

1. A copy of your existing contract as a current provider if it's not a confidential document.

Verida, formerly Southeastrans, has enjoyed the privilege of working in the District for the last 11 years, partnering with Health Services for Children with Special Needs, Inc. (HSCSN). A Medicaid health plan, HSCSN coordinates physical, mental, behavioral, developmental, and care services for special needs children and young adults for over 5,000 individuals up to age 25. Our contract with HSCSN is a proprietary document, therefore we are not at liberty to provide it.

HSCSN first contracted with us in 2011 to manage the plan's Medicaid NEMT program. They were specifically interested in improving service quality and increasing transportation provider compliance and oversight, among other initiatives. Of foremost importance, however, was the need for consistency and reliability in the on-going care of their special beneficiary population. Verida has been able to continually meet those needs, through a dedicated management team and contracted transportation provider network, and we are now working under our second contract with HSCSN.

In total, Verida currently operates under 15 NEMT contracts, with 11 clients in seven states and the District of Columbia. Through these contracts, we manage more than 5 million trips for more than 3 million people. This experience has familiarized us with various state and MCO Medicaid and Medicare programs, how to build a reliable transportation provider network, and how to accommodate different NEMT requirements and regulations. It has also given us valuable experience managing unique transportation challenges such as those related to traffic (e.g., navigating road construction, minimizing time in bumper-to-bumper rush hours), extreme weather conditions, and diverse populations.

2. Please provide me with your pricing schedule and cost of vehicles.

Verida will require a program scope and membership data to developing a cost proposal.

3. How does your dispatch and scheduling work? Are the dispatchers and schedulers located in DC or elsewhere?

Our patented, HIPAA compliant digital platform, Net InSight™, has been designed to bring all components of NEMT services together in a seamless way. Net InSight automatically assigns a transportation provider using a dispatch automation process. This process streamlines the interaction between Verida and transportation providers, minimizes the need for faxing or telephone calls, and reduces administrative burden. Because our platform uses algorithms to assign trips to the most economical and efficient transportation provider for a beneficiary's needs, it reduces the per trip costs. For instance, the platform can rotate, schedule, and assign transportation requests in a fair, equitable and cost-effective manner among transportation providers that are eligible for the trip.

Net InSight takes into consideration the transportation providers' vehicle fleet, geographic service areas, days and hours of service availability and their rates. Further, Net InSight screens allow our personnel to sort individual trip legs based on various criteria such as pick-up time, mobility type, zip code, city, and county to allow efficient dispatching and routing of trips. This significantly reduces the need for trip re-routes, reduces late and missed trips, and enables on-time performance. Capacity can be adjusted within Net InSight whenever transportation providers add or eliminate vehicles from their fleet.

Our platform offers a simple dashboard for dispatchers to manage incoming ride requests. Our transportation providers have complete control over whether to "Accept" or "Reject" a ride from their pending queue. This functionality enables our transportation routers to quickly know where there are

gaps and to proactively find alternative transports. The entire process is automated and streamlined to reduce the time between scheduling and assignment.

Capabilities

Our scheduling and trip assignment software offers the following capabilities:

