



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: 10-04-2021

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 0511 2680 BMS2200000009 1	Procurement Folder:	945915
Document Name:	State Plan Review and Support Project - Phase 2	Reason for Modification:	
Document Description:	State Plan Review and Support Project - Phase 2		
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 100 MIDDLE STREET PORTLAND ME 04101 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: Kevin L Bowling Requestor Phone: 304-356-4958 Requestor Email: lee.k.bowling@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
PROCUREMENT OFFICER: 304-352-4286 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	PROCUREMENT OFFICER: 304-352-4286 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US

Purchasing Division's File Copy

Total Order Amount: \$392,375.00

ENTERED

PURCHASING DIVISION AUTHORIZATION
DATE: *Linda Harper 10/19/21*
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION
DATE: *Beverly Tolen 10-19-21*
ELECTRONIC SIGNATURE ON FILE

Extended Description:

Prospective Delivery Order for State Plan Review and Support Project - Phase 2

Dates of Service: 10/11/2021 - 10/10/2022

Total: \$392,375.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$16,125.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2021-10-11	2022-10-10			2021-09-30	

Commodity Line Description: Lead Project Manager: Base Year One**Extended Description:**

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Eduardo Daranyi: 75 Hours @ \$215.00 = \$16,125.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$320,250.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2021-10-11	2022-10-10			2021-09-30	

Commodity Line Description: General Project Manager: Base Year One**Extended Description:**

General Project Manager: Base Year One

Hourly Rate: \$175.00

Nicolle Field: 70 Hours @ \$175.00 = \$12,250.00

Ethan Wiley: 860 Hours @ \$175.00 = \$150,500.00

Sarah Abbott: 900 Hours @ \$175.00 = \$157,500.00

Grand Total: 1,830 Hours @ \$175.00 = \$320,250.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$56,000.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2021-10-11	2022-10-10			2021-09-30	

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

Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Meghan Crown: 600 Hours @ \$80.00 = \$48,000.00

Additional QA Support Staff: 100 Hours @ \$80.00 = \$8,000.00

Additional QA Support Staff includes the following: Bethany Pike, Carole Ann Guay, Emily Hendrickson, Jon Williams, Jordan Ramsey, Karla Fossett, Kyle Melton, Mary Corley, and Molly Hawkinson.

Grand Total: 700 Hours @ \$80.00 = \$56,000.00



September 10, 2021

To Whom It May Concern:

BerryDunn submitted a Staffing Plan and Scope of Work (SOW) document to assist the Bureau for Medical Services (BMS) by providing State Plan support under our contract (CMA # HHR21*03). As stated in the SOW document, the duration of this work is estimated to be 12 months. BerryDunn agrees to an SOW start date effective October 11, 2021.

Assuming a start date of October 11, 2021, the work would then conclude on October 10, 2022. BerryDunn will honor the current pricing, terms, and conditions included in the current approved Master Agreement for the duration of this CDO.

Please let me know if you have any questions or if you would like to discuss the content in this SOW.

We are pleased to have the opportunity to provide these important services to the State of West Virginia.

Best Regards,

A handwritten signature in black ink, appearing to read 'Eduardo G. Daranyi'.

Eduardo G. Daranyi
Principal
207-541-2244



Staffing Plan and Scope of Work for the
West Virginia Bureau for Medical Services
State Plan Review and Support Project
Phase 2
Prepared for HHR #21*03



Submitted by:

Eduardo Daranyi, PMP®, Principal
Nicolle Field, PMP®, Principal
Berry Dunn McNeil & Parker, LLC
300 Capitol Street
Charleston, WV 25301
Phone: 207-541-2244
edaranyi@berrydunn.com
nbecnel@berrydunn.com

Submitted on:

September 10, 2021

berrydunn.com



Staffing Plan and Scope of Work (SOW) for the West Virginia Bureau for Medical Services State Plan Review and Support (SPRS) Phase 2 Project

This SOW describes the tasks BerryDunn will perform to assist the Bureau for Medical Services (BMS, State) in the second phase of the SPRS project.

Phase One of the SPRS project involved helping BMS to develop a comprehensive collection of West Virginia Medicaid State Plan documents as a baseline, as well as to compile, analyze, and remediate the State Plan. The project team assisted BMS in adopting an enhanced process to make future updates to the State Plan as well.

Phase Two of the SPRS project will involve ongoing support, subject matter expertise, and technical assistance for amendments to the State Plan. The project will also involve assisting BMS to continue updating State Plan-related processes and assisting State staff with materials and process developments initiated under Phase One.

This work will be completed in accordance with the terms and conditions of the base contract between BerryDunn and the State. This SOW is henceforth referred to as the SPRS Phase 2 SOW.

1.0 Key Information

The intent of this document is to help ensure a common understanding of expectations relating to the deliverables and services BerryDunn will provide for the SPRS Phase 2 Project.

The objective of this project is to provide project management and subject matter expertise services to support the SPRS project, including:

- Engagement Oversight
- Project Initiation, Execution, and Control
- Research and Technical Assistance
- State Plan Amendment (SPA) Design and Revision
- State Plan Process Optimization and Training
- Project Closeout

This project will aid the State in meeting several of its identified Medicaid Information Technology Architecture (MITA)-specific goals, such as:

- General 1.0 – Improve the State's effectiveness and efficiency
- General 4.0 – Assess, implement, and monitor compliance with all relevant federal and state laws and regulations
- General 5.0 – Help Ensure program quality



- General 6.0 – Enhance and improve efficient, effective, and meaningful outreach and communication
- Care Management (CM) 1.0 – Improve healthcare outcomes for members
- Operations Management (OM) 1.0 – Improve operational efficiency and reduce costs in the healthcare system
- Performance Management (PE) 1.0 – Improve consistency of Program Management processes and effective communication of policy
- MITA Business Areas: Operations Management (OM), Performance Management, Plan Management, Financial Management
- Standards and Conditions (S&C): Business Results Condition, Leverage Condition (Reuse), Industry Standards Condition

Estimates for this SOW are based on the following assumptions:

- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the State BMS SharePoint site and will be brought to the attention of the BMS project sponsor.
- Deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Commissioner Cynthia Beane and Deputy Commissioner Sarah Young as the BMS project co-sponsors. Riley Romeo will act as the project lead.
- The State project lead will provide timely decision-making and responses to information requests from the BerryDunn project team.
- DHHR intends to utilize WV-2021-05-10-Medicaid Management Information System [MMIS] Medicaid Information Technology Architecture (MITA) Implementation Advance Planning Document Update [IAPD-U]), approved June 30, 2021, which requested \$412,700—including federal financial participation (FFP)—for the purposes of this SOW. The estimated cost of the services to be delivered under this SOW is \$392,375. Therefore, any additional scope that is added to the services to be provided under this SOW might require that the State update its IAPD-U to allocate additional funds.
- The BerryDunn leadership team will consist of Ed Daranyi as the engagement manager (EM). Ethan Wiley will serve as the project lead.
- This work will begin upon approval of this SOW and a mutually agreed-upon date, and is projected to continue for 12 months.



2.0 Project Scope and Staffing Plan

The table below describes the service approach, deliverables, and acceptance criteria for BerryDunn's work; identifies BerryDunn team members responsible for conducting our work; and lists the estimated hours for completion of each key task. A **deliverable** requires formal submission and approval, while an **artifact** is a document produced by the BerryDunn team during project work that serves as an input to one or more deliverables but might not be formally submitted for State feedback (unless requested). A high-level timeline for the activities described below is provided in Section 5.0.

