



Department of Administration
Purchasing Division
2019 Washington Street East
Post Office Box 50130
Charleston, WV 25305-0130

State of West Virginia Delivery Order

Order Date: 10-29-2021

CORRECT ORDER NUMBER MUST APPEAR
ON ALL PACKAGES, INVOICES, AND
SHIPPING PAPERS. QUESTIONS
CONCERNING THIS ORDER SHOULD BE
DIRECTED TO THE DEPARTMENT
CONTACT.

Order Number:	CDO 0506 2936 BPH2200000002 1	Procurement Folder:	956171
Document Name:	Accreditation Readiness Support	Reason for Modification:	
Document Description:	Accreditation Readiness Support		
Procurement Type:	Central Delivery Order		
Buyer Name:	Crystal G Hustead		
Telephone:	(304) 558-2402		
Email:	crystal.g.hustead@wv.gov		
Shipping Method:	Best Way	Master Agreement Number:	CMA 0511 HHR2100000003 1
Free on Board:	FOB Dest, Freight Prepaid		

VENDOR	DEPARTMENT CONTACT																				
Vendor Customer Code: 000000100150 BERRY DUNN MCNEIL & PARKER LLC 2211 CONGRESS STREET PORTLAND ME 04102 US Vendor Contact Phone: 6813138905 Extension: Discount Details: <table><thead><tr><th></th><th>Discount Allowed</th><th>Discount Percentage</th><th>Discount Days</th></tr></thead><tbody><tr><td>#1</td><td>No</td><td>0.0000</td><td>0</td></tr><tr><td>#2</td><td>No</td><td></td><td></td></tr><tr><td>#3</td><td>No</td><td></td><td></td></tr><tr><td>#4</td><td>No</td><td></td><td></td></tr></tbody></table>		Discount Allowed	Discount Percentage	Discount Days	#1	No	0.0000	0	#2	No			#3	No			#4	No			Requestor Name: Jodie F Miller Requestor Phone: (304) 356-4057 Requestor Email: jodie.f.miller@wv.gov 22 FILE LOCATION _____
	Discount Allowed	Discount Percentage	Discount Days																		
#1	No	0.0000	0																		
#2	No																				
#3	No																				
#4	No																				

INVOICE TO	SHIP TO
PURCHASING DIRECTOR 304-356-4116 HEALTH AND HUMAN RESOURCES BPH - COMMISSIONER'S OFFICE 350 CAPITOL ST, RM 702 CHARLESTON WV 25301-3712 US	PURCHASING DIRECTOR 304-356-4116 HEALTH AND HUMAN RESOURCES BPH - COMMISSIONERS OFFICE 350 CAPITOL ST, RM 702 CHARLESTON WV 25301-3712 US

Purchasing Division's File Copy

Total Order Amount: \$679,645.00

ENTERED

PURCHASING DIVISION AUTHORIZATION

DATE:

ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION

DATE: Beverly Tuley 10-29-2021

ELECTRONIC SIGNATURE ON FILE

Extended Description:

CDO for services to provide project management support services for Accreditation Readiness Support.

Service dates: 11/01/21 - 01/31/23

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$11,395.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2021-11-01	2023-01-31				

Commodity Line Description: Lead Project Manager: Base Year One

Extended Description:

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Charlie Leadbetter 53 hours @ \$215.00 = \$11,395.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$4,050.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2021-11-01	2023-01-31				

Commodity Line Description: Engagement Manager: Base Year One

Extended Description:

Engagement Manager: Base Year One

Hourly Rate: \$270.00

Nicole Becnel: 15 Hours @ \$270.00 = \$4,050.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$457,800.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2021-11-01	2023-01-31				

Commodity Line Description: General Project Manager: Base Year One

Extended Description:

General Project Manager: Base Year One

Hourly Rate: \$175.00

Julie Sullivan: 417 hours @ \$175.00 = \$72,975.00

Julie Cox Cain: 559 hours @ \$175.00 = \$97,825.00

Laura Hill: 800 hours @ \$175.00 = \$140,000.00

Sarah Stacki: 840 hours @ \$175.00 = \$147,000.00

Grand Total: 2616 hours @ \$175.00 = \$457,800.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$206,400.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2021-11-01	2023-01-31				

Commodity Line Description: Project Management Support Staff: Base Year One

Extended Description:

Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Mindy Kirrane: 457 hours @ \$80.00 = \$36,560.00
 Arwa Alniemi: 615 hours @ \$80.00 = \$49,200.00
 Erica Hoffman: 277 hours @ \$80.00 = \$22,160.00
 Kassie Ooten: 276 hours @ \$80.00 = \$22,080.00
 Luci Veilleux: 615 hours @ \$80.00 = \$49,200.00
 Mary Corley: 34 hours @ \$80.00 = \$2720.00
 Carolyn del Vecchio: 34 hours @ \$80.00 = \$2720.00
 Christine Fisher: 34 hours @ \$80.00 = \$2720.00
 Karla Fossett: 34 hours @ \$80.00 = \$2720.00
 Carole Ann Guay: 34 hours @ \$80.00 = \$2720.00
 Molly Hawkinson: 34 hours @ \$80.00 = \$2720.00
 Kyle Melton: 34 hours @ \$80.00 = \$2720.00
 Bethany Pike: 34 hours @ \$80.00 = \$2720.00
 Jordan Ramsey: 34 hours @ \$80.00 = \$2720.00
 Jon Williams: 34 hours @ \$80.00 = \$2720.00

Grand Total: 2580 hours @ \$80.00 = \$206,400.00



Accreditation Readiness Support

Staffing Plan and Scope of Work

Prepared for HHR21*3

Submitted by:

Nicole Becnel, PMP®, Contract Manager
Charlie Leadbetter, PMP®, Project Principal
Julie Sullivan, MPH, MBA, PMP®, Project Manager
BerryDunn
300 Capitol Street | Charleston, WV 25301 | 207-541-2200
nbecnel@berrydunn.com
cleadbetter@berrydunn.com
jsullivan@berrydunn.com

Submitted on:

September 1, 2021

berrydunn.com

- Develop a **State Health Improvement Plan (SHIP)** to set priorities and focus areas building on the findings of the SHA. The SHIP must include desired measurable outcomes or indicators of health improvement and priorities for action; policy changes needed to accomplish health objectives; and partnerships to implement strategies.
- Complete a new **Strategic Plan** that defines and determines BPH's roles, priorities, and direction over three to five years. The plan must set forth what BPH intends to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan needs to build upon and align with the SHA and the SHIP.

BPH would like to submit for accreditation by PHAB in December 2022. It is of note that PHAB will be putting out revised and updated standards as "**PHAB 2022**," expected later this fall. Thus, even previously reviewed documentation will need to be looked at for adherence to the new standards.

BerryDunn conducted an Accreditation Gap Analysis for BPH in 2019 and produced a detailed report showing where the Bureau needs to direct resources to meet gaps in documentation. Since then, BPH has been supported by BerryDunn to address many of these gaps, including policy development, performance management and quality improvement (PMQI) plan development, workforce development, and communications, most of which also support the implementation of the current Strategic Map.