- a. Within the Net InSight database, we maintain a copy of the Transportation Provider Service Agreement (TPSA) we have with each of our contracted transportation providers. The TPSA stipulates reimbursement and other information needed to determine trip assignments.
- b. Net InSight stores facility locations and uses Google maps to verify addresses and calculate trip distances. The platform applies systemic ranking logic that accounts for each transportation provider's contracted rates. When the customer service representative (CSR), beneficiary (via the app or portal), or a facility via the facility portal, selects an appointment type and destination, the platform validates whether each choice is authorized and available for the beneficiary.
- c. Net InSight accommodates standing order subscription trip and random trip reservation capability, in addition to urgent/same day reservations. Information captured during the scheduling process is stored in our platform for easy retrieval and future reference. Our platform stores all information gathered during the reservation process and meets all requirements defined by the client for single and standing order reservations, urgent trips, and distance calculations.
 - **Standing Order Subscription Trips:** Beneficiaries with advanced medical needs, such as those undergoing dialysis or cancer treatment, sometimes require round-trip transportation multiple times a week. To address the needs of these beneficiaries, we allow facilities to make "standing order" trip requests over the phone, fax, or through the Facility portal. Perpetual standing order requests, such as those for dialysis, remain in the system with no end date, and are recertified quarterly, or as needed.
 - **Random Trip Reservation:** Beneficiaries, medical providers, and caregivers can make random reservations through Verida's toll-free line, the beneficiary or facility web portal, the mobile app., or fax. Based on program requirements, we will require that beneficiaries or their representative book reservations for random NEMT trips at least three business days before the medical appointment is to take place.
 - **Urgent Trip Requests:** When a beneficiary requests same-day or next-day service for methadone clinic services; hospital discharges; or urgent medically necessary appointments, we will waive our advance notice requirements. We will still perform and document a pre-trip verification review. Once the trip is approved and assigned, the beneficiary or facility will be notified.
- d. During the gatekeeping process, our CSRs are guided by our Net InSight platform to determine if public transportation or other fixed route services are available to the beneficiary. The screening process takes into consideration the beneficiary's needs, level of mobility, treatment type, and location of their medical provider. Once we enter the trip pick-up and drop-off addresses, the system will automatically determine a beneficiary's exact distance from pick-up and drop-off points, enabling Verida to employ all options (walking, public transit or other fixed route services) to the fullest extent. Beneficiaries that are assigned public transportation/fix route services will receive tickets or a monthly pass, dependent upon the number of trips and anticipated cost.

- e. Our network development team will not only identify commercial providers, private providers (e.g., taxis), and public transportation agencies, they will also identify federally funded/volunteer agencies (e.g., human service agencies [5311 and 5310]) for our transportation provider network. Net InSight will serve as a repository for information on these resources. When we identify a beneficiary who qualifies, we will follow a District-approved process for using such services.
- f. Through Net InSight, we access the Beneficiary Profile Module (**Figure 1**) for each NEMT request. The data captured includes, but is not limited to, beneficiary specific information such as eligibility, special needs, contact information, and address history. Once the beneficiary data is in the system, the CSR can quickly retrieve their information based on a variety of search criteria such as Medicaid ID, beneficiary’s name, date of birth, or address. The database will preferably be maintained through data imports from the District; information from the District’s Eligibility Verification System (EVS); by front-end users, such as CSRs; and data received through our online tools from facility representatives or beneficiaries.