Table 1: Project Deliverable/Service, Approach, Acceptance Criteria, Responsibility, and Hours Estimate

Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>BerryDunn's leadership team will provide oversight and coordination of BerryDunn staff, services, and deliverables.</p> <p>BerryDunn's project leadership will meet with the BerryDunn project lead and other key team members on a regular basis to discuss project status and issues impacting timely completion of the project work, and oversee BerryDunn staff, services, and review of deliverables.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none">Deliverable 01 (D01): Commissioner Briefing <p><i>Completion Criteria</i></p> <p>Engagement Oversight will be deemed complete upon signature acceptance of D08: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	Eduardo Daranyi Nicolle Field Ethan Wiley	130
2.0	<p>Project Initiation, Execution, and Control</p> <p><i>Service Approach</i></p> <p>In support of Project Initiation, Execution, and Control, BerryDunn's leadership will meet with the project sponsor on a regular basis to discuss project status and issues impacting timely completion of the work, and will oversee BerryDunn staff, services, and deliverables. Project Initiation, Execution, and Control will also include:</p> <ul style="list-style-type: none">Facilitating meetings, preparing meeting	Ethan Wiley Sarah Abbott Meghan Crown Bethany Pike Carole Ann Guay Emily Hendrickson Jon Williams Jordan Ramsey	370



Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>materials, and taking notes for BerryDunn- and State-owned meetings</p> <ul style="list-style-type: none"> Preparing monthly project status updates, risks, issues, and briefings for the State leadership team Managing project logs (action item, decision, issue, and risk tracking) Storing project documentation repository in an agreed-upon SharePoint location Conducting stakeholder workgroups with the State and its vendors <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none"> D02: Project Timeline D03: Monthly Status Report D04: Action item, risk, issue, and decision logs Artifact 01 (A01): Meeting agendas, materials, and notes <p><i>Completion Criteria</i></p> <p>Project Initiation, Execution, and Control will be deemed complete upon signature acceptance of D08: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	<p>Karla Fossett Kyle Melton Mary Corley Molly Hawkinson</p>	
3.0	<p>Research and Technical Assistance</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist the State with assessing potential SPAs and technical assistance inclusive of the following:</p> <ul style="list-style-type: none"> Research summaries and briefs on state plan opportunities from the Centers for Medicare & Medicaid Services (CMS) Impact assessments on the effect of proposed policy Additional ad hoc requests related to support for the State Plan as needed Technical assistance for the State Plan determined by the BMS Project Lead <p><i>Artifact(s) and Deliverable(s)</i></p>	<p>Ethan Wiley Sarah Abbott Meghan Crown Bethany Pike Carole Ann Guay Emily Hendrickson Jon Williams Jordan Ramsey Karla Fossett Kyle Melton Mary Corley Molly Hawkinson</p>	700



Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<ul style="list-style-type: none">A02: Research materialsA03: Strategy documents <p><i>Completion Criteria</i></p> <p>Research and Technical Assistance will be deemed complete upon signature acceptance of D08: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>		
4.0	<p>SPA Design and Revision</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist the State with developing SPAs inclusive of the following:</p> <ul style="list-style-type: none">Draft SPA documentsDraft SPA packages for submission to CMSSupport for BMS in 15-day calls with CMSSupport in addressing informal and formal comments <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none">D05: SPA PackagesA04: Materials to support CMS callsA05: Formal and informal comments <p><i>Completion Criteria</i></p> <p>SPA Design and Revision will be deemed complete upon signature acceptance of D08: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	Ethan Wiley Sarah Abbott Meghan Crown Bethany Pike Carole Ann Guay Emily Hendrickson Jon Williams Jordan Ramsey Karla Fossett Kyle Melton Mary Corley Molly Hawkinson	800
5.0	<p>State Plan Process Optimization and Training</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist the State in implementing process changes and materials developed during SPRS Phase 1 Project. These tasks included remediating the State Plan; developing a process flow for State Plan development, approval, and maintenance; and training State stakeholders on the new process flow.</p> <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none">D06: SPRS Phase 1 Project Deliverable UpdatesD07: State Plan Process Optimization Plan and	Ethan Wiley Sarah Abbott Meghan Crown Bethany Pike Carole Ann Guay Emily Hendrickson Jon Williams Jordan Ramsey Karla Fossett Kyle Melton Mary Corley	500



Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	Training Materials <ul style="list-style-type: none">A06: Transition materials <i>Completion Criteria</i> <p>State Plan Process Optimization and Training will be deemed complete upon signature acceptance of D08: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	Molly Hawkinson	
6.0	Project Closeout <p>BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables being transferred to BMS at project close. Additionally, the Project Closeout Summary will document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member.</p> <i>Deliverable(s)</i> <ul style="list-style-type: none">D08: Project Closeout Summary <i>Completion Criteria</i> <p>BerryDunn services will be considered complete when the project sponsor(s) or their designee(s) formally accepts and signs D08: Project Closeout Summary.</p>	Eduardo Daranyi Nicolle Field Ethan Wiley Sarah Abbott Meghan Crown	105
Total Hours			2,605
Total Not-to-Exceed Cost Estimate			\$392,375



3.0 Project Resources and Hours

The table below displays additional staffing plan details, total hours, and costs by resource, based on the hourly rates and staffing classifications provided in the Commodity Lines (CLs) for Year 1 in CMA #HHR21*03.

Table 2: Project Resources

CL Year 1	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
1	LPM	\$215	Lead Project Manager Eduardo Daranyi	75	\$16,125
4	GPM	\$175	Portfolio Manager Nicolle Field	70	\$12,250
4	GPM	\$175	Program Manager / Project Lead Ethan Wiley	860	\$150,500
4	GPM	\$175	Subject Matter Expert Sarah Abbott	900	\$157,500
5	SS	\$80	Project Coordinator Meghan Crown	600	\$48,000
5	SS	\$80	Additional QA Support Staff Bethany Pike Carole Ann Guay Emily Hendrickson Jon Williams Jordan Ramsey Karla Fossett Kyle Melton Mary Corley Molly Hawkinson	100	\$8,000
			Total Hours:	2,605	\$392,375



4.0 Project Hours and Costs Per Month

The table below displays an overview of the project hours and estimated costs per month over the lifetime of the project:

Table 3: Project Costs by Month

Month #	EM	LPM	GPM	SS	Estimated Hours Per Month	Estimated Cost Per Month
	Hours	Hours	Hours	Hours		
Month 1	0	7	180	80	267	\$ 39,405
Month 2	0	7	160	60	227	\$ 34,305
Month 3	0	6	160	60	226	\$ 34,090
Month 4	0	6	160	60	226	\$ 34,090
Month 5	0	6	160	60	226	\$ 34,090
Month 6	0	6	160	60	226	\$ 34,090
Month 7	0	6	160	60	226	\$ 34,090
Month 8	0	6	160	60	226	\$ 34,090
Month 9	0	6	160	60	226	\$ 34,090
Month 10	0	6	160	60	226	\$ 34,090
Month 11	0	6	160	60	226	\$ 34,090
Month 12	0	7	50	20	77	\$ 11,855
Total	0	75	1,830	700	2,605	\$ 392,375



5.0 High-Level Timeline

The following figure illustrates the proposed high-level timeline for planning activities.

Figure 1: Proposed High-Level Timeline

Task	1	2	3	4	5	6	7	8	9	10	11	12
1.0 Engagement Oversight												
2.0 Project Initiation, Execution, and Control												
3.0 Research and Technical Assistance												
3.0 SPA Design and Revision												
5.0 State Plan Process Optimization and Training												
7.0 Project Closeout												



BerryDunn Authorized Signature

As a principal of this firm in our Medicaid Practice Group, I have reviewed this SOW and am legally authorized to commit BerryDunn to the work as described herein. The work and level of effort is a not-to-exceed cost. Work to be invoiced to the Department of Health and Human Resources (DHHR) will be for actual hours expended, which might or might not equal the projected level of effort, but will not exceed the projected level of effort.

September 30, 2021

Signature

Date

DHHR Approval of Approach, Staffing, and Not-to-Exceed Cost

Signature

9/30/2021

Date



Appendix A: Resumes

Eduardo Daranyi, MEd, PMP®

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 09/2005)
Years of Experience Relevant to Proposed Role:	18 years
Certifications and Education:	Master of Education, Lesley College BS, Physics, Mathematics, and Business Administration, Hillsdale College Certified Project Management Professional® Systems Engineering Development Program, Electronic Data Systems

Overview

Ed is a principal at BerryDunn with 20 years of experience managing and providing quality assurance (QA) oversight of large-scale technology initiatives. He has served in a project management and QA capacity for Medicaid projects in Maine, Iowa, and West Virginia. Prior to joining BerryDunn, Ed worked for Electronic Data Systems as a systems engineer and systems manager. Ed served as implementation project manager for pharmacy benefits management systems and project coordinator while employed by Goold Health Systems.

