnect switch located in an accessible area and permanently marked for identification (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
29. Every storage battery on each public-sector bus shall be mounted with proper retainment devices in a compartment which provides adequate ventilation and drainage (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
30. All Type I buses with a rear exit door shall be equipped with a rear exit door/brake interlock that automatically applies the brakes upon driver activation of the rear exit door to the open position and remains until deactivation (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
31. Rear exit door interlock on Type I buses shall be equipped with an identified override switch enabling emergency release (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
32. Air pressure application on Type I bus brakes during interlock application shall be regulated at the original equipment manufacturer's specifications (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, section 21-c
33. Every vehicle constructed to allow standees shall have a plainly marked line of contrasting color at least two (2) inches wide to indicate area passengers are prohibited from occupying (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30

Y=1 Complies with requirement

NI=0.5 Partially complies w/ requirement

N=0 Fails to comply w/ requirement

NA=Element is not applicable or not reviewed

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
34. A sign shall be posted near the front of the vehicle which states that it is a violation for the vehicle to be operated with passengers occupying prohibited areas of the vehicle (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
35. Every vehicle designed and constructed for standees must be equipped with overhead grab rails, which are continuous except for a gap at the rear exit door, and terminate into vertical stanchions or turn up into ceiling fasteners (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
36. Every Type I and Type II bus designed for carrying more than sixteen (16) passengers shall be equipped with grab handles, stanchions, or bars at least ten (10) inches long and installed to permit safe on-board circulation, seating and standing assistance, and boarding/unloading by elderly and handicapped persons (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
37. Type I buses shall be equipped with a safety bar and panel directly behind each entry and exit stepwell (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
38. Flooring, steps, and thresholds on all vehicles shall have slip resistant surfaces without protruding sharp edges, lips, or overhangs, to prevent tripping hazards (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
39. All step edges and thresholds on vehicles shall have a band of color(s) running the full width of the step or edge which contrasts with the step tread and riser, either dark-on-light or light-on-dark. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
40. Power activated doors on all vehicles shall be equipped with a manual device designed to release door closing pressure (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
41. All vehicles shall have an emergency exit door (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
42. Vehicles without an emergency door shall have emergency escape push-out windows. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
43. Emergency escape windows shall be in the form of a parallelogram with dimensions of not less than 18" by 24" and each shall contain an area of not less than 432 square inches (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
44. There is a sufficient number of such push-out or kick-out windows in each vehicle to provide a total escape area equivalent to 67 square inches per seat, including the driver's seat (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
45. No less than 40 percent of the total escape area is located on one side of the vehicle (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
46. Emergency escape kick-out or push-out windows and emergency exit doors shall be conspicuously marked by a sign or light (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
47. Vehicle equipped with an auxiliary door for emergency exit shall be equipped with an audible alarm and light indicating to the driver the door is ajar while the engine is running (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, section 21 B
48. Supplemental security locks operable by a key are prohibited on emergency exit doors unless locks are equipped and connected with an ignition interlock system or audio visual alarm located in the driver's compartment (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, section 21 C
49. Vehicles shall not be operated with tires having a groove pattern depth less than 4/32 (1/8) of an inch, measured at any point on a major tread groove for tires on the steering axle of all vehicles (measurements should not be made where tie bars, humps, or fillets are located) (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
50. Vehicles should not be operated with tires having a groove pattern depth less than 2/32 (1/16) of an inch on a major tread groove for all other tires of all vehicles (those not on steering axle) (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
51. Transportation Provider shall not operate vehicles with recapped, re-grooved, or re-treaded tires on the steering axle. (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
52. Every vehicle shall be equipped with an adjustable driver's restraining belt in compliance with the requirements of FMVSS 209, "Seat Belt Assemblies" and FMVSS 210, "Seat Belt Assembly Anchorages" (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, FMVSS 209 & 210 addressed
53. Vehicles used for the purpose of transporting individuals with disabilities shall meet the requirements set forth in 49 CFR Part 38 (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
54. Except in locations within 3.5 inches of the vehicle floor, all readily exposed edges or other hazardous protrusions or parts of wheelchair lift assemblies or ramps that are located in the passenger compartment shall be padded with energy absorbing material to mitigate injury in normal use and in case of collision. This also applies to parts of the vehicle associated with the operation of the lift or ramp (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
55. Controls for operating the lift shall be at a location where the driver or lift attendant has a full view, unobstructed by passengers, of the lift platform, its entrance and exit, and the wheelchair passenger, either directly or with partial assistance of mirrors (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
56. Lifts located entirely to the rear of the driver's seat shall not be operable from the driver's seat, but shall have an override control at the driver's position that can be activated to prevent the lift from being operated by the other controls (except for emergency manual operation upon power failure) (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
<b>TOTAL SCORE: Vehicle Equipment Requirements and Procurement Standards</b>	100%	56/56	
<b>Driver Requirements</b>			
1. Establish criteria and procedures for selection, qualification, and training of all drivers. The criteria shall include, at a minimum, the following: <ul style="list-style-type: none"> <li>o Driver qualifications and background checks with minimum hiring standards</li> <li>o Driving and criminal background checks for all new drivers</li> <li>o Verification and documentation of valid driver licenses for all employees who drive vehicles</li> <li>o Training and testing to demonstrate and ensure adequate skills and capabilities to safely operate each type of vehicle or vehicle combination before driving unsupervised</li> </ul> (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 30 , page 6 – 17 A, B, C & E
2. Transportation providers/drivers are appropriately licensed. (Policies and Procedures; File Review)	Y	1	File review 24/24 100%
3. Drivers for paratransit services shall identify themselves by name and company in a manner that is conducive to communications with the specific passenger, upon pickup of	Y	1	Policy 30 page 3 item J

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
<p>each Member, group of Members, or representative, guardian, or associate of the Member, except in situations where the driver regularly transports the Member on a recurring basis.</p> <p>(Policies and Procedures; Random Vehicle Check; Member Complaints)</p>			
<p>4. Each driver must have photo identification that is viewable by the passenger. Name patches, inscriptions or badges that affix to driver clothing are acceptable. For transit services, the driver photo identification shall be in a conspicuous location in the vehicle.</p> <p>(Policies and Procedures; Random Vehicle Check; Member Complaints)</p>	Y	1	Policy 30 page 3 item K
<p>5. Paratransit drivers shall provide the Member with boarding assistance, if necessary or requested, to the seating portion of the vehicle. The boarding assistance shall include, but not be limited to, opening the vehicle door, fastening the seat belt or utilization of wheel chair securement devices, storage of mobility assistance devices and closing the vehicle door. In the door-through-door paratransit service category, the driver shall open and close doors to buildings, except in situations in which assistance in opening and/or closing building doors would not be safe for passengers remaining in the vehicle. The driver shall provide assisted access in a dignified manner. Drivers may not assist wheelchair passengers up or down more than one (1) step, unless it can be performed safely as determined by the Member, guardian, and driver.</p> <p>(Policies and Procedures; Random Vehicle Check; Member Complaints)</p>	Y	1	Policy 30 page 3 & 4 item L
<p>6. All drivers providing Transportation Services must undergo a background screening</p> <p>(Policies and Procedures; File Review)</p>	Y	1	File review 24/24 100% Policy 30 page 4 item Q
<p>7. Drivers may be bi-lingual but must, at a minimum, speak English.</p> <p>(Policies and Procedures; Random Vehicle Check; File Review)</p>	Y	1	File review 24/24 100% Policy 30 page 6 item D
<p>8. Drivers shall write and submit a daily vehicle and inspection report pursuant to Rule 14-90.006, F.A.C., detailing a daily inspection or test of the following parts and devices to ascertain they are safe and in good working order:</p> <ul style="list-style-type: none"> <li>o Service brakes</li> </ul>	Y	1	Policy 30 page 10 item A & provider checklist. Requires pre-operational or daily inspection.

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
<ul style="list-style-type: none"> <li>o Parking brakes</li> <li>o Tires and wheels</li> <li>o Steering</li> <li>o Horn</li> <li>o Lighting devices</li> <li>o Windshield wipers</li> <li>o Rear vision mirrors</li> <li>o Passenger doors and seats</li> <li>o Exhaust system</li> <li>o Equipment for transporting wheelchairs</li> <li>o Safety, security, and emergency equipment</li> </ul> (Policies and Procedures; File Review)			
9. Shall review daily vehicle inspection reports and document corrective actions taken as a result of any identified deficiencies (Policies and Procedures)	Y	1	Policy 30
10. Shall establish medical exam requirements for all applicants for driver positions and for existing drivers that shall include: <ul style="list-style-type: none"> <li>o Pre-employment examination for applicants</li> <li>o Exams at least once every (2) two years for existing drivers</li> <li>o Return to duty examinations for any driver prior to returning to duty after having been off duty for thirty (30) or more days due to an illness, medical condition, or injury</li> </ul> (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 30
11. Medical exams are conducted in person, and not via the internet, by a Doctor of Medicine or Osteopathy, a Physician Assistant or ARNP licensed by the State of Florida. An Ophthalmologist may conduct portions which pertain to visual acuity, field of vision and color recognition. Medical professional should complete, sign and date the medical exam report. (Policies and Procedures)	NI	0.5	Policy 30 page 9, item 2. Needs to state "in person"
12. Medical exams are performed and recorded by standards that meet or exceed those provided in Department Form Number 725-030-11, Medical Examination Report for Bus Transit System Driver, Rev. 07/05 available from the Florida Dept. of Transportation or specific state standard. (Policies and Procedures; File Review)	Y	1	Policy 30 page 8 item 19:1
13. Shall not permit a driver to drive a vehicle when such driver's license has been suspended, cancelled or revoked. A driver who receives notice of such must notify employer of the contents of the notice immediately and no later than the end of the	Y	1	Policy 30

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
business day following the day driver received notice. (Policies and Procedure)			
14. Shall operate vehicles in compliance with applicable traffic regulations, ordinances, and laws of the jurisdiction in which they are being operated. (Policies and Procedures)	Y	1	Policy 30
15. Drivers are not permitted or required to drive more than twelve (12) hours in any one twenty-four (24) hour period or after having been on duty for sixteen (16) hours in any one twenty-four (24) hour period. (Policies and Procedures)	Y	1	Policy 30
16. A driver is not permitted or required to be on duty more than seventy-two (72) hours in any period of seven (7) consecutive days. A driver who has reached the maximum of on-duty time has a minimum of twenty-four (24) consecutive off hours before returning to duty. (Policies and Procedures)	Y	1	Policy 30
17. Drivers are not permitted or required to drive when ability is impaired or likely to be impaired by: o Fatigue o Illness o Other causes as to make it unsafe for the driver to begin or continue driving. (Policies and Procedures)	Y	1	Policy 30
18. Drivers do not operate vehicles with passenger doors in the open position or open the vehicle doors until the vehicle comes to a complete stop. Driver should not operate a vehicle with inoperative doors. (Policies and Procedures)	Y	1	Policy 30
19. Driver must wear a restraining belt/seat belt at all times. (Policies and Procedures)	Y	1	Policy 30 page 11
20. Drivers must not leave vehicles unattended with passengers for longer than five (5) minutes. (Policies and Procedures)	Y	1	Policy 30 page 11, section 20
21. Driver shall set the parking or holding brake any time a vehicle is left unattended. (Policies and Procedures; File Review)	Y	1	Policy 30
22. Shall not leave vehicles unattended in an unsafe condition with passengers aboard at any time. (Policies and Procedures)	Y	1	Policy 30
<b>TOTAL SCORE: Driver Requirements</b>	<b>98%</b>	<b>21.5/22</b>	

Y=1 Complies with requirement

NI=0.5 Partially complies w/ requirement

N=0 Fails to comply w/ requirement

NA=Element is not applicable or not reviewed

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
<b>Driver Training Requirements</b>			
1. Drivers shall be given explicit instructional and procedural training and testing in the following areas: <ul style="list-style-type: none"> <li>o Health Plan/Transportation Providers safety and operational policies and procedures</li> <li>o Operational vehicle and equipment inspections</li> <li>o Vehicle equipment familiarization</li> <li>o Basic operations and maneuvering</li> <li>o Boarding and alighting passengers</li> <li>o Operation of wheelchair lift and other special equipment and driving conditions</li> <li>o Defensive driving</li> <li>o Passenger assistance and securement</li> <li>o Handling emergencies and security threats</li> <li>o Security threat awareness</li> </ul> (Policies and Procedures; File Review)	Y	1	File review 24/24 100% Policy 30
<b>TOTAL SCORE: Driver Training Requirements</b>	<b>100%</b>	<b>1/1</b>	
<b>Safety Requirements and Equipment</b>			
1. Maintain Policies and Procedures that address the following safety elements and requirements: <ul style="list-style-type: none"> <li>o Hazard identification and resolution</li> <li>o Equipment for transportation of wheelchairs</li> <li>o Safety data acquisition and analysis</li> <li>o Safety standards for private contract vehicle transit system(s) that provide(s) Transportation services for compensation as a result of a contractual agreement with the vehicle transit system.</li> </ul> (Policies and Procedures)	Y	1	Policy 30 page 5 items I, J, K, L
2. A safety inspection report shall be prepared by the individuals performing the inspection which shall include the following: <ul style="list-style-type: none"> <li>o Identification of inspector(s)</li> <li>o Identification of Provider operating the vehicle</li> <li>o Date of the inspection</li> <li>o Identification of the vehicle inspected</li> <li>o Identification of equipment and devices inspected and devices found defective or deficient</li> <li>o Identification of corrective actions and dates of completion</li> </ul> (Policies and Procedures)	Y	1	Policy 30
3. Ensure that each individual performing a vehicle safety inspection is qualified as follows: <ul style="list-style-type: none"> <li>o Understands the requirements set forth in 14-</li> </ul>	Y	1	Policy 30, page 15, 22:1

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
<p>90, F.A.C., and can identify defective components</p> <ul style="list-style-type: none"> <li>o Is knowledgeable of, and has mastered the methods, procedures, tools, and equipment used when performing an inspection</li> <li>o Has at least one (1) year of training and/or experience as a mechanic or inspector in a vehicle maintenance program and has sufficient general knowledge of vehicles owned and operated by the provider to recognize deficiencies or mechanical defects.</li> </ul> <p>(Policies and Procedures)</p>			
<p>4. Each vehicle receiving a safety inspection is checked for compliance with the safety devices and equipment requirements. Specific operable equipment and devices should include the following:</p> <ul style="list-style-type: none"> <li>o Horn</li> <li>o Windshield wipers</li> <li>o Mirrors</li> <li>o Wiring and battery</li> <li>o Service and parking brakes</li> <li>o Warning devices</li> <li>o Directional signals</li> <li>o Hazard warning signals</li> <li>o Lighting systems and signaling devices</li> <li>o Handrails and stanchions</li> <li>o Standee line and warning</li> <li>o Doors and interlock devices</li> <li>o Stepwells and flooring</li> <li>o Emergency exits</li> <li>o Tires and Wheels</li> <li>o Suspension system</li> <li>o Exhaust system</li> <li>o Seat belts</li> <li>o Equipment for transporting wheelchairs</li> </ul> <p>(Policies and Procedures)</p>	Y	1	Policy 30
<p>5. Every vehicle shall be equipped with one (1) fully charged dry chemical or carbon dioxide fire extinguisher, having at least a 1A:BC rating and bearing the label of Underwriter's Laboratory, Inc.</p> <p>(Policies and Procedures; Random Vehicle Check)</p>	Y	1	Policy 30
<p>6. Each fire extinguisher should be securely mounted on the vehicle in a conspicuous place or a clearly marked compartment and be readily accessible</p> <p>(Policies and Procedures; Random Vehicle Check)</p>	Y	1	Policy 30
<p>7. Each fire extinguisher shall be maintained in efficient operating condition and be equipped with some means of determining its level of charge</p>	Y	1	Policy 30

Y=1 Complies with requirement

NI=0.5 Partially complies w/ requirement

N=0 Fails to comply w/ requirement

NA=Element is not applicable or not reviewed

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
(Policies and Procedures; Random Vehicle Check)			
8. Every Type I Bus shall be equipped with portable red reflector warning devices (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
9. Submit an Annual safety certification verifying the following: <ul style="list-style-type: none"> <li>o Adoption of policies and procedures that, at a minimum, establish standards set for in this Section; and</li> <li>o The Transportation Provider is in full compliance with the policies and procedures relating to Transportation Services, and that it has performed annual safety inspections on all vehicles operated by the Transportation Provider.</li> </ul> (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30 page 5 item 14: A&B
<b>TOTAL SCORE: Safety Requirements and Equipment</b>	<b>100%</b>	<b>9/9</b>	
<b>Security Requirements</b>			
1. Maintain Policies and Procedures that address the following security requirements: <ul style="list-style-type: none"> <li>o Security policies, goals, and objectives</li> <li>o Organization, roles and responsibilities</li> <li>o Emergency management processes and</li> <li>o Emergency management processes and procedures for mitigation, preparedness, response, and recovery</li> <li>o Procedure for investigation of any event involving a vehicle, or taking place on vehicle transit system controlled property, resulting in a fatality, injury, or property damage</li> <li>o Procedures for the establishment of interfaces with emergency response organization</li> <li>o Employee security and threat awareness training programs</li> <li>o Conduct and participate in emergency preparedness drills and exercise</li> <li>o Security requirements for Transportation Providers that provider Transportation Services for compensation as a result of a contractual agreement with the Health Plan/Transportation Provider</li> </ul> (Policies and Procedures)	Y	1	Policy 30 page 5 item 16: a, B, C, D, E, F, H, I
<b>TOTAL SCORE: Security Requirements</b>	<b>100%</b>	<b>1/1</b>	
<b>Record Maintenance</b>			
1. The following records shall be maintained for at least 5 years: <ul style="list-style-type: none"> <li>o Records of vehicle driver background checks and qualifications</li> </ul>	Y	1	Maintenance logs are viewed upon provider site visit. Policy 30 p 7 item H, 1,2 &3, page 8, page 9 item 3 and pages 7 & 8 D:I.  TMS requires maintenance logs for 10 years.

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
<ul style="list-style-type: none"> <li>○ Detailed descriptions of training administered and completed by each vehicle driver</li> <li>○ A record of each vehicle driver's duty status, which shall include total days worked, on-duty hours and time of reporting on- and off-duty each day</li> <li>○ Investigation reports, corrective action plans, and related supporting documentation for any event involving a vehicle and resulting in a fatality, injury or property damage. (Five years from the date of completion of the investigation.)</li> <li>○ Proof of medical examination for each driver, i.e., a completed and signed medical exam report, dated within the past twenty-four (24) months</li> <li>○ Records of annual vehicle safety inspections and corrective actions</li> <li>○ Written documentation of vehicle preventative maintenance, regular maintenance, inspections, lubrications, and repairs performed for each vehicle. The records should include, at minimum, the following information: <ul style="list-style-type: none"> <li>○ Identification of the vehicle including make, model and license number or other means of positive identification and ownership</li> <li>○ Date, mileage, and type of inspection, maintenance, lubrication, or repairs performed</li> <li>○ Date, mileage, and type of inspection, maintenance and lubrication intervals performed</li> <li>○ The name of any person or lessor furnishing any vehicle no owned by the Transportation Provider</li> <li>○ The name and address of any entity or contractor performing an inspection, maintenance, lubrication, or repair.</li> <li>○ Any documents required to be prepared by the contract</li> </ul> </li> </ul> <p>(Policies and Procedures)</p>			
<b>TOTAL SCORE: Record Maintenance</b>	<b>100%</b>	<b>1/1</b>	
<b>Vehicle Maintenance</b>			
<ol style="list-style-type: none"> <li>1. Shall establish a maintenance policy and procedures for preventative and routine maintenance for all vehicles that ensures, at minimum, that: <ul style="list-style-type: none"> <li>○ All vehicles, all parts and accessories on such vehicles, and any additional parts and accessories which may affect the safety of</li> </ul> </li> </ol>	Y	1	Policy 30 page 7, item 18:A

Y=1 Complies with requirement

NI=0.5 Partially complies w/ requirement

N=0 Fails to comply w/ requirement

NA=Element is not applicable or not reviewed

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
vehicle operation are regularly and systematically inspected, maintained and lubricated in accordance with the standards developed and established according to the vehicle manufacturer's recommendations and requirements. This includes: <ul style="list-style-type: none"> <li>○ Frame and frame assemblies</li> <li>○ Suspension systems</li> <li>○ Axles and attaching parts</li> <li>○ Wheels and rims</li> <li>○ Steering systems</li> </ul> ○ That proper preventative maintenance is performed on all vehicles (Policies and Procedures)			
2. Transportation Provider shall ensure all wheels are visibly free from cracks and distortions and shall not have missing, cracked, or broken mounting lugs (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30, page 13 item F
3. The suspension system of all vehicles, including springs, airbags, and all other suspension parts as applicable, shall be free from cracks, leaks, and any other defect which would or may cause its impairment or ability to function properly (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
4. The steering system of all vehicles shall have no indication of leaks which would or may cause its impairment to function properly, and shall be free from cracks and excessive wear of components that would or may cause excessive free play or loose motion in the steering system or above normal effort in steering control (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30
5. Wheelchair lifts, ramps, securement devices, and restraints shall be inspected and maintained (Policies and Procedures; Random Vehicle Check)	Y	1	Policy 30 page 15 item N
6. Vehicles that do <i>not</i> have a working air conditioner or heater are removed from the vehicle pool and scheduled for repair or replacement. (Policies and Procedures; Random Vehicle Check; Member Complaints)	Y	1	Policy 30 page 4 item O
<b>TOTAL SCORE: Vehicle Maintenance</b>	<b>100%</b>	<b>6/6</b>	
<b>Accident Reporting and Investigation</b>			
1. Transportation Provider shall investigate, or cause to be investigated, any event involving	Y	1	File Review 2/2 100% Policy 30 page 8 and TMC accident log reviewed

REQUIREMENT	Compliance Y/N/NI/NA	SCORE	COMMENTS
a vehicle or taking place on Transportation Provider controlled property resulting in a fatality, injury or property damage as follows: <ul style="list-style-type: none"> <li>o A fatality where an individual is confirmed dead, within three days of a Transportation services related event</li> <li>o A detailed report with the Agency within ten days of the event</li> <li>o Injuries requiring medical attention away from the scene for two (2) or more individuals</li> <li>o Property damage totaling more than one thousand dollars (\$1000.00)</li> <li>o Evacuation of a vehicle where there is imminent danger to passengers on the vehicle</li> </ul> 2. Each investigation is documented in a final report that includes a description of the investigation, identified causal factors, and a corrective action plan 3. Corrective action plans identify the action to be taken by the Transportation Provider and the implementation schedule 4. Transportation Provider monitors and tracks the implementation of each corrective action plan (Policies and Procedures; File Review)			
<b>TOTAL SCORE: Accident Reporting &amp; Investigation</b>	<b>100%</b>	<b>1/1</b>	
<b>TOTAL SCORE:</b>	<b>99%</b>	<b>115.5/ 116</b>	



December 4, 2007

**Charlie Crist**  
Governor

**JR Harding Ed.D.**  
Chairperson

**Donna Loggie**  
Vice Chairperson

**Lisa M. Bacot**  
Executive Director

Mr. David McDonald  
TMS  
13825 ICOT Boulevard  
Clearwater, FL 33760

Re: Non-Emergency Transportation Service Provider in Broward County.

Dear Mr. McDonald:

The attached report summarizes the results of the Quality Assurance and program Evaluation (QAPE) review of Broward County.

The QAPE team conducted the review during October 15-16, 2007. Findings presented in the report. The system was evaluated based on compliance with the Medicaid Contract, Chapter 427, F.S.; Commission Standards; Local Standards; Rule 41-2, F.A.C.; and the Americans with Disabilities Act (ADA).

The Non-Emergency Transportation Service Provider should not provide a status report to the Commission because there were no recommendations.

Sincerely,

Lisa M. Bacot  
Executive Director

LMB: rc  
Attachment

cc: Hon. Joseph Varsallone, Broward County LCB  
Ms. Deborah Byrnes, Broward MPO  
Karen Somerset, Assistant Director Program Administration and Oversight  
Robert Craig, Quality Assurance Manager  
Erin Schepers, Regional Manager

# Medicaid Review

TMS

Identification Number: BDG08

Counties served: Broward

Date(s) of Review: October 15-16, 2007

Staff Assigned to Review: Robert Craig

Section	Item to Monitor
9.1	<b>Beneficiary Access</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.2	<b>Eligibility Screening</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.3	<b>Transportation Standards: Commission Standards</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.4 - 9.5	<b>Appropriate Level of Transportation/Service Area</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.6	<b>Activity Documentation</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.7	<b>Service Standards</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.8	<b>Vehicle Inspections</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
9.12	<b>Gatekeeper Policy</b>
	Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A

# Medicaid Review

TMS

Section	Item to Monitor
<b>10B.2.8</b>	<b>Determination of Service Process</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.9</b>	<b>Application for Services</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.10</b>	<b>Levels of Transportation</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.11</b>	<b>Criteria for Wheelchair or NET Stretcher Services</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.12</b>	<b>Nursing Home and Mental Health Facility NET Services</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.13</b>	<b>Medicaid Denial Policy</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.14</b>	<b>Beneficiary Appeals Notice</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
<b>10B.2.15</b>	<b>No-Show Beneficiary Education</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A
	<b>On-Site Observation of the System - also see Attachment</b> Area of Noncompliance: The telephone number for the CTC was posted inside the vehicle, not a telephone number for TMS. Recommendation: TMS corrected this item before the report was finalized. Timeline for Compliance: N/A
	<b>Beneficiary, Purchaser, and Contractor Surveys - also see Attachment</b> Area of Noncompliance: None. Recommendation: None. Timeline for Compliance: N/A

# Medicaid Review

TMS

We did not have recommendations for corrective action. Therefore a status report is not due to the Quality Assurance Manager.

Overall, TMS is providing a great level of service to Medicaid Non-Emergency Transportation clients in Broward County.

Report completed by: Robert Craig *Robert Craig*

Title: Quality Assurance Manager

Report reviewed by: Josie West *Josie West*

Title: Quality Assurance Specialist

Executive Director: Lisa Bacot *Lisa Bacot*

Date: 12/4/07

## Attachment

### 1. BUS/VAN RIDE

During October 15-16, 2007, the QAPE staff took a ride via the coordinated system. The driver wore the appropriate uniform with an ID badge. The operator's vehicle was clean and free of torn and/or damaged seats. The vehicle had working air conditioning and two-way communication. A sign identifying the Local Toll Free telephone number (CTC) and the TD Helpline number was posted inside the vehicle.

### 2. RIDER SURVEYS

On October 22, 2007, we conducted a survey of riders who rode the transportation system on October 12, 2007. The results of the survey are as follows:

#### Summary of Rider Survey

Name of Program Funding Source	Percentage of Beneficiaries Riders by Program	Number of Trips by Program	Number of Beneficiaries Called by Program	Number of Beneficiaries Experiencing a Problem	Number of Beneficiaries refused transportation within last 6 months	Rate the ride on a scale of 1 to 10 (10 being most satisfied)
Medicaid	163	326	16	2 - a few minutes late	0	Average = 9.2

**Additional Comments:** Didn't get home on time last trip, but other than that everything is going good. Very happy, has not had any problems. Has had nothing but excellent service and help (Is very helpful). Has not had a problem yet. Very happy and thankful (Only way to go). No complaints or worries. Usually a few minutes late, but not too bad. Has not had any problems yet, very pleased.

### 3. CONTRACT OPERATOR SURVEYS

The NET Service Provider has two (2) contract operators: Allied Medical Transport and Yellow Cab. The results are as follows:

- **Do the beneficiaries contact your facility directly to cancel a trip?**  
Allied Medical Transport - No  
Yellow Cab - No
- **Do you have a toll-free phone number for a rider to issue commendations/complaints posted on the interior of all vehicles used to transport Medicaid riders?**  
Allied Medical Transport - No (corrected before report finalized)  
Yellow Cab - Yes
- **Does the NET Service Provider bill the funding agencies for the transportation you provide?**  
Allied Medical Transport - Yes  
Yellow Cab - Yes
- **Does NET Service Provider pay invoices in a timely manner?**  
Allied Medical Transport - Yes

RECEIVED  
APR 1 8 2010



BY: -----

Grace Diaz, RN, BSN, MBA  
Senior Director Corporate Quality Improvement Accreditation & Compliance

WellCare Health Plans, Inc.  
The WellCare Group of Companies

March 29, 2010

TMS Transportation Management Services  
13825 ICOT Blvd. # 613  
Clearwater, FL 33760  
Attn: David McDonald

RE: Delegation Site Visit

Dear David McDonald,

On behalf of WellCare Health Plans, Inc., I would like to thank you and your staff for your assistance and organization in the Claims audit we conducted on January 29, 2010 for Indiana Medicare, Illinois Medicare, Texas Medicare, Ohio Medicare, Ohio Medicaid, Hawaii Medicare and Hawaii Medicaid.

The results reveal that there were no deficiencies found, therefore continued delegation was recommended by our Delegation Oversight Committee on March 25, 2010. The Delegation Oversight Committee's evaluation and approval of the recommendations will be presented to the Quality Improvement Committee. This delegation is effective for one year from the date of the review unless quality issues necessitate revocation of this delegation.

If you should have any questions please contact me at (813) 206-6426.

Sincerely,

Grace Diaz, RN, BSN, MBA  
Senior Director Corporate Quality Improvement Accreditation & Compliance  
WellCare Health Plans, Inc.

Enclosures

**Mailing Address:**

P.O. Box 31401  
Tampa, Florida 33631-3401

8735 Henderson Road  
Renaissance 2  
Tampa, FL 33634

**Physical Address:**

8735 Henderson Road  
Renaissance 4  
Tampa, FL 33634  
Telephone: 813.290.6200 ext. 6426  
Email: Grace.Diaz@wellcare.com

cc: Nicole Diaz, Claims Delegation Oversight Auditor  
800 960-2530 ext. 1394  
[nicole.diaz@wellcare.com](mailto:nicole.diaz@wellcare.com)



WellCare Health Plans, Inc.  
A Member of the WellCare Group of Companies

Addendum A

Annual Global Audit Tool

Entity: Transportation Management - TMS

LOB: ERF, WRF, OMD, OMR, HMR, ZMR, ZAB, IMR, TMR

Date: 1/29/2010

AUDIT SECTION/ELEMENTS		N/A	FULL COMPLIANCE	PARTIAL COMPLIANCE	NO COMPLIANCE	COMMENTS
<b>I. HIPAA - Security and Confidentiality</b>						
<b>a) Adopts and maintains written policies and procedures regarding PHI that address:</b>						
<ul style="list-style-type: none"> <li>Information included in notifications and privacy practices</li> </ul>	X		X			Objective evidence showed approved policies exist as policy #032 -HIPAA, #033 - Member Access to their Individual PHI Information and #034 - Individual PHI Restrictions dated 1/15/2010 <b>REQUIREMENT - Update policy to include language regarding the process used internally for the protection of oral, written and electronic PHI across the organization</b>
<ul style="list-style-type: none"> <li>Process to allow individuals access to PHI, including access to amend PHI, request restrictions and amendments               <ul style="list-style-type: none"> <li>➢ Access</li> <li>➢ Amend</li> <li>➢ Request restrictions</li> <li>➢ Request accounting of disclosures</li> </ul> </li> </ul>			X			
<ul style="list-style-type: none"> <li>Members' right to authorize or deny the release of PHI beyond uses for treatment, payment or health care operations.</li> </ul>			X			
<ul style="list-style-type: none"> <li>Not use or disclose PHI other than as permitted by plan or as required by law</li> </ul>			X			
<ul style="list-style-type: none"> <li>Ensure that subcontractors agree to the same restrictions and conditions with regard to PHI</li> </ul>			X			
<ul style="list-style-type: none"> <li>Prohibit the use of PHI for employment or other benefit-related decisions</li> </ul>			X			
<ul style="list-style-type: none"> <li>Make necessary information available and notify the organization of any use or disclosure of PHI that is inconsistent with the uses and disclosures</li> </ul>			X			
<ul style="list-style-type: none"> <li>Procedures for return, destruction and restrictions of further use of PHI by employers or plan sponsors</li> </ul>			X			



WellCare Health Plans, Inc.  
A Member of the WellCare Group of Companies

Addendum A

Annual Global Audit Tool

Entity: Transportation Management - TMS

LOB: ERF, WRF, OMD, OMR, HMR, ZMR, ZAB, IMR, TMR

Date: 1/29/2010

AUDIT SECTION/ELEMENTS	N/A	FULL COMPLIANCE	PARTIAL COMPLIANCE	NO COMPLIANCE	COMMENTS
<ul style="list-style-type: none"> <li>Identify the sponsor or employer staff who have access to PHI</li> </ul>		X			
<b>b) Maintain written policies and procedures that address the care and treatment of minors, as well as adults who are unable to exercise rational judgment or give informed consent.</b>		X			Objective evidence showed an approved policy exists as policy #042 – Transportation of Minors and Adults Who Require an Escort dated 1/15/2010
<b>c) Informs its members of its policies and procedures regarding collection, use and disclosure of member PHI. This communication includes:</b> <ul style="list-style-type: none"> <li>The Entity's routine use and disclosure of PHI</li> <li>Use of authorizations</li> <li>Access to PHI</li> <li>Internal protection of oral, written and electronic PHI across the organization</li> <li>Protection of information disclosed to plan sponsors or employers</li> </ul>	X				
<b>d) Designates either an internal staff member as chief privacy officer or an internal privacy committee. The chief privacy officer or the committee is involved in developing and implementing:</b> <ul style="list-style-type: none"> <li>Privacy policies</li> <li>Mechanisms to oversee application of privacy policies</li> <li>Levels of user access</li> <li>Identification of unnecessary PHI collection</li> <li>Mechanisms to limit access to PHI</li> <li>A process to review requests to use PHI</li> </ul>			X		TMS has designated David McDonald as the Chief Privacy Officer
<b>e) Display the following on website, if applicable</b> <ul style="list-style-type: none"> <li>Information collected on the website</li> </ul>	X				





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Annual Global Audit Tool

Entity: Transportation Management - TMS

LOB: ERF, WRF, OMD, OMR, HMR, ZMR, ZAB, IMR, TMR

Date: 1/29/2010

AUDIT SECTION/ELEMENTS	N/A	FULL COMPLIANCE	PARTIAL COMPLIANCE	NO COMPLIANCE	COMMENTS
Compliance Assessment Count for this section – 10	1	9	0	0	
<b>III. Record Retention</b>					
a) Provide for inspections of any records pertinent to the contract by the Plan, and appropriate State and Federal Agencies		X			Objective evidence showed element identified in the <u>PROVIDER AGREEMENT –ATTACHEMNT I- MEDICARE ADVANTAGE PROGRAM PROVIDER REQUIREMENTS - Section II. - Additional MA Program Obligations and Requirements – Section A – Audit; Access to and Record Retention</u>
b) Require an adequate record system be maintained for recording services, charges, dates and all other commonly accepted information elements for services rendered to Plan Members under the contract.		X			Objective evidence showed element identified in the <u>PROVIDER AGREEMENT –ATTACHEMNT I- MEDICARE ADVANTAGE PROGRAM PROVIDER REQUIREMENTS - Section II. - Additional MA Program Obligations and Requirements – Section A – Audit; Access to and Record Retention</u>
c) Require that records be maintained for a period not less than Ten (10) years from the close of the contract and retained further if the records are under review or audit until the review or audit is complete. (Prior approval for the disposition of records must be requested and approved by the Plan if the subcontract is continuous.)		X			Objective evidence showed element identified in the <u>PROVIDER AGREEMENT –ATTACHEMNT I- MEDICARE ADVANTAGE PROGRAM PROVIDER REQUIREMENTS - Section II. - Additional MA Program Obligations and Requirements – Section A – Audit; Access to and Record Retention</u>
d) There is a designated staff person who is qualified in training and experience for oversight of and access to the	X				



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Annual Global Audit Tool

Entity: Transportation Management - TMS

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Date: 1/29/2010

AUDIT SECTION/ELEMENTS	N/A	FULL COMPLIANCE	PARTIAL COMPLIANCE	NO COMPLIANCE	COMMENTS
medical records system		X			
e) There is a written policy on confidentiality of medical records, which ensures records are handled to preclude loss, tampering, alteration, destruction, and unauthorized disclosure of confidential information		X			Objective evidence showed approved policy exists as policy #032 –HIPAA, dated 1/15/2010 <b>REQUIREMENT</b> – Update policy to include language regarding the process used internally for the protection of oral, written and electronic PHI across the organization
Compliance Assessment Count for this section – 5	1	4	0	0	
<b>IV. Satisfaction Surveys</b>		X			
a) Assesses member and provider satisfaction with Customer Service functions at least every two (2) years					Objective evidence showed an approved policy exists as policy #21 – TMS Customer Service Satisfaction Survey dated 1/15/2010
b) Reports results of customer satisfaction surveys to the Plan		X			
c) Evaluates Customer Service-related reports and customer satisfaction surveys on a regular basis. Performs annual substantive evaluation of delegated activities in accordance with applicable accreditation standards	X				
d) Patient and provider satisfaction survey (AAAHC – at least annually) within last two years (NCOA) on utilization management process.	X				
e) Entity conducts a Provider Satisfaction Survey annually		X			
Compliance Assessment Count for this section – 5	2	3	0	0	
<b>Total Compliance Assessment (count) – 42</b>	11	25	6	0	
<b>Overall Compliance Score</b>		90%			



WellCare Health Plans, Inc.  
A Member of the WellCare Group of Companies

**Addendum A**

**Annual Global Audit Tool**

**Entity:** *Transportation Management - TMS*

**LOB:** *ERF, WRF, OMD, OMR, HMR, ZMR, ZAB, IMR, TMR*

**Date:** *1/29/2010*

AUDIT SECTION/ELEMENTS	N/A	FULL COMPLIANCE	PARTIAL COMPLIANCE	NO COMPLIANCE	COMMENTS
100%					



WellCare Health Plans, Inc.  
A Member of the WellCare Group of Companies

**Addendum A**

**Annual Global Audit Tool**

**LOB: ERF, WRF, OMD, OMR, HMR, ZMR, ZAB, IMR, TMR**

**Date: 1/29/2010**

**Entity: Transportation Management - TMS**  
Section 1 Score 71.875  
Section 2 Score 100

Section 3 Score 100  
Section 4 Score 100



**WellCare Health Plans, Inc.**  
*A member of the WellCare Group of Companies*

**Corrective Action Plan**

**Agency:** *Transportation Management Services -TMS*

**Date of Audit:** *1/29/2010*

**Date of Corrective Action Plan:** *2/24/2010*

Identified Problem (Please state section of contract that does not meet)	Area of Delegation (i.e. Network, Claims, etc.)	Responsible Party (Identify Plan or Agency)	Actions/Interventions (What needs to be accomplished in order to satisfy the requirement)	Reports Due (What needs to be provided to the Plan to prove compliance [i.e., policy, minutes])	Date Due	Comment/Status
HIPAA- Security and Confidentiality	Global	TMS	<p>Create and implement a policy that speaks to the involvement of the chief privacy officer in the development and implementation of:</p> <ol style="list-style-type: none"> <li>1) Privacy policies</li> <li>2) Mechanisms to oversee the application of privacy policies</li> <li>3) Levels of user access</li> <li>4) Identification of unnecessary PHI collection</li> <li>5) Mechanisms to limit access to PHI</li> <li>6) A process to review requests to use PHI</li> </ol>	Policy and procedure	30 days	

Activity, reason or reported incident which necessitated development of corrective action plan: *Annual Audit*



**WellCare Health Plans, Inc.**  
*A member of the WellCare Group of Companies*

**Corrective Action Plan**

**Agency:** *Transportation Management Services -TMS*

**Date of Audit:** *1/29/2010*

**Date of Corrective Action Plan:** *2/24/2010*

Corrective Action Plan prepared by: *Susan Adams-Ripper, Vendor Oversight Specialist*

Date: *2/24/2010*

Presented to Delegation Oversight Committee:

Date: *03/25/10*

Notification to Agency:

Date: *03/29/10*

# David E. McDonald, M.S.

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## OBJECTIVE

Seeking a leadership position which utilizes my educational background and 20 years of local government work experience.

## STRENGTHS

- Seven years experience in special program administration
- Excellent communicator, superior inter-personal skills
- Ability to work with diverse groups, especially in a team building process
- Proficient in problem solving, and highly effective in stressful situations
- Grant writing skills
- Seven years experience in performing public presentations in front of government boards and committees

## EMPLOYMENT

### TMS, Clearwater, Florida

#### President/Operations Manager

**Feb. 2005 to Present**

Responsible for startup of contracted service to provide non-emergency transportation services to Medicaid recipients in Brevard County, Florida. Implemented several operational improvements including gatekeeping, provider trip allocation and processing, utilization of bus passes, management of hospital discharge information, and advance creation and distribution of daily manifests including stretcher transports. Meet with providers, hospital and nursing home administrators regularly to monitor quality of service and set goals for improvements. Created an interim non-reimbursable program for transportation of children not qualifying for Medicaid NET service which the CTD is now budgeted for state-wide deployment.

### Pinellas County Board of Commissioners

#### Pinellas County Planning Department

#### Transportation Program Planner

**1997- 2005**

Administering the Pinellas County Transportation Disadvantaged Program. This includes contract administration, contract negotiation, grant management, developing annual reports, administration of a \$4.7 million annual budget, interaction with various government agencies, and public relation responsibilities. Also, presenting workshops to governing boards and public meetings on the Transportation Disadvantaged Program.

#### Public Works Department

#### Construction Division

#### Environmental Coordinator

**1995-1997**

Facilitating environmental issues on all Construction Division projects including permit review and compliance testing.

