



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: 04-08-2022

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 BMS2200000024 1	Procurement Folder:	1026745
Document Name:	MES Strategy and Procurement, Phase II	Reason for Modification:	
Document Description:	MES Strategy and Procurement, Phase II		
Procurement Type:	Central Delivery Order		
Buyer Name:	Crystal G Hustead		
Telephone:	(304) 558-2402		
Email:	crystal.g.hustead@wv.gov		
Shipping Method:	Best Way	Master Agreement Number:	CMA 0511 HHR2100000003 1
Free on Board:	FOB Dest, Freight Prepaid		

VENDOR	DEPARTMENT CONTACT																				
Vendor Customer Code: 000000100150 BERRY DUNN MCNEIL & PARKER LLC 2211 CONGRESS ST  PORTLAND ME 04102 US Vendor Contact Phone: 6813138905 Extension:  Discount Details: <table><thead><tr><th></th><th>Discount Allowed</th><th>Discount Percentage</th><th>Discount Days</th></tr></thead><tbody><tr><td>#1</td><td>No</td><td>0.0000</td><td>0</td></tr><tr><td>#2</td><td>No</td><td></td><td></td></tr><tr><td>#3</td><td>No</td><td></td><td></td></tr><tr><td>#4</td><td>No</td><td></td><td></td></tr></tbody></table>		Discount Allowed	Discount Percentage	Discount Days	#1	No	0.0000	0	#2	No			#3	No			#4	No			Requestor Name: Kelly (Jimmy) Dowden Requestor Phone: (304) 356-4861 Requestor Email: jimmy.k.dowden@wv.gov  <b>22</b> <b>FILE LOCATION</b> _____
	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

Total Order Amount: \$918,280.00

Purchasing Division's File Copy

CH 5/16/22

PURCHASING DIVISION AUTHORIZATION  
DATE: Linda Harper 5/9/22  
ELECTRONIC SIGNATURE ON FILE

ENTERED

ENCUMBRANCE CERTIFICATION  
DATE: Beverly Tolson 5-9-22  
ELECTRONIC SIGNATURE ON FILE

**Extended Description:**

Medicaid Enterprise System Modernization Strategy and Procurement, Phase II

Service Period: 05/01/2022-09/30/2022

Total Not-To-Exceed Cost: \$918,280.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$36,120.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2022-05-01	2022-09-30				

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

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Eduardo Daranyi: 168 Hours @ \$215.00=\$36,120.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$34,560.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2022-05-01	2022-09-30				

**Commodity Line Description:** Engagement Manager: Base Year One**Extended Description:**

Engagement Manager: Base Year One

Hourly Rate: \$270.00

Nicole Becnel: 128 Hours @ \$270.00=\$34,560.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$641,200.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2022-05-01	2022-09-30				

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

General Project Manager: Base Year One

Hourly Rate: \$175.00

Peter Alfrey: 392 Hours @ \$175.00=\$68,600.00  
Nicole Spears: 728 Hours @ \$175.00=\$127,400.00  
Meghann Slaven: 641 Hours @ \$175.00=\$112,175.00  
Dawn Webb: 225 Hours @ \$175.00=\$39,375.00  
Crystal Fox: 525 Hours @ \$175.00=\$91,875.00  
Vera McEwen: 524 Hours @ \$175.00=\$91,700.00  
Tonya Roloson: 315 Hours @ \$175.00=\$55,125.00  
Jason Hargrove: 314 Hours @ \$175.00=\$54,950.00

Total: 3,664 Hours @ \$175.00=\$641,200.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$206,400.00
Service From	Service To	Manufacturer		Model No	Delivery Date
2022-05-01	2022-09-30				

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

**Extended Description:**

Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Erblina Bailey: 705 Hours @ \$80.00=\$56,400.00

Jon Watkins: 705 Hours @ \$80.00=\$56,400.00

JT Smith: 625 Hours @ \$80.00=\$50,000.00

Jordan Ramsey, Molly Hawkinson, Caitlin Cabral, Janine DiLorenzo, Jonathan Williams, Emily Hendrickson: 545 Hours @ \$80.00=\$53,600.00

Total: 2,580 Hours @ \$80.00=\$206,400



March 28, 2022

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 support for the Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) Project Phase II under our contract (CMA # HHR21\*03). As stated in the SOW document, the duration of this work is estimated to be 5 months. BerryDunn agrees to a SOW start date effective May 1, 2022.

Assuming a start date of May 1, 2022, the work would then conclude on September 30, 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 cursive script that reads 'Nicole Y. Becnel'.

Nicole Y. Becnel  
Principal  
681-313-8905



**Staffing Plan and Scope of Work for the  
West Virginia Department of Health and Human Resources and  
Bureau for Medical Services  
Medicaid Enterprise System Modernization Strategy and Procurement,  
Phase II  
Prepared for CMA #HHR21\*03**



**Submitted by:**

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

**Submitted on:**

March 28, 2022

**berrydunn.com**



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**Staffing Plan and Scope of Work for the West Virginia Department of Health and Human Resources and Bureau for Medical Services Medicaid Enterprise System Modernization Strategy and Procurement Project, Phase II**

This scope of work (SOW) describes the tasks BerryDunn will perform to assist the West Virginia (State) Department of Health Human Resources (DHHR) and Bureau for Medical Services (BMS) with the planning activities for a Medicaid Enterprise System (MES) modernization strategy and procurement. This SOW is henceforth referred to as the MES Modernization Strategy and Procurement (MES MSP), Phase II SOW. This work will be completed in accordance with the terms and conditions of the Certified Master Agreement (CMA) Number HHR21\*03 BMS Project Management Services contract between BerryDunn and West Virginia DHHR.

## **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 Phase II of MES MSP.

The objective of this project is to plan and estimate implementation costs for the modernized MES, which will aim to:

- Establish a modular MES Roadmap for 2022 and beyond utilizing the Request for Information (RFI) responses, options analysis, and strategic plan developed in Phase I of the project
- Explore strengthening MES partnerships with other states and territories (such as the United States Virgin Islands), and to leverage the 2021 outcomes-based planning (OBP) pilot for the modernized MES with the Centers for Medicare & Medicaid Services (CMS)
- Create the Implementation Advance Planning Document (IAPD) to be submitted to CMS to help fund the implementation costs for the modernized MES
- Coordinate joint requirements planning (JRP) sessions to confirm specifications and requirements for the modernized MES, and to inform the development of the draft request(s) for proposals (RFP)
- Develop the draft RFP(s) to solicit competitive proposals to meet solution specifications and requirements according to technical and cost evaluation criteria
- Plan organizational transformation through integration of the MES project with future organization development (OD) services projects.
- Support DHHR OD and the Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) by establishing a modular procurement strategy and



implementation timeline to procure and implement BMS modules, including the Medicaid Management Information System (MMIS).

Phase II of the MES MSP will align with CMS' OBP for Medicaid Technology Investments pilot that aims to establish closer, more regular collaboration with the CMS State Officer and support team to help ensure MES modernization projects will meet jointly set outcome goals. Participation in the pilot will provide the State support for additional planning and work upfront for Phase II of MES MSP, with less time and effort for federal reviews and better outcomes.

Phase II of MES MSP will also aid the State in meeting several of its identified MITA-specific goals, such as:

- Improve the State's effectiveness and efficiency
- Improve operational efficiency and reduce costs in the healthcare system
- Promote an environment that supports flexibility, adaptability, and rapid response to changes in programs and technology
- Promote an enterprise view that supports enabling technologies that align with Medicaid business processes and technologies
- Improve the management of member and provider data so that it is timely, accurate, usable, and easily accessible to support analysis and decision-making for healthcare management and program administration

Estimates for this SOW are based on the following assumptions:

- MES MSP will support the development of up to two draft RFPs.
- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the BerryDunn 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 Sarah Young as the BMS project sponsor, and Brandon Lewis as the BMS project lead.
- State staff with the required knowledge base to support MES MSP will attend project-related meetings, including JRP sessions. If these individuals are not available or do not participate in the fact-finding interview sessions, then the project schedule, scope, and cost might be impacted.
- The State project leads will provide timely decision-making and responses to information requests from the BerryDunn project team.
- DHHR intends to utilize WV-2020-10-09-MMIS-PAPD-MES Modernization ("State of



West Virginia Department of Health and Human Resources and Bureau for Medical Services Medicaid Enterprise System [MES] Modernization Strategy Planning Advance Planning Document [PAPD]<sup>®</sup>), which requested \$2,148,402 (\$1,933,561 federal financial participation [FFP]/\$214,841 State Share) for the purposes of this SOW. Phase I of the project utilized \$464,043.80 of this funding through January 31, 2022. The remainder of the PAPD funding will be utilized to cover the remainder of Phase I costs as well as all Phase II project costs. The estimated cost of the services to be delivered under this SOW is \$918,280. Any additional scope that is added to the services to be provided under this SOW might require that the State update its IAPD to allocate additional funds.

- The BerryDunn leadership team will consist of Eduardo Daranyi as the lead project manager and Nicole Spears as the project lead.
- This work will begin on May 1, 2022 and is projected to continue upon expiration of the PAPD funding on September 30, 2022.





## 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 high-level timeline for the activities described below is provided in Section 5.0.

