




West Virginia Purchasing Division

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The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header

 List View**General Information** | [Contact](#) | [Default Values](#) | [Discount](#) | [Document Information](#)**Procurement Folder:** 20535**SO Doc Code:** CRFQ**Procurement Type:** Central Master Agreement**SO Dept:** 0511**Vendor ID:** **SO Doc ID:** BMS1500000008**Legal Name:** BERRY DUNN MCNEIL & PARKER LLC**Published Date:** 3/17/15**Alias/DBA:****Close Date:** 3/25/15**Total Bid:** \$41,200,000.00**Close Time:** 13:30**Response Date:** **Status:** Closed**Response Time:** **Solicitation Description:** 
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Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**State Of West Virginia
 Solicitation Response**

Proc Folder : 20535

Solicitation Description : Addendum 2: Project Management Services

Proc Type : Central Master Agreement

Date issued	Solicitation Closes	Solicitation No	Version
	2015-03-25 13:30:00	SR 0511 ESR03241500000002731	1

VENDOR

000000100150

BERRY DUNN MCNEIL & PARKER LLC

FOR INFORMATION CONTACT THE BUYER

Robert L Price
 (304) 957-0218
 robert.l.price@wv.gov

Signature X FEIN # DATE

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$220.00	

Comm Code	Manufacturer	Specification	Model #
80101600		AAAAA	

Extended Description : Lead Project Manager Hourly Rate - Year One

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	Project Management Services: Engagement Manager	2000.00000	HOUR	\$275.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Engagement Manager Hourly Rate - Year One

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	Project Management Services: Lead MMIS Project Manager	2000.00000	HOUR	\$200.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead MMIS Project Manager Hourly Rate - Year One

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	Project Management Services: General Project Manager	20000.00000	HOUR	\$175.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : General Project Manager Hourly Rate - Year One

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	Project Management Services: Support Staff	50000.00000	HOUR	\$90.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Support Staff Hourly Rate - Year One

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
6	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$220.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead Project Manager Hourly Rate - Year Two

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
7	Project Management Services: Engagement Manager	2000.00000	HOUR	\$275.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Engagement Manager Hourly Rate - Year Two

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
8	Project Management Services: Lead MMIS Project Manager	2000.00000	HOUR	\$200.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead MMIS Project Manager Hourly Rate - Year Two

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
9	Project Management Services: General Project Manager	20000.00000	HOUR	\$175.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : General Project Manager Hourly Rate - Year Two

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
10	Project Management Services: Support Staff	50000.00000	HOUR	\$90.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Support Staff Hourly Rate - Year Two

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
11	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$220.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead Project Manager Hourly Rate - Year Three

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
12	Project Management Services: Engagement Manager	2000.00000	HOUR	\$275.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Engagement Manager Hourly Rate - Year Three

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
14	Project Management Services: General Project Manager	10000.00000	HOUR	\$175.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : General Project Manager Hourly Rate - Year Three

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
15	Project Management Services: Support Staff	30000.00000	HOUR	\$90.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Support Staff Hourly Rate - Year Three

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
16	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$225.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead Project Manager Hourly Rate - Year Four (Optional Renewal Year One)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
17	Project Management Services: Engagement Manager	2000.00000	HOUR	\$280.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Engagement Manager Hourly Rate - Year Four (Optional Renewal Year One)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
19	Project Management Services: General Project Manager	10000.00000	HOUR	\$180.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : General Project Manager Hourly Rate - Year Four (Optional Renewal Year One)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
20	Project Management Services: Support Staff	30000.00000	HOUR	\$95.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Support Staff Hourly Rate - Year Four (Optional Renewal Year One)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
21	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$225.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead Project Manager Hourly Rate - Year Five (Optional Renewal Year Two)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
22	Project Management Services: Engagement Manager	2000.00000	HOUR	\$280.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Engagement Manager Hourly Rate - Year Five (Optional Renewal Year Two)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
24	Project Management Services: General Project Manager	10000.00000	HOUR	\$180.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : General Project Manager Hourly Rate - Year Five (Optional Renewal Year Two)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
25	Project Management Services: Support Staff	30000.00000	HOUR	\$95.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Support Staff Hourly Rate - Year Five (Optional Renewal Year Two)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
26	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$225.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Lead Project Manager Hourly Rate - Year Six (Optional Renewal Year Three)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
27	Project Management Services: Engagement Manager	2000.00000	HOUR	\$280.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Engagement Manager Hourly Rate - Year Six (Optional Renewal Year Three)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
29	Project Management Services: General Project Manager	10000.00000	HOUR	\$180.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : General Project Manager Hourly Rate - Year Six (Optional Renewal Year Three)

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
30	Project Management Services: Support Staff	30000.00000	HOUR	\$95.00	

Comm Code	Manufacturer	Specification	Model #
80101600			

Extended Description : Support Staff Hourly Rate - Year Six (Optional Renewal Year Three)

BerryDunn's Response to
Request for Quotation
#CRFQ 0511 BMS150000008

Project Management Services and Medicaid Management Information Systems (MMIS) Implementation Services

WEST VIRGINIA
Department of

 **Health & Human Resources**

BUREAU FOR MEDICAL SERVICES

Submitted on:

March 25, 2015

Submitted by:

Eduardo G. Daranyi, MEd, PMP, Principal
BerryDunn
350 Capitol Street
Charleston, WV 25301
Phone: (207) 541-2244
edaranyi@berrydunn.com

March 25, 2015

Mr. Robert P. Kilpatrick, Senior Buyer
Department of Administration, Purchasing Division
2019 Washington Street, East
Charleston, WV 25305-0130

Dear Mr. Kilpatrick:

Berry Dunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this response to the State of West Virginia (State) Department of Health and Human Resources (DHHR) Bureau for Medical Services (BMS, the Bureau) Request for Quotations (RFQ) #CRFQ 0511 BMS1500000008 for Project Management Services and Medicaid Management Information Systems (MMIS) Implementation Services. We have read the RFQ and the two Addenda, we understand them, and we agree to the terms and conditions therein.

Since 2003, BerryDunn has served as a trusted advisor to the Bureau and an extension of the State's team by providing project management, business and technical analysis, policy analysis, and health and human services subject matter expertise to meet the Bureau's evolving project needs. Our team members bring valuable knowledge and perspective to the State from their work with state health and human services agencies across the country.

Central to BerryDunn's identity is our independence. During the early years of forming our consulting practice, *BerryDunn made an important choice to focus our efforts on providing **independent consulting services***. We do not develop or sell software or hardware. Further, BerryDunn does not partner or subcontract with vendors that develop or implement MMIS, Data Warehouse/ Decision Support Systems, Eligibility & Enrollment Systems, or other health and human services systems or Fiscal Agents. We offer BMS an **independent perspective** and will provide **objective services and recommendations that are only in the best interest of the State of West Virginia**.

Our proposal is a firm and irrevocable offer that is valid for a minimum of 180 days from the proposal due date of March 25, 2015. As a Principal in our firm's Government Consulting Group, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal, please contact me directly at (207) 541-2244 or edaranyi@berrydunn.com.

Thank you for providing us the opportunity to submit this proposal. We have the resources and expertise to meet the requirements set forth in the RFQ and look forward to continuing our work to help serve the healthcare needs of West Virginians.

Sincerely,



Eduardo G. Daranyi, PMP
Principal

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1. MANDATORY FIRM QUALIFICATIONS

1.1 Project Management

RFQ Section 3.1 Vendor must have at least ten (10) years of experience in project management.

BerryDunn Response:

BerryDunn meets this requirement. We have provided portfolio, program, and project management services to government and private-sector clients for more than 20 years. Our project management approach is derived from established and proven project management methodologies and standards set forth by the Project Management Institute (PMI) as defined by the Project Management Body of Knowledge (PMBOK), version 5. Project management best practices form the foundation for all services provided by BerryDunn.

We employ 23 certified Project Management Professionals (PMPs) and six Certified Associates in Project Management (CAPMs), as well as consultants with related certifications, advanced degrees, and several years of hands-on portfolio, program, and project management experience. Our clients have leveraged BerryDunn’s professional project management experience by repeatedly selecting us to perform point-in-time assessments, assist with project recovery initiatives, and facilitate the adoption and integration of best practices through project management mentoring.

Table 1 provides evidence that BerryDunn meets the RFQ requirement for at least ten years of experience in project management.

Table 1: Examples of BerryDunn’s Project Management Experience

Start Date	End Date	Client	Project
February 2015	July 2016	Vermont Agency of Human Services	Project Management for the Medicaid Management Information Systems (MMIS) Specialized Programs Project
July 2014	March 2015	Arizona Health Care Cost Containment System (AHCCCS)	Project Management and Planning Services for Arizona’s Testing Experience and Functional Tools in Community-based Long Term Services (TEFT) Grant
May 2014	August 2015	West Virginia Children’s Health Insurance Program (WVCHIP)	Project Management Support for the WVCHIP Transition Project
January 2014	June 2015	Vermont Green Mountain Care Board	Project Management for the Vermont Healthcare Claims Uniform Reporting & Evaluation System (VHCURES)
September 2013	June 2014	WVCHIP	Assessment of Affordable Care Act (ACA) Compliant Strategies for the WVCHIP

Start Date	End Date	Client	Project
December 2013	July 2015	City of Bloomington, Minnesota	Project Management for Enterprise Resource Planning (ERP) System Implementation
August 2013	January 2016	West Virginia Bureau for Medical Services (BMS)	Adult Quality Measures Grant Project Implementation Assistance
August 2013	September 2016	City of Goodyear, Arizona	Project Management for ERP System Planning and Implementation
July 2013	July 2015	Vermont Department of Liquor Control	Project Management for Retail and Point-of-Sale (POS) System Planning and Implementation
April 2013	April 2014	West Virginia BMS	Project Support for Eligibility and Enrollment (E&E) System Modernization
January 2013	June 2015	West Virginia BMS	Project Management for International Classification of Diseases (ICD)-10 Implementation Project
December 2012	March 2013	Vermont Department of Taxes	Project Management and Business Analysis for Integrated Tax System Implementation
November 2012	September 2013	West Virginia BMS	Project Management for Medicaid Payments for Primary Care Services Project
October 2012	December 2015	Massachusetts Executive Office of Health and Human Services (EOHHS)	Independent Verification and Validation (IV&V) for Health Insurance Exchange/Integrated Eligibility System (HIX/IES) Implementation
June 2012	October 2012	Arlington Public Schools, Virginia	Project Management for ERP System Implementation
May 2012	September 2012	West Virginia BMS	Project Management Support for Medicaid Information Technology Architecture (MITA) 3.0 Organizational Redesign
April 2012	January 2014	West Virginia BMS	Project Management and Workgroup Facilitation for Medicaid Eligibility Group and Policy Analysis (MEGPA)
April 2012	September 2012	Waukesha County, Wisconsin	Performance Audit of Waukesha County Information Technology (IT) Project Management Office (PMO)
February 2012	January 2015	West Virginia BMS	Project Management for Data Warehouse/ Decision Support System (DW/DSS) Re-procurement and Implementation
January 2012	July 2015	City of Mesquite, Texas	Project Management and Oversight for ERP System Planning and Implementation

Start Date	End Date	Client	Project
June 2011	March 2013	West Virginia Offices of the Insurance Commissioner (OIC)	Project Management for Health Insurance Exchange (HIX) IT Planning
October 2010	April 2011	Massachusetts EOHHS	Project Management for the Development of Massachusetts' State Medicaid Health IT Planning (SMHP) and Health IT (HIT) Implementation Advanced Planning Document (I-APD)
July 2010	December 2011	Maine Department of Health and Human Services (DHHS)	Project Management for MMIS Certification
February 2010	April 2012	City of Nashua, New Hampshire	Project Management for ERP System Implementation
January 2009	March 2009	Massachusetts IT Division	Project Health Assessment for Capital IT Projects (including evaluation of project management practices)
April 2008	June 2012	Maine DHHS	IV&V, Quality Assurance (QA), and Technical Assistance for MMIS Implementation
April 2008	June 2015	West Virginia BMS	Project Management for MMIS Re-procurement and Implementation
May 2007	June 2007	North Carolina Office of the State Auditor	Independent Evaluation of the State IT Services Enterprise PMO (EPMO)
June 2005	January 2007	Martin's Point Health Care	Project Management for Health Insurance Portability and Accountability Act (HIPAA) Compliance Project
December 2003	March 2008	West Virginia BMS	QA Monitoring of MMIS Implementation and CMS Certification
January 2003	June 2005	New Hampshire Department of Health and Human Services	IV&V for Medicaid Decision Support System and CMS Certification
January 2003	September 2003	Boston Teachers Union Health and Welfare Fund	Project Management for HIPAA Compliance Project
January 2002	July 2002	United Way of Greater Portland, Maine	Project Management for Fundraising Software Implementation
September 2001	March 2002	New Hampshire Department of Health and Human Services	Project Management for Enterprise Data Warehouse Project
March 2001	March 2002	Appalachian Trail Conservancy	Project Management for Systems Implementation
January 1998	March 2003	Maine Bureau of Accounts and Control	Project Management for Time and Attendance Management System Project

1.2 Procurement Development

RFQ Section 3.2 Vendor must have at least ten (10) years of experience in managing procurement development.

BerryDunn Response:

BerryDunn meets this requirement. We have provided procurement development and related procurement support services to government and private-sector clients for more than 20 years. Our experience includes providing a range of procurement development services in support of planning for and procuring new information systems, including:

- Conducting feasibility studies and business case analyses to justify the need for new technology solutions
- Developing functional and technical requirements for new or replacement software
- Documenting “As Is” and “To Be” business processes and identifying opportunities to strengthen processes to eliminate redundancy, increase productivity, and reduce cost, often in conjunction with the procurement of new technologies
- Conducting cost/benefit and return-on-investment analyses
- Developing Advanced Planning Documents (APDs), Requests for Proposals (RFPs), and other solicitation documents such as Requests for Information (RFIs) and Requests for Qualifications (RFQs)
- Providing project management and support during the procurement and contract negotiation process

Table 2 provides evidence that BerryDunn meets the RFQ requirement for at least ten years of experience in managing procurement development projects.

Table 2: Examples of BerryDunn’s Procurement Management Experience

Start Date	End Date	Client	Project
May 2014	November 2014	New Hampshire State Liquor Commission	RFP Development and Procurement Assistance for Point of Sale (POS) System
September 2013	August 2014	Minnesota Department of Corrections	RFP Development and Procurement Assistance for Criminal History System and Crime Reporting System Replacement
July 2013	July 2015	Vermont Department of Liquor Control	Systems Planning, RFP Development, and Procurement for Retail/POS System
April 2013	June 2014	Alabama Alcoholic Beverage Control Board	Wholesale/Retail Systems Analysis and Design Project
January 2013	June 2015	Massachusetts EOHHS	Systems Planning, RFP Development, and Procurement for Next Generation System(s)

Start Date	End Date	Client	Project
December 2012	June 2016	City of College Station, Texas	ERP Systems Planning, RFP Development, and Procurement
February 2011	April 2011	Vermont Agency of Human Services	Risk Assessment, Cost Benefit Analysis, and Development of MMIS I-APD
January 2010	May 2012	City of Sioux Falls, South Dakota	Systems Planning, RFP Development, and Procurement for Financial System Software
September 2009	July 2011	West Virginia BMS	RFP and APD Assistance for DW/DSS Re-procurement
April 2008	June 2012	West Virginia BMS	MITA State Self-Assessment (SS-A), RFP and APD Development, and Procurement Support for MMIS Re-procurement
January 2007	May 2007	City of Toledo, Ohio	ERP Systems Planning and Analysis
November 2006	November 2007	City of Richmond, Virginia	ERP Systems Planning and RFP Development
September 2006	August 2007	Foss Manufacturing	ERP Systems Planning, RFP Development, and Procurement
July 2006	January 2007	City of Newport News, Virginia	Systems Planning for Automated Assessment and Collection Systems
August 2005	March 2007	Tampa Port Authority	ERP Systems Planning, RFP Development, and Procurement
March 2005	May 2005	City of Newport News, Virginia	ERP System Make or Buy Analysis
July 2004	April 2005	Town of Leesburg, Virginia	ERP Systems Planning, RFP Development, and Procurement
January 2003	November 2003	Nashua School Department	Systems Planning and Procurement Support for Computerized Maintenance Management System
April 2002	December 2002	Martin's Point Health Care	Systems Selection for Practice Management System
March 2002	July 2002	New Hampshire Department of Administrative Services	Professional License Management System Requirements Analysis
February 2002	March 2002	New Hampshire Secretary of State's Office	Stakeholder Requirements Definition Project
May 2000	September 2000	Maine Bureau of Motor Vehicles	Licensing System Planning, RFP Development, and Procurement Support

1.3 Information Security

RFQ Section 3.3 Vendor must have at least five (5) years of general information security experience related to the implementation and/or monitoring of computer systems and/or applications.