Relevant Experience

BerryDunn (09/2005 to present). Ed is a principal in BerryDunn's Government Consulting Group, leading the Medicaid practice area.

- **Ohio Department of Medicaid – Ohio Medicaid Enterprise System Independent Verification & Validation (IV&V) Services (12/2016 to present).**
The Ohio Department of Medicaid is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and BerryDunn is providing IV&V support. As project principal, Ed is overseeing the BerryDunn team.
- **West Virginia Bureau for Medical Services (BMS).**
 - *West Virginia Engagement Manager (06/2012 to present).*
In his role as engagement manager, Ed provides oversight of BerryDunn's contract with the Bureau to provide project management services for multiple projects, including the Molina Health PAS MMIS implementation; Medicaid Data Warehouse / Decision Support System DW/DSS implementation; Substance Use Disorder 1115 Waiver development and implementation; Affordable Care Act (ACA) analysis, and advisory services; ICD-10 compliance; Eligibility &



Enrollment (E&E) systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; WVCHIP implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives.

- *QA Oversight of MMIS and Pharmacy Point of Sale (POS) Implementation (10/2005 to 03/2008).*

Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA NPI. Ed also focused on establishing and assisting in the management of change management processes, and participated in the certification process and report process development.

- **West Virginia Department of Health and Human Resources (DHHR) – West Virginia Engagement Manager (06/2012 to present).**

In his role as engagement manager, Ed provides oversight of BerryDunn's contract with DHHR to provide project management services for multiple projects, including the E&E System modernization; procurement services; eligibility systems planning, procurement, and implementation; and other related initiatives.

- **Maine Department of Health and Human Services (DHHS) – IV&V and QA Services (04/2011 to 06/2012).**

BerryDunn provided IV&V, QA, and Technical Assistance services for the Molina MMIS and Fiscal Agent Solution development, implementation, and certification project. In addition, BerryDunn provided project management for the CMS certification of Maine's MMIS. As BerryDunn's project manager, Ed served as the primary liaison with DHHS, providing and managing a project management structure, developing and maintaining project management tools, managing the development of all deliverables, leading and overseeing the work of our team, evaluating project risks and issues, recommending strategies to address risks and issues, and communicating project status to DHHS.

BerryDunn also performed a point-in-time readiness assessment for several Pharmacy system initiatives for Maine DHHS, including a HIPAA 5010 transaction set readiness assessment and a pharmacy-related provider portal. Ed served as project manager for this assessment.

- **North Carolina Office of the State Auditor – Independent Audit of the State IT Services Enterprise Project Management Office (EPMO) (04/2007 to 06/2007).**

BerryDunn was hired by the North Carolina Office of the State Auditor to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. Ed served as a lead analyst on this engagement. The objective of our evaluation was to determine whether the EPMO's policies, procedures, and practices



were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

Goold Health Systems (05/2001 to 08/2005).

- **Iowa Department of Human Services (06/2004 to 08/2005).** Ed served as technical project manager for the implementation of the Iowa Preferred Drug List/Prior Authorization project. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects, and operational procedures.

From December 2004 to August 2005, Ed served as strategic project manager for Iowa's MMIS Pharmacy POS implementation. In this role, Ed managed implementation activities; prepared project status reports; developed work plans; and conducted research and analysis of programs, projects, and operational procedures.

- **GHS Data Management (04/2000 to 06/2004).** Ed served as project coordinator, technical writer, office manager, and training coordinator for GHS Data Management, which entailed developing and managing technical proposal preparation and writing; collaborating and developing strategy with senior management, the Medical Director, and staff pharmacist; providing company-wide management support for strategic project development; designing, developing, and authoring technical user documentation; and preparing and delivering training materials. GHS Data Management is a provider of services to Medicaid agencies across the nation.
- **Maine DHHS (05/2001 to 01/2002).** While employed by GHS, Ed served as technical project coordinator for Maine's MMIS Pharmacy Preferred Drug List and Supplemental Rebate implementation. In this role, Ed coordinated implementation activities; prepared reports for senior management; developed and monitored work plans; and performed research, analysis, and evaluation of programs, projects, and operational procedures.

Electronic Data Systems (08/1985 to 06/1988). Ed served as Systems Engineer and Systems Manager, with responsibility for maintaining the operating system for a cluster of mainframe computers, troubleshooting hardware and software problems, and overseeing security and access to software on the mainframe computers controlling a General Motors full-size pickup truck assembly plant. As a part of this work, he was on a team that implemented a new manufacturing and assembly system for the truck assembly plant.

Presentations

"Flexible Contracting and Contracting Best Practices," Presentation for Medicaid Enterprise Systems (MESC) 2014, 8/19/2014



Nicolle Field, PMP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 01/2014)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	BA, Social Work, University of Southern Maine Certified Project Management Professional Lean Six Sigma Green Belt

Overview

Nicolle is a senior manager in BerryDunn's Government Consulting Group currently supporting State Medicaid Agencies. She has demonstrated expertise in the areas of Medicaid; Health and Human Services; program and project management; strategic planning; enterprise technology and program implementations; and population health and disease management.

Relevant Experience

BerryDunn (01/2014 to present). As part of BerryDunn's Medicaid Consulting Practice, Nicolle has worked on the following projects.

- **West Virginia Department of Health and Human Resources (DHHR) – Eligibility and Enrollment Implementation Assistance (01/2018 to present).**
Nicolle is currently serving as the program manager overseeing BerryDunn's team supporting the implementation project for West Virginia's Medicaid enterprise IES to support the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, CHIP, SNAP, TANF, Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. In her current role, Nicolle works directly with the State's leaders from the Bureau for Medical Services (BMS) (the State's Medicaid Agency), the Department of Health and Human Services Office of Management Information Services (MIS), the Bureau for Child Support Enforcement (BCSE), and the Bureau for Children and Families (BCF).
- **West Virginia Bureau for Medical Services (BMS).**
 - *Program Manager for the Policy, Compliance, and Accreditation Program and the Quality Improvement Initiatives Program (09/2018 to 04/2019).*
Nicolle served as the program manager overseeing the programs and projects related to Medicaid policy, compliance, accreditation, and quality improvement initiatives. Projects included:
 - *Payment Error Rate Measurement (PERM) Project.* The project team: reviewed payment errors reported to help determine whether an error was cited accurately, and if so, what the root cause of the error was; identified



ways to remedy payment errors; supported the implementation of required changes to reduce future errors; assisted BMS in identifying internal resources to assist in the PERM review activities and engaged those individuals in the conversations and necessary activities; worked with BMS to prepare and submit a recovery package to dispute PERM errors as an effort to reduce the funds that would be refunded to CMS; participated in all CMS and PERM contractor-related meetings; assisted in completing several questionnaires for the Statistical Contractor (SC), the Review Contractor (RC), and the Eligibility Review Contractor (ERC); and helped develop and document an internal standard operating procedures manual for BMS that includes all state requirements as well as internal processes for the state to implement and carry out during the PERM cycle.

- *MMIS Contract Edit Review.* The project team provided assistance in assessing the State of West Virginia's MMIS fee schedules and edits to help ensure system configurations and procedures are in compliance with current policy and national standards. This project supported analyzing the system's configured fees and edits to help determine if changes to the system were needed. BerryDunn also monitored associated differences in order to report potential gaps with the goal of increasing cost efficiency for the State.
- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project.* The project focused on updating the State of West Virginia's MITA SS-A for annual submission to CMS.
- *Gap Analysis and Project Management Services (10/2016 to 06/2018).*
As project manager for the GAPMS project, Nicolle oversaw the development of a current state assessment of systems impacted by the ACA; development of a Medicaid Enterprise System compliance gap analysis; governance and prioritization of ad hoc research requests to analyze rules such as the Medicaid and CHIP Managed Care Final Rule; and the management of new sub-projects started under GAPMS.
- *Project Management of MMIS Procurement, DDI, and Certification (07/2014 to 10/2016).*
Nicolle supported West Virginia's MMIS implementation and stabilization by reviewing vendor deliverables (e.g., design documents, test cases, and test results) and providing feedback to help ensure deliverables met contractual requirements and the project's quality standards.
- *MITA 3.0 Lifecycle Maintenance and Technical Assistance Project (07/2014 to 08/2015).*
Nicolle supported this project to develop West Virginia's MITA 3.0 SS-A, which was accepted by CMS in 2015 without revisions. As a business analyst, she conducted business process work sessions and updated MITA 3.0



documentation based on the State's input and feedback. She also reviewed documentation with SMEs and conducted document approval sessions.