These areas are now led by the PMQI Council, the Policy Review Team, the Communications Workgroup, and the Workforce Development Workgroup. BerryDunn has been supporting these new groups with meeting agenda-setting and facilitation, document development, and moving work products forward.

1.2 Assumptions

BPH has requested that BerryDunn provide project management and develop documentation to advance the Bureau's accreditation readiness. Documentation ranges from administrative policy development to conducting the SHA, developing the SHIP, and leading strategic planning to develop the next BPH strategic plan, which would need to take effect January 1, 2023.

BerryDunn made the following assumptions in preparing this SOW:

- The work will begin upon approval of this SOW and a mutually agreed-upon date, estimated to be October 1, 2021. The project is intended to continue through January 31, 2023 (15 months).
- Given the tight timeframe, as much of the work that can be conducted simultaneously, will be. However, please note that the SHA needs to be conducted before and inform the SHIP, and the Strategic Plan should align with both documents.
- The BPH leadership team will consist of Chuck Thayer, Walt Ivey, and Amy Atkins as the Project Sponsors. Shannon McBee and Birgit Shanholtzer will serve as Project Leads, with the potential addition of the new Office of Community Health Systems and Health Promotion (OCHSHP) Director.

2.0 Project Scope and Staffing Plan

Table 1 describes the service approach, deliverables, and acceptance criteria for BerryDunn's work; identifies BerryDunn team members responsible for conducting the work; and lists the estimated hours for completion of each key task. A high-level timeline for the activities described below is provided in Section 4.0.

Table 1: Service Approach, Deliverables, and Completion Criteria

Ref #	Service Approach, Deliverables, and Completion Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>1.1 Ongoing Oversight – BerryDunn's project leadership team will provide quality assurance for the entire engagement as well as for all deliverables, and will meet on an ongoing basis to manage BerryDunn staff performance.</p> <p>1.2 Monthly Status Meetings – BerryDunn's project team will meet with the Project Sponsors on a monthly basis to discuss project progress, risks and issues, and address any obstacles.</p> <p>1.3 Weekly Project Team Meetings – BerryDunn's project team will meet on a weekly basis internally and with the Project Leads to ensure project progress, identify risks and issues, and address action items.</p> <p><i>Deliverables</i></p> <p>D01 Monthly Project Status Updates</p> <p>D02 Weekly Project Status Updates</p> <p><i>Completion Criteria</i></p> <p>Engagement Oversight will be deemed complete following the D09 Project Closeout Presentation.</p>	<p>Leadership:</p> <p>Nicole Becnel</p> <p>Charlie Leadbetter</p> <p>Julie Sullivan</p> <p>Public Health Team:</p> <p>Arwa Alniemi</p> <p>Julie Cox-Kain</p> <p>Laura Hill</p> <p>Erica Hoffman</p> <p>Mindy Kirrane</p> <p>Kassie Ooten</p> <p>Sarah Stacki</p> <p>Luci Velleux</p> <p>Editing and Quality Assurance (EQA) Team:</p> <p>Mary Corley</p> <p>Carolyn del Vecchio</p> <p>Christine Fisher</p> <p>Karla Fossett</p> <p>Carole Ann Guay</p> <p>Molly Hawkinson</p> <p>Kyle Melton</p> <p>Bethany Pike</p> <p>Jordan Ramsey</p> <p>Jon Williams</p>	1,538
2.0	<p>Project Initiation</p> <p><i>Service Approach</i></p> <p>2.1 Request background documentation materials, including all relevant grant documents, as well as a list of key project stakeholders.</p> <p>2.2 Conduct a kickoff meeting with the Project Sponsors, Project Leads, and key project</p>	Same as above	37

Ref #	Service Approach, Deliverables, and Completion Criteria	Responsible	Hours Estimate
	<ul style="list-style-type: none"> Community Health Status Assessment Community Themes and Strengths Assessment Local Public Health System Assessment Forces of Change Assessment <p>4.7 Draft and review State Health Assessment document</p> <p><i>Deliverable</i></p> <p>D05 State Health Assessment</p> <p><i>Completion Criteria</i></p> <p>Conduct State Health Assessment will be deemed complete upon finalization and delivery of the SHA document.</p>		
5.0	<p>Develop State Health Improvement Plan (SHIP) (PHAB 5.2.1 S and 5.2.2 S)</p> <p><i>Service Approach</i></p> <p>5.1 Convene BPH SHIP Workgroup and meet every other week for three months</p> <p>5.2 Convene external stakeholders with initial kickoff</p> <p>5.3 Create and provide SHIP DED for review</p> <p>5.4 Conduct data review and create summary</p> <p>5.5 Prepare for prioritization</p> <p>5.6 Develop objectives, strategies, and measures</p> <p>5.7 Draft and review SHIP</p> <p><i>Deliverable</i></p> <p>D06 State Health Improvement Plan</p> <p><i>Completion Criteria</i></p> <p>Develop State Health Improvement Plan will be deemed complete upon finalization and delivery of the SHIP.</p>	Same as above	706
6.0	<p>Lead Strategic Planning Process (PHAB 5.3.1 and 5.3.2)</p> <p><i>Service Approach</i></p> <p>6.1 Convene strategic planning workgroup (Leadership Team) and meet every other week for four months</p> <p>6.2 Create and provide strategic plan DED for review</p> <p>6.3 Preparation for updating mission, vision, values</p> <p>6.4 Preparation for information assessment</p> <p>6.5 Preparation for central challenge and strategic prioritization</p>	Same as above	615

3.0 Project Resources and Hours

The following table includes additional staffing details and total hours by resource, based on the hourly rates and staffing classifications listed for Year 1 on the Commodity Line (CL) for the current contract. Please note that all possible staff from both the Public Health and the Editing and Quality Assurance teams have been included to minimize the need for individual approvals following execution of this SOW. Any resources other than those included in Table 2 will be submitted for approval as needed. The following roles and rates were used to compute the estimated costs:

- EM = Engagement Manager (\$270/hour)
- LPM = Lead Project Manager (\$215/hour)
- GPM = General Project Manager (\$175/hour)
- SS = Support Staff (\$80/hour)

Table 2: Total Estimated Hours and Costs

CL Year 1	Role	Project Resources	Rate	Total Hours	Estimated Cost
2	EM	Contract Manager Nicole Becnel	\$270	15	\$ 4,050
1	LPM	Project Principal Charlie Leadbetter	\$215	53	\$ 11,395
4	GPM	Project Manager Julie Sullivan	\$175	417	\$ 72,975
4	GPM	Subject Matter Expert Julie Cox-Kain	\$175	559	\$ 97,825
4	GPM	Project Manager Laura Hill	\$175	800	\$ 140,000
4	GPM	Project Manager Sarah Stacki	\$175	840	\$ 147,000
5	SS	Project Management Support Mindy Korrane	\$80	457	\$ 36,560
5	SS	Project Management Support Arwa Alniemi	\$80	615	\$ 49,200
5	SS	Project Management Support Erica Hoffman	\$80	277	\$ 22,160
5	SS	Project Management Support Kassie Ooten	\$80	276	\$ 22,080
5	SS	Project Management Support Luci Veilleux	\$80	615	\$ 49,200
5	SS	Staff Support/Editing and Quality Assurance (EQA) Mary Corley	\$80	34	\$ 2,720

4.0 High-Level Timeline

The following table shows a high-level timeline for the project. Please note that Task 3.0, Grants Preparation and Strategy, is dependent upon when each of the six funding opportunities becomes available, and is thus shown as taking place across the span of the project.