#### Senior Engineer Inspector

**1992-1995**

Inspection of major road and bridge projects.  
Served on project production teams for future construction projects.

**Engineer Inspector**

Inspection of minor road construction projects.

**1986-1992****Highway Division**

Construction and maintenance of roads, and storm sewer systems.

**1983-1986****EDUCATION**

NATIONAL-LOUIS UNIVERSITY EVANSTON, ILLINOIS

**Master of Science, Major: Management**

**Bachelor of Science, Major: Management**

ST. PETERSBURG JUNIOR COLLEGE

Building Construction & Construction Estimating Certificates

ACTIVITIES: Student Government Vice President, District Coordinator for the Florida Junior College Student Government Association (FLJCSGA).

**SPECIAL TRAINING**

PORTLAND CEMENT - Concrete Inspection, Tort Liability, Legal Testimony- Trial and Deposition Bituminous Paving, Soil Cement Construction, Underground safety. Erosion Control, Soil Stabilization, Work Area Safety and Traffic control

UNIVERSITY OF FLORIDA – Florida technology transfer programs

NEW ENVIRONMENT, INC. – 40 Hour Hazardous Waste Operations

PINELLAS COUNTY PERSONNEL TRAINING – Team Leader Facilitator Training, Advance Word Perfect 6.1 Training

**SPECIAL WORK EXPERIENCE****Transportation Program Planner**

In 1997, assumed the role of Planner and CTC Manager of the Pinellas County Transportation Disadvantaged (TD) Program. In two years a computer GIS system was put in place, and a multi-load mileage rate was established for ambulatory providers. This initiative has saved both Medicaid and TD an estimated 35% in trip cost. In addition, new innovative programs were created for the local WAGES Program that resulted in an award from the State Commission for the Transportation Disadvantaged.

**Commission for the Transportation Disadvantaged**

Appointed by the Florida Secretary of Agriculture to the Commission for the Transportation Disadvantaged in 2005.

**Project Chairman for the Tri-County Initiative**

Organized a regionally represented committee to develop a transit project for WAGES participants. This program provides transit services for WAGES clients to an industrial area of the county with numerous employment openings. This project received the highest amount of funding statewide in competition with 45 other applicants.

**Chairman of the Planners for Coordinated Transportation Organization**

A statewide network of Planners who are involved in the Transportation Disadvantaged Program for the State of Florida.

**Florida Association of Coordinated Transportation Systems (FACTS)**

Member of the Executive Board representing Planners.

**Professor – Trinity College of Florida**

Instructor for the Trinity College Quest Program. Courses include Contemporary Management, Communications, Economics Organizational Behavior, and Managerial Finance.

**Monitoring Committee - Special appointment by the Board of County Commissioners**

Served on the Monitoring Committee for Pinellas County. This committee was established to research different methods of gauging customer satisfaction. The research consisted of a survey of County departments, and a study of outside organizations within the United States. As a result of this research the committee generated a manual which compiled all the data obtained through the research project. This manual was distributed to every Department/Division manager within the County.

**Capital Improvement - Project Production Team Development**

A member of the task team that developed the “Project Production Team” (PPT) process. This concept incorporates members of separate departments to serve on a Capital Improvement Project design team. The team works together from the start of design to the awarding of a contract to a contractor.

**Disaster Plan Committee- Pinellas County Public Works Department**

Chaired a committee that developed a disaster plan for the Public Works Department offices. The plan included maps of evacuation routes, shelters, and tracking charts. Also emergency phone numbers were listed, and a detailed call- out procedure for disaster recovery operations. This plan was put into a manual and distributed to all of the departments.

**Disaster Response Team**

A member of the Public Works Emergency Communication Center. This position required the development of a complex communication code that would be used in the event of a disaster to identify major road damage and blockage.

**Plant Data Manual**

Formed and chaired a task team which developed a Plant Data Manual that will assist project engineers in selecting the proper species of plants for environmental mitigation areas.

**Employee Advocate**

Assisted employees who had filed a grievance in preparing their case for the grievance hearing.

**Grievance Board Member**

Served as a panel member for the personnel grievance board. As a member of this board I served as a voting panel member to decide the validity of different types of employee grievances.

Examples of grievance topics- Employee evaluations, suspensions, and pay raises.

**Recruitment/Retention Committee**

Served on the Pinellas County Recruitment/Retention Committee. This committee was formed for the purpose of developing solutions on the problems that Pinellas County was having regarding recruiting new employees, and retaining long term employees. As a member of this committee I reviewed and evaluated the results of a countywide employee survey. As a result, the committee established several objectives for improving the recruitment and retention of employees.

**Employee Advisory Council** -A member of the employee’s advisory council. This council reviews proposed procedures, annual proposed pay increases, and other personnel issues. An elected position.

**Pinellas County WAGES Services Committee Member**

Developed several innovative transportation alternatives for WAGES participants and incorporated those alternatives into the Pinellas County TD system. Chaired the transportation sub-committee.

### **Commissioner Hardship Exemption Review Board**

Serve as a residing Commissioner at the WAGES Hardship Exemption Review hearings. At these hearings WAGES clients present an appeal to extend their cash assistance benefits. The hearing panel reviews the case and makes a determination to extend the clients benefits or not.

### **Pinellas Wellforce Committee Member**

An innovative Pinellas County team of public, private and non-profit organizations working together to remove employment obstacles for WAGES qualified individuals. This committee worked to develop a grant application for special funds in the State's Welfare-To-Work Program. This grant will be used to address critical issues of job training and education, self-esteem building, the creation and identification of jobs, and transportation and child care delivery of services.

### **Project Manager for Promotional Video**

Managed the development of a Public Service Announcement to promote the Voluntary Dollar Program of the Commission for the Transportation Disadvantaged. This video is currently being used statewide.

### **Certified Lay Speaker - Florida United Methodist Conference**

The tasks involved in this capacity include public speaking to large audiences, teaching, training, and other related activities.

### **Adult training and teaching**

Instructed Division employees on methods and ideas for the County's TQM program. Conducted a training seminar for job counselors in accessing transportation needs. Developing workshops for local governing boards, and civic groups.

## **Community Involvement**

- Site Coordinator for the Florida Fix Program. In this program I organized volunteer work groups to perform restoration activities to low income housing areas.
- Team captain for the United Way Day of Caring.
- Former "Distribution Coordinator" for the Tampa Bay Share program. Developed system and supervised the distribution of several hundred food packages one Saturday a month. Acquired the services of a local trucking company, and recruited a work force to load the truck at the warehouse.
- Great American Teach-in at Osceola Middle School, and Anclote Elementary.

# Nicholas Cambas

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<b>Education</b>	<b>1980 - 1982 Hillsborough Community College Tampa, Florida Business Degree</b>	
<b>Family &amp; Personal Interests</b>	Boating, Skiing, Travel, Restaurateur (wine), Motor Cycles, Swimming	
<b>Professional Experience</b>	<b>1992 – Present Transportation Contract Services, Inc. “TCSP” Clearwater, FL Vice President</b> <b>1991 – Present Greater Pinellas Transportation Management Services, Inc., Clearwater, FL Vice President</b> <b>2004 – Present TMS Management Group, Inc., Clearwater, FL Board of Director &amp; Corp. Secretary/ Treasure</b> <b>2000 – 2004 Coach USA, South East District</b> <b>South East District Manager / Taxicab &amp; Premium Service</b> Regions included: Clearwater / St. Petersburg Yellow Cab Miami, Metro Transportation Jacksonville, Gator City Taxi Orlando, United Transportation Pensacola, Tucker Transportation West Palm Beach, Palm Transportation <b>1991 - 2004 Cambas Transportation Group, Inc. Clearwater, FL President &amp; Chief Operating Officer</b> Nicholas A. Cambas is President & Chief Operating Officer (COO) of Cambas Transportation, Inc. (CTG), which is a consortium of companies that make up the Tampa Bay area’s largest public transportation network offering a variety of ground transportation services. Began professional career in 1977 as a driver / service attendant within his family’s taxi & shuttle company. Worked through various positions and responsibilities within the Company, until eventually he became President in January 1991. As President, responsible for staffing, establishing and enforcing company policies, and the day to day operations of the company.	
<b>Taxi Service</b>	<b>Airport Shuttle Services</b>	<b>Other Services</b>
Yellow Cab in <ul style="list-style-type: none"><li>▪ Clearwater</li><li>▪ St. Petersburg</li><li>▪ Pinellas County</li><li>▪ Pasco County</li><li>▪ Hernando County</li><li>▪ Bay Area</li></ul>	<ul style="list-style-type: none"><li>▪ Yellow Shuttle</li><li>▪ Yellow Motor Coach</li></ul> <b>Specialized Transportation</b> <ul style="list-style-type: none"><li>▪ Paratransit, Inc.</li><li>▪ Premium Car Service</li><li>▪ Tran-star Executive</li></ul>	<ul style="list-style-type: none"><li>▪ Fleet Management</li><li>▪ Contract Coordination</li><li>▪ Brokerage</li><li>▪ Non-Emergency Medical Transportation</li><li>▪ Messenger/delivery</li></ul>

**1982 – 1991 Cambas Transportation Group, Inc.**

Various positions within the company frame work to include but not limited to; telephone operator, radio room supervisor, cashier, bookkeeper, router & scheduling, driver recruiter, contract officer, human resources, General Manager and Vice President

**1979 – 1982 Red Top Taxi & Limo Tampa, Florida**

Responsible for general taxicab and limousine work. Handled contracts with major hotel and resort areas.

**Additional Professional Activities**

Transportation Disadvantage Commissioner for the State of Florida

Greater Pinellas Transportation Management Services (GPTMS): a transportation management company, which is under contract with the Pinellas County Community Transportation Coordinator (Pinellas Metropolitan Planning Organization). This company provides the brokerage for the Pinellas County Transportation Disadvantaged Program to include Medicaid.

Transportation Contract Services, Inc. (TCSI): TCSI was formed in 1993 to become a multi-facet transportation provider for ambulatory, wheelchair, stretcher and BLS ambulance service to passengers. Currently TCSI is under contract with the Public Transportation in Pinellas County to provide the ADA Transportation.

Transportation Management Services of Brevard, Inc. (TMS): a transportation management company formed in 2004 to provide Medicaid NET service in Brevard and Manatee Counties.

**Professional Memberships**

Board of Director for Taxi, Limousine & Paratransit Association (TLPA)

Board of Director for Bay Area Commuter Service (BACS)

Limousine Association of Tampa Bay (LATB)

Pinellas County Hotel & Motel Association

Chamber of Commerce: Clearwater and St. Petersburg

West Florida Livery Association

**References**

Mr. Gary Markel, 9700 Ninth Street North, St. Petersburg, Florida 33702

Mr. Michael Faour, 9732 North Armenia, Tampa Florida 33641

**Accomplishments**

Founded in 1979 Cambas Transportation Group is an expanding, energetic consortium providing a variety of quality ground transportation services, fleet management & contract coordination to a wide range of clients. We are the largest ground transportation network on the West Coast of Florida serving primarily Pinellas, Pasco & Hernando Counties. Cambas Transportation Group's diverse fleets offer Taxicab, Airport Shuttle Van, Paratransit & Premium Car Services. We currently have over 450 vehicles equipped with "state of the art" on board computers offering 15-minute service throughout the Tampa Bay Area, one just minutes from your door.

**Corporate Experience**

As president of CTG, inc. the following organizations are several of the Federal, State and Local Government Funded Programs and some Non-Profit organizations that Mr. Cambas has negotiated transportation contracts with.

**\*Agency For Health Care Administration, Area 5 Medicaid Program Office:** The companies provide Medicaid recipients ambulatory transportation to and from Medicaid compensable services. We provide approximately 231,000 one-way annually in this program.

**Pinellas Suncoast Transit Authority:** Paratransit, Inc is the exclusive ambulatory provider in Pinellas County for the DART Program servicing the ADA population for the Public Transportation System. We provide approximately 166,000 one-way trips annually for this population.

**The Veterans Administration At Bay Pines Hospital:** CTG is the exclusive provider of transportation for selected patients for the Veterans Administration Bay Pine Hospital. We provide approximately 3,000 one-way trips annually.

**Neighborly Senior Services, Inc. (NSS):** CTG provides transportation services for elderly clients (60+) to and from Doctors Offices, Adult Day Care and Congregate Dining Sites. We provide approximately 20,000 one-way trips annually for this program.

**Pinellas County, Metropolitan Planning Organization:** The companies provide transportation services under contract to the Transportation Disadvantage of Pinellas County. We provide approximately 17,000 one-way trips annually for this program.

**The Pinellas Center For The Visually Impaired:** The companies provide transportation services under contract for their visually impaired clients to and from classes on a pre-scheduled basis. We provide approximately 38,000 one-way trips annually for this program.

**Bay Area Commuter Service, Inc. (BACS):** This company administers the "Guaranteed Ride Home Program" on behalf of the Florida Department of Transportation for the benefit of employees of companies and other enterprises located in FDOT District VII (Hillsborough, Pinellas, Pasco, Hernando and Citrus Counties.) We provide approximately 13,500 One-way trips annually for this organization.

**Florida Community Cancer/Imaging Centers:** This company provides a single point of contact for their twelve facilities in Pinellas, Pasco and Hernando Counties. We provide approximately 12,900 one-way trips annually.

**Non-Profit Hospitals' Venture:** The companies have a contract to provide taxicab and delivery service to the five not for profit hospitals in Pinellas County. The companies provide approximately 15,300 one-way trips annually for these hospitals.

# Darryl K. Minardi

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## PROFESSIONAL EXPERIENCE

- 2004 – Present Vice President, Transportation Management Services of Brevard, Inc., Clearwater, Florida
- 2004 - Present Vice President, TMS Management Group, Inc., Clearwater, Florida
- 2003 – 2005 President, MMG Transportation, Inc., Tampa, Florida
- 1990 – 2003 President, Yellow Cab of Tampa, Tampa, Florida
- 1985 – 1990 Operations Manager, Yellow Cab of Tampa, Tampa, Florida
- 1980 – 1985 Manager of Automotive Department, Yellow Cab of Tampa, Tampa, Florida
- 1977 – 1982 Owner, Seahorse Surf and Ski Shop, Tampa, Florida

## EDUCATIONAL BACKGROUND

- 1976 - 1977 Business Major, Brevard Community College, Cocoa, Florida

## COMMUNITY SERVICE AND ORGANIZATIONAL AFFILIATIONS

- Board of Directors Make-A-Wish Foundation.
- Corporate sponsor and wish grantor for Make-A-Wish Foundation.
- Corporate sponsor for Hillsborough County Children's Foster Shelter Program.
- Corporate sponsor for various local charities
- Previous member of the Taxicab, Limousine and Paratransit Association (TLPA)

## PERSONAL INTERESTS

- Avid scuba diver, spear fisherman and golfer.

## REFERENCES

- Hi Sierra , President of Sierra Properties  
509 Guisando de Avila, Ste. 200, Tampa, FL 33613  
(813) 963-5856 x 7713
- Martin Garcia, President of Pinehill Capital  
1700 S. Macdill Av., Tampa, FL 33629  
(813) 253-3999
- Charles Funk, President of Carlyle Investments  
601 Bayshore Blvd., Ste. 650, Tampa, FL 33606  
(813) 251-1221
- Mike Zinovoy, President of Miken Corporation  
5523 W. Cypress Av., Ste. R2, Tampa, FL 33607  
(813) 282-8300

# Bud Williams

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## Professional Experience

### **1994-Present Treasurer**

TMS Management Group, Inc.  
Clearwater, FL

### **1991-Present President**

Greater Pinellas Transportation Management Services, Inc.  
Clearwater, FL

Involved in the formation of GPTMS when the coordinated system was implemented in 1991. GPTMS has contracted with Pinellas County MPO for over 13 years and currently brokers more than 250,000 trips annually.

### **1982-Present Vice President**

Wheelchair Transport Service, Inc., Largo, FL

Family owned and operated since 1973. Started in 1982 when WTS operated 8 vehicles. Today operate more than 80 vehicles, and contracts with several Federal, State, and Local government agencies. Instrumental in designing the wheelchair van business in the Tampa Bay Area.

### **1991-Present President**

Transportation Contract Service, Inc., (TCSI) Clearwater, FL

Founded TCIS with Nick Cambas in 1991. Selected by Area V Medicaid Office to contract Medicaid transportation services in Pasco County. TCSI has contracted with PSTA for more than 10 years to oversee the Demand Response Program that provides more than 300,000 trips annually.

### **1993-Present Vice President & Co-Owner**

Med Fleet Systems, New Port Richey, FL

Along with my two brothers and father, the family purchased a financially troubled ambulance service in Pasco County. We turned it around to a successful ambulance and wheelchair van service. Med Fleet Systems is currently active in the Transportation Disadvantaged Program in Pasco County and operates 17 vehicles.

## **Education**

**1975-1978**

### **Liberal Arts**

Washtenaw Community College, Ann Arbor, MI

Eastern Michigan University, Ypsilanti, MI

## **Family & Personal Interests**

- Resident of Pinellas County and married for 27 years, and have 3 daughters and a son.
- Served as a Little League baseball coach and soccer coach with my kids.
- Avid athlete participating in running marathons for charitable fundraising organizations, such as The Leukemia Lymphoma Society, Florida Suncoast Hospice, and Relay for Life programs.
- Active with my church.
- Have sponsored several wheelchair organizations in the area, such as Tampa Bay Devil Rays Wheelchair Baseball team, Miss Florida Wheelchair Pageant, Bay Pines Wheelchair Ski Team.
- Donate used wheelchair vans to disabled people in the community.

## **Professional Memberships**

- Board of Directors for Bay Area Commuter Service (BACS)
- Taxi, Limousine & Paratransit Association (TLPA)
- Community Transportation Association of America (CTAA)
- Seminole Chamber of Commerce
- Clearwater Chamber of Commerce
- Largo Chamber of Commerce
- American Ambulance Association

# Lionel D. Martinez, CPA

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## Employment:

Present	TMS Management Group, Inc., Clearwater, FL Chief Financial Officer
May 1988 – Dec. 2007	Rivero, Gordimer & Company, P.A., Tampa, FL Shareholder
Nov. 1986 – May 1988	Pender, McNulty & Newkirk, Tampa, FL Senior Auditor
August 1983 – Nov. 1986	Lionel Martinez & Company, Inc., Tampa, FL Accountant

## Education:

August 1979 – August 1983	Florida State University, Tallahassee, FL Bachelor of Arts Degree in Accounting
August 1977 – May 1979	Indian River Community College, Fort Pierce, FL Associate of Arts Degree

## Professional Endeavors:

American Institute of Certified Public Accountants  
Florida Institute of Certified Public Accountants  
Tampa Bay Professional Alliance  
Florida State University Alumni Association  
Florida State University Lettermen's Club (Baseball)  
School Enrichment Resource Volunteers  
In Education – Past President

## Personal:

Born February 13, 1959  
Married with two children  
Excellent Health

# Lisa M. Bacot

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## EXPERIENCE

### **Director of Business Development | TMS Management Group, Inc.**

2008

Serve as the lead staff for TMS Management Group, Inc. to expand their non-emergency transportation programs by focusing on potential national and statewide areas of business development. As projects are secured, provide start-up activities and long-term support to ensure a successful transition and continued, on-going relationship with the funding agency. Serve as a key liaison for TMS by developing and maintaining effective working relationships with Federal and State officials, legislators, executive and legislative branch staff, and other key personnel to ensure the continued success of TMS Management Group, Inc.

### **Executive Director | Florida Commission for the Transportation Disadvantaged**

2003 – 2008

Serve as the agency head for the Commission for the Transportation Disadvantaged. Manage, oversee and implement the Transportation Disadvantaged (TD) Program as well as other tasks outlined in Chapter 427, Florida Statutes, Rule 41-2, Florida Administrative Code and other state laws. Serve as the registered lobbyist for the Commission at the State level to adequately represent the program. Serve as the Commission liaison with Legislative and Executive officials, State, local and Federal agencies and their respective staff representing the policies and procedures as adopted by the Commission. Represent the Commission on committees, boards or before the general public to present the program policies and needs. Develop, monitor and implement a Five Year and Long-Term Statewide Plan for the Transportation Disadvantaged Program.

#### **Accomplishments:**

- *Secured and successfully implemented the Medicaid Non-Emergency Transportation Contract, one of the first of its kind in the nation*
- *Increased office revenues from \$38 million to \$108 million*
- *Lowered office administration cost from 3.1% to 1.3%*
- *Received two Federal Grants totaling \$100,000*
- *Passed legislation to update and strengthen the law that oversees the TD Program*
- *Received a State Leadership Award from the Federal Transit Administration*
- *Received the 2008 State Agency of the Year award from the Community Transportation Association of America*
- *Created and planned the Annual Transportation Disadvantaged Legislative Day*
- *Provided frequent presentations, technical assistance and guidance to other state's regarding the TD Program in Florida*

**Quality Assurance Supervisor | Florida Commission for the Transportation Disadvantaged**  
1998 – 2003

Oversaw the Quality Assurance and Program Evaluation Section. Implemented the Commission's Work Plan. Frequently conducted training sessions and presentations on behalf of the Commission. Planned the Annual Transportation Disadvantaged Legislative Day. Conducted statewide monitoring of the Community Transportation Coordinators (CTCs) and Planning Agencies. Developed and updated the monitoring tool used to review the CTCs. Oversaw the preparation of the Annual Performance Report. Tracked, monitored and evaluated legislation affecting the TD Program. Editor and Graphic Designer of the *TD Connector*.

**TD Specialist | Florida Commission for the Transportation Disadvantaged**  
1996 – 1998

Conducted statewide monitoring of the CTCs and Planning Agencies. Responsible for the development of the statewide data collection system. Conducted statewide training on the electronic data collection method. Responsible for the preparation of the Annual Performance Report. Tracked, monitored and evaluated legislation affecting the TD Program.

**Legislative Analyst | Allyn Associates, Inc.**  
1996 – 1998

Analyzed legislation and drafted bills and amendments. Worked one-on-one with elected officials. Assisted the Health Council of South Florida in staffing of the Monroe County Transportation Disadvantaged Local Coordinating Board. Completed a transportation disadvantaged population forecast for the Monroe County Transportation Disadvantaged Local Coordinating Board. Responsible for all financial transactions of the company.

**Legislative Committee Secretary | Florida Senate Health Care Committee**  
1994

Responsible for monitoring committee meetings. Tracked and filed current legislation.

## **EDUCATION**

**Florida State University**

1989-1993 Bachelors of Science in both Criminology and Sociology

## **ACTIVITIES**

Serve as the Florida State Delegate for the Community Transportation Association of America. Serve on numerous Federal and State panels for transportation services, such as: National Resource Center's Steering Committee for Coordinated Transportation; Federal Transportation Voucher Committee; Mobility Services for All Americans Initiative; Taxicab, Limousine & Paratransit Association's Technical Working Group; Florida At-Risk Driver Council; and Florida Inter Agency Transition Services for Youth and Youth with Disabilities.

# MICHAEL JAMES AUDINO

25720 Frith Street Land O Lakes, Florida 34639

813-994-5876 (H) 727-415-9668 (C)

[michael@michaeldaudino.com](mailto:michael@michaeldaudino.com)

## PROFESSIONAL VISION

A public transportation and aviation executive with over 30 years of marketing, organizational development, program management, and public policy experience, who boldly strives to provide more mobility for America.

## PROFESSIONAL HISTORY

**Senior Researcher**, Center for Urban Transportation Research, University of South Florida, 2003—Present

- Conducted over \$500,000 in mobility-enhancing public transportation research
- Developed Economic Impact Study for the Tampa International Airport
- Developed Twenty Year Plan for Florida Commission for the Transportation Disadvantaged
- Delivered public relations and strategic planning training for Florida's public transit stakeholders
- Developed multi-county transportation plan for Florida's Heartland economic development group
- Developed first strategic plan for the Florida Rural Transit Assistance Program

**Marketing Director**, Des Moines International Airport 1998-2003

- Recruited Allegiant, Midwest Express, Atlantic Southeast, Continental Express, and Skywest Airlines.
- Increased annual airport patronage by 2%
- Decreased average air fares by 20%
- Placed \$50,000 in annual print and broadcast advertising.
- Served as official spokesperson; conducted over 300 interviews with local, state, and national media.

**Division Director**, Iowa Department of Transportation 1994 to 1998

- Developed Iowa's first commercial air service marketing program
- Produced national award-winning transit coordination video
- Conceived and produced the Department's first comprehensive summary of funding resources and disseminated the product to over 950 city and county governments;
- Managed a 60 person planning committee and facilitated development of the Department's first strategic plan
- Conceived and implemented an intelligent transportation system imitative that generated and communicated real time construction updates to central Iowa motorists
- Secured over \$22 million in discretionary federal funds for Iowa's transit systems
- Managed performance audit of aircraft operations of the Iowa DOT, the Iowa State Patrol, and Iowa State University and presented findings to the governor

**Executive Director**, Southwest Iowa Planning Council 1981 to 1988

- Authored and managed over \$5 million in community and economic development grants
- Managed a 30 vehicle transit system and achieved a 150% increase in annual ridership, a 15% reduction in unit costs, and a 140% increase in passenger revenue
- Recognized as Iowa's Transit Manager of the Year in 1982, served as President of the Iowa Public Transit Association in 1983, and Vice President of the Iowa Association of Regional Councils in 1986.

## **CONSULTING**

(Audino & Associates, [www.michaelaudino.com](http://www.michaelaudino.com))

- Strategic Business Advisor for Express Medical Transporters
- Strategic Planning Facilitator for Tampa Bay Beaches Chamber of Commerce
- Public Relations Specialist for Pinellas Community Foundation
- Team Building Facilitator for Pasco Hernando Community College
- Public Outreach Director for Governor Vilsack's Strategic Planning Council
- Public Relations Advisor-Building Industry Consulting Services International
- Marketing Consultant-Des Moines Area Community College

## **TEACHING AND TRAINING**

15 years of adjunct university teaching at Graceland University and AIB College of Business. Designed and delivered public relations, marketing, and strategic planning training for 25+ public and private sector clients.

## **PUBLICATIONS**

- Contributing author to "Getting There: A Monetary and Fundraising Guide for Charities", 3<sup>rd</sup> Edition.
- Co-author of "Non-Urbanized Area Public Transit Management"
- "Airport Choice, Leakage, and Experience in Single-Airport Regions" in the Journal of Transportation Engineering;
- "Effect of Airfares on Airport Leakage in Single-Airport Regions" in the Transportation Journal
- Co-authored "Safe Mobility for Seniors Who Drive Less"

## **PROFESSIONAL AFFILIATIONS**

- Member, Embark Speaker's Bureau
- Chair, Project Committee, Transportation Research Board's Airport Cooperative Research Program
- Member, Florida Rural Transit Assistance Program
- Member, National Association of Personal Financial Advisers

## **CIVIC ENGAGEMENT**

- Member, Tampa Bay Think Tank Board of Directors
- Mentor, Pasco County School District
- Member, Governmental Affairs Committee, Clearwater Chamber of Commerce
- Member, Development Committee, USF Osher Lifelong Learning Institute
- Member, Wesley Chapel, Florida Chamber of Commerce Board of Directors
- Member, Public Affairs Committee, Take Stock in Children for Pasco County

## **ACADEMIC AND PROFESSIONAL EDUCATION**

- M.A., Upper Iowa University, Business Leadership
- B. S., Iowa State University, Urban Planning
- Graduate, National Highway Institute Leadership Academy
- Graduate, Total Quality Management Program, Center for Continuous Quality Improvement
- Graduate, Team Effectiveness Curriculum, Zengar-Miller, Inc.
- Member, International Coaching Federation

# R. Todd Ashby, AICP

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1014 SW Springfield Drive  
Ankeny, IA 50023  
515-289-0544  
515-559-4693 (cell)  
[rtashby@vzw.blackberry.net](mailto:rtashby@vzw.blackberry.net)

## Experience

2008-2009 MSA Professional Services

### Program Manager

- K35-3 Bridge Replacement, Monona County, IA—Developed and managed client contact, determined bridge replacement structure, developed and managed contracts, agency coordination and environmental process
- 2009 PCC Joint and Crack Seal Program, Ankeny, IA—Developed and prepared joint and crack seal specifications, managed client contact, responded to bidder requests
- Princeton Road Rehabilitation, Princeton, IA—Managed program contract, managed environmental process and provided QA/QC
- Elgin Comprehensive Plan, Elgin, IA—Performed Quality Control / Quality Assurance function for project. Reviewed plan for consistency with regional and local efforts
- State Street Water Main, Ankeny, IA—Provided client contact and support for project
- Provided technical assistance on numerous planning and road improvement projects as well as environmental documentation support, and client relations

2006-2008 Snyder & Associates

### Project Manager

- Southwest Connector Environmental Impact Statement and Preliminary Design, Warren County, IA—Managed contract and developed environmental documents, preliminary land use plans and preliminary design of alignment alternatives as well as coordinate study process for a new two lane facility on four lane alignment connecting IA 5 with I-35
- Land Acquisition Environmental Assessment, Trenton Municipal Airport, Trenton, MO—Prepared environmental assessment for safety improvements for the Trenton Municipal Airport. Coordinated activities with Design Team, developed development plan for airport
- Airport Layout Plan, Atlantic Municipal Airport, Atlantic, IA—Developed and managed airport master plan and airport layout plan. Developed business park development adjacent to airport. Managed client contact as well as design team
- Iowa Statewide Transit Facility Needs Analysis—Prepared facility needs report for Iowa DOT. Inventoried existing facilities for small, medium, large and regional systems in Iowa and compared to existing and project facility needs. Developed programming list of future needs

- NW 100<sup>th</sup> Street Environmental Assessment/Interchange Justification Report/Preliminary Design, Polk County, IA—Developed and managed project for bridge replacement crossing over I-35/80, ultimate design will include a future interchange, reviewed zoning codes and comprehensive plan for study area, recommended potential land uses, prepared interchange justification report and traffic study
- Iowa DOT Commercial Air Service Study—Collected and analyzed user data from Iowa’s commercial service airports. Contacted and worked with commercial service airport staff to develop collection methods and procedures. Conducted site visits and prepared summary reports

2005-2006 CH2M HILL

**Project Manager / Senior Planner**

- Project Manager—Managed contract and developed environmental documents for Alice’s Road/105<sup>th</sup> Street Interchange project, Waukee and West Des Moines, IA—including land use, traffic studies, and preliminary design of preferred alternatives. Determination of right-of-way needs, coordination with regulatory agencies
- Project Manager – Managed contract and developed environmental documents for 14<sup>th</sup> Street resurfacing and widening project, Des Moines, IA—Coordinated design process, right-of-way acquisitions and coordination with adjacent property owners
- Public Involvement Lead, I-80/I-380, U.S. 218 Interchange modification, Iowa DOT
- Developed socio-economic sections for the 11<sup>th</sup> Street Bridge Environmental Impact Statement project, Washington D.C

2003-2005 Mid-America Regional Council

**Assistant Director of Transportation**

- Guided the development of transportation demand models for the region.
- Responsible for the development of the long-range transportation plan for region
- Project Manager for I-29/I-35 Paseo Environmental Impact Statement study.
- Project Manager for Route 350 corridor study.
- Project Manager for the I-70 Alternative Analysis and New Starts Application
- Coordinate and develop region’s Smart Moves transit plan
- Develop and review agency policies related to land-use and transportation
- Develop implementation plans for agency programs
- Develop RFP specifications for consultant contracts
- Coordinate planning activities with local governments
- Manage various consultant contracts.
- Represent the council at various meetings

2002–2003 Missouri Department of Transportation  
Kansas City District Office

**Transportation Planning Coordinator**

- Project Manger for I-70 Major Investment Study.
- Project Manager for I-70 First and Second Tier Environmental Impact Statement Study, Kansas City Segment.
- Project Manager for I-29/I-35 Paseo bridge study.
- Project Manager for Route 350 corridor study.
- Develop and review departmental policies
- Develop implementation plans for department policies
- Develop Access Justification Reports for various cities such as Kearney and Lee's Summit.
- Coordinate planning activities with regional planning organizations within the district.
- Manage various consultant contracts.
- Represent department/district at various meetings.

1999–2002 Missouri Department of Transportation  
Headquarters Office, Jefferson City

**Transportation Planning Coordinator**

- Developed Long-Range Transportation Plans.
  - 2000 Long-Range Transportation Direction
  - 1995 Show-Me Transportation Plan
- Initiated statewide Toll Feasibility Study
- Managed various consultant contracts.
- Developed land-use planning policies.
- Coordinated public involvement activities.
- Developed 20 year transportation needs study.
- Coordinated Long-Range Transportation Direction web site.
- Developed legislative report for five-year construction program.
- Participated in the development of Strategic Plan.
- Established consistent planning procedures for regional planning councils and metropolitan planning organizations.
- Served as Liaison with Department of Economic Development.

1997–1999 Missouri Department of Transportation

**Senior Transportation Engineer /Local Federal Aid Program Manager**

- Developed Statewide Transportation Improvement Program.
- Managed \$70 million local roads and bridges program.
- Developed training programs for local governments using federal aid program.
- Supervised, budgeted and developed performance plans for a staff

1995–1997 Missouri Department of Transportation

**Planning Engineer**

- Served on five member Breakthrough Team, which re-designed business processes for Planning Division and Design Division.
- Developed Plan Scoping process.
- Developed Operations Team process
- Incorporated planning requirements into department job specifications.
- Helped to secure transportation planning funding for Missouri's 19 regional planning councils.

1993–1995 Missouri Department of Transportation

**Intermodal Transportation Planner**

- Developed multi-modal transportation policy plan.
- Developed extensive public involvement process.
- Brought awareness of the planning profession to MoDOT.
- Developed transportation economic survey and coordinated data analysis.

**Certification**

1997–Present American Institute of Certified Planners

Certificate Number: 013371

- July, 2003 AICP Continuing Professional Development Program Certificate
- April, 2006 AICP Continuing Professional Development Program Certificate

**Education**

1994–1996 University of Missouri – Columbia, Columbia, MO

- Masters of Public Administration

1990–1992 Iowa State University, Ames, IA

- Bachelor of Science Community and Regional Planning
- Graduated with Honors

1987–1990 Northeast Missouri State University, Kirksville, MO  
(now Truman State University—transferred)

## **Service**

- American Planning Association Advance Certification Task Force, 2009-
- Transportation Research Board. Committee on Urban Transportation Data and Information Systems, April 2005-
- Treasurer, Transportation Planning Division of the American Planning Association, January 2005 –
- Cyclone Gridiron Club Board Member, 2009-
- President, Missouri Chapter of the American Planning Association January 2005 – September 2005 (moved)
- Secretary / Treasurer, Missouri Chapter of the American Planning Association, January 2001 – 2004
- Rail~Volution National Conference Steering Committee August 2000 – December 2001
- Ambassador for University of Nebraska-Omaha Medical Center's Transplant Program.
- Ankeny Alumni Association Board Member, 2006-

## **Publications / Presentations**

- NEAP Process, 2008 Fall ACEC Conference, Ames, IA
- Wolf, Bricka, Ashby, Gorugantula (2004). "*Advances in Application of GPS to Household Travel Surveys.*" Published in conference proceedings for the National Household Travel Survey Conference, Washington, D.C.
- American Planning Association National Planning Conference, 2006
- TRB-National Household Survey Conference, November 1, 2004
- Highway Engineer's Conference – March 3, 2001
- American Planning Association National Planning Conference, 2000
- Missouri Pubic Transit Association – August 14, 2000
- APA National Conference– 1996

## **Other Projects**

- 1-70 First and Second Tier EIS, Kansas City Segment, MARC
- I-70 Alternative Analysis, Kansas City, MARC
- I-70 First Tier EIS, MoDOT
- I-29/35 Paseo Bridge EIS, MARC MoDOT
- Trenton Municipal Airport Land Acquisition Environmental Assessment, Trenton, MO
- 100<sup>th</sup> Street Interchange Justification Report, Polk County

- Meredith Drive Interchange Justification Report, Polk County
- East 14<sup>th</sup> Street Categorical Exclusion, Des Moines, IA
- Broadway Extension Categorical Exclusion, Council Bluffs, IA
- NW 26<sup>th</sup> Street Interchange Justification Report, Polk County, IA
- Atlantic Municipal Airport Layout Plan
- Clarion Municipal Airport Layout Plan
- Statewide Toll Feasibility Study, MoDOT
- I-29/35 Paseo Bridge Rehabilitation Study, MARC

# James S. Barr

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## SUMMARY

A seasoned, business executive with over thirty years of professional, financial, and managerial experience. Major strengths include planning, organization, supervision, and maintenance of relationships with governmental bodies. Additional skills consist of contract and project negotiations and excellent communication/motivation abilities.

## PROFESSIONAL EXPERIENCE

- Florence Fuller Child Development Centers** Boca Raton, FL  
*Chief Operating Officer*  
2006-2007 Non-profit child care center for economically disadvantaged families.  
Overall management responsibility for all operations and fundraising.
- Spearheaded fundraising initiatives to improve fiscal standing.
  - Streamlined operations to better control costs.
- 1991-2005 **Palm Beach Transportation** West Palm Beach, FL  
*President*  
Largest ground transportation company (Taxicabs, Executive Sedans, Paratransit) in Palm Beach County with over 400 employees and agents, and 400 vehicles.  
Overall management responsibility for all aspects of the business.
- Negotiated and implemented several government contracts with revenues over \$100 million for transportation services. These contracts and the associated service were for coordination and delivery of paratransit transportation services under the Medicaid and Transportation Disadvantaged Programs. Jim's skills in interfacing with government officials and overseeing the delivery of paratransit services were integral in the acquisition and retention of this business.
  - Established and maintained effective working relationships with elected officials and administrative personnel of community/county governments and regulatory authorities.
  - Facilitated the sale of this company on two separate occasions.
- 1987 – 1991 **Boca Bank** Boca Raton, FL  
*President*  
Largest independent bank in Boca Raton at time (\$130 million in assets and four branches)  
Overall management responsibility for all aspects of the business.
- Doubled the assets and deposits
  - Opened new branch
- 1982-1987 **Northern Trust Bank of Florida** Palm Beach/Boca Raton, FL  
*Vice President and Managing Executive*  
Major Chicago bank operating in Florida
- Opened and managed Boca Raton office.
  - Senior Lending Officer in Palm Beach office.

1977-1982      **The Fremont Company**   Ft. Lauderdale, FL  
*Executive Vice President/ Chief Financial Officer*  
Private food processing company (Annual Revenue: \$65 million)

1969-1977      **Harris Bank**   Chicago, IL  
*Vice President, Commercial Lending*  
Multibillion dollar bank in a national, financial center

## EDUCATION

M.B.A.            University of California   Berkeley, CA  
B.A.              Beloit College                Beloit, WI

## MILITARY

Lieutenant, United States Navy

## BUSINESS ORGANIZATIONS

- Economic Council of Palm Beach County – **Director**
- Palm Beach County Hotel & Lodging Association – **Director**
- Greater Boca Raton Chamber of Commerce – **Chairman** (1995)
- Boca Raton Rotary Club – **President** (1990)
- Regional Business Alliance (RBA) – **Vice Chairman**
- Taxis, Limousine, and Paratransit Association – **Director** since 2000  
(a national association)

## CIVIC ORGANIZATIONS

- Palm Beach County Criminal Justice Commission – **Vice Chairman**  
(2006)
- Palm Beach County Convention and Visitors Bureau – **Director and Past Chairman** (1998)
- Palm Beach County Convention Center Advisory Committee - **Member**
- Regional Transportation Organization – **Member**  
(appointed by Palm Beach County Commission)
- Citizens Advisory Committee of Metropolitan Planning Organization - **Member**
- Transportation Disadvantaged Local Coordinating Board - **Member**
- Florida Transportation Disadvantaged Commission – **Director**
- Boca Raton Academy Trustees – **Chairman** (1985)
- Spanish River High School Advisory Council - **Member**
- Boca Bath & Tennis Club Homeowners Association – **Director**

Have an excellent working relationship with the Palm Beach County commissioners, state and federal legislation delegations, and many local city council members.

# Chad Barr

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## EXPERIENCE

- 2007-Present **TMS MANAGEMENT GROUP, INC.** Clearwater, FL  
*Quality Assurance Specialist*  
Reviewed transportation provider documents, performed oversight checks, and assisted in crafting Quality Assurance System for passenger trips.
- 2005-2007 **SPECIAL COUNSEL** Chicago, IL  
*Contract Attorney*  
Performed compliance review and independent, contract review projects for banking and financial sector clients.
- 2001-2005 **HODGSON RUSS LLP** Boca Raton, FL  
*Litigation Associate*  
Drafted pleadings, wrote memoranda of law, and filed motions in limine in support of corporate client civil actions.
- 2000 **KATTEN MUCHIN & ZAVIS** Chicago, IL  
*Summer Associate*  
Completed full range of legal projects in real estate, litigation, and corporate transactional practice groups.
- 1996-1998 **PALM BEACH TRANSPORTATION, INC.** West Palm Beach, FL  
*Operations Agent*  
Served in all phases of non-emergency Medicaid transportation operations including dispatch, road service, billing, and trip reconciliation.
- 1995 **CONGRESSMAN ALCEE HASTINGS** Washington D.C.  
*Internship*  
Responded to constituent mail and wrote press releases.

## EDUCATION

**UNIVERSITY OF CHICAGO LAW SCHOOL** Chicago, IL  
Juris Doctor. Awarded June 2001.

**VANDERBILT UNIVERSITY** Nashville, TN  
Bachelor of Arts in History. Awarded May 1997. Graduated Phi Beta Kappa and *magna cum laude*.