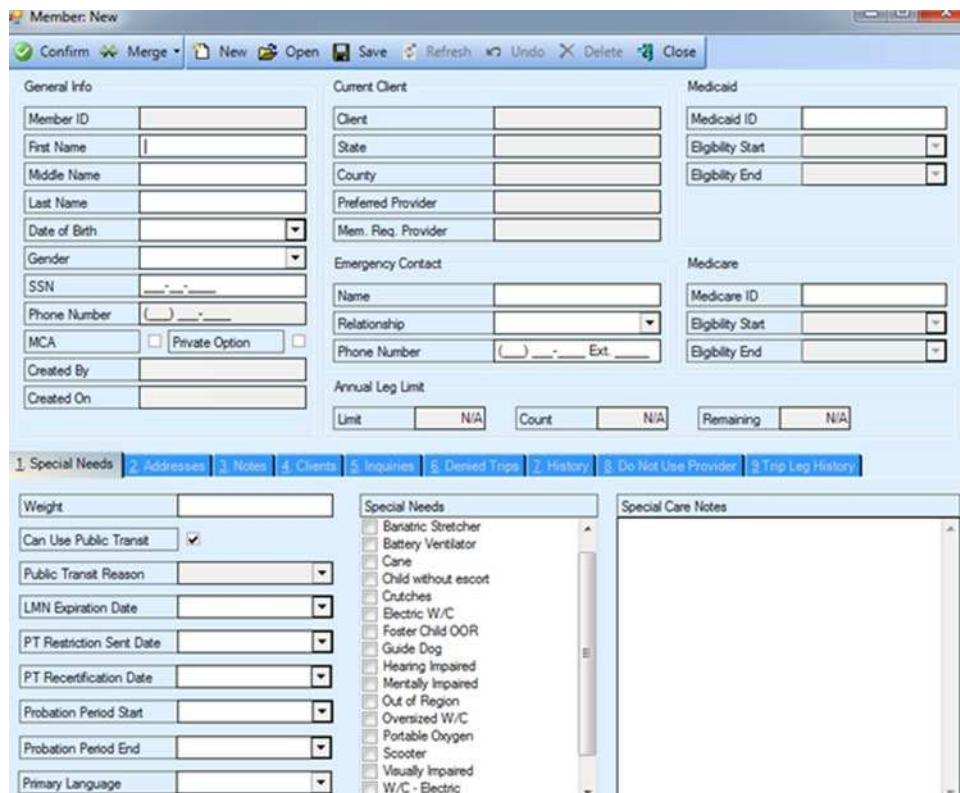


Figure 1: Net InSight Beneficiary Profile Module.

Proprietary and Confidential

Location of Dispatch and Scheduling Staff

Call Center and dispatch personnel will be located in Verida’s national headquarters in Villa Rica, Georgia. This ultramodern call center facility will be staffed with skilled agents and dispatchers trained specifically to manage trip scheduling and dispatching services for the District’s Medicaid beneficiaries.

4. When you service your customers do you have a means of evaluating your customer service?

Yes. Verida uses various methodologies to evaluate our customer service, including the services beneficiaries receive from transportation providers and their drivers, and our call center agents.

Trip Monitoring

Verida monitors trips to verify beneficiaries are transported to and from their homes and appointments promptly. We require transportation providers to report all late arrivals to us.

The breadth of monitoring activities includes real-time performance monitoring; transportation provider scorecards; proactive field monitoring; scheduled and unscheduled spot checks; rigorous complaint management processes; and scheduled and ad-hoc reporting, analyses, and reviews. In addition to operations monitoring, we also conduct beneficiary satisfaction surveys to find opportunities for improvement.

Here is a summary of the approaches we use to monitor performance standards:

- **Real-time Performance Monitoring:** Our Net InSight transportation management system captures all the required data to allow Verida to monitor every component of NEMT operations. With network drivers using our GPS-enabled technology, we can track their locations and document when beneficiary pick-up and drop-off happens. Alerting mechanisms enable our team to proactively address provider no-shows or late trips. Retrospectively, the information captured in our platform enables us to easily analyze the data and identify issues or trends and address them.
- **Transportation Provider Scorecards:** Verida employs a Provider Scorecard to measure and track transportation provider performance. On a monthly basis, providers receive a performance scorecard that benchmarks their performance compared to other providers and factors in tracked complaints, on-time performance, credentialing compliance, cancellations, re-routes, no shows, and the number of trips provided. When transportation providers do not maintain high quality scores, per their contracted metrics with Verida, our network team will meet with the provider to discuss areas where their performance falls below our quality standards and will put in place an agreed action plan to resolve issues in a prescribed timeframe. A sample of the information found on the Provider Scorecard is presented in **Figure 2**.

