



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: 09-15-2022

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 BMS2300000015 1	Procurement Folder:	1105526
Document Name:	State Plan Review and Support (SPRS) Phase III Project	Reason for Modification:	
Document Description:	State Plan Review and Support (SPRS) Phase III Project		
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: James W Atkins Requestor Phone: (304) 352-4319 Requestor Email: james.w.atkins@wv.gov 23 FILE LOCATION
	Discount Allowed	Discount Percentage	Discount Days																		
#1	No	0.0000	0																		
#2	No																				
#3	No																				
#4	No																				

INVOICE TO	SHIP TO
PROCUREMENT OFFICER: 304-352-4286 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	PROCUREMENT OFFICER: 304-352-4286 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US

Total Order Amount: \$791,700.00

Purchasing Division's File Copy

ENTERED

CH 9/26/22
PURCHASING DIVISION AUTHORIZATION
DATE: 9/26/22
ELECTRONIC SIGNATURE ON FILE

ENCUMBRANCE CERTIFICATION
DATE: 9-27-22
ELECTRONIC SIGNATURE ON FILE

Extended Description:

State Plan Review and Support (SPRS) Phase III Project

Dates of Service 10/11/22 - 06/14/2024

Total: \$791,700.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
1	80101600	0.00000		\$0.0000	\$22,575.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2024-06-14				

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

Lead Project Manager: Base Year One

Hourly Rate: \$215.00

Nicole Becnel 105 Hours @215 = \$22,575

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
2	80101600	0.00000		\$0.0000	\$28,350.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2024-06-14				

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

Engagement Manager: Base Year One

Hourly Rate: \$215.00

Ed Daranyi 105 Hours @270 = \$28,350

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
3	80101600	0.00000		\$0.0000	\$606,375.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2024-06-14				

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

General Project Manager: Base Year One

Hourly Rate: \$175.00

Ethan Wiley 220 Hours @ \$175 = \$38,500

Susan Chugha 375 Hours @ \$175 = \$65,625

Kitty Purington 1580 Hours @ \$175 = \$276,500

Maggie Anderson 1290 Hours @ \$175 = \$225,750

Total: 3,465 Hours @ \$175 = \$606,375.00

Line	Commodity Code	Quantity	Unit	Unit Price	Total Price
4	80101600	0.00000		\$0.0000	\$134,400.00
Service From	Service To	Manufacturer	Model No	Delivery Date	
2022-10-11	2024-06-14				

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

Extended Description:
Project Management Support Staff: Base Year One

Hourly Rate: \$80.00

Alex Glowacky 1400 hours @ \$80 = \$112,000
Carole Ann Guay 35 hours @ \$80 = \$2,800
Emily Hendrickson 35 hours @ \$80 = \$2,800
Caitlin Cabral 35 hours @ \$80 = \$2,800
Jon Williams 35 hours @ \$80 = \$2,800
Jordan Ramsey 35 hours @ \$80 = \$2,800
Karla Fossett 35 hours @ \$80 = \$2,800
Marly Corley 35 hours @ \$80 = \$2,800
Molly Hawkinson 35 hours \$80 = \$2,800

Total: 1,680 hours @ \$80 = \$134,400.00



September 1, 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 State Plan Review and Support (SPRS) Phase III Project under our contract (CMA # HHR21*03). As stated in the SOW document, the duration of this work is estimated to be 21 months. BerryDunn agrees to an SOW start date effective October 11, 2022.

Assuming a start date of October 11, 2022, the work would conclude on June 14, 2024. 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. Bechel'.

Nicole Y. Bechel
Principal
681-313-8905



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



Submitted by:

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

Submitted on:

September 1, 2022

berrydunn.com

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

This SOW describes the tasks BerryDunn will perform to assist the BMS in the third phase of the SPRS project.

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

Phase II of the SPRS project involved ongoing support, subject matter expertise, and technical assistance for amendments to the State Plan. The project's second phase also involved assisting BMS to continue updating State Plan-related processes and assisting State staff with materials and process developments initiated under Phase I.

Phase III will continue Phase II work, with BerryDunn providing BMS with ongoing support, subject matter expertise, and technical assistance for amendments to the State Plan. This work will be completed in accordance with the terms and conditions of the base contract between BerryDunn and the State. This SOW is henceforth referred to as the SPRS Phase III SOW.

1.0 Key Information

This document intends to help ensure a common understanding of expectations relating to the deliverables and services BerryDunn will provide for the SPRS Phase III Project.

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

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

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

- General 1.0 – Improve the State's effectiveness and efficiency
- General 4.0 – Assess, implement, and monitor compliance with all relevant federal and state laws and regulations
- General 5.0 – Help ensure program quality
- General 6.0 – Enhance and improve efficient, effective, and meaningful outreach and

communication

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

Estimates for this SOW are based on the following assumptions:

- All project documents—including meeting outcomes, action items, issues, risks, and decisions—will be on the State BMS SharePoint site and will be brought to the attention of the BMS project sponsor.
- Deliverables will be provided in an agreed-upon format.
- The State leadership team will consist of Commissioner Cynthia Beane and Deputy Commissioner Sarah Young as the BMS project co-sponsors. Riley Romeo will act as the project lead.
- The State project lead will provide timely decision-making and responses to information requests from the BerryDunn project team.
- The State intends to utilize the Medicaid Management Information System (MMIS) Implementation Advance Planning Document (IAPD) (formerly the MITA APD) for the purposes of this SOW. The Centers for Medicare & Medicaid Services (CMS) has previously approved the MMIS IAPD on July 15, 2022, for total state and federal funds in the amount of \$100,538,318 under project identifier WV-2022-05-31-MMIS-MITA-IAPDU. The estimated cost of the services to be delivered under this SOW is \$791,700.00. Therefore, any additional scope that is added to the services to be provided under this SOW may require that the State update its MMIS IAPD to allocate additional funds for project management.
- The BerryDunn leadership team will consist of Ed Daranyi as the engagement manager (EM). Ethan Wiley will provide oversight as the portfolio manager. Susan Chugha will serve as the program manager and project lead.
- This work will begin upon approval of this SOW and a mutually agreed-upon date and is projected to continue for 13 months.

2.0 Project Scope and Staffing Plan

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

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

Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
1.0	<p>Engagement Oversight</p> <p><i>Service Approach</i></p> <p>BerryDunn's leadership team will provide oversight and coordination of BerryDunn staff, services, and deliverables.</p> <p>BerryDunn's project leadership will meet with the BerryDunn project lead and other key team members on a regular basis to discuss project status and issues impacting the timely completion of the project work and oversee BerryDunn staff, services, and review of deliverables.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none"> Deliverable 01 (D01): Commissioner Briefing <p><i>Completion Criteria</i></p> <p>Engagement Oversight will be deemed complete upon signature acceptance of D07: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	<p>Eduardo Daranyi</p> <p>Nicole Becnel</p> <p>Ethan Wiley</p> <p>Susan Chugha</p>	260
2.0	<p>Project Initiation, Execution, and Control</p> <p><i>Service Approach</i></p> <p>In support of Project Initiation, Execution, and Control, BerryDunn's leadership will meet with the project sponsor on a regular basis to discuss project status and issues impacting the timely completion of the work and will oversee BerryDunn staff, services, and deliverables. Project Initiation, Execution, and Control will also include:</p> <ul style="list-style-type: none"> Facilitating meetings, preparing meeting materials, and taking notes for BerryDunn- and 	<p>Ethan Wiley</p> <p>Susan Chugha</p> <p>Alex Glowacky</p> <p>Kitty Purington</p> <p>Maggie Anderson</p> <p>Carole Ann Guay</p> <p>Emily Hendrickson</p> <p>Caitlin Cabral</p> <p>Jon Williams</p> <p>Jordan Ramsey</p>	700

Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	<p>State-owned meetings</p> <ul style="list-style-type: none"> Preparing monthly project status updates, risks, issues, and briefings for the State leadership team Managing project logs (action item, decision, issue, and risk tracking) Storing project documentation repository in an agreed-upon SharePoint location Conducting stakeholder workgroups with the State and its vendors <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none"> D02: Project Timeline D03: Monthly Status Report Artifact 01 (A01): Meeting agendas, materials, and notes A02: Action item, risk, issue, and decision logs <p><i>Completion Criteria</i></p> <p>Project Initiation, Execution, and Control will be deemed complete upon signature acceptance of D07: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	<p>Karla Fossett Mary Corley Molly Hawkinson</p>	
3.0	<p>Research and Technical Assistance</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist the State with assessing potential SPAs and technical assistance inclusive of the following:</p> <ul style="list-style-type: none"> Research summaries and briefs on State Plan opportunities from the Centers for Medicare & Medicaid Services (CMS) Impact assessments on the effect of proposed policy Additional ad hoc requests related to support for the State Plan as needed Technical assistance for the State Plan determined by the BMS Project Lead <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none"> A03: Research materials A04: Strategy documents <p><i>Completion Criteria</i></p>	<p>Ethan Wiley Susan Chugha Alex Glowacky Kitty Purington Maggie Anderson Carole Ann Guay Emily Hendrickson Caitlin Cabral Jon Williams Jordan Ramsey Karla Fossett Mary Corley Molly Hawkinson</p>	1,400

Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	Research and Technical Assistance will be deemed complete upon signature acceptance of D07: Project Closeout Summary by the BMS project sponsor(s) or their designee.		
4.0	<p>SPA Design and Revision</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist the State with developing SPAs inclusive of the following:</p> <ul style="list-style-type: none"> • Draft SPA documents • Draft SPA packages for submission to CMS • Support for BMS in 15-day calls with CMS • Support in addressing informal and formal comments <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none"> • D04: SPA packages • A05: Materials to support CMS calls • A06: Formal and informal comments <p><i>Completion Criteria</i></p> <p>SPA Design and Revision will be deemed complete upon signature acceptance of D07: Project Closeout Summary by the BMS project sponsor(s) or their designee.</p>	<p>Ethan Wiley</p> <p>Susan Chugha</p> <p>Alex Glowacky</p> <p>Kitty Purington</p> <p>Maggie Anderson</p> <p>Carole Ann Guay</p> <p>Emily Hendrickson</p> <p>Caitlin Cabral</p> <p>Jon Williams</p> <p>Jordan Ramsey</p> <p>Karla Fossett</p> <p>Mary Corley</p> <p>Molly Hawkinson</p>	1,780
5.0	<p>State Plan Process Optimization and Training</p> <p><i>Service Approach</i></p> <p>BerryDunn will assist the State in implementing process changes and updating materials developed during SPRS Phases I and II. These tasks included remediating the State Plan, developing a process flow for State Plan development, approval, and maintenance, and training State stakeholders on the new process flow.</p> <p><i>Artifact(s) and Deliverable(s)</i></p> <ul style="list-style-type: none"> • D05: SPRS Phase I and II Project Deliverable Updates • D06: State Plan Process Optimization Plan and Training Materials • A07: Transition Materials <p><i>Completion Criteria</i></p> <p>State Plan Process Optimization and Training will be deemed complete upon signature acceptance of D07:</p>	<p>Ethan Wiley</p> <p>Susan Chugha</p> <p>Alex Glowacky</p> <p>Kitty Purington</p> <p>Maggie Anderson</p> <p>Carole Ann Guay</p> <p>Emily Hendrickson</p> <p>Caitlin Cabral</p> <p>Jon Williams</p> <p>Jordan Ramsey</p> <p>Karla Fossett</p> <p>Mary Corley</p> <p>Molly Hawkinson</p>	1,000

Ref #	Project Deliverable/Service, Approach, and Acceptance Criteria	Responsible	Hours Estimate
	Project Closeout Summary by the BMS project sponsor(s) or their designee.		
6.0	<p>Project Closeout</p> <p>BerryDunn will prepare a Project Closeout Summary that includes an inventory of all project documentation and deliverables being transferred to BMS at the project close. Additionally, the Project Closeout Summary will document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member.</p> <p><i>Deliverable(s)</i></p> <ul style="list-style-type: none"> D07: Project Closeout Summary <p><i>Completion Criteria</i></p> <p>BerryDunn services will be considered complete when the project sponsor(s) or their designee(s) formally accepts and signs D07: Project Closeout Summary.</p>	<p>Eduardo Daranyi</p> <p>Ethan Wiley</p> <p>Nicole Becnel</p> <p>Susan Chugha</p> <p>Alex Glowacky</p>	215
Total Hours			5,355
Total Not-to-Exceed Cost Estimate			\$791,700

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 (Engagement Manager [EM], Lead Project Manager [LPM], General Project Manager [GPM], Support Staff [SS]) provided in the Commodity Lines (CLs) for Year 2 in CMA #HHR21*03.

Table 2: Project Resources

CL	Role	Rate	Project Resources	Total Est. Hours	Total Est. Cost
Year 2					
16	EM	\$270	Eduardo Daranyi	105	\$28,350
19	LPM	\$215	Nicole Becnel	105	\$22,575
13	GPM	\$175	Ethan Wiley	220	\$38,500
14	GPM	\$175	Susan Chugha	375	\$65,625
15	GPM	\$175	Kitty Purington	1580	\$276,500
16	GPM	\$175	Maggie Anderson	1290	\$225,750
17	SS	\$80	Alex Glowacky	1400	\$112,000
18	SS	\$80	Carole Ann Guay	35	\$2,800
18	SS	\$80	Emily Hendrickson	35	\$2,800
18	SS	\$80	Caitlin Cabral	35	\$2,800
18	SS	\$80	Jon Williams	35	\$2,800
18	SS	\$80	Jordan Ramsey	35	\$2,800
18	SS	\$80	Karla Fossett	35	\$2,800
18	SS	\$80	Marly Corley	35	\$2,800
18	SS	\$80	Molly Hawkinson	35	\$2,800
			Total Hours:	5,355	\$791,700

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 Hours	LPM Hours	GPM Hours	SS Hours	Estimated Hours Per Month	Estimated Cost Per Month
Month 1	5	5	165	80	255	\$37,700
Month 2	5	5	165	80	255	\$37,700
Month 3	5	5	165	80	255	\$37,700
Month 4	5	5	165	80	255	\$37,700
Month 5	5	5	165	80	255	\$37,700
Month 6	5	5	165	80	255	\$37,700
Month 7	5	5	165	80	255	\$37,700
Month 8	5	5	165	80	255	\$37,700
Month 9	5	5	165	80	255	\$37,700
Month 10	5	5	165	80	255	\$37,700
Month 11	5	5	165	80	255	\$37,700
Month 12	5	5	165	80	255	\$37,700
Month 13	5	5	165	80	255	\$37,700
Month 14	5	5	165	80	255	\$37,700
Month 15	5	5	165	80	255	\$37,700
Month 16	5	5	165	80	255	\$37,700
Month 17	5	5	165	80	255	\$37,700
Month 18	5	5	165	80	255	\$37,700
Month 19	5	5	165	80	255	\$37,700
Month 20	5	5	165	80	255	\$37,700
Month 21	5	5	165	80	255	\$37,700
Total	105	105	3,465	1,680	5,355	\$791,700

4.0 High-Level Timeline

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

Figure 1: Proposed High-Level Timeline

Task	Project Month																				
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1.0 Engagement Oversight																					
2. Project Initiation, Execution, and Control																					
3.0 Research and Technical Assistance																					
4.0 SPA Design and Revision																					
5.0 State Plan Process Optimization and Training																					
6.0 Project Closeout																					



BerryDunn Authorized Signature

As a principal of this firm in our Consulting Team 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 might or might not equal the projected level of effort but will not exceed the projected level of effort.