# Brian Crane

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## PROFESSIONAL EXPERIENCE:

### CORPORATE CONTROLLER

Present

#### Transportation Management Group, Inc. Clearwater, FL

- Responsible for all in-house accounting books/records and payroll for TMS Group of Florida
- Work directly with Senior Mgmt. Team in evaluating new business opportunities/financial modeling
- Coordinate budgeting/forecasting activities for multiple entities under TMS Group of Florida
- Facilitate BOD meetings for TMS as well as preparation of all financial reporting for review

#### Dominion Family of Companies

2004-2007

### ACCOUNT EXECUTIVE/OPERATIONS MANAGER

#### Dominion Business Finance, LLC, Tampa, FL

- Multitask several roles for small, fast-growing Asset-Based Lender in South Tampa
- Function as Account Executive, Collateral Analyst, Operations Manager and Staff Accountant
- Work directly with Senior Credit Officer in reviewing existing customer financial reporting and new prospects
- Process daily funding needs for customers and coordinate financial reporting to participating banks
- Responsible for all in-house accounting books/records for DBF

### CONTROLLER

#### DFG Management, Inc., Tampa, FL

- Assist CFO in managing all financial investments for South Tampa private investor/merchant banker
- Responsible for accurate booking/reconciliation of various public and private investments as well as all financial reporting for 15+ entities with investments in private equity, subordinated and senior debt, along with public securities
- Assumed key role under CFO in cash management maintenance for various entities under holding company control as well as overseeing various office projects such as computer IT maintenance
- Coordinate compensation tracking mechanism for various BOD positions

### PORTFOLIO RISK MANAGEMENT MANAGER

2002-2004

#### GATX Technology Services, Tampa, FL.

- Assisted in creating Portfolio Risk Management department under one Director to assess company-wide receivables and reduce them to a manageable level
- Supervised up to six Portfolio Analysts and assisted other Managers as needed
- Coordinated many cross-departmental special projects to evaluate status of various customers and lease schedules
- Assumed key role in maintaining reporting functions for sales force as well as upper management

### ACCOUNTS RECEIVABLE MANAGER

2001-2002

#### Purofirst of Metropolitan Washington, Rockville, MD.

- Responsible for posting and depositing all daily cash and credit card receipts, compiling and reviewing weekly reports for Comptroller and Executive Team, and overseeing the work of the Collections Manager
- Assisted Field Managers with "quality control" issues
- Coordinated all invoicing activity and monitoring of legal issues regarding collections
- Aided the Comptroller in preparing month-end closing reports and financial records review

**GLOBAL CLIENT SUPPORT MANAGER** **2000-2001**  
**Manugistics Inc., Rockville, MD.**

- Supervised team of 9 Product Analysts in the support of various supply chain management software applications
- Responsibility included making sure new Analysts were properly trained, monitoring the workload and productivity of the group and assisting the Analysts in resolving client issues
- Assumed key role in recruiting college graduates from local area colleges with supply chain/logistics programs

**SENIOR PRODUCT SUPPORT ANALYST & CONSULTANT** **1997-2000**  
**McKessonHBOC, Rockville, MD.**

**FINANCIAL ANALYST** **1996-1997**  
**DigitalXpress L.L.C., St. Paul, MN.**

**TRAINING:**

New Supervisors Seminar	Advanced MS Excel Training
Dun & Bradstreet Credit Check Software Training	Solomon Accounting Software Training
QuickBooks Accounting Software Training	

**EDUCATION:**

Bachelor of Science – Accounting (in progress), University of South Florida, St. Petersburg, FL	2006-Present
Master of Business Administration – Finance, American University, Washington D.C.	1996
Bachelor of Arts – Political Science/Administrative Studies, UC Riverside, Riverside, CA	1993
Bachelor of Science – Economics, UC Riverside, Riverside, CA	1993

# Susan D. Miller

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## **OVERVIEW:**

Twenty years of successful customer service, leadership and administration. Combined managerial skills and positive instruction and interaction skills have allowed for advancement professionally.

## **COMPETENCIES:**

- Data entry (alpha/numeric)
- Lotus 1-2-3
- Word Perfect 5.1
- FoxPro
- Billing
- Payroll
- Scheduling (100 + employees)
- Marketing updates and procedures
- Customer Service Training classes
- Office Communications
- Inter-Office Relations

## **WORK HISTORY:**

### **1993 to Present TMS, General Manager**

Coordinate the Medicaid and TD programs and implement changes as necessary. Oversee TD monthly budget to avoid overspending as well as monitoring Medicaid spending. Coordinating with the MPO to implement cost saving measures for the Medicaid program. Work with local social service agencies and facilities to educate their clients about the TD and Medicaid program and services available. Staffing and management of 12 employees.

Responsible for:

- Annual Reports
- Attend LCB, Board, Medicaid, MPO and Provider meetings and workshops as necessary
- Banking and deposits
- Employee payroll
- Implementing proper billing procedures
- Medicaid and MPO monitoring
- Monitor phone system to assure reasonable hold time and quality service
- Positive direction of clients, Medicaid facilities, Nursing Homes, and Transportation Providers problems and concerns
- Process monthly reports to the Metropolitan Planning Organization and individual stock holders
- Provider billing
- Purchasing
- TD eligibility

**1992 to 1993 GPTMS, Office Supervisor**

Office administration: Daily management of 16 employees and two staff supervisors. Positive direction of clients, Medicaid facilities, Nursing Homes, and Transportation providers problems and concerns. Employee payroll. Implementing proper billing procedures. Weekly preparation of employee schedules, training, cross-training and incentive programs. Creating and delivering AM and PM modem and print files to transportation providers. Intake of transportation requests and computerized distribution of information to appropriate transportation providers

**1990 to 1991 Norrell Health Care, Staff Coordinator**

Coordinated and scheduled Health Care professionals with customer service requests and acquired new intakes and routed messages.

**1986 to 1990 Pizza Hut Deliver District Office Shift Supervisor**

Responsible for the daily operations of the customer service center which received an average of 40,000 calls and processed an average of 32,000 orders per week. Supervised the telephone and computer communications of 37 out-stations servicing 32 cities in 3 Florida counties. Performed personnel administration, employee development and evaluations. Directed the activities of staff in excess of 100 employees. Managed staff scheduling, customer concerns, marketing updates and procedures. Conducted customer service training classes and also assisted with computer training of unit personnel during reorganization of the Florida Division.

Co-Created a successful employee incentive program focused at boosting sales and improving employee attendance and performance. Editor of the company newsletter.

**EDUCATION**

Northeast High School (Diploma)

Pinellas Technical Education Center (Business Courses)

**BUSINESS RELATED EDUCATION/TRAINING**

Specialized Communications Training

Customer Service Training

Administrative Training

Lotus 1.2.3. Instruction

FoxPro Instruction

Clerical Procedures Training

Supervisory Training

# Melissa L. Holyfield

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## WORK HISTORY:

### **1996 to Present TMS, Assistant Manager**

Duties include daily management of 12 employees, monitoring the floor, monitoring the phone system to assure quality and reasonable hold time, training, scheduling, monthly reporting, monitoring of provider billing and monitoring for Medicaid and the MPO, and coordinate the distribution of the TD bus passes and determining TD eligibility. Monthly billing and coordinating trips for Pinellas County School Board as well as working closely with the job coaches. Monthly billing and tracking of trips for both Hillsborough County Social Services and Pinellas County Social Services. Monthly notification of trips for all programs to the MPO. Other duties include invoicing providers and attending provider meetings. Handling of client, Medicaid facilities, Nursing Homes, and transportation providers problems and concerns as well as implementing proper billing procedures and provider billing.

### **1994 to 1996 GPTMS, Supervisor**

Duties included training new employees, daily monitoring of operators, handling provider concerns, handling difficult calls, generating and sending daily print and modem files to the providers, cleaning up data files as well as closing the office in the evenings.

### **1993 to 1994 GPTMS, Operator/Customer Service**

Duties included answering incoming calls requesting transportation, data entry of those requests, modem and fax to providers, and working with providers.

### **1991 to 1993 Applied Benefits Research, Compliance**

Duties included handling Cobra compliance questions from all departments, research, written correspondence, updating of new legislation and court cases pertaining to Cobra Compliance, as well as handling cancellation appeals.

### **1987 to 1991 John C. Nordt, Customer Service Supervisor**

Duties included training of employees, scheduling, handling difficult calls, returns and credit to client accounts, and working with production personnel to make sure all orders were met in a timely fashion.

## EDUCATION:

William Byrd High School  
Community College

Graduated 1984  
Business and Accounting Courses

# Mary Wilfalk

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## WORK HISTORY:

### 1994 to Present TMS, Supervisor

Supervise operators on the floor with the following responsibilities:

- Handle challenging calls
- Handle Nursing Home orders
- Monitor operator calls to insure quality
- Handle call backs
- Provider concerns
- Monitor phone system to assure reasonable hold time and quality service
- Outreach and education to the local social services agencies

### 1993 to 1994 GPTMS, Operator

Responsibilities included:

- Take incoming calls requesting transportation
- Fax trip information to appropriate providers
- Verify trip information
- Data entry of transportation requests
- Filing and other office duties

### 1992 to 1993 Barbara Nolan Marketing, Surveyor

Duties included:

- Survey individuals for test marking new products
- Reporting of survey data

### 1986 to 1989 Thrifty Discount Store, Supervisor

Responsibilities included:

- Supervise 6 employees
- Balance cashiers
- Make sure front end ran smoothly
- Daily sales reports

### 1979 to 1984 Rutland Bank, Head Teller

- Order money for the branch
- Balance ATM machine
- Audit tellers and branch
- Scheduling
- Handling any problems that might occur

## EDUCATION:

Gibbs High School      Graduated 1967  
St. Pete Jr College      Business Courses

# Virginia Miller

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## WORK HISTORY

### **2000 to Present TMS, Supervisor**

Supervise operators on the floor with the following responsibilities:

- Handle difficult and complaint calls
- Monitor operator calls and phone system to insure quality service and reasonable hold time
- Train operators
- Handle call backs and Provider concerns
- Issue bus passes for the TD and Medicaid program
- Modem and print daily manifest files to the providers

### **1999 – 2000 GPTMS, Customer Service Representative**

Responsibilities included:

- Processed orders and requests for transportation
- Data entry, filing and trip verification
- Assisted Supervisor with complaint calls, modem files, Wages and the MPO Program

### **1997-1998 Dr. Marc Richmond, D.O., Front Desk**

Responsibilities included:

- All front office duties including answering multi-phone line and filing
- Processed all Medical Claims And Billing

### **1993 –1997 Dr. Kosmas Sarantis, M.D., Office Manager/Medical Asst.**

Supervised 2 employees with the following responsibilities:

- Medical Transcription
- Billing and Claims
- Insurance credentials
- Ordered all Medication and supplies for office
- Vitals, Labs, Venipuncture, Injections and called in all prescriptions

## EDUCATION

Pinellas Park High School 1992

Concord Career Institute, Certified Medical Assistant 1993

# **Karen P. Jordan**

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## **STRENGTHS/SKILLS**

- Has very upbeat attitude that positively affects her staff
- Exceptional at multi-tasking
- Insists upon a “client-first” philosophy by all employees
- Excellent supervisory skills
- Establishes team concept throughout Call Center
- Identifies future supervisory candidates

## **WORK HISTORY**

### **2004-Present Floor Supervisor, TMS Management Group, Inc., Clearwater, FL.**

- Manages call center with approximately 4000 reservations weekly
- Supervises 10 call center employees
- Has supervised programs in 6 regions in Florida and Ohio
- Responsible for client relations, and working with clients’ medical offices
- In charge of vendor relations
- For past 3 years has had responsibility of distributing manifests to all providers each evening

### **2002-2004 Student Load Advisor, Van Ru Credit Corp., St. Petersburg, FL.**

- Monitored client payments
- Was specialist on default cases of outstanding student loans
- Sought resolution for clients with financial problems

### **2000 – 2002 Sales Associate, Xerox Corporation, St. Petersburg, FL**

- Responsible for processing orders and inputting data accurately based on customers requests.
- Built rapport with customers to improve business results.
- Consistently exceeded targets of 140 inbound sales daily to achieve monthly and quarterly bonuses.
- Won a trip during first year of service for being one of the top performers.

### **1996–1999 Collections Specialist, Special Data Processing Corp., St. Petersburg, FL**

- Worked with and spoke with customers on a daily basis.
- Monitored outbound collections calls.
- Coached team members on upgrades and crossover.
- Knowledgeable in operating a PC network running on windows platform with multiple software applications.
- Responsible for collections and account maintenance.
- Promoted two levels due to exceptional performance, attitude, and work ethics.

**1993– 1996 Mortgage Consultant, Mortgage Investors Corp., St. Pete, FL**

- Worked with telesales and marketing division.
- Performed telemarketing sales calls, built relationships and organized sales strategies
- Responsible for quality control, and customer follow-ups

## **EDUCATION**

**1996** Completed Business Administration Certification, Tallahassee, FL

**1984** Graduated Boca Ciega High School, St. Petersburg, FL

## **OFFICE SKILLS**

- Strong aptitude in operating a PC network running on windows platform with multiple software applications.
- Skilled in Microsoft Suite (Power Point, Excel, and Word)
- “Train-the trainer” level teaching skills in call center customer service protocols

## **SPECIALIZED TRAINING**

- Advanced Windows Level training
- Second tiered training in Microsoft Excel
- Certification from Xerox in Sexual Harassment training
- Diversity in the workplace
- Completed Xerox Corporation’s Public Speaking Program
- Various Quality Control workshops
- Expert Program Planner

# Michael P. Collins

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## WORK HISTORY

### **June 2007 to Present- T.M.S. Management Group Inc., Router and Vendor Liaison**

- Bring 33+ years experience in the transportation industry to this position.
- Reunites with TMS ownership after a thirteen year absence
- Previously served as manager in a related company owned by TMS principals
- Recruited by TMS to help establish more efficient multi-loaded trips where feasible. Goal is to reduce Medicaid costs while improving response times and efficiency
- Responsible for all trip manifests for 6 regions in Florida and Ohio
- Responsible for efficient and quick transportation of clients in these areas in a manner that is both cost efficient and convenient for the clients and transportation providers.

### **Feb. 2000 to May 2007 –AAA Contractor, Larsen’s Towing, Dispatcher**

- Position required intimate geographical knowledge of service area.
- Responsible for dispatching towing fleet and road service vehicles.
- As a remote dispatch facility, was responsible for the rapid deployment of emergency roadside assistance and battery sales for AAA.
- Managed very heavy call volumes and assumed great responsibility to clients stranded on the side of the road in busy traffic situations.

### **Dec. 1994 to Jan. 2000 -AAA Motor Club Dispatcher, Senior Dispatcher, Team Leader and Driver Supervisor**

- Dispatcher at Tampa Bay Service Center for AAA, responsible for the rapid deployment of emergency roadside assistance tow trucks and light service units in a coverage area that spanned 24 counties in Florida.
- Brought 20 years experience in the transportation industry to this position, and helped to institute a grid system for the dispatching of tow trucks and light service units.
- Assisted in the installation and implementation of a computer dispatch system.
- Promoted in rapid succession from dispatcher to senior dispatcher, then to team leader and finally to assistant supervisor.
- Served as temporary Supervisor during the medical leave of the Supervisor.

### **1980 to 1994 -Cam-Jo Inc. (dba Clearwater Yellow Cab) Fleet Dispatcher**

- Upon arriving from Tampa Yellow Cab in Clearwater in 1980, learned the City of Clearwater and its surrounding areas as swiftly as possible in order to transition into the dispatch office.
- Instrumental in establishing the “bid system” which provided much faster service to the customers.
- Was promoted to Shift Manager in 1985, and volume continued to increase with the expansion of the fleet.
- Promoted to Radio Room Manager in 1989 and volume and clientele increased dramatically.
- Responsible for overseeing the dispatching and routing of approximately 1,000 calls per eight hour shift, scheduling and personnel hiring.
- Responsible for the accuracy of payroll hours submitted to bookkeeping.

### **1974 to 1980 -Tampa Yellow Cab Driver/Dispatcher**

- Started out driving on the second shift as a union employee.
- In 1977 became a full time second shift dispatcher with a large volume of calls to distribute.
- Consulted with ownership on the geographic aspect of dividing the city into grids so the bid system could be brought on-line.

### **EDUCATION and TRAINING**

- Operates Pro Broker Transportation Scheduling System
- Trained in Foxfire Technologies
- Supervisor training by America Automobile Association (AAA)
- Professional radio operator and fleet dispatcher
- Navy-trained on various communication and computer systems
- Served a sailor in United States Navy 1969-1973
- Enlisted in Armed Forces 1969
- Graduated from Tampa Catholic High School in 1969

# Jason DiRenno

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## WORK HISTORY

### Nov 2007 - Current TMS Management Group

- Hardware and Software Administration
- Database Management
- IT Training
- Inventory Tasks
- PC Repair
- Laptop Repair

### Sep 2006 – Oct 2007 Stream International Inc

- Maintain Network reliability
- Microsoft Server Administrator
- Database Administration
- Troubleshoot server problems

### Jan 2004 – Aug 2006 Clearwater Computer Systems

- Pc repair
- Laptop repair
- Home network setups
- Website design

## EDUCATION

- 2008 Bachelors Degree in Computer Science  
University of South Florida  
Summa Cum Laude
- 2006 Associates Degree in Computer Science  
St Petersburg College  
Summa Cum Laude,  
Phi Theta Kappa Honors Society
- 2006 Cisco Networking Academy  
Classes in Cisco networking  
Including managed switches and routers
- 2005 Microsoft Server Classes  
University of South Florida  
Classes in running Microsoft server products

## **SKILLS**

Database programming (Visual Foxpro and SQL), C/C++ programming, Visual Basic .net programming, Cisco router and switch administration, Microsoft and Linux server administration, PC and MAC tech support

## **PERSONAL**

Enjoy watching college and pro football, skydiving, and reading novels.  
Volunteer at the Humane Society assisting with their computer problems.  
Member of Phi Theta Kappa National Honors Society.

# Jim Sturtz

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## Work Experience:

- (1994-Present) Self-Employed**  
Primarily FoxPro programming, but also have contract support for several clients on general computer problems, repair, purchases and installation of software, hardware, and Networking.
- (1993-1994) Easystreet Software, Raleigh, NC**  
Duties included programming (conversion from DOS FoxPro to Windows Version), program improvements, new installations and support for existing customers. I lived in Clearwater and supported the Pinellas County installation, but also commuted to the Raleigh area frequently. Traveled to Oakland, CA to implement the system there.
- (1989-1993) Computer Staff Member, Desktop Office Systems, Clearwater, FL.**  
Duties include: installation, training, repair for a small computer dealer. We sold hardware and software to order, authorized dealers for WordPerfect, Novell, Samsung, and several others. I was one of 3 employees, we shared most jobs depending on who was involved with which project at the time.
- (1986-1989) Blomgren's Micro Services**  
Similar operation to above. Bill Blomgren, the owner, sold the business to Desktop Office Systems. Bill, myself, and a co-worker then became employees of Desktop Office Systems.
- (1971-1986) Corporate VP and Controller Safety Harbor Spa, Safety Harbor, FL.**  
The Spa is a local resort hotel. I was a corporate VP and Controller for the hotel, primarily responsible for the Accounting Department. I directly supervised approximately 20 employees, and supervised the planning, budgeting, payroll (over 400 employees), accounts payable, accounts receivable, front desk and switchboard operations.

**Education:** **University of South Florida, St. Petersburg, FL** Working toward a degree in Information Systems

1970 Associates Degree from Central Florida Junior College, Ocala, FL

# Robert Baerwalde

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## Work Experience

1994– Present	Consultant	Application design and development specializing in County Government and Transportation Brokering.
1990– 1994	Consultant	Unix and Netware System Design, Implementation and Administration.
1987– 1990	Director of MIS	Established and Managed and IT Department for a National Retailer.

## Skills

Data Analysis and Design

Application Design

Network Administration

Network Design

Application Integration

System Integration

# Diane G. Kroepsch

## **PROFESSIONAL HISTORY**

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### **Wealth Management Coordinator**

**January 2008 –May 2008 Contract completed**

GenSpring Family Offices  
450 Carillon Parkway Suite 200  
St. Petersburg, FL 33716  
Michelle Soto 407-581-6914

Supported the Wealth Management Strategist (WMS) team by assisting in the development and successful introduction of new clients into the family office platform. Responsibilities included, but were not limited to, coordination of meetings with prospect and centers of influence, coordination of materials for said meetings, support of the WMS in all aspects of prospective client development activities, ongoing updating of regional pipeline, participation in development and execution of regional marketing materials, administrative support to the WMS team, and assistance in the completion and handling of documentation and various tasks for all new client relationships. General office duties.

### **Administrative Assistant**

**December 2002 – August 2007**

SDK International  
St. Petersburg, FL

Processing of invoices and orders for established promotional company. Prepared bank deposits and invoicing. Handled customer service calls, filing and general administrative duties.

### **Administrative Assistant**

**August 2001 – December 2002**

KeyMark Fund Raising, Inc.  
St. Petersburg, FL  
John Dietz 727-686-0404

Responsibilities included processing new contracts, creating the files, entering the information on spreadsheets, overseeing collating and delivery of catalogs to schools. Handled the processing of orders from schools, overseeing the data entry and shipment. Scheduled the delivery of products upon arrival. Processed and shipped backorders, reorders and late orders. Handled additional special requests from sales staff and customers to ensure the best service. General office duties.

### **Stay at Home Mom**

**June 1992 – August 2001**

### **Independent Sales Representative**

**September 1988 – June 1992**

Edward Rodriguez & Co., Inc.  
Tampa, FL

Responsible for selling wholesale goods to clients from Brooksville to Venice, Florida. Duties included scheduling appointments with clients, presenting the line, writing the order, following up on the delivery of the merchandise, handling any problems and scheduling future appointments.

**Creative Traffic Manager****December 1985 – May 1988**

Modern Talking Picture Service  
5000 Park Street North  
St. Petersburg, FL 33709

Hired as an administrative assistant to the traffic manager and was then promoted to traffic manager. Duties included handling production and print materials from conception to final collating. This included proofreading, working with outside vendors, approving press sheets, controlling budget, mail list selection, mail drop coordination, working with accounting and general office duties.

**Assistant to Operations****July 1981-July 1985**

William R. Hough & Co.  
100 2<sup>nd</sup> Avenue South  
St. Petersburg, FL 33701

Responsibilities included calculating yields, interest relating to municipal bond activity, preparation of trade confirmations, resolving problems relating to municipal bond delivery, preparing schedules of collateral to secure commercial bank loans, posting security position records, preparing checks for the firm and general office duties.

**EDUCATION**

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Graduated Gibbs Senior High School, St. Petersburg, FL June 1980

**SPECIAL SKILLS**

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Highly organized and detail oriented. Can develop and/or improve work processes for efficiency and streamlining. Proficient in Microsoft Word, Outlook, Excel and PowerPoint.

**VOLUNTEER WORK**

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Served on the Long-Range Planning Committee for the School Advisory Council at Holy Family School for two years. This committee was charged with improving enrollment and financial outlook for the school, ensuring quality education into the future.

Volunteered from 1996-1999, collating, copying, filing and assisting in classrooms as necessary.

Class parent for three years: recruitment and coordination of volunteers for fund-raisers, special events, field trips, classroom assistance, etc.

Volunteered from 2003 – 2006 at Thurgood Marshall Fundamental Middle School, answering phones, copying, filing, and assisting where needed in the office



# IOWA TRANSPORTATION PROVIDER LISTENING SESSION

Please join *TMS Management Group, Inc.* in a group discussion and listening session regarding the Medicaid Non-Emergency Medical Transportation Brokerage RFP.

*If there are specific issues you want to ensure we discuss, please email your questions or ideas in advance to: [michael@michaelaudino.com](mailto:michael@michaelaudino.com).*

**Date:** April 7<sup>th</sup>, 2010 @ 9:00 am - 12:00 pm

**Location:** TownePlace Suites • 8800 Northpark Drive  
Johnston, Iowa 50131 • Hotel phone 515.727.4066

*Refreshments will be served*

### *Discussion Topics Include:*

- Your perspectives on the brokerage approach in Iowa
- Current successes in Iowa
- Any issues or concerns you have about the transition to a brokerage system in Iowa
- TMS experiences with NEMT brokerage in other locales
- TMS philosophy towards the Iowa approach
- How best to utilize the services you and your system provide



If you are unable to attend, a Webinar will be offered on April 13, 2010, contact Michael Audino at 727-415-9668 or [michael@michaelaudino.com](mailto:michael@michaelaudino.com) for more information on participating.

You can learn more about our approach to transportation brokerage, our leadership team, and our business philosophy by visiting [www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)



## **TMS Management Group, Inc.**

# **Iowa Provider Listening Session Agenda**

## **Via Webinar and Conference Call**

### **Tuesday, April 13<sup>th</sup>, 2010**

### **1:30 p.m. – 3:00 pm Central**

- Introductions
- Overview of TMS Management Group, Inc.
- Status of the Iowa Medicaid Enterprise Non-Emergency Medical Transportation Brokerage RFP
- Perspectives on the brokerage approach in Iowa
- Current successes in Iowa
- Issues or concerns you have about the transition to a brokerage system in Iowa
- TMS experiences with NEMT brokerage in other locales
- TMS philosophy towards the Iowa approach
- How best to utilize the services you and your system provide
- Discussion of TMS Management Group, Inc.'s Minimum Standards for Transportation Providers
- Letters of Intent
- Next Steps/Closing Remarks



TMS provides brokerage services to nearly 2 million eligibles nationwide. We need your support in the State of Iowa to assist with a possible future transition. Please visit our Web site at: [www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com) for more information about our company.

***Thank you!***

**Client Sensitive • Agency Efficient • Provider Friendly**





## IOWA STAKEHOLDER LISTENING SESSION

Please join *TMS Management Group, Inc.* in a group discussion and listening session regarding the Medicaid Non-Emergency Medical Transportation Brokerage RFP.

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Location: TownePlace Suites • 8800 Northpark Drive  
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- Any issues or concerns you have about the transition to a brokerage system in Iowa
- TMS experiences with NEMT brokerage in other locales
- TMS philosophy towards the Iowa approach



You can learn more about our approach to transportation brokerage, our leadership team, and our business philosophy by visiting [www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)



**Letter of Intent to Participate in the  
TMS MANAGEMENT GROUP, INC.  
Network of Transportation Providers  
For the Iowa Medicaid Non-Emergency  
Transportation Brokerage Program  
March/April 2010**

My organization intends to contract with TMS to provide non-emergency transportation services provided that the rates and contract terms are agreeable. Any contract with TMS for services under the Medicaid brokerage program is subject to the rules and regulations of the State. If my organization does enter into an agreement with TMS we will provide services as follows:

**Number of Vehicles by Type:**

<u>  </u>	Taxis/Sedans
<u>  2  </u>	Vans
<u>  </u>	Wheelchair Vans
<u>  </u>	Stretcher Vehicles
<u>  </u>	Non-Emergency Ambulances
<u>  </u>	Buses
<u>  20  </u>	Buses with Wheelchair Securements

This letter does not bind either company to any particular terms or conditions.

Name: Nick Pachon

Title: Billing Supervisor

Company Name: Johnson County SEATS

Company Address: 4810 Melrose Ave.

City, State and Zip Code: Iowa City, IA 52246

Signature: [Signature] Date: 4/13/10

**PLEASE FAX BACK BY APRIL 12, 2010 TO:**

TMS MANAGEMENT GROUP, INC.

13825 ICOT Blvd, Ste 613

Clearwater, FL 33760

Attn: Chad Barr, Director of Operations

Fax: 727-252-0933



Letter of Intent to Participate in the  
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**Number of Vehicles by Type:**

- \_\_\_ Taxis/Sedans
- \_\_\_ Vans
- \_\_\_ Wheelchair Vans
- \_\_\_ Stretcher Vehicles
- \_\_\_ Non-Emergency Ambulances
- \_\_\_ Buses
- 18 Buses with Wheelchair Securements

This letter does not bind either company to any particular terms or conditions.

Name: Dennis Hart

Title: Superintendent of Fleet & Transit

Company Name: Clinton Municipal Transit Administration(MTA)

Company Address: 1320 South Second Street

City, State and Zip Code: Clinton,IA 52732

Signature: *Dennis Hart* Date: 4/12/2010

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Clearwater, FL 33760  
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Number of Vehicles by Type:

- Taxis/Sedans
Vans
Wheelchair Vans
Stretcher Vehicles
Non-Emergency Ambulances
Buses
Buses with Wheelchair Securements

This letter does not bind either company to any particular terms or conditions.

Name: Mary Ann Humpal, CCAP

Title: Executive Director

Company Name: Northeast Iowa Community Action Corporation

Company Address: P.O. Box 487

City, State and Zip Code: Decorah, Iowa 52101

Signature: [Handwritten Signature] Date: 4-12-10

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**Number of Vehicles by Type:**

- \_\_\_ Taxis/Sedans
- \_\_\_ Vans
- \_\_\_ Wheelchair Vans
- \_\_\_ Stretcher Vehicles
- \_\_\_ Non-Emergency Ambulances
- \_\_\_ Buses
- 12   Buses with Wheelchair Securements

This letter does not bind either company to any particular terms or conditions.

Name: **Doug Roelfs**

Title: **Transit Manager**

Company Name: **Burlington Urban Service— City of Burlington, IA**

Company Address: **3510 Division St.**

City, State and Zip Code: **Burlington, IA. 52601**

Signature: *Doug Roelfs* Date: 4/12/10

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**Number of Vehicles by Type:**

- \_\_\_ Taxis/Sedans
- \_\_\_ Vans
- \_\_\_ Wheelchair Vans
- \_\_\_ Stretcher Vehicles
- \_\_\_ Non-Emergency Ambulances
- 2 Buses
- 7 Buses with Wheelchair Securements

This letter does not bind either company to any particular terms or conditions.

Name: Richard Stone

Title: Transit Administrator

Company Name: Marshalltown Municipal Transit

Company Address: 905 E. Main Street

City, State and Zip Code: Marshalltown, Iowa 50158

Signature: Richard Stone Date: 4-9-10

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Number of Vehicles by Type:

2 Taxis/Sedans
22 Vans/minivans
0 Stretcher Vehicles
0 Non-Emergency Ambulances
37 Buses

NOTE: This is the maximum number of vehicles in our fleet. This may or may not represent the number of vehicles free to provide NEMT services. JJB

NOTE: This letter is for informational purposes only. JJB

This letter does not bind either company to any particular terms or conditions.

Name: James L. Burns

Title: Transit Director

Company Name: Region XII Council of Governments

Company Address: P.O. Box 768

City, State and Zip Code: Carroll, Iowa 51401

Signature: James L. Burns Date: 4/9/10

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**Number of Vehicles by Type:**

<u>102</u>	Taxis/Sedans
<u>6</u>	Vans
<u>2</u>	Stretcher Vehicles
<u>        </u>	Non-Emergency Ambulances
<u>10</u>	Buses (non-lift)

This letter does not bind either company to any particular terms or conditions.

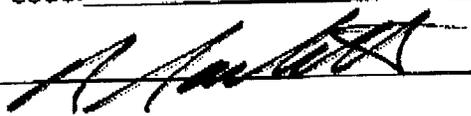
Name: Randy Sackett

Title: President

Company Name: Trans Iowa, L.C.

Company Address: 1550 E Army Post Road

City, State and Zip Code: Des Moines, Iowa 50320

Signature:  Date: 3/31/2010

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Number of Vehicles by Type:

Taxis/Sedans
Vans
Stretcher Vehicles
Non-Emergency Ambulances
Buses

This letter does not bind either company to any particular terms or conditions.

Name: Medivac Corp by: David M. Kern
Title: President

Company Name: Medivac Corp; dba: Medivac Ambulance

Company Address: 812 Cyclone Ave Box 348

City, State and Zip Code: Harlan Iowa 51537

Signature: David Miller Date: 4-13-2010

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**Number of Vehicles by Type:**

\_\_\_\_\_ Taxis/Sedans  
10 \_\_\_\_\_ Vans *4/10/2010*  
 \_\_\_\_\_ Stretcher Vehicles  
 \_\_\_\_\_ Non-Emergency Ambulances  
 \_\_\_\_\_ Buses

This letter does not bind either company to any particular terms or conditions.

Name: *David Johnson*

Title: *owner*

Company Name: *Iowa Transportation*

Company Address: *Rt 300 249*

City, State and Zip Code: *Des Moines IA 50319*

Signature: *[Signature]* Date: *3/10/10*

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 TMS MANAGEMENT GROUP, INC.  
 13825 ICOT Blvd, Ste 613  
 Clearwater, FL 33760  
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# Mobility Matters

Keeping Central Iowa Informed About Passenger Transportation Issues

Volume 2, Issue 1

March 2010

## Transportation

### Talk . . .

What additional marketing and/or educational needs do you think are necessary to help educate the public regarding transportation options currently available to them?

[Click here](#) to respond.

### In This Issue:

Ride Matching Software 1

CyRide TIGER Funding 2

Statewide Funding Study 3

Volunteer Transportation Summit 3

DART Service Adjustments 4

TAG Meetings 5

## Ride Matching Software Being Explored

*Demonstration held on February 19th in West Des Moines*

The Iowa Transportation Coordination Council is exploring the concept of developing a statewide system to match people with rides, including those made by carpool, vanpool, public transit bus, or even a volunteer. Such a system would enable a potential rider, human service provider, caregiver, or mobility manager to log into a web-based system, type in the needed information, and see what transportation

options are available in the area. [www.greenride.com](http://www.greenride.com).

On February 19, 2010, the Iowa Transportation Coordination Council invited interested parties to participate in a demonstration of one such software. Representatives from Ecology and Environment, Inc. (E&E) provided a demonstration on the capabilities of their GreenRide software products. Learn more about these products at:

If there is enough interest from Metropolitan Planning Organizations (MPO), Regional Planning Associations (RPA), transit systems, human service providers, and others, the Iowa Transportation Coordination Council, in partnership with the Iowa Department of Transportation, will initiate further dialogue about implementing a statewide system.



*Ecology & Environment's Mary Ann Ferris-Young (left) and Tony Gale (center) speak with Mark Munson, Director of the Delaware, Dubuque, and Jackson County Regional Transit Authority, during the February 19, 2010, GreenRide software demonstration. Photo courtesy of Linda Kelly.*

# CyRide Receives TIGER Funding for Ames Intermodal Facility

By Shari Atwood, CyRide Transit Planner

On February 17, 2010, CyRide was awarded \$8.464 million in Transportation Investment Generating Economic Recovery (TIGER) funding through the Recovery Act of 2009 to support the construction of an Intermodal Transportation Facility in Ames, Iowa. The United States Department of Transportation received over 1,400 applications to fund transportation projects from all transportation modes including highway, transit, ports and rail to vie for the \$1.5 billion available in TIGER funding. The process was highly competitive with only 51 projects approved nationwide. Since CyRide received only \$8.463 million (20% of the \$39.3 million TIGER request), community partners will be working over the next few months to define a smaller project with the available funding. To learn more about what was initially conceptualized for the Ames Intermodal Facility, see the definition below.

The only other Iowa recipient of TIGER grant funding among 30 Iowa applications was the City of Dubuque, which received funding for multimodal efforts along their Historic Millwork District. To view all 51 TIGER grant recipients including a synopsis of their project, visit U.S. DOT TIGER Grant Announcements or to see additional details about the Ames Intermodal Facility, go to [www.cyrider.com](http://www.cyrider.com).

## Ames Intermodal Facility: (Definition as initially conceptualized)

An Ames intermodal facility would provide user-friendly accessible connections between nearly all modes of transportation within one location for bicycles, pedestrians, carpools/vanpools, transit buses (CyRide), intercity buses (Jefferson Lines & Burlington Trailways), Des Moines airport shuttle (Executive Express), and taxis. Bike lockers and shower facilities would be incorporated to support commute travel or recreational use of Ames' shared use paths as well as the ISU arboretum. An Intermodal Facility would begin to resolve these connection issues and serve as a location where commuters, students and business-persons could access all transportation mode options at one location.

An overall goal of the facility would also be to generate long-term economic activity and stimulate jobs in Ames. The facility would support development for Ames commercial areas and Iowa State University by adding a parking ramp component (approximately 5 levels - 750 spaces) thereby allowing more commerce and business to the community. Signalization improvements needed would be added to the project to facilitate traffic flow around the facility. Additionally, office and retail spaces would be added to facility façade to blend neighboring commercial/residential uses into the Intermodal facility's parking ramp component. A final element of the facility would incorporate the ISU campus police home base thereby adding substantially more security to the building as well as the neighboring areas.



Artist rendering of the Ames Intermodal Facility. Image courtesy of CyRide.

## Iowa Statewide Passenger Transportation Funding Study Completed

In December 2009, the Iowa Department of Transportation (DOT) forwarded the Statewide Passenger Transportation Funding Study to the General Assembly and Governor's office.

The Iowa DOT conducted the study via a consultant and in cooperation with the Iowa Office of Energy Independence and the Iowa Department of Natural Resources. The study was in response to a request from Iowa General Assembly for the Iowa DOT to assess whether Iowa's current system of passenger transportation services are addressing the current and future demand and

how passenger transportation can be a part of the state's energy conservation plans. In particular, the study reviews the current revenues available to support public transit and the sufficiency of those revenues to meet future needs, identifies transit improvements needed to meet state energy independence goals, and assesses the ability of the state's support of public transportation to meet the mobility needs of Iowa's growing senior population.

The study concluded the need for an additional 13.8 million transit trips per year statewide to meet the transportation needs

of Iowa's transit dependent population, at a cost of approximately \$125 million per year. To make passenger transportation more effective at meeting energy independence goals, 24.3 million additional riders per year would be needed at a cost of approximately \$350 million per year. The study also identified service improvements needed to meet the unmet ridership, as well as funding mechanisms to sustain increased service levels.

For more information on the study, visit [www.iRide21.com](http://www.iRide21.com). The full study is available for download by [clicking here](#).

## Volunteer Transportation Solutions Summit Scheduled for May 18

The 2009 Iowa Department of Transportation's Statewide Passenger Transportation Study estimates that "transit dependent Iowans needed to make 13.8 million more trips in 2008" than current public transit service can accommodate. The harsh reality is that not enough money can be printed, not enough vehicles can be purchased, nor can enough drivers be hired to satisfy the mobility needs of our citizens. New solutions must be sought.

One very viable solution is volunteer transportation.

Volunteer transportation services are operating successfully here in central

Iowa and all across the country, helping students, senior citizens, and any customer improve their quality of life through increased access to school, work, play, church, and medical services. Volunteer transportation services enhance the regional economy by connecting workers to jobs, consumers to businesses, and clients to service providers.

It is time to provide more volunteer transportation service to more central Iowans.

On May 18, 2010, the Transportation Advisory Group (TAG) is convening a Volunteer Transportation Solutions Summit. The featured presenter will be

Iowa native Michael J. Audino, a transportation researcher at the University of South Florida and a public transportation advisor, who will share information about successful volunteer transportation operations, identify options for establishing/expanding volunteer transportation services in central Iowa, and inspire participants to move boldly forward. The event is tentatively scheduled for 2:00 p.m., at the Des Moines Area MPO office, 6200 Aurora Avenue, Suite 300W, in Urbandale. Additional information will be provided in the next month.

# DART Service Adjustments Coming April 25

By Gunner Olson, DART Public Information Officer

The sour economy delivered a blow to the Des Moines Area Regional Transit Authority (DART) as it has to so many agencies, businesses and governments. Many – though not all – of DART's service will be affected as a result.

Late fall, DART staff projected a \$2.3 million shortfall, or about 10 percent of the \$22.5 million budget, for the fiscal year that starts July 1, 2010. All of DART's revenues are down, including the local property tax and state funding. Passenger fares also tapered off from the record highs during the high gas prices of 2008, and as major downtown employers laid off workers and some commuters returned to driving their cars.

In addition, DART's liability expenses have increased due to recent pedestrian accidents. DART has, however, cut its accident rate in half since the first pedestrian accident in 2006.

Since those initial projections, staff made up all but \$800,000 of the budget shortfall by instituting unpaid time off and wage freezes among administrative staff. Another \$250,000 in savings was realized by the two unions representing DART's drivers and mechanics voting to accept a wage freeze.

DART is adjusting bus route schedules and increasing fares to make up the remaining \$550,000 budget shortfall for

the upcoming fiscal year. The changes are outlined below and will go into effect April 25, 2010. The standard bus fare will increase from \$1.50 to \$1.75. If you have any questions regarding the service changes or fare increase, please contact DART Customer Service at 515-283-8100.

## #1 WDM/Fairgrounds:

- Service to Valley West Mall will no longer be offered (served by Route #3).

- Midday and weekend service will operate every 60 minutes.

- Peak service will operate every 30 minutes.

- The current Route 1 will be split into two different services:

- The east side (Fairgrounds) portion of the Route #1 will remain Route #1.

- The west side (Ingersoll/West Des Moines) portion of the Route will be incorporated into the Route #11.

- The new Route #1 on the east side of Des Moines will be extended to Pleasant Hill on weekdays and replace Route #10.

- Route #1 Fairgrounds will now be called Fairgrounds to E. 42nd & Hubbell or Fairgrounds to Pleasant Hill.

- Saturday service will begin later and end earlier (Same as

Sunday Service).

## #3 University/Highland & Oak Park:

- Service will operate every 15 minutes during the peak and midday on the westbound portion of the service.

- Service to Valley West Mall on Saturdays and Sundays will operate every 30 minutes instead of the current every 60 minutes.