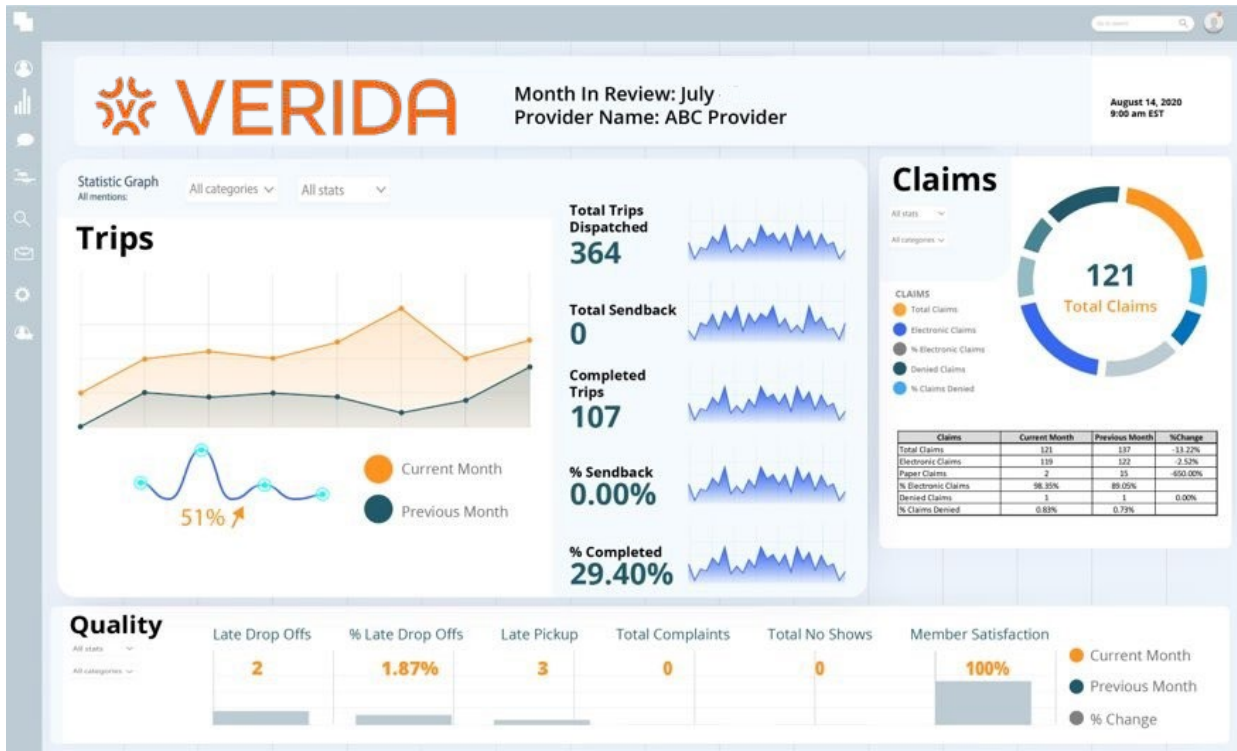


Figure 2: Our transportation providers will receive a monthly graphical representation of their performance on key metrics. *Proprietary and Confidential*

- Proactive Field Monitoring:** Compliance staff regularly visits medical facilities to carefully observe the actual pickup and delivery of beneficiaries and communicate with the riders about the service they received. This gives us first-hand insight into beneficiary satisfaction and driver and vehicle compliance.
- Spot Checks:** Our monitoring processes include Compliance Officers who evaluate vehicles, driver and attendant behaviors, on-time performance, and more through scheduled and random spot checks. This is another opportunity for our Compliance Officers to speak with beneficiaries and discuss their experience to validate what we hear from facilities and drivers. As an added safeguard, our Compliance Officers will focus a portion of monthly spot inspections on proper wheelchair securement. If the beneficiary is being transported in a wheelchair, the securement mechanism is inspected for proper procedure. All vehicles used to transport wheelchair/stretcher passengers must meet the program requirements as well as Highway and Transportation Department safety standards, ADA regulations, and other State or Federal laws or regulations.
- Complaint Monitoring:** The opinions and perceptions of those who interact with or receive services coordinated by Verida are a primary measure of our success. Verida has a thorough process for receiving, documenting, and responding to complaints. Any complaint about a transportation provider is immediately sent to that provider and the complaint is investigated through our Quality Assurance (QA) team. We document, analyze, and trend all complaints using our proprietary technology to identify repetitive service concerns and to isolate the root

causes. We have found that complaints provide valuable feedback that enable us to continually drive improvements.

- **Comprehensive Reporting and Data Analytics:** Verida offers comprehensive data collection and robust, flexible reporting capabilities. Our state-of-the-art digital platform captures and provides analytics for the end-to-end trip lifecycle, which enables us to accurately report on any aspect of our management of the NEMT program. Data collection is built into our business processes and analysis is based upon our clients' program requirements. The details we capture and track in Net InSight provide an unmatched level of granularity in the reports we can generate, both standard and ad hoc.