- **New Hampshire Department of Health and Human Services – MMIS and Fiscal Agent Services Assessment and Strategy Project (03/2018 to 8/2018).**
Nicolle served as the project manager for the MMIS and Fiscal Agent Services Assessment and Strategy Project. The MMIS and Fiscal Agent Services Assessment and Strategy Project provided an independent assessment of the performance and capabilities of the State's MMIS and MMIS vendor's services relative to current industry systems and standards, and potential MMIS re-procurement options for the State to consider for the future.
- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018).**
Nicolle served as the project manager in assisting West Virginia and New Jersey with bi-directional leverage and reuse related to New Jersey's Replacement MMIS Project and helping ensure the West Virginia MMIS Re-Procurement Project successfully demonstrates the Leverage Condition established by CMS in the MITA Seven Standards and Conditions. Leverage and Reuse Project team members are embedded within MMIS Implementation Team Office (ITO) and provide consulting services to:
 - Help ensure reuse of all applicable templates, artifacts, deliverables, work output, processes, enterprise assets, and other information that were successfully used to support West Virginia's MMIS implementation to reduce unnecessary duplication in New Jersey.
 - Share lessons learned and best practices with the ITO to support the overall MMIS project.
 - Support ITO with testing activities, consisting of SIT test case and results review, UAT preparation, and defect management to help ensure that applicable West Virginia MMIS tools, templates, tests cases, and scenarios are reused to the fullest extent
 - Assist with CMS Certification activities, including deliverable/artifact review and comparison, planning, execution, and follow-up for milestone and CMS milestone reviews to help ensure that applicable certification-related WV MMIS artifacts and/or processes are leveraged for reuse to the fullest extent.
 - Assist West Virginia with the review of any programs, system, processes, workflows, and/or overall improvements that could be leveraged from the New Jersey MMIS, to further demonstrate bi-directional leverage and reuse condition.
- **West Virginia Children's Health Insurance Program (WVCHIP) – Data Warehouse / Decision Support System (DW/DSS) Migration Project (01/2016 to 12/2016).**
Nicolle served as the project manager to support West Virginia's efforts to add CHIP data to the existing DW/DSS. She managed the day-to-day activities of the BerryDunn



team, coordinated with the State's vendors, monitored the project schedule, oversaw the development of deliverables, reviewed deliverables produced by vendors, monitored and managed issues and risks, provided project status updates to the State, and facilitated and participated in project meetings.

- **Vermont Agency of Human Services (AHS) – Uniform Reporting Requirements and Specialized Programs Project (02/2015 to 10/2016).**

Nicolle was lead business analyst on this project to develop uniform reporting requirements and business processes via Vermont's Health Services Enterprise (HSE) to support state and federal reform initiatives. This project entailed evaluation of existing reporting requirements and data collection for specialized programs across Vermont's Medicaid agency and three sister agencies; development of a standardized, streamlined, and integrated list of core data elements; and the development of "As-Is" and "To-Be" business process maps to support specialized programs to be incorporated within the new HSE/MMIS platform.

- **Dakota County, MN Community Services Division – Strategic Technology Plan (02/2015 to 09/2015).**

Nicolle provided consulting services focused on assisting with the health and human service aspects of the Dakota County Community Services Division Strategic Technology Planning Project. Her work included facilitating fact finding sessions with County staff, reviewing existing documentation, conducting industry benchmark research and analysis, identifying issues and opportunities, assisting with the confirmation and prioritization of the strategic technology issues and opportunities identified, and assisting with development of the final strategic technology plan deliverable.

- **Arizona Health Care Cost Containment System (AHCCCS) – Testing Experience and Functional Tools (TEFT) Grant Project (07/2014 to 04/2015).**

Nicolle supported the Personal Health Record (PHR) portion of the AHCCCS TEFT Grant project by facilitating meetings and interviews with key stakeholders to gather requirements, researching PHR systems available in the market, and assisting with grant related reporting and other activities as needed.

- **Massachusetts HIX/IES Entities – IV&V Services (01/2014 to 03/2014).**

Nicolle served as the Test Coordinator in support of the Massachusetts HIX/IES implementation as part of BerryDunn's IV&V services team. In this role, she provided oversight and leadership for the BerryDunn and State testing resources and was responsible for joint customer/vendor testing, daily status reporting, weekly defect reporting, resource planning, content development, and facilitation of testing team meetings.

Lumeris (03/2013 to 12/2013). Nicolle provided consulting and account management services to a payer and a health system moving from fee-for-service to value-based care in her role with Lumeris, a healthcare technology and services company providing IT and operational services



for hospitals and health plans to transform their organizations into high-performing accountable delivery systems. She supported the implementation and rollout of a technology platform that integrates claims, EHR, lab, and pharmacy data, to both clinical and administrative health system staff; and added value to Lumeris product offerings with client feedback, user testing experience, and subject matter expertise.

Optum (09/2010 to 03/2013). As solution client manager, Nicolle supported small to large payer accounts licensing Optum's Impact and Symmetry suite of products; ensured customer satisfaction and optimal value from the services delivered and solutions licensed; and served as primary point of contact for customers related to product questions, issues, training needs, best practices, ASP/BPO operations, invoicing, and contractual items.

Health Dialog (09/2006 to 09/2010). For Health Dialog, a provider of population health management, health care analytics, and decision support services, Nicolle managed payer accounts, monitored performance, worked with internal departments to optimize program performance; ensured program activities aligned with customer goals, performance guarantees, and other contractual obligations; and provided technical support for receiving client data, building data warehouses, and generating campaign lists.

Ingraham (05/2001 to 08/2006). As application developer and reporting specialist for this not-for-profit organization providing integrated community-based and clinical programs, Nicolle planned, developed, implemented, and provided training and ongoing support for Ingraham's EHR; developed and maintained reports; and collaborated with clinical and compliance teams to determine requirements for application enhancements based on workflow, regulatory requirements, reporting needs, and billing requirements.

As social worker, Nicolle assessed mental health patients in clinical and community settings, determined appropriate levels of care, made treatment recommendations and referrals; provided on-site support to adults experiencing mental health crises; provided information, referrals, support, and suicide intervention services for consumers and providers; created training modules; and conducted trainings for crisis hotline volunteers regarding documentation requirements and technology systems.



Ethan Wiley, MPPM, PMP, Prosci® CCP, LSSGB

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager (employed by BerryDunn since 07/2014)
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Master of Public Policy and Management, University of Southern Maine Edmund S. Muskie School of Public Service, Concentration in Policy Analysis Certificates of Graduate Study: Applied Research and Evaluation Methods, Performance Management and Measurement, and Social Policy Analysis BA, Political Science and History, University of Maine at Farmington Certified Project Management Professional Prosci® Certified Change Practitioner Certified Lean Six Sigma Green Belt

Overview

Ethan is a manager for our Government Consulting Group with progressive healthcare system experience across the breadth of the Medicaid enterprise. His specialties include 1115 waivers, federal health programs and legislation, health policy and program development, strategic planning, analysis, remediation, and implementation. An experienced project manager in both Medicaid HIT and policy projects, Ethan has engaged in leadership roles in projects designed to evaluate project, program, and provider performance. These efforts have been inclusive of providing support with determining the implications of, and advising on, federal regulation, design of waiver programs, data collection, managed care compliance, waiver evaluation design, and reporting requirements.

Relevant Experience

BerryDunn (07/2014 to present). Ethan has worked across practice areas for BerryDunn's Government Consulting group. Project highlights include the following.

- **West Virginia Bureau for Medical Services (BMS).**
 - *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2019 to present).*
As program manager, Ethan oversees a team, which assists DHHR in meeting compliance with the requirements of the MITA 3.0 State Self-Assessment as prescribed by CMS. The objective of this project is to assist the DHHR with MITA lifecycle maintenance activities, including preparation of the MITA 3.0, SS-



A Annual Update for Federal Fiscal Year (FFY) 2018, enterprise-wide MITA support for ongoing system and business process improvement projects, and training efforts to support activities related to the annual update.