Table 4: High-Level Timeline

Task	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.0 Engagement Oversight															
2.0 Project Initiation															
3.0 Documentation Preparation															
4.0 Conduct State Health Assessment															
5.0 Develop State Health Improvement Plan															
6.0 Lead Strategic Planning Process															
7.0 Support Workgroups															
8.0 Project Closeout															

6.0 Resumes

Nicole Becnel, PMP®

Proposed Project Role:	Engagement Manager, Contract Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 06/2010)
Years of Experience Relevant to Proposed Role:	17 years
Certifications and Education:	BA, Speech and Hearing Science, University of South Florida Certified Project Management Professional

Overview

Nicole brings valuable expertise in her field as an experienced Medicaid IT professional with over 15 years of experience. Her experience includes strategic planning, portfolio, program and project management, business analysis, system design, development, and testing for large health information enterprise systems. She is currently working with the State of West Virginia overseeing the State's Medicaid Enterprise and leverage and reuse initiatives.

Relevant Experience

BerryDunn (06/2010 to present). Nicole works with BerryDunn's Medicaid Government consulting group, and has experience with the following projects:

- **West Virginia Bureau for Medical Services (BMS).**
 - *West Virginia Portfolio Manager (09/2013 to present).*
In her role as portfolio manager, Nicole provides portfolio management for multiple projects with BMS, including project management of ACA planning, analysis, and advisory services; MMIS, DW/DSS procurement, and project management; E&E systems planning; MITA 3.0 SS-A; and other related initiatives.
 - *Project Management of MMIS Procurement, DDI, and Certification (12/2012 to 09/2013).*
Nicole served as a project manager for the DDI of the Molina HealthPAS MMIS. Her work on the project included oversight of contract start up activities and system design sessions. She was responsible for managing the project team and providing oversight of the start-up and analysis/design activities.
 - *Provider Enrollment (PEA) Project (07/2011 to 12/2012).*
Nicole supported the Bureau with her project, program and portfolio management and subject matter expertise as they implemented health care reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at Provider Workshops held throughout the state.

responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.

- **Project Management Support.** Nicole served in a project management support services role for State Medicaid initiatives including the Kentucky MMIS DDI project, which included schedule management, action item management, training support, provider development, and UAT planning. She also ensured the appropriate project organization processes were closely followed.

Presentations

"Modularity GPS: Defining the Roadmap and Understanding the Landscape," Presentation for MESC 2016, Co-presented with Lisa Alger (CSG Government Solutions) and Andrea Danes (CSG Government Solutions), 8/16/2016

"Managing in a Modular MMIS Implementation," Presentation for MESC 2014, 8/21/2014

Advanced Planning Document (IAPD) and a DDI Statement of Work to procure replacement systems.

- **West Virginia Bureau for Public Health (BPH)**

- *Enhancing Laboratory Capacity-Enhancing Detection (ELC-ED) Project Management (10/2020 to present)*
- *Children with Special Health Care Needs Business Process Redesign and Procedure Manual Completion (03/2020 to present)*
- *Electronic Vital Records System Implementation (02/2020 to present)*
- *Emergency Medical Services Data System Procurement Support (11/2019 to 10/2020)*
- *Strategic Map Implementation Support and Performance Management/Quality Improvement Planning (10/2019 to present)*
- *HIV and Hepatitis Work Flow/Business Process Analysis and System Configuration (09/2019 to 06/2020)*
- *Public Health Accreditation Preparation Project (10/2018 to 09/2019)*

- **Indiana State Department of Health Maternal and Child Health (MCH) – Data System Assessment (08/2019 to 09/2020).**

Charlie is project principal for this project to assess the current MCH data systems and end user applications, identify gaps and make recommendations, and develop requirements to enable the MCH Division to procure services and solutions needed to meet future data systems' needs. These needs include, but are not limited to health information exchange (HIE) systems interoperability; robust Extract, Transform, and Load (ETL) processes; provider access and information sharing, and data management as it relates to Title V block grant MCH national performance measures and State of Indiana-specific initiatives.

- **West Virginia Department of Health and Human Resources (DHHR) – Child Welfare Initiatives Project Management Services (10/2018 to present).**

Charlie is serving as the project principal providing project management services to the West Virginia DHHR, working to strengthen the execution of priority BCF initiatives by helping to ensure that programmatic and policy changes are being managed to support the State project teams and the people making funding, prioritization, resourcing, and technical decisions.

- **West Virginia Bureau for Medical Services (BMS) – COVID-19 Contact Tracing and Testing Initiative (04/2020 to 08/2020)**

- **Arizona Department of Economic Security/Division of Developmental Disabilities (ADES/DDD) - Focus HIPAA TCS Compliance Project (04/2019 to 10/2019).**

Charlie was the project principal for this engagement to perform an assessment and gap analysis of DDD's compliance and alignment with HIPAA- and CMS- transactions and claim processing code sets and to develop alternatives and an IT roadmap to close gaps and achieve the desired future state.

- **West Virginia Bureau for Children and Families (BCF) – Project Management for Enterprise Content Management Project (08/2015 to 08/2016).**

As project principal, Charlie is providing oversight to the BerryDunn team's collaboration with BCF to develop as-is business processes that depict how the BCF conducts major processes today and identify where bottlenecks, challenges, and redundancies exist.

- **Vermont Green Mountain Care Board (GMCB) – Vermont Health Care Uniform Reporting and Evaluation System (VHCURES) Independent Review, Procurement Assistance, and Project Management (01/2014 to 05/2015).**

Charlie served as project principal for an initiative to support the GMCB with project management services to support the planned improvements in data processing, security, and usability of the VHCURES data resource. This support included the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors, among other project management tasks.

- **Massachusetts Executive Office of Health and Human Services (EOHHS)**

- *Next Generation Systems Planning Project and MITA SS-A (05/2011 to 02/2015).*

Charlie served as project manager for Massachusetts' Next Generation Systems Planning Project. The initial effort was to complete a MITA SS-A for the Departments of Developmental Services (DDS), Mental Health (DMH), and Public Health (DPH). The CMS MITA SS-A framework was leveraged to enable the agencies to define the current state of their major business processes and technical environment to determine which areas should be matured in order to meet their business needs and vision. Our team listed and prioritized the State's goals, documenting the core business processes by agency, and completing both the as-is and to-be assessment of business and technical capabilities. We then leveraged the information gained from these activities and assisted the agencies in the development of a Consolidated Requirements Document, which served as the basis for the procurement of the next generation system(s). BerryDunn then supported the development of the RFP and worked with EOHHS to procure the next generation system.