Beneficiary Surveys: Verida employs a third-party firm to conduct monthly, telephonic beneficiary satisfaction surveys using a measurement tool which asks beneficiaries to report and evaluate their experiences with NEMT in the areas of customer and transportation provider services. The tool queries beneficiaries about their interactions with customer service agents and transportation providers and drivers, the timeliness of services, the condition of the vehicles in which they were transported, their overall trip experience, as well as their overall experience with NEMT. We survey beneficiaries regardless of whether the contract under which they receive services requires it and have an established satisfaction goal of 99 percent.

In addition to the live telephonic beneficiary satisfaction surveys, Verida also conducts, with the beneficiaries' consent, an IVR based post trip survey. This technology provides Verida with instant trip feedback from the beneficiary. Survey feedback is provided via an automated report to the Quality Assurance team each morning. To uphold our mission to our clients and to the beneficiaries we serve, we strive to weave quality into the fabric of our culture. Our management team is committed to standards and practices that comply with national standards for quality, accountability and beneficiary protections, and that team also instills those principles throughout the organization. That is why these proven monitoring methodologies are built into the framework of our procedures and occur as a normal part of our day-to-day operations.

Call Center Monitoring

Regarding call center monitoring, our call center features Observe.AI, a real-time quality management and artificial intelligence analytics tool. Using this tool, all calls are recorded and analyzed so that our Call Center Directors and Managers can monitor calls while they are happening, listen to calls after they have concluded, or conduct keyword searches from transcribed calls.

For example, a Call Center Director can search for "rude" to see how many times callers use the term on the call. Additionally, the software tags those moments that the artificial intelligence considers "negative" and grades each call. The Call Center Director can easily run reports on various metrics, words, or other performance indicators. Shifts in data, and other anomalies are automatically flagged so the manager can dig deeper. Using this information, the manager will know when a CSR needs additional training or mentoring. The tool, as shown in **Figure 3**, assigns a score after each evaluation and also identifies positive attributes and behaviors of call takers so they can be rewarded.

Evaluation Date	Evaluation Form Name	Evaluator	Agent	Channel	Evaluation Result	Score	Call Date	Action
May 14, 2021 5:55 PM	(A) 2021 GA CSR			Call	Pass	95	May 13, 2021 3:57 PM	View
May 14, 2021 5:52 PM	(A) 2021 GA CSR			Call	Pass	91	May 13, 2021 1:17 PM	View
May 14, 2021 5:48 PM	(A) 2021 GA CSR			Call	Pass	100	May 14, 2021 10:34 AM	View
May 14, 2021 5:45 PM	(B) 2021 GA DSP			Call	Pass	91	May 13, 2021 4:21 PM	View
May 14, 2021 5:41 PM	(A) 2021 GA CSR			Call	Pass	95	May 13, 2021 11:53 AM	View
May 14, 2021 5:36 PM	(B) 2021 GA DSP			Call	Fail	80	May 14, 2021 7:25 AM	View
May 14, 2021 5:29 PM	(B) 2021 GA DSP			Call	Pass	95	May 14, 2021 12:59 PM	View
May 14, 2021 5:29 PM	GA WC V2			Call	Grade 4	100	May 13, 2021 3:00 PM	View

Figure 3: Observe.AI records/analyzes every call, identifying all attributes. *Proprietary and Confidential*

CSR Performance Assessment

Call center team members are the frontline representatives of Verida and when it comes to NEMT, they represent the client, too. Because our technology captures the nuances of every phone interaction, our call center leaders can easily monitor each individual CSR’s call center performance. A monthly scorecard for every CSR in our center is compiled, including benchmarks such as: schedule adherence, quality assurance, inbound calls handled, average handle time, average time in after call, and more (**Figure 4**). These reports are reviewed with each CSR by their supervisor. If appropriate, the CSR is scheduled for additional training and mentoring. For CSRs with recurring performance concerns, a performance improvement plan is developed, detailing the opportunities for improvement, and outlining a clear list of goals the CSR needs to achieve and a timeline for reaching them.