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

Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	<b>Engagement Oversight</b> <i>Service Approach</i> BerryDunn's leadership team will provide oversight and coordination of BerryDunn staff, services, and deliverables.  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. <i>Deliverable(s)</i> <ul style="list-style-type: none"><li>Deliverable 1: Commissioner Briefing</li></ul> <i>Completion Criteria</i> Engagement Oversight will be deemed complete upon signature acceptance of Deliverable 7: Project Closeout Summary by the DHHR project sponsor or their designee.	Nicole Becnel Eduardo Daranyi Peter Alfrey	273
2.0	<b>Project Execution and Control</b> <i>Service Approach</i> Upon project initiation, BerryDunn will host a project kickoff meeting. In support of Project 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 Execution and Control will also include: <ul style="list-style-type: none"><li>Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn- and</li></ul>	Eduardo Daranyi Nicole Becnel Peter Alfrey Nicole Spears Meghann Slaven Crystal Fox Vera McEwen Joseph T. Smith Jon Watkins Erblina Bailey Jordan Ramsey	1,583



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>State-owned meetings.</p> <ul style="list-style-type: none"><li>Preparing monthly project status updates, risks, issues, and briefings for the State leadership team.</li><li>Managing project logs (action item, decision, issue, and risk tracking).</li><li>Storing project documentation repository in an agreed-upon SharePoint location.</li></ul> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none"><li>Deliverable 2: Monthly Status Report</li><li>Deliverable 3: Meeting Facilitation, Materials, Notes, and Project Logs</li></ul> <p><i>Completion Criteria</i></p> <p>Project Execution and Control will be deemed complete upon successful completion of the project and signature acceptance of Deliverable 7: Project Closeout Summary by the DHHR project sponsor or their designee.</p>	<p>Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson</p>	
3.0	<p><b>Planning Activities</b></p> <p><i>Service Approach</i></p> <p>BerryDunn will provide PM assistance to support the facilitation and implementation of the previously prepared Strategic Plan for the MES modernized procurement. The Strategic Plan was developed in Phase I of the project and includes a determination of which MES modules to procure, their timelines, and the anticipated outcome of each module.</p> <p>In support of this effort, BerryDunn will assist the State in developing the Implementation Timeline. The Implementation Timeline will include the plan and approach to modular implementation for the modernized MES.</p> <p>Additionally, BerryDunn will provide support in the exploration of strengthening MES partnerships with other states and territories, as well as helping to ensure MES modernization efforts meet the State's strategy for achieving desired outcomes.</p> <p>The planning phase will also help ensure integration of the MES project with future OD services projects within</p>	<p>Peter Alfrey Nicole Spears Meghann Slaven Jason Hargrove Tonya Roloson Crystal Fox Vera McEwen Joseph T. Smith Jon Watkins Erblina Bailey</p>	1,695



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	DHHR and BMS, where applicable. <i>Deliverable(s)</i> <ul style="list-style-type: none"><li>Deliverable 4: Implementation Timeline</li></ul> <i>Completion Criteria</i> <p>Planning Activities will be deemed complete upon successful completion of the deliverable(s) and signature acceptance of the Deliverable Acceptance Forms (DAFs) by the DHHR project sponsor or his/her designee.</p>		
4.0	<b>Modular RFP(s) Development</b> <i>Service Approach</i> <p>Utilizing the Research and Project Visioning, Options Analysis, and Strategic Planning RFI completed during Phase I of the project, BerryDunn will conduct JRP sessions to confirm specifications and requirements for the modernized MES and to inform the development of the draft RFP.</p> <i>Deliverable(s)</i> <ul style="list-style-type: none"><li>Deliverable 5: Draft Modular RFP(s)</li></ul> <i>Completion Criteria</i> <p>Modular RFP(s) Development draft assumes the development of up to two RFPs, and will be deemed complete upon submission of the deliverable(s) and signature acceptance of the DAFs by the DHHR project sponsor or their designee.</p>	Peter Alfrey Nicole Spears Meghann Slaven Jason Hargrove Tonya Roloson Crystal Fox Vera McEwen Joseph T. Smith Jon Watkins Erblina Bailey Jordan Ramsey Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson	2,206
5.0	<b>IAPD Development</b> <i>Service Approach</i> <p>To support the implementation cost and requirements of the modular MES, DHHR will develop Deliverable 6: IAPD to help ensure that the project continues to maintain buy-in and financial backing from the relevant federal partners.</p> <p>BerryDunn will develop and assist in facilitating the approval of IAPDs (Implementation Advanced Planning Document) to help ensure that the project continues to maintain buy-in and financial backing from the relevant</p>	Nicole Becnel Nicole Spears Meghann Slaven Dawn Webb Peter Alfrey Jason Hargrove Crystal Fox Joseph T. Smith Jon Watkins Erblina Bailey	640



Ref #	Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>federal partners.</p> <p><i>Deliverable</i></p> <ul style="list-style-type: none"><li>• Deliverable 6: IAPD</li></ul> <p><i>Completion Criteria</i></p> <p>The IAPD Development phase of the project will be deemed complete upon signature approval of the Project Closeout Summary.</p>	<p>Jordan Ramsey</p> <p>Molly Hawkinson</p> <p>Caitlin Cabral</p> <p>Janine DiLorenzo</p> <p>Jonathan Williams</p> <p>Emily Hendrickson</p>	
6.0	<p><b>Project Closeout</b></p> <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 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> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none"><li>• Deliverable 7: Project Closeout Summary</li></ul> <p><i>Completion Criteria</i></p> <p>BerryDunn services will be considered complete when the State project sponsor or his/her designee formally accepts and signs the Project Closeout Summary.</p>	<p>Eduardo Daranyi</p> <p>Nicole Becnel</p> <p>Peter Alfrey</p> <p>Nicole Spears</p> <p>Meghann Slaven</p> <p>Jon Watkins</p> <p>Jordan Ramsey</p> <p>Molly Hawkinson</p> <p>Caitlin Cabral</p> <p>Janine DiLorenzo</p> <p>Jonathan Williams</p> <p>Emily Hendrickson</p>	143
Total Hours			6,540
Total Not-To-Exceed Cost Estimate			\$918,280



### 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
2	EM	\$270	Nicole Becnel	128	\$34,560
1	LPM	\$215	Eduardo Daranyi	168	\$36,120
4	GPM	\$175	Peter Alfrey	392	\$68,600
4	GPM	\$175	Nicole Spears	728	\$127,400
4	GPM	\$175	Meghann Slaven	641	\$112,175
4	GPM	\$175	Dawn Webb	225	\$39,375
4	GPM	\$175	Crystal Fox	525	\$91,875
4	GPM	\$175	Vera McEwen	524	\$91,700
4	GPM	\$175	Tonya Roloson	315	\$55,125
4	GPM	\$175	Jason Hargrove	314	\$54,950
5	SS	\$80	Erblina Bailey	705	\$56,400
5	SS	\$80	Jon Watkins	705	\$56,400
5	SS	\$80	JT Smith	625	\$50,000
5	SS	\$80	Jordan Ramsey Molly Hawkinson Caitlin Cabral Janine DiLorenzo Jonathan Williams Emily Hendrickson	545	\$43,600
Total Hours:				<b>6,540</b>	<b>\$918,280</b>

EM = Engagement Manager

LPM = Lead Project Manager

GPM = General Project Manager

SS = Support Staff



## 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	26	34	672	482	1,214	\$170,490
Month 2	26	34	732	514	1,306	\$183,550
Month 3	26	34	732	514	1,306	\$183,550
Month 4	26	34	766	533	1,359	\$191,020
Month 5	24	32	762	537	1,355	\$189,670
<b>Total</b>	<b>128</b>	<b>168</b>	<b>3,664</b>	<b>2,580</b>	<b>6,540</b>	<b>\$918,280</b>



## 4.0 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
1.0 Engagement Oversight					
2.0 Project Execution and Control					
3.0 Planning Activities					
4.0 Modular RFP(s) Development					
5.0 IAPD Development					
6.0 Project Closeout					



### BerryDunn Authorized Signature

As a principal of this firm in our Government Consulting 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 DHHR will be for actual hours expended, which may or may not equal the projected level of effort, but will not exceed the projected level of effort.

*Nicole Y. Becnel* 2022.04.05  
10:47:14 -04'00'

Signature

Date

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

*A. Brandon Lewis*

03/29/2022

Signature

Date





## Appendix A: Resumes

### Nicole Becnel, PMP®

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 06/2010)
Years of Experience Relevant to Proposed Role:	19 years
Certifications and Education:	BA, Speech and Hearing Science, University of South Florida Certified Project Management Professional®

#### Overview

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

#### Relevant Experience

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

- **West Virginia Bureau for Medical Services (BMS).**
  - *West Virginia Portfolio Manager (09/2013 to present).*  
In her role as portfolio manager, Nicole provides portfolio management for multiple projects with BMS, including project management of ACA planning, analysis, and advisory services; MMIS, DW/DSS procurement, and project management; E&E systems planning; MITA 3.0 State Self-Assessment (SS-A); and other related initiatives.
  - *Project Management of MMIS Procurement, DDI, and Certification (12/2012 to 09/2013).*  
Nicole served as a project manager for the DDI of the Molina HealthPAS MMIS. Her work on the project included oversight of contract start-up activities and system design sessions. She was responsible for managing the project team and providing oversight of the start-up and analysis/design activities.
  - *Provider Enrollment Application (PEA) Project (07/2011 to 12/2012).*  
Nicole supported the Bureau with her project, program, and portfolio



management and subject matter expertise as they implemented healthcare reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at provider workshops held throughout the State.

- ***5010 Refresh Project (10/2011 to 08/2013).***

Nicole served as project manager for the successful implementation of the 5010/D.0 standards required by federal mandate. In this role, Nicole supported the Bureau with her project management and subject matter expertise during the conversion of HIPAA Accredited Standards Committee (ASC) X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs version 5.1 to version D.0. This work included project management of deliverable review, SME advisory services, UAT plan assistance, operational readiness assessment, and post-implementation project management and monitoring.

- ***Data Warehouse / Decision Support System (DW/DSS) Project Management (06/2010 to 06/2011).***

Nicole served as the project manager to assist the State with the development of procurement documentation for the DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with the Bureau, reviewing project deliverables, and providing subject matter knowledge and support.

- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018).**  
As engagement manager, Nicole oversaw the BerryDunn team working in collaboration with the New Jersey Implementation Team Organization for the Replacement MMIS. In her role, she was responsible for the oversight of the leverage and reuse, testing, and certification project activities.

**Unisys MMIS Operations (now Gainwell (09/2001 to 06/2010).**

- **Project Manager for MIHMS Provider Enrollment Application Project.** Nicole served as project manager and SME for the Maine DHHS provider re-enrollment and maintenance implementation project, which created an online tool for enrollment, re-enrollment, and maintenance for Maine's provider community consisting of approximately 8,000 providers. Nicole managed large and complex configuration projects and provided expertise to other implementation initiatives, including conversion, reporting, and interface development.
- **West Virginia MMIS.** Nicole managed the development, implementation, and evaluation of quality management and risk management activities to ensure project compliance with all budget, time, and quality specifications to assure client requirements across the



Medicaid Enterprise. In her role, Nicole successfully project managed the on-time delivery of the NPI initiative in an accelerated time frame, successfully provided on-site support to BMS during the CMS certification evaluation; facilitated best practice cross communication; and, met customer expectations by monitoring, evaluating and assigning corrective actions.