BerryDunn Response:

BerryDunn meets this requirement. We have more than 20 years of information security experience related to the implementation and/or monitoring of computer systems and/or applications. Since our consulting practice was formed in 1986, we have conducted over 150 IT security assessments, controls reviews, fraud evaluations, financial analyses, HIPAA security and privacy rule assessments, compliance evaluations, Statement on Standards for Attestation (SSAE) 16 examinations (formerly Statement on Auditing Standards 70 attestations), and Sarbanes-Oxley (SOX) 404 assessments. We regularly work with clients that demand a high level of security and availability from their information systems, including government agencies, institutes of higher education, financial institutions, third party administrators, and state lotteries.

Our team members maintain several relevant certifications to support their security-related work, including those shown below:



Table 3 provides evidence that BerryDunn meets the RFQ requirement for at least five years of general information security experience related to the implementation and/or monitoring of computer systems and/or applications.

Table 3: Examples of BerryDunn’s Information Security Experience

Start Date	End Date	Client	Project
November 2014	December 2015	Washington Office of the State Auditor	Local Government IT Security Assessments
November 2014	October 2017	University of Minnesota	Information Security Risk Assessments
June 2014	November 2014	Missouri Family Services Division	Security Risk Assessment for Eligibility Determination and Enrollment System
October 2013	April 2014	Missouri Department of Social Services	MMIS Security Risk Assessment
August 2014	January 2015	University of Minnesota	IT Security Assessment
August 2013	January 2014	CommUnityCare	IT Security Assessment
June 2013	November 2013	University of Tennessee System	Organizational Security Posture Assessment
March 2013	November 2013	Glynn County, Georgia	IT Risks and Opportunities Assessment
February 2013	February 2014	Maine Veterans’ Homes	HIPAA Security Assessment
June 2013	June 2014	Massachusetts EOHHS	Systems Audit of HIX/IES Solution
June 2012	October 2012	Washington & Lee University	Security and Penetration Testing
January 2011	April 2011	Waynesburg University	Information Security and Compliance Assessment
August 2010	January 2011	Johnson & Wales University	Information Systems Compliance Consulting
January 2010	April 2010	Rhode Island Lottery	Information Security Audit
April 2009	July 2009	West Virginia Dept. of Health and Human Resources (DHHR)	Information Systems Controls Review
March 2009	June 2009	Washington & Lee University	eCommerce and Payment Card Industry (PCI) Compliance Evaluation
September 2006	December 2006	City of Orlando, Florida	Application Controls Review
December 2002	February 2003	Virginia Employment Commission	Information Systems Controls Audit
November 2001	February 2002	Georgia Institute of Technology	Information Security Infrastructure Assessment

1.4 MMIS Project Management

RFQ Section 3.4 Vendor must have three (3) years' experience, within the last eight (8) years, specific to project management services for the implementation of a Molina MMIS Project and CMS Certification or a Molina Health PAS System

BerryDunn Response:

BerryDunn meets this requirement. BerryDunn has provided project management services for three projects over the past eight years involving a Molina Health PAS system and Molina MMIS Project, two of which involved managing and preparing for CMS Certification of the Molina Health PAS System.

Project #1: Maine DHHS MMIS Implementation/Certification (four years and two months)

BerryDunn provided IV&V, QA, and Technical Assistance services to Maine DHHS from April 2008 to June 2012 for its Molina MMIS Health PAS System implementation. In addition, BerryDunn provided project management services for the CMS Certification effort of the MMIS starting in July 2010. CMS certified Maine's MMIS in December 2011.

Project #2: West Virginia BMS Refresh Project (one year and two months)

BerryDunn provided project management services to BMS for the Molina Health PAS System "Refresh Project" starting in June 2011. The project was successfully completed in August 2012. The purpose of this project was to upgrade the Health PAS System to be compliant with the new ICD-10 claim format (5010). The new HIPAA rules mandated the adoption of the conversion of 4010A1 to 5010 and NCPDP version 5.1 to version D.0. West Virginia's MMIS (Health PAS 2.0) needed to be refreshed in order to comply with these mandates. Although we did not provide certification assistance for this project, CMS approved this refresh in an APD in the second quarter of 2011 to upgrade the Health PAS System to v4.7. The system refresh was the first time Molina had performed a system upgrade of their Medicaid-related Health PAS systems for any of their clients. The services BerryDunn provided for the Refresh Project included project management oversight, deliverable reviews, subject matter expertise advisory services, user acceptance testing (UAT) support, operational readiness assessment, and post implementation project management and monitoring.

Project #3: West Virginia BMS MMIS Implementation (one year and two months)

BerryDunn is presently providing project management services for West Virginia's MMIS re-procurement and Molina Health PAS v5.0 MMIS implementation. BerryDunn's project management team started in January 2013, and continues to work on the implementation. The MMIS is scheduled for a January 2016 go-live. In addition to our project management services, BerryDunn has responsibilities for managing the CMS Pilot Certification effort for the MMIS, which has involved frequent and regular meetings since September 2014 and is expected to continue through the MMIS go-live. The duration of our project management work for the MMIS implementation work is currently one year and two months. BerryDunn also provided project management services starting in 2008 to assist BMS in preparing for the procurement and vendor award, including developing the APD, documenting requirements, drafting the RFP, and providing project management support during the vendor selection process.

1.5 MMIS Project Management References

RFQ Section 3.5 Vendor shall provide two (2) or more references for the Project Management of the MMIS Implementation and/or CMS Certification of a Molina MMIS or Molina Health PAS System.

BerryDunn Response:

Reference #1: Maine Department of Health and Human Services

In April 2008, BerryDunn was hired by Maine DHHS to provide IV&V, QA, and Technical Assistance services for the implementation of Molina's QNXT COTS (the Trizetto Health PAS solution, which is also installed in West Virginia) MMIS and Fiscal Agent Solution (MMIS/FAS) project. In addition, we provided Project Management for the CMS certification effort on this project. Our team independently verified and validated the design, development, and implementation (DDI) activities.

At the outset of the contract, BerryDunn developed an IV&V Project Plan to set forth the services and deliverables BerryDunn would provide and how they would be provided. We then conducted a focused review of project activities that had occurred to date to assess the project scope, projected timelines, project management approach, and planned resources. Throughout the course of the project, BerryDunn provided full-time on-site IV&V, QA, and Technical Assistance services, including reviews of vendor deliverables, observation of DDI activities, and participation in meetings with the State and Molina. Our primary deliverable was a Monthly Status Report that provided an assessment of project status and progress and recommendations for issue resolution and risk mitigation to promote the success of the project. We worked closely with the State's steering committee and were an integral part of the project management team, identifying risks, providing recommendations to mitigate those risks, performing readiness assessments, and participating on go/no-go decisions.

A central part of BerryDunn's project management work involved managing and facilitating the CMS Certification planning process and guiding the State in proactively building CMS Certification planning into all phases of the project. This clearly set forth the expectations for CMS Certification in both Molina's and the State's project planning. The MMIS went live in September 2010 and the State's CMS Certification walk-through occurred in September 2011. The system was unconditionally certified in December 2011.

In addition to our work on the MMIS, in May 2011 BerryDunn was asked by DHHS to perform an independent readiness assessment of the State's Pharmacy Benefit Management (PBM) system prior to its go-live. As a result of our assessment, we provided objective findings and a go-live recommendation.

Contract Duration: April 2008 through June 2012

Contact: Ms. Brenda Harvey, Former Commissioner for Maine DHHS (currently Executive Director for the New England States Consortium Systems Organization)

Tel: (508) 856-6056 | Email: Brenda.Harvey@umassmed.edu

Reference #2: West Virginia Bureau for Medical Services

In 2008, BerryDunn was hired to provide project management for the West Virginia BMS MMIS re-procurement and DDI. Our team worked with Bureau stakeholders to document technical and functional system requirements for the replacement MMIS, developed an RFP and APD, and provided project management for the proposal evaluation and negotiation with the selected vendor, Molina. We are currently providing project management for the implementation of Molina's Health PAS system, including management and oversight of the project schedule; project meeting coordination; evaluation of final design documentation; deliverable reviews and deliverable tracking; UAT planning and evaluation of system integration testing, risk, and issue management; CMS reporting assistance; and facilitation of project management team meetings and steering committee meetings. In addition, as West Virginia is one of three states participating in a pilot MMIS Certification process, we are providing project management for the CMS Certification pilot, working in collaboration with the Bureau, CMS, and Molina.

Over the course of our engagement, BerryDunn has served in related projects as a trusted advisor and an extension of the State's team by providing portfolio, program, and project management, business and technical analysis, policy analysis, and health and human services subject matter expertise to meet the Bureau's evolving project needs, including assisting the Bureau with the following efforts:

- Project management for DW/DSS procurement and implementation
- Project management for the 5010 upgrade (Refresh Project) of current Molina MMIS
- Project management and implementation support for ICD-10
- Project management for West Virginia's HIT initiatives, including eligibility expansion of the Medicaid population
- Project support for the E&E Modernization project
- ACA/health care reform planning, policy analysis, and implementation
- State Medicaid Health IT planning, implementation support, and development of HIT I-APD
- Development and implementation of a PMO
- Grant writing and related project management assistance for selected projects
- MITA State Self-Assessment (2.0 and 3.0), MITA organizational redesign, and MITA lifecycle maintenance
- Development of a rate setting methodology for a subset of West Virginia's behavioral health services

Contract Duration: April 2008 to present (contract through June 2015)

Contact: Mr. Ed Dolly, Chief Information Officer, West Virginia Department of Health and Human Resources, Office of the Secretary Management Information Services
Tel: (304) 558-4961 | Email: ed.i.dolly@wv.gov

1.6 State Medicaid Agency Project Management References

RFQ Section 3.6 Vendor shall provide three (3) or more references for project management services for a state Medicaid agency performed in the last ten (10) years. The references must include a description of the project management services work performed for each reference.

BerryDunn Response:

BerryDunn meets this requirement. In Table 4, we have provided six references for clients that can speak to BerryDunn’s experience providing project management services associated with initiatives within the state Medicaid enterprise.

Table 4: BerryDunn Project Management References

Client/Contact	Description of Services
<p>Arizona Health Care Cost Containment System Ms. Lauren Prole, TEFT Grant Manager Tel: (602) 417-4528 Lauren.Prole@azahcccs.gov</p>	<p>BerryDunn was hired in 2014 to provide strategic planning and project management support services for the Personal Health Records (PHR) component of Arizona’s TEFT Grant, which is a CMS planning and demonstration grant in support of Community-Based Long-Term Services and Supports. To date, we have conducted a needs analysis and comparison of PHR systems, provided recommendations, and assisted in the development of a Work Plan for Grant Years 2-4 for submission to CMS.</p>
<p>Green Mountain Care Board Ms. Susan Barrett, Executive Director Green Mountain Care Board State of Vermont Tel: (802) 828-2919 Susan.Barrett@state.vt.us</p>	<p>The Vermont Green Mountain Care Board (GMCB) is embarking on a project to expand, update, and improve the Vermont Health Care Uniform Reporting and Evaluation System (VHCURES), the resource for the State’s mandated unified health care database that captures eligibility and claims data for residents.</p> <p>GMCB contracted with BerryDunn in January 2014 to provide project management services to oversee the VHCURES implementation that will help the State to maintain operations while improving their ability to conduct analysis, planning, and evaluation activities related to the State’s healthcare data.</p>
<p>Massachusetts EOHHS Ms. Deborah Schiel, Director of Analytics Center for Healthcare Information and Analysis (Former Project Manager for EOHHS SMHP Project) Tel: (617) 988-3231 Deborah.Schiel@state.ma.us</p>	<p>From October 2010 to April 2011, BerryDunn managed and led the development of Massachusetts’ State Medicaid Health IT Plan (SMHP). We engaged key partners within the Commonwealth to document the “as-is” HIT landscape and desired “to-be” landscape, define activities necessary to administer the Electronic Health Records (EHR) Incentive Payment Program, develop EOHHS’ audit strategy, prepare a HIT Roadmap to guide EOHHS in achieving its “to-be” vision, and develop the HIT I-APD for submission to CMS.</p>

Client/Contact	Description of Services
<p>Massachusetts EOHHS Mr. David Olverson, IT Director Bureau of Public Health Facilities Tel: (978) 851-7321 x2305 David.olverson@state.ma.us</p>	<p>In May 2011, BerryDunn was hired to manage and lead a Next Generation Systems Planning Project for three of EOHHS' agencies: the Departments of Mental Health, Public Health, and Developmental Services. Our work consisted of collaborating with stakeholders to list and prioritize goals for its next generation systems, align the Departments' core business processes to the MITA Framework (including development of State-specific Processes), document as-is and to-be business and technical capabilities, and develop a consolidated requirements document. We are currently working with EOHHS on the development of an RFP for the procurement of the next generation systems.</p>
<p>Massachusetts HIX/IES Entities Mr. Daniel Adam, Contract Manager Massachusetts Office of Information Technology Tel: (617) 626-4558 Daniel.adam@state.ma.us</p>	<p>BerryDunn was hired in October 2012 by the University of Massachusetts Medical School (UMMS), the Massachusetts EOHHS, and the Commonwealth Connector Authority (collectively referred to as the HIX/IES Entities) to provide IV&V for the implementation of Massachusetts' HIX/IES solution. The primary objective of our IV&V services is to evaluate and monitor project issues and risks and provide objective recommendations to promote a successful implementation. BerryDunn also managed and performed UAT for this project.</p>
<p>West Virginia CHIP Ms. Sharon L. Carte, Executive Director West Virginia CHIP Tel: (304) 558-3415 Sharon.l.carte@wv.gov</p>	<p>BerryDunn was initially hired in September 2013 to perform analysis on the best approach to help bring WVCHIP into compliance with ACA requirements. Upon completion of our analysis and WVCHIP deciding to transition from their current claim processing platform to one that would be compliant with the ACA, BerryDunn was hired in May 2014 to provide project management services to facilitate the transition of WVCHIP to a new system. This project includes transitioning WVCHIP from their current Third Party Administrator (TPA) to the State's MMIS.</p> <p>BerryDunn's responsibilities include overseeing management of the project schedule, monitoring the development of key deliverables throughout the system development lifecycle, managing the issue and risk processes, evaluating those deliverables for quality and completeness, planning and managing the user acceptance test effort, and assisting with operational readiness activities.</p>

2. KEY CERTIFIED PROJECT MANAGEMENT STAFF

2.1 Lead Project Manager – One (1) position required

RFQ Section 3.7.1.1 Project Manager must have at least ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.

BerryDunn Response:

BerryDunn has multiple team members that meet or exceed the experience and qualification requirements for Lead Project Manager. We are pleased to propose Medgar Austin to serve in this role, based on his experience serving in a project management role for BMS since February 2013 and his 14 years of experience providing project management, leadership, and support services related to the analysis, development, and/or implementation of programs and initiatives for the Mississippi Division of Medicaid. *On the following page, we have provided a resume for Medgar Austin, which demonstrates that he meets the requirements for the Lead Project Manager role.*

RFQ Section 3.7.1.2 Lead Project Manager shall hold a current Project Management Professional Certification.