Nicole G. Becnel

Signature

September 1, 2022

Date

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

Cynthia Beane,
MSW, LCSW

Digitally signed by: Cynthia Beane, MSW, LCSW
DN: CN = Cynthia Beane, MSW, LCSW email =
cynthia.a.beane@wv.gov C = US O = Medical
Services OU = WV DHHR
Date: 2022.09.14 09:49:42 -05'00'

Signature

09/14/2022

Date

Appendix A: Resumes

Eduardo Daranyi, MEd, PMP®

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 09/2005)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Master of Education, Lesley College BS, Physics, Mathematics, and Business Administration, Hillsdale College Certified Project Management Professional® Systems Engineering Development Program, Electronic Data Systems

Overview

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

Relevant Experience

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

- **Ohio Department of Medicaid – Ohio Medicaid Enterprise System Independent Verification & Validation (IV&V) Services (12/2016 to present).**
The Ohio Department of Medicaid is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and BerryDunn is providing IV&V support. As project principal, Ed is overseeing the BerryDunn team.
- **West Virginia Bureau for Medical Services (BMS).**
 - *West Virginia Engagement Manager (06/2012 to present).*
In his role as engagement manager, Ed provides oversight of BerryDunn's contract with the Bureau to provide project management services for multiple projects, including the Molina Health PAS MMIS implementation; Medicaid Data Warehouse / Decision Support System DW/DSS implementation; Substance Use Disorder 1115 Waiver development and implementation; Affordable Care Act (ACA) analysis, and advisory services; ICD-10 compliance; Eligibility & Enrollment (E&E) systems modernization; Adult Quality Measures; CMS advance planning development; MITA 3.0 State Self-Assessment; WVCHIP

implementation and stabilization; access to care planning and monitoring; provider re-enrollment; asset verification system procurement; and other related initiatives.

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

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

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

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

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

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

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

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

BerryDunn was hired by the North Carolina Office of the State Auditor to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. Ed served as a lead analyst on this engagement. The objective of our evaluation was to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (i.e., Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services do business.

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

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

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

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

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

Presentations

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

Nicole Becnel, PMP®, ECCP

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Principal (employed with BerryDunn since 06/2010)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	BA, Speech and Hearing Science, University of South Florida Certified Project Management Professional®, Project Management Institute® Executive Coaching Certified Professional®, Institute of Organization Development, USA

Overview

Nicole has steered a career track for over 20 years leading to her current role as Principal at BerryDunn. Throughout her career, she has consistently demonstrated a deep grasp of processes, policies, analysis, and industry knowledge, earning a brand of an influential leader whose distinction interlaces a broader view of business needs to connect the dots between people, data, technology, and business strategy. This unique strength has enabled a different and fresh perspective in building and leading a Medicaid practice – reaching beyond the traditional role to help clients deliver transformations in their Health and Human Services programs.

Nicole is always ready to hit the ground running and deliver results with a passion for building and motivating top-performing teams. The combination of Nicole's experience, drive, business savvy, and emotional intelligence has influenced her transformational leadership style. She has shaped a credible executive presence and is credited with playing an instrumental role in BerryDunn's evolution to its now prominent standing as a national leader in the Health and Human Services industry.

Her background includes contributions in the technology and professional services industries. Among her portfolio of achievements, you will find the following:

Key Qualifications

20 years' Health and Human Services portfolio, program, and project management experience for State Medicaid and other HHS agencies.

Large-scale IT and Medicaid Enterprise technical implementation and certification experience.

She is currently leading the West Virginia project management team to support the State with the implementation, one of the first in the nation, of a fully integrated eligibility and enrollment solution.

Proven project management track record of over 80 short and long-term projects delivered on time and within budget.

Led the West Virginia project management team, who became one of the first in the nation to help the State successfully implement an MMIS solution in accordance with the project's schedule and budgets, without issuing advanced payments to providers.

Partnered with West Virginia Medicaid leadership to initiate a multi-state collaborative where states can collaborate, share information, and brainstorm solutions. Nicole leads the project team that has supported West Virginia with this initiative. Since its inception, West Virginia has increased membership to 12 state partners that participate monthly.

Led the project team that supported the State to secure over \$750 million federal dollars for West Virginia's transformation initiatives for their state programs.

Certified Project Management Professional®

Executive Coaching Certified Professional®

Private Sector Technology Group (PSTG) Past Vice-Chair

Relevant Experience

BerryDunn (06/2010 to present)

Principal - Medicaid Practice Area (MPA) (07/2019 to present)

As a Principal in the Medicaid Practice Area, Nicole manages the day-to-day execution of multiple business portfolios. She guides and develops individual team members and helps ensure team members are allocated appropriately. She manages all aspects of engagements, including analyzing, designing, implementing business approaches, developing tailor-made solutions, and working closely with the client to help ensure positive impact and sustainable results. As Principal, Nicole sets the tone and focus necessary to consistently deliver high-quality services, exceptional client service, and organizational excellence.

West Virginia Department of Health and Human Resources (DHHR)

- *West Virginia Lead Portfolio Manager (09/2013 to present).*
As Lead Project Manager for the Enterprise Project Management Office in West Virginia, Nicole assists with the oversight of BerryDunn's contract with West Virginia to provide project management services for multiple portfolios, programs, and projects. Nicole has served several roles since joining the WV Engagement in 2010, including Lead Project Manager, Lead MMIS Project Manager, and General Project Manager. Nicole's enterprise project management experience includes eligibility and enrollment system modernization, eligibility system transitions, operational readiness reviews, managed care transitions, procurement assistance, system selections, complex system implementations, technical assistance projects, quality measure grants, Children's Health Insurance Program transitions, waivers, testing efforts, State Self-Assessments, ICD-10 transitions, and Advance Planning documents.
- *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) Procurement Support and DDI Project Management (10/2015 to present).*
Nicole is the Lead Project Manager for West Virginia's largest information

technology transformation project, the Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and all vendors. She reviews, coordinates, and oversees statements of work (SOWs), deliverables, and risk and issue management.

- *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (8/2015 to 01/2020).* Nicole was the Lead Project Manager for BMS' MITA SS-A efforts, including the annual maintenance of SS-A activities and Data Management Strategy (DMS). She leads the organization development planning to support WV's MITA maturity and modernization efforts. The team is creating a 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 MITA SSA findings and focus on the DHHR goals and objectives for its MMIS, the technical architecture assessment of the State's Medicaid modules' maturity levels, and business area assessments of the State's Medicaid system modules. These activities clarify BMS's short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.
- *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).* Nicole led the team that assisted the State with the response to the COVID-19 public health emergency. She supported the DHHR Commissioners and the Secretary to help ensure the State had the support they needed to address COVID-19 and the response to its aftermath. She oversaw the procurement and implementation of a contact-tracing and disease investigation software system, the procurement of federal funding for epidemiological activities and testing, and staffing and organizational development activities for DHHR and BPH. The software helped 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. The outcome of the project was the successful statewide launch of the new contact-tracing and disease investigation software and the procurement of \$37 million in federal relief funding for public health initiatives related to COVID-19.
- *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present)* Nicole is the Lead Project Manager for the EDQ Assistance Project to support initiatives to optimize MCO encounter data processes for BMS's risk-based managed care programs. Nicole leads the project team that is assisting the State with the retirement of a historical file submission process between the MCOs and the Data Warehouse/Decision Support Solution (DW/DSS) vendor and

implementing a fully compliant 837 encounter data process with the State's fiscal agent and Medicaid Management Information System (MMIS) vendor. BerryDunn provides ongoing project management support; diagnoses and assesses necessary modifications to the MMIS as it relates to encounter data; supports the development, deployment, and implementation of applicable MMIS edits and enhancements to support compliance encounter data processes; and supports, monitors, and troubleshoots MCO testing and deployment of 837 files.

- *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to present).*

Nicole leads the project team implementing the overall EVV solution, which includes 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 onboarding, vendor deliverable review, and UAT planning and support.

- *Provider Management Support (07/2019 to 01/2021)*

Nicole served as the Lead Project Manager assisting West Virginia with their leverage and reuse initiatives demonstrating the Leverage Condition established by CMS in the MTA Seven Standards and Conditions. The team also supported West Virginia Medicaid leadership to execute a multi-state collaborative where states can collaborate, share information, and brainstorm solutions. Nicole led the project team that has supported West Virginia with this initiative. Since its inception, West Virginia has increased membership to 12 state partners that participate monthly.