- *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW) (09/2018 to present).*

As project manager, Ethan plans and executes the design, negotiation and implementation of a Medicaid HCBS waiver program. The CSEDW provides services that are additions to Medicaid State Plan coverage for CSED who are enrolled in the CSEDW program. The CSEDW permits WV to provide an array of services that enables children who would otherwise require institutionalization to remain in their homes and communities. In addition, it is anticipated that this waiver will reduce the number of children housed both in state and out-of-state in Psychiatric Residential Treatment Facilities (PRTFs) and shorten the lengths of stay for children who require acute care in PRTFs.

- *Technical Assistance and Program Support Project (11/2018 to present).*
Serving as the overall program manager and subject matter expert Ethan oversees a project as which provides project management, subject matter expertise, and support activities for the design, development, and implementation of multiple Medicaid business initiatives and activities that BMS may undertake. Ethan and his team perform services including, but not limited to, program research, financial analysis and modeling, waiver construction, regulatory analysis, federal and stakeholder negotiation, and program development.

- *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*
Working as the lead policy analyst and subject matter expert for phase 1 of the SUD project, Ethan assisted in the development and successful negotiation of a Section 1115 Demonstration Project to undertake SUD delivery system transformation efforts in West Virginia. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

Serving as the data management lead for phase 2 of the project, Ethan worked to design tools to assist in performance management and measurement, including executive dashboards and quality metrics. In addition, Ethan led reporting efforts and designed processes to conduct actuarial analysis of required budget neutrality components of West Virginia's program.

Serving as program manager for phase 3 of the project, Ethan oversees the project manager and leads. In addition to ongoing implementation of managed care services, reporting requirements, and data analysis to support decision-making, Ethan oversees network adequacy assessments and other efforts to ensure quality program design.



- *Third Party Liability Options Analysis Project (07/2018 to 12/2018).*
As project manager, Ethan determined the research design and methodology to perform an analysis of TPL options. As part of this, the team Ethan led investigated both solution and financing alternatives for the State to conduct their Health Insurance Premium Payment program and Medicaid buy-in programs through new and innovative approaches.
- *Gap Analysis and Project Management Services (10/2016 to 06/2018).*
As project manager, Ethan planned and led the execution of a large-scale ACA compliance effort across West Virginia's Medicaid Enterprise. He provided stakeholders with detailed policy analysis and research deliverables as part of comprehensive support during the life of the project, and oversaw the design and inauguration of seven subprojects created under GAPMS.
- *Adult Quality Measures Grant Project (06/2016 to 12/2016; 06/2017 to 12/2017).*
As project manager, Ethan oversaw a team tasked with collecting and reporting the Medicaid Adult Core Set Measures as BMS transitioned from a grant-funded Quality Unit to a state-supported Quality Unit.
- *ICD-10 Transition Planning and Implementation (07/2014 to 02/2016).*
As policy analyst and project coordinator, Ethan analyzed and remediated 78 distinct policies and overhauled the Provider Manual and Medicaid policy for the agency. He oversaw testing design, system integration testing, and user acceptance testing, along with client acceptance. In addition, he designed, researched, and constructed ICD-10 training modules for BMS staff; designed and built training segments for Medicaid providers and assisted with outreach and engagement; and performed analysis of Medicaid claim data processed through the MMIS to determine financial health and parity in claim operations.
- *Utilization Management and Prior Authorization Services RFP Development Project (09/2015 to 12/2015).*
As business analyst, Ethan was brought in to organize and complete the final development of a state Medicaid agency project to develop a major RFP to select a utilization management vendor.
- **Nebraska Department of Motor Vehicles – Consulting Services to Assist in the Modernization of a Vehicle and Title Registration System (11/2015 to 02/2017).**
As a business analyst, Ethan facilitated stakeholder outreach and engagement, conducted a current state assessment and gap analysis, led requirements definition and planning sessions, and designed, wrote, and revised an RFP for a new Vehicle Title and Registration System.
- **Michigan Department of Education – Early Childhood Data Governance Structure (03/2016 to 06/2016).**
As a business analyst for the Department's data governance project, Ethan developed and drafted initial versions of key deliverables including the data governance manual



and data governance policy. He mapped and developed workflows to outline the progression and flow of data throughout the agency, and outlined critical data questions and paths through which these could be resolved.

- **West Virginia Bureau for Children and Families – Project Management for Enterprise Content Management (ECM) Project (08/2015 to 02/2016).**
Ethan served as substitute project manager on a quality assurance project to oversee the implementation of an enterprise content management solution. He participated in joint application design sessions, coordinated State IT vendors, served as a liaison with multiple state agencies, and facilitated a smooth implementation.
- **Colorado Department of Human Services (DHS) – Child Care Tracking System (CHATS) Needs Assessment and RFP Development (07/2014 to 10/2014).**
Ethan supported BerryDunn's team in conducting a needs assessment and options analysis for a new childcare tracking system for the Colorado Department of Human Services. As part of this project, he researched and analyzed state policy and vendor solutions and supported analysis of future system costs and impacts.

University of Southern Maine, Edmund S. Muskie School of Public Service (09/2013 to 05/2014). As a graduate assistant, Ethan made use of SPSS and other data management tools to work with large data sets. He also assisted with data organization and quantitative analysis, and performed literature reviews and analysis.

Maine Mental Health Partners – CareFirst Program (06/2013 to 09/2013). As an intern, Ethan launched a program to map 59 different service line workflows using Microsoft Visio, adapted those workflows into an electronic health interface to serve a network of providers, and plotted services from five different agencies for adaptation into a digital interface.

The Cutler Institute for Health and Social Policy (11/2012 to 01/2013). Ethan served as a research assistant for the Institute, primarily helping to determine the breadth and effectiveness of Medicaid waivers, studying expansion programs and state plan amendments, performing literature reviews, and assisting with general research.

**Sarah Abbott, MFA, PMP, Prosci® CCP**

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager (employed with BerryDunn since 06/2016)
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Certified Project Management Professional (PMP) Prosci® Certified Change Practitioner MLC Certified Medicaid Professional (MCMP-II) MFA, Creative Writing, University of Kentucky BA, English, Marshall University

Overview

Sarah is a senior consultant in BerryDunn's Government Consulting Group, focused on project management support, policy research, and compliance analysis. She has supported numerous Bureau projects, as well as a project for the Missouri Department of Social Services.

Relevant Experience**BerryDunn (06/2013 to 09/2013; 06/2014 to 08/2014; 06/2016 to present)**

- **West Virginia Bureau for Medical Services (BMS)**
 - *State Plan Review and Support (SPRS) Project (02/2020 to present).* As project manager, Sarah led a team of up to eight people analyzing the WV Medicaid State Plan and helping the state make comprehensive process and document improvements for long-term policy compliance and sustainability.
 - *Substance Use Disorder (SUD) Waiver Initiative Phase 3 Project (03/2019 to present).* As an analyst, Sarah is contributing to quarterly 1115 waiver monitoring protocol reports and assisted with a provider network adequacy assessment specific to SUD waiver services in West Virginia.
 - *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2014 to 08/2014; 06/2016 to 08/2018; 08/2020 to present).*
As an analyst for BMS' MITA SS-A efforts, Sarah assisted the State in the annual maintenance of its SS-A activities. She supported the development of the 2016 and 2017 Annual Update Report and Roadmap, as well as the Data Management Strategy.
 - *Gap Analysis and Project Management Services (10/2017 to 06/2018).*
As the policy/finance lead for the GAPMS Project, Sarah supported a current state assessment and co-led a compliance gap analysis analyzing over 2600 impacts from the ACA on West Virginia Medicaid's policy, systems, and business processes. She helped manage a team that ranged from six to fifteen people.