Medgar Austin, MBA, PMP

Proposed Project Role:	Lead Project Manager
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 02/2013)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	<p>Master of Business Administration, Belhaven University</p> <p>Bachelor of Science in Biology, Mississippi University for Women (coed since 1982)</p> <p>Associate of Arts in Criminal Justice, Community College of the Air Force</p> <p>Certified Project Management Professional, a designation of the Project Management Institute</p>

Overview

Medgar Austin is an accomplished manager and administrator with more than 15 years of experience in strategic planning, program implementation, management, and problem solving within state Medicaid agencies. His core competencies include program and project management; strategy, execution, and management; team development and leadership; and quality, cost, and performance improvement.

Relevant Experience

West Virginia BMS (02/2013 to Present). Medgar is currently serving as Project Manager for the Bureau's ICD-10 Implementation Project. In this role, he manages day-to-day activities to transition the West Virginia Medicaid program to the new ICD-10 coding standard, provides leadership and direction to multiple consultants and subject matter experts involved in various level of project work, researches requirements and develops innovative solutions to meet the needs of the Bureau, prepares APDs to obtain Federal approval and funding, and uses an in-depth knowledge of Medicaid administration to develop robust project documents to guide project work and inform stakeholders

State of Mississippi Division of Medicaid (12/1998 to 12/2012).

- *Deputy Administrator (06/2007 to 12/2012).* As Deputy Administrator, Medgar oversaw the Bureaus of Administrative Appeals, Provider and Beneficiary Relations, and Procurement and Contracting. He also served as legislative liaison regarding the resolution of constituent issues related to Medicaid, centralized appeal functions into a newly established Bureau of Appeals, and implemented standard processes to decrease appeal processing time, bringing a two-year backlog up to date. He also oversaw the successful solicitation of 35 major contracts totaling over 276 million dollars; supervised the successful implementation of the Provider Enrollment, Credentialing, and Antifraud provisions of the ACA; saved thousands of dollars in litigation costs by negotiating with hospitals, physicians, and their representing attorneys to settle disputes; and managed HIPAA compliance, with no reportable incidents or complaints in seven years.

- *Executive Staff Officer (04/2006 to 05/2007)*. Medgar's primary responsibilities included the solicitation and procurement of personal service contracts exceeding \$100,000, including developing specifications, terms and conditions, and payment methodologies; ensuring compliance with the HIPAA Privacy Rule; and coordinating emergency actions with the Mississippi Emergency Management Agency.
- *Division Director (01/2003 to 03/2006)*. Medgar supervised a staff of nurses, program managers, and medical coding experts for the implementation of Medicaid policy and payment of medical services claims. In this role, he chaired the Durable Medical Equipment (DME) workgroup to resolve numerous DME payment issues and improve beneficiary access to DME services.
- *Special Projects Officer (12/1998 to 12/2002)*. Medgar managed and directed all operations associated with non-emergency ground and air transport of Medicaid recipients to receive Medicaid provided medical services, developed policies and procedures to implement Federal requirements and provide support to 25 regional Medicaid offices across the State, and supervised a team of auditors and administrators responsible for monitoring and auditing 21 transportation contractors.

United States Air Force (08/1988 to 11/1998). Medgar served in positions of increasing scope and responsibility associated with managing response programs for aircraft crashes, hazardous materials incidents, and natural disasters. As Emergency Management Coordinator, he supervised, trained, and directed emergency management technicians to support the base emergency management program, established and oversaw hazardous materials response planning committees, assisted in the development of exercises and evaluated response personnel during exercises, managed training and certification programs for emergency management and war readiness, and served as a team member on the disaster response force, coordinating disaster actions during two major natural disasters.

2.2 Engagement Manager – One (1) position required

RFQ Section 3.7.2.1 Engagement Manager must have at least ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.

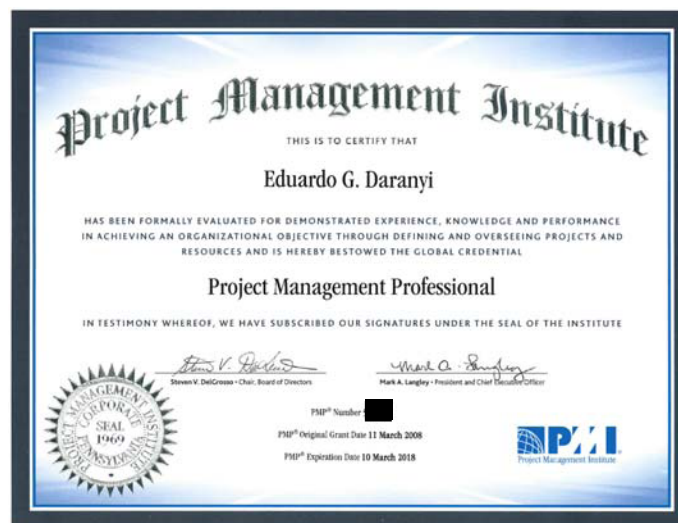
BerryDunn Response:

We are pleased to propose Eduardo (Ed) Daranyi as Engagement Manager for our work with the Bureau. Ed has more than 15 years of experience providing project management and support services directly related to the analysis, development, and/or implementation of programs and initiatives for state Medicaid agencies. *Ed's resume, which is located on the following page, describes his project experiences and shows that he meets the requirements.*

Ed has worked with BMS for more than five years, initially serving as part of BerryDunn's QA team for the Molina MMIS implementation and certification from 2005 to 2008. In June 2012, he began serving as Engagement Manager for our current contract (through June 2015) providing project management support services for multiple BMS initiatives, including the MMIS re-procurement and Molina Health PAS MMIS implementation; the CMS pilot certification project; the DW/DSS re-procurement and Truven DW/DSS implementation; and the enhancement of Deloitte's Eligibility & Enrollment system, among other projects.

In July 2014, Ed became a principal at BerryDunn. Ed's other work at BerryDunn includes an additional four years of project management-related work for Maine's Medicaid program, providers in Maine and New Hampshire, and a project management office assessment in North Carolina. Prior to joining BerryDunn, Ed spent six years performing project management duties for a pharmacy benefits management firm that serves Medicaid agencies across the country. Ed also worked for Electronic Data Systems as systems engineer and systems manager.

RFQ Section 3.7.2.2 Engagement Manager shall hold a current Project Management Professional Certification.



Eduardo Daranyi, MEd, PMP

Proposed Project Role:	Engagement Manager
Role at BerryDunn:	Principal (employed full-time with BerryDunn since 09/2005)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	<p>Master of Education, Lesley College</p> <p>Bachelor of Science in Physics, Mathematics, and Business Administration, Hillsdale College</p> <p>Certified Project Management Professional, a designation of the Project Management Institute</p> <p>Systems Engineering Development Program, Electronic Data Systems</p>

Overview

Ed Daranyi is a Principal at BerryDunn with over 15 years of experience managing and providing quality assurance oversight of large-scale technology initiatives. He has served in a project management and quality assurance 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, and as an Implementation Project Manager and Project Coordinator for Pharmacy Benefits Management Systems while employed by Goold Health Systems (GHS), now an Emdeon Company (formerly GHS Data Management).

Relevant Experience

West Virginia BMS (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; the Truven DW/DSS implementation; the Deloitte E&E System modernization; ACA planning, analysis, and advisory services; procurement services; eligibility systems planning; MITA 3.0 State Self-Assessment; provider re-enrollment; and other related initiatives.

Maine DHHS (04/2008 to 06/2012). BerryDunn provided IV&V, QA, and Technical Assistance services for the Molina MMIS and Fiscal Agent Solution (MMIS/FAS) 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.

Maine DHHS (04/2011 to 06/2011). BerryDunn 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.

West Virginia BMS (10/2005 to 02/2008). Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State of West Virginia 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.

North Carolina Office of the State Auditor (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' Enterprise Project Management Office (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.

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. In addition, he implemented a new manufacturing and assembly system and served as Systems Manager at a General Motors truck plant.

2.3 Lead MMIS Project Manager – One (1) position required

RFQ Section 3.7.3.1 Lead MMIS Project Manager must have at least ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency. In addition, manager must have at least three (3) years' experience within the last 10 years as a Project Manager of a Molina MMIS Implementation and/or CMS Certification of a Molina Health PAS system.

BerryDunn Response:

We are pleased to propose Nicole Becnel as Lead MMIS Project Manager. Nicole Becnel is a Manager in BerryDunn's Medicaid Consulting practice, with more than 13 years of healthcare IT experience. She has expertise in the areas of program management, project management; data and systems analysis; requirements definition; data and process mapping; technical writing; and system design, development, testing and certification for large health information systems.

On the following page, we have provided a resume for Nicole, which demonstrates that she meets the requirements for the Lead MMIS Project Manager role.

RFQ Section 3.7.3.2 Lead MMIS Project Manager shall hold a current Project Management Professional Certification.

BerryDunn Response:



Nicole Becnel, PMP

Proposed Project Role:	Lead MMIS Project Manager
Role at BerryDunn:	Manager (employed full-time with BerryDunn since 06/2010)
Years of Experience Relevant to Proposed Role:	13 years
Certifications and Education:	Bachelor of Arts in Speech and Hearing Science, University of South Florida Certified Project Management Professional, a designation of the Project Management Institute

Overview

Nicole Becnel is a Manager in BerryDunn's Medicaid Consulting practice, with more than 14 years of healthcare IT experience. She has expertise in the areas of program management, project management; data and systems analysis; requirements definition; data and process mapping; technical writing; and system design, development, testing and certification for large health information systems.

Relevant Experience

West Virginia BMS (06/2010 to Present). Nicole has worked on the following initiatives as part of BerryDunn's contract to provide project management services for BMS:

- *Program Manager for West Virginia BMS (09/2013 to Present).* In her role as Program Manager, Nicole provides program management for multiple projects with BMS, including project management of ACA planning, analysis, and advisory services; Molina HealthPAS MMIS, DW/DSS procurement, and project management; E&E systems planning; MITA 3.0 SS-A; and other related initiatives.
- *Project Manager for West Virginia MMIS DDI (12/2012 to 09/2013).* Nicole served as a Project Manager for the DDI of the Molina HealthPAS MMIS. Her work on the project included oversight of contract start up activities and system design sessions. She was responsible for managing the project team and providing oversight of the start-up and analysis/design activities.
- *Project Manager for West Virginia Provider Enrollment (07/2011 to 12/2012).* Nicole applied her Medicaid and Project Management expertise as Project Manager for West Virginia Provider Enrollment project for the HealthPAS system. In this role, Nicole supported the Bureau with her project management and subject matter expertise as they implemented health care reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at Provider Workshops held throughout the state.
- *Project Manager for 5010/D.0 HealthPAS Implementation (06/2011 to 08/2012).* Nicole served as Project Manager for the successful implementation of the 5010/D.0 standards required by federal mandate. In this role, Nicole supported the Bureau with her project management and subject matter expertise during the conversion of HIPAA Accredited Standards Committee (ASC)

X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs (NCPDP) version 5.1 to NCPDP version D.0. This work included project management of deliverable review, subject matter expert (SME) advisory services, UAT plan assistance, operational readiness assessment, and post implementation project management and monitoring.

- *Project Manager for West Virginia MMIS and DW/DSS DDI Re-procurement (06/2010 to 06/2011).* Nicole served as the Project Manager to assist the State with the development of procurement documentation for the MMIS and DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with the Bureau, reviewing project deliverables, and providing subject matter knowledge and support.

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

- *Project Manager for MIHMS Provider Enrollment (03/2008 to 06/2010).* Nicole served as Project Manager and SME for the Maine DHHS HealthPAS 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 project management of the interdepartmental impact, documented complex design, business and technical processes for customer satisfaction; provided HealthPAS application training for state staff and providers; prepared gap analysis and collaborated in the development of project scope estimates, detailed project plans and timelines.
- *Quality Manager for West Virginia MMIS (05/2006 to 03/2008).* Nicole managed the development, implementation, and evaluation of quality management and risk management activities to ensure project compliance with all budget, time and quality specifications to assure client requirements. As Quality Manager, Nicole successfully project managed the on-time delivery of the NPI initiative in an accelerated time frame, successfully provided on-site support to BMS during the CMS certification evaluation for HealthPAS; 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 (04/2005 to 05/2006).* Nicole developed, implemented, and documented processes and standards to ensure successful completion of reports. Additionally, she analyzed business processes to transition the configuration to meet the current application. Working with the client, Nicole identified required changes and ensured issues were identified, tracked, reported and resolved in a timely manner. She was also responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.
- *Project Management Support (09/2001 to 04/2005).* Nicole served in a project management support services role for State Medicaid initiatives including the Kentucky MMIS DDI project, which included schedule management, action item management, training support, provider development, and UAT planning. She also ensured the appropriate project organization processes were closely followed.

2.4 General Project Manager – Ten (10) positions required

RFQ Section 3.7.4.1 General Project Manager must have at least three (3) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.

BerryDunn Response:

BerryDunn meets the requirement for providing 10 General Project Managers. We are pleased to propose 10 individuals to serve in this role for the Bureau, as shown in Table 5. In addition to our 10 named General Project Managers, we have several additional team members that meet or exceed the requirements for this role and can be available to serve the Bureau's needs under this contract, if necessary.

Table 5: BerryDunn General Project Managers

No.	Name	Years of Relevant Experience
1	Lisa Calderwood, CAPM	4 years
2	Lorrie Davenport	25 years
3	Kristan Drzewiecki, PMP	10 years
4	Ruth Ferris, PMP	20 years
5	Tom Hunter	20 years
6	Laura Killebrew, PMP	15 years
7	Gary Listug	18 years
8	Brandon Milton, PMP	7 years
9	Marianne Ringel	20 years
10	Cynthia Taylor	30 years

All of our proposed General Project Managers meet or exceed the requirement of having at least three years of experience as a Project Manager and/or providing project management support services directly related to the analysis, development, and/or implementation of programs and initiatives for a state Medicaid agency. In addition, all of our proposed General Project Managers have prior experience working with BMS on Medicaid programs and initiatives.

On the following pages, we have provided resumes for each of our proposed General Project Managers, together with copies of project management-related certifications where applicable.

Lisa Calderwood, CAPM

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 10/2012)
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	Bachelor of Science in Health Services Administration, <i>Summa Cum Laude</i> , West Virginia University Institute of Technology Certified Associate in Project Management, a designation of the Project Management Institute

Overview

Lisa Calderwood is a Consultant in BerryDunn's Government Consulting Group focused on providing project management support, research, and analysis services. Prior to joining BerryDunn as a full-time employee, Lisa served as a subcontractor to BerryDunn on our work with the West Virginia OIC.

Relevant Experience

West Virginia BMS (10/2012 to Present). Lisa has worked on the following projects for the Bureau:

- *MMIS DDI (01/2013 to Present).* Lisa is serving as a lead for the DDI of the Molina Health PAS MMIS implementation. She serves as the design track lead for requirements validation, design sessions, and testing for several business areas including Member, Finance, Operations Management, Program Management, and Pharmacy. She also serves as the project lead for the State's participation in CMS Pilot MMIS Certification.
- *MITA 3.0 State-Self Assessment (10/2012 to 03/2013).* Lisa served as Project Coordinator for the MITA 3.0 SS-A for the Bureau.

West Virginia OIC (05/2010 to 09/2012). Lisa served as Health Policy Consultant and Research Specialist for the OIC, initially contracting directly with OIC and then as subcontractor to BerryDunn. In this role, she researched and analyzed new federal legislation and grant opportunities related to health policy, primarily related to the health benefit exchange and the ACA. Her responsibilities included preparing surveys and summaries; analyzing the impact of the ACA on existing (private and public) and expansion insured and uninsured populations (e.g., CHIP, Medicaid, PEIA); evaluating published research relevant to policy initiatives being undertaken at the OIC; developing program related documents, including analyses of laws and regulations; representing OIC to outside entities, agencies, vendors, and industry representatives; interfacing with BMS, CHIP, and DHHR regarding shared E&E policy analysis and strategic planning; collaborating and consulting with program staff to develop and implement program policies and procedures; assisting in grant writing, tracking, and reporting; facilitating meetings; and providing project management assistance.