- *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (12/2019 to 10/2020)*

Nicole was the Lead Project Manager overseeing the State's transition of the WVCHIP program from fee for service to managed care to provide seamless care between the two programs and offer greater efficiency and innovation opportunities. The team performed desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each MCO and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

- *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I and Phase II Projects (07/2019 to 09/2020)*

Nicole was the Lead Project Manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care

program. The team assisted in population expansion under the current comprehensive MCO contract to add the Children's Health Insurance Program (CHIP) to the program. BerryDunn assisted the State with developing a Request for Proposal (RFP) to procure vendors to administer Medicaid and CHIP services on behalf of the State through the MHT. The competitive re-procurement of the MHT program was valued at over \$5 billion and promoted the increased quality of care, health outcomes, and data quality and efficiency for the State's managed care populations.

- *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020).*

Nicole was the Lead Project Manager overseeing the team, assisting the State to help ensure a successful implementation and smooth operational transition of the MHP program. The program was administered by a specialized MCO serving children in the child welfare populations, including foster care (FC), adoption assistance (AA), as well as those enrolled in the Children with Serious Emotional Disorder (CSED) 1915(c) waiver.

- *Substance Use Disorder (SUD) Waiver Initiative Project (07/2016 to 6/2017).*

Nicole was the Lead MMIS Project Manager overseeing the SUD waiver initiative "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration. The waiver 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 new programs to improve the quality of care. The team provides 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.

- **New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018).**

Nicole served as the Lead Project Manager assisting West Virginia and New Jersey with bi-directional leverage and reuse related to New Jersey's Replacement MMIS Project and helping ensure the West Virginia MMIS Re-Procurement Project successfully demonstrates the Leverage Condition established by CMS in the MTA Seven Standards and Conditions. Leverage and Reuse Project team members were embedded within MMIS Implementation Team Office (ITO) and provide consulting services. Nicole oversaw the BerryDunn team working in collaboration with the New Jersey Implementation Team Organization (ITO) for the Replacement MMIS (R-MMIS). In her role, she was responsible for the oversight of the leverage and reuse, testing, and certification project activities.

- *APD Assistance (07/2010 to present)*

Nicole is the Lead Project Manager overseeing the development and approval of Advance Planning Documents (APDs) to help the State obtain federal funding for Medicaid Enterprise System modernization initiatives such as the Medicaid

performance management and quality assurance, third-party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), and the PATH implementation. Nicole's guidance within the APD process has helped West Virginia secure and maintain millions of dollars in federal funding.

- *Project Management of MMIS Procurement, DDI, and Certification (6/2010 to 10/2016).*

Nicole served as the Lead MMIS Project Manager for the procurement support, DDI, and certification of the Molina HealthPAS MMIS. This work included project management of deliverable review, SME advisory services, UAT plan assistance, operational readiness assessment, and post-implementation project management and monitoring and certification. The West Virginia MMIS went live in January of 2016 and the State received their certification letter from CMS in October 2016.

- *Provider Enrollment (PEA) Project (07/2011 to 12/2012).*

Nicole supported BMS with her project, program, and portfolio management and subject matter expertise as the bureau 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 the federal mandate. In this role, Nicole supported BMS 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 (NCPDP) version 5.1 to NCPDP 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.

- *DW/DSS Project Management (06/2010 to 06/2011).*

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

Additionally, Nicole has served in the role of project manager, lead MMIS manager or lead project manager under the current West Virginia contract and past contracts for the following projects:

- *Managed Care Organization (MCO) Operational Readiness Review (ORR) Assistance (09/2020 to 12/2020)*

- *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*
- *Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)*
- *Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)*
- *Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)*
- *Managed Care Organization Transition: Phase II (03/2020 to 02/2021)*
- *State Plan Review and Support (SPRS) (02/2020 to 05/2021)*
- *Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)*
- *Children with Serious Emotional Disorder Waiver (CSEDW) Initiative: Phase II (10/2019 to 05/2020)*
- *West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)*
- *Substance Use Disorder (SUD) Waiver Initiative: Phase III (03/2019 to 03/2020)*
- *Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)*
- *Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)*
- *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)*
- *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*
- *Technical Assistance and Program Support (TAPS) (11/2018 to 10/2019)*
- *Electronic Visit Verification Solution Implementation (06/2018 to 12/2019)*
- *Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)*
- *Contract Edit Fee Schedule Review (09/2017 to 09/2018)*
- *Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)*
- *Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (09/2017 to 08/2018)*
- *Data Visioning and Warehouse Request for Proposal (RFP) Development and Procurement Assistance (09/2017 to 08/2019)*
- *Technical and Information Enterprise Project Management Services (TEPMS) (05/2017 to 07/2018)*
- *Access to Care Project Monitoring Phase (03/2017 to 04/2021)*
- *Provider Re-enrollment (PEA) (03/2017 to 02/2018)*
- *R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)*
- *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)*
- *Income Maintenance Manual (IMM) Update (09/2016 to 09/2017)*
- *Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)*

- *Updates to West Virginia Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) Advance Planning Document (APD) Assistance (03/2016 to 04/2017)*
- *RAPIDS Transition Facilitation (02/2016 to 05/2016)*
- *Medicaid Eligibility and Enrollment Request for Proposal (RFP) Development and Procurement Assistance (10/2015-12/2017)*
- *ICD-10 Readiness Assessment, Implementation and Migration (09/2013 to 03/2016)*
- *Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (08/2015 to 08/2017)*
- *MMIS Design, Development, and Implementation (DDI) and Certification (07/2015 to 12/2016)*
- *Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)*
- *PPACA Workgroup Oversight (2012 to 2015)*
- *5010 System Refresh (2012 to 2015)*
- *HIT Statewide Strategic Plan development (2012 to 2014)*
- *Provider Enrollment (2012 to 2015)*
- *MITA 3.0 Organizational Redesign (2013)*
- *Policy Workflow Assessment (2013)*

Unisys MMIS Operations (now Molina) (09/2001 to 06/2010)

- **Project Manager for MIHMS Provider Enrollment**
Nicole served as the project manager and subject matter expert (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. Upon development completion, Nicole provided project management for the interdepartmental impact, documented complex design, business, and technical processes for customer satisfaction; provided application training for state staff and providers; prepared gap analysis; and collaborated in the development of project scope estimates, detailed project plans, and timelines.
- **West Virginia MMIS**
Nicole managed the development, implementation, and evaluation of quality management and risk management activities to help ensure project compliance with all budget, time, and quality specifications to assure client requirements across the Medicaid Enterprise. Nicole successfully 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 help

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 helped ensure 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 worked to ensure the appropriate project organization processes were closely followed.

Education and Certifications

BA, Speech and Hearing Science, University of South Florida

Certified Project Management Professional®, Project Management Institute®

Executive Coaching Certified Professional®, Institute of Organization Development, USA

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

Proposed Project Role:	Project Manager
Role at BerryDunn:	Manager (employed by BerryDunn since 07/2014)
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	<p>Master of Public Policy and Management, University of Southern Maine Edmund S. Muskie School of Public Service, Concentration in Policy Analysis</p> <p>Certificates of Graduate Study: Applied Research and Evaluation Methods, Performance Management and Measurement, and Social Policy Analysis</p> <p>BA, Political Science and History, University of Maine at Farmington</p> <p>Certified Project Management Professional</p> <p>Prosci® Certified Change Practitioner</p> <p>Certified Lean Six Sigma Green Belt</p>

Overview

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

Relevant Experience

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

- **West Virginia Bureau for Medical Services (BMS).**
 - *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (06/2019 to present).*
As program manager, Ethan oversees a team, which assists DHHR in meeting compliance with the requirements of the MITA 3.0 State Self-Assessment as prescribed by CMS. The objective of this project is to assist the DHHR with MITA life cycle maintenance activities, including preparation of the MITA 3.0, SS-A Annual Update for Federal Fiscal Year (FFY) 2018, enterprise-wide MITA

support for ongoing system and business process improvement projects, and training efforts to support activities related to the annual update.