- *State Medicaid Health IT Planning and IAPD Development (10/2010 to 04/2011).*

BerryDunn led the development of Massachusetts' State Medicaid Health IT Plan (SMHP), as required by the American Recovery and Reinvestment Act and Health Information Technology Economic and Clinical Health Act. The SMHP serves as the strategic vision for EOHHS as it moves forward with the development of health information technology (HIT) and information exchange activities and will become a critical component of the overall Commonwealth HIT Plan. Following the development of the SMHP, BerryDunn developed the IAPD, which set forth the Commonwealth's funding request and cost justification to CMS. Charlie served as project director for this engagement, where he was responsible for four core teams of BerryDunn and subcontractor resources, along with subject matter experts and other project resources.

had responsibility for the quality of work provided to the DCF, including the approval of all deliverables.

- **Connecticut Department of Public Health (DPH) – Business Analysis of Licensing and Credentialing System (10/2007 to 04/2008).**

BerryDunn conducted a business needs assessment and workflow analysis of the processes DPH completed for its licensing and credentialing system. For this project, the team documented technical and functional requirements and developed a logical system design document that outlined the necessary business, technical, and system interface requirements and created an entity relationship model. Charlie served as project manager for this engagement. BerryDunn's analysis provided the requirements necessary for DPH to create an RFP to procure a new system.

- **West Virginia Bureau for Medical Services (BMS) – Quality Assurance Oversight of MMIS and Pharmacy POS Implementation (04/2003 to 03/2008).**

BerryDunn worked in partnership with the State's BMS to assess the development and implementation of the MMIS replacement and Pharmacy POS system and help ensure that the systems developed met stated business and technical requirements. Charlie served as part of BerryDunn's project team to provide independent quality assurance services for the State's MMIS implementation.

- **New Hampshire Department of Health and Human Services (DHHS)**

- **IV&V for Medicaid Decision Support System (DSS) Implementation (01/2003 to 06/2005).**

Charlie served as project manager for BerryDunn's engagement to provide IV&V services for New Hampshire's Medicaid DSS implementation, which involved analyzing issues, risks, and system impacts and providing recommendations to mitigate these potential problems. As project manager, Charlie served as liaison with the State and vendor project teams, oversaw the services provided by BerryDunn's teams, and led the development of BerryDunn's deliverables.

- **Project Management for Enterprise Data Warehouse Project (09/2001 to 03/2002).**

Charlie facilitated enterprise data warehouse system design discussions and developed business and technical recommendations for 24 user-defined reports for two primary divisions within DHHS. Project tasks included mapping data elements required for each report to the back end system, determining report and data security requirements, developing report layouts and technical specifications, and facilitating stakeholder meetings with 70 end users that achieved both end-user support for the processes and documented business and technical specifications of each identified report. The project also included recommendations for a strategic department-wide reporting environment using warehouse data.

- *Women, Infants, and Children (WIC) Crossroads Management Information System (MIS) Product Management Organization (PMO) (11/2020 to present)*
Julie provides oversight for the team serving as the PMO for a four-state collaborative and their system maintenance and enhancement vendor.
- *Children with Special Health Care Needs Business Process Redesign and Procedure Manual Completion (03/2020 to 01/2021).*
Julie oversaw the business process redesign and procedure manual completion for the program to align with national standards, as well as collaborating with multiple state stakeholders to develop requirements for a case management solution procurement.
- *Electronic Vital Records System Implementation (02/2020 to present).*
Julie is currently managing the implementation of a new electronic vital records system for the State to migrate all historical data and move from an out-of-date, paper-based system to a simple web-based platform for internal and external users, including a wide array of stakeholders across the state.
- *Emergency Medical Services Data System Procurement Support (11/2019 to 10/2020).*
Julie led the development of a Request for Quotation and the post-procurement support for a new emergency medical services data system to allow the state and its many partner agencies to more tightly coordinate activities and access key reporting indicators, such as naloxone administration, to gain insight into opiate overdose trends in real time.
- *Strategic Map Implementation Support and Performance Management/Quality Improvement (PM/QI) Planning Project (10/2019 to 12/2020).*
Julie is the Project Manager for four work groups (workforce development, data-driven decision-making, administrative policies and procedures, and stakeholder engagement) as part of implementing the state's Strategic Map vision and is leading a process to develop and implement a Performance Management and Quality Improvement Plan. Julie coordinates with over 40 internal stakeholders to reach goals in each of the four priority focus areas.
- *HIV and Hepatitis Business Process Analysis and System Configuration (09/2019 to 06/30/2020).*
Julie managed mapping HIV and hepatitis processes to redesign the disease investigation approach, moving from a paper-based system to leveraging existing capacity in the National Electronic Disease Surveillance System, which removed more than 30 steps from the original process. Julie and her team also developed training and implementation materials supporting the new HIV and hepatitis workflows.
- *Public Health Accreditation Preparation Project (10/2018 to 09/2019).*
Julie worked with nearly 50 internal stakeholders to conduct a gap analysis for the approximately 350 pieces of documentation required by the Public Health Accreditation Board (PHAB). Julie identified full and partial gaps and provided a readiness score to each PHAB domain as well as a total score. The recommendations to address gaps and move closer to accreditation readiness served to inform the Strategic Map Implementation project.

West Virginia Bureau for Medical Services (BMS)

- *COVID-19 Contact-Tracing and Testing Initiative (04/2020 to 08/2020).*
Julie served as part of team providing project management and coordination services for COVID-19 contact-tracing workforce recruitment and training, and system selection and implementation. This effort resulted in several hundred volunteer contact tracers being identified and trained, as well as expanding statewide capacity for coordinated contact tracing, case investigation, and reporting.
- *1915(c) Children with Serious Emotional Disturbance Waiver Development Project (10/2018 to 11/2019).*
Julie conducted policy research and analysis of other states' 1115 waivers to identify best practices and

As the Safe Start project director, Julie used a \$3.35 million grant from the U.S. Department of Justice to create a five-year strategic plan and 18-month targeted implementation plan for coordinated, expanded system capacity in mental health, courts, healthcare, and child welfare to address the impact of exposure to violence on young children. This included developing a funding and service delivery model for infant mental health services on the south and west sides of Chicago using Medicaid resources, and convening a cross-disciplinary, public-private group to create Chicago's first child advocacy center, co-locating all relevant forensic, judicial, and supportive services.

KPMG LLP (06/1997 to 08/2000)

As a consultant and then a senior consultant, Julie analyzed and presented strategic options in potential hospital mergers, and designed financial restructuring and internal financial process improvements for a Medicaid HMO and numerous other health and hospital systems around the country. She conducted Medicaid and commercial HEDIS audits for quality and effectiveness-of-care measures, as certified by the National Committee for Quality Assurance, evaluated data collection and claims processing for compliance and efficiency at Medicaid HMOs, and assessed competitive pricing and service mix for a national rehabilitation facility.