- **Contract Configuration and Reports Lead for West Virginia MMIS.** Nicole developed, implemented, and documented processes and standards to ensure successful completion of reports. Additionally, she analyzed business processes to transition the configuration to meet the current application. Working with the client, Nicole identified required changes and ensured issues were identified, tracked, reported and resolved in a timely manner. She was also responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.
- **Project Management Support.** Nicole served in a project management support services role for State Medicaid initiatives including the Kentucky MMIS DDI project, which included schedule management, action item management, training support, provider development, and UAT planning. She also ensured the appropriate project organization processes were closely followed.

#### **Presentations**

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

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



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**Eduardo Daranyi, MEd, PMP®**

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<b>Proposed Project Role:</b>	Lead Project Manager
<b>Role at BerryDunn:</b>	Principal (employed with BerryDunn since 09/2005)
<b>Years of Experience Relevant to Proposed Role:</b>	20 years
<b>Certifications and Education:</b>	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.

- o ***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

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**Peter Alfrey, PMP®, Prosci® CCP**

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<b>Proposed Project Role:</b>	GPM OD Lead
<b>Role at BerryDunn:</b>	Senior Manager (employed with BerryDunn since 03/2014)
<b>Years of Experience Relevant to Proposed Role:</b>	14 years
<b>Certifications and Education:</b>	MA, History, Providence College BA, Journalism and Communication, Spanish Minor, University of Oregon Certified Project Management Professional® Six Sigma Green Belt Certification Prosci® Certified Change Practitioner (CCP)

**Overview**

Peter is an experienced project manager and healthcare operations professional with an extensive record of leading successful projects, providing program management oversight, and managing healthcare operations and process improvement initiatives. From his work establishing a data governance council at the Vermont Green Mountain Board in 2014 to leading various projects for the West Virginia Department of Health and Human Resources and Bureau for Medical Services, Peter brings comprehensive knowledge about health plan operations, process improvement, procurements and vendor management, and best practices that support Medicaid and health and human services client initiatives. He has a proven record of leading and collaborating with large, cross-functional teams to support system implementations, data management initiatives and policy initiatives.

**Relevant Experience****BerryDunn (03/2014 to present).**

- **West Virginia Bureau for Medical Services (BMS)**
  - *Enterprise Portfolio Management Office (EPMO) (09/2018 to present).*

Peter provides strategic direction for BerryDunn's EPMO team and for specific DHHR/BMS projects in the areas of project management best practices; process improvement; project staffing and recruiting; project funding and advance planning document (APD) development; and research and tracking of industry trends to support current and future EPMO projects. In addition, he is the program manager for the EPMO's managed care organization (MCO) and data/analytics programs providing program oversight. EPMO projects and programs include:



- ***MCO Encounter Data Quality (06/2020 to present).***  
Peter provided project oversight and serves as a business analyst supporting State initiatives to optimize MCO encounter data processes for the State's risk-based managed care programs. The State seeks to retire a historical file submission process from the MCOs to their Medicaid Management Information Systems (MMIS) fiscal agent, in coordination with the MCOs and the State's data warehouse/decision support solution (DW/DSS) vendor, IBM® Watson Health.
- ***Data Improvement Project (09/2019 to present).***  
Peter provides program oversight for the project that assists the State in understanding and addressing data quality and usability issues affecting its Medicaid program. BerryDunn helps BMS assess and address data quality and usability issues within the State's MMIS environment and other systems across the State's Medicaid enterprise.
- ***Mountain Health Trust (MHT) MCO Procurement Assistance Project Phases I and II (06/2019 to present).***  
Peter provides project oversight and procurement assistance support for the procurement and implementation by July 1, 2020, of the three MCOs that comprise the current MHT program.
- ***Contact Tracing (04/2020 to 09/2020).***  
Peter provided project management support to DHHR for the implementation of the State's COVID-19 contact tracing platform in August 2020, helping the State coordinate its contact tracing initiatives and use of the contact tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. He also supported the procurement and implementation of the contract tracing platform in less than three months, helped develop project communications and training tools, and developed 12 staff hiring requirements and job descriptions to support contact tracing and future Bureau for Public Health disease investigation efforts.
- ***Coordinated Care Management Project Management and Procurement Assistance / Mountain Health Promise (MHP) Implementation Project Management Support and Operational Readiness Review (02/2019 to 06/2020).***  
Peter provided program management oversight for the desktop review of documentation for the MHP MCOs to help ensure the MCO met the operational standards of the MHP, a specialized managed care program to serve children in foster care and adoption assistance in the State. In addition, Peter provided project oversight and procurement assistance for





the project, and developed policies and procedures for the procurement and implementation of the MCO for the MHP program that began operations on March 1, 2020. In addition, Peter provided project oversight for the MHP program as it transitioned to operations in March 2020 with the MCO, Aetna Better Health® of West Virginia.

- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (09/2020 to present).*

Peter serves as the organization development lead for the project leading the development of the organization development plan, roadmap, and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the findings of the MITA SSA and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules.

- *Substance Use Disorder (SUD) Waiver Initiative Project (07/2017 to 03/2019).*

Peter was the project manager for the SUD waiver initiative leading the implementation of the "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration effective January 1, 2018, to December 31, 2022, which allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. He managed a large, cross-functional team focused on areas such as annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.

- *Asset Verification System Project Management Services and Procurement Assistance (04/2017 to 02/2018).*

Peter served as project manager for the Asset Verification System project that supported the State's objective of procuring Asset Verification System-related services for the State's Medicaid program. Under Peter's leadership and coordinating with the State, the project team developed and facilitated the request for quotation (RFQ) process that supported the procurement and development of the RFQ, evaluation of three vendor proposals, and implementation of the winning vendor in 2018.

- *Project Management of MMIS Procurement, DDI, and Certification (10/2014 to 12/2016).*

Peter served as a business analyst for the project, providing project management



support and system integration testing (SIT) and user acceptance testing (UAT) support prior to the go-live implementation of the system. He also led efforts for the reviews of MMIS and provider deliverables across a team of BerryDunn professionals coordinating updates to the deliverables prior to the go-live date. Peter served as the MCO and DW/DSS lead overseeing the transfer of historical data from the four State MCOs to the new MMIS that went live in January 2015; providing project management support for testing of historical encounter data before and after the implementation coordinating efforts of the four MCOs and the fiscal agent; and overseeing testing efforts for transferring data from the MMIS to the State's DW/DSS in 2015 as the project transitioned from DDI to operations.

- **West Virginia Children's Health Insurance Program (WVCHIP)**
  - *Operational Readiness Review (09/2020 to present).*

Peter provides program management oversight for the desktop review of documentation for three MCOs to help ensure standards of the MHT and WVCHIP are met by the MCOs for the WVCHIP carve-in into the MHT by January 1, 2021.
  - *MCO Transition Planning Project Phases I and II (03/2019 to present).*

Peter provides project oversight to help the State integrate the WVCHIP member population with the State's Medicaid population to the MHT managed care program by January 1, 2021.
- **West Virginia Department of Health and Human Resources (DHHR).**
  - *Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project (09/2019 to present).*

Peter provides program oversight of the project that provides project management services, procurement assistance, and facilitation of the integration of data sources to the EDS and Centers for Medicare & Medicaid Services (CMS) certification support for the EDS Project.
  - *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) DDI Project Management (08/2018 to 11/2019).*

Peter served as the organizational change management (OCM) lead for the IES, providing strategic direction and oversight to the project team. Peter built a joint team of individuals from the IES vendor, Optum, and BerryDunn to launch the OCM program and supporting communications campaign. During that time, OCM became a core component of the IES/PATH project. Through Peter's leadership, the OCM team created an OCM plan to launch OCM efforts for the project; created a communications toolkit and communications materials; and conducted over 50 interviews with individuals across DHHR for an OCM readiness assessment to support the IES/PATH project.



- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 08/2017).**  
Peter supported testing efforts for New Jersey MMIS implementation in areas such as SIT test case and results review, SIT test case analysis, UAT support, and UAT defect management. Such testing support leveraged and reused best practices and documentation from the West Virginia MMIS procurement in 2015.
- **Vermont Green Mountain Care Board – Vermont Health Care Uniform Reporting and Evaluation System (VHCURES) Independent Review, Procurement Assistance, and Project Management (05/2014 to 09/2014).**  
Peter led the efforts to help the Green Mountain Care Board build a data governance council in less than four months, helping develop the data governance council charter and structure as well as policies and procedures, and facilitating the data governance council's first public-facing meetings. He also supported the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors.
- **Maryland Health Benefit Exchange (HBE) – Independent Verification & Validation for Maryland's HBE Implementation (03/2014 to 04/2014).**  
As a business analyst, Peter worked with Maryland's Project Management Office and its strategic partners to coordinate projects. He monitored risks and issues across key assessment areas—such as project management; operations and maintenance; training; quality management and testing; requirements management; architecture; software development tools and release management; software product development, operations, and maintenance; and security.

**Martin's Point Health Care (12/2008 to 02/2014).** As the operations manager, Peter provided performance monitoring, process improvement, project management, data management, and operational efficiency and effectiveness for Martin's Point's Medical Management group. He managed cross-functional teams to implement complex projects; managed vendor relationships and contract negotiations; and served as client contact for external care management vendors.

**Health Dialog (07/2006 to 11/2008).** As Implementation Project Manager, Peter oversaw operational planning, execution, and reporting of multi-faceted projects for new and existing clients (health plans, large employers, and government care management programs), including BlueCross BlueShield (various regions), Capital Health Plan, and CMS. He also managed cross-functional implementation teams, maintained communications with clients, set expectations regarding scope, and managed implementation schedules while managing multiple, concurrent implementations. He also served as Project Management Office lead for company's smoking cessation nicotine replacement solution and initiative overseeing product development work and collaboration with third-party vendor.