- Saturday service will begin later and end earlier (Same as Sunday Service).

## #4 Urbandale/E. 14th:

- Service will operate every 30 minutes during the peak.

- Saturday service will begin later and end earlier (Same as Sunday Service).

## #5 Clark/E. 6th & E. 9th:

- Service will operate every 60 minutes all day on weekdays.

- Saturday service will begin later and end earlier (Same as Sunday Service).

## #6 W. 9th-Douglas/Indianola-Lacona:

- Minor schedule time adjustments on weekdays.

- Saturday service will begin later and end earlier (Same as Sunday Service).

## #7 Ft. Des Moines/Hubbell:

- Minor schedule time adjustments on weekdays.

## Budget Shortfall Affects DART's Services *(continued from page 4)*

- Saturday service will begin later and end earlier (Same as Sunday Service).

### **#8 SW 14th-Havens/S. Union:**

- Reduce to 60 minute service all day on weekdays (does not operate on weekends).
- Service will no longer pull into the Des Moines International Airport.

### **#10 Pleasant Hill:**

- Will be replaced by Route #1 so that no transfer will be required to get to Downtown Des Moines.
- Trip times to/from Pleasant Hill will remain similar to the current Route #10.
- Route #1 Fairgrounds will now be called Fairgrounds to E. 42nd & Hubbell or Fairgrounds to Pleasant Hill.

### **#11 Jordan Creek:**

- The west side (Ingersoll/West Des Moines) portion of the Route #1 will be incorporated into the Route #11.
- Service will extend from

Downtown Des Moines to Jordan Creek.

- New route name will be Ingersoll/West Des Moines to Valley Junction or Jordan Creek.

- Service will operate every 30 minutes to Valley Junction and every 60 minutes to Jordan Creek during the peak. Midday service will operate every 60 minutes to Jordan Creek. Saturday and Sundays will be 60 minute service to Jordan Creek.

### **#12 Urbandale Business Park Shuttle :**

- Service will be replaced with the On-Call service in Urbandale that extends to the Urbandale Business Park.

### **#13 S.E. Park Avenue Circulator:**

- Minor schedule time adjustments.

### **#91 Northwest Express:**

- Minor schedule time adjustments.

### **#92 Urbandale Express:**

- Minor schedule time adjustments.

### **#93 NW 86th Street Express:**

- Minor schedule time adjustments.

### **#96 EP True Express:**

- A total of four AM trips and four PM trips will be provided instead of the current five AM trips and six PM trips.

### **#98 Ankeny Express:**

- A total of four AM and five PM trips will be provided instead of the current six AM trips and six PM trips.

### **Mitchellville-Bondurant Regional On-Call:**

- Schedule time adjustments made to connect with Route #1.

### **Carlisle Regional On Call:**

- The service area will be expanded

## Participate in Monthly Transportation Advisory Group Meetings

The Des Moines Area Metropolitan Planning Organization's Transportation Advisory Group (TAG) meets the third Tuesday of each month at 2:00 pm at the Des Moines Area MPO office, 6200 Aurora Avenue, Suite 300W, in Urbandale. The TAG consists of transportation providers, human service agencies, and other interested individuals

and organizations that work to improve passenger transportation service in central Iowa, particularly those for transportation disadvantaged populations. All are welcome to attend. Contact Dylan Mullenix for more info: [dmullenix@dmampo.org](mailto:dmullenix@dmampo.org), 515-334-0075.



Medicaid Non-Emergency Medical Transportation Services

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**Rider Informational Packet**

**DRAFT**

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September 2010

TMS Management Group, Inc.  
0000 Main Street  
Des Moines, IA 00000  
Toll Free 866.867.0729  
[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

*This information is available in Spanish and in accessible formats.*

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# Medicaid Non-Emergency Medical Transportation (NEMT) Program

The Medicaid Non-Emergency Transportation Program Rider Informational Packet will provide Medicaid Members with the following:

1. An explanation of NEMT services.
2. Information on who is eligible NEMT services.
3. Information on how to obtain and access NEMT services.
4. General NEMT service information (hours of service, advance notification requirements, etc.)
5. Any restrictions for the NEMT services.
6. Members' Rights.
7. Members' Responsibilities.
8. Information on the difference between emergency needs and urgent situations.
9. Information on alternative communication methods or ADA accommodations.
10. Information on denials, rights, rules and appeals.

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## Background

Welcome to the Iowa Non-Emergency Medical Transportation (NEMT) Services Program!

Effective October 1, 2010, TMS Management Group, Inc. (TMS) will begin managing the Non-Emergency Medical Transportation Program for the Iowa Department of Human Services (Department) TMS will arrange for all non-emergency transportation services that you need, if the services are covered by Medicaid and if you have no other means of transportation.

In accordance with Federal regulations (42 CFR 431.53), the Iowa Department of Human Services (Department)/Iowa Medicaid Enterprise operates the Non-Emergency Medical Transportation (NEMT) program which offers transportation services for Medicaid beneficiaries who need to access necessary health care.

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## Explanation of NEMT Services

The Iowa NEMT program covers transportation in and out of state, to and from health care services when those services are covered under the Medicaid State Plan or through waivers, for beneficiaries who have no other means of transportation.

These transportation services include wheelchair vans, taxis, stretcher cars, bus passes and tickets, and volunteers and all forms of transportation must address safety needs of disabled or special needs individuals, and other forms of transportation otherwise covered under the state plan.

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## Who is Eligible for NEMT Service?

To be eligible for NEMT services, you must be an Iowa Medicaid Member and have a verifiable Medicaid ID number. In addition, you must:

1. Have completed a Medicaid NEMT Intake form and deemed eligible for non-emergency medical transportation services on the date of service. If TMS is unable to determine eligibility, we will contact the Department for verification.
2. Ensure that the requested transportation is to and from an Iowa Medicaid medical covered service.
3. Have no other transportation available.

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## How do I Obtain and Access NEMT Services?

You will need to contact TMS directly to obtain services. Call toll free at **1-866-867-0729** and have the following information ready EVERY time you call:

- Your Medicaid number
- Doctor's name and complete address
- The appointment time and pick-up time
- Ensure the appointment is a covered medical appointment
- Call three (3) working days in advance
- Completed Intake Form on file (See Attachment A)

Other contact information for TMS is:

TMS Management Group, Inc.  
0000 Main Street  
Des Moines, IA 00000  
Toll Free 1-866-867-0729  
[Firstname.lastname@tmsg.com](mailto:Firstname.lastname@tmsg.com)  
[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

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## NEMT Service Information

TMS covers the entire State of Iowa. The normal operating hours of the TMS Call Center and the hours transportation is available are Monday through Friday from [8:00 a.m. – 6:00 p.m. CST]; however, for urgent situations, TMS is available to assist you 24 hours a day and 7 days a week.

Once you have completed an Intake form and you have been deemed eligible for NEMT services, you will receive transportation services to all Medicaid compensable appointments. TMS has authority to verify with your medical professional that you have a scheduled appointment and it is eligible for reimbursement under the Iowa Medicaid Guidelines.

You may be required to renew your eligibility form annually to ensure all information is kept up-to-date and is accurate. If any changes to this form are needed, it is your responsibility to contact TMS and let them know of the changes to your eligibility form as soon as possible.

You must call 72 hours in advance to schedule a trip. You will be provided a pick-up “window” in which you should expect your transportation provider to arrive. For example, if your appointment is at 10:00 am, TMS may provide you with a pick-up window of 9:00 am to 9:30 am. The driver should arrive no more than 15 minutes before 9:00 am or 15 minutes after 9:30 am to be considered on-time. If the driver is more than 15 minutes after the scheduled pick-up time, you should call TMS to inquire as to the status of your transportation services.

When the driver arrives at your address, you should be waiting and ready to go. The driver will wait only ten (10) minutes after the scheduled pick-up time before establishing that you are a “no-show” and will leave the premises.

---

## Service Restrictions

Due to the publicly funded nature of the NEMT program, you may be riding with other individuals in order to multi-load Members to better serve the entire State of Iowa. In addition, you do not have freedom of choice among network providers; however, if an issue occurs with a particular driver or transportation company, please contact TMS immediately to attempt to resolve the situation.

Medicaid is the payer of last resort; all other transportation resources should be utilized prior to contacting TMS for services. Medicaid will not pay for transports for the convenience of the recipient or family, or when other transportation methods are appropriate and available. In addition, if transportation services are available without charge to both Medicaid and non-Medicaid Members, then transportation services will not be provided.

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## Member's Rights

You have a right to:

- Trips in air-conditioned and heated vehicles;
- Safe, clean, properly equipped, and smoke-free vehicles;
- Properly fastened seatbelts and/or mobility device tie downs;
- Vehicle transfer points that are sheltered, secure and safe;
- A properly identified driver;
- Professional, courteous, and properly trained drivers;
- Assistance while getting in and out of vehicle and to the seat;
- Assistance to the door, if necessary;
- Adequate seating, to include ample space for service animals;
- Assistance in maneuvering mobility devices up and down at a minimum one step;
- File complaints without fear of retaliation;
- Prompt investigations and effective resolutions;
- Current and complete program information;
- Entitled to all rights and protections as specified in 42 CFR 438.100 (See Attachment B); and
- Be delivered to your appointment on time.

---

## Member's Responsibilities

You have a responsibility to:

- Be ready and waiting for vehicle in a safe location;
- Keep seat belts and mobility device tie downs secure until the vehicle stops;
- Remain seated until vehicle comes to a complete stop;
- Report any safety hazards;
- Provide all mobility devices and keep them in good condition;
- Not tamper with or operate vehicle equipment;
- Provide a car seat, booster seat, or other devices or equipment necessary for safe transport;
- Make TMS aware of any physical and/or mental conditions prior to transport;
- Adhere to policy for violent and/or disruptive behavior;
- Cancel a trip 24 hours in advance;
- File complaints in a timely manner;
- Accept a shared-ride program;
- Call three (3) business days in advance; and
- Provide your own escort or attendant, if needed.

---

## Emergency Needs and Urgent Situations

If you have an emergency situation that requires you to be transported immediately to a medical facility or you need an ambulance, you should call 9-1-1.

For urgent situations that are not considered an emergency, TMS will provide 'on call' staff to handle these situations for Medicaid Members. The on call staff will be available for the hours the call center is not open. Urgent situations may include, but are not limited to, hospital discharges, a Member is not picked up by transportation provider, or a Member finds out after business hours that medical appointment is needed the next morning. Access to transportation services will be available twenty-four (24) hours per day, seven (7) days per week and staff is available "on-call", as needed. TMS groups "Urgent Situations" into four categories; however, all are treated with the same urgency to the situation.

### *Urgent Situations*

TMS will allow a Medicaid Member to schedule a trip with less than 72 hours advance notice, due to situations out of the control of the Medicaid Member. Examples of this situation include in the unlikely event a Member is not picked up by the transportation provider or a Member is notified after normal business hours that they need a medical appointment the next day. In addition, if a Medicaid Member must delay receipt of transportation services as a result of a backlog of patients at the doctor's office or due to some other reason beyond the Medicaid Member's control, the Medicaid Member can contact TMS and request transportation services to return to his/her residence.

### *Hospital/Facility Discharges*

TMS will acknowledge and schedule all hospital/facility discharge requests for Transportation Services within one (1) hour of the time the Hospital/Facility makes the request. TMS will provide hospital/facility discharge staff with contact information, procedures, and other appropriate information to access and schedule transportation services for all Medicaid Members.

The TMS standard for hospital or facility discharges is that transportation services will be provided to a Medicaid Member within three (3) hours of when the hospital/facility makes the request. If the hospital/facility is located in a county other than the Medicaid Member's county of residence, TMS may add additional time to the three (3) hour time limit at the rate of thirty (30) minutes for every fifteen (15) miles TMS must work with the hospital's/facility's discharge coordinator to assure that the Medicaid Member is ready for transport at the scheduled time.

### *Urgent Care*

TMS will provide transportation services to return a Medicaid Member to his/her home after business hours. TMS will acknowledge and schedule all requests for urgent care transportation services within one (1) hour of the time the Medicaid Member, or his/her representative, makes the request.

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Transportation services will be provided to a Medicaid Member within three (3) hours of when the Medicaid Member, or his/her representative, makes the request. If the hospital/facility is located in a county other than the Medicaid Member's county of residence, TMS may add additional time to the three (3) hour time limit at the rate of thirty (30) minutes for every fifteen (15) miles TMS must travel outside of the Medicaid Member's county of residence.

#### *Emergency Room/Facility Discharges*

TMS will provide Hospital emergency room or facility discharge staff with contact information, procedures, and other appropriate information to access and schedule Transportation Services for all Medicaid Members.

TMS will acknowledge and schedule all requests for emergency room/facility discharges within one (1) hour of the time the Medicaid Member, or his/her representative, makes the request. Transportation services will be provided to a Medicaid Member within three (3) hours of when the Medicaid Member, or his/her representative, makes the request. If the hospital/facility is located in a county other than the Medicaid Member's county of residence, TMS may add additional time to the three (3) hour limit at the rate of thirty (30) minutes for every fifteen (15) miles the Member must travel outside of the Medicaid Member's county of residence.

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## Alternative Needs

TMS will maintain and operate a telecommunications device for the deaf (TDD) and hard of hearing callers who need such a device. TMS also utilizes a Relay Service that is available for those hearing and speech impaired Members. TMS's Call Center has multi-lingual capabilities and verbal communication between TMS and the Member will be in a language the Member understands. In cases where the Member's language is other than English, TMS will offer and, if accepted by the Member, supply interpretive services. A Member may request interpretive services by a family member or acquaintance.

TMS will follow all laws relating to the American's with Disabilities Act of 1990, and will make all appropriate accommodations.

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## Denials, Rights, Rules and Appeals

If you have received a "Notice of Decision" letter (see Attachment C) that stated your application for NEMT services has been denied or modified, you will be provided a reason for the action. You have \_\_\_ number of days to tell TMS or the Department that you disagree with this decision. To appeal with decision, you must explain why you disagree with the decision and include any other information you would like us to know.

To file an appeal, you can call the Department, write a letter, or complete a "Request for a Fair Hearing" form. "Request for a Fair Hearing" forms are

readily available from any Health and Welfare local office. You can bring your letter or form to any local office or mail it to:

**Hearings Coordinator  
Iowa Department of Human Services  
[P.O. Box 83720]  
Des Moines, IA [83720 – 0036]**

If you file an appeal, the Department of Human Services will do an informal review of this decision. This is an opportunity to solve the problem informally. If the Department does not change the decision, a hearing will be scheduled. At the hearing, you may represent yourself or be represented by an attorney or any person you choose, such as a friend or relative.

If there is a partial denial after the informal review, you will receive a letter identifying what has been approved. That information will be sent to the hearing officer.

You are encouraged to call the local office at 208-334-5747 or 877-200-5441 if you want to discuss this matter, ask any questions about the appeal process, or to find out how to contact an attorney. You may also contact the office by e-mail at [\[email address\]](#).

For more information on denials and rights, you may call your local Department of Human Services office or review the entire rule on-line at:

[add rule reference here]

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**Thank You!**

TMS Management Group, Inc. is pleased to serve the citizens of the State of Iowa with quality and timely access to Medicaid non-emergency medical transportation services.

If you would like more information on the Medicaid NEMT Program or TMS, please visit our web page at: [www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

We look forward to serving you!



## How Do I Get a Ride?

Call TMS and have the following information ready EVERY time you call:

- 1) Completed Intake Form on file
- 2) Ensure the appointment is a covered medical appointment
- 3) Have the appointment time and pick-up time
- 4) Call two working days in advance
- 5) Your Medicaid number
- 6) Doctor's name and complete address



**TMS Management Group, Inc**

**Medicaid  
Non-Emergency  
Medical Transportation  
(NEMT)**

*User Guide*

***Client Sensitive  
Agency Efficient  
Provider Friendly***

**sample**

### Where's My Ride?

If your ride is more than 15 minutes late from the pick-up time given to you, please call TMS on their toll free line:

**Phone: 866.---.---**

**13825 ICOT Blvd., Suite 613,  
Clearwater, FL 33760 Toll Free  
866-867-0729**

[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

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**Tel: 866.---.---**

## Facts About Medicaid Transportation

- Prior to receiving Medicaid NEMT services, all clients must have a valid Medicaid number.
- A Medicaid client may not own a car or have family/friends that can drive them and receive NEMT services without a special exemption from TMS.
- All trips must be to medical appointments covered by Medicaid.
- All Medicaid NEMT trips will be in a non-emergency vehicle. If you have an emergency situation, please call 9-1-1 immediately.
- Every client that can utilize the Public Transit System will be issued a bus pass or daily token for their NEMT transportation needs.
- Medicaid is the payer of last resort; all other transportation resources should be utilized prior to contacting TMS for services.

## Frequently Asked Questions

**QUESTION:** How do I arrange my Medicaid transportation through TMS?

**ANSWER:** By calling 866-867-0729 two business days in advance.

**QUESTION:** Where can TMS transport me?

**ANSWER:** To doctor appointments, hospitals, physical therapy, and lab work.

**QUESTION:** Do I need to give my Medicaid number every time?

**ANSWER:** Yes, your Medicaid number needs to be verified for every trip request no matter how frequent.

**QUESTION:** Can I get a bus pass if I live close to a bus route?

**ANSWER:** Yes, but only if you have two verifiable Medicaid appointments each month. A daily bus token may be offered instead of a monthly pass.

**QUESTION:** Can I be transported to the pharmacy?

**ANSWER:** No, only doctor appointments are covered under Medicaid NEMT services.

**QUESTION:** Can someone ride with me to my appointment?

**ANSWER:** An escort may travel with you, if it is medically necessary. Children are not eligible to travel with you as an escort.

**QUESTION:** What if I have a concern about the transportation services I receive?

**ANSWER:** If you have any problems with your transportation, we want to know! Please call TMS at 866-867-0729 and be sure you know the transportation company and, if possible, the driver that transported you.

## Our Mission

Our mission is to provide our customer's transportation to any covered destination in a timely manner with vehicles and operators that are safe, reliable, courteous, and the most efficient.

## COMO ADQUIRIR TRANSPORTACION?

Llame a TMS y tenga la siguiente informacion a mano cada vez que llame:

- 1)Formulario de entrada completado .
- 2)Asegurarse de que la razon de la cita medica es válida y cubierta por su aseguransa.
- 3)Tenga la hora exacta de la cita y la hora de regreso .
- 4)Debe llamar dos dias de negocio antes del dia de su cita medica.
- 5)Su numero de aseguransa(medicaid).
- 6) El nombre del doctor y la direccion fisica completa del lugar de la cita.



**TMS Management Group, Inc**

**Transportacion Medica  
Sin Emergencia de  
Medicaid (NEMT)**

*Guia*

***Client Sensitive  
Agency Efficient  
Provider Friendly***

### **Adonde esta mi transporte?**

Si su modo de transportacion est tarde mas de 15 minutos,  
Llamenos a  
Phone: 866.867.0729

Des Moines, IA Toll Free 866--

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[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

**sample**

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Tel: 866.-----

# TMS Management Group, Inc.

## DATOS IMPORTANTES SOBRE LA TRANSPORTACION QUE OFRECE TMS

\*Antes de que el cliente pueda recibir transportación de medicaid debe tener un numero valido de seguro.

\*Todas las citas tienen que ser medicas solamente, cubiertas por medicaid.

\*Cliente no puede tener vehículo, familiar o amigo que lo pueda llevar a su cita medica y recibir los servicios de transportacion de Medicaid sin exención de TMS.

\* Todos los viajes serán en vehículos no capacitados para emergencias, si es una emergencia por favor llame al 911 inmediatamente .

\*Los clientes que puedan utilizar servicio publico de transporte recibirá un pase de autobús para sus citas medicas.

\*Medicaid pagara transportación como última opción, todo otro metodo de transporte debe ser utilizado antes de llamar a TMS

## PREGUNTAS FRECUENTES

**\*Pregunta:** Como puedo adquirir los servicios de TMS?

**Respuesta:** Debe llamar este numero dos dias de negocios antes de su cita  
1(866)867-0729

**\*Pregunta:** A que lugares TMS me puede transportar?

**Respuesta:** A citas medicas, citas en hospitales , terapia fisica, y para pruebas de laboratorio.

**\*Pregunta :** Necesito dar mi informacion y numero de medicaid cada vez que llame a TMS?

**Respuesta:** Si , cada vez que llame a TMS solicitando un viaje a una cita , el numero de Medicaid y su informacion tiene que ser verificada por la operadora ,no importa cuan frecuente uste llame.

**\*Pregunta :** Puedo adquirir un pase de autobus si vivo cerca de la parada?

**Respuesta:** Si, pero solamente si tiene 2 o mas citas medicas verificable al mes. Se le ofrecera un pases diarios y no mensual .

**\*Pregunta:** Podria usar el transporte de MEDICAID para ir a la farmacia?

**Respuesta:** No, TMS ofrece servicios

solamente para citas medicas, viajes a la farmacias no estan cubiertos por Medicaid.

**\*Pregunta:** Puede alguien acompañarme a mis citas medicas?

**Respuesta:** Un acompañante puede ir con usted si es necesario medicamente, niños no son elegibles a viajar con usted .

**\*Pregunta:** Que puedo hacer si tengo problemas o preocupaciones sobre de los servicios de transportación que estoy recibiendo?

**Respuesta:** Si usted tiene algun problema con su transportación nosotros queremos saber, por favor llame a la linea gratis de TMS (1866)867-0729.

## Nuestra Mission

Nuestra mision es proveerle a usted transporte a citas medicas cubiertas por medicaid , a tiempo, y en vehículos y con operadores que velarán por su bienestar , y ofrecerle un servicio al cliente eficiente.



## Beneficiary Intake Form

### SECTION 1 – DETERMINATION OF ELIGIBILITY

LAST NAME \_\_\_\_\_ FIRST NAME \_\_\_\_\_ MI \_\_\_\_\_ MEDICAID # \_\_\_\_\_

ADDRESS \_\_\_\_\_ CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_ COUNTY \_\_\_\_\_

DOB \_\_\_\_/\_\_\_\_/\_\_\_\_ SEX \_\_\_\_ SS# \_\_\_\_ - \_\_\_\_ - \_\_\_\_ TELEPHONE # (\_\_\_\_) \_\_\_\_ - \_\_\_\_ TDD # (\_\_\_\_) \_\_\_\_ - \_\_\_\_

EMERGENCY CONTACT \_\_\_\_\_ RELATIONSHIP \_\_\_\_\_ TELEPHONE (\_\_\_\_) \_\_\_\_ - \_\_\_\_

OTHERS HOUSEHOLD MEMBERS <i>(Please list each member)</i>	NAME	RELATIONSHIP	AGE	DRIV. LIC (Y/N)	TYPE OF VEHICLE
--	------	--------------	-----	-----------------	-----------------


### SECTION 2 – AVAILABILITY OF SUITABLE MODE OR TRANSPORTATION TO OTHER COMMUNITY LOCATIONS

**Yes / No**

- |  |                        |
|--|------------------------|
| 1. _____ Do you own a car?   | Year _____ Model _____ |
| _____ Do you have a valid Driver's License?                              | DL#: _____             |
| _____ Could you drive your car to medical appointments?                  | If not, why? _____     |
| 2. _____ Does any member of your household have a car?                   | Name: _____            |
| _____ Could they transport you to medical appointments?                  | If not, why? _____     |
| 3. _____ Do you have family members in the county who can transport you? | Name: _____            |
| _____ Could they transport you to medical appointments?                  | If not, why? _____     |
| 4. _____ Do you have friends in the county who can transport you?        | Name: _____            |
| _____ Could they transport you to medical appointments?                  | If not, why? _____     |
| 5. _____ Do you live in a facility that provides transportation?         |                        |
| _____ Could this facility transport you to medical appointments?         | If not, why? _____     |

6. Please list all Hospitals, Doctors and Medical Facilities that you visit on a regular basis:

NAME OF HOSPITAL/DOCTOR/FACILITY	TYPE OF TREATMENT	NUMBER OF MONTHLY VISITS	DESCRIBE HOW YOU PREVIOUSLY GOT THERE

**SECTION 3 – AVAILABILITY OF FEDERALLY FUNDED OR PUBLIC TRANSPORTATION**

**YES / NO**

1. \_\_\_\_\_ Do you live on a bus route? What is the distance to the nearest bus stop? \_\_\_\_\_
2. \_\_\_\_\_ Have you used the bus system for transportation in the past?
3. \_\_\_\_\_ Do you have any limitations that would prevent you from using the bus system now? If **YES**, please describe them.  
\_\_\_\_\_
4. \_\_\_\_\_ Are you enrolled in any other programs that will pay for or provide transportation? If **YES**, please describe them below.  
\_\_\_\_\_

**SECTION 4 – SPECIAL NEEDS**

Please check or list any special needs, services or modes of transportation you require during transportation:

\_\_\_\_\_ Powered Wheelchair \_\_\_\_\_ Stretcher \_\_\_\_\_ Manual Wheelchair \_\_\_\_\_ Walker \_\_\_\_\_ Cane  
\_\_\_\_\_ Respirator \_\_\_\_\_ Service Animal \_\_\_\_\_ Personal Care Attendant (PCA)

Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**SECTION 5 – CERTIFICATION AND ACKNOWLEDGEMENT**

I understand and affirm that the information provided in this application for CTD Medicaid Non-Emergency Transportation (NET) services is true and correct, to the best of my knowledge, and will be kept confidential and shared only with medical and transportation professionals involved in evaluating and determining my needs and eligibility for transportation to and from Medicaid eligible services and appointments. I understand that providing false or misleading information, or making fraudulent claims, or making false statements on behalf of others constitutes a felony under the laws of the State of Idaho.

**APPLICANT SIGNATURE** \_\_\_\_\_ **DATE** \_\_\_\_\_

**PLEASE RETURN THIS FORM TO:**



**0000 Main Street  
Des Moines, IA**

**SECTION 6 – RESULTS OF INTERVIEW**

**DO NOT WRITE IN THIS SPACE – OFFICIAL OFFICE USE ONLY**

NEW ELIGIBILITY APPLICATION: \_\_\_\_\_ REDETERMINATION: \_\_\_\_\_ DATE RECEIVED: \_\_\_\_\_ REVIEWED BY: \_\_\_\_\_  
(Y/N) (Y/N)

APPROVED DATE: \_\_\_\_\_ DENIED DATE: \_\_\_\_\_ REASON FOR DENIAL: \_\_\_\_\_ LETTER: \_\_\_\_\_  
(Y/N)

MODE: \_\_\_\_\_ PCA NEEDED: \_\_\_\_\_ DATE OR DATES OF SERVICE \_\_\_\_\_  
(Y/N)

# Sample



Local Call Center Address, Des Moines, IA, 00000, Toll Free 1-866-----

## Iowa Medicaid NEMT Participant Notification Letter

Effective October 1, 2010, the Iowa Department of Human Services ("Department") will be partnering with TMS Management Group, Inc. (TMS) to modernize the Medicaid transportation system and improve the non-emergency transportation services provided to *qualified* Medicaid participants in the State of Iowa.

TMS will assume statewide responsibility for the management of the Idaho Medicaid Non-Emergency Medical Transportation (NEMT) Program. It is the role of TMS to perform the following services for you:

- Receive your requests for transportation services
- Verify your Medicaid eligibility on a monthly basis, or more frequently, if required
- Assess and select the appropriate mode of transportation to meet your needs
- Authorize transportation to meet your needs for eligible Medicaid services
- Schedule the most cost effective transportation provider to meet your needs

### What Does This Mean to You?

If you already drive or have a family member or friend take you to your Medicaid doctor's appointments, there will be **NO CHANGES** to your Medicaid transportation services. You may continue with your current arrangements and simply keep this information on hand if you need assistance in the future.

If you are currently using a transportation provider to get to your medical appointments, you may be required to complete an eligibility form prior to scheduling your transportation arrangements. Therefore, to see if you qualify to receive transportation services, you must complete the enclosed Medicaid Non-Emergency Medical Transportation (NEMT) Beneficiary Intake Form and return it to TMS. TMS will then verify your Medicaid eligibility and determine if you qualify for transportation services. If so, they can then authorize the most appropriate and cost effective means of transportation to meet your needs. To expedite this process, the intake form must be filled out completely and accurately. Any intentional deception or misrepresentation will be considered fraud and may result in the suspension of your benefits.

It is important to note that even though you may be eligible to receive Medicaid, *you must still qualify for Medicaid transportation services*. It is federal policy that transportation services can be provided only as a last resort when you have no other means of transportation (*i.e. car in the household; family, friends or other community services*) available to you.

Should you have any concerns or experience difficulty in completing the form, please contact TMS at the address or toll free number below.

Thank you for your cooperation,

TMS Management Group, Inc.  
0000 Main Street  
Des Moines, IA 00000  
Toll Free 866-867-0729  
[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

# Sample



0000 Main Street, Des Moines, IA, 00000, Toll Free 1-866---- -----

## Iowa Medicaid NEMT Messaje

Effectivo el 27 de Enero 2010 el Departamento de Salud y el Bienestar (IDHW) estaran en conjunto con TMS Management Group, Inc. (TMS) para modernizar el sistema de transportacion del medicaid y mejorar los servicios de transportacion que no son de emergencia para los participantes que son qualificado para el medicaid en el estado de Iowa.

TMS va assumir responsabilidades del servicio de Medicaid para la transportacion del programa No-Emergencia(NEMT) a nivel del estado. la funcion de TMS ejecutar los siguientes servicios para usted:

- Recibir la peticion para los servicios de transportacion.
- verificar la elegibilidad de su Medicaid mensual o mas frecuentes si es necesario.
- Seleccionar el modo de transportacion que le conviene.
- Autorizar la transportacion que le conviene siempre y cuando sea elegible por el servicio de Medicaid.
- Planificar la transportacion mas compatible a su conveniencia.

### Que esto significa para ti?

Si usted maneja o tiene un familiar o un amigo que lo lleven a las citas medicas, **No HABRAN NINGUN CAMBIO** en los servicios de transportacion de Medicaid. Usted puede continuar con los arreglos actual y simplemente mantenga la informacion en mano por si la nesecita en el futuro.

Si actualment esta usando un proveedor de transportacion para las citas medicas, se requiere que usted complete un formulario antes de planificar sus arreglos de transportacion. Por eso, para ver si usted qualifica para recibir el servicio de transportacion, Usted debe completar un formulario Medicaid Non-Emergency Medical Transportation (NEMT) Beneficiary Intake Form y devoverlo a TMS. TMS verificara su eligibilidad del Medicaid y determinara si usted qualifica para los servicios de transportacion. Si es asi, ellos pueden autorizar el servicio de transportacion mas efectiva y conveniente. Para ecelerar este procedimiento, el formulario de admision tendria que ser llenado completamente. Cualquier information Falsa puede resultar en la suspencion de tus beneficios.

Es importante notar que a pesar de puedes ser elegible para Medicaid, usted tendria que ser qualificar para los servicios de transportacion. Es la poliza federal proveer servicios de transportacion si usted no tiene otros medios de transportacion carro en la casa; un familiar; amigos o alguien en la comunidad) que este disponible para usted.

Si tiene alguna pregunta o le es dificil completar el formulario , por favor comunicase con TMS a esta direccion o al telefono disponible.

Gracias por su cooperacion.

TMS Management Group, Inc  
0000 Main Street  
Des Moines, IA 0000  
toll Free 866-----  
[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

# Sample



0000 Main Street, Des Moines, IA, 00000 toll free 866-867-0729

## Iowa Medicaid NEMT Participant Rights and Responsibilities

### SAFETY

---

#### CUSTOMERS HAVE THE RIGHT TO:

- Trips in air-conditioned and heated vehicles;
- Safe, clean, properly equipped, and smoke-free vehicles;
- Properly fastened seatbelts and/or mobility device tie downs;
- Vehicle transfer points that are sheltered, secure and safe;
- Properly identified driver;
- Adequate seating, to include ample space for service animals; and

#### CUSTOMERS ARE RESPONSIBLE FOR:

- Being ready and waiting for the vehicle in a safe location during the entire pick up window cited;
- Keeping seat belts and mobility device tie downs secure until vehicle stops;
- Remaining seated until vehicle comes to a complete stop;
- Reporting any safety hazards;
- Keeping wheelchairs or other mobility aids in good condition;
- Not tampering with or operating vehicle equipment;
- Making TMS aware of customer's physical and/or mental conditions prior to transport; and adhering to policy for violent and/or disruptive behavior.

### COURTESY

---

#### CUSTOMERS HAVE THE RIGHT TO:

- Professional, courteous, and properly trained drivers;
- Assistance while getting in and out of vehicle and to the seat; and

#### CUSTOMERS ARE RESPONSIBLE FOR:

- Calling in trip cancellations within 24 hours in advance;

- Informing TMS of all pertinent information regarding the trip;
- Being ready at time of pick-up; and
- Ensuring personal hygiene.

## COMPLAINTS

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### CUSTOMERS HAVE THE RIGHT TO:

- File complaints without fear of retaliation;
- Prompt investigations and effective resolutions; and
- Current and complete program information.

### CUSTOMERS ARE RESPONSIBLE FOR:

- Filing complaints in a timely manner; and
- Providing TMS with pertinent information.

## SERVICE

---

### CUSTOMERS HAVE THE RIGHT TO:

- Pick-ups between \_\_\_\_ minutes before and \_\_\_\_ minutes after;
- Expect driver to wait no longer than 10 minutes;
- Toll-free accessibility to TMS;
- Be delivered to an appointment on time;
- TMS's policy on standing orders; and
- TMS's policy on no-shows.

### CUSTOMERS ARE RESPONSIBLE FOR:

- Advising the reservationist of appointment times;
- Accepting a shared-ride service;
- Scheduling trip requests 48 hours in advance; and
- Providing own wheelchair and/or escort.

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**This information is available in an accessible format upon request.**

**To request these formats, please contact:**

**TMS Management Group, Inc.**  
**ICOT Blvd. Suite 613, Clearwater, FL 33760**  
**Toll free 866-867-0729**

## **Iowa Medicaid NEMT Derechos del Participantes y Responsabilidades.**

### **Safety**

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LOS CLIENTES TIENEN EL DERECHO DE:

- Viajar en vehiculos con aire acondicionado y calefaccion.
- Viajar en vehiculos seguros, limpios, equipados debidamente y libre de humo de cigarrillo.
- Equipado debidamente con cinturon de seguridad.
- Punto de transportacion vehicular seguro y protegidos
- Conductores debidamente identificado
- Asientos con espacio adecuado para acomodar animales de servicio.

LOS CLIENTES SON RESPONSABLES DE:

- Estar listo y esperando por el vehiculo en una localizacion segura durante la hora establecida.
- Mantener los cinturones de seguridad puestos en una posicion segura hasta que el vehiculo pare.
- Permanecer sentado hasta que vehiculo para completamente.
- Reportar peligro de seguridad inminentes.
- Mantener las sillas de ruedas y equipo de movilidad en buena condicion.
- Responsable del uso apropiado del equipo vehicular.
- Informar la compania de TMS de cualquier condicion fisica o mental del pasajero en anticipacion de transporte.
- Respetar la poliza de violencia y de comportamiento destructivo.

### **Courtesia**

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LOS CLIENTES TIENEN EL DERECHO DE:

- Choferes amables y profesionalmente entrenado.
- Asistencia necesaria para entrar y salir del vehiculo.

LOS CLIENTES SON RESPONSABLE DE:

- De llamar 24 horas de anticipacion para cancel una cita.
- Informar la compania de TMS de la informacion en relacion del viaje.
- Estar listo a la hora acordada.
- Mantener una Higiene personal adecuada.

### **Quejas**

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LOS CLIENTES TIENEN EL DERECHO DE:

- Reportar quejas sin miedo de represarias.
- Investigaciones momentania y y resoluciones efectiva.
- Informacion del programa actual y completa.

LOS CLIENTES SON RESPONSABLE DE:

- Someter quejas a tiempo.
- Proveer a la compania TMS con informacion pertinente.

## **Servicio**

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LOS CLIENTES TIENEN EL DERECHO DE:

- Recoger entre \_\_\_\_ minutos antes y \_\_\_\_ minutos despues.
- El chofer no esta obligado a esperar mas de 10 minutos.
- Llamada accesible y gratuita a la compania TMS.
- Llevarlos a la cita a tiempo.
- La poliza de la compania TMS de complir las ordenes especificada.
- La poliza de TMS en caso de no presentarse.

LOS CLIENTES SON RESPONSABLE DE:

- Comfirmar la hora de la cita con un agente del servicio al clientes.
- Aceptar servicios compartidos.
- Hacer reservaciones con 48 horas de anticipacion.
- Proveer su propia silla de rueda y escortas personal.

Para adquirir este formulario , Te puedes comunicar:

In English:

### Where's My Ride?

#### *Iowa Medicaid NEMT Program*

If your ride is more than 15 minutes late from the pick-up time given to you, please call TMS on their toll free line:

Phone: 866.---.---

**sample**

In Spanish:

### Adonde esta mi transporte?

#### *Iowa Medicaid NEMT Program*

Si tu transporte estas mas de 15 minutos tarde de la recohida que te dieron por favor llame a TMS a:

Phone: 866.---.---

**sample**



***CUSTOMER SATISFACTION SURVEY  
FOR  
TMS TRANSPORTATION SERVICES***

Please respond to the following questions regarding the Transportation Services provided by TMS MANAGEMENT GROUP, INC. Feel free to attach additional comment sheets if necessary.

1. How would you rate the level of service you receive from the customer service operators and staff at the TMS office?

- a. Excellent
- b. Very good
- c. Good
- d. Poor

If you choose (d) please provide some suggestions on how we could serve you better.

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2. How would you rate the performance of our transportation providers?

- a. Excellent
- b. Very good
- c. Good
- d. Poor

If you choose (d) please provide some suggestions on how we could serve you better. Please add the name of the specific provider(s) to whom you are referring.

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3. How would you rate the quality of the vehicles used to transport your clients?

- a. Excellent
- b. Very good
- c. Good
- d. Poor

If you choose (d) please provide some suggestions on how we could serve you better. Please add the name of the specific provider(s) to whom you are referring.







Phone Monitoring – TMS

County \_\_\_\_\_

Operator # \_\_\_\_\_

Date: \_\_\_\_\_

Login # \_\_\_\_\_

Time Monitoring: \_\_\_\_\_

Greeting:

1. Did operator identify him/herself with their operator #  
YES \_\_\_\_\_ NO \_\_\_\_\_
2. Did the operator speak clearly? YES \_\_\_\_\_ NO \_\_\_\_\_
3. Did the operator get distracted? Was the operator focusing on the client? YES \_\_\_\_\_ NO \_\_\_\_\_
4. Comments:

Handling of Call:

1. Did operator get control of the call quickly? YES \_\_\_\_\_ NO \_\_\_\_\_
2. Did operator listen to the client? YES \_\_\_\_\_ NO \_\_\_\_\_
3. Did operator answer accurately and politely the clients questions?  
YES \_\_\_\_\_ NO \_\_\_\_\_
4. Did operator get all of the information needed to complete the trip?  
YES \_\_\_\_\_ NO \_\_\_\_\_
5. Did operator keep to business? YES \_\_\_\_\_ NO \_\_\_\_\_
6. Comments:

Closing:

1. Did operator review all information with client from last screen?  
YES \_\_\_\_\_ NO \_\_\_\_\_

2. Did operator say Thank You? YES\_\_\_\_\_ NO\_\_\_\_\_

I have read and understand my phone evaluation.

Employee comments:

Employee Signature: \_\_\_\_\_

Monitor Signature: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Original: Employee File



***TRANSPORTATION PROVIDER  
SATISFACTION SURVEY***

Please circle the letter that corresponds to the most appropriate answer to the following questions regarding the services provided by TMS MANAGEMENT GROUP, INC.:

1. How would you rate the level of service you receive from the staff at the TMS office?
  - a. Excellent
  - b. Very good
  - c. Good
  - d. Poor
  
2. How would you rate the accuracy of the claims process?
  - a. Excellent
  - b. Very good
  - c. Good
  - d. Poor
  
3. How would you rate the ease of the invoicing process?
  - a. Excellent
  - b. Very good
  - c. Good
  - d. Poor
  
3. How would you rate the timeliness of payments?
  - a. Excellent
  - b. Very good
  - c. Good
  - d. Poor
  
4. How would you rate the timeliness of the resolution of payment disputes/appeals?
  - a. Excellent
  - b. Very good
  - c. Good
  - d. Poor



## **IOWA INDIVIDUAL PROVIDER AGREEMENT**

This **PROVIDER AGREEMENT** (hereinafter referred to as the “Agreement”) is made and entered into on \_\_\_\_\_ (DATE) by and between TMS Management Group, Inc. (“TMS”), a corporation organized and existing under the laws of the State of Florida, and \_\_\_\_\_ (“Individual”), an individual who resides in the State of Iowa.

WHEREAS, TMS has entered into an Agreement with State of Iowa to broker and coordinate non-emergency medical transportation services for eligible Medicaid participants (“Participants”) as determined by the Iowa Department of Health Services (“IDHS”).

WHEREAS, TMS plans to broker and arrange for the provision of non-emergency medical transportation services (hereinafter referred to as “Covered Services”) including, but not limited to, ambulance, ambulette, livery, taxi, invalid coach, private automobile, minivan, sedan, airplane, and wheelchair vans.

WHEREAS, TMS and Individual desire to enter into this Agreement under which the Individual will provide Covered Services to a family member, friend, or neighbor who is an eligible Iowa Medicaid Participant in exchange for monetary reimbursement by TMS.