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

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

- *Technical Assistance and Program Support Project (11/2018 to present).*

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

- *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*

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

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

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

- *Third Party Liability Options Analysis Project (07/2018 to 12/2018).*

As project manager, Ethan determined the research design and methodology to perform an analysis of TPL options. As part of this, the team Ethan led investigated both solution and financing alternatives for the State to conduct

their Health Insurance Premium Payment program and Medicaid buy-in programs through new and innovative approaches.

- *Gap Analysis and Project Management Services (10/2016 to 06/2018).*
As project manager, Ethan planned and led the execution of a large-scale ACA compliance effort across West Virginia's Medicaid Enterprise. He provided stakeholders with detailed policy analysis and research deliverables as part of comprehensive support during the life of the project and oversaw the design and inauguration of seven subprojects created under GAPMS.
- *Adult Quality Measures Grant Project (06/2016 to 12/2016; 06/2017 to 12/2017).*
As project manager, Ethan oversaw a team tasked with collecting and reporting the Medicaid Adult Core Set Measures as BMS transitioned from a grant-funded Quality Unit to a state-supported Quality Unit.
- *ICD-10 Transition Planning and Implementation (07/2014 to 02/2016).*
As policy analyst and project coordinator, Ethan analyzed and remediated 78 distinct policies and overhauled the Provider Manual and Medicaid policy for the agency. He oversaw testing design, system integration testing, and user acceptance testing, along with client acceptance. In addition, he designed, researched, and constructed ICD-10 training modules for BMS staff; designed and built training segments for Medicaid providers and assisted with outreach and engagement; and performed analysis of Medicaid claim data processed through the MMIS to determine financial health and parity in claim operations.
- *Utilization Management and Prior Authorization Services RFP Development Project (09/2015 to 12/2015).*
As business analyst, Ethan was brought in to organize and complete the final development of a state Medicaid agency project to develop a major RFP to select a utilization management vendor.

- **Nebraska Department of Motor Vehicles – Consulting Services to Assist in the Modernization of a Vehicle and Title Registration System (11/2015 to 02/2017).**
As a business analyst, Ethan facilitated stakeholder outreach and engagement, conducted a current state assessment and gap analysis, led requirements definition and planning sessions, and designed, wrote, and revised an RFP for a new Vehicle Title and Registration System.
- **Michigan Department of Education – Early Childhood Data Governance Structure (03/2016 to 06/2016).**
As a business analyst for the Department's data governance project, Ethan developed and drafted initial versions of key deliverables including the data governance manual and data governance policy. He mapped and developed workflows to outline the progression and flow of data throughout the agency and outlined critical data questions and paths through which these could be resolved.
- **West Virginia Bureau for Children and Families – Project Management for Enterprise Content Management (ECM) Project (08/2015 to 02/2016).**
Ethan served as substitute project manager on a quality assurance project to oversee

the implementation of an enterprise content management solution. He participated in joint application design sessions, coordinated State IT vendors, served as a liaison with multiple state agencies, and facilitated a smooth implementation.

- **Colorado Department of Human Services (DHS) – Child Care Tracking System (CHATS) Needs Assessment and RFP Development (07/2014 to 10/2014).**

Ethan supported BerryDunn's team in conducting a needs assessment and options analysis for a new childcare tracking system for the Colorado Department of Human Services. As part of this project, he researched and analyzed state policy and vendor solutions and supported analysis of future system costs and impacts.

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

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

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

Susan Chugha, Prosci® CCP

Proposed Project Role:	Project Lead
Role at BerryDunn:	Manager (employed by BerryDunn since 10//2015)
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	BA, Business Management, Belmont Abbey College Prosci® Certified Change Practitioner MLC Certified Medicaid Professional (MCMP-II)

Overview

Susan is a manager in the Government Consulting Group who brings over 16 years of project management experience. During the past five years, Susan has honed her expertise on policy and Medicaid program efforts in various roles, including project manager, business analyst, and project coordinator. She focuses her time and experience on 1115 waiver demonstrations, business process improvement, and project management.

Key Qualifications

- Five years of experience with the Medicaid Information Technology Architecture (MITA) State –Self Assessment (SS-A) report and roadmap activities and completion.
- Expert 1115 waiver professional with experience assisting clients with all stages of the waiver process, including waiver development, federal negotiation, approval, implementation of services (with a Managed Care Organization [MCO] carve-in) and program oversight through the past three years.
- Strong project and coordination management proficiencies.

Relevant Experience

BerryDunn (10/2015 to present)

- **West Virginia Bureau for Medical Services (BMS)**
 - *Substance Use Disorder (SUD) Waiver Initiative Project (10/2016 to present).*
Susan manages the current ongoing implementation phase of the SUD waiver initiative project and leads a team of five consultants. Her responsibilities include providing oversight of the project team's day-to-day activities, facilitating meetings, and monitoring progress against the agreed-upon deliverables; e.g., project summary and schedule. She conducts deliverable review on all documents. She performs research on SUD services, CMS requirements, and State policies and procedures to support waiver activities. She drafts monitoring reports and oversees the project team completes assignments on time for federal submission.

- *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (10/2016 to present).*

As project manager for the MITA 3.0 SS-A Maintenance and Annual Update Assistance project Susan assists with MITA lifecycle maintenance activities including developing new business process improvement flows and updating MITA related reports. Susan manages nine consultants and two sub-contractors. Her responsibilities include oversight of the team, budget, and time management, and peer review and delivery of required deliverables. She is assisting with the update of the health information technology (HIT) companion guide and monitors a team of subject matter experts to draft and deliver an organizational development (OD) plan and roadmap. She facilitates meetings and oversees the development of the revised aged and disabled waiver (ADW) business process flow workgroups.

Susan moved into the project manager role in November 2019. She provides oversight to the project team and manages the project budget and deliverables. Susan managed the flow of information and access to the client's MITA Management Portal (MMP) SharePoint site that stores and tracks all the required MITA SS-A documents (e.g., business process forms, scorecards, goals and objectives, roadmaps, concept of operations, SS-A reports, supporting documentation) used for current and past assessments.

- *State Plan Review and Support (SPRS) Project (03/2020 to 11/2020).*
As an analyst for the SPRS project, Susan reviewed an end-to-end version of the State Plan and documented missing or inconsistent details to help the State have more confidence in the Plan. She also reviewed and analyzed sections of the State Plan to help ensure that the pages comply, compared service descriptions to federal and state guidance, and analyzed pages for overall accuracy.
- *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW) (09/2018 to 12/2018).*
As the project coordinator, Susan was responsible for project coordination, which included client outreach, scheduling, notetaking, document review, research, and business analysis. She coordinated and executed multiple public forum events throughout the State of West Virginia to help bring awareness to the new 1915(c) HCBS waiver program that was under development and would be submitted for review and approval to CMS.
- *Provider Enrollment Application (PEA) Project (02/2017 to 11/2017).*
Susan provided project coordination assistance by maintaining all the meeting management duties, which included scheduling meetings, creating agendas, capturing meeting notes, and tracking action items, risks, and decisions. Susan developed project timelines, managed the document repository, conducted research, and updated necessary documents that were critical to the success of the project, which was to enhance the current WV provider enrollment application process.

- *ICD-10 Transition Planning and Implementation (10/2015 to 02/2016).*
As the project coordinator, Susan managed all meeting activities, as well as maintained the document repository. She attended weekly BMS procedure code meetings along with Medicaid policy review, and workgroup meetings to help ensure the new International Classification of Diseases (ICD)-10 codes were tested, and integrated into the MMIS to determine financial health and parity in claim operations.

Independent Consultant (08/2010 to 10/2014)

Susan worked with a select client group organizing events of all sizes, fulfilled shopping requests, maintained personal calendars and contact lists, managed correspondences and service provider relationships, scheduled travel arrangements, and professional and personal appointments. She acted as the property manager on a number of multi-million-dollar properties, overseeing regular maintenance and care for each individual property, including motor vehicles and boats.

