

Milliman, Inc. (Milliman) is pleased to present the enclosed cost proposal to the State of Indiana for the Administrative Code Assessment.

Our proposed budget was developed to provide Indiana the best value for the high-quality professional services that encompass the scope of work described in this RFP.

The value Milliman brings to Indiana is characterized by both cost and quality. Value is optimized by providing insight and thought leadership for an equitable price. Throughout the technical proposal we have detailed the quality of our services, and the cost proposal illustrates our market appropriate cost for these services. We believe that our work is at the highest level of efficiency, given the expert-level caliber of our project team members.

Our Cost Proposal identifies the Milliman and subcontractor staff positions anticipated to complete this scope of work, the number of hours each would dedicate to the project, and their rate per hour. The table below provides additional detail explaining the role and services each position will provide.

Position	# of Hours	Primary Role/Services Provided
Project Director	354.87	Project leadership; state relationship management; strategy and design support
Drafting Workstream Lead	396	Perform secondary research and develop policy solutions
Research Workstream Lead	197.87	Perform secondary research and develop policy solutions
WBE	482.77	Design and management of interview data collection process and stakeholder engagement
MBE	368.33	Perform project management and other administrative management duties
IVOSB	266.65	Provide subject matter expertise, strategy and design support, and research policy solutions.

Please note that our hourly rates represent the full cost of services and expense to Indiana from Milliman. We do not bill for travel time, travel expenses, computing hardware, or other direct and indirect costs related to our work for the state. We believe it is important that Indiana pay only for services for which it directly benefits.