Leatrice H. Berman & Associates (08/1995 to 08/1996)

Julie developed patient materials for Medicaid managed care organizations based on national best practices. She analyzed public health measures to assess outcomes of an Illinois family violence reduction project, and evaluated the efficacy of organization-wide benchmarks for patient care quality measurements for Kaiser Permanente in Northern California.

Public Allies (06/1993 to 08/1995)

Julie started the Chicago site, with Michelle Obama, of a federal AmeriCorps demonstration project. She wrote and managed federal, foundation, and corporate funding, recruited 37 municipal and nonprofit partner organizations and program participants, and developed and implemented training curricula and outcome measurement tools.

Education, Certifications, Awards

MBA and MPH, University of Illinois at Chicago

BA, History, Northwestern University

Prosci® Certified Change Management Practitioner

PMI Certified Project Management Professional®

Maine Public Health Association Presidents' Award

Daniel Hanley Center for Health Leadership/Institute for Civic Leadership, Inaugural Class

Maine Public Health Work Group/Statewide Coordinating Council

prevention of obesity, tobacco use and chronic disease in Oklahoma. During this time, the OSDH implemented multiple IT systems that support bidirectional information exchange with healthcare providers, developed tools for greater data transparency, created collaborative teams enabling comprehensive health workforce planning, leveraged Medicaid for health outcome improvement and improved adult smoking rates by 25% in the last five years. Duties of this role included oversight of the Chief Operating Officer and associated business functions.

- **Chief Operating Officer (10/2009 to 06/2014).** Julie was responsible for the operational management of the Oklahoma State Department of Health, including approximately \$370 million and 2,100 FTE. Specific duties included developing operational and business plans for the achievement of strategic priorities and the improvement of health outcomes, developing accountability systems for monitoring progress toward achieving key performance measures, and managing agency financial resources for optimal performance. During this time, the OSDH became one of the first accredited public health departments in the nation. This position included the direct supervision and management of the agency Information Technology Service, the Office of Communications, Human Resources, Office of Performance Management and the Chief Financial Officer.
- **Deputy Commissioner, Disease and Prevention Services (02/2008 to 10/2009).** Julie provided leadership, oversight and direction to Disease and Prevention Services; fostered external partnerships for the development and advancement of public health policy; collaborated with other agency executives to advise the Commissioner regarding overall leadership, vision and strategic direction; formulated policy, procedures and standards for all programs under administrative direction; represented the agency and the Commissioner at state, regional and national meetings. Disease and Prevention Services included Acute Disease Service, HIV/STD Service, Immunization Service, Injury Prevention Service, Public Health Laboratory, Emergency Preparedness and Response and Tobacco Use Prevention Services. Disease and Prevention Services had a budget of approximately \$55 million in state, fee and federal funding and 238 FTE.
- **Chief of Operations/Administrative Director, Disease and Prevention Services (01/2002 to 01/2008).** Julie was responsible for the oversight and day to day operation of Disease and Prevention Services. Responsibilities included oversight of the budget, personnel and other resources necessary in the administration of programs; developing and implementing internal policies; advising the Deputy Commissioner on the administration of programs; acting on behalf of the Deputy Commissioner in his absence; administration of federal grant funds and development of the annual budget.
- **Prior Roles (12/1990 to 01/2001).** Julie held various progressive titles and responsibilities including budgeting and accounting duties; creating competitive bids and other contracts; managing and overseeing work completed by non-profit organizations; administrative, financial and grant responsibilities and services as OSDH Procurement Director.

Laura Hill, MPH

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant (employed with BerryDunn since 03/2020)
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	MPH, Environmental Health Science and Policy, George Washington University, Milken Institute School of Public Health BS, Biology, Minor in Environmental Science, Shepherd College

Overview

Laura brings 7 years of project management experience developing, implementing, evaluating, and presenting public health projects. She has worked with managed care organizations serving citizens with Medicaid benefits, led a coalition for food security in West Virginia, and volunteered as a grant writer and reviewer for various organizations. She also brings 7 years of experience partnering with the West Virginia Department of Health and Human Resources: Bureau for Public Health Division of Health Promotion and Chronic Disease, Bureau for Children and Families, Office of Electronic Banking and Transfer, and Women Infant Children Offices, as well as 5 years of experience with a municipal health department.

Relevant Experience

BerryDunn (03/2020 to present). Laura works with state government clients on public health systems, programs and policies.

- **West Virginia Bureau for Public Health (BPH)**
 - *Emergency Medical Services Data System Implementation (02/2021 to present).* Laura provides day-to-day project management services in support of the data system implementation.
 - *Electronic Vital Records System Implementation Project Management (04/2020 to present).* Laura is the project manager for this system implementation covering all aspects of vital records.
 - *Strategic Map Implementation Support and Performance Management/Quality Improvement (PM/QI) Planning Project (04/2020 to present).* Laura is a business analyst for the initiative to meet BPH's strategic goals and to develop a PM/QI plan. In this role, she supports project management, and assists with facilitating work groups, and drafting the PM/QI plan.

West Virginia Food & Farm Coalition (03/2019 to 03/2020). Laura serves as the Food Equity Director, and as a liaison to the West Virginia Department of Health and Human Resources (DHHR) for

Melinda Kirrane, MPH

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Master of Public Health – Global Health, Imperial College London Bachelor of Science in Nursing, Johns Hopkins University Bachelor of Arts in Latin, Colgate University

Overview

Melinda is a public health professional with over eight years of project management experience with particular focus on policy development and analysis. She has extensive experience in relationship building and stakeholder engagement to identify and drive cost-effective solutions in line with organizational objectives.

Professional Experience

BerryDunn (11/2020 to present).

- **West Virginia Bureau for Public Health (BPH) – Strategic Map Implementation Support and Performance Management/Quality Improvement (PMQI) Planning Project (01/2021 to present).**
Melinda assists with implementing PMQI goals across six priority areas. In this role, she supports project management, tracks timelines and deliverables, and guides project workgroups in developing new BPH policies and enhancing stakeholder communications in line with strategic goals.
- **Hawai'i Department of Health (DOH) – Business Process Redesign for Behavioral Health Administration (BHA) (12/2020 to present).**
Melinda is serving as program analyst for this business process redesign project spanning four BHA Divisions. Key activities include performing a current environment assessment (including issuing web surveys and facilitating fact-finding sessions), facilitating business process redesign activities (including as-is and to-be business process mapping sessions), performing organizational change management, developing IT system requirements and an RFP for a solution integrator for a case management and electronic health record solution, and providing procurement support.
- **Michigan Department of Health and Human Services (MDHHS) – Disease Surveillance System Assessment (11/2020 to present).**
Melinda is serving as subject matter expert for the BerryDunn team performing a current environment assessment and gap analysis for MDHHS' disease surveillance system. Key activities include facilitating fact-finding sessions and business process mapping sessions to gain an understanding of the challenges in the current environment and the vision and needs for

Thermopylae Sciences + Technology (June 2009 to August 2012). As Project Coordinator, Melinda reconfigured humanitarian aid and disaster relief services by introducing a collaborative geospatial application during the 2010 Haiti Earthquake to improve access to and delivery of emergency medical services. In this role, she conducted proposal management and coordinated deliverables within a \$400 million government contract with the United States Army Intelligence and Security Command (USINSCOM). Additionally, Melinda helped implement client-drive system change for other US government agencies including the United States Agency for International Development (USAID) and the United States Postal Service (USPS) Office of the Inspector General.