NOW, THEREFORE, in consideration of the mutual promises, covenants, conditions, and terms contained herein, the receipt and sufficiency of which is hereby acknowledged, the parties hereto, TMS and Individual, intending to be legally bound, agree as follows:

1. The Individual agrees to provide Covered Services to the following family member(s), friend(s), or neighbor(s) \_\_\_\_\_ who is/are eligible Iowa Medicaid Participant(s).
2. Individual must provide a copy of a valid Iowa Driver’s License in order to participate. By signing, the Individual certifies that a photocopy is attached.
3. Individual must provide a copy of his/her active insurance coverage on the vehicle that is used to provide the Covered Services. By signing, the individual certifies that a photocopy is attached.
4. Individual agrees to follow all laws of the State of Iowa including, but not limited to, the laws pertaining to Medicaid Services in providing and/or arranging for the provision of medical and related health transportation services to Participants. In addition, Individual agrees to comply with all standards and terms outlined in the State Administrative Code, the TMS Non-Emergency Transportation (NEMT) Program “Policies and Procedures Manual,” the IDHW policies and procedures, and all terms and conditions of TMS’s Standard Iowa Provider Agreement, a copy of which has been made available to Individual.
5. This Agreement is a subcontract under the agreement between IDHW and TMS and will run concurrently with the terms of that Agreement. Individual agrees to be bound by the terms and conditions of the Agreement between IDHW and TMS.

6. Individual agrees to be bound by, and comply with, all of the following TMS and IDHS driver requirements:

All drivers:

- a. Must possess a current valid driver's license with no restrictions other than corrective lenses.
- b. Must have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle.
- c. Identified on the Office of Inspector General (OIG) Excluded Provider List are not eligible.
- d. Must be trained in the use of ADA access equipment, if vehicle is so equipped.
- e. Must use passenger restraint devices as required by law.
- f. Must provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device.
- g. Must not smoke while transporting Members.
- h. Must not transport Members while under the influence of alcohol or any drug that impairs the ability to drive safely.

7. Individual agrees to be bound by, and comply with, all of the following TMS and IDHS vehicle requirements.

All vehicles:

- a. Must currently be licensed and registered as required by law.
- b. Must have proof of financial responsibility maintained on any vehicle used to transport Iowa Medicaid Members as required by law. The Broker shall confirm compliance with applicable financial responsibility and/or insurance requirements, which may include Iowa Code chapter 321A, and 761 IAC 910.5(1).
- c. Must be kept at all times in proper physical and mechanical condition.
- d. Must be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors.
- e. Must pass a safety inspection, if required to do so by state or federal law.

8. Individual acknowledges and understands that Medicaid policy prevents TMS and IDHS from reimbursing Individual for transports in which the eligible Medicaid beneficiary already has access to a vehicle within the beneficiary's residence owned by beneficiary or beneficiary's family member.

**IN WITNESS WHEREOF** the undersigned parties have placed their hands and seals to execute this **IOWA INDIVIDUAL PROVIDER AGREEMENT** on this \_\_\_\_ day of \_\_\_\_\_, 2010.

\_\_\_\_\_  
David McDonald, President

TMS MANAGEMENT GROUP, INC.  
13825 Icot Blvd. Suite 613  
Clearwater, FL 33760

\_\_\_\_\_  
Individual's Signature

\_\_\_\_\_  
(Printed Name)

\_\_\_\_\_  
(Individual's Address)

\_\_\_\_\_

\_\_\_\_\_

## **IOWA PROVIDER AGREEMENT**

This **PROVIDER AGREEMENT** (hereinafter referred to as the “Agreement”) is made and entered into this \_\_\_\_\_ day of \_\_\_\_\_ by and between TMS Management Group, Inc. (hereinafter referred to at “TMS”), a corporation organized and existing under the laws of the State of Florida and \_\_\_\_\_ (hereinafter referred to as “Provider”).

### **RECITALS:**

WHEREAS, TMS has entered into an Agreement with State of Iowa to broker and coordinate non-emergency medical transportation services for eligible Medicaid participants (“Participants”) as determined by the Iowa Department of Health Services (“IDHS”).

WHEREAS, TMS plans to broker and arrange for the provision of non-emergency medical transportation services (hereinafter referred to as “Covered Services”) including, but not limited to, ambulance, ambulette, livery, taxi, invalid coach, private automobile, minivan, sedan, airplane, and wheelchair vans, and, to that end, TMS is establishing a network of qualified and licensed transportation providers.

WHEREAS, TMS and Provider desire to enter into this Agreement pursuant to which the Provider will provide Covered Services to eligible clients in exchange for monetary reimbursement.

NOW, THEREFORE, in consideration of the mutual promises, covenants, conditions, and terms contained herein, the receipt and sufficiency of which is hereby acknowledged, the parties hereto, TMS and Provider, intending to be legally bound, agree as follows:

1. Provider agrees to provide Covered Services to eligible Participants for TMS Management Group, Inc. TMS must be listed as the additional insured on the Provider’s insurance policy. The Provider agrees to follow all laws of the States of Iowa including, but not limited to, the laws pertaining to Medicare and Medicaid Services in providing and/or arranging for the provision of medical and related health transportation services to Participants. In addition Provider agrees to comply with all standards and terms outlined in the State Administrative Code, the TMS Non-Emergency Transportation (NEMT) Program “Policies and Procedures Manual,” the IDHS policies and procedures, and Attachments A, B, C, D, E, F, G, and H of this Agreement.

2. This Agreement is a subcontract under the agreement between IDHS and TMS and will run concurrently with the terms of that Agreement. This Agreement is limited by the terms and conditions of the Agreement between IDHS and TMS.

3. **DEFINITIONS:** The following defines the population groups identified in this Agreement:

“AAA” means the American Arbitration Association.

“

“**Claim**” means a claim or billing invoice that has no defect, impropriety, lack of substantiating documentation, including the information necessary to meet the requirements for encounter data, and using a form agreed upon by the parties (electronic claims must comport with all HIPAA Administrative Simplification Act requirements for electronic transactions), for Covered Transportation Services received timely by Health Plan and which complies with standard CMS coding guidelines, and/or other government program requirements where applicable, and requires no further documentation, information or alteration in order to be processed and paid timely by Health Plan.

“**Company Administrator**” means any entity contracted or subcontracted with Company, including without limitation any third party administrator or licensed Utilization Review Agent (as defined under laws of the state(s) in which services are performed), management services organization, Company access entity, fiscal intermediary, or other agent, to perform, on behalf of the Company, any one or more of Company’s obligations under this Agreement.

“**Covered Services**” means those Medically Necessary transportation services covered under and defined in accordance with the IDHS definitions of Medicaid transportation.

“**Encounter Data**” means information, data and/or reports about transportation encounters and Covered Transportation Services rendered to Members in a format that comports with the HIPAA 837 requirements.

“**HIPAA**” means the Health Insurance Portability and Accountability Act of 1996, including without limitation its privacy, security and administrative simplification provisions, and the rules and regulations promulgated there under, each as may be amended from time to time.

“**Medicaid**” means medical assistance provided under a state plan approved under Title XIX of the Social Security Act.

“**Medically Necessary**” means those Covered Services and/or supplies that are: (a) appropriate and consistent with the diagnosis and treatment of the Member’s medical condition; (b) required for the care and treatment of Participant’s medical condition directly except when care is preventive in nature; (c) compatible with the standards of acceptable medical practice in the community; (d) provided in a safe, appropriate and cost-effective setting given the nature of the diagnosis and severity of symptoms; and (e) are not experimental nor provided solely for the convenience of the Member or the health care provider.

“**Transportation Provider(s)**” means those drivers, emergency medical technicians and paramedics licensed and/or authorized under the laws of the State of Iowa and employed or owned by and/or contracted with Company and identified in Attachment “B” of this Agreement.

“**Participating Medical Provider**” means a designated physician, practitioner, ancillary provider, hospital, facility or other provider contracted with and credentialed by Medicaid.

“**PMPM**” means per Member per month.

“**Principal**” means any owner of Company and/or owners of a majority interest, officer, directors and key management of the Company (or Company’s professional association, partnership or corporation).

4. The terms of this agreement shall start \_\_\_\_\_ and end on \_\_\_\_\_. This agreement can be terminated by either party with a thirty (30) days notice.

5. The reimbursement rate schedule for such transportation is outlined in Attachment A. These rates are subject to change upon agreement with both parties. Any and all other charges not listed in Attachment A must be authorized by TMS management in writing.

6. The Provider agrees to follow TMS service standards as well as the TMS terms and conditions as outlined in Attachments B, C, D, E, F, G, and H.

7. Billing for transportation services provided will be invoiced to TMS on twice per month. This invoicing process will occur through TMS Mobility Manager for the pay periods ranging from the 1<sup>st</sup> to the 15<sup>th</sup> of each month and the 16<sup>th</sup> to the last calendar day of the month. Payment for invoiced transportation services will be disbursed to providers within time period required by applicable law. Provider agrees that they have received and reviewed TMS’s letter outlining billing and payment procedures.

8. Arbitration. Any controversy or claim arising out of or relating to this Agreement shall be resolved by arbitration in accordance with the Commercial Rules of the American Arbitration Association, except that the arbitrator shall prepare a statement of findings of fact and conclusions of law and deliver the statement to the Parties to which the Parties shall be bound; provided, however, that a Party may appeal issues of law (or application of law to the facts) or may enter a judgment upon the award rendered by the arbitrator in a court of competent jurisdiction. The arbitration proceeding shall be conducted by a single arbitrator selected by agreement of the Parties but if the Parties do not agree on such selection then the arbitration proceeding shall be conducted by a panel of three arbitrators. This agreement shall be governed by Iowa law.

9. Additional Terms and Conditions and Regulatory Requirements. Provider acknowledges that TMS is a contractor, and is accountable to IDHS for compliance with the Contract and with the statutes and regulations governing the Iowa Medicaid transportation. Provider further acknowledges and agrees that pursuant to the Medicaid regulations, TMS, **IDHS**, or their respective designees will monitor Provider’s performance hereunder and that TMS and/or **IDHS** shall have the right to terminate the Agreement if Provider does not perform satisfactorily hereunder. Provider further agrees to comply with the additional terms and conditions, many of which are required for participation in the Medicaid program, set forth on Attachments B, C, D, E, F, G, and H.

**IN WITNESS WHEREOF** the undersigned parties have placed their hands and seals to execute this **PROVIDER AGREEMENT** on this \_\_\_\_ day of \_\_\_\_\_, 2010.

\_\_\_\_\_  
David McDonald, President

TMS MANAGEMENT GROUP, INC.  
13825 Icot Blvd. Suite 613  
Clearwater, FL 33760

\_\_\_\_\_  
Authorized Representative

\_\_\_\_\_  
(Provider Name)

\_\_\_\_\_  
(Provider Address)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Witness or Notary

\_\_\_\_\_  
Witness or Notary

**ATTACHMENT A**

**Provider Reimbursement Rates**

These rates are based on a **ONE WAY** trip per each client.

**AMBULATORY RATES**

For all trips that start and end within any of the region counties.

**To be negotiated with provider**

**WHEELCHAIR RATES**

For all trips that start and end within any of the region counties.

**To be negotiated with provider**

**STRETCHER RATES**

BLS \_\_\_\_\_ Flat rate \_\_\_\_\_ per mile

ALS \_\_\_\_\_ Flat rate \_\_\_\_\_ per mile

The Provider will be solely responsible to report all “no-shows” and “cancellations” within forty-eight (48) hours to TMS.

TMS reserves the right to adjust previously made payments to reflect correct claim payments based on internal audit or other claims review.

TMS will pay Provider twice a month based upon invoicing submissions through TMS Mobility Manager. Provider is responsible for reviewing the invoice created for its trips in TMS Mobility Manager in order to receive payment.

## ATTACHMENT B

### TMS SERVICE STANDARDS

#### Driver responsibilities:

- A. Prior to each day's route, the driver will inspect his vehicle using a daily checklist that includes every item in "Attachment C"

Note: The Provider is to submit a monthly report to TMS on vehicle inspections. TMS reserves the right to perform on-sight inspections of all vehicles without advance notice.

- B. Drivers are to be dressed neatly, and act in a professional manner with a name tag displayed.
- C. Providers will give the clients as much notice as possible prior to their arrival at the prearranged pick-up location, with the minimum time being 30 minutes notice.
- D. Once the provider has arrived at the prearranged pick-up location, they are only required to wait five (5) minutes. If no contact with hospital staff has been made within 5 minutes, the provider is to consider the trip a "no-show" and leave.
- E. When contact is made with the client, the driver is to announce his name, and the company that he is actually employed with.

Guidelines for "Urgent Care" is addressed with the following language;

"The vendor and its subcontracted transportation providers must be responsible to provide same-day transportation services (24 hours per day, seven days per week) when the recipient has no other available means of transportation and requests services for urgent care.

Valid requests for urgent care transport must be acknowledged for **scheduling within three hours** of the time the request is made. Urgent care, for the purpose of this contract, is defined as an unscheduled episodic situation, in which there is no immediate threat to life or limb, but the recipient must be seen on the **day** of the request and treatment cannot be delayed until the next day."

**ATTACHMENT C**  
**VEHICLE INSPECTIONS**

**Daily Inspection Items**

- (A) Horn
- (b) Windshield Wipers
- (c) Mirrors
- (d) Wiring and Battery(ies)
- (e) Service and Parking Brakes
- (f) Warning Devices
- (g) Directional Signals
- (h) Hazard Warning Signals
- (i) Lighting Systems and Signaling Devices
- (j) Handrails and Stanchions
- (k) Standee Line and Warning
- (l) Doors and Interlock Devices
- (m) Stepwells and Flooring
- (n) Emergency Exits
- (o) Tires and Wheels
- (p) Suspension System
- (q) Steering System
- (r) Exhaust System
- (s) Seat Belts
- (t) Safety Equipment
- (u) Equipment for Transporting Wheelchairs

A safety inspection report shall be prepared by the individual(s) performing the inspection which shall include the following:

- (a) Identification of the individual(s) performing the inspection.
- (b) Identification of the operating the vehicle.
- (c) The date of the inspection.
- (d) Identification of the vehicle inspected.
- (e) Identification of the equipment and devices inspected including the identification of equipment and devices found defective, and describe the results of the inspection.

Records of annual safety inspections shall be retained a minimum of ten years for future compliance review. A monthly report will be sent to TMS.

## **Vehicle Requirements**

All vehicles:

- a. Must currently be licensed and registered as required by law.
- b. Must have proof of financial responsibility maintained on any vehicle used to transport Iowa Medicaid Members as required by law. The Broker shall confirm compliance with applicable financial responsibility and/or insurance requirements, which may include Iowa Code chapter 321A, and 761 IAC 910.5(1).
- c. Must be kept at all times in proper physical and mechanical condition.
- d. Must be equipped with operable passenger restraint devices, turn signals, lights, horn, brakes, a front windshield, windows, and mirrors.
- e. Must pass a safety inspection, if required to do so by state or federal law.
- f. Must carry equipment for two-way emergency communication (two-way radio or cell phone acceptable).

## **ATTACHMENT D**

### **Driver Requirements**

All drivers:

- a. Must Possess a current valid driver's license with no restrictions other than corrective lenses.
- b. Must have no limitation or restrictions that would interfere with safe driving. This includes, but not limited to, medical conditions, ignition interlock restriction, or prescribed medication that would interfere with the safe, lawful operation of a motor vehicle.
- c. Must pass a pre-employment drug screening.
- d. Must pass a Department of Criminal Investigation (DCI) background check prior to the start of employment, if required to do so by the Network transportation provider.
- e. Must pass a child and dependent adult abuse background check, if required to do so by the Network transportation provider.
- f. Any provider (both individual and entity) identified on the Office of Inspector General (OIG) Excluded Parties List System (EPLS) is not eligible.
- g. Must be trained in the use of ADA access equipment, if vehicle is so equipped.
- h. Must use passenger restraint devices as required by law.
- i. Must provide assistance to passengers, as needed or requested, particularly for passengers with mobility impairments requiring assistance in boarding, deboarding, or securing a mobility device.
- j. Must not smoke while transporting Members.
- k. Must not transport Members while under the influence of alcohol or any drug that impairs the ability to drive safely.
- l. Must not provide transportation if they have an illness that could pose a threat to the health and well being of the Member.
- m. Must submit to random drug and alcohol screenings, if required to do so by the Network transportation provider.

## **ATTACHMENT E**

### **TMS TERMS AND CONDITIONS OF SERVICE**

#### **I. CONDITIONS OF SERVICE**

Provider warrants that it is a fully licensed and/or certified as may be required by the United States Federal Government and the State of Iowa and their respective agencies, including the Department of Transportation and IDHS, to provide Covered Services under this Agreement. Provider must comply with the terms of its license and/or certification throughout the term of this Agreement.

When applicable, Covered Services shall be delivered in accordance with state and federal statutes and regulations pertaining to ambulance, ambulette, livery, taxi, invalid coach, private automobile, minivan, sedan, and wheelchair vans and TMS's policies. Provider agrees to make available to eligible clients of MEDICAID those types and levels of transportation services for which it is licensed. Any change in Provider's licensure status shall be immediately reported to TMS.

#### **II. SERVICES PLANNING**

TMS shall not be obligated or committed to purchase any specific amount of service(s) from the Provider. TMS will assign rides to Provider as TMS deems appropriate, in its discretion, to promote the goals of IDHS and the interests of Medicaid Participants. To this end, TMS reserves the right to discontinue assignments to or services from Provider and to reassign rides to other providers within the network. Failure to notify TMS of Provider's rejection of trip assignment within one (1) hour from receipt of the assignment will constitute final acceptance of, and responsibility for, the trip assignment.

#### **III. INVOICING AND PAYMENT**

TMS shall pay Provider only for those services TMS specifically orders or authorizes. TMS shall have no financial liability for services rendered and/or costs incurred by the Provider other than for those services specifically ordered or authorized by TMS and documented with a trip number. Provider may not bill or request payment for any charges outside of those set forth in this Agreement to IDHS, TMS, or Participants. All payments issued under this Agreement will be deemed to have been issued when the payment is placed in regular mail with the US Postal Service, properly addressed to Provider with sufficient postage.

#### **IV. SUBCONTRACTING**

Provider shall not enter into lower tier subcontracts for the provision of any Covered Services purchased under this Agreement without the prior written approval of TMS.

#### **IV. SAFEGUARDING CLIENT INFORMATION**

During the course of performance, Provider may be given or may encounter information relating to Participants. The Provider shall safeguard and cause its employees, subcontractors, and agents to

safeguard, the use and disclosure of such information in accordance with applicable federal and state statutes and regulations concerning HIPPA, confidentiality, and safeguarding information. Providers must observe all requirements relating to HIPPA that require safeguarding of client information.

## V. CONFIDENTIALITY

All material and information provided under this Agreement, whether by IDHS, TMS, or Participants, or acquired by Provider in performance of its services, whether verbal, written, recorded magnetic media, cards, or otherwise, shall be regarded as confidential information and all necessary steps shall be taken to safeguard the confidentiality of such material or information in conformance with federal and state statutes and regulations. Provider agrees that it is prohibited from releasing any and all information without the prior written consent of TMS.

## VI. TERMINATION

This Agreement may be cancelled for any reason and without cause or penalty by either party at any time upon thirty (30) days prior written notice to the other. This Agreement may be terminated immediately by TMS if Provider materially breaches this Agreement. TMS may terminate this Agreement immediately and without notice upon the occurrence of any of the following: (a) the suspension, modification, or revocation of Provider's business license and/or certification; (b) the cancellation or any material change to Provider's liability insurance policy (c) Provider becoming bankrupt or insolvent; (d) Provider's failure to comply with TMS's policies and conditions listed in this Attachment E and this Agreement (e) Provider's exclusion or restriction from participation in Medicare or Medicaid programs.

## VII. NO WAIVER OF REMEDIES

The making of any payment by TMS shall not constitute or be construed as a waiver by TMS of any breach of covenant or any default which may then exist on the part of the Provider, and the making of such payment by TMS while any such breach or default exists shall not impair or prejudice any right or remedy available to TMS with respect to breach or default.

## VIII. INDEMNIFICATION

The Provider shall protect in all legal actions whether at law or in equity, indemnify, and hold harmless TMS and all its officers, agents, consultants, and employees, from and against, any claims, liabilities, damages (including without limitation amount paid in settlement of claim), attorneys' fees, court costs, and expenses or loss to persons or property, real or personal, to which TMS may be put or subjected to, by reason of any act, action, negligence, malfeasance, omission, or default, whether known or unknown, on the part of Provider or any of its contractors, subcontractors, officers, agents, or employees, in connection with the conduct and performance of Provider under this Agreement beginning on the date of execution of this Agreement and continuing throughout the duration of this Agreement and any renewals to it, and continuing until ten (10) years after the date of termination of the Agreement.

## IX. CRIMINAL OFFENSES, FRAUDULENT, AND ABUSIVE PRACTICES

Provider is specifically prohibited from engaging in fraudulent or abusive practices including, but not limited to, the provision or receipt of gratuities or kickbacks to TMS, IDHS, Participants, verbal or sexual harassment of Participants while inside or within twenty (20) feet of Provider's vehicles, submitting invoices for trips that did not occur, and/or falsifying trip information on invoices to increase payments to Provider. This Agreement may be immediately suspended whenever TMS has reason to question whether the Provider has engaged in any criminal conduct or any abusive or fraudulent practices in connection with this Agreement or performance of services hereunder.

## X. INSURANCE

Provider, at its sole expense, shall maintain in force throughout the term of this Agreement premises and comprehensive general liability, automobile, worker's compensation, fidelity bond, malpractice, and such other insurance as is customarily maintained in Provider's industry in customary and standard amounts or in those amounts required by applicable governing regulations, whichever is higher. Provider shall submit to TMS upon execution of this Agreement Certificates of Insurance for all policies. TMS shall be named as an additional insured on Provider's comprehensive general liability and automobile liability policies.

## XI. ASSIGNMENT

Provider may not assign, delegate, or transfer this Agreement or any obligations hereunder to any other party without the prior written consent of TMS. Any attempted assignment or transfer in violation of this provision is void.

## XII. SEVERABILITY CLAUSE

In the event that any court should determine that any provision of this Agreement is unenforceable for any reason, Provider and TMS hereby agree and request that the court making such determination shall modify and reform the provision or provisions so found to be unenforceable and, in its modified form, specifically enforce the same and the remainder of the Agreement.

## XIII. CHOICE OF LAW

The parties agree that this Agreement shall be governed by Iowa law. Provider hereby waives its right to a trial by jury and agrees to a bench trial.

## XIV. ENTIRE AGREEMENT

Provider and TMS agree that this Agreement and its Attachments contains the entire agreement between Provider and TMS. The parties agree that this document will control in the event of a conflict or interpretation problem between this document and any other document.

## XV. INTERNET ACCESS

Provider understands each provider must have electronic access to the internet to receive trip routing information and to track invoice processing. Provider may select dial-up access or high-speed access, but Provider must have the functional computer hardware and internet access in order to operate as an active TMS transportation provider.

## ATTACHMENT F

### Business Associate Agreement

I. In connection with the performance of Provider's obligations under the Provider Agreement and any amendments hereto, Provider, as a "business associate" (as that term is defined under HIPAA) of TMS, agrees to the following provisions, restrictions and requirements contained in federal and state privacy and security laws, as currently promulgated and as hereafter amended.

A. Privacy Rule. Provider covenants and agrees:

1. Not to use or disclose Protected Health Information ("PHI") in a manner that would violate the requirements of 45 C.F.R. 164 Subpart E (the "Privacy Rule") if done by TMS;
2. Not to use or disclose PHI except as permitted or required by this Business Associate Agreement ("BAA") or by law;
3. To use appropriate safeguards to prevent the use or disclosure of any PHI in any manner other than as provided for by this Amendment and/or the Agreement;
4. To report to TMS any use or disclosure of any PHI not otherwise provided by this Amendment and/or the Agreement, of which Provider becomes aware;
5. To ensure that any agents, including subcontractors and independent contractors, to whom Provider provides PHI received from or created or received by Provider on behalf of TMS, agree in writing to substantially the same restrictions and conditions that apply to Provider with respect to such PHI;
6. To make available PHI in accordance with §164.524 of the Privacy Rule;
7. To make available PHI for amendment and to incorporate any amendments to protect such information in accordance with §164.526 of the Privacy Rule;
8. To make available the information required to provide an accounting of disclosures in accordance with Section 164.528 of the Privacy Rule;
9. To make its internal practices, books and records relating to the use and disclosure of PHI received from or created or received by Provider on behalf of TMS available to government agencies with regulatory authority over TMS or Provider, including without limitation, the U.S. Department of Health and Human Services; and
10. To return or destroy all PHI received from, or created or received by Provider on behalf of TMS that Provider still maintains in any form upon the expiration or termination of this Amendment and/or the Agreement, and to retain no copies of such information; or, if

such return or destruction if not feasible, to extend the protections of this Amendment to such retained PHI and limit further uses and disclosures to those purposes that make return or destruction infeasible.

B. Security Rule. Provider covenants and agrees:

1. To implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity and availability of electronic PHI that Provider creates, receives, maintains or transmits on behalf of TMS as required by 45 C.F.R. 164 Subpart C (the “**Security Rule**”);
2. To ensure that any agent, including an independent contractor and/or subcontractor, to whom Provider provides such information agrees to implement reasonable and appropriate safeguards to protect it; and
3. To report to TMS any Security Incident (as defined in the Security Rule) of which it becomes aware.

C. Standard Transactions. If Provider conducts any Standard Transactions on behalf of TMS, Provider shall comply with the applicable requirements of 45 C.F.R. Parts 160-162.

D. Other Laws and Regulations. Provider shall comply with Title V of the Gramm-Leach-Bliley Act (15 U.S.C. § 6801 et. Seq.) (the “**GLBA**”) and any applicable state privacy or security laws

E. Termination. Regardless of any provision in the Agreement to the contrary, TMS may terminate this BA Agreement upon written notice to Provider if TMS reasonably determines that Provider has breached a material term contained herein.

F. Miscellaneous.

1. Definitions. “**Protected Health Information**” shall have the meaning as defined in 45 C.F.R. §160.103, but shall also include “**Non-Public Personal Financial Information**” as defined in the GLBA. Other capitalized terms in this Amendment not defined herein shall have the meaning ascribed to them by 45 C.F.R. Parts 160-164, the GLBA, or any applicable state laws.
2. Survival. The respective rights and obligations of the Provider under this BAA shall survive the termination of this Amendment and/or the Agreement.
3. Indemnity. Provider will indemnify and hold harmless TMS and any affiliates, officers, directors, employees or agents of TMS from and against any claim, cause of action, liability, damage, cost or expense, including attorney’s fees and court or proceeding costs, arising out of or in connection with any non-permitted or prohibited use or disclosure of PHI or other breach of this Amendment and/or the Agreement by Provider or any independent contractor or subcontractor of Provider, agent, person or entity under Provider’s control.

4. Controlling Document. In the event of any conflict between the provisions of the Agreement and this BAA, this BAA shall control.

## ATTACHMENT G

### TMS/Provider Responsibilities & Scope of Service in Iowa

TMS will provide trip routing and scheduling information to Provider containing the pick-up time and location of the Medicaid Participant and the destination of the Medicaid Participant. Failure to refuse trip assignments from TMS within one (1) hour of receipt of trip information will constitute acceptance of each trip assignment. Provider is responsible for contacting the Participant by telephone a minimum of twenty four (24) hours in advance to confirm the trip's validity, and Provider is responsible for contacting the Medical Provider by telephone to confirm the trip's validity prior to sending a vehicle.

*Pick Up & Delivery Requirements:* Once confirmed, Provider is responsible for sending a vehicle that has passed a TMS Daily Inspection form to the Participant pick-up point. Provider is responsible for making certain that all its vehicles arrive at each Participant pick-up point a minimum of fifteen (15) minutes prior to the pick-up time. At the pick-up point, the driver of the Provider's vehicle is responsible for making contact with the Participant by knocking on the exterior most door of the building at the pick-up location. Provider, with its local experience, is solely responsible for anticipating and resolving any traffic and/or road hindrances that would delay any portion of the trip assignment. The driver of the Provider's vehicle is responsible for assisting the Participant in embarking the vehicle, if necessary. The Provider is responsible for transporting the Participant safely to the passenger destination point. Provider is solely responsible for locating the pick-up and destination points. At the destination point, the driver of the Provider's vehicle is responsible for assisting the Participant in exiting the vehicle and reaching the exterior most door of the building at the destination point.

Provider is responsible for inspecting and maintaining its vehicles in accordance with the terms described elsewhere in this Provider Agreement. Provider is responsible for submitting an invoice for its services twice a month in accordance with the terms described elsewhere in this Provider Agreement. TMS is responsible for paying Provider in accordance with the terms described elsewhere in this Agreement. Provider is solely responsible for recruiting a sufficient number of qualified drivers to accommodate its trip assignments. Provider is responsible maintaining two-way dispatch communication service with its vehicles using mobile data terminals, radio equipment, and/or telephone service.

*Training and Orientation:* Provider is responsible for completing all training modules for its staff and drivers necessary to become active providers within the TMS network including, but not limited to: Driver Safety/Defensive Driving Training, Sensitivity Training for the Elderly and Disabled, Drug & Alcohol Abuse Education, First Aid & CPR Training, and all additional modules required by TMS.

*Performance:* TMS will monitor Provider's performance through direct observation by TMS staff, vehicle & facilities inspections both announced and unannounced, and complaint monitoring. If Provider's performance is not satisfactory, TMS will notify Provider both orally and in writing. If Provider receives three (3) notices of unsatisfactory performance within one (1) month, the Provider will automatically be placed on probation within TMS's network. TMS will perform quarterly review of the Provider's performance. Failure to reform Provider's conduct will result in termination of Provider

from network. TMS may adjust or terminate Provider's trip assignments to account for poor performance.

*Driver Logs:* Provider is responsible for maintaining its driver logs. Each driver must maintain a written or electronic log of its Medicaid trips containing the trip pick-up location, trip pick up time, the trip destination location, the destination arrival time, the name and ID number of the Medicaid Participant, and any other required information on each trip. If Provider vehicles are equipped with Mobile Data Terminals, these logs must be kept electronically. Provider is required to turn over to TMS and/or IDHS any and all driver logs upon request. Likewise, Provider will submit selected driver logs to TMS on monthly basis to review Provider's performance.

*Participant Injury:* In the event that a Medicaid Participant is injured while being transported by Provider, Provider and Participant are required to submit a claim through Provider's own insurance company first. In the event that Provider's insurance coverage is not sufficient, Provider and Participant may submit a claim to TMS's insurance carrier. In the event that both Provider and TMS's insurance coverage is not sufficient, Provider and Participant may submit a claim to Medicaid. Provider and TMS understand and agree that Medicaid a payer of last resort.

*Dispute Resolution Procedures:* If Provider has a billing/payment dispute, it will be resolved in accordance with the procedures described elsewhere in this Agreement. All other disputes must be documented in writing and submitted to TMS offices within fifteen days (15) of the date on which the incident occurred. TMS's Compliance Review staff will review the dispute and attempt to resolve it within fifteen days (15) of receipt. All remedial actions taken will be documented by TMS.

Provider is responsible for complying with all TMS and IDHS driver, vehicle, staff, and equipment requirements and service standards enumerated in this document and elsewhere. Provider is responsible for complying with all confidentiality requirements discussed in this Agreement.

Provider agrees to be bound by the mandatory terms and conditions of the contract between TMS and IDHS.

## ATTACHMENT H

### MEDICARE ADVANTAGE PROGRAM REQUIREMENTS ADDENDUM

The Centers for Medicare and Medicaid Services (“CMS”) and associated laws, rules and regulations regarding the Medicare Advantage (“MA”) program require that managed care organizations provide for compliance of contracted network providers and their respective employees and contracted individuals and entities with certain MA program requirements including, without limitation, inclusion of certain provisions in MA provider participation agreements and/or associated documents including agreements between Provider and its employees, contractors and/or subcontractors providing services related to the Agreement, as applicable. A list of some of these requirements can be found in the Managed Care Manual, Chapter 11, Section 100.4, as published by CMS and available on the CMS website. As such and in addition to the terms and conditions in the Agreement, Provider agrees to the following terms and conditions as they pertain to services rendered to MA Members enrolled in MA coordinated care plans (“MA Members”). Since the agreement between you (“Provider”) and First Tier Entity (“First Tier Entity”) relates to services provided to MA Members, you are required by CMS and contracted health plans to agree to and comply with the following requirements.

For purposes of this Medicare Advantage Program Requirements Addendum (“Addendum”), reference to “Provider” means the individual or entity identified as a named party to the Agreement, its employees, contractors and/or subcontractors and those individuals or entities performing administrative services for or on behalf of Provider and/or any of the above referenced individuals or entities performing services related to the Agreement. Provider acknowledges that the requirements contained in this Addendum shall apply equally to the above referenced individuals or entities and that Provider’s agreements with such individuals or entities shall contain the applicable MA requirements set forth in this Addendum. In the event of a conflict between any provision in this Addendum and such agreement, this Addendum will control.

In accordance with the provisions of the Agreement, this Addendum is effective as of the date of receipt without the need for signature from Provider. Except as specifically amended hereby, the terms and conditions of the Agreement remain the same. In the event of a conflict between the Agreement and this Addendum, this Addendum will control with respect to MA Members.

1. **Compliance with Law.** Provider agrees to comply with all applicable Medicare laws, rules and regulations, reporting requirements, CMS instructions, and applicable requirements of the contract between Health Plans and CMS (the “Medicare Contract”) and with all other applicable state and federal laws and regulations, as may be amended from time to time, including, without limitation: (1) Federal laws and regulations designed to prevent or ameliorate fraud, waste, and abuse, including, but not limited to, applicable provisions of Federal criminal law, the False Claims Act (31 U.S.C. 3729 et. seq.), and the anti-kickback statute (section 1128B(b)) of the Act); and (2) the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”) administrative simplification rules at 45 CFR parts 160, 162, and 164. [42 C.F.R. § 422.504(h)].
2. **Medicare Advantage Member Privacy and Confidentiality.** Provider agrees to comply with all state and federal laws, rules and regulations, Medicare program requirements, and/or requirements in the Medicare Contract regarding privacy, security, confidentiality, accuracy and/or disclosure of

records (including, but not limited to, medical records), personally identifiable information and/or protected health information and enrollment information including, without limitation: (1) HIPAA and the rules and regulations promulgated thereunder, (2) 42 C.F.R. § 422.504(a)(13), and (3) 42 C.F.R. § 422.118; (iv) 42 C.F.R. § 422.516 and 42 C.F.R. § 422.310 regarding certain reporting obligations to CMS. Provider also agrees to release such information only in accordance with applicable State and/or Federal law or pursuant to court orders or subpoenas.

3. **Audits; Access to and Maintenance of Records.** Provider shall permit inspection, evaluation and audit directly by First Tier Entity, Health Plans, the Department of Health and Human Services (DHHS), the Comptroller General, the Office of the Inspector General, the General Accounting Office, CMS and/or their designees, and as the Secretary of the DHHS may deem necessary to enforce the Medicare Contract, physical facilities and equipment and any pertinent information including books, contracts (including any agreements between Provider and its employees, contractors and/or subcontractors providing services related to the Agreement), documents, papers, medical records, patient care documentation and other records and information involving or relating to the provision of services under the Agreement, and any additional relevant information that CMS may require (collectively, "Books and Records"). All Books and Records shall be maintained in an accurate and timely manner and shall be made available for such inspection, evaluation or audit for a time period of not less than ten (10) years, or such longer period of time as may be required by law, from the end of the calendar year in which expiration or termination of this Agreement occurs or from completion of any audit or investigation, whichever is greater, unless CMS, an authorized federal agency, or such agency's designee, determines there is a special need to retain records for a longer period of time, which may include but not be limited to: (i) up to an additional six (6) years from the date of final resolution of a dispute, allegation of fraud or similar fault; or (ii) completion of any audit should that date be later than the time frame(s) indicated above; (iii) if CMS determines that there is a reasonable possibility of fraud or similar fault, in which case CMS may inspect, evaluate, and audit Books and Records at any time; or (iv) such greater period of time as provided for by law. Provider shall cooperate and assist with and provide such Books and Records to Health Plan and/or CMS or its designee for purposes of the above inspections, evaluations, and/or audits, as requested by CMS or its designee and shall also ensure accuracy and timely access for MA Members to their medical, health and enrollment information and records. Provider agrees and shall require its employees, contractors and/or subcontractors and those individuals or entities performing administrative services for or on behalf of Provider and/or any of the above referenced individuals or entities: (i) to provide Health Plan and/or CMS with timely access to records, information and data necessary for: (1) Health Plan(s) to meet its obligations under its Medicare Contract(s); and/or (2) CMS to administer and evaluate the MA program; and (ii) to submit all reports and clinical information required by the Health Plan(s) under the Medicare Contract. [42 C.F.R. § 422.504(e)(4), (h), (i)(2), and (i)(4)(v).]
4. **Prompt Payment of Claims.** Health Plan and/or First Tier Entity and/or Provider, as applicable, agree to process and pay or deny claims for Covered Services within thirty (30) calendar days of receipt of such claims in accordance with the Agreement. [42 C.F.R. § 422.520(b).]
5. **Hold Harmless of MA Members.** Provider hereby agrees: (i) that in no event, including but not limited to, non-payment by Health Plan or First Tier Entity, Health Plan or First Tier Entity's determination that services were not Medically Necessary, Health Plan or First Tier Entity

insolvency, or breach of the Agreement, shall Provider bill, charge, collect a deposit from, seek compensation, remuneration or reimbursement from, or have any recourse against an MA Member for amounts that are the legal obligation of Health Plan or First Tier Entity; and (ii) that MA Members shall be held harmless from and shall not be liable for payment of any such amounts. Provider further agrees that this provision (a) shall be construed for the benefit of MA Members; (b) shall survive the termination of this Agreement regardless of the cause giving rise to termination, and (b) supersedes any oral or written contrary agreement now existing or hereafter entered into between Provider and MA Members, or persons acting on behalf of an MA Member. [42 C.F.R. § 422.504(g)(1)(i) and (i)(3)(i).]

6. **Accountability.** First Tier Entity and Provider hereby acknowledge and agree that Health Plans shall oversee the provision of services by Provider and First Tier Entity and shall be accountable under the Medicare Contract for services provided to MA Members under the Agreement regardless of the provisions of the Agreement or any delegation of administrative activities or functions to Provider under the Agreement. [42 C.F.R. § 422.504(i)(1); (i)(4)(iii); and (i)(3)(ii).]
7. **Delegated Activities.** Provider acknowledges and agrees that to the extent First Tier Entity, in its sole discretion, elects to delegate any administrative activities or functions to Provider, Provider understands and agrees that: (i) Provider may not delegate, transfer or assign any of Provider's obligations under the Agreement and/or any separate delegation agreement without First Tier Entity's prior written consent; and (ii) Provider must demonstrate, to First Tier Entity's satisfaction, Provider's ability to perform the activities to be delegated and the parties will set out in writing: (1) the specific activities or functions to be delegated and performed by Provider; (2) any reporting responsibilities and obligations pursuant to First Tier Entity or Health Plan's policies and procedures and/or the requirements of the Medicare Contract; (3) monitoring and oversight activities by First Tier Entity or Health Plan including without limitation review and approval by First Tier Entity or Health Plan of Provider's credentialing process, as applicable, and audit of such process on an ongoing basis; and (4) corrective action measures, up to and including termination or revocation of the delegated activities or functions and reporting responsibilities if CMS or First Tier Entity or Health Plan determines that such activities have not been performed satisfactorily. [42 C.F.R. § 422.504(i)(3)(iii); 422.504(i)(4)(i)-(v).]
8. **Compliance with First Tier Entity and Health Plan Policies and Procedures.** Provider shall comply with all policies and procedures of First Tier Entity and Health Plans including, without limitation, written standards for the following: (a) timeliness of access to care and member services; (b) policies and procedures that allow for individual medical necessity determinations (e.g., coverage rules, practice guidelines, payment policies); (c) provider consideration of MA Member input into Provider's proposed treatment plan; and (d) Health Plan's compliance program which encourages effective communication between Provider and Health Plan's Compliance Officer and participation by Provider in education and training programs regarding the prevention, correction and detection of fraud, waste and abuse and other initiatives identified by CMS. The aforementioned policies and procedures are identified in First Tier Entity and Health Plan Provider Manuals which are incorporated herein by reference and may be amended from time to time by First Tier Entity or Health Plan. [42 C.F.R. § 422.112; 422.504(i)(4)(v); 42 C.F.R. § 422.202(b); 42 C.F.R. § 422.504(a)(5); 42 C.F.R. § 422.503(b)(4)(vi)(C) & (D) & (G)(3).]