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## **Presentations**

*The 2020 Final Rule—Understanding new flexibilities to control costs and deliver care*, a BerryDunn blog, 11/2020

*COVID-19 and Opportunities to Reboot Managed Care*, a BerryDunn blog, 09/2020

*The Case for Data Governance in the Modular Medicaid Enterprise*, a BerryDunn blog, Medicaid Enterprise Systems Conference (MESC), 09/2016

Session abstract “*State Roundtable on Section 1115: Substance Use Disorder (SUD) Demonstrations; Updates from states who are implementing Section 1115 Waivers to combat the opioid crisis. Focus on opportunities and challenges in each state, opportunities for partnership and collaboration, leverage and reuse*” selected by MESC organizers for a conference in Portland, Oregon, featuring representatives from West Virginia, Virginia, and Massachusetts, 09/2016

*Innovation in a Digital Era: Using Data to Pivot to “the New”* presentation for MESC 2016, co-presented with a BerryDunn colleague and professionals from Accenture plc (Accenture), 09/2016



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**Nicole Spears, MBA**

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<b>Proposed Project Role:</b>	GPM Project Lead
<b>Role at BerryDunn:</b>	Senior Consultant with BerryDunn since July 2021
<b>Years of Experience Relevant to Proposed Role:</b>	13 years
<b>Certifications and Education:</b>	Bachelor of Science in Corrections, University of Indianapolis Master of Business Administration, focus in Healthcare Management, Western Governors University

**Overview**

Nicole is a senior consultant for BerryDunn's Medicaid Practice Group with deep expertise in healthcare consulting, including Medicaid Management Information System (MMIS) and managed care. With nearly 15 years' experience in change management, Nicole has comprehensive knowledge of Managed Care Organization (MCO) and vendor oversight, program development and implementation, and Software Development Life Cycle (SDLC) monitoring. She has a long history advising senior leadership on high-profile, complex implementations with large, cross-functional teams.

**Experience****BerryDunn (July 2021 to present).**

- **West Virginia Department of Health and Human Resources (DHHR)**
  - *Technical Assistance and Project Support (TAPS) Mountain Health Promise (MHP) Re-procurement Project (12/2021 to present).*

Nicole provided program management for the RPF development for the re-procurement of MHP, a specialized managed care program to serve children in foster care and adoption assistance in the State. In addition, Nicole will provide project oversight during the solicitation process and implementation of the awarded vendor.
  - *Medicaid Enterprise System (MES) Modernization Strategy and Procurement (MSP) (07/2021 to present).*

Nicole is currently serving as the SME for the West Virginia DHHR MES Modernization Strategy and Procurement project, a project focused on the planning activities for an MES modernization strategy and procurement. The project works to plan and estimate implementation costs for a modernized MES and also aid the State in meeting several of its identified Medicaid Information Technology Architecture (MITA) goals. Nicole worked on the RFI development and analysis as well as Strategic Plan development for the project.



- **West Virginia Bureau for Medical Services (BMS)**

- *Managed Care Encounter Data Quality (EDQ) Project (07/2021 to present).*  
Nicole works as a SME on the West Virginia Bureau for Medical Services' Managed Care Encounter Data Quality (EDQ) Project, an assignment focused on supplying project management services to the state to assist with the transition of managed care encounter claims from a proprietary format to electronic data interchange (EDI). This project is also developing an SDLC Coordination Plan to operationalize updates based on state prioritization which will transition to state ownership.

**Gainwell Technologies (December 2017 to July 2021).** Nicole worked as a senior business advisor for the Member Management Module Team as Kansas developed a new modular MMIS. The Member Management Module includes: Member Eligibility, Medicare Management, Eligibility Verification Systems (EVS), and Early and Periodic Screening, Diagnosis, and Treatment (EPSDT). Nicole also led the Business Analysts in the module and produced the end products User Interface (UI) design and security for all subsystems, as well as all system documentation for subsystems (Design Expectations Document, Detailed System Design, Business Design Documentation, etc.), subsystem certification through the Medicaid Enterprise Certification Toolkit (MECT) and provided expertise for testing for all subsystems (i.e., test plan, results, and defect review).

**SR Advise (January 2016 to December 2017).** Nicole worked as the account manager for SR Advise with the goal of growing business in the public health arena. Nicole developed and implemented company policies and procedures to ensure alignment with client contracts and compliance with government and minority business entity regulations. She developed and managed a new internship program to grow a pipeline for future staffing and cultivated relationships with industry and client leadership to grow the business. Nicole also directed the business development strategy and led Request for Proposal (RFP) responses. Her efforts resulted in adding several new clients and contracts valued at over \$2 million in her short time with the company. She also served as a senior consultant on several projects providing comprehensive change management services to meet clients' individual business objectives.

**SVC, Inc. (July 2012 to December 2015).** Nicole worked as the operations and MCO SME for the company. Nicole managed high-profile, complex program and system implementations reporting to and advising senior leadership. She assisted in the development of Medicaid pilot programs by identifying potential operational and implementation impacts and proposing best practices. Nicole also identified areas of opportunity and recommended strategies for process improvement for clients' established programs through the consideration of potential impact(s) of policy and program changes on operations and vendors. She led multifaceted system and program changes in the Medicaid Managed Care arena based on these recommendations. Her experience includes RFP development and response, policy manual creation, MMIS DDI communications development, readiness review development, and administration.



**State of Indiana. (July 2008 to April 2012).** Nicole worked as the operations and MCO SME for State of Indiana. Nicole was hired to overhaul the business side SDLC processes for the unit. In this newly established role, she led multiple cross-functional teams while managing system changes impacting Indiana Medicaid, with a focus on vendor system integration. As the Managed Care technical SME with extensive knowledge of MMIS and vendor systems, Nicole helped establish and design the new change control team. This team oversaw scope, ensured requirements and design, served business needs, and provided the opportunity for system integration by giving vendors a voice at the table. This role also oversaw vendor compliance. Nicole directed her staff in executing audits and quality control on MMIS and vendor systems changes, as well as MCO performance reporting. This oversight formed recommendations to the compliance team on corrective actions and performance monitoring. Nicole also served as a policy analyst on the OMPP project to direct project implementation, policy development, and program management of Governor Daniel's 1115 waiver program HIP. She served as the technical resources liaison between vendors and program management with extensive knowledge of the state's Medicaid systems. In this role, she oversaw SDLC and policy impacts for all large initiatives impacting the Managed Care Unit. Nicole also oversaw seven vendors, which included the development of program manuals, dashboards and on-site review processes to ensure contractual and regulatory compliance of four MCOs.



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**Meghann Slaven**

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<b>Proposed Project Role:</b>	GPM Deputy Project Manager
<b>Role at BerryDunn:</b>	Senior Consultant (employed with BerryDunn since 10/2017)
<b>Years of Experience Relevant to Proposed Role:</b>	13 years
<b>Certifications and Education:</b>	BS, Journalism, Ohio University BFA, Performance & Choreography, Ohio University

**Overview**

Meghann is a senior consultant with BerryDunn's Medicaid consulting practice focused on helping state health and human services agencies achieve their project objectives. She brings value to every project and project team through her ability to provide effective procurement management, project management, project coordination, and database maintenance support. Meghann has worked on multiple projects supporting critical initiatives for the West Virginia Bureau for Medical Services (BMS).

**Relevant Experience****BerryDunn (10/2017 to present)**

- **West Virginia Department of Health and Human Resources (DHHR) – Medicaid Enterprise Data Solution Implementation and CMS Certification Project (10/2019 to present).**  
As a deputy project manager, Meghann assists the client with management and facilitation of pre- and post-procurement activities, including evaluation training, procurement schedule monitoring, and proposal evaluation processes. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives. Meghann drives milestone completion with consistent outreach to stakeholders and close monitoring of the project schedule and timeline. Meghann assisted the project team in developing a data governance roadmap.
- **West Virginia Bureau for Medical Services (BMS)**
  - **Enterprise Program Management Office (EPMO) Project (11/2019 to 10/2020). (07/2019 to present).**  
As a business analyst, Meghann assists West Virginia in developing and updating its Health Information Technology Plans, including the Medicaid Information Technology Architecture (MITA) HIT Companion and the annual HIT and HIE APD, to help the client gain over \$9 million in federal funding for HIT





activities and initiatives.

- o *Data Visioning and Warehouse Development and Procurement Assistance Project (10/2017 to 09/2019).*

Meghann supported the Data Visioning and Warehouse Development and Procurement Assistance Project, a project focused on supplying project management services to West Virginia in an effort to assist with the integration of data sources, systems, and databases within BMS. As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of project deliverables. As project coordinator Meghann managed the development process and contributed to the following deliverables: monthly status reports; Data Warehouse Decision Support System (DW/DSS) Request for Proposal (RFP); Implementation Advance Planning Document Update (IAPDU); Requirements Traceability Matrix; proposal evaluation packets; test scenarios; capstone data source integration roadmap; and project closeout. She was responsible for managing client repositories, including 200+ data dictionaries and 450+ data sharing agreements. Meghann also developed Visio process flows to document client data sharing practices.

- o *Gap Analysis and Project Management Services (10/2017 to 06/2018).*

As a project coordinator, Meghann developed agendas, captured meeting notes, tracked action items, and supported the development of the capstone project deliverable. As part of a team analyzing over 2,600 impacts from the Affordable Care Act (ACA) on West Virginia Medicaid's policy, systems, and business processes, Meghann assisted with research, writing, and assessment activities to support the development of a compliance gap analysis deliverable.

**West Virginia School Service Personnel Association (11/2014 to 10/2017).** As a public relations specialist, Meghann was responsible for developing advocacy campaigns, monthly newsletters, press releases, public service announcements and speeches. She was also responsible for social media management including Facebook, Twitter and LinkedIn; conference planning and logistics; media relationships; and lobbying for association and partner associations.

**College Summit (04/2011 to 07/2014).** Meghann served as the school partnership manager, providing consulting and management of College Summit program to partner schools in West Virginia. She trained and supported educators in delivery of College Summit curriculum and online tools; met with school counselors, educators and administrators on a bi-monthly basis to ensure school performance according to milestone achievement; guided students through processes to ensure postsecondary success; and facilitated meetings to track progress and share data measurement and analysis.

**University of Charleston (10/2006 to 03/2011).** During her time with the University, Meghann held the following positions:



- **Assistant Director of Admissions (08/2008 to 03/2011).** Meghann assisted the Admissions Director in development of enrollment plan, developed geographical recruitment plan for admissions representatives, and trained and managed admissions representatives.
- **Admissions Representative (10/2006 to 08/2008).** Meghann was responsible for recruitment in specified territory. She served as a University representative at recruitment events, as well as evaluated applicants, facilitated the admissions process, counseled students and families on financial aid, and assisted in implementing enrollment activities.