Site	Supervisor	Team Leader	Agent Name	Role	Adherence	Avg. QA Score	Evaluations Done	03-Inbound Calls per Agent	09-Time in After Call Work per	09-Time in Break per	09-Time in Lunch per	Total
GA Corporate	Crenetha Mazon		Data Entry Representative		99.33%	84.37%	10	0	0:00:00	0:28:26	0:55:25	1
			Bi-Lingual Customer Service Represe		91.67%	85.44%	16	76	0:11:11	0:30:50	0:33:30	1
			Customer Service Representative		96.33%	96.81%	16	0	0:00:00	0:00:00	0:00:00	1
			Customer Service Representative		92.67%	95.42%	12					1
			Customer Service Representative		89.33%	98.86%	4	53	0:12:54	0:33:58	1:03:16	1
			Dispatcher		98.44%	90.73%	14					1
			Dispatcher		94.43%	78.79%	15					1
			Special Services Representative		93.33%	88.00%	4	37	0:05:24	0:29:04	0:29:56	1
					88.93%	77.50%	4					1

Figure 4: Scorecards are reviewed with each CSR for coaching/positive feedback. *Proprietary and Confidential*

Reporting

Our call center system allows us to monitor service levels through many available data points. Call center performance metrics are closely tracked and reported to program leadership daily, through an extensive dashboard of tools and reports. This information is also reviewed with our executive management committee (EMC) weekly, where areas of concern and solutions are identified and evaluated. Compliant performance is expected at the individual, team, and department level. Corrective

actions addressing missed Key Performance Indicators (KPIs) include workforce adjustments to staffing levels, as well as individual training, coaching, and individual agent scorecards.

We generate these standard reports to monitor contractual requirements and service levels.

- Call Received
- Calls Answered
- Calls Placed on Hold
- Average Speed of Answer (ASA)
- Average Hold Time for Calls on Hold
- Abandoned Calls
- Abandoned Calls as a Percent of Total Calls Received
- Average Hold Time prior to Abandonment
- Average Wait Time
- Average Talk Time
- Level of Service/Call Type Summary
- Call Reason Summary
- CSRs by Time of Day/ Day of Week
- Average Calls Handled per Hour/Agent
- Average Occupancy Percentage

Reporting is offered on the client’s schedule, which is customarily monthly and annually.

Quality Assurance Program and Plan

Verida has developed and implemented a quality assurance program that is driven by our Corporate Quality Assurance Plan. We developed our program based upon best practices identified by the Utilization Review Accreditation Commissions (URAC). Verida is certified by URAC under its Certification of Organizational Management program, through December 1, 2023. URAC is considered the “gold standard” of quality focused accreditation entities and we believe the process of becoming certified and the responsibilities associated with maintaining that status is just one more way to assure that we are accountable for implementing and sustaining quality focused programs.



5. Please explain your logistical operations?

Verida is a proven manager of comprehensive, non-emergency medical transportation management services. We have more than 22 years of experience implementing and managing complex NEMT programs to help our clients achieve their business objectives. The key to our success is having a beneficiary-focused approach to our service delivery model. When a NEMT program works well, it moves smoothly and gets beneficiaries to their appointments on time, in reliable safe transportation and in a cost-efficient way. Our approach enables us to provide the oversight and monitoring of the day-to-day operations necessary for the delivery of NEMT services, the maintenance of appropriate records, systems, and support services to report to the client in compliance with contract requirements

Our comprehensive service delivery approach is illustrated in the following graphic (**Figure 5**). Each arrow is connected to the next, and the components listed under each provide a logical foundation to support contractual and legal compliance, while making sure the beneficiary’s needs are met.