- *Project Management of MMIS Procurement, DDI, and Certification (06/2013 to 09/2013; 06/2016 to 12/2016).*
As a project coordinator, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables.
- *ICD-10 Transition Planning and Implementation (06/2013 to 09/2013; 06/2014 to 07/2014).*
As a project coordinator, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables.
- **West Virginia Department of Health and Human Resources (DHHR)**
 - *Coordinated Care Management Transition Project Management and Procurement Assistance Project (02/2019 to 04/2020).* As project manager, Sarah led the development of a Request for Proposal (RFP), assisted the State through a procurement, and helped transition West Virginia's children in foster care, adoption assistance, and/or the Children with Serious Emotional Disorder Waiver (CSEW) into a single specialized managed care organization (MCO). The MCO now provides enhanced care coordination for physical, behavioral, and social services. Sarah helped develop State program oversight policies.
 - *Integrated Eligibility Solution (IES) Implementation Assistance (10/2017 to 04/2019).* As the federal certification and compliance lead, Sarah was responsible for overseeing federal certification and compliance efforts through the software development lifecycle, including (but not limited to) the Centers for Medicare & Medicaid Services (CMS) Medicaid Eligibility and Enrollment Toolkit (MEET), Comprehensive Child Welfare Information System (CCWIS) review pilot, Office of Child Support Enforcement (OCSE) certification, and Supplemental Nutrition Assistance Program (SNAP) compliance. In this role, she managed a team and was the team's point of contact with state, federal, and vendor stakeholders.
- **West Virginia Children's Health Insurance Program (WVCHIP)**
 - *Assessment of ACA Compliance and Transition Project Management Support (06/2014 to 08/2014).*
As a project coordinator, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables.
 - *Data Warehouse / Decision Support System (DW/DSS) Migration Project (06/2016 to 12/2016).*
As a project coordinator, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables.
- **Missouri Department of Social Services – Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services (06/2017 to 10/2017).**



Sarah served as a business analyst, supporting the development of evidence packets for applicable criteria and CMS checklists. She also assisted with analysis of MEET 2.2 changes and the initial release of the MEET 1.0

University of Kentucky (08/2014 to 06/2016). As a graduate teaching assistant, Sarah lectured and led discussion sections for 180-student creative writing course. She graded up to 90 students per semester and met with students to clarify concepts and encourage growth.



Meghan Crown

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant with BerryDunn since 07/2020
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	BS, Business Administration, West Virginia University College of Business & Economics

Overview

Meghan is an accomplished business analyst, with experience including data analysis and presentation. She is a skilled project coordinator, proficient in organization and interpersonal communication. She is a disciplined and driven team leader, with experience in management and marketing.

Relevant Experience

BerryDunn (10/2019 to present).

- **West Virginia Bureau for Medical Services (BMS)**
 - *Data Improvement Project*
 - *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project*
 - *Mountain Health Promise (MHP) Implementation Project Management Support*
 - *Provider Management Support (PMS) for COVID-19*
 - *State Plan Review and Support (SPRS) Project*
 - *Third Party Liability Options Analysis Project*
- **West Virginia Children's Health Insurance Program (WVCHIP) – Eligibility Transition Project.**
- **West Virginia Department of Health & Human Services (DHHR) – People's Access to Help (PATH) DDI Project Management**

Marriott International (2017 to 2019). With Marriott, Meghan worked in both operations management and sales and marketing. She participated in industry analysis, event organization, data analytics for revenue management, and relationship management between departments and clients.

Hospitality Innovation Technology Lab (2018 to 2019). As a research assistant, Meghan was responsible for demonstrating and selling technologies to industry and academic professionals. She participated in collecting and analyzing research for clients, and helped to recruit new students and investors into our program and products.



Fresh Hospitality (2018). While part of the Food and Beverage Management Program, Meghan helped to plan and host events, marketed events, designed an eco-initiative for West Virginia University's enrollees, and completed the ServSafe Managerial certification test.



Molly Hawkinson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff (employed with BerryDunn since 10/2018)
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	BA, Middle East Studies and English Literature, McGill University Dale Carnegie Consultative Sales Training Employee Intercultural Development Program (EIDP)

Overview

Molly is an experienced writer and editor, with a background in project coordination, editing, and research. She works with BerryDunn's consulting teams to review and revise written documentation before being submitted to clients.

Relevant Experience

BerryDunn (10/2018 to present). Molly serves as an editor for BerryDunn's Government Consulting Group, tasked with reviewing client deliverables, marketing communications, and new business development materials for flow, formatting, readability, and accuracy.

Council on International Education Exchange (CIEE) (04/2015 to 07/2018). With CIEE, Molly held the following roles:

- **Teaching English as a Foreign Language (TEFL) Market Research Assistant (06/2018 to 07/2018).** In this role, Molly researched B2B marketing strategies for a new online course, including mediums for engagement with businesses and community schools across the country. She collaborated with TEFL marketing managers to create target market profiles, and provided content for email campaigns targeting college-aged program alumni.
- **TEFL Operations Coordinator (09/2015 to 08/2017).** Molly managed the end-to-end operations for all online courses and overseas programs run by TEFL, in coordination with tutors and platform developers. She designed and proofed collateral for social media and B2C marketing efforts, led all communication efforts, constructed new tools and guides following any platform updates, and supervised content marketing intern tasked with developing enriching material on an editorial calendar.
- **TEFL Outreach Coordinator (04/2015 to 08/2015).** Molly was responsible for customer-facing outreach efforts of CIEE's TEFL department, including targeted emails, sales calls, and social media interaction. She used Salesforce and to track, import, and manage leads and new applicants to the TEFL courses, and contributed tracked lead and enrollment data to subsequent development of sales strategy.



Emily Hendrickson

Proposed Project Role:	Project Management Support Services
Role at BerryDunn:	Paraprofessional (employed with BerryDunn since 07/2017)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	BA, English Literature and Language, Gordon College BA, Biblical and Theological Studies, Gordon College

Overview

Emily Hendrickson is a paraprofessional with BerryDunn's Government Consulting Group, specializing in document quality assurance, editorial duties, and project coordination. She works with clients across BerryDunn's areas of focus, including local government entities, higher education institutions, and state agencies. She is a published author, and an experienced copyeditor.

Relevant Experience

BerryDunn (07/2017 to present). Emily serves as a paraprofessional and editorial assistant, supporting BerryDunn consultants with proofreading, editing, and other quality assurance tasks on written material, including client deliverables.

Martin's Point Health Care (04/2016 to 07/2017). As a patient services representative, Emily was responsible for queue management, including phone messaging and appointment scheduling. She collaborated with the Health Information Management team to identify areas for improvement in document tracking to help close care gaps and increase Quality Measure metrics, and supported and facilitated communications related to labs, scripts, messaging to providers, etc.

Youngclaus & Company (01/2016 to 04/2017). As a tax return collector for the 2016 and 2017 tax seasons, Emily scanned client financials and ensured accurate electronic filing of both client and account documents in company database per standard work flow. She performed quality review of documents after scanning to ensure accuracy and completeness of the electronic file; assembled, collated, and logged tax returns for accountants; and reviewed returns to ensure figures tied, return was in order, and any attachments were included.

Seacoast Christian School (09/2014 to 06/2015). Emily taught English and Creative Writing, as well as researched, designed and taught creative writing curriculum; adapted lesson plans to achieve educational objectives both short-term and long-term; demonstrated classroom management skills while inspiring students to succeed in learning; proficiency in schedule management. She also acted as Class Advisor to senior class, which involved organized fund-raising events and the senior trip.



Civil Consultants (09/1999 to 07/2014). As an administrative assistant, Emily provided daily front-desk management of engineering and surveying firm—typing, editing and proofreading proposals, project submittals, and correspondence to clients and governmental agencies; printing and assembling reports; general administrative support. She acted as point of contact for customer inquiries for surveying or engineering needs; assisted clients in retrieving project materials; maintained paper and electronic filing. While there, she was also responsible for graphic design work for projects and advertising.

Gene Paltrineri Photography (04/1998 to 12/2003). Emily served as a second photographer at weddings, capturing events from a photojournalistic perspective; attended seminars; trained in formal portraiture; developed black and white prints. She also had basic office management responsibilities, including overseeing each wedding project from start to finish.

Foster's Daily Democrat (04/1996 to 08/1999). As a newspaper copy editor and graphic artist, Emily worked on the news desk editing reporters' stories for syntax, grammar, style, and content.