Columbia Management (09/2012 to 10/2013)

As a scheduling coordinator and administrative assistant, Susan partnered with five regional wholesalers within the United States to manage territory rotation for external wholesalers, schedule daily financial advisor meetings and handle reschedules, coordinate local client events, process monthly expense and activity reports, and complete as-needed ad hoc assignments.

Evergreen Investments Services, Inc. (EISI) (06/2004 to 05/2009)

- **Project Specialist – Assistant Vice President**
 - Lead project specialist for semi-annual Global Distribution Summits
 - Coordinated all logistics for Asset Management Distribution Group to participate in the Wachovia Championship
 - Lead project specialist for annual client event that hosted more than 1,600 industry leaders and their families; ~\$1.5 trillion in assets under management was represented in the client base at this event
 - Partnered with Training and Development team to coordinate internal training programs (onboarding, sales training, negotiation skills, product training) all around the United States and assisted with follow-up after each program to track our successes and determine where improvement was needed
 - Managed the relationship between the portfolio managers/specialists and wholesalers to coordinate communication inquiries and field travel opportunities
 - Partnered with broker-dealer national sales managers to coordinate divisional meetings and drive sales efforts
 - Managed special projects and events assigned by the president of EISI and other members of the executive leadership team
- **Communications Coordinator/Project Manager – Officer**
 - Created quarterly newsletters and other publications distributed internally

- Coordinated the Mutual Funds, Sales, and Operations (MFSO) program for wholesalers
- Managed the valued-add and continuing education curriculums that were available to field wholesalers
- Partnered with Learning and Development managers to assist in coordination of training programs and onboarding for new internal and external wholesalers

Bank of America Capital Management (formerly Nations Funds) (04/2001 to 05/2004)

Susan served as an executive administrative assistant and office manager, supporting both the managing director of Global Distribution and the director of Internal Sales. Her administrative duties included answering phone calls, scheduling meetings, booking travel arrangements, processing expense reports, minute taking and distribution, and coordinating meetings and conferences for office professionals. In addition, she created PowerPoint presentations, monthly reports, territory maps, emergency contact lists, etc.; organized and scheduled internal trainings and maintained relationships with business partners; and maintained office and office equipment that supported more than 50 associates.

Education and Certifications

BA, Business Management, Belmont Abbey College

Prosci® Certified Change Practitioner

MLC Certified Medicaid Professional (MCMP-II)

Alexandra (Alex) Glowacky

Proposed Project Role:	Project Coordinator
Role at BerryDunn:	Consultant
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	BA, Sociology, Minor in Educational Studies, Colby College

Overview

Alex is a consultant with the Medicaid Practice Group and has worked on a range of Medicaid policy projects, bringing experience with 1115 waivers, 1915c waivers, the State Plan and associated State Plan Amendments (SPAs), and Medicaid planning grants. She is proficient in Microsoft Office and Google Suite, as well as conversational in French. She is an experienced moderator and facilitator and holds experience working with varied groups of stakeholders throughout her prior work experience.

Relevant Experience

BerryDunn (07/2021 to present)

- **West Virginia Bureau for Medical Services (BMS)**
 - *Substance Use Disorder (SUD) Waiver Initiative Project (07/2021 to present).*
As a research analyst, Alex assists the State with activities specific to SUD waiver services in West Virginia. Her focus at present is supporting the State as BMS prepares to negotiate the SUD waiver renewal and expansion application. She additionally supports the State's tracking of waiver monitoring and evaluation activities.
 - *ARP Section 9813: Mobile Crisis Grant Project (08/2021 to present).*
As project coordinator and a policy analyst for the ARP Mobile Crisis project, Alex assists the State in planning for the implementation of the mobile crisis services program. She conducts program coordination among involved stakeholders, captures meeting notes, tracks action items, and supports the development of project deliverables, such as the creation of State Plan Amendments.
 - *State Plan Review and Support (SPRS) Project Phase II (January 2022-present):* Working on the SPRS project, Alex assists with the drafting of State Plan Amendments (SPAs) and SPA submission packages. She additionally supports the State team working on State Plan submissions, tracking active SPAs and working closely with BMS to ensure SPAs move forward in public notice, submission, negotiation, and approval processes. Alex additionally manages the project reporting for the SPRS Phase II, creating and delivering the BMS team with Monthly Status Reports and related reporting documents.
 - *Technical Assistance and Project Support (TAPS) Phase IV (May 2022-present):*
As the project manager for Phase IV of TAPS, Alex provides oversight of

subprojects and task requests approved and executed under TAPS. This includes coordinating and tracking task requests and subproject submission and approval processes, coordination with project leads on project status as a TAPS subproject, and creating and delivering all TAPS project reporting documentation.

- *Children with Serious Emotional Disorder (CSED) Waiver Phase III Project (07/2021 to 06/2022)*. As a policy analyst for the CSED Waiver Project, Alex provided policy research and synthesis support for the State's initiative and contributed to the creation and revision of deliverables such as Waiver Amendments, CMS Evidence Requests, and stakeholder engagement documentation.

Civic Engagement and Community Partnerships Committee (2021 to present)

Alex served as a collaborator in assessing and strengthening working relationships between Colby and local community organizations, developing and implementing engagement-building initiatives. She also serves as ambassador for experiences focused on civic learning and democratic engagement.

The American Exchange Project (2020 to present)

As a moderator, Alex facilitates twice weekly meetings of a group of high schoolers, leading discussions on wide-ranging topics from political debates to role models to personal interests. The AEP is a nonprofit start-up and domestic exchange program fostering conversations and connections between American youth from different backgrounds and locations.

Education Department Research Team (2020)

As a research assistant, Alex collaborated on social justice research looking at intersections of privilege and social justice in elite environments. She conducted qualitative and quantitative analysis, organized focus groups, handled demographic statistics, and produced scholarly written reports on research.

Education and Certifications

BA, Sociology, Minor in Educational Studies, Colby College

Kitty Purington, JD

Proposed Project Role:	Subject Matter Expert (SME)
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	29 years
Certifications and Education:	Juris Doctor, University of Maine School of Law BA, History and Spanish, University of Massachusetts

Overview

Kitty is an experienced Senior Consultant with nearly 30 years of Medicaid experience with Medicaid. She has served in multiple leadership positions in state agencies, community organizations, and non-profits. She has a strong background in policy research and analysis, vendor and stakeholder management, and development and implementation of programs.

Relevant Experience

BerryDunn (05/2022 to Present)

- **Puerto Rico Medicaid Program – State Plan (05/2022 to present).**
Kitty serves as a senior consultant on the Puerto Rico State Plan Team. In that role, she researches and analyzes a range of policy issues, and prepares summaries and relevant information for the client.
- **West Virginia Bureau for Medical Services (BMS)**
 - *Certified Community Behavioral Health (CCBHC) Support Project (06/2022 to present).*
Kitty provides subject matter expertise to BMS in the development of a new SPA to support the CCBHC model.
 - *State Plan Review and Support (SPRS) Project (05/2022 to present).*
In Phase II of the SPRS Project, Kitty provides subject matter expertise associated with the Medicaid State Plan. The SPRS Project Team drafts the state plan amendment (SPA) packages, tracks amendments through the review and approval process, supports BMS with the execution of Medicaid Services Fund Advisory Council meetings, and provides ad hoc assistance for State Plan related activities.
 - *Substance Use Disorder (SUD) Waiver Initiative Project (05/2022 to present).*
Working as a Subject Matter Expert (SME) for Phase IV of the SUD project, Kitty assists in the development of new state plan amendments and supports the state Medicaid agency in developing new policies for its SUD waiver services.