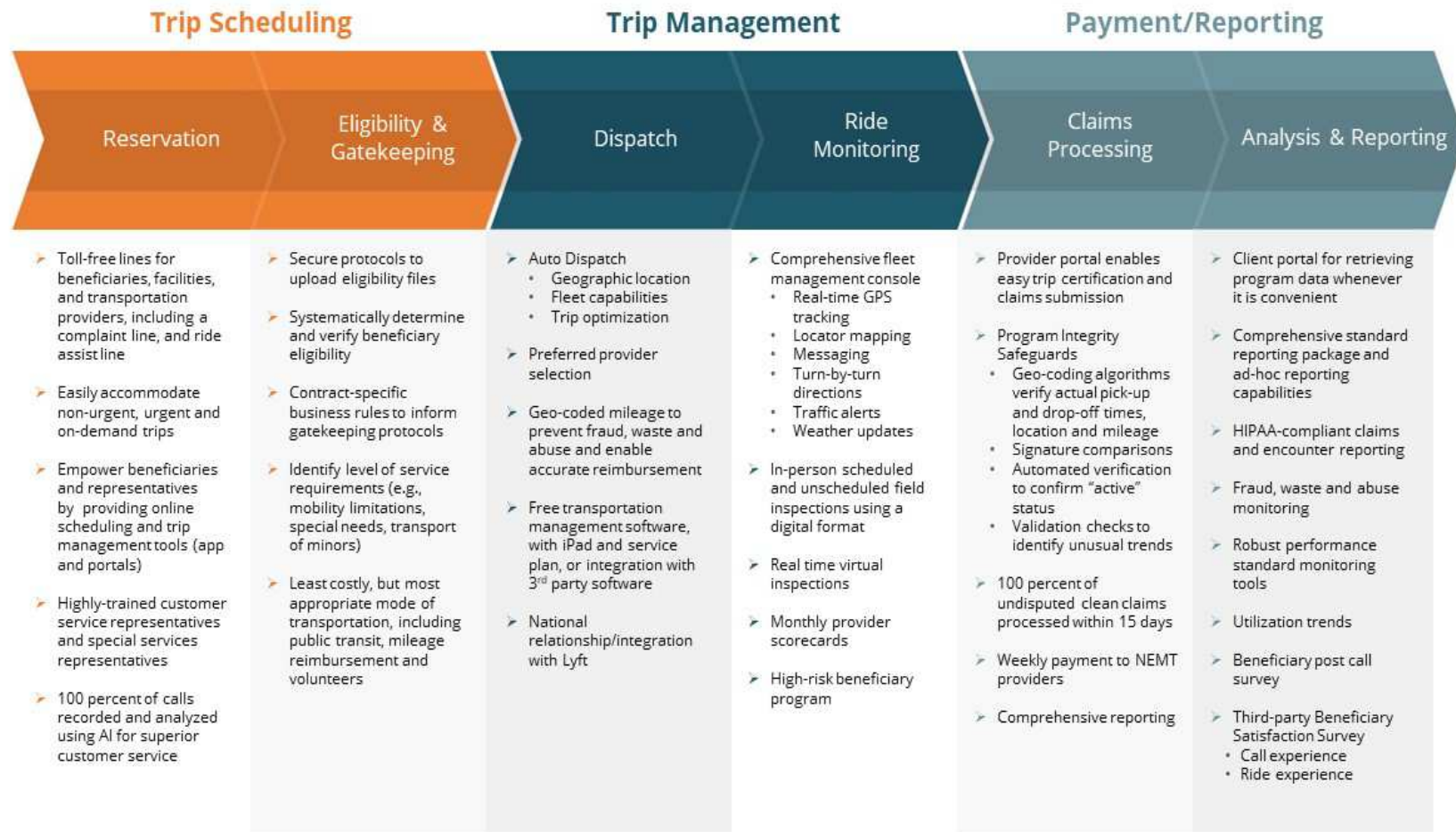


Figure 5: Verida's Service Delivery Process - Our processes, based on best practices developed over more than 22 years of NEMT management experience, makes certain that program beneficiaries receive compliant, appropriate, comprehensive, and cost-effective transportation in compliance with program requirements. *Proprietary and Confidential*

While the graphic above describes how one trip moves through the system, our holistic approach to managing a NEMT program is truly a function of the people involved. Because we currently operate under 15 NEMT contracts with 11 clients in seven states and the District of Columbia, we offer a team well versed in new program implementations as well as day-to-day operations. Our local operations teams are backed up by our entire national infrastructure. Our leadership team consists of experienced professionals who do not hesitate to dedicate the resources necessary to enable success. The following diagram (**Figure 6**) outlines the key functional areas that safeguard we have the right people, tools, processes, and procedures in place to assure that beneficiaries have access to reliable safe transportation services.