**Clay Center for the Arts and Sciences (08/2005 to 09/2006).** As a group reservations coordinator, Meghann scheduled group visits to Avampato Discovery Museum, Clay Center, and West Virginia Symphony Orchestra. She was responsible for maintaining and analyzing the database regarding group attendance, and assisted with museum programs and special events.

**American Dance Festival (06/2004 to 07/2004).** As a press and marketing intern, Meghann developed and distributed press releases and public service announcements, and coordinated visiting critic events.



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**Dawn Webb, BSHL, CPC, COC**

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<b>Proposed Project Role:</b>	GPM IAPD Lead
<b>Role at BerryDunn:</b>	Manager (employed with BerryDunn since 08/2017)
<b>Years of Experience Relevant to Proposed Role:</b>	11 years
<b>Certifications and Education:</b>	<p>BS, Healthcare Leadership, Wheeling Jesuit University</p> <p>Associate in Applied Science, Office Administration, West Virginia University</p> <p>Certified Professional Coder, American Academy of Professional Coders</p> <p>Certified Outpatient Coder, American Academy of Professional Coders</p> <p>Certificate of Proficiency in Obstetrics/Gynecology Coding, American Academy of Professional Coders</p> <p>Certified Compliance Professional, Healthcare Fraud &amp; Abuse Institute</p> <p>Certificate of Proficiency in Surgery Coding, American Academy of Professional Coders</p> <p>Certificate of Proficiency in Internal Medicine Coding, American Academy of Professional Coders</p>

**Overview**

Dawn is a manager in BerryDunn's Medicaid Practice Area, with extensive experience in Medicaid billing, state Medicaid programs, worker's compensation claims, and rural health centers. She is a Certified Professional Coder and a Certified Outpatient Coder. Her experience includes working with clients on projects involving compliance guidelines, electronic health record system implementations, QA, HIPAA policy, International Statistical Classification of Diseases and Related Health Problems-10 (ICD-10) coding, and patient management and claim editing system implementations.

**Relevant Experience****BerryDunn (08/2017 to present).**

- **West Virginia Bureau for Medical Services (BMS).**
  - *Enterprise Project Management Office (EPMO) (05/2019 to present).*

As quality improvement initiatives program manager, Dawn is providing project support in the areas of process improvement, best practices, and staffing allocations for the Fee Schedule and Edit Quality Review, Payment Error Rate



Measurement (PERM), and Third-Party Liability Procurement projects.

- *Advanced Planning Document (APD) Assistance (05/2018 to present).*  
Dawn currently assists with the implementation and update of APDs to support BMS in securing funding for projects. She provides assistance and oversight in compiling information for the APD, writing the APD, and developing the Medicaid Detail Budget Tables (MDBTs).
- *PERM Project (05/2018 to present).*  
Dawn is serving as the project manager for the PERM project, managing budgets and project deliverables and working closely with the client to ensure requirements and expectation are met fully. This project includes validating errors, research error remedies, and providing oversight for resolution of PERM errors cited for WV.
- *MMIS Fee Schedule and Edit Quality Review (09/2017 to present).*  
Dawn serves first as project subject matter expert (SME) and then as project manager. She works closely with the client to evaluate the MMIS fee schedules and claim edits to ensure MMIS setup is in compliance with Medicaid policy and to provide analysis of cost savings opportunities for BMS.

**Valley Health Systems, Inc. (12/2009 to 07/2017).** Dawn served as a manager responsible for revenue cycle administration and billing.

**Unisys (06/2004 to 11/2009).** As a domain services analyst, Dawn served as the configuration team leader and a medical coder for the West Virginia Medicaid line of business.

**Charleston Area Medical Center (08/2004 to 09/2004).** As a contracted medical coder, Dawn worked primarily with Charleston Area Medical Center's compliance department.

**West Virginia University (WVU) Physicians of Charleston (06/2001 to 06/2004).** While with WVU, Dawn worked as a senior billing specialist and a billing manager, serving the Department of Internal Medicine and the Department of Obstetrics and Gynecology.

**University Health Associates (09/1996 to 07/2001).** Dawn served in several roles with University Health, including a billing analyst, billing specialist, billing supervisor, and billing manager. She worked primarily with the Department of Obstetrics and Gynecology and the Family Medicine Center of Charleston.

**Garnet Career Center (02/1999 to 01/2000).** Dawn worked as a medical coding instructor for the career center.

**Acordia National (12/1994 to 05/1996).** Dawn began her career as a claims examiner.

#### **Professional Affiliations**

American Academy of Professional Coders, Local Chapter Secretary, 1999

Office Managers Association of Healthcare Providers, Vice President of Publicity, 2001



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**Jason Hargrove, MBA, PMP®**

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<b>Proposed Project Role:</b>	GPM SME
<b>Role at BerryDunn:</b>	Manager (employed with BerryDunn since 02/2018)
<b>Years of Experience Relevant to Proposed Role:</b>	21 years
<b>Certifications and Education:</b>	MBA, Business Administration, Grantham University BS, Marine Engineering Operations, Maine Maritime Academy Certified Project Management Professional® MLC Certified Medicaid Professional (MCMP-II)

**Overview**

Jason is an experienced leader and implementation manager, delivering IT software solutions and services in healthcare and engineering for over 19 years. Jason brings a diverse range of skills and experience including business development, finance, budgeting, contract management, team development, recruiting, resource management, and project management. He leads by example, fostering communication at all levels of the organization and is familiar with complex and difficult situations.

**Relevant Experience**

**BerryDunn (02/2018 to present).** Jason serves BerryDunn's Medicaid consulting clients as a project manager.

- **West Virginia Bureau for Medical Services (BMS) – Electronic Visit Verification (EVV) Solution Implementation Project (06/2018 to present).**

Jason is the project manager for BerryDunn's team assisting BMS with the implementation of their overall EVV solution, which includes support in several key areas:

- Strategic planning
- Organizational Change Management
- Requirement development
- RFP draft narratives and supporting documentation
- Certification planning and assistance
- APD development and updates
- Evaluation and scoring support / facilitation
- Vendor on-boarding
- Vendor deliverable review
- UAT planning and support



**Northern New England Diagnostics 02/2017 to 08/2017).** As chief of operations, Jason developed client implementation process/strategy, created detailed plans for new client onboarding and key issues, and oversaw all operational staff, internal systems, and business processes. Jason was also responsible for performing staff and operational assessments regarding quality and production, developing staff training and mentoring plans for development and quality improvement, and ensuring services met quality and cost effectiveness standards. Jason created and maintained profit and loss financials and associated data models to assist with client valuation and forecasting.

**Change Healthcare (formerly Goold Health Systems / Emdeon) (11/2005 to 02/2017).** In his time at Goold Health Systems, Jason held several positions including:

- **Senior Director of Pharmacy Administration Services.** In this role, Jason continued to build relationships and further integration into the organization's centralized operations and processes. He worked closely with the general manager and vice president on business and operational initiatives and was responsible for the oversight of 17 management and administrative positions (over 160 staff members).
- **Vice President of Administration.** Jason developed companywide initiatives to increase operational and deployment efficiencies and served as the account manager, project manager, implementation manager, or other lead roles in key projects as needed. He participated in contract negotiations, lease negotiations, and the establishment of remote offices as required. Jason also reviewed project plans and resources for companywide projects and ensured sufficient staffing levels and resources. In addition, Jason managed the business development function and staff, pursued strategic opportunities in collaboration with the chief executive officer and business development team, and assisted with and oversaw the development of cost estimates, timelines, scope, project plans, and proposal responses.
- **Director of Administrative Services.** Jason planned, organized, assigned, directed, and evaluated the activities of the department. He also assisted the chief executive officer in contract adherence, contract negotiations, lease negotiations, and hiring processes. He worked with the business development director in the development of cost estimates, timelines, scope, project plans, and proposal responses. Additional responsibilities included overseeing facility leases, maintenance, construction, and expansion as needed.
- **Strategic Project Manager.** In this role, Jason was responsible for the direction, coordination, and completion of assigned strategic projects. He also assisted with business development and RFP responses, developed and implemented project management tools and tracking methods, and managed administrative office and project staff members.

While at Change Healthcare, some of Jason's major projects included:



- **Ohio Medicaid Pharmacy Benefit Manager (PBM) and Rebate Services (04/2016 to 02/2017).** Jason served in several capacities on the Ohio project including business development, project leadership and tactical project management. He served as part of the proposal team to develop the project management approach, cost proposal and payment milestones. Working with senior leadership, Jason oversaw much of the project activities including the establishment of a remote office, developing project and operational teams and coordinating on-site staff. During the project, the named implementation manager left the organization and Jason stepped into the named implementation role to help successfully deliver the systems. As part of his role, Jason oversaw project deliverables, requirement management, collaboration between multiple internal and external teams, meeting facilitation and client relations.
- **Illinois Medicaid PBM and Rebate Services (03/2014 to 03/2016).** As the lead implementation manager, Jason oversaw all aspects of the project including proposal preparation, local facility planning, project team meetings, requirement management, joint application design sessions, meeting facilitation, coordination of multiple internal and external stakeholders including regular client meetings. He maintained the open action item logs, risk management, project plan updates and monitored progress daily.
- **Iowa Medicaid Enterprise PBM (04/2012 to 10/2013).** Jason led the reprocurement effort to plan and deploy updated software for this existing client. This included interacting at all levels internally and with the client to establish expectations, capture requirements in alignment to their CMS strategy, and develop key project deliverables. In addition, Jason coordinated the efforts of SMEs in the development of artifacts, client reviews, meeting facilitation and regular updates with client and corporate management.
- **Utah CMS certification support (2012).** Following the successful deployment of software and services, Jason worked with the client to develop strategies for CMS certification, creation of CMS artifacts and guidance on approach. As this was software as a service, Jason provided support to the client through the CMS process and the client worked directly with CMS. The systems were successfully certified without any citing or revisions.
- **Utah Medicaid POS/DRMS (POS and Rebate) (03/2011 to 10/2011).** Jason served as the implementation project manager for this multi-part project. In this role, Jason led a team of technical and business staff members to deliver a complex set of software and services. This included pricing and submission of cost proposals, client and payment strategy, project oversight and management, meeting facilitation, risk and issue management, report management and client engagement. This project also included more intensive training of state staff and product education, change request management and issue resolution.
- **Wyoming Medicaid Pharmacy Fiscal Agent and PBM Services (06/2008 to 05/2009).** As the project manager, Jason worked closely with internal business leads and the client



to refine the proposed project plan and implementation strategy. He led requirement validation sessions with business leads, client stakeholders and the incumbent vendor. Typical project activities included meeting facilitation and requirement, risk, and action item management. Jason also created a CMS certification and strategy document and subsequently worked with CMS, the client and business SMEs to successfully certify the system.