Jonathan Williams

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff (employed part-time with BerryDunn since 02/2019)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	BA, English, Bowling Green State University Member of Golden Key National Honor Society Member of Alpha Lambda Delta Honors Society

Overview

Jon is an experienced writer and editor, bringing 15 years of experience in proofreading and copyediting professional writing across several industries. He works with BerryDunn's consulting teams to review and revise written documentation before being submitted to clients.

Relevant Experience

BerryDunn (02/2019 to present). Jon serves as an editor for BerryDunn's Government Consulting Group, tasked with proofreading and copyediting meeting notes, memos, and PowerPoint presentations for various government entities. This requires helping to ensure that documents conform to BerryDunn's formatting and writing standards.

Freelance Proofreader and Copy Editor (11/2010 to present). Jon has worked with Ertel Publishing to proofread various niche magazines, as well as with Gypsy Publications to copy edit children's books, novels, and various other local publications.

Midwest Tape (11/2004 to present). Jon proofreads monthly catalogs and weekly newsletters, as well as various other printed and digital documents. He writes copy for advertisements, service brochures, the company blog (www.mwtnewsandviews.com), social media, and other projects.

Mitchell Equipment Corporation (02/2002 to 11/2004). First as a visual software operator and later as a purchasing manager, Jon was responsible for contacting vendors to purchase items needed for manufacturing jobs, for stock, or for general shop or office use. He worked with Engineering and Sales to determine needs and order accordingly, met with current and potential vendors. Schedule service or maintenance for equipment, operated manufacturing software, and served as office/shop liaison.

Spring Hill Nurseries (02/2001 to 06/2001). Jon proofread catalogs and mailing pieces for this direct-mail horticulture group. He checked facts, layout, grammar, and spell, as well as wrote copy for planning guides included with shipments.



Karla Fossett, MFA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Technical Writer/Editor (employed full-time with BerryDunn since 11/ 2012)
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	Master in Fine Arts in Creative Writing, Stonecoast MFA Program, University of Southern Maine Bachelor of Science in Film, Boston University College of Communication

Overview

Karla Fossett provides technical writing, project coordination, and SharePoint administration for BerryDunn's Government Consulting Group in support of our client engagements and internal consulting operations. Through her work supporting BerryDunn client engagements, together with her prior work in training development and delivery, she has a strong foundation of knowledge and hands-on experience for providing project management support for the Bureau.

Relevant Experience

BerryDunn Government Consulting Group (11/2012 to Present). Karla serves in multiple roles for BerryDunn's Government Consulting Group. As Technical Writer, she develops and provides QA reviews of project deliverables. In addition, she conducts research, develops workflow diagrams, and prepares and administers web-based surveys. As Administrator for BerryDunn KnowledgeLink, our customized Microsoft SharePoint tool, Karla supports consultants in establishing project work-sites to share project documentation and facilitate secure online communication and collaboration.

Delhaize America (03/2012 to 11/2012). As Documentation Specialist, Karla created, revised, and maintained Standard Practice Training Aids for multiple corporate departments; graded associates' training exercises; assisted in training for the Master Network Pricing Project; and developed several corporate-wide communications.

EZAuctionNet (09/2010 to 02/2012). Karla served as a Copy Writer and Research Master. Her position entailed writing product advertisements, conducting extensive product research, and assisting with product handling and maintenance.



Bethany Pike

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator (employed full-time with BerryDunn since 07/2012)
Years of Experience Relevant to Proposed Role:	17 years

Overview

Bethany is a project coordinator in our Government Consulting Group, based in Phoenix. She has over 20 years of experience working in consulting, compliance, and financial services, serving in client-facing roles that have leveraged Bethany's exceptional organizational skills, strong attention to detail, outstanding client service, and clear written and verbal communication skills.

Relevant Experience

BerryDunn (07/2012 to present). Bethany has served in multiple roles at BerryDunn, with progressive levels of responsibility that leverage her strong organizational skills, knowledge of the firm's services and processes, and collaborative work style.

- **Project Coordinator (07/2019 to present).** Bethany works with our consulting team on engagements in the West to keep project tasks and deliverables on track, maintain our project collaboration SharePoint site (BerryDunn KnowledgeLink), perform document quality review, and assist with meetings and other on-site activities.
- **Contracts Administrator (07/2016 to 06/2019).** Bethany minimized firm risk by consistently administering subcontractor legal documentation and helping to ensure that all aspects of each contract were being fully executed, helping to ensure the firm complies with contractual and regulatory requirements. In addition, she established and executed processes to streamline legal documentation for the firm, and elevated risks as needed to firm leadership.
- **Contracts Coordinator (04/2013 to 07/2016).** Bethany established processes and strengthened workflows related to managing and maintaining subcontractor and contracts documentation, leveraging the firm's document management system and other technologies. She maintained extensive face-to-face, written, and oral communications with clients, prospects, subcontractors, and internal stakeholders.
- **Administrative Assistant (07/2012 to 04/2013).** Bethany edited, proofread, and conducted quality reviews of client deliverables and other work products developed by our Government Consulting Group. In addition, she provided support for various aspects of our consulting work.



Vigilant Capital Management (02/2011 to 05/2012). As Client Relationship Administrator, Bethany completed new account documentation and assured that assets were received in a timely fashion; processes gifts of stocks; executed bill paying and beneficiary disbursements; prepared quarterly statements and tax documentation; and maintained extensive face-to-face, written, and telephone communication with clients, prospects, and centers of influence.

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.

**Carole Ann Guay**

Proposed Project Role:	Project Management Support Staff
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).**
BerryDunn has performed the State's financial and programmatic audit of its Health Insurance Exchange for FYE 6/16 and is in the process of performing the FYE 6/17



audit. Carole Ann currently serves as the project coordinator on this audit to determine whether the exchange is in material compliance with 45 CFR 155.

- **Minnesota Health Benefit Exchange (MNsure) – Programmatic Audit (10/2015 to present).**
BerryDunn is performing the programmatic audit for the State's health insurance exchange. Carole Ann is the project coordinator for BerryDunn's audit team assessing whether MNsure's program is compliant with all federal requirements.
- **Sacramento Municipal Utility District (SMUD) – Information Security Audit (08/2016 to 12/2017).**
Carole Ann provided documentation support and deliverable assistance for SMUD's Information Security Audit.
- **West Virginia Department of Health and Human Resources (DHHR) – Eligibility and Enrollment Independent Security and Privacy Controls Assessment (01/2017 to 07/2017).**
Carole Ann served as an analyst for West Virginia Eligibility and Enrollment (E&E) Independent Security and Privacy Assessment project. The independent assessment was completed against the CMS MARS-E v2.0 framework.
- **Massachusetts State Ethics Commission – CMS Planning and Implementation Services (04/2017 to 06/2017).**
Carole Ann provided deliverable support, as well as data gathering and organization for this project. She also participated in on-site fact-finding meetings.
- **Washington State Auditor's Office (SAO) – Local Government IT Security Audits (11/2014 to 06/2017).**
Carole Ann served as a technical analyst assisting in the performance of information security audits for various municipalities throughout the State of Washington, sponsored by the SAO, conducting assessment activities and analysis of current environments. The team assisted in identifying threats, vulnerabilities, and risks, in addition to providing recommendations for remediation.

Webber Energy Fuels (2004 to 2014). As the office coordinator, Carole Ann oversaw several operations, including payroll for office staff of 30 employees, Daily Product Control of fleet deliveries, the balancing and reconciling of previous day's postings, credit checks and opening of all new accounts, and the cash drawer and accounts receivable. She worked directly with sales and service ensuring new customer satisfaction, and directly assist the branch manager in all daily office operations.



Jordan Ramsey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Editor (employed with BerryDunn since 06/2018)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	MA, English: Professional Writing, Southeastern Missouri State University BA, Liberal Arts and Sciences, English Literature and Creative Writing, University of Illinois at Urbana-Champaign

Overview

Jordan is an editor and proofreader in BerryDunn's Government Consulting Group and a member of the Editorial/QA team. He provides document quality assurance and editing for BerryDunn client deliverables and marketing/communications documents.