Lorrie Davenport, MBA, CPUR

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Independent Consultant (subcontractor to BerryDunn since 08/2013)
Years of Experience Relevant to Proposed Role:	25 years
Certifications and Education:	Master of Business Administration, Southwest Texas State University Bachelor's Degree in Business Administration, Concordia University Bachelor's Degree in Psychology, Texas A&M University Certified Professional in Utilization Review

Overview

Lorrie Davenport brings more than 25 years of healthcare experience including provider relations for Medicaid and Medicare programs, executive oversight, complex technology implementations, hospital administration, fraud and abuse, utilization review, and operations management.

Relevant Experience

West Virginia BMS (08/2013 to Present). Lorrie has been providing project management, subject matter expertise, and thought leadership on the MMIS DDI project. Lorrie draws upon her extensive experience with MMIS implementations to share lessons learned and best practices that aid in risk identification and strategies for mitigation, resulting in time and resource efficiency for this project. She has been a driver of many key project management strategies for the MMIS that have resulted in improved quality deliverables, increased oversight in requirement traceability, and additional dashboard reporting for the Bureau. She has been a key player in identifying and developing acceptance criteria for deliverables and milestones as well a key reviewer of Molina's deliverables. Her knowledgebase is flexible enough to allow her the ability to 'get into the weeds' in design documents and DDI discussions, provide input into CMS certification, and engage at executive levels regarding risk/issue/mitigation and project management oversight.

HP Enterprise Services (formerly EDS) (07/2002 to 06/2012). Lorrie worked on the following projects and internal initiatives while employed with HP Enterprise Services:

- *Plano Support Center (05/2010 to 06/2012):* As Solution Architect, Healthcare Consultant, and Business Process Optimization SME, Lorrie contributed to HP's enterprise architecture strategy, applications, and COTS design; led a team of 30 solutions professionals in tasks such as gap analysis, business process review, mapping of requirements for traceability and solution input, and oversaw technical architecture, design, hardware/software components, resources, and interoperability during the E2E solution integration. Her work with HP has given her experience with large scale databases such as member eligibility, provider, claims engines, and DW/DSS, and tools such as Microsoft SQL and Oracle, as well as experience designing solutions for SOA, n-Tier architecture, and UNIX environments.

- *Connecticut interChange Implementation (10/2005 to 05/2010):* As the Implementation and Operations Provider Services Manager, Lorrie led provider relations, publications, Internet portal, provider and client call centers, electronic data interfaces, quality assurance, and training of 6,000 providers and 250 state employees annually. She was responsible for directing operational readiness testing and preparation for CMS certification, and developed and implemented the State's first online secure web portal and enrollment wizard and the first member toll free call center. This position gave her experience in solution and project designs in accordance with CMMI, PMI, PMBOK®, Project Life Cycle (PLC), SDLC, Microsoft Project, and the International Organization for Standardization (ISO). She served as a SME in web portal design, call center technology, business process optimization services, back office support, print/imaging, workflow, and CRM, and consulted as a provider and member data and business process SME for new and add-on logos. Her expertise in HIPAA, ANSI ASC X12 EDI Transaction Set Standards is bolstered by experience with healthcare informatics solutions for the ACA, ACO, HL7, and EMR.
- *Account Operations for Medicare Part B (09/2001 to 10/2005):* As the Northern Operations Site Manager, Lorrie monitored EDS' adherence to CMS requirements and collaborated with external and internal customers, including CMS, the Office of Inspector General, the Office of the Attorney General, the U.S. DHHS, the Social Security Administration, providers, vendors, and beneficiaries. She directed activities of the tri-state (ME, VT, NH) provider call center and quad-state (ME, VT, NH, MA) beneficiary call center, implemented an enhanced voice-response system, developed and implemented a call center training program that blended provider and beneficiary skill sets to maximize resources while reducing training time from ten to five weeks, and implemented a training program for a customer service organization, in preparation for a successful ISO certification.
- *Account Operations – Fiscal Agent, Medicaid (11/1996 to 09/2011):* As the Provider Services Manager/Interim Provider Services Director for the Austin, Texas office, Lorrie designed and managed provider legislative projects and managed a budget of \$6.5 million for education and outreach to 75,000 providers of Medicaid and chronically ill and disabled children. She worked with associations and key provider communities to complete the legislative reenrollment mandate; provided status reports to the Medicaid Director, Medicaid Bureau Chief, and legislative offices; was a frequent guest speaker at the Texas Medical Association, Texas Hospital Association, and Mental Health and Mental Retardation meetings; designed specifications and testing plans for implementing NPI; piloted an electronic enrollment and reenrollment application on the Medicaid website; and directed the provider enrollment, provider file maintenance, policy, publications, and provider outreach teams.

Lorrie also served as QA for Managed Care for the Texas Medicaid STAR Program. In this position, she designed, implemented, and analyzed the results of a provider satisfaction survey for Quality Assurance Reform Initiative (QARI) standards; analyzed healthcare data; and served as an auditor on the state's readiness committee that determined HMO plans' status and capabilities before entering the HMO STAR Medicaid network.

Magellan Health Care (05/1986 to 11/1996). Lorrie served in several roles during her ten year tenure with Magellan, including Deputy Hospital Director, Director of Utilization Review/Case Management/Medical Records, and Cognitive Behavioral Therapist.

Kristan Drzewiecki, PMP, MP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Manager (employed full-time with BerryDunn since 12/2007 and as a subcontractor from 11/2006 to 11/2007)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Certified Project Management Professional, a designation of the Project Management Institute Master of Planning, Housing, and Community Development, University of Virginia Bachelor of Science in Foreign Service, Georgetown University

Overview

Kristan Drzewiecki is a Manager in BerryDunn's Government Consulting Group, with more than ten years of professional project design, implementation, and management experience. She is a strong leader, facilitator, and technical writer with the ability to translate complex policies into clear, tangible actions. Kristan has a deep understanding of the systems and processes that support the delivery of government-funded health and human services.

Relevant Experience

Massachusetts HIX/IES Entities (10/2012 to 03/2015). Kristan served as QA Manager as part of BerryDunn's engagement providing IV&V services for implementation of Massachusetts' HIX/IES, a project conducted with the Massachusetts EOHHS, the Commonwealth Connector, and the University of Massachusetts Medical School (collectively known as the HIX/IES Entities). As QA Manager, Kristan led the review of the System Integrator's project deliverables and conducted QA reviews of overall project processes and deliverables.

Colorado Department of Human Services (DHS) (07/2014 to 10/2014). Kristan served as Project Manager to conduct an assessment of DHS' current child care automated tracking system to understand its technical feasibility relative to the Colorado Child Care Assistance Program. She also led the effort to define current and future system requirements.

West Virginia OIC (06/2011 to 10/2012). Kristan provided program management and strategic planning services to assist the State with evaluating its alternatives for implementing a HIX. As part of her work, she created an Exchange Implementation Work Plan; developed a HIX IT Strategic Plan; created a budget and sustainability model for the Exchange, with a focus on the IT components; drafted an I-APD and Cost Allocation Strategy for Medicaid-Exchange touch points; and assessed eligibility system options.

Maine DHHS (08/2009 to 06/2011). As Analyst for BerryDunn's contract providing IV&V, QA, and Technical Assistance for Maine's QNXT COTS MMIS and Fiscal Agent Solution project implementation, Kristan conducted reviews of project management and system design and development documents for clarity of content, consistency with project objectives, contractual compliance, and best practices and assisted with IV&V project management, including development

of status reports. She also assisted with Go-live Readiness Assessments, including developing checklists, conducting stakeholder interviews, analyzing project status data, and preparing final deliverables.

Vermont Agency of Human Services (02/2011 to 04/2011). Kristan served as an Analyst on BerryDunn's team to analyze the costs and benefits related to modernization of Vermont's legacy MMIS and associated systems, assess risks related to different future system options, and develop an I-APD.

Massachusetts EOHS (08/2010 to 07/2011). Kristan served as Lead for the development of Massachusetts' State Medicaid Health IT Plan, with responsibility for managing the timeline, tasks, and team members associated with the development of the SMHP and the HIT I-APD.

Vermont Department of Children and Families (02/2010 to 10/2010). Kristan was a Business Analyst on the team to develop requirements for a new unified data management system that improved the Children's Integrated Services client data management, billing and payment, and reporting capabilities.

West Virginia DHHR and BMS (04/2008 to 02/2011). Kristan worked with DHHR and BMS stakeholders to identify ACA provisions that impacted DHHR offices; evaluate specific ACA provisions in terms of their impacts on policies, programs, systems, budgets and operations; and monitor regulations and guidance. As Lead Analyst, she facilitated meetings with stakeholders, provided subject matter expertise, oversaw a team of BerryDunn analysts, and developed and reviewed project deliverables. During this time she also served as an Analyst for the MITA 2.0 State Self-Assessment, assisted with the development of an RFP and APD for the MMIS Replacement project, and led the development of the DW/DSS APD.

West Virginia BMS (11/2006 to 03/2008). Kristan worked as part of BerryDunn's team to provide post-implementation QA oversight of West Virginia's MMIS. As QA Analyst, Kristan reviewed vendor deliverables, implementation planning documents, and other project artifacts to identify and recommend strategies to address potential risks and issues.

North Carolina Office of the State Auditor (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 State's Office of IT Services' EPMO. Kristan served as an 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.

Project Development and Grant Writing (06/2002 to 11/2006). Kristan has extensive experience developing projects and writing proposals for Federal, state, and local government programs, including Low Income Housing Tax Credit, Federal Home Loan Bank, HUD (Continuum of Care, HOPWA, CDBG, HOME, Section 811), corporations, and private foundations.



Ruth Ferris, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Independent Consultant (subcontractor with BerryDunn since 10/2014)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Arts, University of Western Ontario Certified Project Management Professional (a designation of the Project Management Institute)

Overview

Ruth Ferris is a Medicaid Business Consultant with 20 years of experience supporting the build-out of MMIS and other government healthcare systems and operations. Her expertise includes project team management, business and systems requirements analysis, MITA standards and guidelines, proposal development, systems integration testing, and fiscal agent account management.

Relevant Experience

West Virginia BMS (10/2014 to Present). Ruth is serving as part of BerryDunn’s project management team for the implementation of West Virginia’s Molina HealthPAS MMIS, providing specialized knowledge and expertise on a range of development aspects and supporting the on-time completion of project milestones. Her work entails reviewing Molina deliverables, including business/technical design documents and system specifications, for quality, compliance with contractual requirements, and alignment with industry standards and best practices; identifying issues and providing recommendations for remediation; supporting UAT; and providing task, work plan, and schedule inputs in support of the State’s preparation of the CMS Medicaid Enterprise Certification Checklist Review and compliance with federal mandates.

Electronic Health Resources (EHR) LLC, MITA Solution Architect (05/2014 to 09/2014). As a MITA Solution Architect on a MITA alignment project for a state Medicaid enterprise, Ruth aligned the vendor’s system and operations solution with CMS’ MITA architecture using EHR’s ReadyCert software.

Computer Science Corporation (CSC) (05/2011 to 12/2013). On the MMIS Development Project for the State of North Carolina, Ruth held the following positions:

- *Claims Subject Matter Expert (05/2012 to 12/2013):* Ruth led a team of six business analysts who developed claim edit criteria documentation and executed functional tests; developed schedule and resource breakdown, and sequenced and assigned tasks to ensure on-time completion; delivered table data for 600+ edits and ancillary documentation for an additional 4,500 audits, all of which met client approval; reported progress to technical leads, implementation managers, and the PMO; optimized performance by identifying key functional user interface design changes from test results and fit/gap analysis; and developed a claims procedures manual that met all milestones and earned client approval upon first submission.

- *Claims Development String – Test Lead / SIT Analyst (05/2011 to 05/2012)*: Ruth created and implemented methods, strategy, and work plans to string-test claims processing software code. She documented defects and collaborated with developers to manage defect resolution; assigned work to analysts and developers; reported progress to project managers, development leads, and system architects; mobilized the team to develop and execute 212 string-test scenarios spanning edits for all business process areas; validated results to >90% accuracy (the delivered code reduced subsequent SIT failure rate and test time); and developed metrics and reports to measure, monitor and control work for Claims SIT Team.

MMIS Vendor Proposal Development Support (10/2008 to 06/2009; 12/2009 to 12/2010; 01/2011 to 04/2011). Ruth supported MMIS vendors ACS (A Xerox Company) and CSC, with the development of proposals to state agencies. She analyzed RFP requirements and MITA SS-As against business and functional areas of the proposed solution in order to present an effective technology-operations solution based on the requirements set forth in the RFP. In addition, she researched and analyzed systems and operational requirements, designed source documents to ensure accurate responses to evaluation criteria, and incorporated MITA maturity model concepts.

First Health Services Corp (Fiscal Agent Division), a subsidiary of Coventry Health Care (08/1994 to 01/2001; 11/2005 to 09/2008). As the Director of Account Management for the New York City Department of Health and Mental Hygiene Early Intervention Program, Ruth directed all aspects of fiscal agent contract specific to healthcare claims processing and reimbursement operations. She hired, trained, and managed an operations manager, administrative manager, and a team responsible for provider relations, data entry, technical support, third-party liability, document control, finance, and accounting; provided subject matter expertise to off-site software developers in order to implement modifications and enhancements to existing claims applications; ensured federal HIPPA, NPI, and EIP Program compliance; and achieved 100% staff retention through team building and leadership. As Project Director, she directed a fiscal agent contract, including 17 staff, in healthcare claims processing and reimbursement operations in support of a \$10M five-year contract and achieved a 400% increase in lines processed, grew electronic submittals to 90% of claims received, and achieved zero performance penalties/liquidated damage assessments.

CSC (02/2001 to 07/2005). Ruth held the following positions on the New York MMIS project:

- *SIT Analyst, MMIS Claims & Encounters (11/2004 to 07/2005)*: Ruth collaborated with web developers, project managers, test team, and clients to verify intended functionality of web pages, and provided fiscal agent and client training and support.
- *Lead Web Test Analyst, MMIS Claims & Encounters (01/2003 to 10/2004)*: Ruth led a team of 10 test and business analysts to analyze requirements, design, business processes, and performance standards impacting the functionality of all MMIS subsystem display groups.
- *Business/SIT Analyst, MMIS Pharmacy, Claims & Encounters (02/2001 to 12/2002)*: Ruth performed SIT for the eMedNY POS System, an online, real-time pharmacy claims adjudication system.



Charles T. (Tom) Hunter

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 07/2011)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	<p>ITIL Foundation Certification Microsoft SharePoint 2010</p> <p>Tom has attended Morris Harvey College and West Virginia University, earning 80 credit hours in Pascal programming language, C++ programming language, and accounting. In addition, he has taken various IBM classes on telecommunications, programming, and NT administration and taken technical classes through Computer Associates and New Horizons Computer Learning Center.</p>

Overview

Tom Hunter is a Senior Consultant in BerryDunn's Government Consulting Group. He has more than 20 years of experience as a project manager, Database Administrator (DBA), system designer, computer programmer, analyst, and trainer in the healthcare and natural gas industries. Tom has strong analytical skills combined with experience in object oriented programming techniques, database design, and legacy programming languages. He is a team leader competent in complete project cycles, testing, final implementation and documentation with excellent communication skills.