- **Maine Medicaid Mailroom and BPO (HCFA, UB, ADA) and Medical Prior Authorization.** Jason served as internal project executive to manage the conversion of an existing sole-source contract to a sub-contract and establish a new department within the company. In this role, Jason participated in negotiations with several potential prime vendor partners to develop pricing and a successful bid strategy. After source selection, he worked with a new partner to define operational processes, quality standards and technical integration. New office space and hiring was completed successfully. Jason served as the implementation lead and the business unit manager for the new and existing services as part of this project, including staff management, quality oversight, and vendor/client relations.

**Ingersoll-Rand (03/1998 to 11/2005).** As a mechanical engineer, Jason served as a team leader for Laboratory Operations & Reliability. In this role, he managed operations and reliability efforts through direct reports and matrixed team. He created project plans and provided daily management and guidance of both lab and engineering personnel to ensure timely completion of assigned tasks. Projects included directing company-wide reliability efforts to deal with issues relating to new product development, and working with engineering and Underwriter's Laboratory (UL) to successfully list IRs 70kW product.





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**Tonya Roloson**

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<b>Proposed Project Role:</b>	GPM SME
<b>Role at BerryDunn:</b>	Consultant with BerryDunn since November 2021
<b>Years of Experience Relevant to Proposed Role:</b>	17 years
<b>Certifications and Education:</b>	Associate of Science in Business Administration, State University of New York Delhi Bachelor of Science in Wellness Management, State University of New York Oswego Youth Police Initiative Certified trainer Youth Mental Health First Aid Certified Trainer Cornell TCI Certified Trainer

**Overview**

Tonya is a consultant with experience working on Medicaid initiatives for various agencies and populations. She has more than 17 years' experience working with youth in residential programs as well as more than 5 years of experience as a Medicaid program manager. She is well-versed in claims, eligibility, stakeholder compliance, and federal and state regulations.

**Experience**

**PCG-SSO, New York Department of Health (November 2016 to present).** Tonya worked as the Medicaid program manager to collaborate with inter-agency State teams creating policy and implementation strategies for Children's Behavioral Health in NYS. She developed multiple Medicaid waivers and State Plan Amendments, including: 1115 demonstration waiver, 1915(c), 1915b.4, acted as a subject matter expert on program pieces relating to internal Requests for Proposals (RFPs). Tonya ensured RFPs were written directly to CMS standards, created work plans, and monitored timelines, working cross functionally with state agencies including: Office of Mental Health, Office of People With Developmental Disabilities, Office of Children and Family Services, Office of Addiction Services and Supports, New York state office of Temporary and Disability assistance, and Dept. of Health. She also reviews fee-for-service and Medicaid managed care claims, denial reports and utilization to develop reports for stakeholders and compliance. She engaged CMS directly, developed Medicaid policy, and reviewed financial/implementation reports for grant funded projects. Tonya also reviewed Medicaid Managed Care Plan readiness as related to model contract and Children's Behavioral/Physical Health Standards and reviewed policy according to department and program needs. She performed readiness and compliance reviews, liaised with stakeholders, and monitored and implemented policy for Medicaid billing and enrollment. She worked with stakeholders to develop or update state regulations and/or Public Health Law.



**St. Catherine's Center for Children (May 2014 to November 2016).** Tonya worked as the director of training and staff development to maintain electronic records of staff performance son training compliance, facilitate agency training for employees (including medication management, documentation, crisis intervention, safety in the workplace, motivational interviewing, youth police initiative and youth mental health first aid), and reviewed policy, procedure, and compliance records across all agency programs. She maintained and created platforms for staff to attend and receive training while maintaining training documents and materials. Tonya monitored Medicaid and HIPAA compliance and reviewed policies as needed. She collaborated with the QA Team to ensure quality metrics were met and regularly attended Medicaid trainings to keep the teams and strategies were up to date. She reviewed case file notes, Medicaid eligibility, and monitored Medication Management compliance.

**RTF Parsons child and Family Center (August 2010 to November 2016).** Tonya worked as a relief residential counselor in charge of caring directly for youth 12-18 in an OMH Residential treatment facility. She ensured accuracy on performance delivery within the program and that documentation standards were met. She also worked as a crisis prevention specialist to create individual crisis plans and practices while ensuring agency policies are maintained. In this role she maintained progress reports around goals and compliance measures and prepared monthly reports of data to show that standards were being met. Her initial positions as assistant residential supervisor and residential counselor had her oversee program operations, perform administrative duties, and maintain accurate documentation.

**"Choices Enhanced" Catholic Charities (August 2008 to September 2010).** Tonya worked as the project director partnered with Syracuse University to create new policy, review policy of each contract partner and ensure all policy is consistent with program deliverables. She ensured program fidelity, quality assurance, and data collection procedures were strictly adhered to and wrote the RFP that was approved by health and human services, to address teen pregnancy. She developed program plan and implementation of new program under Scientific design (control and treatment groups in a community setting) while maintaining budget and supervising staff and payroll.

**Toomey Residential Program (April 2004 to August 2009).** Tonya worked as a recreation specialist in direct care of youth 6-15 years old in an OMH Children's residential program. She supervised daily program activities and ensured accurate documentation and regulatory standards were met



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**Crystal Fox**

<b>Proposed Project Role:</b>	GPM BA
<b>Role at BerryDunn:</b>	Senior Consultant with BerryDunn since 10/2019
<b>Years of Experience Relevant to Proposed Role:</b>	13 years
<b>Certifications and Education:</b>	MLC Certified Medicaid Professional (MCMP-II)

**Overview**

Crystal, a technical engineer and systems analyst, is a senior consultant in BerryDunn's Government Consulting Group with financial system processing and requirements development and analysis experience. She brings knowledge of Medicaid Management Information System (MMIS) financial systems from a technical and business perspective from both her consulting work and her 13 years of experience working at DXC Technology, formerly Molina Healthcare. Crystal has helped clients achieve their project objectives in her roles as a subject matter expert (SME) and business analyst on MMIS operations and implementation.

**Relevant Experience****BerryDunn (10/2019 to present)**

- **West Virginia Department of Health and Human Resources (DHHR)**
  - *People's Access to Help (PATH) DDI Project Management (08/2020 to present).*  
Crystal serves as a project SME for the financial management and Flexi financial module reviews by providing insight on the Flexi functionality and feedback based on the scheduled deployment approach of the vendor.
  - *Child Welfare Initiatives Project Management Services (06/2020 to 08/2020).*  
Crystal supported this project and served as a business analyst and project coordinator. Crystal scheduled meetings, captured notes during meetings, researched requirements for the development of a performance-based contract request for proposal (RFP) for the Bureau for Children and Families' child placing agencies, and updated the RFP document based on reviews and feedback received during the requirement gathering sessions for the project.
- **West Virginia Bureau for Medical Services (BMS)**
  - *Payment Error Rate Measurement (PERM) Project (10/2019 to present).*  
Crystal serves as a SME for the PERM project. She focuses on validating data processing and eligibility errors, researching error remedies, and providing recommendations for resolution of PERM errors cited for West Virginia in an effort to reduce the error rate which affects the federal match the state receives.



- *MMIS Contract Edit Review (10/2019 to present).*  
Crystal serves as a project SME. She reviews documents and information compiled from policy as well as claim-related stored procedures and desk-level procedures (DLPs) to help ensure compliance with the State Medicaid Plan and State Medicaid provider manuals. Crystal also performs multi-state analysis of telehealth policies to identify opportunities for WV to expand covered services, reviews the current MMIS configuration to support the Medicaid National Correct Coding Initiative (NCCI) editing, and reviews MMIS system configuration to identify where the system does not match the current State Plan or Medicaid policy. Crystal also develops a research summary that provides the client with the findings of the review and recommendations to remediate.
- *Advanced Planning Document (APD) Assistance (06/2020 to 08/2020).*  
Crystal served as a business analyst for MMIS APD development and updates by updating expenditures and budget based on the previous prior requests in an effort to calculate a request for the current and upcoming years.
- *Enterprise Program Management Office – COVID-19 Waivers and Flexibilities (03/2020 to 06/2020).*  
Crystal served as a business analyst by researching the waivers and flexibilities implemented under the Coronavirus Aid, Relief, and Economic Security (CARES) Act during the public health emergency. Crystal prepared summaries or tracking documents based on the research findings, which was incorporated into presentations presented to the client by project leads.
- *Mountain Health Promise (MHP) Implementation Project Management Support (12/2019).*  
Crystal served as a project SME. She supported the Operational Readiness Review (ORR) by performing secondary evidence review for the Financial Management section to help ensure that scoring, determinations, and findings were complete, accurate, and corroborated.
- **Puerto Rico Medicaid Program (PRMP) – Enterprise Objective Monitoring and Control (EOMC) Services (08/2020).**  
Crystal served as a business analyst for the Medicaid Enterprise Organizational Structure (MEOS) subproject by reviewing other agencies' Medicaid population and organizational structures and comparing them to the proposed organizational structure for Puerto Rico to support BerryDunn's recommendations.

**DXC Technology/Molina Healthcare (MMS)/Unisys (04/2006 to 06/2019).**

- **Svc Info Developer III (06/2016 to 06/2019).** Crystal translated business requirements to system functionality; developed use case elaborations and business rules using industry best practices; designed unit test cases to ensure business rules and requirements are being met; managed changes to base lined system requirements using



established project change control processes and tools; and wrote SQL queries to validate data and troubleshoot results where applicable.