Relevant Experience

BerryDunn (06/2018 to present). Jordan supports BerryDunn's consulting groups by providing copyediting, proofreading, formatting, and other quality assurance tasks for various types of documents, including client deliverables and marketing/communications content. He also assists in providing new-hire orientation to BerryDunn employees to help them understand the Editorial/QA department's review process and firm style guidelines.

Portland Adult Education (2019). Jordan delivered writing instruction to international students and taught Level 100 and 200 English courses. In addition, he was responsible for assessments and level placement for students.

Pearson Smarthinking Writing Lab (2017). Jordan revised and edited a variety of essays, working under strict deadlines and providing personalized feedback to help students strengthen their technical writing, creative writing, career writing, and English-as-a-Second Language skills.

Southeast Missouri State University (2015 to 2017). As a graduate assistant, Jordan taught English Composition and aided in the delivery of the Introduction to Creative Writing course, leading workshops in poetry and fiction and facilitating group work. In addition, he wrote book reviews and reviewed authors' submissions for the *Big Muddy*, an online journal published by the Southeast Missouri State University Press.

As a writing tutor, he assisted students with their writing in both face-to-face and online settings and scored writing proficiency exams.

As publications assistant, Jordan proofread and edited copy for campus-wide publications and wrote copy for advertising documents.



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.



Kyle Melton

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Staff Editor (employed part-time with BerryDunn since 02/2021)
Years of Experience Relevant to Proposed Role:	19 years
Certifications and Education:	BA, History, Minor: Philosophy, University of Dayton Associate's Degree, Business Administration, Sinclair Community College

Overview

Kyle is an experienced proofreader with a demonstrated history of working in the marketing and advertising industry. He is skilled in page layout, fact-checking, magazines, AP Stylebook, corporate brand guidelines, and copy editing.

Relevant Experience

BerryDunn (02/2021 to present). Kyle serves as an editor for BerryDunn's Government Consulting Group, tasked with proofreading and copyediting meeting notes, memos, and PowerPoint presentations for various government entities. This requires helping to ensure that documents conform to BerryDunn's formatting and writing standards.

SPi Global/Tighe Publishing Services (11/2018 to present). Kyle serves as a fact-checker for middle school science programs. He composes captions for middle/high school social studies programs, and coordinates with editorial team to ensure quality and adherence to deadlines.

Conveo (06/2017 to present). As a freelance contractor, Kyle fact-checks state-based Social Studies programs. He also coordinates with editorial team to ensure quality and adherence to deadlines.

FiveHundred Degrees Studio (10/2015 to 07/2020). As a senior proofreader, Kyle supervised reviews of advertising copy for high-profile clients, as well as internal documentation. He adhered to AP style, as well as highly detailed client guidelines, and helped to ensure high-quality content in a fast-paced, detail-oriented work environment with locations in Columbus, OH, Miami, FL, and Toronto, Ontario, Canada.

Westchester K-12 Publishing Services (11/2017 to 2018). As a freelance contractor, Kyle fact-checked state-based Social Studies programs. He also proofread and copyedited for international Social Studies program.

Parts Express (2016 to 2017). Kyle wrote technical articles for electronics warehouse magazine. He also coordinated with editor to ensure focus of stories and deadlines and delivered engaging technical writing in AP style for quarterly publication.



SBC Advertising (10/2015 to 09/2017). Kyle reviewed advertising copy for high-profile clients, as well as internal documentation. He adhered to AP style, as well as highly detailed client guidelines, and helped to ensure high-quality content in a fast-paced, detail-oriented work environment.

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.



Mary Corley

Proposed Project Role:	Project Management Support Staff
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.
- **Business Analyst (11/2004 to 03/2015).** Mary performed several duties in this role, including providing on-line help expertise, identifying requirements on system task



requests, working with programmers to help ensure that requirements were met, and conducting system testing.

- **Provider Documentation Specialist (07/1993 to 11/2004).** Mary maintained the information base that contains the current provider, system, security and processes manuals. She helped to ensure that Missouri Medicaid manuals are current, accurate and consistent, both in content and style; and formatted and styled information and scan documents to enable viewing and printing from the Internet.
- **Document Control Supervisor (12/1989 to 06/1993).** Mary supervised a permanent staff of nine clerks and a courier and coordinated daily workflow as required by Post Office mail receipts. She maintained claim receipts inventory reports and entered and maintained batch control and provider form/label order files online.



Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
01	Commissioner Briefing	A monthly status update for the BMS commissioner.
02	Project Timeline	A visual depiction of project duration, phases, and key milestones.
03	Monthly Status Report	A monthly status update for the project sponsor and project lead.
04	Action item, risk, issue, and decision logs	Logs containing action items, risks, issues, and key decisions respectively. These may be captured during project meetings as during the course of project activities, via correspondence with stakeholders, and at the request of BMS. The logs will be maintained on the BerryDunn project SharePoint site.
05	SPA Packages	Draft SPA documents and packages for submission to CMS.
06	SPRS Phase 1 Project Deliverable Updates	Updates to SPRS Phase 1 deliverables and artifacts that are necessary to maintain or advance the consistency, cohesion, efficiency, and/or effectiveness of BMS State Plan processes and/or documents.
07	State Plan Process Optimization Plan and Training Materials	An analysis of BMS State Plan process strengths, opportunities, and constraints; an implementation plan to take advantage of strengths and opportunities while considering constraints; and supporting materials to engage and educate necessary stakeholders for their roles in the optimized process.
08	Project Closeout Summary	The Project Closeout Summary will include an inventory of all project documentation and deliverables being transferred to BMS at the project close. The Project Closeout Summary will also document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member.



Appendix C: Acronyms/Abbreviations

Table 5: Acronyms/Abbreviations

Acronym/ Abbreviation	Definition
APD	Advance Planning Document
BMS, State	Bureau for Medical Services
CL	Commodity Lines
CM	Care Management
CMS	Centers for Medicare & Medicaid Services
DHHR	Department of Health and Human Resources
EM	Engagement Manager
FFP	Federal Financial Participation
GPM	General Project Manager
IAPD-U	Implementation Advance Planning Document Update
LPM	Lead Project Manager
MITA	Medicaid Information Technology Architecture
MMIS	Medicaid Management Information System
OM	Operations Management
PE	Performance Management
PMP®	Project Management Professional®
QA	Quality Assurance
S&C	Standards and Conditions
SME	Subject Matter Expert
SOW	Scope of Work
SPA	State Plan Amendment
SPRS	State Plan Review and Support
SS	Support Staff
WV	West Virginia

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

** see Attached **

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 Technical Services - Professional, Scientific and Technical Services - 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
------	---------

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.

Tuesday, October 19, 2021 — 8:56 AM

© 2021 State of West Virginia

Address

Address Type	Street 1	City	State/Province	Zip/Postal Code	Principal Contact
✓ Ordering	100 MIDDLE STREET	PORTLAND	ME	04101	NICOLE BECNEL
Payment	PO BOX 1100	PORTLAND	ME	04104-1100	
Payment	2211 CONGRESS STREET	PORTLAND	ME	04102	Tim Masse
Ordering	2211 CONGRESS STREET	PORTLAND	ME	04102	Tim Masse
Ordering	PO BOX 1100	PORTLAND	ME	04104-1100	Ed Daranyi

First Prev Next Last

Save Undo Delete Insert Copy Paste

Vendor/Customer : 000000100150

BERRY DUNN MCNEIL & PARKER LLC

Address Type : Ordering

Division/Department :

Additional Address Info. :

Prevent New Spending : ☐

Default Currency : USD - US Dollar

Active From : 06/01/2021

Active To :

Default Record :

Mail Returned :

Active Address : Yes

▼ Address Information

Address ID : AD000001



Country Phone Code : 1

Street 1 : 100 MIDDLE STREET

Phone : 681-313-8905

Street 2 :

Phone Extension :

City : PORTLAND

County :

State/Province : ME

County Name :

Zip/Postal Code : 04101

Country : US

DUNS :

Extended DUNS :

CAGE Code :

► Prenote/EFT

► Remittance Advice

► Contact Information

► Contact Address Information

► Geographic Designation

► Change Management

[Top](#)[Modify Existing Record](#) [Add New Address](#)[Master Address](#)[Master Contacts](#)[Languages](#)[Vendor Transaction History](#)