Relevant Experience

West Virginia BMS (07/2011 to Present). Tom has worked on the following initiatives as part of BerryDunn's contract to provide project management services for BMS:

- *WV Medicaid Provider Enrollment Application Project (08/2012 to Present).* Tom has been the Lead PM for this project assisting the WV BMS Policy and Administration Department with Weekly Status Meeting facilitation and reporting. He is the lead User Acceptance Tester for BerryDunn coordinating BMS resources to provide accurate and prompt testing results on the PEA project. In addition, Tom has critiqued several Desk Level Procedures (DLPs) from BMS' fiscal agent and offered many updates resulting in improvements to their documentation. Tom has provided valuable services in other areas including Provider Enrollment criteria research and technical experience and expertise with Microsoft Excel and SharePoint.
- *WV Medicaid 5010 Refresh Project (10/2011 to 08/2013).* Tom participated on the Medicaid 5010 Refresh Project as a lead tester and support analyst assisting BMS in several ways. He wrote user documentation for the BMS testers, created Excel spreadsheets and SharePoint lists to facilitate defect reporting, and managed the day-to-day UAT efforts at the fiscal agent's office

for BMS. He participated in daily triage meetings during UAT and provided valuable assistance with his background in medical claims billing and processing.

- *DW/DSS (07/2011 to 10/2011)*. Tom worked on the DW/DSS after joining BerryDunn in July 2011. His initial duties were meeting facilitation and deliverable reviews. His background provided expertise with the numerous technical documents that were presented as part of the early stages of the project.

R.L. Laughlin & Co., Inc., Charleston, WV (12/2002 to 07/2011). As an IT DBA, analyst, and programmer for this West Virginia-based natural gas measurement and field services company, Tom provided programming, database design/administration, and system design functions on a variety of platforms and programming languages. He administered MS SQL databases, including transactional replication of production database to offsite backup server; wrote, tested, and debugged ad-hoc queries, user-defined functions, and stored procedures; created and maintained tables, including indexes and triggers; developed program specifications and documentation; developed and maintained operational procedures. He has written programs to provide custom file formats and reports; migrated software to a client-server platform; provided new software development and support; and managed teams of software development subcontractors.

Charleston Area Medical Center (CAMC), Charleston, WV (09/1992 to 12/2002). As Director of Information Technology from 1992 to 2002, Tom managed the 200+ server Data Center at CAMC, which had 15 staff and operated 24/7. He also managed the Network and PBX departments (staff of 25) and Help Desk (staff of 12). He participated in IT project management at the department level, attended Six Sigma training sessions, and facilitated management development classes.

Strategic Ventures, Inc. (SVI) (08/1987 to 09/1992). As Director of Information Technology, Tom planned and implemented the consolidation of the SVI data center into the CAMC's data center; managed a medical billing department of 15 employees and an IT staff of four, providing IT services to seven corporate entities. In addition, he migrated an IBM System 36 computer to an IBM AS/400 system; wrote and maintained RPG programs on AS/400; and planned and implemented the installation of an HP computer to provide computer services to Carelink HMO.

Laura Killebrew, MHSA, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 07/2011)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Certified Project Management Professional (a designation of the Project Management Institute) Master of Health Services Administration, Magna Cum Laude, Mississippi College Bachelor of Science in Chemistry and Biology, Texas A&M University

Overview

Laura Killebrew is a Senior Consultant with BerryDunn and an experienced healthcare professional with over 15 years of experience leading program management, contract management, strategic development, and compliance efforts for multiple government health and human services agencies. She has held management and supervisory positions and has experience with regulatory compliance, waivers, State Plan Amendment (SPA) submissions, reporting, policy and procedural development, Standard Operating Procedure (SOP) manuals, training development and facilitation, data analysis, feasibility studies, budget administration, and grant writing.

Relevant Experience

West Virginia BMS (07/2011 to Present). Laura has worked on the following initiatives as part of BerryDunn's contract to provide project management services for BMS:

- *ICD-10 Policy Remediation (07/2013 to Present).* Laura is currently working with BMS on the ICD-10 Policy Remediation phase of the ICD-10 Project. In this role, she serves as a policy Subject Matter Expert (SME), assisting in the conversion and clean-up of the current provider policy manual. Laura's work includes the facilitating policy manager meetings and policy committee meetings, and assisting the project manager in the development of UAT test scenarios based on the policies identified that have ICD-9 diagnosis code restrictions.
- *Adult Quality Measures Grant (03/2013 to Present).* Laura is currently serving in a project oversight role for the Adult Quality Measures Grant. She is responsible for assisting the State with their quarterly reporting documentation to CMS, updating the project and budget narratives as needed, and assisting in creating the change request necessary for any system changes to the MMIS in order to fully report on the measures.
- *ACA Project (07/2011 to 01/2014).* As Project Lead, Laura monitored the development of BerryDunn project deliverables, facilitated project meetings with BMS personnel, and developed Impact Assessments for identified ACA provisions once "full and final guidance" was made available. She also researched and provided detail summaries for the Commissioner upon request on various topics, and provided guidance for the Bureau's involvement with the MACPro initiative.

Centers for Medicare and Medicaid Services (06/2010 to 05/2011). As a Health Insurance Specialist, Laura was responsible for driving the processing of all SPAs submitted by the State of Kentucky for approval or denial. She also researched the current State Plan, requested changes to ensure requests were in compliance with Federal regulations, and managed Kentucky's Home and Community-Based Waiver applications, renewals, and reports. She responded to eligibility questions requiring clarification from CMS and represented the Department in meetings with other Health Insurance Specialists and Central Office Staff.

Georgia Department of Community Health (DCH) (10/2005 to 06/2010). Laura's experience with the DCH spanned five years and concentrated on Managed Care Implementation/Contract Management and Program Policy and Development. She worked with DCH to develop and implement the 1115 Managed Care Expansion waiver and became the Contract Manager for the program. In this role she managed diverse stakeholder groups such as Managed Care Organizations, providers, and community members and developed compliance strategies to ensure adherence to federal and state regulations.

As a Strategic Development Coordinator, Laura led the Design, Development, and Implementation team for the Money Follows the Persons (MFP) demonstration project. As the Managed Care Lead for a new MMIS procurement, Laura partnered with multiple departments to develop payment processes for program areas and workarounds when needed, participated in the selection of the new MMIS fiscal agent, ensured staff engagement with implementation tracks for the managed care requirements, and completed deliverable reviews and User Acceptance Testing (UAT) scripts.

Mississippi Division of Medicaid (12/1999 to 11/2005). As Division Director, Laura developed the RFP for the Disease Management Program and maintained contract performance, which focused on diabetes, hypertension, and asthma as a cost-saving measure for the delivery system. She directed and performed data analysis, measured outcomes, and identified specific populations that would benefit from disease and/or case management. In addition, she developed and evaluated program proposals for the DM Division and facilitated the development and approval of SPAs, waivers, and other authorizations with CMS. In addition, Laura worked with the Mississippi Medicaid Home and Community-Based Waiver programs and Hospice, with responsibility for monitoring and maintaining CMS applications, updates, and renewals for the Elderly and Disabled, Mentally Retarded/Developmental Disabled, Independent Living, Traumatic Brain Injury, Assisted Living, and Hospice waivers. Under the Hospice program, she was responsible for aligning the federal and state regulations to bring the services under control and reduce program-related fraud and abuse.

Mississippi Department of Human Services (08/1998 to 12/1999). Laura served as Program Manager for the Centralized Receipting and Disbursement Unit (CRDU). In this role, she was instrumental in the initial development and design of the first statewide centralized receipting and disbursement unit for the Child Support Division in Mississippi. She also assisted in the proposal and selection of the facilities cost for the project. She supervised all functions of the customer service unit, which increased collections and disbursements of child support payments by \$5 million in the first year. She wrote the SOP for the unit, the internal policy manual, and the training documents for the staff. She was responsible for batching funds for disbursement, validating daily banking transactions, and assisting in identifying incorrectly posted monies in the unidentified account for disbursement to custodial parent(s).



Gary Listug

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 02/2014)
Years of Experience Relevant to Proposed Role:	18 years

Overview

Gary Listug is a Senior Consultant with BerryDunn's Government Consulting Group, joining BerryDunn in 2014 after 18 successful years of working with ACS/Xerox (now Cognizant) in lead analyst roles for MMIS implementations across the country. Gary has a comprehensive background in healthcare IT systems, including the design and development of MMIS solutions for clients in seven states, with particular focus in the areas of requirements development, design, and testing.

Relevant Experience

West Virginia BMS (02/2014 to Present). Gary is providing project management support for the Molina Health PAS MMIS DDI project. His current responsibilities include monitoring System Integration Test (SIT) progress and reviewing SIT test cases and results deliverables. He is also involved in the planning, design, and execution of UAT for several business process areas of the Bureau's MMIS.

ACS/Xerox/Cognizant Technical Solutions (06/1995 to 01/2014). Gary served in various roles during his time with Cognizant (formerly ACS/Xerox):

- *As Lead Business Analyst for the Alaska MMIS Project – Member Subsystem (01/2009 to 01/2014),* Gary developed and completed Detailed System Design documents for the Member Subsystem, which included Use Case Specifications, User Interface Specifications, Business Rules, Interface Specifications, and Report Specifications. He also conducted client Design Review meetings, provided design clarification and support to the conversion development teams, provided support to the testing and development teams through System and UAT phases, and provided post-implementation support.
- *As Lead Business Analyst for the North Dakota MMIS Project – Member Subsystem (07/2007 to 12/2008),* Gary was conducted client Requirements Definition Meetings, completed and obtained client approval of a Requirements Analysis Document, conducted JAD meetings, and completing draft of Detailed System Design artifacts including Use Case Specifications, User Interface Specifications, Business Rules, Interface Specifications, and Report Specifications.
- *As Lead Analyst for the North Carolina MMIS Project – Member Subsystem (05/2004 to 06/2007),* Gary analyzed legacy client data; developed conversion mapping documents; conducted Requirements Definition Meetings; completed and obtained client approval of a Requirements Analysis Document; completed Detailed System Design artifacts, including Use Case Specifications, User Interface Specifications, Business Rules, Interface Specifications, and Report Specifications; conducted Design Review meetings; and led a team of PowerBuilder and COBOL developers through the early development phase.

- *As Lead Analyst for the Mississippi MMIS Project – Provider Subsystem (01/2002 to 04/2004)*, Gary was instrumental in the development of the template for the new Requirements Analysis Document that was used throughout the entire Mississippi MMIS project. He analyzed legacy client data and developed conversion mapping documents; conducted Requirements Definition Meetings; completed and obtained client approval of a Requirements Analysis Document; conducted Design Review meetings; completed Detailed System Design artifacts, including Use Case Specifications, User Interface Specifications, Business Rules, Interface Specifications, and Report Specifications; led the Member development team and actively participated in the coding, testing, and implementation phases of the COBOL/DB2-based project; and designed and developed a unique 'Reverse Conversion' process that allowed Providers to re-enroll using the new MMIS Provider Enrollment functionality and still keep the Provider data current with ongoing data maintenance that was occurring in the legacy system, allowing the State to go live with the new Provider Enrollment functionality six months prior to the rest of the new MMIS. He received special letter of commendation from the State's Medicaid Director for his contributions in allowing providers to re-enroll prior to the full new system going live.
- *As Programmer/Analyst for the New Mexico MMIS Project – Claims and Member (04/2000 to 12/2002)*, Gary participated in the Requirements Definition and Detailed System Design phases including requirements meetings and the delivery of approved RAD and DSD documents. He developed key components of the CICS COBOL/DB2 based claims processing system including claim member eligibility edits and final adjudication process modules.
- *As Lead Analyst for the Colorado MMIS Project – Claims Payment and Financial (12/1998 to 03/2000)*, Gary was responsible for various tasks. Joining this project midway through the design phase, the Claims Payment and financial team was running behind schedule and he was able to resolve several pending design issues to put the team back on schedule. He successfully led the provider team to completion of Detailed System Design phase and delivery of approved DSD documents, and led the COBOL/DB2 development team responsible for the coding, testing and implementation phases of the project.
- *As Programmer/Analyst and Lead Analyst for the Minnesota MMIS Project – Claims Processing (06/1995 to 12/1998)*, Gary successfully designed, coded and tested post-implementation corrections and enhancements to the COBOL/VSAM based claims processing components, resolved outstanding issues with claims pricing, validation and adjudication edits and audits, with a particular emphasis on complex Utilization Review and Duplicate Check issues, coded new enhancements including a Point Of Sale Pharmacy Prospective Drug Utilization Review module, enhancements to reimburse the Department of Health for vaccines, and an enhancement to pay interest to providers for delayed claim payments, and led a team of developers and actively participated in the coordination of project and task management activities with State counterparts.

Regions Hospital (05/1988 to 06/1995). Gary served as the IBM Mainframe Systems Programmer for Regions Hospital, where his responsibilities included installing and providing technical support for critical mainframe system software including VM and VSE operating systems, CICS, VTAM, and NCP network environments, and installing and maintaining all mainframe based vendor application software including financial and accounting applications, patient billing applications, and various operations support software.

Brandon Milton, MBA, PMP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 07/2011)
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	<p>Master of Business Administration, University of New Hampshire</p> <p>Bachelor of Science in Business Administration and Political Science, University of Maine</p> <p>Certified Project Management Professional, a designation of the Project Management Institute</p>

Overview

Brandon Milton is a Senior Consultant in BerryDunn’s Government Consulting Group with more than seven years of experience working in the government arena, including work as a consultant in support of state health and human services initiatives and work with the U.S. Senate in support of U.S. Senator Susan Collins.

Relevant Experience

West Virginia BMS (07/2011 to Present).

- *MMIS DDI (09/2013 to Present)*. Brandon is currently serving as a Project Manager for the design, development, and implementation of the Molina HealthPAS MMIS. Brandon’s work on the project has included oversight of system design sessions and Fiscal Agent system integration testing activities. He is currently responsible for managing the project team and providing oversight of the deliverable review process as well as User Acceptance Testing (UAT) activities. Brandon is also leading the State’s participation in a CMS Pilot certification project for certification of the new MMIS.
- *DW/DSS (01/2012 to 08/2013)*. Brandon provided project management services from September 2012 to August 2013 for the Bureau’s DW/DSS implementation. Brandon’s work included the facilitation of requirements validation sessions, working with the State to identify potential data suppliers, and working with the selected suppliers to determine the data feeds they will provide the DW/DSS. He facilitated design sessions between the State, data suppliers, and vendor to determine the data elements that would make up each of the data feeds. In addition, he developed test cases for UAT of the DW/DSS to provide end users with assurance that the system processes information as it was designed to.

Prior to his role as project manager for the DW/DSS implementation, Brandon provided project management support services for the project. In this role he assisted with the development of the project charter, conducted requirements validation, reviewed project deliverables for adherence to project quality standards, and developed status reporting deliverables for the client.

- *Provider Enrollment Application (11/2011 to 12/2011)*. Brandon provided project management support services for the design, development, and implementation of a provider enrollment application, which allows for the online processing of providers' applications to participate in the Medicaid program. As project contributor and business analyst, Brandon created status reporting deliverables and assisted the project manager in executing the project according to the project management plan.
- *MMIS Re-Procurement Project (07/2011 to 10/2011)*. Brandon provided project management support for the MMIS Re-Procurement, a project that involved the development of an RFP for the replacement of West Virginia's MMIS. Brandon participated in the gathering of requirements for the RFP and helped to review vendor proposals for compliance with RFP requirements.

Office of US Senator Susan M. Collins (09/2007 to 08/2010). Brandon served as Mail Director for the Office of U.S. Senator Susan M. Collins in Washington, D.C., with responsibility for designing, implementing, and managing process improvements to streamline paperless mail operation involving a staff of 75 across eight offices in Maine and Washington, D.C. He reduced response time to constituent inquiries from 30 days to as little as two days and downsized the mailroom staff from four to two employees. In addition, he supervised eight legislative correspondents and six interns; screened and edited outgoing correspondence on behalf of Senator Collins; and created and managed an amendment tracking system for major legislation, including the FY2010 budget, the American Recovery and Reinvestment Act (ARRA) of 2009, and multiple appropriation bills.