9. **Continuation of Benefits.** Provider agrees that except in instances of immediate termination by First Tier Entity or Health Plan for reasons related to professional competency or conduct and upon expiration or termination of the Agreement, Provider will continue to provide Covered Services to MA Members as indicated below and to cooperate with First Tier Entity or Health Plan to transition MA Members to other Participating Providers in a manner that ensures medically appropriate continuity of care. In accordance with the requirements of the Medicare Contract, First Tier Entity's or Health Plan's accrediting bodies and applicable law and regulation, Provider will continue to provide Covered Services to MA Members after the expiration or termination of the Agreement, whether by virtue of insolvency or cessation of operations of First Tier Entity or Health Plan, or otherwise: (i) for those MA Members who are confined in an inpatient facility on the date of termination until discharge; (ii) for all MA Members through the date of the applicable Medicare Contract for which payments have been made by CMS to First Tier Entity or Health Plan; and (iii) for those MA Members undergoing active treatment of chronic or acute medical conditions as of the date of expiration or termination through their current course of active treatment not to exceed ninety (90) days unless otherwise required by item (ii) above. [42 C.F.R. 422.504(g)(2) & (3).]
10. **Physician Incentive Plans.** The parties agree: (i) that nothing contained in the Agreement nor any payment made by First Tier Entity or Health Plan to Provider is a financial incentive or inducement to reduce, limit or withhold Medically Necessary services to MA Members; and (ii) that any incentive plans between First Tier Entity or Health Plan and Provider and/or between Provider and its employed or contracted physicians and other health care practitioners and/or providers shall be in compliance with applicable state and federal laws, rules and regulations and in accordance with the Medicare Contract. Upon request, Provider agrees to disclose to First Tier Entity or Health Plan the terms and conditions of any "physician incentive plan" as defined by CMS and/or any state or federal law, rule or regulation. [42 C.F.R. § 422.208.]

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## TMS Management Group, Inc.

**TMS**  
TMS Management Group, Inc.



TMS Management Group, Inc. ("TMS") is an experienced transportation management/brokerage firm specializing in administering Non-Emergency Transportation (NET) services. TMS and affiliated companies have provided coordinated transportation services since 1991, and during this time, the TMS principals perceived the need for a *Client Sensitive, Agency Efficient, & Provider Friendly* broker model for transportation services. As a result, TMS has fielded a formidable team of "hands-on" transportation professionals who have spent their careers steeped in all aspects of the non-emergency transportation industry.



> [About Us](#)



13825 ICOT Boulevard, Suite 613, Clearwater, Florida 33760

Phone: 866.790.8895 • Fax: 727.252.0933  
[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

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## Transportation Provider Network



TMS Management Group's principals include individuals with a heritage of second and third generation ground transportation experience. This wealth of knowledge helps establish and guide our relationships with local transportation providers in the communities we serve.

**TMS is recruiting Iowa Providers.**  
[Click Here for more Information.](#) >



TMS believes in strong, committed management and organizational structures that ensure not just cost efficiencies, but also quality service. TMS's blueprint for successfully managing and subcontracting with taxicab, wheelchair accessible or other specialty fleets has enjoyed phenomenal results. A crucial ingredient of our successful management method is including local and competing transportation providers in a framework that is perceived as fair and impartial, while emphasizing customer service and teamwork.

Another important ingredient of our subcontracted service blueprint is using existing local resources wherever possible and cost effective to do so. Using qualified existing community and public transit resources provides not only a large pool of cost-effective vehicles and drivers to pull from, but also allows TMS to optimize the mix of vehicles on the road to account for each company's strengths and weakness. In addition, a deep network of transportation providers ensures that back-up vehicles are always ready in the event of a breakdown or other unlikely event.

The development and retention of our comprehensive provider network includes stringent requirements. Each network provider is subject to an initial site visit and ongoing oversight to ensure the provision of safe, timely, and efficient transportation services. The process includes, but is not limited to:

- Verification of Annual Driver Background Checks
- Verification of Defensive Driving Training
- Verification of ADA Safety and Securement Training
- Vehicle Inspections to Monitor Licensing, Cleanliness, Safety, and Maintenance Records of All Vehicles
- Verification of Phone, Fax, and Internet Capabilities for Administrative Support
- Verification of Municipal, County, and State Licensing Requirements
- Verification of Vehicle Maintenance Records and Trip Logs
- Verification of Compliance with HIPAA and Confidentiality Requirements
- Verification of Provider's Ability to Observe All Scope of Service Requirements
- Verification of Driver Sensitivity Training for the Elderly and Disabled



**To be considered as a Transportation Provider within the TMS Network, please complete the following application or call Chad Barr, Director of Operations at 727-545-2100, ext. 215.**

[Transportation Provider Network Application](#)



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[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

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## Government Programs



### Welcome to the Iowa Non-Emergency Medical Transportation Brokerage Program Information Web Page!

TMS Management Group, Inc. ("TMS") welcomes you to the Iowa Non-Emergency Medical Transportation ("NEMT") Brokerage Request for Proposal web page. On February 25, 2010, the Iowa Department of Human Services/Iowa Medicaid Enterprise released RFP MED-10-011, the Non-Emergency Medical Transportation Brokerage bid to solicit proposals from vendors for a transportation brokerage company that will negotiate rates, arrange transportation and reimburse transportation claims for all eligible Iowa Medicaid Members for NEMT services.



TMS is holding several meetings in Des Moines and via a Webinar. >

TMS is interested in submitting a bid in response to this proposal and we believe in order to ensure the most seamless transition possible, we want all partners to be involved throughout the entire process. Our philosophy is that the proposed brokerage service will be successful only if all forms of transportation systems and stakeholders in Iowa are part of the solution.

TMS has earned a reputation throughout the NEMT industry as a "provider friendly" broker, and we are determined to make good on that reputation in the State of Iowa. We would give you 24 hours advance notice of trips through our internet based trip dispatching system. This system would also help generate an invoice for you to pay you for your work twice a month.

If you are a transit provider or a transportation company, please [Click Here](#) to print out a Letter of Intent and fax it to TMS. Please fax all Letters of Intent before April 12, 2010.

TMS welcomes you to this web page and thanks you for interest in this brand new, groundbreaking program.

#### Transportation Provider Listening Session

##### [Meeting Notice](#)

April 7th, 2010 @ 9:00 am – 12:00 pm

#### Stakeholder Listening Session

##### [Meeting Notice](#)

April 7th, 2010 @ 1:30 pm – 3:00 p.m.

**Location:** TownePlace Suites • 8800 Northpark Drive  
Johnston, Iowa 50131 • Hotel phone 515.727.4066

If there are specific issues you want to ensure we discuss, please email your questions or ideas in advance to Michael Audino. In addition to these two meetings, a Transportation Provider Listening Session will be conducted via a Webinar on April 13, 2010 @ 1:30 – 3:30. To participate, please contact Michael at 727-415-9668 or [michael@michaelaudino.com](mailto:michael@michaelaudino.com).

If any special accommodations are needed, please contact Michael Audino at least 48 hours in advance of the meeting.

**We hope You can Attend- We Want Your Input!**



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[www.tmsmanagementgroup.com](http://www.tmsmanagementgroup.com)

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## Avaya IP Office 500

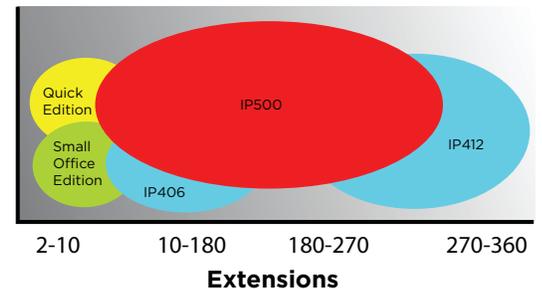
### The Avaya IP Office 500 Solution

Since its much publicized release in March 2007, the Avaya IP Office 500 has become the platform of choice for many Avaya BusinessPartners selling to small and midsize businesses around the globe. Running Standard Edition software, IP Office 500 allows you to compete for 'smaller' size business, up to 32 users, with the assurance of easy expansion in both capacity and capability with the addition of the Professional Edition software license.



### It's Easy To Put Together

IP Office 500 hardware is flexible, simple to configure and install. By using combinations of up to 4 Base Cards plus Daughter Cards there is support for up to 32 users in a single unit. Up to 8 stackable expansion modules supporting additional trunks or telephone extensions can be added to reach a total capacity of 272 users. For VoIP applications, Voice Compression Module (VCM) capacity has doubled over the IP 400 with 128 channels now supported, making IP Office 500 the natural choice for IP telephony.



### It's Simple To Price

There is little difference in the pricing between the IP Office 406 and IP Office 500 system configurations except where low price really matters—below about 30 users. This is where IP Office 500 Standard Edition reduces the entry cost significantly, even for small sites in a network. For an IP Office 500 digital solution the pricing construct is identical to the IP406. Thanks to the lower priced VCM, the comparison is even more attractive for IP Office 500 for an IP-based solution.

### IP Office 500 System Hardware

The IP Office 500 system control unit has 4 universal bays supporting a combination of Base Cards and Daughter Cards. The control unit also has two switched LAN ports, a slot to support Embedded Voicemail, relay sockets and an audio input port for music on hold. IP Office 500 cards are divided into two types: Base or "extension" Cards and Daughter or "trunk" Cards. For example, a Base Card can have a Daughter Card installed on it—all in a single bay. Additional Base Cards are simply installed into the next available bay—all without the need to open the control unit during installation.

- **IP Office 500 Digital Station 8 Card**

This provides 8 Digital Station ports for the connection of Avaya digital phones and can be fitted with a Daughter Card. A maximum of 3 can be installed.

- **IP Office 500 Analog Phone 2 and Phone 8 Cards**

These provide 2 or 8 analog extension ports for the connection of analog phones, and can be fitted with a Daughter Card. A maximum of 4 can be installed.

- **IP Office 500 VCM 32 and VCM 64 Cards**

These cards are needed for use with VoIP calls, SIP trunks and IP-based voice networking. 4 channels are included in both cards and can be expanded by the VCM channel licenses. Both cards can be fitted with a Daughter Card. A maximum of 2 can be installed providing a total capacity of 128 channels.

- **IP Office 500 Analog or Digital Trunk Daughter Cards**

These Daughter Cards fit on the base card to provide analog or digital trunks. Each analog trunk card provides 4 channels while the BRI card provides 4 or 8 channels and each universal PRI provides up to 2 x 24 T1 or 2 x 30 E1 channels. A maximum of 4 cards can be installed.

### **IP Office Standard Edition**

Out of the box, the IP Office 500 control unit runs IP Office Standard Edition. In this mode the IP Office 500 supports up to 32 users, Embedded Voicemail, Phone Manager (all variants), SoftConsole, TAPI, SMDR, Compact Business Center, SIP trunking, Mobile Twinning, VPN Phone and IP DECT.

### **IP Office Professional Edition**

Expansion of both capacity and capability requires the Professional Edition license, allowing the IP Office 500 to support a maximum of 272 phones through a mixture of analog, digital or IP handsets. If additional analog trunks are required, the Analog Trunk 16 Module is available. Advanced applications for collaboration, messaging, call recording and contact centre are available on Professional systems.

IP500 Licensing	Standard Edition		Professional Edition	
	Included	Optional	Included	Optional
Up to 32 Users	X		X	
IP Phone Support	X		X	
Phone Manager Lite	X		X	
64-Party Conferencing	X		X	
IP Office Manager	X		X	
System Status Application	X		X	
TAPI	X		X	
SMDR	X		X	
Voice Networking		X		X
Advanced Networking		X		X
Embedded Voicemail		X		X
Phone Manager Pro/ Phone Manager PC Softphone		X		X
SoftConsole		X		X
Compact Business Center		X		X
SIP Trunking		X		X
IP DECT		X		X
Mobile Twinning		X		X
VPN Phone Support		X		X
CTI Link Pro		X		X
32–272 Users			X	
Expansion Module Support			X	
64-Party Meet-Me Conferencing			X	
VoiceMail Lite			X	
VoiceMail Pro				X
ContactStore				X
Conferencing Center				X
Compact Contact Center				X
TAPI WAV				X

## Flexible Messaging

Messaging is a common requirement for many customers, and IP Office 500 offers two solutions: Embedded Voicemail or VoiceMail Pro. With the recent IP Office R4.1 enhancements, Embedded Voicemail provides a cost effective solution for up to 30 users that includes a multi-level automated attendant without the need for an extra PC. Where a large number of users or where sophisticated call routing is required, VoiceMail Pro can be offered. Pricing for Embedded Voicemail on IP Office 500 Standard Edition is significantly lower than IP406, while pricing for VoiceMail Pro on Professional Edition is comparable to IP406.

Features	VoiceMail Pro	Embedded Voice Mail
# of Ports	30	4
# of Mailboxes	Unlimited	Unlimited
Hours of Storage	Only Limited By PC Disk	15
# of Auto Attendants	Unlimited	Unlimited
Sub-Menu's	Yes	Yes (new 4.0)
Day & Night Menu's	Yes	Yes
Auto Attendant Schedule	Yes	Yes
Bi-Lingual	Yes	Yes
Restrict Transfers to Subscribers Only	Yes	Yes
Software Programmable via GUI	Yes	Yes
Cascade Outcalling	Yes	No
Fax Detection & Routing	Yes	Yes (new 4.0)
Dial-By-Name Directory	Yes	No
Multiple Personal Greetings	9	1
Create Broadcast Message	Yes	No
Forward Messages	Yes	Yes (new 4.0)
Personal Operator	Yes	Yes (new 4.0)
Group Mailboxes	Yes	Yes
General Mailbox	Yes	Yes
Forward / Rewind Messages	Yes	Yes (new 4.0)
Pause / Resume Messages	Yes	Yes (new 4.0)
Visual Voice (VM control via display phone)	Yes	Yes (new 4.0)
Format	PC on LAN	Compact Flash Card
Client GUI to view/control Voice Messages	Yes (Phone Manager Pro)	Yes (Phone Manager Pro)
Unified Messaging (Voice Mail to E-Mail)	Yes	No
Call Screening Compatible	Yes	No
Record-a-Call Compatible	Yes	No
Hunt Group / Personal Announcements	Yes	Yes (new 4.0)

## Multi-site IP Office 500 Voice Networking

IP Office 500 provides businesses with multiple locations unique capabilities and feature transparency between sites. Enabling the IP Office 500 system for connection into a network requires a voice networking license (plus an advanced voice networking license if more sophisticated capabilities are required). A recent change allows the voice networking license and advanced voice networking license to work with IP Office Standard Edition, making IP Office 500 more cost effective in a multi-site environment. In order to support centralized voicemail in a Small Community Network, the location where VoiceMail Pro is located must be running Professional Edition.

## Investment Protection

Protecting your customer base is vital. For those customers that have earlier versions of IP Office that now want to take advantage of IP telephony or SIP trunking, IP Office 500 can re-use some of the existing IP 400 hardware to minimize the cost of upgrade.

## IP Office 500 Legacy Card Carrier

The carrier card can be installed in any available slot on the IP Office 500 (maximum of 2) and can support the following cards:

- Single and dual PRI T1/E1/E1R2
- Universal 4 port analog trunk card
- Universal 8 port BRI
- VCM 4, 8, 16, 24, 30

## It's Easy To Install, Maintain & Upgrade Remotely

The modularity of IP Office 500 means that you don't have to open the IP 500 unit. You simply insert a new Base Card in any of the 4 universal slots or add a Daughter Card to an existing Base Card. Through licensing, customers can increase capacity such as adding VoIP channels or user capacity through the Professional Edition license, all without a site visit. With the remote management and monitoring programs, your customers can be assured you're looking out for them, with notification of impending field issues or congestion.

At-A-Glance				
	IP 400 Small Office Edition	IP406	IP Office 500	IP412
Maximum Digital Station Phones	8	188	264	360
Maximum Analog Phone	4	182	272	360
Maximum IP Phones	16 (non blocking)	190	272	360
Maximum VCM Channels	16	30	128	60
IP Office Software Releases Supported	1.x, 2.x, 3.x, 4.x	1.x, 2.x, 3.x, 4.x	4.x	1.x, 2.x, 3.x, 4.x
Analog Trunks (Base Unit/Total)	4/4	8/104	16/144	8/200
BRI Trunks	Not Applicable	16	32	16
PRI/T1 Trunks	1 x T1	4 x T1 or E1	8 x T1 or E1	4 x T1 or E1
Standard and Professional Software Versions	Not Applicable	Not Applicable	Yes	Not Applicable



IP Telephony

Contact Centers

Mobility

Services

**FACT SHEET**

## IP Office At-A-Glance

A system that grows with your business



Avaya IP Office - Small Office Edition	Avaya IP406	Avaya IP500	Avaya IP412
<p>For small office or branch office communications. Supports up to 28 users with feature-rich, business-quality voice communications, voicemail/auto attendant (including embedded option), firewall, flexible data connectivity (cable, DSL, T1, ISDN, Frame Relay), secure VPN networking, support for Wi-Fi (802.11 wireless networking) and more, in a compact and easy-to-install desktop unit.</p>	<p>For a small or medium office experiencing or expecting growth. Built-in support for 10 extensions (2 analog, 8 digital). IP Office 406 allows businesses to expand to 3 T1/PRI and 6 expansion modules — a total capacity of 190 endpoints and 186 trunks. All messaging options, including Embedded Voicemail, are available. It provides eight 10/100 Mbps switched Ethernet ports.</p>	<p>For a small or medium office experiencing or expecting growth. Can support up to 32 users (any mix analog, digital and/or IP phones) with Standard Edition software and easily expandable to 272 users with Professional Edition software. IP Office 500 allows businesses to expand to 4 T1/PRI and 8 expansion modules — a total capacity of 272 endpoints and 264 trunks. Standard Edition supports Embedded Voicemail for built-in voicemail/auto-attendant (no PC required) while Professional Edition supports all messaging options, including Embedded Voicemail. It provides two 10/100 Mbps switched Ethernet ports.</p>	<p>For medium offices with advanced needs. Offers a powerful call processor and greater internal data transfer capabilities. IP Office 412 allows businesses to expand to 4 T1/PRI and 12 expansion modules — a total capacity of 360 endpoints and 288 trunks. It provides two 10/100 Mbps switched Ethernet ports.</p>

### Every Avaya IP Office platform offers you:

- Full-featured PBX with optional key system functionality**  
 Delivers hundreds of telephony features
- Support for wide range of terminals**  
 Analog, digital, IP hardphone and IP softphone, wireless (Wi-Fi), and IP DECT
- Managing office devices**  
 2 relay ports for door entry systems, heating systems, etc.
- Choice of trunk interfaces**  
 For T1/PRI (single or dual), BRI, Analog Quad Loop-Start, and Analog Trunk 16 (Ground Start and Loop Start), and SIP
- Local area networking**  
 Built-in dual-speed LAN ports with integrated firewall
- Wide area networking**  
 Use digital leased-line services. Point-to-Point Protocol (PPP) or Frame Relay. Network Avaya messaging servers
- VPN support**  
 For secure site-to-site communications or remote access using L2TP or IPSec; up to 10 tunnels supported (IP412 and IP500)
- Conferencing**  
 Built-in conference bridge for 1 or 2 (IP412) 64-party conferences. (6-party on Small Office Edition)
- Voice over IP**  
 Optional Voice Compression Module supports 4, 8, 16, 24 or 30 simultaneous Voice over IP sessions (for up to 60 with IP412 and 128 with IP500). Used for multi-site networking over a WAN or supporting IP telephones and softphones
- Proactive monitoring**  
 For remote systems via SNMP or SMTP (e-mail). CBC (Compact Business Center) application e-mails daily switch statistics. System Status Application for advanced diagnostics and reporting capabilities.
- RIP-2 support**  
 For dynamic data routing

## IP Office At-A-Glance

### Contact Center (Basic)

- Automatic Call Distribution (ACD)
- Call queue management
- Direct Group Calling (DGC)
- Group call/pick up
- Hunt groups
- Music-on-hold
- Record-a-call
- Data tagging

### Unified Messaging

- Integrated Messaging Lite – Presentation of Voicemail to E-mail
- Integrated Messaging Pro – Synchronization with Microsoft® Exchange/Outlook
- Message playback (text-to-speech) via handset, PC or mobile/cellphone
- SMTP support (voicemail e-mail)
- Reply to E-mail Sender
- Fax detection and routing

### Security

- E911
- PIN-restricted terminals
- CLI call-back for Remote Access
- Integral Firewall
- Network Address Translation (NAT)
- PAP/CHAP authentication protocols
- Time profiles
- VPN support
- System Management Audit Trail

### Contact Center (Advanced)

- Advanced queue management
- Call-back request capability
- Interactive Voice Response (IVR) with third-party databases
- Management by exception (alarm on conditions)
- Maximum number of supervisors: 21
- Maximum number of agents: 75
- Licensed report viewers: 21
- Recording services
- Service Observing (silent monitoring)
- Standard & custom historic reports
- Softphone
- Text-to-speech on IVR
- Real-time screens
- Wallboards
- Crystal Reports format

### Call Handling

- Account codes
- Automated Attendant
- Busy lamp fields on DSS
- Call appearances
- Call back when free
- Call forward/hold/pick up
- Call interrupt/intrusion/barge-in
- Call screening/waiting
- Camp on
- Coverage – stations or groups
- Follow me
- Group paging
- Paging over IP phones
- Hands-Free Answer on Intercom (HFAI)
- Outcalling
- PC-based phone management
- SoftConsole
- Call Recording search and replay
- VoIP telephony
- ... and more

### Networking

- Q.Sig Networking over T1 & Q.Sig Networking over IP to Avaya Communication Manager
  - Uniform Dial Plan
  - VoiceMail Pro Networked Messaging
  - Integral WAN port (X21/V35)
  - Proactive remote monitoring via SNMP
  - Frame Relay
  - VPN support - IPSec or L2TP
  - SIP trunking to low-cost Internet Telephony Service Providers (ITSP)
- Small Community Network features such as Busy Lamp Field, Paging, Desk-to-desk calling, Calling/connected name and number, Hold & Transfer, Centralized Voicemail VoiceMail Pro, Internal Directory, Absent Text Message, Anti-Tromboning
- Advanced Small Community Networking licensing providing: Remote Hot-Desking and Distributed Hunt Groups

### Interactive Voice Response (IVR)

- Third-party databases
- TAPI WAV and TAPI 3.0 Media Service Provider for IVR capability
- Text-to-speech
- Voice questionnaire forms for structured interview (Campaign Manager)

### Mobility

- Headset support
- E-mail reading
- Outcalling
- Personal Numbering
- Avaya 3810 Wireless Telephone support (North America only)
- 802.11 (Wi-Fi) IP Wireless handset support
- IP Softphone support
- IP DECT support
- Mobile Twinning to mobile/cell phone

### Data Functionality

- Bandwidth on demand
- DHCP server
- Built-in wireless capabilities (Small Office Edition)
- Integral data router – RIP-2
- Integral Firewall
- Internet Access
- LAN-to-LAN routing
- Multi-Link PPP
- Remote Access Server (RAS)
- 802.11 (Wi-Fi) on Small Office Edition
- RIP-2
- T-PAD for credit card information

### Messaging

- Automated Attendant
- Languages for voice messaging system: 21
- Message waiting light
- Personal numbering
- Text-to-speech
- Voice Recording – Automatic/On-demand
- VoiceMail Pro Manager GUI
- VoiceMail Pro Client Administration via LAN/WAN
- VoiceMail Pro Networked Messaging
- Personal Distribution Lists
- Visual Voice on large display phones
- Cascaded Outcalling

### Conferencing

- Conference call control via Phone Manager
- Meet-me (Dial In) Conferencing
- On-demand Conferencing
- Web-based conferencing for employees and invited participants

### Telephones Supported\*\*

- 2400, 4400\*, 5400 and 6400\* series digital telephones
- 3616, 3620, 3626 IP Wireless telephones
- 3701, 3711 IP DECT telephones
- 3810 Wireless telephones
- 4600 and 5600 series IP telephones
- Analog telephones
- T3 digital and IP telephones

\* \* 6402, 4400D, 4424LD not supported

\*\* Please check for full list of supported telephones and regional availability.

### Manager

- Security enhancement and audit trail
- User rights management (set up centralized user restrictions for phones and Phone Manager and/or create Templates for quick programming)
- Backwards-compatible up to Release 2.1
- Built-in validation and error-checking
- CSV import/export of users, groups, directory, short codes and licenses
- IP Office alarms via SNMP and e-mail



IP Telephony

Contact Centers

Mobility

Services

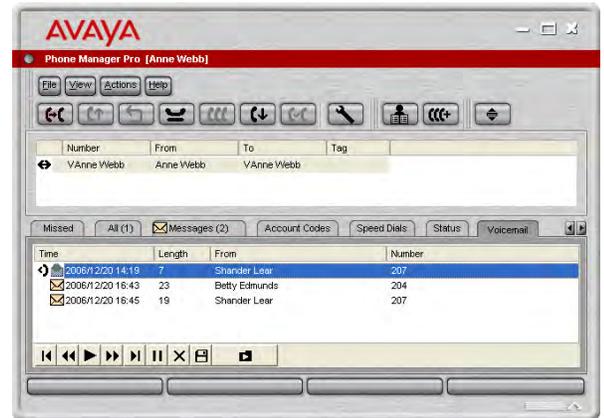
FACT SHEET

# IP Office Messaging Applications

**Options for Voicemail,  
E-mail and More**

## Overview

Messaging applications are vital for businesses that want to ensure that every call is answered, even after hours or when everyone is busy, and that messages are properly and efficiently managed. Avaya IP Office offers several messaging applications — VoiceMail Lite, Embedded Voicemail and VoiceMail Pro — supporting features such as automated attendant, voicemail, unified messaging, fax routing, interactive voice response (IVR), text-to-speech (TTS), centralized voicemail, and networked messaging.



## Capabilities

**Automated attendant** — Greets callers, provides information via recorded messages and routes them to the appropriate extension. IP Office attendant solutions can be customized to handle calls in different ways at different times.

**Voicemail** — Enables employees, customers and collaborators to send and receive information, wherever they are located, at any time of day or night. For example, employees and managers can send/forward messages to one or more mailboxes, address messages by name or extension, or use the built-in directory. The messaging system can be set up to automatically “find” you and let you know you have a new message.

**Unified messaging** — Access voicemail and e-mail in one mailbox and see all your messages together. Receive your voicemail message attached to an e-mail and access it remotely on your PC without having to dial into the phone system. Save and forward voice messages the way you do e-mail. Hear e-mails read out over the phone, and reply to them while you are on the move.

**Networked messaging** — You can network multiple IP Office systems and administer the entire messaging network from one central location. Networked offices can even synchronize directories for automatic updating.

## Primary Benefits

**Customer service** — Help ensure that business-critical calls get through and reach the right person, extension or department, every time.

**Efficiency and productivity** — Handle calls quickly during peak calling periods and streamline call routing. Screen calls, so users can see who is calling without interrupting important tasks.

**Keep growing** — Start basic and expand with additional capacity and applications when and if you need them.

### Avaya Advantage

The Avaya IP Office Small Office Edition, IP406 V2, and IP412 systems come complete with basic voicemail (VoiceMail Lite) and can be easily upgraded to a more comprehensive application: VoiceMail Pro. The IP Office 500 system supports Embedded Voicemail, VoiceMail Lite and VoiceMail Pro.

## IP Office Messaging Options

	Embedded Voicemail	VoiceMail Lite	VoiceMail Pro
<b>Format</b>	Memory card	CD-ROM	CD-ROM
<b>System Requirements</b>	Works with: <ul style="list-style-type: none"> <li>Small Office Edition – Utilizes VCM</li> <li>IP406 V2</li> <li>IP Office 500 system</li> </ul>	<ul style="list-style-type: none"> <li>Provided free of charge for use with Small Office Edition, IP406v2, and IP412. IP Office 500 running Professional Edition (Release 4.0) software supports VoiceMail Lite.</li> <li>Ethernet-attached PC running Microsoft Windows 2000//2003/XP Professional, with recommended Pentium 4, 2.4GHz or higher</li> </ul>	<ul style="list-style-type: none"> <li>Works with any IP Office platform. Requires Professional Edition (Release 4.0) software on IP Office 500 systems.</li> <li>Ethernet-attached PC; Microsoft Windows 2000//2003/XP Professional; Pentium 4, 2.8GHz or higher with 256MB RAM min (recommended)</li> <li>Integrated Messaging Pro/Campaign Manager requires 512MB of RAM</li> <li>Text-to-speech, information management system and third-party database requires 1024MB RAM minimum, HD minimum 20GB (preferably 7200rpm for better performance), 2GB for operating system, VoiceMail Pro and voicemail storage.</li> <li>Integrated Messaging requires MAPI or SMTP-compliant e-mail application (i.e., MS Outlook) and server OS</li> </ul>
<b>User Requirements</b>	<ul style="list-style-type: none"> <li>Any telephone</li> </ul>	<ul style="list-style-type: none"> <li>Any telephone</li> </ul>	<ul style="list-style-type: none"> <li>Any telephone</li> <li>Integrated Messaging requires client e-mail application</li> </ul>
<b>Capacities</b>			
<b>Mailboxes</b>	<ul style="list-style-type: none"> <li>Unlimited</li> </ul>	<ul style="list-style-type: none"> <li>Unlimited</li> </ul>	<ul style="list-style-type: none"> <li>Unlimited</li> </ul>
<b>Max Number of Concurrent Calls (ports)</b>	<ul style="list-style-type: none"> <li>4 on IP406 V2 and IP Office 500 system; 1–10 on Small Office Edition</li> </ul>	<ul style="list-style-type: none"> <li>4</li> </ul>	<ul style="list-style-type: none"> <li>Up to 30 depending on license &amp; platform (Small Office Edition = 10, IP406 V2 = 20, IP412 = 30, IP Office 500 system = 30)</li> </ul>
<b>Storage Time</b>	<ul style="list-style-type: none"> <li>Approx. 15 hours on IP406 V2 and IP500; 10 hours on Small Office Edition</li> </ul>	<ul style="list-style-type: none"> <li>PC-dependent (1MB per minute)</li> </ul>	<ul style="list-style-type: none"> <li>PC-dependent (1MB per minute)</li> </ul>

Feature Detail	Embedded Voicemail	VoiceMail Lite	VoiceMail Pro
Multi-lingual Support	Yes	Yes	Yes
Voicemail Services for Individual Users/Virtual Users/Hunt Groups	Yes	Yes	Yes
Centralized Voicemail Services	No	No	Yes
Voicemail Ringback (internal calls/external calls)	Yes/No	Yes/No	Yes/Yes
Message Waiting Indication	Yes	Yes	Yes
Integration with Phone Manager Pro	Yes	No	Yes
Greetings: Personalized/Continuous Loop	Yes/No	Yes/Yes	Yes/Yes
Extended Greetings	No	No	Yes
Forward/Copy to E-mail	No	Yes	Yes
Listen and Reply to E-mail (text-to-speech), Avaya INTUITY® system-Mode Only	No	No	Yes
Send E-mail Notification	No	Yes	Yes
Integrated Messaging & Synchronization	No	No	Yes (option)
Save/Delete/Forward Messages	Yes/Yes/Yes	Yes/Yes/Yes	Yes/Yes/Yes
Repeat/Rewind/Fast Forward/Skip Messages	Yes	Yes	Yes
Pause Message	Yes	No	Yes
Set Message Priority, INTUITY-Mode Only	No	No	Yes
Caller's CLI/ANI, Time & Date Announced	Yes	Yes	Yes
Call Back Sender (CLI/ANI)	Yes	Yes	Yes
Known CLI/ANI PIN Code By-Pass	Yes	Yes	Yes
Breakout to Reception/Voicemail Transfer Options	Yes/Yes	Yes/No	Yes/Yes
In-Queue Announcements	Limited	Limited	Yes
Automated Attendant	4 - (automated attendants) can be linked together	No	Unlimited, multi-tier
Outcalling	No	No	Yes, cascaded
Message Announcements/Whisper Announce/Assisted Transfers	Limited	No	Yes
Enhanced Features: Call Recording, Test Conditions, Personal Numbering, Campaign Manager, VoiceMail Pro Manager GUI, INTUITY TUI Emulation Mode, Forward E-mails to External Systems (based on VPNM), Third-Party Database Access (IVR), Text-to-Speech within Call Flows, Voicemail Transfer Options (Personal Auto Attendant)	No	No	Yes
Visual Voice	Yes	No	Yes
Voicemail Channel Reservation	No	No	Yes

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IP Telephony

Contact Centers

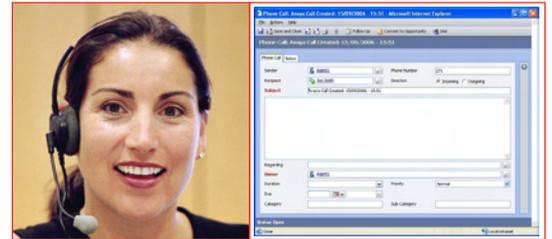
Mobility

Services

FACT SHEET

# IP Office Customer Management

Featuring Microsoft® CRM Software



## Overview

The IP Office Customer Management solution integrates the call routing and contact center capabilities of the Avaya IP Office system with the database and reporting technology of the Microsoft Dynamics CRM 3.0 application. When a call comes in, the Avaya IP Office system sends information about the caller to the Microsoft CRM solution, which searches its database for any customer records linked to that number. Those records are routed along with the call and appear as a “screen pop” of information on the PC of the person handling the call. By delivering current records along with calls, the IP Office Customer Management solution makes it possible to efficiently access and update customer information and support consistent service for customer transactions.

## Capabilities

The capabilities of the IP Office Customer Management solution are based on the IP Office Compact Contact Center and the Microsoft Dynamics CRM 3.0 application. IP Office Compact Contact Center is a comprehensive contact center solution with call routing, reporting, and productivity tools. Microsoft Dynamics CRM 3.0 is a customer relationship management tool that makes it possible to create comprehensive customer records for tracking interactions with customers.

The IP Office Customer Management solution can be used to address the following business processes:

- Order processing
- Order tracking
- Service fulfillment
- Lead generation
- Sales inquiries
- Technical support
- IT help desk
- Credit control

## Benefits

**Personalized Service** — Support the personalized service that is a proven way of creating customer loyalty.

**More Productivity** — Bring service to more customers without having to hire more staff.

**Business Performance** — Reporting capabilities help identify new ways to enhance performance.

**Lower Costs** — Easy maintenance and upgrading capabilities save time and money.

**Rapid Deployment** — Be up and running in hours and fully customized in a matter of days or weeks.

**Scalability** — Start small and then increase usage based on demand.

### Avaya Advantage

This solution helps ensure that critical information is there when it is needed most — when the customer is on the phone.

## IP Office Customer Management

### Solution Details

<b>System Requirements</b>	IP Office R3.0 or higher* Microsoft Dynamics CRM 3.0 Small Business Edition or Microsoft Dynamics CRM 3.0 Professional Edition Avaya-Microsoft Dynamics CRM 3.0 Integration Solution
<b>Format</b>	CD-ROM
<b>Recommended Call Center Option</b>	Compact Contact Center Version 5.0 or higher

\* Avaya-Microsoft Dynamics CRM 3.0 Integration Solution requires Avaya IP Office Professional Edition (Release 4.0) software.

### Avaya-Microsoft CRM integration in action



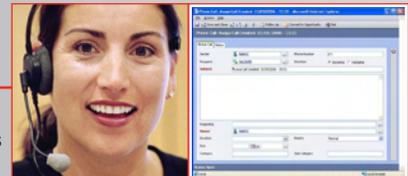
INBOUND CUSTOMER CALL

**Avaya IP Office** identifies caller number and/or customer is prompted to enter account code/reference number.

#### Microsoft CRM

searches customer database for a match and calls up customer records linked to that number or account code.

"Hi, Mr. Brown. I see your recent order was delivered today. What can we help you with?"



CALL IS ANSWERED

**Avaya IP Office** routes calls based on rules established by business and "screen pops" information to agent PC.

**Outbound Dial**—With Outbound Dial, anyone can automatically dial a customer by clicking a button on contact and account screens.

**Screen Pop**—The customer management solution will call up the customer's complete record based on their number or account code, and "screen pop" the information onto a PC.



**IVR Integration**—Interactive voice response allows for call routing based on customer needs and business priorities.

### About Avaya

Avaya enables businesses to achieve superior results by designing, building and managing their communications infrastructure and solutions. For over one million businesses worldwide, including more than 90 percent of the FORTUNE 500®, Avaya's embedded solutions help businesses enhance value, improve productivity and create competitive advantage by allowing people to be more productive and create more intelligent processes that satisfy customers.

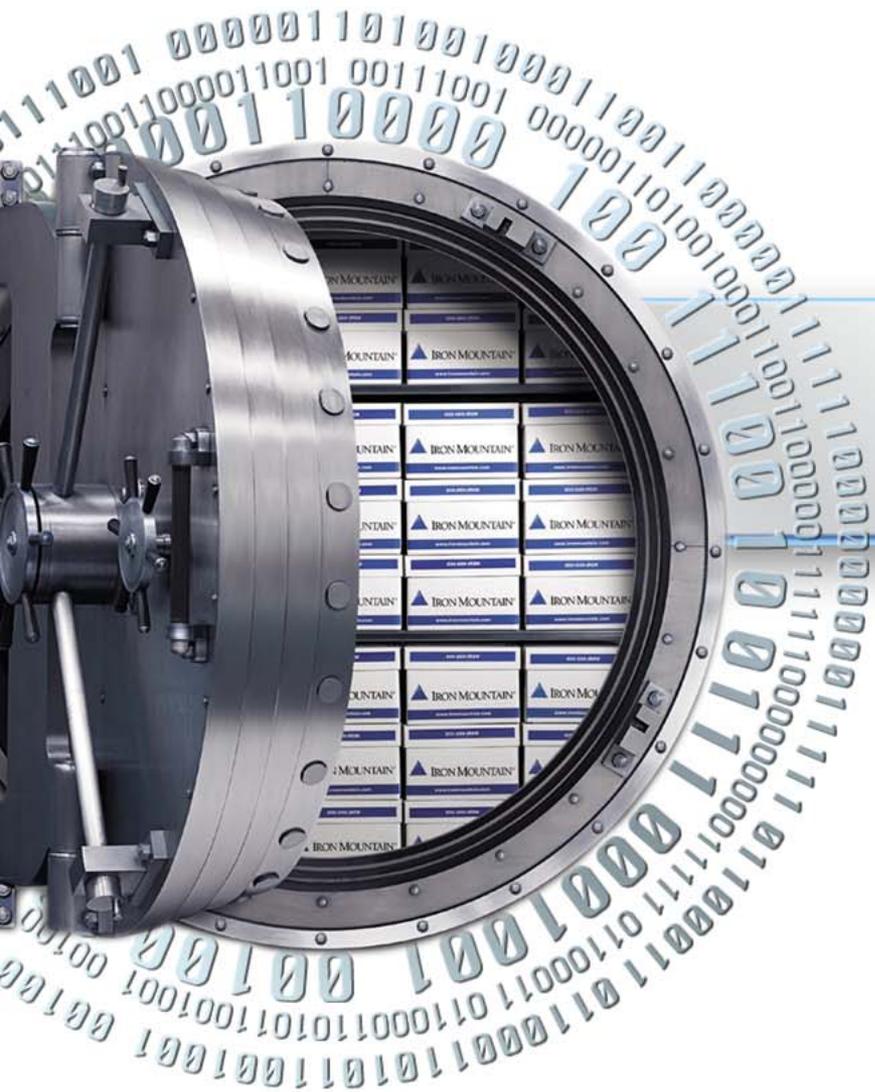
For businesses large and small, Avaya is a world leader in secure, reliable IP telephony systems, communications applications and full life-cycle services. Driving the convergence of embedded voice and data communications with business applications, Avaya is distinguished by its combination of comprehensive, world-class products and services. Avaya helps customers across the globe leverage existing and new networks to achieve superior business results.

# AVAYA

COMMUNICATIONS  
AT THE HEART OF BUSINESS

[avaya.com](http://avaya.com)

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**DIGITAL™**  
**IRON MOUNTAIN**

## **TMS Management Group LiveVault for Servers**

**Kelly Wetherbee**

**4/17/2009**

# Iron Mountain: Global Leader in Information Protection & Storage Services

- ~ \$2.7B of revenues
  - Records Management
  - Data Protection and Recovery
  - Information Destruction Services
- Reduce risks and costs of information protection and storage
  - Broad portfolio of services
  - Global service footprint
- Brand of trust



# Customer Focus

## Reducing costs and risks associated with information protection and storage



### Proven Expertise

- 55 years of domain expertise embedded in our people, processes and technology
- Largest Records Management Consulting practice



### Comprehensive Services

- Records Management
- Data Protection and Recovery
- Information Destruction



### Trusted Provider

- Serving 100K+ clients, 97% of *Fortune* 1000
- Unmatched resources for responding to client needs
- Focused on reducing costs, risks

# Financial Strength and Stability

InformationWeek **500**

**\$2.7 billion in revenues (2007)**

**#780 on the Fortune 1000 list**

- **20,000+ employees worldwide**
- **Stable and predictable business**
- **Added to S&P 500 Index in Dec, 2008**

**Forbes**  
The 400 Best Big Companies In America  
full coverage >



**FORTUNE AMERICA'S MOST ADMIRABLE COMPANIES 2006**

# Trusted and Tested



## RESOURCES

- 20,000+ employees
- 6 underground facilities
- 6 data centers



## INFORMATION PROTECTED

- 50M tapes
- 5 petabytes data stored
- 2.5M PCs protected
- 20,000 + servers protected
- 9.1B+ emails protected



## TECHNOLOGY LEADERSHIP

- SaaS leader
- 21 patents, >49 pending
- Dedicated technology business unit, Iron Mountain Digital



# Data Center

- **6 Data Centers Today**
  - North America, Europe, and Australia
  - Actively broadening global data center presence
- **U.S. Underground Data Centers**
  - Unsurpassed Security
  - Limestone mine
  - Five ton steel gates
  - 7 x 24 armed security
  - OSHA certified fire brigade
  - BRUNS-Pak  
Level 9 rating





# Security Assurance



## PCI-compliant



- PCI Data Security Standard requires high levels of information security for storing, processing or transmitting cardholder data
- Requirements include security management, policies, procedures, network architecture, software design and other critical protective measures

- Iron Mountain - Industry leaders in safeguarding customer information
- Recognized by Visa as a "compliant service provider"
- Only company in our industry validated as PCI compliant.