National Academy for State Health Policy (NASHP) (04/2015 to 05/2022)

As senior program director, Kitty led the Behavioral Health, Aging, and Disability portfolio for NASHP, a national, non-partisan, mission-driven organization that supports state leaders in their

work to improve health policy. She worked with private foundations, federal agencies, and partner organizations to develop and implement multiyear projects that focused on delivery system transformation, payment reform, implementation of best practices, and policy innovation. She designed and oversaw technical assistance and learning opportunities that supported state policy makers on a range of topics including Medicaid, behavioral health, long-term care, and value-based payment. Kitty researched, analyzed, and evaluated emerging state and federal health policy issues, oversaw the development and dissemination of briefs, blogs, webinars and other resources for state Medicaid, behavioral health, and long-term care officials, and facilitated meetings, webinars, and conference sessions to assist state health officials in problem solving and sharing best practices. She supervised team of professionals to manage grant development, contracts, budgets, and staffing.

Office of MaineCare Services (OMS) (06/2012 to 04/2015)

Kitty worked as program and policy manager of Value-Based Purchasing (VBP) with the Maine HHS Commissioner's Office and agency leadership to oversee the development, implementation, and ongoing growth and improvement of OMS practice transformation and VBP initiatives. She developed and implemented the state's Health Home regulatory framework (including state plan amendments, Medicaid regulation, provider contracts, licensing and certification related to payment and provider requirements) in collaboration with the OMS Office of Policy and State Attorney General's Office. She also developed and implemented thorough quality and compliance strategies. Kitty worked with the OMS Operations team and external vendors to implement online portal and set of tools for primary care and behavioral health providers to support population-based care coordination, physical and behavioral health integration, panel assignment and management, and quality improvement. She collaborated with internal and external stakeholders (related state agencies, providers, peer leaders, family and advocacy organizations) on program development and implementation; oversaw communications, including production of member materials, provider communications and technical assistance, webinars, and public forums; and developed the State Innovation Plan and behavioral health-related initiatives for a successful \$30 million CMS State Innovation Model grant; and served as liaison post-award on projects such as HIE connectivity for Behavioral Health Home providers, learning collaboratives, and workforce development. She also developed a concept paper for Maine's Accountable Communities initiative and worked with internal and external stakeholders on total cost of care methodology and quality strategy.

National Academy for State Health Policy (1/2009 to 06/2012)

Kitty worked as a policy specialist to managed NASHP activities and deliverables under a five-year project funded by the Substance Abuse and Mental Health Services Administration focused on promoting evidence-based practices for adults, older adults, and children with behavioral health needs in state Medicaid programs. She collected and analyzed detailed state policy data related to Assertive Community Treatment, Supportive Housing, Medication Assisted Treatment, and other evidence-based services. She provided technical expertise and analysis on Medicaid and other state policies topics, including behavioral health, VBP, health IT and exchange, data analytics, behavioral health privacy and confidentiality issues, and quality measurement. She also developed materials and facilitated activities to promote state learning objectives.

Community Counseling Center (01/2007 to 01/2009)

Kitty served as the director of government and business affairs to develop and direct legislative strategy for a large community mental health center. She identified new business opportunities and strategic initiatives for the organization resulting in programs and partnerships on physical and behavioral healthcare integration, school-based health centers, and pre-trial behavioral health supports for correction-involved women. Kitty provided ongoing analysis and information regarding regulatory, reimbursement, and policy changes at federal, state and local levels.

Maine Associations of Mental Health Services (11/2001 to 01/2007)

Kitty served as interim executive director and policy analyst to provide leadership and strategic planning to a board of directors on a variety of issues for statewide provider trade association of mental health and substance use disorder provider organizations, including development of new governance structure and bylaw changes, and planning and implementation of legislative agendas. She worked with state and federal agencies in advocacy, interpretation, and development of rules, legislation, and standards pertinent to reimbursement and delivery of behavioral health services. She represented the Association in a variety of forums, including as chair of the governor's Medicare Part D Implementation Task Force, chair of the state Medicaid Advisory Committee, and member of the Policy Committee of the National Council for Community Behavioral Health.

Legal Services for the Elderly (12/1998 to 11/2001)

Kitty worked as a staff attorney to provide legal counsel to low-income seniors on a variety of elder law topics such as public benefits, estate planning, healthcare coverage, and disability matters.

National Alliance for the Mentally Ill (10/1993 to 05/1996)

Kitty worked as a managed care policy analyst to analyze Medicaid managed care policies for the state chapter of a national advocacy organization.

Education and Certifications

Juris Doctor, University of Maine School of Law

BA, History and Spanish, University of Massachusetts

Maggie Anderson, MS

Proposed Project Role:	Subject Matter Expert (SME)
Role at BerryDunn:	Senior Consultant
Years of Experience Relevant to Proposed Role:	33 years
Certifications and Education:	MS, Management, University of Mary BS, Food and Nutrition, North Dakota State University

Overview

Maggie has more than 30 years' experience working in state government with federally funded programs for social services and nutritional programs. She has demonstrated experience as the director of divisions with the ability to oversee and administer department and division development and growth.

Experience

BerryDunn (11/2021 to present)

Maggie serves as a senior consultant with BerryDunn's Medicaid Practice Group, supporting West Virginia and Puerto Rico on a variety of policy projects, including 1115 waivers and State Plan Amendments.

North Dakota Department of Human Services (08/2005 to 05/2019)

Maggie worked as the Director of Medical Services Division responsible for the administration of the Medicaid Program, Medicaid Expansion, the Children's Health Insurance Program and Autism Spectrum Disorder services. She also served in the dual capacity as both Executive Director and Medicaid Director from August 2012 to December 2016. As the Executive Director, Maggie was responsible for all programs within the umbrella agency: Medicaid; the Children's Health Insurance Program; Economic Assistance Programs including Child Care Assistance, the Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families (TANF), and the Low Income Home Energy Assistance Program; Child Support; Aging Services; Children and Family Services; Vocational Rehabilitation; Developmental Disabilities Services; Behavioral Health Services; and Field Services which includes the State Hospital, the Developmental Center, and eight regional human service centers.

North Dakota Department of Human Services (02/2003 to 08/2005)

Maggie served as the Deputy Director of Medical Services to assist the Division Director with program administration and budget development and oversight. She served as the business lead for the work leading up to the procurement of a Medicaid Management Information System.

United States Department of Agriculture (08/1989 to 02/2003)



Maggie administered the Child Nutrition Programs in the Department of Public Instruction. She was responsible for the administration and oversight of the various USDA Child Nutrition Programs. Maggie was hired as a Child Nutrition Specialist and was promoted to Assistant Director during tenure.

Education and Certifications

MS, Management, University of Mary

BS, Food and Nutrition, North Dakota State University

Carole Ann Guay

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

Overview

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

Relevant Experience

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

- **Oregon Enterprise Technology Services (OR ETS) – Integrated IT Service Management (ITSM) (03/2018 to present).**
Carole Ann developed high-level workflow and dataflow diagrams through on-site meetings as well as conference call sessions.
- **Colorado Office of the State Auditor – IT Evaluation (09/2017 to present).**
Carole Ann coordinates document request items, status reports, meeting requests, and data management.
- **New Mexico Corrections Department (NMCD) – COTS Offender Management System (OMS) Replacement (11/2016 to present).**
Carole Ann compiles weekly status reports and participates in interviews as well as survey analysis.
- **Metropolitan Government of Nashville and Davidson County (Metro), TN – Information Security Program Development (05/2016 to present).**
For Metro's, development of their Information Security Management Program, Carole Ann worked as a project coordinator, assisting in the development of findings reports. In addition, she served as part of the team performing a Payment Card Industry (PCI) Readiness Assessment. These activities included identifying Metro's current state of PCI, identifying where PCI data resides and where it traverses the network.
- **Vermont Department of Vermont Health Access – Vermont Health Connect Financial and Programmatic Audit (01/2016 to present).**
BerryDunn has performed the State's financial and programmatic audit of its Health Insurance Exchange for FYE 6/16 and is in the process of performing the FYE 6/17 audit. Carole Ann currently serves as the project coordinator on this audit to determine whether the exchange is in material compliance with 45 CFR 155.