Research Experience

WHO Collaborating Centre, Imperial College (May 2016 to August 2016) – MPH (Global Health) Dissertation.

A systematic review of the impact of patient charges and user fees on access to primary care and health outcomes in European Union countries with policy recommendations for NHS.

Department of Public Health, Imperial College (February 2016 to April 2016) – MPH (Global Health) Mini-project

A dual supply- and demand-oriented innovation proposal to redesign the health system workforce in Sierra Leone for improving maternal health outcomes.

Community and Public Health Department, JHU School of Nursing (September 2014 to May 2015) – Research Honors Student

Analyzed data from the Baltimore Moore Clinic for the rate of adherence to clinical appointments by appointment type for women living with HIV to understand self-management patterns and identify areas for educational intervention in this population.

Memberships and Professional Affiliations

Member, Royal Society for Public Health

- *Department of Justice (DOJ) Agreement Implementation Plan (05/2019 to present).* Sarah is a business analyst for the development of DHHR's implementation plan related to the DOJ Agreement. In this role she assists with managing tasks associated with developing the plan, creating a project plan and timeline, facilitating work groups, and research.
 - *Eligibility and Enrollment Implementation Assistance (03/2019 to present).* Sarah is supporting the project activities related to the new West Virginia Integrated Eligibility Solution (IES) to consolidate and integrate DHHR program service systems into a single enterprise.
 - *Child Welfare Family First Assessment (10/2018 to present).* Sarah is a business analyst for this engagement providing assistance with project management, support, and analysis services for the impact assessment and gap analysis focused on the State of West Virginia's compliance and alignment with the Family First Prevention Services Act.
- **Georgia Department of Administrative Services (DOAS) – Comprehensive Business Process Review and Redesign Project (06/2019 to 10/2019).** Sarah is a business analyst for this project, providing assistance with project management of business process review and redesign. Tasks include analyzing documentation, interviewing key stakeholders, developing business process redesign, and co-writing reports.
- **Arizona Department of Economic Security/Division of Developmental Disabilities (ADES/DDD)**
 - *Focus HIPAA TCS Compliance Project (04/2019 to 10/2019).* Sarah was a business analyst for this engagement providing assistance with project management, support, and analysis services for the assessment and gap analysis focused on the State of Arizona's compliance and alignment with HIPAA- and CMS- transactions and claim processing code sets.
 - *Feasibility Study for IT System Upgrade/Replacement (07/2018 to 11/2018).* Sarah worked as a business analyst supporting this study by providing services to assess the current technical solution and develop recommendations about short- and long-term options for modernizing the IT solutions for tracking long-term care for the DDD.
- **Massachusetts HIX/IES Entities – IV&V Services (03/2019 to 08/2019).** Sarah worked on the Massachusetts HIX/IES implementation as part of BerryDunn's IV&V services team. In this role, she provided assistance in developing monthly reports, identifying business requirements, and maintaining Knowledge Link and Mass Forge document repositories.
- **Vermont Agency of Digital Services (ADS) – Independent Review (01/2019 to 04/2019).** Sarah worked as a business analyst for the project, participating in conducting interviews, performing a cost and risk analysis, and co-writing the final independent review report. The Vermont ADS, Agency of Human Services, and Department of Vermont Health Access are implementing an integrated benefits

Arwa Alniemi, MPH

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed with BerryDunn since 06/2021)
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Master of Public Health, University of Akron BS, Biology, University of Akron BA, Sociology, Minor in Interdisciplinary Anthropology, University of Akron

Overview

Arwa is an experienced project coordinator, bringing skills and expertise in multicultural awareness, crisis interventions, statistical analysis, and social and behavioral research. Arwa is also fluent in Arabic and skilled in both written and oral communication.

Relevant Experience

Cleveland Clinic (07/2018 to 12/2020). As a project manager, Arwa conducted an evaluation with statistical analysis of a creative arts therapy program in an acute psychiatric hospital. Arwa also coordinated with the Institutional Review Board (IRB) at Cleveland Clinic, Northeast Ohio Medical University, and The University of Akron.

From July 2018 to July 2020, Arwa also served as a behavioral health technician, collaborating with an interdisciplinary team to provide treatment for patients with acute behavioral health conditions.

Cleveland Clinic Children's Hospital for Rehabilitation (02/2019 to 05/2019). Arwa developed a survey for parents of children with disabilities addressing the parental experiences, attitudes, concerns, and challenges of caring for children with physical, cognitive, and developmental disabilities.

Tri-City Southwest (01/2019 to 04/2019). As a special needs literacy program developer, Arwa designed and budgeted an evidence-based community literacy program serving adults with a range of intellectual disabilities to be implemented by Tri-City Southwest organization in Cuyahoga County.

Northeast Ohio Medical University, AmeriCorps (08/2015 to 07/2017). As a Health Professions Affinity Community (HPAC) Specialist, Arwa led the program in six high schools, serving 240 students in medically underserved and economically disadvantaged areas. This included delivering a service learning curriculum to help students identify health disparities, mentoring students, and writing grants to fund health improvement projects while utilizing existing community resources.

Arwa also served as a research assistant, utilizing CITI certification to collect data for research and evaluation of Health Professions Affinity Community programs, and assessing the program's growth which served 2,000 youth and more than 10,000 Ohioans.

Roderick R. Jaballas, Co., L.P.A (05/2012 to 08/2015). As a law office assistant, Arwa gathered and arranged evidence and other legal documents for case preparation and attorney review. Arwa also

Erica Hoffman

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed with BerryDunn since 06/2021)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	MS, Sports Studies, West Virginia State University Bachelor's Board of Regents, West Virginia State University CPR Certification

Overview

Erica is a resourceful administrator with 20 years of experience. She is an expert in Microsoft Office, including PowerPoint, Excel, and Word. She is also experienced in schedule management, event planning, and customer service.

Relevant Experience

Mountaineer Montessori School (07/2019 to 05/2021). Erica taught Nutrition Science and Physical Education to MMS students, as well as served as the fundraising coordinator. In that role, she not only met goals for the past two years, but also exceeded those goals substantially.

Abundant Life Ministries (02/2010 to 07/2019). As an office administrator, Erica was responsible for making schedules for multiple departments, video editing, bookkeeping and paying of bills, Abundant Life Bible College registrar, and community outreach. She also organized and spearheaded community programs such as food programs, fairs, and community education.

West Virginia Department of Education (01/2001 to 10/2006). As a secretary, Erica organized meetings and conferences, processed travel reimbursements, answered and directed phone calls, answered client queries, created documents to be dispersed to West Virginia schools, superintendents, principals, and teachers.