- SysTrust developed by the AICPA and the CICA
- Provides independent assurances for system reliability and operation without material errors, faults, or failures

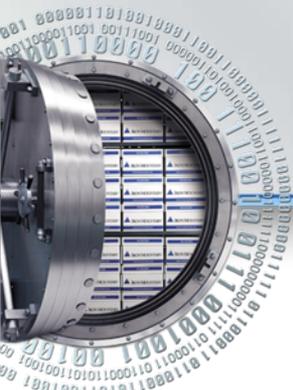
- Iron Mountain is SysTrust certified
- Recognized as achieving the highest standards for operational excellence



- SAP - A process for financial institutions to evaluate IT Service Providers
- Consists of two ISO 17799 certified documents, SIG and AUP
- Reports on ten control areas regarding service provider's ability to actively manage information security controls

- Iron Mountain voluntarily participates in SAP process
- Support audit requests and adopt SAP process
- Can be shared with a virtually unlimited number of customers.

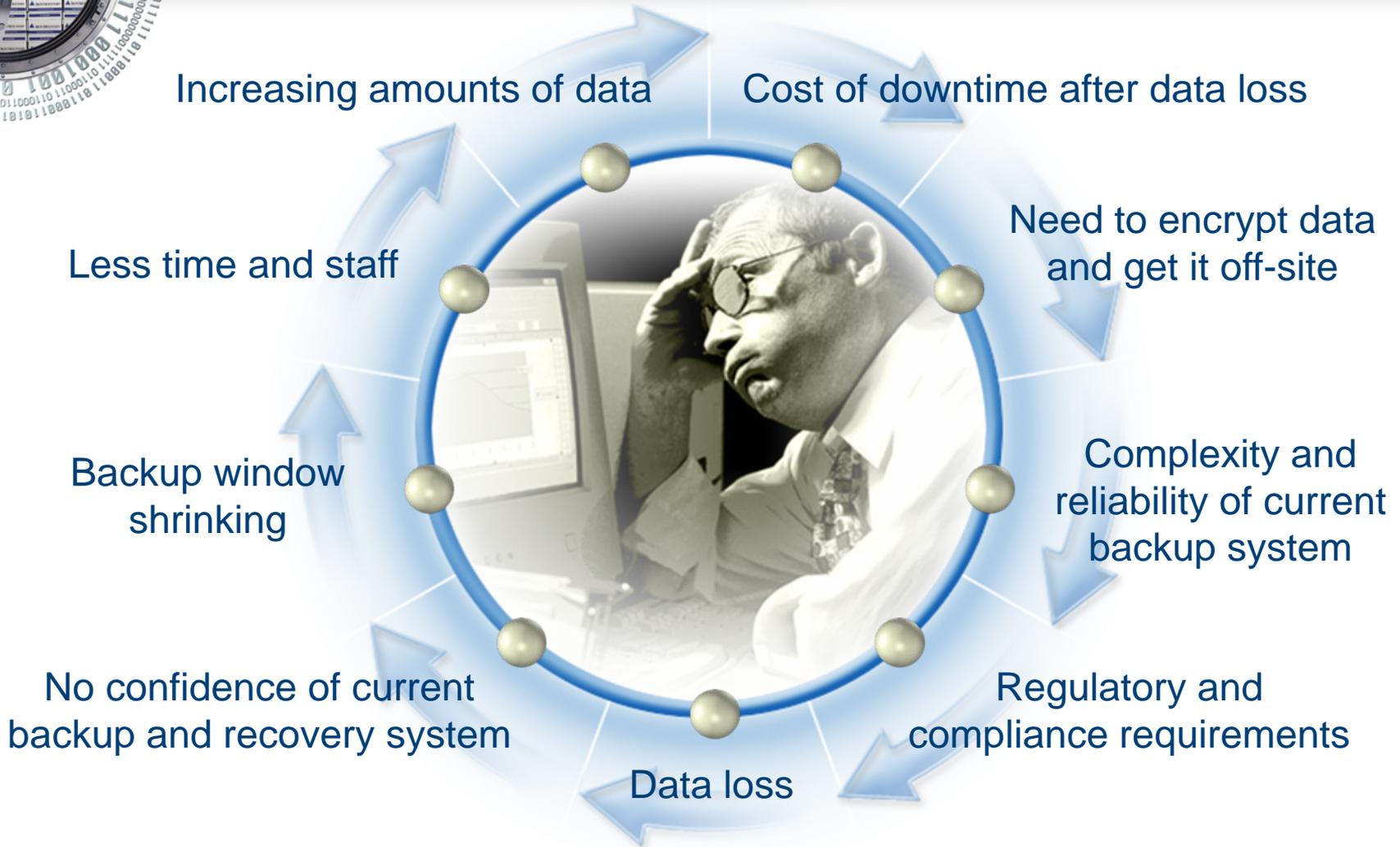
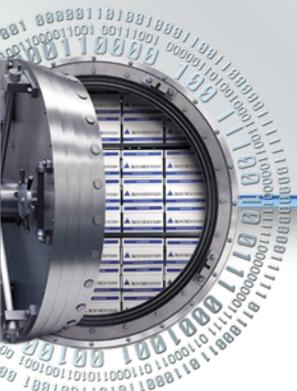
# Security Assurance



## Security Assessment Program

- Vulnerability visibility into Iron Mountain's infrastructure and electronic business applications
- Establishes associated steps for remediation
- Includes goals coupled with customized development and engineering training programs
- Creates a security conscious IT culture that builds skill sets, reduces costs, increases efficiency and builds customer trust
- Iron Mountain remains the safest place to store records of all types

# IT Under Pressure



# Why Most Organizations Struggle with Backup/Recovery



Hours on the Phone with Support

Daily Backup Log Reading

Open File Managers

Tape Cataloging

Tape libraries

Tape Drives

Diagnostics

Testing

SCSI

Restores

Tape Media

Backup Software

Initial Configuration

Changing Tapes Daily

Off-Site Tape Movement

Database Specific Plug-ins

Stress of Not Knowing It Worked

- **Too many moving parts from too many different vendors**
- **Too much daily human intervention**
- **Problems aren't detected until a restore is attempted**
- **Can't guarantee your data will restore when you need it**

# LiveVault®: Server Data Protection How It Works



## Backup Session

Microsoft®, Linux®, or  
Sun® Solaris® Server

Turbo  
Restore



Remote  
Administration  
and Monitoring  
24/7/365



Data Center  
Data available  
for recovery

Mirrored  
Data  
Center



- Off-Site
- Out of Reach

## Recovery Session

Service Operations  
Center

- Monitor Backups
- 24/7/365



Portfolio M

# Restoration



- **Guaranteed recovery**
- **Data restores via:**
  - Internet
  - NAS, or
  - Optional on-site appliance
- **Fast: Delta Restore**
- **30-day, 1-year, or 7-year retention**
- **Web-based access to data from anywhere, at any time**
- **Redirected restores**



# Backup Process and Monitoring

- **Continual backups every 15 minutes**
- **Minimal effort required for setup**
  - **File servers set up in a matter of a few hours**
  - **Automatic configuration available for Exchange servers**
- **Only byte-level changes get backed up after the initial full backup to preserve your bandwidth**
- **Backs up even difficult-to-protect open files and databases**
- **Our experts monitor your backups and alert you if it fails or is incomplete**
- **Technical and customer support 24/7**
- **No hardware or software to purchase and manage**



dvandereems@mercuryprint.com (David VanDerEems) logged in

Home Account Logout Help

HOME

Summary Backup Restore Logs Properties

Computers

- ad1
- New Computer

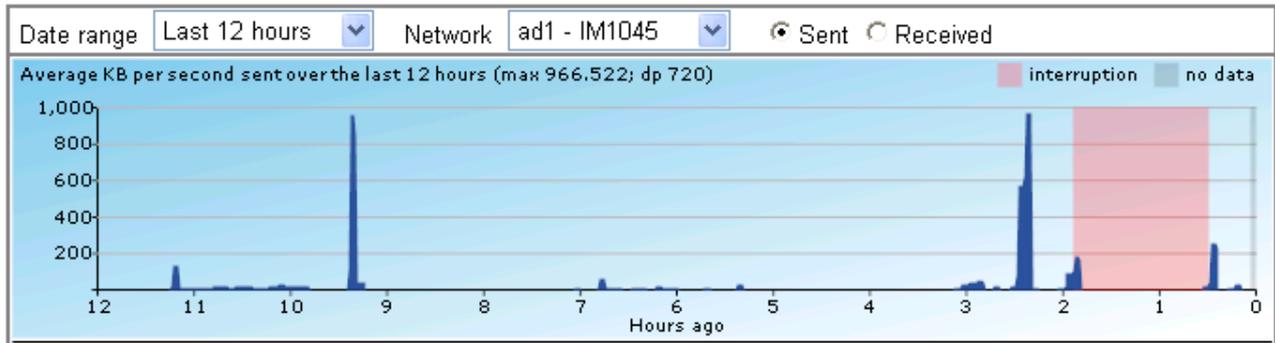
TurboRestore™ Appliances

Users

Computer "ad1"

View **Network usage**

Refresh



**Summary (sent from ad1 to IM1045)**  
 Date range: 5:29 AM today through 5:29 PM today  
 Peak throughput: 966.5 KB/s  
 Average throughput: 27.5 KB/s  
 Interruptions: 1 unexpected network interruption

Delete



Home > dancer

### DANCER INFORMATION

- Summary
- Backup
- Restore
- Properties

<b>Backup Summary</b>	<p><b>System operating normally</b> Daily 24x7</p>
	<p>Backing up 14 files (34.64MB) Currently running</p> <div data-bbox="647 635 1410 678"> </div>
	<p><b>Backup Latency</b></p> <p>Latency Time (Mins.)</p> <p>Time of sample</p>
<b>Restore Summary</b> (within past week)	<p>0 Restore Jobs Running 0 Restore Jobs Completed</p>

Home > bkoose\_w2k > Restore Request

Determine which data you would like to restore by selecting your files on the Files To Restore tab. You can optionally choose to view and restore older and deleted files. To have your data delivered to you on media (CD-ROM or NAS), choose the Delivery tab. Restoration options, such as file overwrite, can be located on the Options tab.

### BKOOSE\_W2K RESTORE

Name of restore:

**Files to Restore** | Delivery | Options

View and restore deleted files  
 View and restore files backed up as of: 6:47:00 PM Monday, January 08, 2001

bkooose\_w2k

- inetPub
  - ftproot
  - gophroot
  - scripts
  - wwwroot

Name	Size	Modified
<input checked="" type="checkbox"/> ftproot		9/26/2000 8:25 AM
<input type="checkbox"/> gophroot		9/26/2000 8:25 AM
<input type="checkbox"/> scripts		9/26/2000 8:26 AM
<input type="checkbox"/> wwwroot		9/26/2000 8:26 AM

November, 2001

Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	1
2	3	4	5	6	7	8

Today: 11/16/2001

Legend  All  Some  None

**Advanced** | **Select All** | **Clear All**

**Cancel** | **Save**

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# Secure



- 256-bit Advanced Encryption Standard (AES) encryption
- Data transmitted, stored, and retrieved encrypted
- Automatic, outbound-only connections
- Public key encryption for mutual authentication
- Encryption key escrow service available
- Can change encryption passwords
- Grant users only the rights and privileges necessary

# CONNECTED® BACKUP



## The Original, Undisputed Number One PC Backup Solution

In 1995, Iron Mountain recognized the need for protecting enterprise data on PCs, and pioneered the backup technology necessary to safeguard both desktops and laptops. Today, more than 2.5 million individuals rely on Iron Mountain's Connected® Backup solution for automatic PC online backup and recovery. This automatic, easy-to-access solution frees up IT time and resources, while ensuring secure and reliable backups based on proven technology from the undisputed industry leader.

Iron Mountain's Connected Backup solution eliminates the risk of data loss from enterprise desktops and laptops, whether local or remote. By automatically backing up data in the background, this solution ensures complete data protection without interrupting users. The Connected Backup solution also provides a secure Web portal, through which users can recover data — without IT or Help Desk intervention.

Iron Mountain utilizes advanced encryption and other security technology to safeguard enterprise data during transmission, storage, and recovery. For U.S. subscription service customers, ultra-secure underground data storage facilities satisfy the strictest government-grade security standards. Choosing

Iron Mountain for backup and recovery solutions gives enterprises the industry-leading technology partner with a proven track record of successful data protection. Iron Mountain currently manages more than 3 petabytes of customer PC data with more than 12 billion backed-up files.

### BENEFITS

- With scheduled and automated backups, enterprise data is always available.
- Keeps enterprise data off-site and secure in Iron Mountain's underground data vaults (with subscription service).
- Unlimited scalability for enterprises.
- Frees up IT time and resources by outsourcing data protection to a trusted, proven leader.

## “Iron Mountain is the gold standard of PC data protection.”

Michael Shisko, Director of IT  
Hitachi Consulting

Iron Mountain's Connected Backup solution provides fully automatic backup and recovery for enterprise desktops and laptops. Business-critical information is protected — no matter where in the enterprise it resides — eliminating the risk of PC data loss.

The Connected Backup solution provides these functions:

- **Backup:** Scheduled and automatic disk-to-disk backup is transparent to users and fast, even over dial-up connections.
- **Recovery:** Users can recover lost files quickly and easily, whenever and wherever needed.
- **Heal:** Quickly repairs damaged or corrupted applications, configurations, and files on any PC — without calling the Help Desk.
- **MyRoam®:** Web-based access portal lets users access their backed-up data anywhere, without IT intervention.

### EASY TO USE FOR BOTH IT AND END USERS

IT personnel can use Connected Backup's intuitive graphical user interface to manage and monitor backup policies from a single central console, either over the corporate network or over the Internet. Flexible scheduling runs backups at the most convenient times. Bandwidth Throttling gives control over upload bandwidth, so that backups don't interfere with other high-priority tasks.

The Connected Backup solution works transparently, so that users can keep working while backups continue automatically in the background. If users ever need to recover information — from a single file to an entire system — they can access data through a secure Web portal, minimizing calls to the Help Desk.

With the Connected Backup solution, users can be more productive, IT can focus on other tasks, and enterprises can be sure that data is always secure and accessible.



Subscription Service customers have the protection of Iron Mountain's underground vaults. Located at strategic points around the U.S., our vaults feature 24x7 armed security, level 4 (highest level possible) security rating, Bruns-Pak rating of 9, an OSHA-certified fire company, and other features that ensure the safety and security of your data.

### PATENTED TECHNOLOGIES REDUCE NETWORK AND STORAGE COSTS

Iron Mountain's Connected Backup solution uses advanced, patented technologies to reduce the volume of backed-up data up to 85 percent. This decreases the storage necessary for backup and recovery, cuts the time for data transfer, and diminishes the load on enterprise networks. The result is greater cost savings for the enterprise.

**Delta Block®** sends only the changed data in files, saving transmission time and storage requirements. For example, when a document changes, Delta Block only backs up the changes at the block level. This patented technology reduces backup time, minimizes network traffic, decreases the size of stored files, and enables backup even over low-bandwidth connections.

**SendOnce®** eliminates duplicate files by saving each file only once. This patented technology backs up files to a SendOnce pool, preventing identical copies from being stored in multiple user archives. Enterprises avoid the time and expense of storing the same files repeatedly.

**Connected EmailOptimizer®** (PC only) reduces the storage space for email files by 30 percent. This optional service recognizes duplicate email attachments and stores them only once, significantly reducing storage requirements.



## ADVANCED SECURITY PROTECTS ENTERPRISE DATA

The Connected Backup solution provides the highest levels of security available. All data is encrypted at the desktop, using government-level 128-bit Advanced Encryption Standard (AES). Enterprise data remains encrypted both during transmission and in storage.

For an even higher level of data security, Iron Mountain's optional PC Data Protection Suite packages the Connected Backup solution with Iron Mountain's DataDefense™ solution. The DataDefense solution intelligently encrypts and automatically eliminates compromised data on a lost or stolen laptop or PC. This comprehensive and multi-layered approach effectively secures data, preventing its compromise or misuse, even if offline.

## UNMATCHED SCALABILITY

Enterprises can use the Connected Backup solution to protect and restore data from as few as five PCs to hundreds of thousands, all managed from a central location. Store information from as many as 10,000 PCs on a single pair of Data Center servers using Iron Mountain's superior, patented data reduction technologies.

## SIMPLIFYING ACCESS AND RETRIEVAL

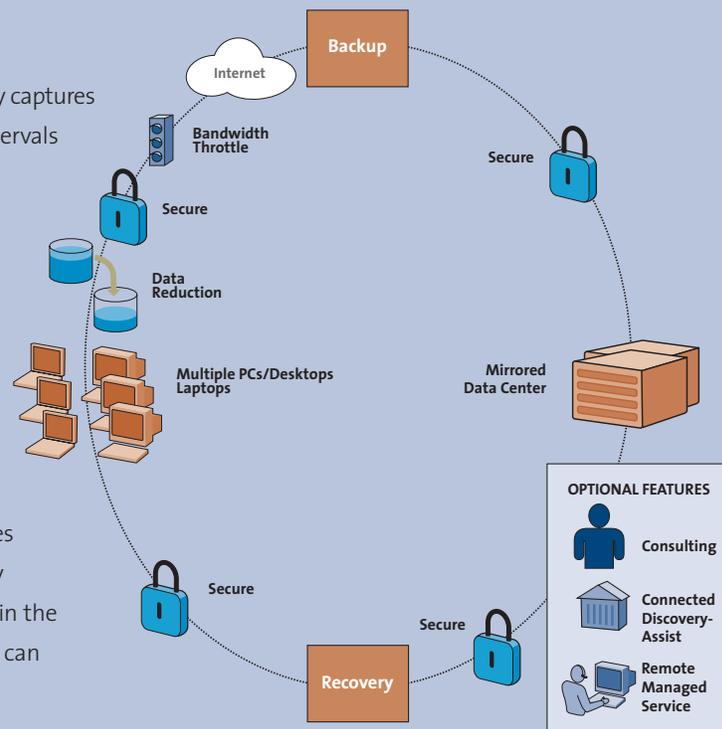
With Iron Mountain's optional Connected® DiscoveryAssist™ solution, enterprises can gain access to and retrieve data across all repositories in Connected Backup Data Centers. Connected DiscoveryAssist offers path and file name filtering to speed data collection, and maintains the file metadata necessary to support third-party search and review. This can dramatically reduce time and cost during eDiscovery.

## PROFESSIONAL SERVICES AVAILABLE

Iron Mountain offers Professional Services & Training to help enterprises maximize the effectiveness of Connected Backup. The decades of experience and best-practice knowledge of Professional Services & Training can shorten learning curves, minimize cost and complexity, and reduce risk.

### HOW IT WORKS

The Connected Backup solution automatically captures desktop and laptop PC data at scheduled intervals or when user initiated. Iron Mountain's patented technologies first reduce and encrypt data, then securely send it over the Internet to an Iron Mountain Data Center (or an enterprise's Data Center). Bandwidth Throttling controls how much upload bandwidth to use during backups. This solution offers options including consulting services to assist in deploying the solution; Connected DiscoveryAssist, which provides search and export capabilities for eDiscovery purposes; and licensing to run the software in the enterprise IT environment. In addition, users can recover data through a secure Web portal.



## AN OPTION THAT FITS EVERY ENTERPRISE

Iron Mountain offers a variety of implementation options to match every business need.

**Subscription Service:** Use Iron Mountain's secure off-site locations to back up enterprise data, for a monthly usage-based fee, with no capital investment.

**Licensed Software:** Run the Connected Backup solution inside the enterprise IT environment. Iron Mountain professional services are available to help install and configure the software.

**Remote Managed Services:** Iron Mountain remotely manages the licensed software at an enterprise's site from the secure Iron Mountain Data Center.

## KEY FEATURES

### For Subscription Service

- Data is stored at one of Iron Mountain's government-graded underground facilities and mirrored to a second Data Center to ensure redundancy and failover.
- Iron Mountain underground facilities are self-sufficient cities, 200 feet underground, resistant to seismic activity and other disasters.
- These facilities feature comprehensive physical security, UPS, emergency backup generators, fire protection systems, and are SysTrust-certified with a BRUNS-Pak level rating of 9.

### Other Features

- 14 languages supported
- Bandwidth Throttling: You can limit the amount of network bandwidth used during backups
- Checkpoint restart for interrupted backup
- Reads Master File Tables directly, improving the speed and performance of file transfers
- VSS (Volume Shadow Copy Service) takes advantage of Windows XP and Vista capabilities to enable rapid backups in the background, specifically for open-file handling

- Built-in protection for open files and databases (Microsoft® Outlook®, Lotus® Notes®)
- Service retains the 10 most recent versions of any file and keeps deleted files for 90 days
- Platform support: Microsoft® Windows® Vista™ operating system, Windows 2000 Professional, Windows XP, Windows XP Professional, Windows XP Tablet PC Edition, and Mac OS® X (version 10.4 or later)
- Supports VMware ESX 2.5.1, 2.5.2, 2.5.3, and 3.0.1 for Data Center software and Web-based applications
- Supports IBM Lotus® Notes® 7 for use with the Connected EmailOptimizer® feature
- Supports Windows server operating systems. Connected® Backup for Server is available with server licenses

## SYSTEM REQUIREMENTS

- Operating system: Microsoft® Windows XP, Windows Vista, Mac OS® X 10.4 and Mac OS® X 10.5 (Mac support offered in 2009)
- CPU: 1 GHz or faster
- Memory: 1 GB RAM required, 2 GB RAM recommended
- Web browser: Internet Explorer 7.0 or higher

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 **IRON MOUNTAIN** <sup>DIGITAL™</sup>  
120 Turnpike Road  
Southborough, MA 01772  
(800) 899-IRON

Iron Mountain Digital, the world's leading provider of data backup/recovery and archiving software and storage as a service (SaaS), offers a comprehensive suite of data protection and e-records management software and services to thousands of companies around the world. For more information, visit our Web site at [www.ironmountain.com/digital](http://www.ironmountain.com/digital).

## Total Email Management Suite



### Removing the risks and complexities of business email management

IT departments globally are charged with delivering more for less. This imperative involves managing complexity, reducing cost and ensuring compliance – while simultaneously aligning IT to business objectives and supporting growth. To achieve this, IT leaders need efficient ways to manage business-critical functionality in a way that will free up resources, which can then be invested in more strategic initiatives.

Email is central to all organizations and has become the most essential business application of all. As a result, the ability to continuously protect, store, manage and archive great volumes of email is now a key business issue.

#### MANAGING A COMPLEX EMAIL ENVIRONMENT: THE WAY IT USUALLY HAPPENS

Many organizations have implemented Microsoft® Exchange and other collaboration tools for business critical messaging. Of course over time, new threats and data governance issues emerge which require additional functionality to be added onto the original messaging platform. The entire email infrastructure becomes too costly to manage and upgrade, even for the most well equipped IT departments.

To solve these problems, enforce a consistent email policy and reduce risk, IT departments often supplement their email server with multiple point technologies. Disparate solutions are stitched together to provide archiving, continuity, encryption, threat detection and other vital services.

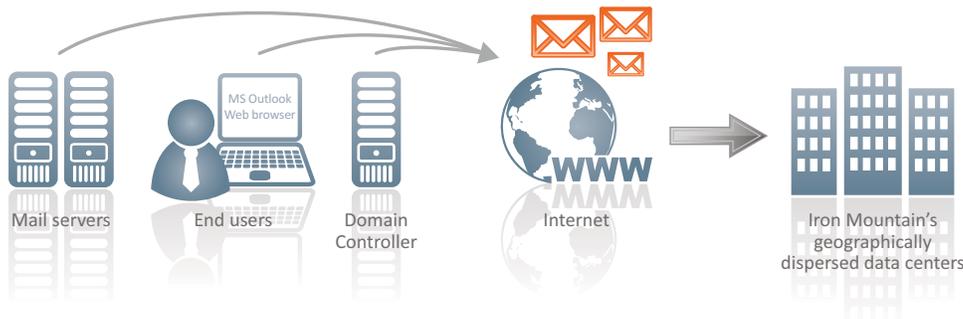
The result is a fragmented, complex and expensive email environment that fills up server rooms with a sprawling infrastructure. All of these point solutions need to be configured to keep operating in the event that a business disaster occurs – ensuring that the organization doesn't expose itself to additional risk when it's in its most vulnerable state.

*Total Email Management Suite provides cost-effective, total end-to-end control of email, hosted in Iron Mountain's secure data centers.*

#### TOTAL EMAIL MANAGEMENT

As part of its Storage-as-a-Service portfolio, Iron Mountain provides everything an enterprise needs in a ready-to-use online service: removing the growing risks and complexities of business email management with a single platform. Better yet, it comes at a fraction of the cost of alternative strategies, saving companies as much as 60% in ongoing costs.

Connecting a corporate email server to Iron Mountain's Total Email Management Suite, powered by Mimecast, delivers critical software services as well as the physical network, computing and storage infrastructure needed



to deliver cost-effective email management. Iron Mountain allows an organization's IT team to shift their focus from the unproductive management of the individual technical components to the wider business needs of their organization:

- Enforcing corporate email policy
- Archiving for compliance
- Preventing the loss of sensitive data
- Eliminating spam and unproductive quarantine management
- Eliminating downtime
- Facilitating rapid search and eDiscovery

#### **BENEFITS AT-A-GLANCE:**

- 1. Ease of use:** A 100% unified solution provides a single browser-based administration console, enabling the IT team to easily control all their email management requirements
- 2. No email downtime:** Experience 'always on email', with 100% email uptime during outages, delivered directly within Microsoft Outlook®, web or mobile devices
- 3. Cost savings:** Achieve typical savings of at least 60% over alternative approaches to email management
- 4. Enhanced control:** A multi-tenant platform provides real-time policy management and instant configurability of all email support services including forensic track and trace
- 5. Rapid deployment:** The solution can be provisioned and deployed within hours
- 6. Lower risk:** Gain advanced techniques for providing a robust and intelligent email security solution
- 7. Speed and scalability:** A unique storage grid technology offers a high-performance service for long-term storage, search, compliance and information management

#### **KEY FEATURES:**

##### **Data retention and eDiscovery**

- Dynamic Data Protection ensures normal system operations continue unaffected. All authorized access events and policy changes are logged in a comprehensive audit trail
- Parallel sub-second search returns complex queries in sub-second time
- A single searchable view across an enterprise's entire global email data

##### **Business continuity**

- Emergency email facilities are instantly available during the failure of a customer's local email infrastructure
- Recover messages for end users that may have been deleted or lost accidentally
- Email Management Services for Microsoft Outlook seamlessly delivers messages to users' inboxes during outages

##### **Advanced email security**

- Advanced reputation-based tests determine known-good and known-bad senders, achieving a high level of accuracy
- A Data Leak Prevention (DLP) system allows administrators to set policies to detect key confidential or restricted information within emails and attachments
- Users proactively manage their own lists of senders to ensure optimal performance

##### **Visibility and reporting**

- Access extensive reports for viewing email volumes over a period of time including number of messages sent and received, top senders, and data volumes
- Gain all the diagnostic tools an administrator would expect from a locally deployed gateway, including delivery queues and connection reports

All of these features are delivered through an advanced storage grid system with the policy-based retention of emails in a secure message warehouse.

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120 Turnpike Road  
 Southborough, Massachusetts 01772  
 (800) 899-IRON (Option 4)

Iron Mountain Digital is the world's leading provider of Storage-as-a-Service solutions for data protection and recovery, archiving, eDiscovery and intellectual property management. The technology arm of Iron Mountain Incorporated offers a comprehensive suite of solutions to thousands of companies around the world, directly and through a worldwide network of channel partners. Iron Mountain Digital is based in Southborough, MA.

# Standby Power Rating

---

## 35 kW 60 Hz

Liquid Cooled  
Gas Engine  
Generator Sets



**Whisper-Test™**  
Low Speed Exercise  
60 dB(A) at 23 feet

**GENERAC 4.2L ENGINE**

Naturally Aspirated  
Gaseous Fueled

UL 2200 Listed

Transfer Switch is sold separately

## STANDARD EQUIPMENT

- All input connections in one single area
- High coolant temperature shutdown
- Low oil pressure shutdown
- Low coolant level automatic shutdown
- Overspeed automatic shutdown
- Crank timer
- Exercise timer
- Oil drain extension
- Cool flow radiator
- Closed coolant recovery system
- UV/Ozone resistant hoses
- Watertight state of the art electrical connectors
- Mainline circuit breaker
- Battery charge alternator
- 2 Amp static battery charger
- Battery rack and battery cables
- Fan and belt guards
- Isochronous governor
- Flex fuel line pigtail

## FEATURES

- Innovative design and fully prototype tested
- UL 2200 Listed
- Solid state frequency compensated voltage regulator
- Dynamic and static battery charger
- Sound attenuated acoustically designed aluminum enclosure
- *Whisper-Test™* feature for low noise level exercise
- Acoustically designed engine cooling system
- High flow low noise factory engineered exhaust system
- State of the art control system with R-Series digital control panel
- Watertight electrical connectors
- Rodent proof construction
- High efficiency, low distortion Generac designed alternator
- Vibration isolated from mounting base
- Matching Generac transfer switches engineered and tested to work as a system
- All components easily accessible for maintenance
- Electrostatically applied powder paint



# APPLICATION & ENGINEERING DATA

COMMERCIAL 35 kW

## GENERATOR SPECIFICATIONS

TYPE .....	Synchronous
ROTOR INSULATION.....	Class H
STATOR INSULATION.....	Class H
TOTAL HARMONIC DISTORTION.....	<5%
TELEPHONE INTERFERENCE FACTOR (TIF) .....	<50
ALTERNATOR OUTPUT LEADS 3 PHASE .....	4 wire
BEARINGS.....	Sealed Ball
COUPLING.....	Flexible Disc
LOAD CAPACITY (STANDBY RATING).....	35 kW
EXCITATION SYSTEM.....	Direct

**NOTE: Generator rating and performance in accordance with ISO8528-5, BS5514, SAE J1349, ISO3046, and DIN6271 standards.**

## VOLTAGE REGULATOR

TYPE .....	Electronic
SENSING .....	Single Phase
REGULATION.....	± 1%
FEATURES.....	V/F Adjustable Adjustable Voltage and Gain LED Indicators

## GENERATOR FEATURES

- Revolving field heavy duty generator
- Directly connected to the engine
- Operating temperature rise 120 °C above a 25 °C ambient
- Insulation is Class H rated at 150 °C rise
- All models are fully prototyped tested

## CONTROL PANEL FEATURES

- |   |   |
|---|---|
| <input type="checkbox"/> SEVEN LED INDICATOR LIGHTS <ul style="list-style-type: none"><li>•System ready</li><li>•Low fuel pressure</li><li>•Low battery</li><li>•Low oil pressure</li><li>•High coolant temp/low coolant temp</li><li>•Overspeed</li><li>•Overcrank</li></ul> | <input type="checkbox"/> ADDITIONAL FUNCTIONS <ul style="list-style-type: none"><li>•Utility sensing</li><li>•Delay on utility failure for engine start</li><li>•Engine warm-up before transfer</li><li>•Delay to retransfer to utility</li><li>•Engine cooldown timer</li><li>•Exerciser not set</li></ul> |
|---|---|
- INTERNAL FUNCTIONS:
- 3 position switch (auto, off and manual)
  - 2 wire start for any transfer switch
  - Communicates with the Generac RTS transfer switch
  - Built-in 7 day exerciser
  - Selectable engine speed at exercise
  - Governor controller is built into the master control board
  - Temperature range -40 °C to 70 °C

## ENGINE SPECIFICATIONS

MAKE .....	Generac
MODEL.....	V-6
CYLINDERS.....	6
DISPLACEMENT.....	4.2 Liter
BORE .....	3.81
STROKE.....	3.8
COMPRESSION RATIO.....	9.4:1
INTAKE AIR SYSTEM.....	Naturally Aspirated
VALVE SEATS .....	Precision ground and hardened
LIFTER TYPE.....	Roller, Hydraulic

## GOVERNOR SPECIFICATIONS

TYPE .....	Electronic
FREQUENCY REGULATION.....	Isochronous
STEADY STATE REGULATION.....	± 0.25
ADJUSTMENTS FOR:	
Speed .....	Yes
Droop.....	Yes

## ENGINE LUBRICATION SYSTEM

OIL PUMP .....	Gear
OIL FILTER.....	Full flow spin-on cartridge
CRANKCASE CAPACITY.....	5 Quarts

## ENGINE COOLING SYSTEM

TYPE .....	Pressurized Closed
WATER PUMP FLOW.....	10.8 gal/min
FAN SPEED .....	1300
FAN DIAMETER.....	22 inches
FAN MODE.....	Puller

## FUEL SYSTEM

FUEL TYPE.....	Natural gas, propane vapor
CARBURETOR.....	Down Draft
SECONDARY FUEL REGULATOR.....	Standard
FUEL SHUT OFF SOLENOID .....	Standard
OPERATING FUEL PRESSURE.....	5" - 14" H <sub>2</sub> O

## ELECTRICAL SYSTEM

BATTERY CHARGE ALTERNATOR.....	12V 30 Amp
STATIC BATTERY CHARGER .....	2 Amp
RECOMMENDED BATTERY .....	Group 26, 525 CCA
SYSTEM VOLTAGE.....	12 Volts

**COMMERCIAL 35 kW**

**OPERATING DATA**

		COMMERCIAL 35 kW		
KW RATING		35		
ENGINE SIZE		4.2 Liter V-6		
GENERATOR OUTPUT VOLTAGE/KW - 60Hz		KW	AMP	CB Size
120/208V, 3-phase, 0.8 pf		35	121.5	150
120/240V, 3-phase, 0.8 pf		35	105.3	125
277/480V, 3-phase, 0.8 pf		35	52.6	60
GENERATOR LOCKED ROTOR KVA AVAILABLE @ VOLTAGE DIP OF 35%				
208 or 240V, 3-phase		69		
480V, 3-phase		76		
ENGINE FUEL CONSUMPTION (Natural Gas) (Propane)		Natural Gas (ft <sup>3</sup> /hr.)	Propane (gal/hr.)	cu ft/hr
Exercise cycle		104	1.4	50
25% of rated load		188	1.6	60
50% of rated load		300	3.0	111
75% of rated load		385	4.1	149
100% of rated load		485	5.1	185
ENGINE COOLING				
Air flow (inlet air including alternator and combustion air)	ft <sup>3</sup> /min.	2,460		
System coolant capacity	US gal.	3.0		
Heat rejection to coolant	BTU/hr.	159,000		
Max. operating air temp. on radiator	°C (°F)	60 (150)		
Max. ambient temperature	°C (°F)	50 (140)		
COMBUSTION AIR REQUIREMENTS				
Flow at rated power 60 Hz	cfm	81		
SOUND EMISSIONS IN DBA				
db(A) @ 23 feet in exercise mode		60		
db(A) @ 23 feet at normal operating load		65		
EXHAUST				
Exhaust flow at rated output 60 Hz	cfm	261		
Exhaust temp. at muffler outlet	°F	900		
ENGINE PARAMETERS				
Rated synchronous RPM	60 Hz	1800		
HP at rated KW	60 Hz	54		
POWER ADJUSTMENT FOR AMBIENT CONDITIONS				
Temperature Deration	3% for every 10 °C above - °C	40		
	1.65% for every 10 °F above - °F	104		
Altitude Deration	1% for every 100 m above - m	915		
	3% for every 1000 ft. above - ft.	3000		

RATING: All three phases units are rated at 0.8 power factor. All single phase units are rated at 1.0 power factor. STANDBY RATING: Standby ratings apply to installations served by a reliable utility source. The standby rating is applicable to varying loads for the duration of a power outage. There is no overload capability for this rating. Ratings are in accordance with ISO-3046-1. Design and specifications are subject to change without notice. Maximum wattage and current are subject to and limited by such factors as fuelBtu content, ambient temperature, altitude, engine power and condition, etc.

Client Order Entry Screen

Name(L,F,MI): \_\_\_\_\_ ID: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Med 3: \_\_\_\_\_ SSN: \_\_\_\_\_ HBSS  
 Address: \_\_\_\_\_ Auth. No: \_\_\_\_\_  
 Trip Date: \_\_\_\_\_ No.: \_\_\_\_\_ This \_\_\_\_\_  
 Clear Search

Client | Trips | Repeat | Frequent | Authorized | ArchTrips | Search

**Personal**  
 Name: | \_\_\_\_\_ Phone: \_\_\_\_\_  
 Address: \_\_\_\_\_ City: \_\_\_\_\_ State: FL \_\_\_\_\_ Zip: NULL \_\_\_\_\_  
 Alt Adr: \_\_\_\_\_ City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
 M/F: Male Type: Urban Disab:  4Pt  EL  HN  BL  WC  WK  Other  
 DOB: \_\_\_\_\_ Sp Needs:  CD  AS  AT  ES  CS  PCA  Other  
 SSNO: \_\_\_\_\_  
 More Codes ...

**Medical**  
 Med 1: \_\_\_\_\_  
 Med 2: \_\_\_\_\_  
 Med 3: \_\_\_\_\_  
 Med 4: \_\_\_\_\_  
**Eligibility**  
 \_\_\_\_\_  
 Add To List (+)  
 Remove From List (-)

**Custom:**  
 Audit # \_\_\_\_\_ Default Oper: \_\_\_\_\_  
 Verification Date \_\_\_\_\_ Default Oper: \_\_\_\_\_  
 Verification Date  Assign: NONE  
**Program**  
 Start: \_\_\_\_\_ Status: \_\_\_\_\_  
 End: \_\_\_\_\_ View/Edit Status  
 Tpt Mode

**Emergency Contact**  
 Name[P] \_\_\_\_\_ Rel: \_\_\_\_\_ Ph: \_\_\_\_\_ Extn: \_\_\_\_\_  
 Name[S] \_\_\_\_\_ Rel: \_\_\_\_\_ Ph: \_\_\_\_\_ Extn: \_\_\_\_\_

**PU Comments** | **Client Notes** | Remind  
 \_\_\_\_\_ | \_\_\_\_\_ | Notes

Who Bkd | D: | T: | Who Chg | D: | T:



HBSS

Name(L,F,MI): \_\_\_\_\_ ID: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Med 3: \_\_\_\_\_ SSN: \_\_\_\_\_ HBSS  
 Address: \_\_\_\_\_ Auth. No: \_\_\_\_\_  
 Trip Date: \_\_\_\_\_ No.: \_\_\_\_\_ This \_\_\_\_\_  
 Clear Search



Trips Detail

Client **Trips** Repeat Frequent Authorized ArchTrips

Search

Travel OUTBOUND  
 Trvl Dt: \_\_\_\_\_ PU-Time: 0000 Appt-Time: 0000 RET-Time: 0000 DO-Time: 0000  
 Who Called: \_\_\_\_\_ Disability:  4Pt  EL  HN  BL  WC  WK  Other  
 Spcl Needs:  CD  AS  AT  ES 0  CS  PCA  Other  
 More Codes ...

PU-Loc: \_\_\_\_\_ Ent: \_\_\_\_\_  
 Street: \_\_\_\_\_  
 City: \_\_\_\_\_ FL Zip: \_\_\_\_\_ Ph: \_\_\_\_\_  
 DO-Loc: \_\_\_\_\_ Ent: \_\_\_\_\_  
 Street: \_\_\_\_\_ Home Adr \_\_\_\_\_  
 City: \_\_\_\_\_ FL Zip: \_\_\_\_\_ Ph: \_\_\_\_\_

Link Trips \$ .00  
 Purpose / Reason:

Transport:  
 Driver: \_\_\_\_\_ Assign: NONE Shared \_\_\_\_\_  
 LC Operator WAIT Comp Assign: \_\_\_\_\_ One-Way \_\_\_\_\_ D: .00  
 VehType: \_\_\_\_\_ Agent: \_\_\_\_\_ Dir Miles: 0 T: .00  
 Fare: \$ .00 Agency: \_\_\_\_\_ Billing: SELECT BT

Trip Status:  
 Confirmed  
 No Show  
 Cancelled  
 Cancel-On-Arrival  
 On Hold

Comments:  
 Notes  
 Trips Booked Today  
 T: \_\_\_\_\_ B: \_\_\_\_\_

Who Bkd	D:	T:	Who Chg	D:	T:
---------	----	----	---------	----	----





**Search By:**

Funding Source:  Starting From:  Name Last / First:    
 Bus Passes:  Ending On:  Total Trips:

**Dropoff:**

Travel Date:   
 Location:   
 Address:     
 City:  State:  County:  Zip:  Phone:

Client	TDATE	# Trips	Funding	Last Name	First Name	Street #	Street Name	Apt	City	State
<input type="checkbox"/>	C63204	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63207	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63212	01-DEC-09		PSTA					LARGO	FL
<input type="checkbox"/>	C63219	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63232	01-DEC-09		PSTA					LARGO	FL
<input type="checkbox"/>	C63234	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63242	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63295	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63299	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63306	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63308	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63309	01-DEC-09		PSTA					TREASURE ISLAND	FL
<input type="checkbox"/>	C63316	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63318	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63321	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63327	01-DEC-09		PSTA					SAINT PETERSBURG	FL
<input type="checkbox"/>	C63330	01-DEC-09		PSTA					KENNETH CITY	FL
<input type="checkbox"/>	C63350	01-DEC-09		PSTA					SAFETY HARBOR	FL
<input type="checkbox"/>	C63351	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63399	01-DEC-09		PSTA					SEMINOLE	FL
<input type="checkbox"/>	C63404	01-DEC-09		PSTA					CLEARWATER	FL
<input type="checkbox"/>	C63428	01-DEC-09		PSTA					CLEARWATER	FL

Summary of Bus Pass Distribution Screen

Vendor Portal

Vendor Work - Windows Internet Explorer

http://tms-web1/tmsv5/Trips/VendTripsForm.aspx

File Edit View Favorites Tools Help

Vendor Work

Announcement | Help | Home | Logout

TMS  
TMS Management Group, Inc.