- **Minnesota Health Benefit Exchange (MNsure) – Programmatic Audit (10/2015 to present).**
BerryDunn is performing the programmatic audit for the State's health insurance exchange. Carole Ann is the project coordinator for BerryDunn's audit team assessing whether MNsure's program is compliant with all federal requirements.
- **Sacramento Municipal Utility District (SMUD) – Information Security Audit (08/2016 to 12/2017).**
Carole Ann provided documentation support and deliverable assistance for SMUD's Information Security Audit.
- **West Virginia Department of Health and Human Resources (DHHR) – Eligibility and Enrollment Independent Security and Privacy Controls Assessment (01/2017 to 07/2017).**
Carole Ann served as an analyst for West Virginia Eligibility and Enrollment (E&E) Independent Security and Privacy Assessment project. The independent assessment was completed against the CMS MARS-E v2.0 framework.
- **Massachusetts State Ethics Commission – CMS Planning and Implementation Services (04/2017 to 06/2017).**
Carole Ann provided deliverable support, as well as data gathering and organization for this project. She also participated in on-site fact-finding meetings.
- **Washington State Auditor's Office (SAO) – Local Government IT Security Audits (11/2014 to 06/2017).**
Carole Ann served as a technical analyst assisting in the performance of information security audits for various municipalities throughout the State of Washington, sponsored by the SAO, conducting assessment activities and analysis of current environments. The team assisted in identifying threats, vulnerabilities, and risks, in addition to providing recommendations for remediation.
- **Webber Energy Fuels (2004 to 2014).** As the office coordinator, Carole Ann oversaw several operations, including payroll for office staff of 30 employees, Daily Product Control of fleet deliveries, the balancing and reconciling of previous day's postings, credit checks and opening of all new accounts, and the cash drawer and accounts receivable. She worked directly with sales and service ensuring new customer satisfaction, and directly assist the branch manager in all daily office operations.

Emily Hendrickson

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

Overview

Emily Hendrickson is an editor 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 an editor, 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.

Caitlin Cabral

Proposed Project Role:	Support Staff
Role at BerryDunn:	Editor (employed with BerryDunn since September 2021)
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	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.

Relevant Experience

BerryDunn (09/2021 to present). As a member of BerryDunn's Editorial/QA team, Caitlin is responsible for 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.

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.

Jonathan Williams

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

Overview

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

Relevant Experience

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

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

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

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

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

Jordan Ramsey, MA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor (employed with BerryDunn since 07/2019)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	MA, English: Professional Writing, Southeastern Missouri State University BA, Liberal Arts and Sciences, English Literature and Creative Writing, University of Illinois at Urbana-Champaign Certified Lean Six Sigma Green Belt Poynter ACES Certified Editor

Overview

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

Relevant Experience

BerryDunn (07/2019 to present). Jordan supports BerryDunn's consulting groups by providing copyediting, proofreading, formatting, and other quality assurance tasks for various types of documents, including client deliverables and marketing/communications content. He also assists in providing new-hire orientation to BerryDunn employees to help them understand the Editorial/QA department's review process and firm style guidelines.

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

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

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

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

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

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

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

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

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

Karla Fossett, MFA

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

Overview

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

Relevant Experience

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

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

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

Mary Corley

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

Overview

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

Relevant Experience

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

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

- **Proposal Coordinator (04/2015 to 09/2019).** Mary managed all aspects of the proposal process. She reviewed government healthcare potential RFPs for legal and business requirement fit; prepared proposal templates, outlines, cover art, and labels; worked with SMEs, legal, management and writers on proposal requirements and response, ensuring all submission requirements were met; wrote original proposal content and revise developed content to fit RFP requirements; formatted and prepared the final proposal response; and created a proposal response database.
- **Contract Compliance (07/2008 to 03/2015).** Mary gathered and reported all Service Level Agreements for contract with the State of Missouri and posted to a Cognos dashboard each month. She also acted as point of contact for questions on the contract between WIPRO and the State of Missouri; gathered systems statistics (metrics) from various sources (e.g., datacenter, Lotus Notes databases, MMIS reports) and compiled the metrics utilizing Microsoft Access and Excel in spreadsheets and charts for review by internal management; and maintained ER Studio data models. In addition, Mary performed time administrator duties, including ensuring all time was entered weekly, adding new employees, removing terminated employees, creating reports.
- **Business Analyst (11/2004 to 03/2015).** Mary performed several duties in this role, including providing on-line help expertise, identifying requirements on system task

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

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

Molly Hawkinson

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Editor (employed with BerryDunn since 09/2019)
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	BA, Middle East Studies and English Literature, McGill University Dale Carnegie Consultative Sales Training Employee Intercultural Development Program (EIDP) Certified Lean Six Sigma Green Belt Poynter ACES Certified Editor

Overview

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

Relevant Experience

BerryDunn (09/2019 to present). Molly serves as an editor for BerryDunn's Government Consulting Group, tasked with reviewing client deliverables, marketing communications, and new business development materials for flow, formatting, readability, and accuracy.

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

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

Appendix B: Deliverable Dictionary

Table 4: Deliverable Dictionary

Deliverable #	Deliverable Name	Deliverable Description
01	Commissioner Briefing	A monthly status update for the BMS commissioner.
02	Project Timeline	A visual depiction of project duration, phases, and key milestones.
03	Monthly Status Report	A monthly status update for the project sponsor and project lead.
04	SPA Packages	Draft SPA documents and packages for submission to CMS.
05	SPRS Phase I and II Project Deliverable Updates	Updates to SPRS Phase I and II deliverables and artifacts that are necessary to maintain or advance the consistency, cohesion, efficiency, and/or effectiveness of BMS State Plan processes and/or documents.
06	State Plan Process Optimization Plan and Training Materials	An analysis of BMS State Plan process strengths, opportunities, and constraints; an implementation plan to take advantage of strengths and opportunities while considering constraints; and supporting materials to engage and educate necessary stakeholders for their roles in the optimized process.
07	Project Closeout Summary	The Project Closeout Summary will include an inventory of all project documentation and deliverables being transferred to BMS at the project close. The Project Closeout Summary will also document the disposition or reassignment of all action items, issues, and risks that remain open to an agreed-upon State operations team member.

Appendix C: Acronyms/Abbreviations

Table 5: Acronyms/Abbreviations

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



STATE OF WEST VIRGINIA
DEPARTMENT OF HEALTH AND HUMAN RESOURCES
BUREAU FOR MEDICAL SERVICES

Bill J. Crouch
Cabinet Secretary

Office of Procurement Services
350 Capitol Street, Room 251
Charleston, West Virginia 25301-3712
Telephone: (304) 558-1700 Fax: (304) 558-4398

Cynthia E. Beane
Commissioner

DATE: September 14, 2022

TO: DHHR Finance

FROM: James Atkins II *JA*
BMS Procurement Services

RE: Funding Memo for PF1105526 CDO BMS 23*15

The Bureau for Medical Services (BMS) is submitting this funding memo related to the above-referenced Delivery Order.

BMS anticipates making payments for months 1-7 in SFY23 and months 8-19 in SFY24 and months 20-21 in SFY25. Contract service period: 10/11/22-06/14/24. Funding allocation table below:

CDO BMS23*15

SPRS Phase III Project

10/11/2022-6/14/2024

21 Months

	PRO5 SFY23 Month 1-7	PRO7 SFY24 Month 8-19	PRO7 SFY25 Month 20-21	Total:
EM	35 Hours @ \$270=\$9,450	60 Hours @ \$270=\$16,200	10 Hours @ \$270=\$2,700	\$28,350.00
LPM	35 Hours @ \$215=\$7,525	60 Hours @ \$215=\$12,900	10 Hours @ \$215=\$2,150	\$22,575.00
GPM	1,155 Hours @ \$175=\$202,125	1,980 Hours @ \$175=\$346,500	330 Hours @ \$175=\$57,750	\$606,375.00
SS	560 Hours @ \$80=\$44,800	960 Hours @ \$80=\$76,800	160 Hours @ \$80=\$12,800	\$134,400.00
	263,900.00	452,400.00	75,400.00	791,700.00

Thank you for your consideration. If you have any questions or need additional information, please do not hesitate to contact me at 304-352-4319 or at James.w.Atkins@wv.gov