Senator Susan Collins Campaign (10/2008). As a Team Leader for Senator Susan Collins' re-election campaign, Brandon supervised a team of eight people in the weeks leading up to the election, coordinated phone banks and canvassing trips in Bangor area, and helped with advanced planning and preparation for campaign events. The election resulted in Senator Collins(R) defeating her opponent by 23 percentage points in a year where Republicans suffered major losses across the country.



Marianne Ringel, MS, MPP

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Independent Consultant (subcontractor to BerryDunn since 06/2011)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	<p>Master's Degree in Public Policy Analysis, University of Pennsylvania</p> <p>Master of Science in Computer and Information Science, University of Pennsylvania</p> <p>Bachelor of Art in Psychology, <i>cum laude</i>, Yale University</p>

Overview

Marianne Ringel is an independent consultant with more than 20 years of experience in the areas of policy analysis, healthcare reform, planning, financial analysis, and management and leadership for state government health and human services initiatives. A recognized leader and expert in health policy, finance, and management, Marianne has been working as a subcontractor with BerryDunn since June 2011, beginning with our strategic health insurance exchange planning work for the West Virginia OIC, followed by her work providing project management and policy support for our work on the West Virginia CHIP program and ICD-10 planning and implementation project.

Relevant Experience

West Virginia BMS (02/2013 to Present). Marianne is serving as a subject matter expert providing policy analysis for BerryDunn's work to assist the Bureau with transitioning the Medicaid program to the new ICD-10 coding standard.

West Virginia CHIP (10/2013 to Present). Marianne is providing project management and policy support for BerryDunn's work on the WVCHIP to evaluate needs associated with the ACA and transition from their current Third Party Administrator to the Bureau's MMIS.

West Virginia OIC (06/2011 to 10/2011). Marianne provided project management support, strategic planning, and analysis for BerryDunn's work with the OIC to evaluate the State's alternatives for implementing a Health Benefit Exchange.

Dirigo Health Agency (08/2008 to 03/2011). Marianne was appointed by the Governor and confirmed by the Legislature to serve on the Board of Trustees for this independent agency responsible for implementing Maine's healthcare reform initiative.

Maine Governor's Office of Health Policy and Finance (02/2007 to 10/2007). Marianne served as Special Assistant to the Governor on legislative and financing initiatives related to implementing and coordinating the State's health activities, with emphasis on the Dirigo healthcare reform plan.

Maine DHHS, Office of MaineCare (Medicaid) Services (03/1998 to 08/2005). Marianne served in the following roles during her tenure with DHHS:

- *Acting Deputy Director (2003 to 2004):* Marianne served as second in command of a 250-employee Bureau that administers Maine's Medicaid program. Her responsibilities focused on cost saving and revenue maximization initiatives; overseeing policy and regulatory activities; representing the Bureau at legislative meetings; participating in the steering committee for a major new claims management system; serving as primary liaison with federal representatives related to policy issues; and working to develop operational, financial, and legal relationship between Dirigo Health Program and MaineCare.
- *Director, Division of Policy and Provider Services (1999 to 2003, 2004 to 2005):* Marianne monitored and testified on legislation; worked with providers, members, and other interest groups to develop policy recommendations; and helped develop groundbreaking AIDS, pharmacy, and eligibility expansion waivers.
- *Comprehensive Health Planner (1988):* Marianne drafted and interpreted regulations to define covered services in Maine Medicaid; drafted RFPs and contracts; and refined and disseminated policy.

Maine Health Care Finance Commission (10/1992 to 12/1996). Marianne served in the following roles during her tenure with the Health Care Finance Commission:

- *Director, Division of Policy and Data Management (1996):* Marianne supervised this unit, which was responsible for collecting, processing, and analyzing healthcare clinical data. She managed federal grant funding to improve classification of outpatient data and use quality indicators to evaluate outpatient services. In addition, she was responsible for guiding the Division's response to changes in the Agency's legislative mandate by working with the legislature and executive agencies.
- *Policy Analyst (1992 to 1995):* Marianne drafted and interpreted regulations to contain costs in Maine's hospital system; analyzed hospital financial data; drafted reports for the Commission and Legislature; staffed various advisory groups; co-authored a successful federal grant application; and served as representative to the Governor's Total Quality management Council.

Other Experience:

- *Director for the Office of Planning and Management Analysis, New York City Human Resources Administration, Child Welfare Administration (02/1988 to 06/1990).*
- *Director of Management Information Systems, National Service Corporation, City Volunteer Corps (09/1984 to 04/1987).*
- *Systems Specialist for Control Data Corporation (09/1983 to 08/1984).*
- *Manpower Development Specialist for the U.S. Department of Health and Human Services Work Incentive Program (10/1978 to 07/1980).*

Cynthia Taylor, LPN, CHP, CHS

Proposed Project Role:	General Project Manager
Role at BerryDunn:	Independent Consultant (subcontractor to BerryDunn since 12/2012)
Years of Experience Relevant to Proposed Role:	30 years
Certifications and Education:	Licensed Practical Nurse, Trenholm State Technical College Alabama Board of Nursing License Certification in Healthcare Privacy Certification in Healthcare Security

Overview

Cynthia is an independent consultant specializing in the areas of healthcare compliance, Medicaid, and HIPAA privacy and security. A Licensed Practical Nurse (LPN) and former Medical Practice Manager, Cynthia has more than 30 years of medical and healthcare compliance experience, including experience in claims analysis and submission, medical records review and management, physician and patient scheduling, purchasing, budgeting, audits, policy development, training, and personnel management.

Relevant Experience

West Virginia BMS (12/2012 to Present). As a Subcontractor to BerryDunn, Cynthia has worked on several projects for BMS. Highlights include:

- *ICD-10 Implementation (03/2013 to Present):* Cynthia works as a consultant on the ICD-10 Implementation Project and provides support to the Project Manager as a SME on healthcare policy. She assists in the remediation of the current BMS Provider Policy Manual for ICD-10 implementation, facilitates Policy Workgroup Sessions with program areas, and assists in coding analysis and generating configuration spreadsheets for needed changes in the MMIS.
- *Adult Quality Measures Grant Project (03/2013 to Present):* Cynthia supports the collection and reporting of the Adult Core Quality Measures and the implementation of the BMS Quality Unit. She assists with the development of training materials; coordinates training workshops, provides training to staff and to providers; serves as a resource for providers, stakeholders, and partners requesting assistance; provides expertise in the development of trainings that focus on educating providers in collecting and reporting on the Adult Core Measures, as well as in development of staff training that includes the use of tools for collecting and analyzing the data from claims, surveys, medical records, and encounter records; and works with the Data Manager and Data Analyst to ensure best practices related to data collection and analysis.
- *Affordable Care Act Project (12/2012 to 08/2013):* For the ACA project, Cynthia functioned as a consultant and participated in writing impact assessments of the ACA Provisions on WV Medicaid, including Policy and Procedure Impacts, System Impacts, MITA Business Process Impacts, and Weekly What's New on ACA.

Alabama Medicaid Agency (07/2002 to 12/2011). As a Senior Healthcare Compliance Consultant for a consulting firm, Cynthia worked on the following projects for the Alabama Medicaid Agency:

- *MMIS Coordinator's Office (06/2006 to 12/2011):* Cynthia provided business analysis and project support for the MMIS implementation and certification; assisted with the development of an APD and Invitation to Bid for the Fiscal Agent (FA) re-procurement, which included writing system requirements and enhancements for a Recipient Web Portal, Provider Web Portal for enrollment and re-enrollment, National Correct Coding Initiative (NCCI) edits, and 5010 compliance; and assisted with the development of APDs for NCCI and ICD-10.
- *IV&V and Technical Assistance of the FA MMIS Implementation (04/2006 to 10/2008):* Cynthia provided project management support; monitored and tracked correspondence between the Agency, FA, and IV&V vendor; reviewed and compiled Agency responses prior to submission to FA (including deliverables, subsystem user manuals, test case reviews, test case modifications, test case cancellations, and test case result approvals); assisted the Project Manager in compiling weekly, monthly, and quarterly IV&V status reports; performed quality assurance on IV&V deliverables; and monitored the Agency and FA delivery schedule.
- *Managed Care External Quality Review (EQR) (06/2006 to 05/2011):* Cynthia served as Project Lead for the EQR of the Maternity Care Program and Partnership Hospital Program (PHP). Her responsibilities included scheduling, conducting, and documenting assessments of the primary contractors; generating reports to CMS; and providing recommendations to the Agency to ensure compliance with the Managed Care federal regulations.
- *HIPAA Security Implementation (07/2004 to 12/2004):* Cynthia scheduled Privacy/Security Advisory Group (PSAG) meetings; scheduled, conducted, and documented security risk assessments; produced and distributed HIPAA Security Manuals to Senior Management; produced and distributed the Security Officer's Manual to the Security Officer; and assisted Agency General Counsel in execution of HIPAA Security Business Associate Agreements.
- *HIPAA Privacy Implementation (07/2002 to 06/2004):* Cynthia worked with the Agency's Privacy Officer to meet HIPAA privacy compliance requirements by the April 2003 deadline. Key tasks included facilitating advisory group meetings to review HIPAA privacy policies and procedures; monitoring updates to the Privacy Rule; distributing Agency Notice of Privacy Practices; developing Agency privacy policies, procedures, and forms; developing training materials; facilitating privacy training; conducting work area assessments; and assisting the Agency General Counsel in executing HIPAA Privacy Business Associate Agreements.

Baptist Health System (2002). As the Senior Healthcare Data Analyst, Cynthia was responsible for maintaining the database used for timely submissions to JCAHO for the four hospitals that were part of the Baptist Health System.

Children's Health System (1981 to 2000). As the Medical Practice Manager for Children's Health System (formerly Physicians to Children/Central Alabama Children's Specialists), Cynthia worked closely with nursing and medical staff, including preparation and execution of regulatory guidelines and documentation required for CLIA, OSHA, and JCAHO accreditation.

Licensed Practical Nurse (1977 to 1981). Cynthia began her career as an LPN for Jackson Hospital and Clinic, and later for James R. Beshear, MD, in Montgomery Alabama, for four years.

2.5 Project Management Support Staff – Twenty-five (25) positions required

RFQ Section 3.7.5.1 The services of Support Staff may include the management, planning, administering, controlling, tracking and/or reporting for these activities as well as assistance with policy development, impact analysis, requirements definition, system design and/or testing activities that require substantial subject matter expertise derived from experience with other states, other healthcare organizations, or participation in federal activities. Support staff shall have one year of experience with project management.

BerryDunn Response:

BerryDunn meets the requirement for providing 25 Project Management Support Staff. We are pleased to propose 25 individuals to serve in this role for the Bureau, as shown in Table 6. In addition to our 25 named Project Management Support Staff, we have several additional resources that meet or exceed the requirements for this role and can be available to serve the Bureau’s needs under this contract, if necessary.

Table 6: BerryDunn Project Management Support Staff

#	Name	Years of Relevant Experience	#	Name	Years of Relevant Experience
1	Peter Alfrey	8 years	14	Julie Justice	5 years
2	Nicole Bailey	4 years	15	Lori Kleckner, PMP, CISSP	15 years
3	MaryLou Banker, CAPM	2 years	16	Kate Lawrence	5 years
4	Shea Berry	2 years	17	Stephanie Matthews	1 year, 7 months
5	Dana Bessy	5 years	18	<i>Yoko McCarthy</i>	9 years
6	Noah Braiterman	2 years, 4 months	19	<i>Marcey McHatten, PMP</i>	10 years
7	Jamie Brennan, CAPM	2 years, 10 months	20	<i>David Regan, PMP</i>	9 years
8	<i>Alison Buckser</i>	18 years	21	Mary Renick	10 years
9	Mitch Darrow	20 years	22	Zach Rioux	1 year, 1 month
10	Justin Davis	1 year, 10 months	23	Gary Soucy	15 years
11	Karla Fossett	4 years	24	Jim Strassenburgh	15 years
12	Ashley Gaugler	3 years	25	Carolyn Weber	15 years
13	Philip Huntley, CAPM	2 years			

All of our proposed Project Management Support Staff meet or exceed the requirement of having at least one year of experience with project management. *Individuals in italics also meet the requirements for General Project Manager and can be made available to serve in either role, depending on the needs of the project.*

On the following pages, we have provided resumes for each of our proposed Project Management Support Staff, together with copies of project management-related certifications where applicable.

Peter Alfrey, MA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 03/2014)
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	Master of Arts in History, Providence College Bachelor of Arts in Journalism and Communication (Spanish Minor), University of Oregon Six Sigma Green Belt Certification

Overview

Peter Alfrey is a Senior Consultant in BerryDunn's Government Consulting Group with experience in project management, client services, account management, and operations in the areas of healthcare, professional services, and technology. He is a creative, intelligent leader with strong consulting, technical, analytical, problem-solving, communication, and interpersonal skills.

Relevant Experience

West Virginia BMS (10/2014 to Present). Peter is providing project management support and business analysis for the DDI of West Virginia's MMIS. In this role, Peter has provided project management, deliverable review, and UAT support.

Vermont Green Mountain Care Board (05/2014 to 10/2014). Peter provided project management services for the Green Mountain Care Board to support the planned improvements in data processing, security, and usability of the Vermont Healthcare Uniform Reporting and Evaluation System (VHCURES), Vermont's All Payer Claims Database. He reviewed and refined the existing business case, oversaw the development of business requirements, identified optimal collaboration points between the selected implementation vendors, and developed a data governance program.

Maryland Health Benefit Exchange (04/2014 to 05/2004). As a Business Analyst on the BerryDunn IV&V team for Maryland's HIX/IES implementation, Peter provided coordination for project activities and monitored risks and issues across key assessment areas.

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

Health Dialog (07/2006 to 11/2008). As Implementation Project Manager, Peter oversaw operational planning, execution, and reporting of multi-faceted projects for new and existing clients (health plans, large employers, and government care management programs), including BlueCross BlueShield (various regions), Capital Health Plan, and CMS. He also managed cross-functional implementation teams, maintained communications with clients, set expectations regarding scope, and managed implementation schedules while managing multiple, concurrent implementations.

Nicole Bailey, BA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator (employed full-time with BerryDunn since 08/2014)
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	Bachelor of Arts in English, West Virginia University

Overview

Nicole Bailey is a detail and task-oriented coordinator with excellent organizational skills. She has experience with prioritization and multi-tasking, overseeing multiple projects at once with the ability to ensure deadlines and quality standards are being met. Her professional writing and editing training and experience includes writing copy for proposals, newsletters, brochures, print ads, and social media posts.

Relevant Experience

West Virginia BMS (08/2014 to Present). As the Project Coordinator for BerryDunn’s West Virginia office, Nicole is responsible for project organization and general support for our West Virginia clients. Nicole monitors and evaluates the preparation of project deliverables, manages and updates the project schedule, performs resource planning, is co-developing the UAT Plan and user scripts, provides project reporting, and will be involved in UAT and operational readiness activities.

The Manahan Group (04/2011 to 04/2014). Nicole held multiple positions with the Manahan group. As an Account Assistant, she assisted the Account Manager in project development and management, including writing creative briefs, writing copy for print material and proofing. Additionally, she managed clients’ social media accounts including developing social media campaigns, writing copy for posts, reviewing and responding to comments, placing ads and monitoring the success of the campaigns; oversaw workflow by monitoring production schedules on a daily basis to ensure projects were on time and on budget; maintained quality control including proofing projects for grammar, consistency and completeness and ensuring that designs met the clients' needs; and organized and maintained complete files on all of the agency's projects.

As a Traffic Coordinator, Nicole ensured that all projects were completed on time and were routed through the agency for approvals as necessary. She worked with designers and Account Managers on a daily basis to ensure all projects were on target for completion within deadline and budget, led weekly staff meetings to ensure that all team members were informed and on target for task completion, and proofed all projects for grammar, consistency, and completeness and ensured that designs met the clients' needs.