Trips Rates Invoices Reports Activity Log

Welcome: Missy

Select Region: **TMS**

Current Vendor: EXECUTIVE-EXECUTIVE SHUTTLE SERVICE

Travel Date: 07/08/2009

Rows per page: 25

Work for 07/08/2009 (Wednesday) Trip Count: 69 Page 1 of 3

Trips | [Trips Cancelled](#) | [Trips Completion Status](#) | [Standing Orders](#)

Browse for:

Name  PickUp City  DropOff City  DailyTrips Only (Type DAILY)  New Trips (Type NEW)

Vehicle Type	Name	Phone	Return Trip	P/U Time	Appt Time	P/U Address/Entrance	P/U City	Drop Address/Entrance	Drop City	Miles	Fare
▲ Ambulatory			OUTBOUND	0600	0800		MELBOURNE		MELBOURNE	6.	.00
Ambulatory			INBOUND	1400	0800		MELBOURNE		MELBOURNE	6.	.00
Wheel Chair			INBOUND	1515	0800		MELBOURNE		PALM BAY	2.7	.00
Wheel Chair			OUTBOUND	0915	1115		PALM BAY		MELBOURNE	2.7	.00
Ambulatory			OUTBOUND	0600	0800		PALM BAY		MELBOURNE	12.6	.00
Ambulatory			INBOUND	1400	0800		MELBOURNE		PALM BAY	12.6	.00
Wheel Chair			INBOUND	1200	1200		MELBOURNE		WEST MELBOURNE	1.3	.00
Wheel Chair			OUTBOUND	0900	1100		WEST MELBOURNE		MELBOURNE	1.3	.00
Wheel Chair			OUTBOUND	1130	1330		WEST COCOA		MERRITT ISLAND	6.1	.00
Wheel Chair			INBOUND	1630	0800		MERRITT ISLAND		WEST COCOA	6.1	.00
Ambulatory			OUTBOUND	0700	0900		PALM BAY		MELBOURNE	12.1	.00

Done Local Intranet 100%

Invoice Reconciliation

MassHealth Invoices - Windows Internet Explorer

http://tms-web1/itmsvp/Invoices/DMAProcessInvoiceForm.aspx

File Edit View Favorites Tools Help

MassHealth Invoices

Announcement | Help | Home | Logout

TMS Management Group, Inc.

Trips Rates Invoices Reports Activity Log

Welcome: Missy

Current Vendor: DIPL-DIPLOMAT CAB-AM Rows per page: 25

Process Invoice | [Finalize Invoice](#)

Date From : 06/01/2009 Date Up to : 06/15/2009 Get Trips

Due Back at TMS :07/07/2009 Invoice Trips Count: 1242  
Billing Period From : 06/01/2009 To : 06/15/2009  
Page 1 of 50

Browse for: [ ] Browse

Last Name  First Name  Agency  Vehicle Type  Mode  
[Type as Done/Working]

Day	Date	Last_Name	First_Name	Middle Initial	Shared Ride	Shared Group	Veh Type	PU Num	PU Street	City	Dest Num	Dest Street	City	Trip Number	Agency	TMS Comm
MON	06/01/2009			C	N	01_WAIT	Ambulatory			NORTH PORT	6950	OUTREACH WAY	NORTH PORT	T104	SARMED	
MON	06/01/2009			C	N		Ambulatory			NORTH PORT	1091	RILEY CHASE DR	NORTH PORT	T105	SARMED	
MON	06/01/2009				N		Ambulatory			BRADENTON	5881	RAND BLVD	SARASOTA	T110	FLMANMED	
MON	06/01/2009				N		Ambulatory			SARASOTA	2619	33RD AVE DR E	BRADENTON	T111	FLMANMED	
MON	06/01/2009				N		Ambulatory			BRADENTON	5600	BAYSHORE RD	PALMETTO	T121	FLMANMED	
MON	06/01/2009				N		Ambulatory			PAI MFTTO	5617	6TH ST CT F	BRADENTON	T122	FLMANMED	

Window

# Vendor Management

Distribution of Trip Assignment Screen

**Start Date** 11\30\2009   
 **End Date** 11\30\2009   
 **Vendor**    
 **Max 1Way Trips**    
 Search   
 Edit   
 Save   
 Cancel   
 Add Vendor   
 Inclusion/Exclusion List   
 Manage Weekly Task & LC System   
 LC-ErrReport   
 Report   
 Exit

Travel Date	Vendor	Trips Asgnd	Max 1Way Trips	Assigned Oper Log	Search Mode
30-NOV-2009	1STALERT	0	100	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	ABETTRTAXI	0	40	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	ACCURATE	6	30	1ST RUN @16:10: GOT - 6 ~ @16:41: HAD - 6 ~ & ASGND:0	
30-NOV-2009	ACE	201	170	1ST RUN @16:10: GOT - 171 ~ @16:41: HAD - 173 ~ & ASGND:0	
30-NOV-2009	ACRTA	0	-3	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	AKRONYELLO	72	500	1ST RUN @16:10: GOT - 54 ~ @16:41: HAD - 59 ~ & ASGND:0	
30-NOV-2009	ALLIED	370	1000	1ST RUN @16:10: GOT - 27 ~ @16:41: HAD - 339 ~ & ASGND:0	
30-NOV-2009	AMBTRANS	2	100	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	AMC	9	100	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 7 ~ & ASGND:0	
30-NOV-2009	AMERICANCB	129	120	1ST RUN @16:10: GOT - 121 ~ @16:41: HAD - 121 ~ & ASGND:0	
30-NOV-2009	ANTON	8	25	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 2 ~ & ASGND:0	
30-NOV-2009	APPLADAY	35	30	1ST RUN @16:10: GOT - 31 ~ @16:41: HAD - 29 ~ & ASGND:2	
30-NOV-2009	APPLELANE	4	100	1ST RUN @16:10: GOT - 4 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	ASAPTAXI	6	30	1ST RUN @16:10: GOT - 6 ~ @16:41: HAD - 6 ~ & ASGND:0	
30-NOV-2009	ASI	4	100	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	ATAXI	0	-3	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	AVALON	4	50	1ST RUN @16:10: GOT - 4 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	BAKERCCOA	6	50	1ST RUN @16:10: GOT - 4 ~ @16:41: HAD - 4 ~ & ASGND:0	
30-NOV-2009	BCC	0	0	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	BIGBEND	0	20	1ST RUN @16:10: GOT - 0 ~ @16:41: HAD - 0 ~ & ASGND:0	
30-NOV-2009	BLUBIRD	2	20	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 2 ~ & ASGND:0	
30-NOV-2009	BOOMERANG	5	30	1ST RUN @16:10: GOT - 2 ~ @16:41: HAD - 2 ~ & ASGND:0	
30-NOV-2009	BREVBUS	3	0	1ST RUN @16:10: GOT - 3 ~ @16:41: HAD - 3 ~ & ASGND:0	
30-NOV-2009	BREYELLOW	131	30	1ST RUN @16:10: GOT - 25 ~ @16:41: HAD - 130 ~ & ASGND:0	

# ITMS LowCost Assign Operator

Time	Mile	Instruction	For	Toward
Click this line to plan a route and get directions.				
Highway construction information is out of date. Click this line to update.				

Map showing Florida (Brevard, Osceola counties) and surrounding areas (Palm Shores, South Patrick, Satellite Beach, Indian Harbour Beach, Melbourne). Major roads (95, 509, 404, 511) and locations (Patrick Air Force Base, Atlantic Ocean, Indian Ocean) are visible.

For Date: (mm/dd/yyyy)

Counter:

Trip ID:

Automatic  
Assignment to  
Lowest Cost  
Provider

Assign Operators

Exit

ITMS Uses Microsoft Mappoint

## TMS Monthly Report

	Target	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08
<b>ABD Summary</b>									
Members		20,143	20,316	20,163	20,044	19,308	17,633		
Total Users		2,540	2,635	2,578	2,028	1,902	1,487		
Trips		18,971	20,642	20,486	14,656	11,407	8,218		
Percent Members Utilizing		12.6%	13.0%	12.8%	10.0%	9.9%	8.4%		
Trips / User		7.5	7.8	7.9	7.2	6.0	5.5		
Utilization Rate	76.5%	94.2%	101.6%	101.6%	73.0%	59.0%	46.6%		
<b>CFC Summary</b>									
Members		107,072	110,062	119,924	119,905	119,250	118,609		
Total Users		2,031	2,028	2,055	1,476	1,516	1,545		
Trips		8,946	9,102	9,673	6,312	6,337	5,948		
Percent Members Utilizing		1.9%	1.8%	1.7%	1.2%	1.3%	1.3%		
Trips / User		4.4	4.5	4.7	4.2	4.2	3.8		
Utilization Rate	7.0%	8.4%	8.3%	8.1%	5.2%	5.3%	5.0%		
Total Trips Overall		27,917	29,744	30,159	20,968	17,744	14,166		
<b>Utilization by Region</b>									
ABD - East Central	76.5%	83.8%	86.4%	88.9%	67.4%	57.0%	2605		
ABD - Northeast	76.5%	99.6%	115.8%	102.2%	79.0%	57.7%	3023		
ABD - Northwest	76.5%	117.7%	123.3%	130.8%	88.1%	89.0%	374		
ABD - Southwest	76.5%	62.1%	75.8%	80.9%	64.5%	59.6%	2216		
CFC - East Central	7.0%	7.0%	6.8%	6.6%	4.2%	3.8%	2374		
CFC - Northwest	7.0%	9.7%	10.0%	9.5%	6.3%	6.7%	3574		
							14166		
<b>Utilization by Type</b>									
Ambulatory (taxi, etc.)						16665	13188		
Ambulette-Wheelchair Van						1030	948		
Bus						49	30		
Gas Voucher									
County service providers									
Mileage reimbursement									
						<b>17744</b>	<b>14166</b>		

## TMS Monthly Report

	Target	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08
<b>Utilization by Distance</b>									
Less than 1 mile				1017	625	567	406		
1-3 miles				7971	5237	4585	3550		
3-6 miles				8775	6445	5469	4795		
6-10 miles				6677	4725	3775	2847		
10-20 miles				3789	2708	2192	1603		
20-30 miles				828	548	529	422		
30-50 miles				650	400	382	327		
50+ miles				452	280	245	216		
				30159	20968	17744	14166		

### Wait Time Statistics

Timeliness of Pickups by Percentage (Target-95% within 30 minutes of scheduled pickup time)

On time within 15 min	89%	88%	91%	93%	94%	94%
15-30 min late	93%	92%	95%	98%	98%	98%
30+ min late	7%	8%	5%	2%	2%	2%
Appointment missed	0%					

Pecent of Pick-ups within +/-30 Minutes of Scheduled Time

-Diversified	91%	93%	93%	94%	95%	95%
-Ryabak	95%	94%	96%	95%	95%	95%
-Ace	95%	90%	91%	86%	94%	
-Express Trans	94%	96%	96%	97%	98%	96%
-Physicians Ambulance	98%	99%	99%	98%	98%	99%

Return Trip Wait Times (Target-95% of pickup within 60 minutes of requested time)

Less than 30 minutes	60%	64%	69%	72%	80%	81%
30-60 minutes	40%	33%	28%	26%	18%	17%
Longer than 60 minutes	1%	3%	3%	2%	2%	2%

### Summary of Adverse Situations

Accidents	0	0	0	1	0	0
Member Injuries	0			0	0	0
Members Injured Other than Vehicle Accident	0			0	0	0

## TMS Monthly Report

	Target	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08
<b>Telephone Statistics</b>									
Total Calls Answered		23,192	18,290	18,214	13,062	11,153	10,138		
Percent of Calls Abandoned	Less than 5%	11.0%	4.1%	3.8%	2.2%	1.4%	1.2%		
	Less than 30								
Average Speed of Answer	seconds	:42	:34	:29	:17	:13	:12		
Percent of Blocked Calls	Less than 5%	NR			NR	NR	NR		
Number of Calls Referred Back to Health Plan By Reason									
-Eligibility Verification		123	54	33	24	26	27		
-Special Exemptions		22	42	21	16	35	38		
-Other (detail)		0			0	0	0		
Number of Complaints with Categorization by Type									
-Type-Valid		NR			See log	see log	see log		
-Type-Not Valid		NR			See log	see log	see log		
ABD Number of Requests for Transportation Denied By Member Category and By Reason									
Trip Limit		0	0	0	12	25	26		
Eligibility		58	62	35	41	44	47		
CFC Number of Requests for Transportation Denied By Member Category and By Reason									
Trip Limit		0	0	0	16	33	34		
Eligibility		27	13	31	26	70	76		

**Detail of members with abusive behavior, including member name, by reason**

Member Name	Phone Contact	Ride Behavior
John Sample Client	888-777-1111	Member used voger language to driver and fellow paasengers. A letter was sent warning against this behavior
Susan Sample Client	888-666-2222	Client tried to jump out of vehicle at intersection.

## Members with 30 Mile Trips

corp_name	region	grup	reaslook	tripmiles	cntr
		ABD	NEUROLOGY	33.8	4
		ABD	MRI	63.2	2
		ABD	GI TUBE REPLACEMENT	37.2	2
		CFC	MEDICAL	61.3	2
		CFC	ENT	31.2	2
		CFC	DERMATOLOGY	77.1	2
		CFC	BLOOD WORK	98.2	2
		CFC	CHECK UP	97.8	1
		CFC	CHECK UP	98.2	1
		CFC	GASTRO	85.7	2
		CFC	POST OP	106.7	2
		CFC	ADMIT	64.1	1
		CFC	DISCHARGE	64.7	1
		CFC	MEDICAL	64.1	1
		CFC	MEDICAL	64.7	1
		CFC	FOLLOW UP - ENT	83.8	1
		CFC	NEUROLOGY	83.8	1
		ABD	DENTAL EXAM	32.4	2
		CFC	DENTAL EXTRACTION	84.6	1
		CFC	DENTAL EXTRACTION	84.7	1
		ABD	CHECK UP - ARTHRITIS	33.8	2
		ABD	TB SHOT	33.8	2
		CFC	CHECK UP - LUPUS	32.9	2
		ABD	CHECK UP - DIABETES	74	2
		ABD	MEDICAL	48.7	2
		CFC	ONCOLOGY	98	1
		CFC	ONCOLOGY	98.1	1
		ABD	EYE INJURY	40.5	2
		ABD	TEST	39.8	4
		ABD	TEST	42.7	2
		ABD	THYROID CHECK	42.7	4
		CFC	COUNSELING	62.3	2
		ABD	NEW PATIENT CONSULT	32.2	2
		CFC	NEUROLOGY	66.6	2
		ABD	BIOPSY	70.2	2
		CFC	PHYSICAL	41.8	2
		CFC	SURGERY	58	2
		CFC	TEST	70	2
		CFC	CONSULT-SURGICAL	78.4	2
		CFC	FOLLOW UP - ENT	78.4	2
		CFC	MIGRAINES	50.3	2
		ABD	EVALUATION	63.6	2

**Members with 5 or More Trips**

corp_name	region	grup	reaslook	des_name	des_sno	des_snm	des_city	cntr
	NE	ABD	MAMMOGRAM	METRO HEALTH	2500	METRO HEALTH DR	CLEVELAND	6
	NE	ABD	PAIN - BACK	BHALLA, DR	15000	MADISON AVE	LAKEWOOD	6
	SW	ABD	CHECK UP	PRACTICE CENTER	4411	MONTGOMERY RD	CINCINNATI	5
	SW	ABD	MRI	UNIVERSITY HOSPITAL	234	GOODMAN ST.	CINCINNATI	5
	EC	ABD	COUNSELING	COUN CENTER OF WAYNES AND	2285	BENDEN DR	WOOSTER	8
	EC	ABD	NEUROLOGY	MERCY PROFESSIONAL CARE CC	1330	MERCY DR. NW STE. 510	CANTON	8
	EC	ABD	NEUROLOGY	MERCY PROFESSIONAL CARE CC	1330	MERCY DRIVE NW	CANTON	8
	EC	ABD	PHYSICAL THERAPY	HEALTH POINT	3272	FRIENDSVILLE RD	WOOSTER	8
	NE	ABD	EXAM - EYE	BOWELL BUILDING	11100	EUCLID AVE	CLEVELAND	6
	NE	ABD	FOLLOW-UP	UNIVERSITY HOSPITALS MEDICAL	5	SEVERANCE CIRCLE #514	CLEVELAND HEIGHTS	6
	NE	ABD	INJECTION - BACK	UNIVERSITY SUBURBAN HEALTH	1611	SOUTH GREEN RD	SOUTH EUCLID	6
	SW	ABD	BLOOD WORK	EYE CARE ASSOCIATES OF GRE	7593	TYLERS PLACE BLVD.	WEST CHESTER	5
	SW	ABD	X- RAYS	MERCY HEALTH CLINIC	6770	CINCINNATI DAYTON RD. S1	MIDDLETOWN	5
	NW	CFC	DENTAL EXAM	SMALL SMILES DENTAL CLINIC	1520	BROADWAY AVE	TOLEDO	8
	NW	CFC	DENTAL EXAM	SMALL SMILES OF TOLEDO LLC	1520	BROADWAY STREET	TOLEDO	8
	NW	CFC	TEST	LUCAS COUNTY CHILD SUPPORT	701	ADAMS ST	TOLEDO	8
	NW	CFC	WIC	FAMILY CARE CENTER MEDICAL C	2213	FRANKLIN AVE	TOLEDO	8
	SW	ABD	DENTAL EXAM	FAMILY DENTAL CARE ASSOCIAT	4595	EASTGATE BLVD	CINCINNATI	6
	SW	ABD	MEDICAL	CVS	17	WILLIAM HOWARD TAFT RD	CINCINNATI	6
	SW	ABD	SLEEP APNEA	SLEEP MANAGEMENT	4421	EASTGATE BLVD	CINCINNATI	6
	EC	ABD	CHECK UP	ALLENSIDE FAMILY PRACTICE	2417	MANCHESTER RD.	AKRON	13
	EC	ABD	COUNSELING	PORTAGE PATH MENTAL HEALTH	340	S BROADWAY ST	AKRON	13
	EC	ABD	MEDICAL	PORTAGE PATH MENTAL HEALTH	340	S BROADWAY ST	AKRON	13
	EC	ABD	MENTAL HEALTH	PORTAGE PATH MENTAL HEALTH	340	S BROADWAY ST	AKRON	13
	NE	ABD	BLOOD WORK	MEDCARE	6975	W 130TH ST	PARMA HEIGHTS	8
	NE	ABD	MEDICAL	MEDCARE	6975	W 130TH ST	PARMA HEIGHTS	8
	NE	ABD	PSYCHIATRIST	MENTEL HEALTH SERVICE	1744	PAYNE AVE	CLEVELAND	8
	SW	ABD	COUNSELING	DR DEFILVA	999	LILA AVE	MILFORD	12
	SW	ABD	FOLLOW UP - ON BODY	GREATER CINTI CARDIOVASCULA	1100	HARRISON AVE.	HARRISON	12
	SW	ABD	PSYCHIATRIST	DR DEFILVA	999	LILA AVE	MILFORD	12
	SW	ABD	RASH - SKIN	HEALTHY FAMILY PRACTICE CEN	8146	HAMILTON AVE	CINCINNATI	12
	SW	ABD	SICK CALL	URGENT CARE CENTER	5920	COLERAIN AVE	CINCINNATI	12
	SW	ABD	URGENT CARE	CENTER FOR FOOT CARE	7344	HAMILTON AVE	CINCINNATI	12
	NW	CFC	CHECK UP	COMMUNITY HEALTH NORTH	1500	N SUPERIOR	TOLEDO	6
	NW	CFC	EXAM - EYE	DR R A CHERRY INC	4895	MONROE ST.	TOLEDO	6
	NW	CFC	MEDICAL	ARROWHEAD PLASTIC SURGEON	1360	ARROWHEAD RD	MAUMEE	6
	NW	CFC	CHECK UP-	ST VINCENT ENT CLINIC	2213	CHERRY STREET SUITE 200	TOLEDO	6
	NW	CFC	EXAM - EYE	DR R A CHERRY INC	4895	MONROE ST.	TOLEDO	6
	NW	CFC	UROLOGY	ROMIUS INSTITUTE OF NORTHWE	2000	REGENCY COURT SUITE 200	TOLEDO	6
	EC	CFC	BLOOD WORK	AKRON CITY HOSPITAL	55	ARCH ST	AKRON	8
	EC	CFC	BONE SCAN	AKRON CITY HOSPITAL	525	E MARKET ST	AKRON	8
	EC	CFC	FOLLOW UP - MEDICATION	DR CALVIN BROWN	1655	WEST MARKET ST STE L	AKRON	8
	EC	CFC	INJECTION	AKRON CITY HOSPITAL	525	E MARKET ST	AKRON	8

Member Complaint Detail							
Trip Date	Name	MMIS #	Time of Call	Time of Appt	Provider	Issue	Resolution
7/8/2008			8:58	9:00	Diversified	Provider late for p/u	Resched for another day w/MedXpress
7/9/2008			12:32	1:00	Community C	Switched to RainTree	
7/9/2008			2:29	1:00	JMK	Driver had significant other w/him, went through McDonald's drive thru - client late for appt.	
7/9/2008			2:59	2:45	Canton	By time client got to door driver gone. Sent 2nd cab but too late for appt	Client resched for another day
7/11/2008			3:32	3:30	JMK	Provider late for p/u	Client resched for another day
7/13/2008				2:45	Akron Yellow	Akron Yellow never p/u	Client had friend take to appt
7/15/2008			11:03	11:15	Diversified	Provider late for p/u	Resched for another day
7/16/2008			12:23	1:30	DTS	Switched to MedXpress	
7/16/2008						Client's mother gave wrong p/u info	
7/16/2008						Client's mother gave wrong p/u info	
7/21/2008			3:10	3:00	Diversified	Diversified late	Switched to Emerald Trans
7/21/2008			5:55	3:30	Diversified	Provider late for p/u	Waited two hrs for p/u switched to Express
7/22/2008			1:00	3:30	Diversified	Client wanted to change appt time	Diversified will be too late
7/23/2008			2:57	2:20	Diversified	Diversified late	Client resched for another day
7/23/2008			9:28	9:20	Rybak	Provider late for p/u	Client resched for another day
7/24/2008						Client called to check on ride, nothing set in computer for 24th or 25th. Listened to call and client's mother gave wrong info. Will verify all info from now on	
7/24/2008			2:30	2:30	Medport	Driver there from 1:33 to 1:44	Client resched for another day
7/25/2008					JMK	JMK said client was yelling & cursed driver, waited 10 mins then left	



## Summary of Key Complaints and Related Action Plans

Date Identified	Reported Issue	TMS Action Plan
10/2/2007	Cab arrives at wrong entrance	Notified Cab company of proper pick up entrance

## Provider Listing

Name	Type	Ohio Medicaid Provider Number
------	------	----------------------------------

**Any problems, concerns, or potential compliance issues**

Month	Problem, Concern, or Potential Compliance Issue	Resolution
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**TMS Management Group, Inc.**

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**Iowa Medicaid Statewide Non-Emergency  
Medical Transportation Brokerage  
Quality Assurance Plan**

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**Prepared By:**  
[Document Owner(s), Organization Role]

Version # [0.0] Updated on [0/0/0000 0:00 a.m.]

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Effective [mm/dd/yyyy]

## DOCUMENT ACCEPTANCE and RELEASE NOTICE

This is [release/version] [0.0] of the Plan.

The Plan is a managed document. For identification of amendments, each page contains a release number and a page number. Changes will be issued only as a complete replacement document. Recipients should remove superseded versions from circulation. This document is authorized for release after all signatures have been obtained.

Please submit all requests for changes to the owner/author of this document.

PREPARED: \_\_\_\_\_ DATE: \_\_\_/\_\_\_/\_\_\_  
(for acceptance) (David McDonald, TMS Management Group, Inc.)

ACCEPTED: \_\_\_\_\_ DATE: \_\_\_/\_\_\_/\_\_\_  
(for release) (Contract Manager, Department)

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## 1 OVERVIEW

TMS aggressively solicits feedback on transportation performance from both participants and providers to improve outcomes for all stakeholders. TMS utilizes a Comment, Suggestion, and Complaint procedure to document participant feedback on all subjects. TMS also continuously tests and monitors our operational systems and transportation providers to improve the quality of NEMT services for the end user.

### 1.1 Background

TMS actively seeks beneficiary and provider feedback to improve the quality of NEMT systems and operations.

## 2 OBJECTIVES

The objective of TMS's Quality Assurance Plan is to test and monitor all internal and external systems to improve the quality of NEMT services for Iowa Medicaid beneficiaries as well as to incorporate feedback from Iowa stakeholders as TMS adapts its systems to the Iowa market.

### 2.1 Objective A: Comment/Suggestion/Complaint Procedure

It is the intent of TMS to implement and maintain an active procedure that encourages public input on the operation of the program, including both the operation of the call center and the transportation services provided. That input shall not be limited to persons who use the service, but shall include all persons and organizations that may have a comment, suggestion, or complaint. In order to encourage and promote maximum public input, the following policies and procedures are proposed to assure that an action oriented, pro-active process is in effect.

1. Options: All input is documented on a Comment/Suggestion/Complaint ("CSC") form. TMS has developed both computerized and hard copy formats for this CSC form and are available for this purpose. Patrons shall be given the option of either mailing a completed CSC form to us, or by telephoning the call center, and having a staff member complete a CSC form on their behalf. If other similar correspondence is received, it shall be transferred to a form by staff with the letter attached.
2. Receipt: Upon receipt of a completed CSC form, the TMS project manager or designee shall stamp the date and time of receipt in the spaces provided on the form.
3. Comment, Suggestion, or Complaint Classes and Categories. The suggested classes into which the comment, suggestion, or complaint are placed are rider, agency/organizational sponsor, non-rider, and government official. Within each of these classifications comments, suggestions and complaints are placed into categories as follow:
  - Comments - Remarks which are not suggestions or complaints but merely customer expressions indicative of degrees of satisfaction/dissatisfaction or similar. Project staff hearing such comments shall be pro-active and encourage persons making those remarks to submit the comment for official review.
    - driver (e.g. compliments or indications of rudeness on occasion, etc.);
    - vehicle (e.g. comfortable/uncomfortable, nice, etc.);
    - company (e.g. compliments or short comings, drivers should have uniforms, etc.);
    - call center staff (e.g. compliments or shortcomings, etc.);

- call center (e.g. compliments or shortcomings, etc.);
  - service operations (e.g. compliments or shortcomings, etc.); and
  - fares (e.g. compliments or shortcomings, equitable, etc.).
- Suggestions – These are input remarks, which are prefaced with comments such as “I think you should consider....., why don’t you....., have you ever thought about....., the company should think about.....” etc. Staff hearing such suggestions shall be pro-active and encourage persons making those remarks to submit the suggestion for review.
    - drivers (e.g. you should consider getting training in working with aid dogs, you should learn how to assist persons with mobility problems, etc.);
    - vehicles (e.g. why don’t you use smaller/larger vehicles, why don’t you have someone make sure the seat belts are ready each morning, etc.);
    - company (e.g. why don’t you hire more reservationists to shorten scheduling time, etc.);
    - call center staff (e.g. have you thought about getting more phone lines, etc.);
    - call center (e.g., you should consider maintaining longer hours, etc.);
    - service operations (e.g. have you thought about shortening the pickup window, etc.); and
    - fares (e.g. why don’t you offer discount passes or tickets, etc.).
  - Complaints – This is input which is not simply general comments or suggestions, but is more occurrence specific (a grievance, grief, or expression of a specific dissatisfaction). Staff hearing such complaints shall be pro-active and encourage persons making those complaints to submit detailed information for formal review.
    - drivers (e.g. late, indirect route path, charges incorrect fare, does not put down auxiliary step, etc.);
    - vehicles (e.g. too hot or cold, can’t get in, wheelchair lift did not work, etc.);
    - company (e.g. company does not change actions which caused complaints, does not pick up within the pickup window, always late, etc.);
    - call center staff (e.g. discourteous, rude, do not know policies, etc.);
    - call center (e.g. takes too long to schedule a ride, does not follow up on complaints, rude personnel, etc.);
    - service operations (e.g. never knows what vehicle to watch for, inconsistency between company policies and service quality, etc.); and
    - fares (e.g. too high, no pass program, etc.).
4. Comment/Suggestion Response: A personalized “thank you” letter is sent to all persons who submit a comment or suggestion, with an assurance that the comment or suggestion will be considered. The project manager ensures that all comments and suggestions are reviewed for possible implementation and retained within the system’s files for a period of five years. As a part of the monthly quality assurance reporting process, the number of comments and suggestions by classification and category shall be provided. Copies of all comments and suggestions along with the project manager’s response shall be provided upon request and be subject to spot checks during regular business hours of the company.
  5. Comment Suggestion Review: Comments and suggestions are reviewed at least once per quarter by the project manager and a policy review committee for recommending appropriate changes in services. In the event that a comment or suggestion is implemented, a follow up letter to the person who made the suggestion is sent prior to or at the time of implementation.

## 2.2 Objective B: TMS Mobility Manager Encounter Data Collection

More important than the CSC procedure, TMS Mobility Manager has been structured to collect timeliness and length of time in vehicle information for literally every trip that an Iowa Medicaid beneficiary will take. The screenshot below illustrates that for each trip, each transportation provider must record the actual pick up and drop off time for each one-way trip. If the provider fails to record this information, the trip will not be electronically forwarded to the invoicing system within TMS Mobility Manager for payment. Therefore, all of the actual pick up and drop off times for every trip for every Medicaid beneficiary will be recorded for tabulation.

Trips for 12/02/2009 (Wednesday) : Trip Count:171 Page 1 of 7

[Trips](#) | [Trips Cancelled](#) | [Trips Completion Status](#) | [Standing Orders](#)

Browse for:

Trip Status	Counseled	Vehicle Type	Name	Phone	Trip Direction	P.U. Time	Actual P.U. Time	Actual D.O. Time	Appt Time	P.U. Address/Entrance
Confirmed	<input type="checkbox"/>	Ambulatory	ALLEN, LAVERTE	9043559731	OUTBOUND	0615			0815	1627, E 8TH ST
Confirmed	<input type="checkbox"/>	Ambulatory	ALLEN, LAVERTE	9043559731	INBOUND	1200				590, S ELLIS RD
Confirmed	<input type="checkbox"/>	Ambulatory	ALSTON, YOLANDER	9048546660	OUTBOUND	0700			0900	431, CHESTNUT DR
Confirmed	<input type="checkbox"/>	Ambulatory	ALSTON, YOLANDER	9048546660	INBOUND	1330			0000	2049, PEARL STREET
Confirmed	<input type="checkbox"/>	Wheel Chair	BAILEY, LINDA E	9048536325	OUTBOUND	0800			1000	1088, CORNELL LN 9-97
Confirmed	<input type="checkbox"/>	Wheel Chair	BAILEY, LINDA E	9048536325	INBOUND	1100			0000	11761, BEACH BLVD #8
Confirmed	<input type="checkbox"/>	Ambulatory	BALLARD III, WILLIE	9043432649	OUTBOUND	1000			1200	2203, ART MUSEUM DR 224
Confirmed	<input type="checkbox"/>	Ambulatory	BALLARD III, WILLIE	9043432649	INBOUND	1400			0000	800, PRUDENTIAL DRIVE
Confirmed	<input type="checkbox"/>	Ambulatory	BENNETT, VANITA	9046744422	OUTBOUND	0745			0945	917, HURON ST
Confirmed	<input type="checkbox"/>	Ambulatory	BENNETT, VANITA	9046744422	INBOUND	1030			0000	555, W 11TH ST
Confirmed	<input type="checkbox"/>	Ambulatory	BERRY, ROBERT M	9045738235	OUTBOUND	0630			0830	6950, HUNTINGTON WOODS CI

TMS Mobility Manager's automatic filters have been preset to send alerts to TMS Senior Routing Specialist Michael Collins in the event that a provider's entered times result in a higher than average number of late arrivals and/or unusually long vehicle road times. Automatic messages are routed to Mr. Collins's work station, and the transportation provider's trips are reviewed for performance. The transportation provider is automatically placed on a performance watchlist for preview by Mr. Collins and the Iowa Account Manager. If further poor performance occurs, the TMS Quality Assurance Specialist must counsel the transportation provider regarding the problem and potentially place the provider on probationary status.

TMS Mobility Manager also provides the transportation provider with the opportunity to deliver valuable feedback regarding trips, beneficiaries, and TMS systems. Within TMS Mobility Manager, there is a notes and comments field into which the transportation providers may enter constructive feedback at any time, 24 hours a day, 7 days a week. This feedback and commentary is instantly reviewable by all TMS and Department staff that will have access to TMS Mobility Manager.

Finally, TMS conducts and performs weekly satisfaction surveys, a copy of which has been attached as an Exhibit. TMS Call Center Technicians call Iowa Medicaid beneficiaries that have used transportation services within the prior month to inquire as to the quality of the experience. The survey documents the Iowa beneficiaries' feedback regarding courtesy and timeliness of both TMS staff and the transportation provider.

### **2.3 Objective C: Evaluation of Quality Assurance Data**

All CSC form results and satisfaction survey results will be tabulated for Department's review on a quarterly basis including all feedback posted in TMS Mobility Manager. This feedback from participants and providers will be stratified for Department by category and using the numeric values appearing in TMS's survey.

The Quarterly Satisfaction Report will be divided into three sections: one for feedback from Medicaid beneficiaries a second section for feedback from providers, and a final section containing the tabulations from TMS Mobility Manager. The Medicaid beneficiary section will contain numerically averaged figures for customer satisfaction as recorded through TMS's beneficiary surveys. The beneficiary section will also feature the results of TMS's CSC procedures formatted according to the preferences of Department for convenience and ease of reading.

The second section will contain satisfaction and feedback reports from the providers. As documented in the feedback fields within TMS Mobility Manager, provider's reports on timeliness and travel times will be included in this material. The final section of the Quarterly Satisfaction Report will contain the tabulations from TMS Mobility Manager regarding provider timeliness and average travel times in each vehicle. The data in this section will be organized by transportation provider so that TMS and Department may numerically evaluate each provider's performance against a standard deviation from the mean. TMS and Department can then jointly evaluate the appropriate service decisions that need to be made for each transportation provider based on actual trip outcome data.

The Iowa Account Manager will make a scheduled appointment with Department to review the Quarterly Satisfaction Report to discuss any opportunities for improvement with TMS systems or providers. The Iowa Account Manager will also review the Quarterly Satisfaction Report with the Department, and TMS will observe any directives to TMS based on said report.

### **2.4 Objective D: Internal Quality Monitoring Program**

The following internal monitoring procedures are observed throughout all active TMS systems:

- 1) Routine time tests relative to the length of time it takes a Call Center Technician to
  - a. book a new Medicaid beneficiary, and
  - b. schedule a random trip for an existing system user;
- 2) Routine time tests relative to:
  - a. Average Call Hold Time
  - b. Average and Maximum Time Spent in Queue between Initial Automated Voice Pick Up and Interaction with Call Center Staff
  - c. Average and Maximum Talk Time
  - d. Average and Maximum Times that Calls Are Placed on Hold
  - e. Daily Percentage of Abandoned Calls
- 3) Tracking the number and nature of comments, suggestions, and complaints that are directed at the call center.
- 4) TMS Call Center Technician telephone call playback to monitor customer service etiquette. 100% of beneficiary calls to TMS Call Center are recorded, and a minimum of 5 calls per week for each TMS Call Center Technician must be listened to by a supervisor and evaluated for telephone etiquette.
- 5) TMS Mobility Manager has redundant servers that perform systems back-ups and internal checks once every 15 minutes.
- 6) TMS Recheck Operators and Routing Specialists randomly check trip information for typos and incorrect information prior to the trip information becoming available for download over our secure website.

A report to Department will be issued and will provide the following:

- average time required to schedule a random trip for the month and year to date;
- average number of rings that occur before the telephone is answered for the month and year to date;
- average length of customer hold time for the month and year to date; and
- number of complaints received for the month (by category) and comparison to prior months.

## **2.5 Objective E: Customer Satisfaction Checks**

TMS recognizes the importance of a quality assurance plan that contains an irrefutable method to affirm or negate the objectivity of the project staff. This final element of TMS's Quality Assurance Program provides this cross-reference.

TMS offers the option of employing the services of an unrelated market research firm or firms to conduct and compile the results of between 30 and 40 monthly passenger satisfaction surveys (an average of 35 per month over each 12-month period). It is noted that the survey is designed to consume a maximum of 10 minutes per survey (once a willing respondent has been located), and a total of 8 hours per month has been budgeted for survey completion and compilation.

To draw the sample, TMS provides the selected research firm with a list of all rider names and telephone numbers during the prior month. This list is provided by each service operator. Ideally, the number of surveys compiled will be stratified according to the percent of total trips each service operator delivers. This may need to be refined if too few surveys are being completed for one or more provider. The market research firm will be requested to draw the sample, execute the survey, tabulate the results, and provide a copy of the results to both the project manager and Department.

## 2.6 Objective F: External Quality Assurance Program

Ensuring that the actual service delivery is of the highest possible quality will be the focus of this part of the external monitoring program. The monitoring incorporates spot checks of provider records. Additional elements include documented observations for each provider in each of the following areas:

- (1) *direct observation* through trailing vehicle activity (observation of driving skills, use of turn signals, obeying traffic laws, on-time performance, etc.);
- (2) *direct observation* of drivers boarding and unloading passengers (providing assistance when needed, etc.); and
- (3) *direct observation* of vehicle cleanliness and visual appearance.
- (4) Mystery-rider program whereby volunteer riders are transported by an unknowing transportation provider. The direct observation checks include another program, the company's "Mystery Rider" project where paying riders take the vehicle on what appears to be a "normal" trip. These observers are not typical employees of the company (some are), but instead are trained and paid to perform as secret shoppers. These shoppers go beyond looking for "good service" and look for ways that the service can be even better.

For each observation, the observer completes an "Operations Observation Form." The form provides the date, time, and location of the observance, the vehicle number (if applicable) or license tag number, the name of the company, and the purpose of the observation (note that each observation may cover multiple elements). The report provides detailed specifics of any observations which are not consistent with the highest quality control standards, or which create an unsafe environment for passengers, and/or non-riders, and/or property, and/or public relations.

As a part of the External Quality Monitoring Plan, TMS conducts on site inspections of all transportation providers which are extremely thorough and cover all aspects of transportation provider performance and compliance. Transportation provider documentation and performance measures are assessed during each on-site audit. Please see the Provider Oversight Checklist in the TMS Quality Assurance Plan which is completed a minimum of twice per year for each transportation provider in TMS's current network.

## 2.7 Objective G: Utilization of Quality Assurance Data to Improve Systems

The entire purpose of collecting quality assurance data is to ensure that a continuous and diligent effort is made to improve services for the end user on the ground in Iowa. All data relating to call hold times, call talk times, and playback of telephone calls are meant to locate TMS telephone operators that are not promptly or courteously performing according to proper procedure. Based on historical data, TMS can confidently project the number of Call Center Technicians that it will take to handle a given call load, and TMS routinely overstaffs our call center, particularly during the first phases of a project, to ensure call hold times are minimized.

Therefore, based on past experience, TMS knows that any shortcomings in telephone service are almost always human rather than technical error. As a result, TMS reviews the telephone performance of all employees on a continuous basis. While counseling and educational measures are taken to try to train employees to perform within the necessary specifications, these measures are not always successful. Their quality assurance information is a helpful guide

in employee evaluations and decisions regarding the continuance of employment for staff members. In the calendar year of 2009, TMS has dismissed 8 Call Center Technicians for substandard telephone etiquette and performance. TMS makes our expectation regarding telephone courtesy clear prior to hiring, and individuals that cannot comport with this expectation will not be permitted to compromise quality standards.

Quality assurance information also quickly alerts TMS and Department to problems in the performance of a transportation provider. The collection of actual pick up and drop off times for each transport allows TMS to quickly hone in on problematic transportation providers, and even problems with specific drivers. The TMS Quality Assurance Team can identify and remediate problematic trends before they result in a wave of complaints that reaches Department staff. As a provider-friendly brokerage company, TMS makes every effort to counsel and work with transportation companies exhibiting substandard performance. TMS transportation professionals have years of experience in driver education and vehicle route planning. TMS has enjoyed substantial success in building lasting relationships with transportation vendors to assist in improving performance.

TMS also takes quality assurance data into consideration in crafting our own systems. Undoubtedly, there will be issues germane to excellent service in Iowa that TMS, or any company for that matter, has not encountered in any other location. Beneficiaries and providers will be the first individuals to alert TMS to these issues, and TMS and Department interpretations of quality assurance data will be helpful in crafting the best adaptation to the situation.



February 5, 2010

RE: TMS Management Group, Inc.

To Whom It May Concern:

TMS Management Group, Inc. has had a relationship with Comerica Bank for more than a year. They are a highly regarded client of our bank utilizing a variety of services including lending products, deposit products, and treasury management products.

TMS has maintained all their accounts and services with Comerica in an outstanding manner, and their professional team has demonstrated efficient management of all accounts at all times.

Please feel free to contact me with any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony Nigro", written over a large, light-colored circular mark.

Anthony Nigro  
SVP Private Banking  
2202 N. Westshore Blvd  
Suite 200  
Tampa, FL 33607