MaineHealth (05/2015 to 08/2015). As a community health improvement intern, Lucienne supported data collection and compilation for Partnership for a Healthier America's initiative to improve nutrition in MaineHealth hospitals.

Mary Corley

Proposed Project Role:	Staff Support/EQA
Role at BerryDunn:	Proposal Writer (employed with BerryDunn since 09/2019)
Years of Experience Relevant to Proposed Role:	30+ years
Certifications and Education:	BA, Communication, University of Wyoming BS, Finance, University of Wyoming

Overview

Mary is a proposal coordinator with more than 30 years of document experience. Highlights of her expertise include analyzing requests for proposals (RFPs) from a legal and requirements viewpoint to help ensure the RFP is a good fit, managing all aspects of the proposal response, preparing templates and outlines for documents, gathering written responses from team members and compiling into one document, and researching and writing responses to requirements. In addition, she brings experience in formatting, styling, and editing documents.

Relevant Experience

BerryDunn (09/2019 to present). Mary serves as the lead proposal writer for BerryDunn's Medicaid Practice Area. In addition, she supports the firm's Editorial/Quality Assurance team in reviewing, formatting, and copyediting documents.

WIPRO Infocrossing (12/1989 to 09/2019).

- **Proposal Coordinator (04/2015 to 09/2019).** Mary managed all aspects of the proposal process. She reviewed government healthcare potential RFPs for legal and business requirement fit; prepared proposal templates, outlines, cover art, and labels; worked with SMEs, legal, management and writers on proposal requirements and response, ensuring all submission requirements were met; wrote original proposal content and revise developed content to fit RFP requirements; formatted and prepared the final proposal response; and created a proposal response database.
- **Contract Compliance (07/2008 to 03/2015).** Mary gathered and reported all Service Level Agreements for contract with the State of Missouri and posted to a Cognos dashboard each month. She also acted as point of contact for questions on the contract between WIPRO and the State of Missouri; gathered systems statistics (metrics) from various sources (e.g., datacenter, Lotus Notes databases, MMIS reports) and compiled the metrics utilizing Microsoft Access and Excel in spreadsheets and charts for review by internal management; and maintained ER Studio data models. In addition, Mary performed time administrator duties, including ensuring all time was entered weekly, adding new employees, removing terminated employees, creating reports.

Carolyn Del Vecchio

Proposed Project Role:	Project Management Support
Role at BerryDunn:	Staff Writer with BerryDunn since October 2019
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Arts in Political Science, Gustavus Adolphus College

Overview

Carolyn is a seasoned writer with a history of working for local and federal offices in a communications capacity. Her ability to organize large-scale projects, as well as coordinate with smaller teams, makes her an efficient writer. She is able to focus on the overall goals of a project while also attending to the details of persuasive and clear writing.

Experience

BerryDunn (October 2019 to present). Carolyn works as a proposal writer with BerryDunn's State and Local Practice Groups to author and coordinate responses to RFPs seeking consulting services. She coordinates the various aspects of proposal development from compliance to editing to strategizing content.

Minnesota Attorney General Keith Ellison's Office (October 2018 to September 2019). Carolyn worked as a citizen assistance analyst to address questions and concerns from the public and provide resources for and guidance of the formal complaint process. She advocated for consumers by conducting written mediations between consumers and businesses in attempt to resolve conflict and uphold consumer protection laws, including landlord and tenant disputes.

U.S. Department of State (August 2017 to June 2018). Carolyn was a Fulbright Fellow that instructed 450 students in speaking, listening, and writing from beginner to advanced levels of English literacy. She organized festivals, clubs, and holiday celebrations to facilitate cultural exchange.

Gustavus Adolphus College (September 2016 to May 2017). Carolyn worked as a writing tutor to review, revise, and improve writing assignments for over 150 students.

Three Rivers Park District (January 2015 to May 2016). Carolyn worked as an education outreach coordinator to plan and lead a pilot program that provided weekly subsidized environmental education summer camps for low-income students around the Twin Cities metro which received the MNPRA Award of Excellence.

Minnesota Interfaith Power and Light (January 2015 to May 2016). Carolyn worked as communications coordinator intern to organize and collaborate with a network of 60+ nonprofits to plan the Minnesota Clean Energy and Jobs Day at the Capitol with over 400 attendees to lobby for renewable energy.

Christine Fisher

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Writer with BerryDunn since October 2020
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Bachelor of Arts in Journalism, Temple University

Overview

Christine is a detail-oriented writer and editor with experience writing for public-sector audiences. She has extensive experience in editorial roles, including proposal writer, reporter, editor, and content marketing writer.

Experience

Proposal Writer, BerryDunn (October 2020 to Present). Christine serves as a proposal writer on BerryDunn's Business Development team. She specializes in responding to the needs of city and county governments, and she manages all aspects of proposal development, including writing, editing, research, strategy, and management.

News Writer, Engadget.com (February 2018 to October 2020). Christine wrote daily news stories for the Verizon Media technology news website Engadget.com. She produced four to seven stories daily on topics ranging from technology to science, space, and current events. She worked with a team of writers and editors to determine which news stories to follow, edit copy, and finalize headlines.

Freelance Writer (July 2014 to October 2020). Christine has worked as a freelance news writer, content market, and social media manager for numerous clients. She has written about everything from aerospace engineering (*Aerospace America*) to product development (Bresslergroup), health and wellness (*The Sunrise Guide*), and more.

Staff Writer, TrueLine Publishing (September 2016 – September 2017). Christine developed content for several publications under the TrueLine Publishing brand. These included B2B journals focused on technology, law, business, and construction. Christine developed five, 1,000-word profiles each week of companies, executives, and corporate projects.

Assistant Editor, Page Street Publishing (July 2014 – June 2015). Christine coached authors through the book development process. She provided manuscript development, copyediting, and proofreading.

Reporter, PlanPhilly.com (September 2012 – July 2014). As a news reporter for PlanPhilly.com, Christine developed and managed the transportation beat. She wrote news stories related to transportation infrastructure, planning, and policy within the City of Philadelphia. Topics included public transit, state and federal highway projects, bicycle and pedestrian initiatives and more. She provided additional support by reporting on a range of community news events.

Carole Ann Guay

Proposed Project Role:	Staff Support/EQA
Role at BerryDunn:	Project Coordinator (employed with BerryDunn since 10/2014)
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	Currently working towards BS in Accounting, University of Southern Maine

Overview

Carole Ann is an experienced project coordinator and technical analyst. She is a dependable individual contributor and works to a cohesive team member. She has excellent organizational skills that she applies to her client project work.