- **MITA Financial Systems Analyst III (02/2011 to 06/2016).** Crystal worked with teams to analyze business processes. She designed and documented system functionality using industry standard use cases; specialized in all phases of financial processes including, but not limited to; Accounts Payable, Accounts Receivable, General Ledger, Claim Payment, 1099 Processing; and managed changes to system requirements using established project change control processes and tools to include, but not limited to Application Lifecycle Management (ALM).
- **Systems Analyst 5-Financial Analyst (04/2006 to 02/2011).** Crystal created financial reports/processing for clients. She worked closely with the client to understand the business needs and gather requirements/specifications for the project; designed and implemented enhancements/modifications for the Healthpas-Financial system; performed research and analysis on testing results to ensure accuracy; and resolved production support issues for the Healthpas-Financials system as needed.



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**Joseph T. Smith, MBA**

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<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Project Coordinator with BerryDunn since June 2021
<b>Years of Experience Relevant to Proposed Role:</b>	6 years
<b>Certifications and Education:</b>	Regent Bachelor of Arts, Marshall University Master of Business Administration, concentration in Finance, Marshall University

**Overview**

Joseph is an intern with BerryDunn with history in working in a team to aggregate business information to target diverse markets effectively. During his studies, he worked with the develop Case Analyses that effectively change corporate structure and provide better development strategies. His consistent and dependable skillset in strategic planning, IT support, and account management have allowed him to succeed in detail-oriented roles in a variety of office settings.

**Experience**

**BerryDunn (June 2021 to Present).** Joseph provides research and analysis for projects to ensure deliverables are thoroughly examined and documented to meet project and clients' goals.

**Cabell-Wayne Association of the Blind (June 2019 to June 2021).** Joseph worked as a website developed to develop backend and front-end for consumers and employees. He provided hands-on support for consumer events.

**Frank Rivas MD (August 2018 to July 2019).** Joseph worked as IT support technician to troubleshoot and fix computer errors, tech computer skills to new employees, and manage the point-of-sale system.

**Cabell County Public Library (August 2017 to March 2019).** Joseph worked as reference assistant to provide technological support for patrons and employees. He helped patrons with locating books and retrieving requested information from internal and external resources.

**Marshall Recreation Center (May 2015 to November 2016).** Joseph worked as facility manager to open facility and manage appearance standards. He supervised staff and monitored facility equipment.



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**Jonathan Watkins**

<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Project Coordinator with BerryDunn since November 2021
<b>Years of Experience Relevant to Proposed Role:</b>	5 years
<b>Certifications and Education:</b>	Bachelor of Science in Criminal Justice, West Virginia University at Parkersburg

**Overview**

Jonathan is a Project Coordinator with BerryDunn with a history of working in high pressure, fast paced roles that require attention to detail, precise communication and organization. His consistent and dependable skills in account management and customer service have allowed him to successfully serve clients and companies in the public and private sectors.

**Experience**

**BerryDunn (November 2021 to Present).** Jonathan provides project coordination and monitors project risks and issues to help projects stay on track and ensures meetings are appropriately documented and deadlines are met.

**CAMC Hospital (January 2021 to November 2021).** Jonathan worked as an admitting clerk to schedule and coordinate both inpatient and outpatient cases which included registering patients, verifying insurance, billing and customer service. In addition, he organized the day to day needs of the unit and performed basic bookkeeping duties.

**Greenhills Country Club (May 2016 to January 2021).** Jonathan worked in administration to schedule and organize golf tournaments for the country club. This included coordination with the PGA Professional and all parties involved with the tournament. He was also responsible for organizing, taking minutes, and processing documents related to Board Meetings. His duties also included recruiting new members and employees, training new hires, day to day bookkeeping duties, and invoicing.

**Jackson County 911 (January 2020 to December 2020).** Jonathan worked as a dispatched to receive and dispatch all emergency and non-emergency calls for EMS, Law enforcement and Fire for the County. This role required the multitasking of multiple calls per minute, operating both radio and telephone console, and heavy documentation of the recording per call.



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**Vera McEwen, MA, MDiv**

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<b>Proposed Project Role:</b>	General Project Manager – Project Manager/SME
<b>Role at BerryDunn:</b>	Senior Consultant with BerryDunn since
<b>Years of Experience Relevant to Proposed Role:</b>	23 years
<b>Certifications and Education:</b>	Bachelor of Science, Organizational Communication/Mathematics, Eastern Michigan University Master of Arts, Organizational Communication/Business, Eastern Michigan University Master of Divinity, Mission Development, Luther Seminary

**Overview**

Vera McEwen is a results-oriented project manager with over 25 years' experience in managing cross-functional application development, network, infrastructure, and construction projects on time and within budget. Using her combined leadership and systems engineering knowledge she creates an exemplary project management, user, client, and customer experience. Vera successfully implements small and large projects including but not limited to systems, network / infrastructure upgrades, multimillion-dollar software implementations and construction projects

**Experience**

**Michigan State University (2016 to May 2020).** Vera worked as a project manager on the IT Project Team to report project statuses, issues and risks, and escalation to the CIO, COO, and other VPs. She collaborated with vendors, security teams, IT teams, business teams, senior management, and executive leadership to ensure the success of the implementations. She generated, updated, and maintained the budget for the portfolio of projects by tracking burn rate and conducting budget review meetings. Vera collaborated with procurement to negotiate better pricing for software, hardware, and services. She managed these project and programs from initiation through closed and used applicable project management skills, knowledge, and tools from PMBOK, AGILE, SCRUM, and SDLC. Some of her projects included:

- *HIPAA Compliance Implementation* – Vera managed the initial assessment of HIPAA compliance for the university (hospital and clinics), identified areas of improvement, prioritized improvement activities, and managed completion of those activities.
- *Network / Infrastructure and Data Center Migration*
- *PCI Compliance Implementation*
- *SSO (Okta) Implementation*





- *Identity Governance (SailPoint) Implementation –*
- *Science Technology Engineering and Mathematics (STEM) New Build Network / Infrastructure Implementation*
- *Student Financial Upgrade System (Sigma) Implementation*
- *Power Plant Compliance Implementation*

**Creative Breakthroughs Incorporation (2013 to 2016).** Vera worked as an IT Project Manager to lead the team using PMBOK, AGILE, SCRUM AND SLC to ensure the successful opening of the office site, including all facets of the project management lifecycle to successfully forecast and determine next steps. She generated, updated, and maintained project schedules and the budgets while working with team to remain within or below budget through conducting budget review meetings. Vera generated, updated, and maintain RASIC, risk, decision, action, issues etc. using MS Word / Excel / Visio. She managed the telecommunications project documentation and liaised with telecommunications team to ensure successful implementation.

**EDS-Medicaid (2001 to 2006)** Vera worked as an IT Project Manager for EDS Medicaid Solutions to implement the Project Management Institutes (PMI)/ PMBOK philosophies. She led the work on software solutions in several states, as well as with global teams from 50 to over 80 employees. She managed large and small scale IT projects across multiple functional areas from start-up through close-down and conducted all project management tasks to ensure schedule, cost, and quality goals. Vera maintained project schedules, developed project plans, and provided project status, progress on deliverables, and risks/issues to stakeholders, clients, and leadership, including senior leaders. She also collaborated with cross-functional teams including leaders, account managers, clients, business analysts, systems engineers, developers, and technical leads to ensure timely delivery of project and identified and resolved issues/conflicts within the project team in a timely and most effective manner.

**EDS – General Motors (1998 to 2000).** Vera worked as project lead and customer trainer for EDS General Motors Powertrain using PMI philosophies. She interacted with supplier community and procured necessary infrastructure and tools in a timely manner, while also ensuring adherence to GM's system delivery process guidelines and provided early feedback to project teams to take proactive measures to resolve the issues. She also worked as a project planning specialist to create, maintain, and support projects/programs for General Motors using Primavera and Microsoft Project. As interim program lead, she taught and implemented General Motors 4 Phase Program Management process and the Readiness process. She generated program timing across functional areas, vehicle platforms, and for multiple countries. She managed primary program deliverables including communication plans, lessons learned, and implementation plans.



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**Erbolina Bailey**

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<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Subcontractor to BerryDunn since 04/2022
<b>Years of Experience Relevant to Proposed Role:</b>	5 years
<b>Certifications and Education:</b>	Bachelor of Science in Economics, West Virginia State University

**Overview**

Erbolina is an experienced economist and Human Resources professional with a track record of solving complex strategic and operational HR challenges at corporate level. She has strong business acumen and specializes in project management, onboarding training, HRIS compliance, regulatory compliance, accountability monitoring and change management.

**Relevant Experience**

**BerryDunn (04/2022 to Present).** Erbolina provides project coordination and monitors project risks and issues to help projects stay on track and ensures meetings are appropriately documented and deadlines are met.

**Stonerise (12/2018 to 04/2022).** Erbolina worked as a Corporate HR Coordinator to assist in steering HR regulatory compliance and onboarding programs across the enterprise (corporate division, 17 transitional care centers, and 9 home health agencies) comprised of 3,000+ employees. She led HR in the shift from paper-based documentation to 100% electronic. She was responsible for heavy scheduling, coordinating, and documentation. Erbolina advised leadership on federal/state regulations, assisted in developing company policies and procedure, trained HR representatives, and collaborated closely with them on multi-HR functions driving success of care center. She accelerated time to hire 25% by identifying redundancies and streamlining onboarding processes. Additionally she introduced and facilitated two academic-practice partnerships between Stonerise and nursing schools.

**N3 (1/2018 to 12/2018).** Erbolina worked as a Customer Success Manager with Microsoft Azure to manage more than 80 client relationships. She facilitated meetings and engaged with client stakeholders to identify and support their business needs by leveraging Azure solutions. Erbolina performed assessments and analyses to optimize value realization by engaging partnerships and ensuring progress reporting and delivery of services. She also influenced client strategy and future growth of Microsoft by cultivating client preference for solutions that drove impact for them and establishing Microsoft as a leader through new reference cases.

**TQL (06/2017 to 01/2018).** Erbolina worked as an Account Executive to coordinate third-party transportation services, research transportation costs, and negotiate freight rates on inbound/outbound deliveries for multimillion-dollar companies. She achieved 99% average



delivery rate on all assignments with no loss of materials or assets and increased overall profit margins by 20% over a year.