MaryLou Banker, CAPM

Proposed Project Role:	Project Management Support
Role at BerryDunn:	Project Coordinator (employed full-time with BerryDunn since 06/2014, as a subcontractor since 03/2013)
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	Certified Associate in Project Management, Project Management Institute Certificate in Computer Operations, Computer Learning Center of Boston

Overview

MaryLou Banker is a Project Coordinator in BerryDunn's Government Consulting group, with deep customer service experience and project management skills. Her ability to make decisions that address strategic goals makes her able to manage multiple simultaneous projects.

Relevant Experience

Massachusetts HIX/IES Entities (03/2013 to Present). As a Project Coordinator for BerryDunn's IV&V services contract for the Massachusetts HIX/IES implementation, MaryLou is responsible for developing a JIRA reporting dashboard, assisting in developing weekly and monthly status reports, supporting the IV&V deliverable submission process, maintaining the risk and issue tracking process, executing test cases and reported findings, coordinating the orientation of new team members to the project, fostering positive client relations, and maintaining SharePoint document repositories.

Town of North Reading, Massachusetts (04/2011 to 05/2013). MaryLou worked for the Town as a Board of Selectmen Transcriptionist. She attended bi-weekly board meetings, for which she documented meeting minutes.

Homeland Security Federal Emergency Management Agency (FEMA) (02/2011 to 11/2011). MaryLou held multiple positions with FEMA, including working as a Logistics Supply Chain Management System (LSCMS) Specialist, where she was responsible for tracking temporary housing units shipped to and from staging areas, ensuring proper time arrival of commodities, providing reports as needed to upper management, ensuring employees received the accounts required to complete their mission (e.g., email, network, database), ensuring mission information and tools were provided to employees, providing daily report to management, ordering office and field supplies as needed, receiving temporary housing units for flood applicants, inspecting housing units to ensure FEMA standards and specifications were met, ensuring all forms were filled out before releasing housing units to applicants, and supporting the procurement of materials needed to support applicants in a timely manner.



Shea Berry, BS

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 08/2013)
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	Bachelor of Science in English, The Ohio State University Associate Member, Project Management Institute

Overview

Shea Berry is a Consultant in BerryDunn's Government Consulting Group, focused on providing project coordination and project management support, research, and analysis services for BMS.

Relevant Experience

West Virginia BMS (08/2013 to Present). Shea has worked on the following projects for BMS:

- *MMIS Re-procurement (08/13 to Present).* Shea serves as the Project Management Lead on the Bureau's MMIS implementation. As one of the four leads on the BerryDunn Project Management Team, she works directly with the Project Manager to assist with all aspects of managing the project and the project team. With this responsibility, Shea is able to effectively speak to important decisions and the impact across the project. She maintains the project risk and issue log and oversees the process by which they are escalated to the client. She is also a liaison between the State and the vendor to address and remediate issues. This requires that she facilitate executive level stakeholder meetings with the State, the MMIS vendor, and CMS.

Shea is also currently serving as a Design Track Lead for the Utilization Management, Care Management, and General/Technical tracks. For each track, she is responsible for managing the repository of action items, organizing resources, and tracking decisions. She is also responsible for analyzing vendor deliverables aligned with her tracks to ensure the correct project documentation has been provided and is available for future use.

Shea also served as a Project Coordinator for the ICD-10 Implementation, Provider Enrollment Application Project, and MMIS implementation, including scheduling meetings, tracking action items, and maintaining project organization processes.

- *Provider Enrollment Application Project (03/15 to Present).* Shea provides project management support on the Provider Enrollment Project, with responsibility for maintaining and monitoring the project risk and issues log, project issue escalation process, and project overall health status. Shea is the liaison between the MMIS re-Procurement team and the Provider Enrollment teams, providing internal insight and tracking impacts to both projects.

CIMCO Building Services (06/2012 to 07/2013). From June 2012 to April 2013, Shea served as service coordinator and focused on strengthening the company's ties to their clients by performing site visits, carefully watching safety compliance, and ensuring quality work. She learned many important skills pertaining to interacting with clients and coordinating project work. In March 2013, Shea's role shifted to project management. In this role, her work entailed reviewing cost and inflation, performing quality checks, managing risks, and controlling project deadlines.

Dana Bessey

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 10/2014)
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Microsoft Certified Professional Microsoft Certified Systems Engineer Microsoft Small Business Specialist

Overview

Dana is a consultant in BerryDunn’s Government Consulting Group with deep knowledge of IT systems and networks. He is experienced with backend systems including Electronic Document Management Systems, ERP Systems, telecom, and Microsoft-based Role Services, as well as performing Java middleware and Database support.

Relevant Experience

Washington State Auditor’s Office (11/2014 to Present). Dana is serving as part of BerryDunn’s assurance team to conduct IT security assessments of local government entities on behalf of the State Auditor’s Office.

West Virginia BMS (01/2015 to 03/2015). Dana has applied his technical subject matter expertise in conducting MMIS vendor deliverable reviews, including draft user documentation and help desk user guides.

Massachusetts HIX/IES Entities (10/2014 to 02/2015). Dana assisted BerryDunn’s IV&V team with performing financial assessments of vendor expenses and preparing our monthly financial reports for Commonwealth’s HIX/IES financial team.

Day’s Jewelers (12/2009 to 08/2014). As IT Manager, Dana maintained, updated, and ensured the security and availability of data processing, telecommunications, and network equipment and related software programs.

CMC Technology Group (01/2007 to 11/2009). As Network Engineer, Dana designed, built, and troubleshoot networks, infrastructure, security, telephony, and other technology solutions.

Maine Department of IT Services (03/1998 to 07/1999; 04/2002 to 03/2006).

- *As Field Engineer for Information Systems and Networks within the State of Maine’s Department of IT Services (04/2002 to 03/2006),* Dana performed assessments, gathered requirement, and developed specifications for the implementation of IT systems designed to meet or exceed business requirements with a government agency.
- *As Information Systems Support Specialist for the Department of IT Services (03/1998 to 07/1999),* Dana monitored, maintained, and deployed hardware and software in support of Maine DHHS.

Noah Braiterman, BA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Assistant (employed full-time with BerryDunn since 04/2014)
Years of Experience Relevant to Proposed Role:	2 years, 4 months
Certifications and Education:	Bachelor of Arts in Politics (Minors in Social Justice, Social Policy, and German Language), Brandeis University

Overview

Noah Braiterman is a Project Assistant in BerryDunn's Government Consulting Group, focused on providing project coordination and project management support services for BerryDunn's work on the Bureau's MMIS implementation. Prior to joining BerryDunn in April 2014, Noah gained experience in project coordination and management in his work supporting research efforts at Brandeis University.

Relevant Experience

West Virginia BMS (04/2014 to Present). Noah provides project management support, policy, and research services as part of BerryDunn's project management team for West Virginia's MMIS DDI. His responsibilities include developing agendas and status reports; facilitating testing and certification meetings; reviewing design, testing, and pilot certification deliverables; developing a UAT test bed; and planning, coordinating, and tracking certification pilot efforts.

Gordon Center for Public Policy, Brandeis University (07/2012 to 03/2014). Noah served as Research Assistant while completing his Bachelor of Arts degree and continued serving in a full-time Research Assistant role for 10 additional months following his graduation in May 2013. Noah supported two primary efforts:

- *As Research Assistant for the Gordon Center for Public Policy (11/2012 to 03/2014),* Noah collaborated with the Executive Director to edit and publish political science manuscripts; provided project management support, organizing simultaneous tasks among collaborators to coordinate the Center's daily functions; conducted research for ongoing projects; and maintained day-to-day correspondence on behalf of the Executive Director.
- *As Research Assistant to Professor David Cunningham (07/2012 to 03/2014),* Noah collaborated with the principal investigator on a research project to conceptualize and operationalize variables; coded primary source documents in MS Excel for quantitative and network analysis; contributed to a conference paper; and presented the paper at the 2013 American Sociological Association Annual Meeting.

Jamie Brennan, MPPM, CAPM

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (full-time employee with BerryDunn since 05/2012)
Years of Experience Relevant to Proposed Role:	2 years, 10 months
Certifications and Education:	<p>Master of Public Policy and Management (MPPM), Concentration in Financial and Organizational Management, University of Southern Maine, Muskie School of Public Policy</p> <p>BA, Political Science, Minor in Computer Science, Wheaton College, Norton, MA</p> <p>Certified Associate in Project Management (CAPM)</p>

Overview

Jamie Brennan is a Senior Consultant in BerryDunn's Government Consulting Group. He has seven years of experience working with state agencies and a Masters in Public Policy and Management that he uses to support system implementation and policy development projects for several disciplines within state and local government. Prior to BerryDunn, Jamie worked as a Staff Assistant to US Senator Susan Collins and an Assistant to the Principal Examiner for the State of Maine Bureau of Consumer Credit Protection.

Jamie's other relevant experience includes developing and maintaining strong working relationships with Federal agencies and local stakeholders, analyzing local and statewide impact of federal regulation, and researching Federal grant and funding opportunities.

Relevant Experience

West Virginia BMS (05/2012 to Present). Jamie provides a range of project management support services to BMS, including serving as the deliverable review manager for the MMIS DDI; providing project management support on the RAPIDS Eligibility System Modernization project; developing impact assessments that identify policy, finance, business process, and system impacts of ACA related regulations on West Virginia's Medicaid program; identifying State Medicaid Plan provisions that will be impacted by the ACA; supporting the Medicaid Eligibility Workgroup with answers to specific policy-related questions; and monitoring CMS technical and training calls and providing State policymakers with targeted summaries and analyses.

Office of U.S. Senator Susan M. Collins (05/2007 to 04/2012). As a Staff Assistant to Senator Collins, Jamie conducted public outreach; investigated constituent inquiries; researched Federal grant opportunities; administered the local internship program; and coordinated office emergency preparedness.

State of Maine Bureau of Consumer Credit Corporation (05/2006 to 08/2006). As an Assistant to the Principal Examiner, Jamie aided consumers in understanding their rights under the Maine Credit Code; researched Maine credit law for senior staff; and drafted informational brochures for consumers.



Alison Buckser, MPH

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Independent Consultant (subcontractor to BerryDunn since 09/2007)
Years of Experience Relevant to Proposed Role:	18 years
Certifications and Education:	Master of Public Health, Concentration in Health Policy & Administration, Yale University School of Medicine, Department of Epidemiology & Public Health Bachelor of Arts in History, Brown University

Overview

Alison Buckser is an independent consultant with strong public health, policy analysis, facilitation, procurement, and technical writing expertise. She developed this experience through her work with public health agencies, health and human service agencies, and not-for-profit organizations on the planning, development, and management of initiatives to meet the health and well-being of targeted populations. Prior to becoming an independent consultant, Alison's career focused on supporting vulnerable populations, particularly those with chronic conditions.

Relevant Experience

Independent Consultant (01/2005 to Present). Following is a representative sampling of projects conducted by Alison in her role as an independent consultant:

- *West Virginia BMS (10/2008 to 06/2012).* Alison worked as part of BerryDunn's team to develop grant applications for the Bureau, analyze the effects of the ACA on Bureau operations, conduct West Virginia's MITA 2.0 SS-A, write an RFP for Third-Party Liability services, and assist with the development of APDs.
- *Arizona Health Care Cost Containment System (06/2014 to 09/2014).* Alison served as part of BerryDunn's team to conduct a needs analysis for the electronic Long-Term Services and Supports (eLTSS) and Personal Health Records (PHR) components of AHCCCS' TEFT Grant.
- *Rhode Island Office of Health and Human Services (02/2013 to Present).* Alison supports communication and outreach efforts for the State's Integrated Care Initiative.
- *Kaiser Permanente (09/2009 to 01/2012).* Alison developed communication materials, analyzed data, and conducted research for the National Facilities Services finance arm of Kaiser Permanente.
- *Rhode Island Office of Health and Human Services (06/2013 to Present).* Alison supports communication and outreach for the Money Follows the Person program, developing a three-year communication/outreach plan to support people transitioning from nursing homes to the community and working with stakeholders to develop and disseminate educational materials.

- *New England States Consortium Systems Organization (NESCSO) (07/2010 to 07/2011).* Alison provided program management services in support of health IT projects with the six New England states and New York; conducted research; and conducted a multi-state survey of member activities in health IT.
- *Rhode Island Office of Health and Human Services (03/2012 to 05/2013).* Alison conducted research and evaluation to support rebalancing of the State's long-term care system under the Real Choices System Transformation grant. In addition, she provided program management, worked with stakeholders to develop and disseminate educational materials, and developed quality indicators.
- *Connecticut Department of Public Health (09/2007 to 12/2007).* BerryDunn conducted a business needs assessment and workflow analysis of the processes completed by the Department of Public Health for its licensing and credentialing system. Alison served as part of BerryDunn's team to document technical and functional requirements, which included conducting interviews with DPH stakeholders to understand current business processes, challenges in the current environment, and desired functionality in a new system.

American Cancer Society (09/2002 to 05/2004). As Project Director for the American Cancer Society's Campaign for a Healthy Rhode Island, Alison led activities of a statewide coalition that built support for and passed legislation making 99% of Rhode Island workplaces smoke-free. She also oversaw the administration of grants to community organizations, including selection and oversight of grantees. She supervised staff and volunteers and coordinated collaboration with national partners, businesses, and grassroots organizations

Rhode Island Department of Health (05/2000 to 08/2002). Alison served as a Senior Public Health Promotion Specialist for the Rhode Island Department of Health. In this role, Alison collaborated with community organizations on projects related to chronic disease, homelessness, mental health, children's health, and oral health. She wrote and won over \$1 million in federal grant funds for oral health and rural health and developed reports to the U.S. Department of Health and Human Services for activities in primary care and rural health.

Institute for Long Term Care Policy (11/1996 to 12/1999). While employed with the Institute for Long Term Care Policy (Connecticut), Alison co-founded and led the 100-member statewide coalition to improve care for the dying (Coalition to Improve End-of-Life Care). She recruited and directed activities of over 100 volunteer professionals; coordinated activities of six task forces, the strategic planning committee, and the steering committee; and organized the first statewide conference on death and dying in Connecticut. In addition, she designed and implemented research and community based projects; wrote funding requests; and she was awarded over \$700,000 in state, community, and foundation funding (including Robert Wood Johnson Foundation grants).

Mitch Darrow, BS

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 06/2014)
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	Bachelor of Science in Mechanical Engineering, Iowa State University Microsoft Certified IT Professional Microsoft Certified Technology Specialist

Overview

Mitch Darrow is a Senior Consultant in BerryDunn's Government Consulting Group with experience in project management, business system analysis, system architecture, network administration, and engineering, including deep expertise in Microsoft SharePoint. In addition to his work with BerryDunn governmental clients, Mitch provides IT support for BerryDunn's internal stakeholders.

Relevant Experience

Colorado Department of Human Services (07/2014 to 10/2014). Mitch served as Technical Lead on this project to assess the current childcare automated tracking system used by the Department of Human Services to understand its technical feasibility relative to the Colorado Child Care Assistance Program. He supported BerryDunn's Project Manager by defining the current and future system requirements and contributing technical details to project deliverables.

Sappi Paper (03/2000 to 05/2014). Mitch served as Lead Business Systems Analyst and Architect with responsibility for reviewing and analyzing the SQL infrastructure and performance; implementing a multi-node cluster to improve maintainability and reduced associated downtime for the business; and migrating workloads to the cluster, including the Data Warehouse and Business Intelligence databases.

As primary engineer for the corporate SharePoint environment, Mitch was responsible for managing the infrastructure. He was a Technical Lead responsible for the migration of the SharePoint 2007 environment to SharePoint 2010. In this role, he developed an internal coaching program to help business process engineers leverage the capabilities of the tools in order to more efficiently solve business problems and created an internal SharePoint User group to share solutions and ideas.

As Lead Engineer for the management of Sappi's global Active Directory environment, which connects four continents with over 130 domain controllers, Mitch coordinated weekly meeting with the engineers in all regions, managing changes to the environment and analyzing issues that arise to ensure smooth business operations. He also conducted annual health and risk assessments to ensure operations confirm to the latest best practices, in addition to any annual audits.