Relevant Experience

BerryDunn (10/2014 to present). Carole Ann serves as a project coordinator for BerryDunn's government consulting group, with additional administrative duties. Selected project work includes:

- **Oregon Enterprise Technology Services (OR ETS) – Integrated IT Service Management (ITSM) (03/2018 to present).**
Carole Ann developed high-level workflow and dataflow diagrams through on-site meetings as well as conference call sessions.
- **Colorado Office of the State Auditor – IT Evaluation (09/2017 to present).**
Carole Ann coordinates document request items, status reports, meeting requests, and data management.
- **New Mexico Corrections Department (NMCD) – COTS Offender Management System (OMS) Replacement (11/2016 to present).**
Carole Ann compiles weekly status reports and participates in interviews as well as survey analysis.
- **Metropolitan Government of Nashville and Davidson County (Metro), TN – Information Security Program Development (05/2016 to present).**
For Metro's, development of their Information Security Management Program, Carole Ann worked as a project coordinator, assisting in the development of findings reports. In addition, she served as part of the team performing a Payment Card Industry (PCI) Readiness Assessment. These activities included identifying Metro's current state of PCI, identifying where PCI data resides and where it traverses the network.
- **Vermont Department of Vermont Health Access – Vermont Health Connect Financial and Programmatic Audit (01/2016 to present).**

Molly Hawkinson

Proposed Project Role:	Staff Support/EQA
Role at BerryDunn:	Staff Editor (employed with BerryDunn since 09/2019)
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Certificate, Editing, University Of Washington BS, Media And Communication, New York University

Overview

Molly is a staff editor on BerryDunn's Editorial/QA team who copyedits and proofreads internal and client-facing documents. She also develops and presents educational materials to teach consultants and other members of the firm best practices for business writing. She holds a Certificate in Editing from the University of Washington and a Bachelor of Science degree from New York University.

Relevant Experience

BerryDunn (09/2019 to present). Molly is responsible for proofreading, copyediting, and formatting various types of documents, including proposals, reports, memos, presentations, and meeting notes. She also develops presentations and other educational materials, such as monthly e-blasts, for the firm, and effectively manages multiple projects with different deadlines.

Rev (2018 to 2019). Molly served as a video captioner, captioning videos for documentaries, commercials, and short films. She followed house style guide and received consistent high reviews from clients.

Sirius XM Radio (01/2009 to 05/2009). As an intern, Molly monitored and maintained social media for a daily four-hour radio show. She wrote and edited daily blog and show recaps, conducted interviews, and created content read live on the air.

Ertel Publishing (2014 to 2015). Kyle reviewed copy for two national bi-monthly magazines on tight deadlines. He adhered to technical specifications and internal style guidelines, and coordinated with two editorial teams to ensure quality control.

Dayton City Paper (2010 to 2014). As the editor, Kyle directed editorial content for arts/culture alt weekly in the Greater Dayton, OH region. He managed external media contacts to coordinate interviews/images for the weekly edition, and coordinated with the Publisher and Art Director on weekly edition content and layout.

From 2010 to 2012, Kyle also served as the first Music Editor for this publication, based on expertise in the field.

Cengage Learning-Contemporary Musicians (2010 to 2012). Kyle created career biographies for secondary level students on current musical artists. This included synthesizing secondary source material into narrative and coordinating with his advisor to meet deadlines.

Mazer Corporation (2002 to 2007). Kyle edited K-12 education materials for state and national programs in Social Studies, English and Technology. He coordinated with external writers to make revisions and meet strict deadlines, and fact-checked primary and secondary source materials.

Spinnaker Trust (02/2006 to 02/2011). As Trust Operations Administrator, Bethany performed operational functions within Spinnaker Trust's accounting software; input, tracked, and processes fees; processed gifts of stocks; executed bill paying and beneficiary disbursements; administered approximately 125 IRA accounts; coordinated and gathered relevant information for 5498s and 1099Rs; processed daily operational transactions; proofed accounting transactions; and conducted cost basis research.

Maine Bank & Trust (02/1998 to 01/2006). As Trust Administrator, Bethany maintained extensive face-to-face, written, and telephone communication with clients, prospects, and centers of influence; administered approximately 450 accounts; reviewed trust documents; completed discretionary memorandums; completed new account documentation and assurances that assets were received in a timely fashion; and executed bill paying and beneficiary disbursements.

The Southern Illinoisan (2014 to 2015). As copy editor, proofreader, and sports clerk, Jordan wrote and edited articles and prepared them for publications. In addition, he wrote headlines and subheads for articles and reviewed content to help ensure it was published error-free.

Other Teaching Experience (2006 to 2010). Lanier Technical College: As adjunct instructor, Jordan created curriculum and instruction of multiple English courses, including Remedial English, Introduction to Composition, and Technical Writing. He taught approximately 90 students per quarter and served as English tutor for the College Student Success Program.

Hardin County, IL: Jordan taught English at the elementary, middle, and high school levels as a substitute teacher.

NOVA Group of Japan: Jordan worked as an English instructor, teaching conversational English to students with varying degrees of English literacy.

West Virginia Secretary of State — Online Data Services

Business and Licensing

Online Data Services Help

Business Organization Detail

NOTICE: The West Virginia Secretary of State's Office makes every reasonable effort to ensure the accuracy of information. However, we make no representation or warranty as to the correctness or completeness of the information. If information is missing from this page, it is not in the The West Virginia Secretary of State's database.

BERRY, DUNN, MCNEIL & PARKER, LLC

Organization Information									
Org Type	Effective Date	Established Date	Filing Date	Charter	Class	Sec Type	Termination Date	Termination Reason	
LLC Limited Liability Company	1/8/2008		1/8/2008	Foreign	Profit				

Organization Information			
Business Purpose	5416 - Professional, Scientific and Techincal Servies - Professional, Scientific and Techincal Servies - Management, Scientific and Tech Consulting Services (administrative, general, HR, marketing, process, physical distribution, logistics, environmental)		Capital Stock
Charter County		Control Number	0
Charter State	ME	Excess Acres	
At Will Term	A	Member Managed	MBR
At Will Term Years		Par Value	
Authorized Shares		Young Entrepreneur	Not Specified

Addresses	
Type	Address
Designated Office Address	209 WEST WASHINGTON STREET CHARLESTON, WV, 25302
Mailing Address	2211 CONGRESS STREET PORTLAND, ME, 04102 USA
Notice of Process Address	CORPORATION SERVICE COMPANY 209 WEST WASHINGTON STREET CHARLESTON, WV, 25302
Principal Office Address	2211 CONGRESS STREET

PORTLAND, ME, 04102
USA

Type	Address
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Officers

Type	Name/Address
Member	TAMMY P MICHAUD 2211 CONGRESS STREET PORTLAND, ME, 04102
Member	DAVID A ERB 2211 CONGRESS STREET PORTLAND, ME, 04102
Member	JOHN M CHANDLER 2211 CONGRESS STREET PORTLAND, ME, 04102
Member	TIMOTHY F MASSE 2211 CONGRESS STREET PORTLAND, ME, 04102
Type	Name/Address

DBA

DBA Name	Description	Effective Date	Termination Date
BERRY DUNN	TRADENAME	3/21/2011	
BERRY, DUNN, MCNEIL & PARKER, PLLC	TRADENAME	11/5/2019	
DBA Name	Description	Effective Date	Termination Date

Annual Reports

Filed For

2021

2020

2019

2018

2017

2016

2015

2014

2013

2012

2011

2010

2009

Date filed

For more information, please contact the Secretary of State's Office at 304-558-8000.