**Jordan Ramsey**

<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Senior Editor (employed with BerryDunn since 07/2019)
<b>Years of Experience Relevant to Proposed Role:</b>	10 years
<b>Certifications and Education:</b>	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 a senior writer/editor in BerryDunn's Government Consulting Group and team lead of Editorial/QA. He provides document quality assurance and editing for BerryDunn client deliverables and marketing/communications documents. Jordan is a Poynter American Copy Editors Society (ACES) Certified Editor and holds a MA in English: Professional Writing.

**Relevant Experience**

**BerryDunn (07/2019 to present).** In his role as senior writer/editor, Jordan manages a team of editors and proofreaders who work in Portland, ME, and remotely across the country. He was responsible for implementing a new submission ticketing system for Editorial/QA, as well as organizing multiple years of fiscal year Editorial/QA data, communicating with consultants regarding edits and turnaround times, and creating and providing multiple writing presentations.

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 provides new-hire orientations 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 copyeditor, 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.

**Molly Hawkinson**

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

**Overview**

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

**Relevant Experience**

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

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

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

**Jonathan Williams**

<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Staff (employed part-time with BerryDunn since 02/2019)
<b>Years of Experience Relevant to Proposed Role:</b>	15 years
<b>Certifications and Education:</b>	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](http://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.



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**Emily Hendrickson**

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

**Overview**

Emily 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.



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**Caitlin Cabral**

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<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Employed with BerryDunn since September 2021
<b>Years of Experience Relevant to Proposed Role:</b>	3 years
<b>Certifications and Education:</b>	Bachelor of Arts in Psychology, University of Hartford

**Overview**

Caitlin is part of the BerryDunn Editorial/QA team who has demonstrated experience in project management, administrative oversight, and organizational duties. She is a self-motivated learner with a strong academic history and the ability to master several roles in the workplace.

**Experience**

**QualityMetric (August 2020 to September 2021).** Caitlin worked as a project research assistant and acted as project manager on several concurrent projects, with responsibilities including timeline management, client communications, and supervision of vendors. She provided administrative support to project teams by taking meeting minutes, scheduling calls, processing invoices, and quality-checking materials. She also served as the Deliverable Tracking Manager, which entailed maintaining detailed records and proper storage of deliverables for all ongoing projects. Caitlin was also responsible for copyediting proposals and deliverables for spelling, grammar, fluency, and consistency.

**University of Hartford's Department of Psychology (January 2019 to May 2020).** Caitlin worked as a research assistant to aid in running experimental sessions by overseeing the distribution and collection of materials. She facilitated timely data processing by efficiently scoring participant response booklets with colleagues and maintained the integrity of experimental sessions by managing participant entry.

**True Colors, Inc. (January 2019 to May 2019).** Caitlin worked as an intern to supervise vendors at the True Colors Annual Conference, which is the largest consistently run LGBTQ+ youth conference in America. She coordinated check-in and check-out, responded to vendor needs, and directed guests. She also secured donations, identified potential donors, established correspondence, and facilitated donation process. Caitlin redesigned presentation materials to best represent True Colors' current mission and achievements.

**University of Hartford's Department of Communication (September 2018 to May 2020).** Caitlin worked as an office assistant to streamline faculty responsibilities by completing deliveries, filing documents, and tackling office projects. She monitored departmental computer lab, assisted students, and maintained an environment conducive to productivity. Caitlin also served as a representative for the department at University events.



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**Janine DiLorenzo**

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<b>Proposed Project Role:</b>	Project Management Support Staff
<b>Role at BerryDunn:</b>	Editor with BerryDunn since January 2022
<b>Years of Experience Relevant to Proposed Role:</b>	12 years
<b>Certifications and Education:</b>	Bachelor of Arts in Early Childhood Education, Stonehill College

**Overview**

Janine has more than 10 years' experience writing reports, grants, and outreach materials; designing graphics and publications; and creating communication/organizational systems in education and non-profit organizations. She has worked with educational institutes to develop skills in project management, communication, and planning.

**Experience**

**Breakwater School (August 2019 to August 2021).** Janine worked as a Preschool Teacher to collaborate with co-teachers to write and implement culturally-responsive and developmentally-appropriate curriculum and assessments, emergent to children's individual interests, strengths, and needs. She wrote weekly curricular updates and quarterly developmental reports to relay children's growth and learning, and to foster home-school connections. Janine also led teaching team in developing centralized communication channels and organizational systems for unit explorations, documentation of learning, and family communications.

**Community Connections of Brockton (June 2011 to June 2018).**

- **Program Coordinator (June 2014 to June 2018)**  
Janine worked to organize the Clemente Course in the Humanities and a cohort of College Unbound—alternative higher-education opportunities for economically disadvantaged adults—in partnership with local colleges, non-profits, and public/private funding sources. She taught writing and portfolio development to diverse groups of adult students matriculating into undergraduate programs. She worked on editing with students, designed outreach materials, set up databases, and reported on program outcomes. Janine led internal and external communications, and managed all program operations while also writing successful grant applications and sponsorship appeals to secure public and private funding.
- **AmeriCorps\*VISTA, Brockton's Promise Coordinator (August 2012 to August 2013)**  
Janine coordinated communications and logistics among five committees in a cross



sector, citywide coalition that addresses youth education, health, safety, and civic engagement. She led strategic planning process to heighten coalition's impact, calling for comprehensive, coordinated service delivery. She rewrote the mission, vision, and goals to better reflect coalition's purpose. She published a research-based series of indicators for Brockton's Promise to measure the well-being of the city's youth and assess collective impact and also wrote copy for website and social media outreach channels.

- **AmeriCorps\*VISTA, Brockton Parents Magazine (June 2011 to August 2011)**

Janine led all aspects of production for the inaugural issues of Brockton Parents Magazine, in partnership with parent volunteer editorial team. She assigned, wrote, and edited articles; solicited and created advertisements, laid out 32-page full color spreads in InDesign; and completed pre-press packaging procedures for printing. Janine grew a 10,000 copy distribution via businesses, schools, municipal buildings, and social service agencies.

**Stonehill College (August 2010 to May 2011).** Janine worked as the Student Co-Director of Volunteerism to maintain relationships with over 30 community partners & 600 student volunteers. She designed and led trainings and reflections for the Student Service Leadership team, recruited volunteers, met community partner service needs, arranged logistics, and organized events to promote awareness of local justice issues and service opportunities. Additionally, she tracked volunteerism data for college and national Carnegie reporting.



## Appendix B: Deliverable Dictionary

**Table 4: Deliverable Dictionary**

Deliverable #	Deliverable Name	Deliverable Description
1	Commissioner Briefing	On a monthly basis, the State PMO will develop and deliver a status report to the WV DHHR BMS leadership. The project status report will include a status of project deliverables and timelines, as well as associated project issues and risks.
2	Monthly Status Report	On a monthly basis, the State PMO will develop and deliver a status report to the DHHR Executive Steering Committee. The project status report will include a status of project deliverables and timelines, as well as associated project issues and risks.
3	Meeting Facilitation, Materials, Notes, and Project Logs	In support of project-related meetings, BerryDunn will supply meeting facilitation, materials, and notes in all BerryDunn-owned meetings. BerryDunn will develop and maintain project action item, risk, issue, and decision logs for the life of the project. Assistance with meeting facilitation, materials, and notes outside of meetings that BerryDunn did not schedule will require approval by the DHHR project sponsor and the BerryDunn Project Manager.
4	Implementation Timeline	The Implementation Timeline will outline the plan and approach to modular implementation for the modernized MES.
5	Draft Modular RFP(s)	The draft modular RFP(s) will solicit competitive proposals to meet solution requirements according to technical and cost evaluation criteria. MES MSP assumes the development of up to two draft RFPs. The draft RFP(s) will be developed in alignment with Phase I Deliverable 4: Strategic Plan for the MES Modernization Procurement and in adherence with CMS and State Purchasing requirements.
6	IAPD	BerryDunn will assist DHHR in the development of the IAPD; however, the State will maintain responsibility for submission of the document. The IAPD will be developed in compliance with requirements, including, but not limited to, 45 Code of Federal Regulations (CFR) 95.610.



Deliverable #	Deliverable Name	Deliverable Description
7	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 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
ACA	Affordable Care Act
APD	Advance Planning Document
BMS	Bureau for Medical Services
CCP	Certified Change Practitioner
CFR	Code of Federal Regulations
CL	Commodity Line
CMS	Centers for Medicare & Medicaid Services
CMA	Certified Master Agreement
DAF	Deliverable Acceptance Form
DHHR	Department of Health and Human Resources
DHHS	Department of Health and Human Services
DOA	Department of Administration
E&E	Eligibility & Enrollment
EDS	Enterprise Data Solution
EPMO	Enterprise Project Management Office or Enterprise Portfolio Management Office
EVV	Electronic Visit Verification
FFP	Federal Financial Participation
FFS	Fee for Services
HBE	Health Benefit Exchange
IAPD	Implementation Advance Planning Document
IAPDU	Implementation Advance Planning Document Update
IES	Integrated Eligibility Solution
IT	Information Technology
JRP	Joint Requirements Planning
MCMP	Medicaid Learning Center Certified Medicaid Professional
MCO	Managed Care Organization



Acronym/ Abbreviation	Definition
MECL	Medicaid Enterprise Certification Life Cycle
MECT	Medicaid Enterprise Certification Toolkit
MES	Medicaid Enterprise System
MESC	Medicaid Enterprise Systems Conference
MHP	Mountain Health Promise
MHT	Mountain Health Trust
MIS	Office of Management Information Services
MITA	Medicaid Information Technology Architecture
MLC	Medicaid Learning Center
MMIS	Medicaid Management Information System
MSP	Modernization Strategy and Procurement
OBC	Outcomes-Based Certification
OBP	Outcomes-Based Planning
OCM	Organizational Change Management
OD	Organization Development
PAPD	Planning Advance Planning Document
PATH	People's Access to Health
PBM	Pharmacy Benefit Manager
PEA	Provider Enrollment Application
PERM	Payment Error Rate Measurement
PMP	Project Management Professional
POS	Point of Sale
QA	Quality Assurance
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Quotation
SIT	System Integration Testing
SOW	Scope of Work





Acronym/ Abbreviation	Definition
SS-A	State Self-Assessment
State	West Virginia
SME	Subject Matter Expert
UAT	User Acceptance Training
WVCHIP	West Virginia Children's Health Insurance Program
WVOT	West Virginia Office of Technology
WVU	West Virginia University