During our ongoing recruitment activities, our Network Development Team will meet face-to-face with existing commercial, public, and nonprofit transportation providers throughout the District. During these ‘open house’ meetings, we will share information about our collaborative approach to managing transportation provider networks. We will also develop an even greater understanding of the needs, issues, and challenges facing NEMT providers in the area. Transportation providers will have the opportunity to ask questions and view demonstrations of the software tools that will become available to them upon contracting with Verida.

When we need to add new providers, we will leverage the federal NPI registry (NPPES) to identify untapped state and local transportation resources. We also search for local resources by:

- Working with local NEMT associations/coalitions
- Visiting medical communities to identify transportation resources and to speak with the facility staff to gain a better understanding of their needs and recommendations
- Hosting town hall meetings in the local community. We run ads in local papers, place radio ads, and publicize on various websites

Orientation and Training

Well-trained drivers are the foundation of a safe, dependable NEMT program. Every transportation provider with whom we enter into a transportation service agreement is required to participate in an orientation session as part of the credentialing process. Our District transportation service agreement and our Transportation Provider Manual – which contains standards, forms, and procedures – will serve as the basis for our orientation sessions. Our Provider Relations team will conduct provider orientation 30 days prior to the start of a contract to cover key program features, including the following topics, areas, and subjects:

Orientation Program Requirements	
•	Overview of NEMT Program and division of responsibilities between Verida and transportation provider
•	Prior Authorization procedures
•	Covered and non-covered Beneficiaries
•	Eligible Beneficiaries verification
•	Covered Transportation Services and Non-covered Transportation Services
•	Necessity of Services
•	Appropriate Mode of Transportation
•	Scheduling of Transportation Services
•	Procedures for notifying Beneficiaries when services are denied or terminated by Verida
•	Criteria and procedures for documenting and notifying Beneficiaries when services are denied or terminated by the Transportation Provider
•	Vehicle requirements, insurance coverage, licenses, permits, and certifications

•	Drivers’ and Attendants’ qualifications, responsibilities, and conduct
•	Pick-up and delivery standards
•	Modes of transportation
•	Support Services, including telephone and communication, computer, manuals, plans, policies and procedures, reporting, handling accidents and adverse weather
•	Reporting Requirements
•	Records Maintenance and Retention
•	Confidentiality of Beneficiary or patient information
•	Payment and Payment Administration
•	Procedures for obtaining reimbursement for authorized trips
•	Non-compliance with standards
•	Federal False Claims Act

Typically, we conduct the initial provider orientation in-person to build a rapport with transportation providers and remove potential communication barriers. However, as an added convenience, we also offer webinars. Our Provider Orientation Checklist includes all items that require completion prior to becoming a credentialed transportation provider. We document all information, including orientation attendance, in Net Insight, monitor for compliance, and will report to the client as requested.

Our orientation program is **not** “one and done.” We communicate frequently both before and after the initial contract execution to make sure transportation providers understand our digital platform; program requirements, including any changes to program requirements; and our online claims submission process. After beneficiary transportation begins, our Compliance Officers or Provider Relations team continue to meet with transportation providers to review performance, policies, billing procedures for submitting claims, and any other areas where support is needed. These meetings will be conducted both face-to-face and via webinars.

Comprehensive Training and Education

We believe there is no such thing as too much training and we understand that we are often the only viable link between beneficiaries and the healthcare services they need and deserve. Eligible Medicaid beneficiaries can rest assured that every driver participating in the Verida transportation network will offer courteous and friendly assistance; and that the driver has been trained to transport them in a safe, comfortable, and punctual manner to their medical appointments.

We partner with GenTech Associates, an 8(a) Small Disadvantaged Business (SDB), a Service-Disabled Veteran Owned Small Business (SDVOSB) company. They will deliver our comprehensive driver training program featuring Community Transportation Association of America’s (CTAA) Passenger Assistance Sensitivity and Safety (PASS) driver certification curriculum. This best-in-class training offers assurances that our network drivers have expertise in providing safe and reliable transportation, as well