Hach Company (1989 to 2000). Mitch served as Network Administrator, Network Systems Engineer, and Design Engineer for this Fortune 1000 manufacturing and distribution company.

Justin Davis, BA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 05/2013)
Years of Experience Relevant to Proposed Role:	1 year, 10 months
Certifications and Education:	Bachelor of Arts in Political Science, University of New England Certified Medicaid Professional (MCMP-II), Medicaid Learning Center

Overview

Justin Davis is a Consultant in BerryDunn’s Government Consulting Group, focused on project management support, research, and analysis services. Prior to joining BerryDunn as a full-time employee, Justin served as a Staff Assistant to Senator Susan Collins in the United States Senate.

Relevant Experience

West Virginia BMS (05/2013 to Present). Justin has worked on the following projects for BMS:

- *MMIS DDI (02/2014 to Present).* Justin serves as the Testing Manager for the DDI of West Virginia’s MMIS implementation. In this role, he oversees a team of eight focused on preparing BMS for UAT, as well as facilitating the execution of UAT. He is also responsible for monitoring the testing impact to overall project health and works as a conduit between BMS and Molina to assist in the development of solutions and ensure appropriate remediation occurs.
- *ICD-10 Remediation (11/2013 to 03/2014).* Justin assisted BMS with the transition to ICD-10. As Project Coordinator, Justin was responsible for scheduling meetings and ensuring that the project organizational processes were followed. He also managed the repository of project action items and engaged stakeholders to confirm when items were completed. Additionally, Justin was involved in preparing for UAT by identifying ICD codes that can be used in the development of testing scenarios.
- *Eligibility and Enrollment (05/2013 to 04/2014).* Justin assisted BMS with the implementation of enhancements to the State’s eligibility and enrollment system. As a member of the project support services team, he monitored compliance with ACA regulations required to maintain enhanced federal funding, assisted staff from across state agencies in developing deliverables, reported on the progress of UAT through participation in regular testing status meetings, and monitored project health by maintaining a record of project risks and issues that were escalated to the appropriate level of state leadership as needed.

Office of U.S. Senator Susan M. Collins (11/2011 to 04/2013). Justin served as Staff Assistant for the Senator, specializing in constituent casework, primarily focused on issues involving Medicare/MaineCare, Department of Veterans Affairs, Citizenship and Immigration, Social Security, and the military. He conducted grant and funding research on behalf of local organizations seeking federal assistance; participated in public outreach efforts on behalf of the Senator; and led the office’s internship program, including interviews, training, and schedule management.

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.

Ashley Gaugler, MBA, MHSM

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 09/2013)
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	<p>Masters of Business Administration, Arizona State University</p> <p>Masters of Health Sector Management, Arizona State University</p> <p>Bachelor of Arts, Political Science, Minor in Communications, University of Minnesota Duluth</p> <p>Lean Six Sigma Green Belt</p>

Overview

Ashley Gaugler is a Consultant in BerryDunn’s Government Consulting Group. She provides project management, coordination, research, and business analysis services to our state government clients with a focus in health and human services and state Medicaid agencies.

Relevant Experience

West Virginia BMS (09/2013 to present). Ashley has worked on the following projects:

- *EHR Provider Incentive Payment (PIP) Program Audit (06/2014 to Present).* Ashley is serving as Project Manager and Lead Analyst for BerryDunn’s engagement with the Bureau to conduct the State’s EHR Provider Incentive Payment Program Audit for payment years 1 through 3, which entails auditing the attested information reported by eligible hospitals and providers regarding their use of the EHRs.
- *Hospital-Based Presumptive Eligibility (09/2013 to 04/2014).* BerryDunn provided project management for the Hospital-Based Presumptive Eligibility project. Ashley provided project management support by developing training documentation, facilitating meetings, providing project-related communications, and verifying that deadlines were successfully met.

Missouri Department of Social Services (09/2013 to Present). BerryDunn is currently providing IV&V for Missouri’s Eligibility Determination and Enrollment System (MEDES) implementation. As Business Analyst, Ashley utilizes her experience with analytics and metric development to review implementation activities, monitor vendor progress, and report on project issues and risks, offering recommendations to address issues and mitigate risks.

MeMD (03/2012 to 05/2013). Ashley served as Product Manager and Strategic Market Analyst at MeMD, a telehealth company in Scottsdale, Arizona. In this role, she oversaw provider interactions with MeMD; managed provider credentialing and training processes, call center employees, and a technical support team; analyzed the market for strongest potential advertising strategies (e.g., technology, traditional, social media, etc.); developed product strategy; created documentation for product and service enhancements; and designed operational processes and dashboard metrics for improved efficiency.

Philip Huntley, CAPM

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 09/2013)
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	BA, Communication Studies, Northeastern University MBA, Concentration in Information Technology Management, Southern New Hampshire University (In-progress) Certified Associate in Project Management (CAPM), Project Management Institute

Overview

Philip is a Consultant in BerryDunn’s Government Consulting Group with experience as a business analyst for several projects serving local and state agency clients. He has contributed to projects on several levels including project deliverable development, monitoring quality assurance, workflow management, training, and communication management.

Relevant Experience

WVCHIP (01/2014 to 07/2014). WVCHIP is currently engaging BerryDunn to migrate its claims processing, provider enrollment, and T-MSIS reporting to the Bureau’s MMIS. Philip served as the Project Coordinator for the migration effort, assuming the responsibilities of formal document repository management, weekly client and vendor task status reports, and meeting management. He also provides support during requirements gathering sessions and solution approach discussions.

Massachusetts HIX/IES Entities (10/2013 to 02/2014). Philip served as part of BerryDunn’s IV&V team for the Massachusetts HIX/IES implementation, providing project support and business analysis in the areas of testing, financial analysis, project management, and QA review of vendor deliverables.

Local Government ERP System Projects (09/2013 to Present). Philip has worked as part of BerryDunn’s team to provide systems planning, requirements development, RFP development, procurement support, and project management support services for several local government projects, including work with the Cities of Waynesboro, Virginia; LaVista, Nebraska; West Jordan, Utah; and Alexandria, Virginia, among others.

Equiron (01/2013 to 08/2013). As Relationship Manager for a company specializing in providing human resources and employment law consulting services, Philip engaged with and educated clients on employment law and human resources tools to reduce their organizational risk.

SAI Global (01/2012 to 05/2012). As Associate Project Manager for SAI Global, an international company providing services and solutions for managing risk and compliance, Philip managed project timelines, supported the development of client reports, and provided communications support for internal team members.



Julie Justice, B.S.

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 10/2014)
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	Bachelor of Science in Business Management, West Virginia University Institute of Technology

Overview

Julie Justice is a Consultant in BerryDunn’s Government Consulting Group, providing project coordination, research, and business analysis services in support of our work with the West Virginia BMS. Prior to joining BerryDunn in 2014, Julie provided a range of services in support of specialized populations in West Virginia, including homeless individuals, people suffering from mental illness and substance abuse, pediatric patients with special needs, and at-risk youth. Through her prior experience, she gained experience in project coordination, management support, and communication, which she applies directly in her day-to-day work with the Bureau.

Relevant Experience

West Virginia BMS (10/2014 to Present). Julie provides project management support for West Virginia’s MMIS project, including coordinating the review of Molina deliverables and providing project coordination for the CMS Certification pilot.

Human Resource Development Foundation of Charleston (06/2012 to 10/2014). As a Youth Service/Placement Specialist for the Youth Empowerment Program, Julie provided educational, employment, life-skill, and other supportive services to “at-risk” youth. She was responsible for marketing and program recruitment, administering tests to evaluate educational growth and needed improvements, registering participants for needed resources, creating employment contracts for youth participants with local companies and organizations, directing monthly workshops, and developing reports, follow-ups, budgets, and case notes.

West Virginia Health Improvement Institute (07/2011 to 06/2012). As a Patient Care Coordinator for the Tri-State Children’s Health Improvement Consortium, Julie created informative packages, worked with community and healthcare resources for pediatric patients with special needs, performed monthly reviews, and followed up with patients/parents after appointments to bridge the communication gap between doctors, specialists, and additional healthcare staff.

Roark Sullivan Lifeway Center (07/2008 to 06/2011). Julie served in various roles with the Roark Sullivan Lifeway center, including Case Manager, Behavioral Rehabilitation Specialist, and Team Lead. Through this work, she gained experience in managing caseloads of homeless residents with co-occurring disorders; maintaining documentation associated with treatment teams (e.g., monthly reports, daily paperwork, weekly treatment team meetings); and providing training on independent living skills.

Lori Kleckner, MS-CIS, PMP, CISSP

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 01/2014)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	<p>Master of Science in Computer Information Systems, Missouri State University</p> <p>Bachelor of Science in Computer Science, University of Maryland</p> <p>Certified Project Management Professional (PMP), Project Management Institute</p> <p>Certified Information Systems Security Professional (CISSP)</p>

Overview

Lori Kleckner is a Senior Consultant in BerryDunn's Government Consulting Group focused on providing project management, IT planning, and IT security assessment services for government clients. Prior to joining BerryDunn in 2014, Lori provided project management and security services for a communication technology services firm. In addition, she served in management and technical roles for the State of Missouri for 14 years, which contributes to her knowledge and hands-on application of project management best practices.

Relevant Experience

Vermont Department of Taxes (06/2014 to 11/2014). Lori served as Project Manager for BerryDunn's engagement to assess the Department's security of sensitive data associated with information systems and infrastructure. As Project Manager, Lori was responsible for directing project activities, reviewing deliverables, leveraging resources, facilitating communication, and monitoring team function to achieve the expectations established in the contract and ongoing project planning. In addition, she functioned as part of BerryDunn's team to conduct the review and analysis of the Department's policies, procedures, and resources and development of updated policies.

L.R. Kimball (01/2011 to 09/2013). As Cyber Security Consultant and Networks Manager for L.R. Kimball's Communications Technology Division, Lori worked on several projects, including the following engagements for governmental entities:

- *Cyber Security Consultant for the East Texas Council of Governments (03/2012 to 09/2012)*
- *Security Analyst for an Assessment of 12 Emergency Service Centers for the State of New Mexico (02/2011 to 02/2012)*
- *Project Manager for Security Risk Assessment of Oregon's Health Insurance Exchange (06/2011 to 11/2011)*

State of Missouri (02/1997 to 01/2011). Lori served in the following roles for the State of Missouri:

- *Facilities Coordinator and Interim Deputy Director for the Missouri Department of Mental Health, IT Services Division (ITSD) (09/2009 to 01/2011)*

- *Security Coordinator for the Missouri Office of Administration, ITSD (05/2006 to 09/2009)*
- *Special Projects Manager, Missouri Department of Economic Development, ITSD (07/2003 to 05/2006)*
- *Operations Manager, Missouri Department of Economic Development, Management Information Systems (11/1999 to 07/2003)*
- *Technical Support, Missouri Department of Economic Development, Management Information Systems (02/1997 to 11/1999)*



Kate Lawrence, Esq.

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn since 10/2014)
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	<p>Juris Doctor, University of Maine School of Law</p> <p>Bachelor of Arts in Communication, University of Southern Maine</p> <p>Bar Admittance – Maine 2009, Massachusetts 2009 (currently inactive), United States District Court for the District of Maine</p>

Overview

Kate is a Consultant in BerryDunn’s Government Consulting Group with more than five years of experience working in the public sector, including prior work as an Assistant Attorney General for the State of Maine. She applies her legal expertise to her work with BerryDunn clients in support of systems planning, procurement, and contract negotiation projects.

Relevant Experience

Maine Judicial Branch (11/2014 to Present). Kate serves as Business Analyst and SME in our work with the Judicial Branch to plan for and procure a new Case Management and E-filing system. Kate facilitated meetings with external stakeholders to identify inputs and outputs to the Judicial Branch and define their needs for a new system and assisted with the development of an RFP for issuance to systems vendors.

Vermont Department of Corrections/Department of Information and Innovation (11/2014 to 12/2014). Kate conducted an independent review of the Department of Corrections’ preferred Electronic Health Record system on behalf of the State Department of Information and Innovation. Her work entailed evaluating the preferred vendor’s proposal, participating in interviews with members of the Vermont Department of Corrections, analyzing potential risks, developing recommended mitigation strategies, and preparing our written Independent Review report.

Massachusetts District Attorneys’ Association (10/2014 to 11/2014). As Business Analyst for this systems planning engagement, Kate used her experience as a state prosecutor to help create legislative messaging for additional funding for the Association. She also conducted legal research and provided support with planning for the new system.

United States Attorney’s Office, District of Maine (7/2010 to 10/2014). As Special Assistant to the United States Attorney, Kate was responsible for the prosecution of child pornography possession, dissemination, and production crimes.

Maine Office of the Attorney General (12/2009 to 10/2014). As Assistant Attorney General for Computer Crime, Kate conducted training on computer crime and investigations throughout the State for members of law enforcement and prosecutors.

Stephanie Matthews

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Project Coordinator (full-time employee with BerryDunn since 07/2014, previously served in a contracted role from 08/2013 to 06/2014)
Years of Experience Relevant to Proposed Role:	1 year, 7 months
Certifications and Education:	Bachelor of Science in Business Administration, University of Charleston – <i>in progress</i>

Overview

Stephanie Matthews is a Project Coordinator in BerryDunn’s Government Consulting Group, focused on providing project coordination and project management support, research, and analysis services for our work with West Virginia BMS. Stephanie has contributed to projects on several levels including project deliverable review, action item management, and assisting with the management of project scope and schedule.

Relevant Experience

West Virginia BMS (10/2014 to Present). As a Project Coordinator for West Virginia’s MMIS implementation project, Stephanie assists the BerryDunn project management team in coordinating deliverable reviews, CMS Certification activities, and testing activities. In addition, she provides project management support, research, and analysis; schedules meetings; tracks action items; and maintains organization with the various areas of the project.

BerryDunn Project Support (06/2013 to 09/2014). Stephanie provided project and administrative support for BerryDunn’s Charleston, West Virginia, office. In this role, she provided management support to many aspects of our project work with the Bureau while also developing client relations with BMS personnel. The focus of Stephanie’s support was primarily on the ICD-10 and WVCHIP projects, as well as on coordinating deliverable reviews, providing project management support, assisting in meeting preparations and organization, and assisting with the creation of project management documents.

Yoko McCarthy, MBA, CFE, CISA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 10/2012)
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	<p>Master of Business Administration, specializing in Finance, Information Systems, and Supply Chain Services Management, University of Massachusetts</p> <p>Bachelor of Arts in Economics, Kobe College, Hyogo, Japan</p> <p>Certified Fraud Examiner</p> <p>Certified Information Systems Auditor</p>

Overview

Yoko McCarthy is Senior Consultant in BerryDunn's Government Consulting Group specializing in project management, audit, finance, information systems, and supply chain services management. She is a highly motivated leader with strong data analysis, planning and organization, and change management skills and a thorough understanding of business goals, objectives, and processes. Yoko is well-versed in project management theory and practice.

Relevant Experience

Missouri Department of Social Services, MoHealthNet Division (10/2013 to 04/2014). Yoko served as part of BerryDunn's team to conduct a security risk assessment of Missouri's MMIS, based on nationally recognized standards and regulatory requirements. As part of the assessment, BerryDunn's team developed an action plan to help the MoHealthNet Division, the State's IT Services Division, and the MMIS Fiscal Agent to address known risks; identified opportunities to strengthen the application development methodology for ongoing maintenance and development of the MMIS; and established a framework for the State to conduct routine security assessments of data and information systems going forward.

Massachusetts HIX/IES Entities (10/2012 to Present). BerryDunn is currently providing IV&V for Massachusetts' HIX/IES implementation, including three system audits of the HIX/IES. Yoko managed the system audits, including successful execution of the audit plan and timely reporting of our findings and recommendations. In addition, she is leading our work providing financial analysis, monthly financial status reporting, and cost allocation planning.

Massachusetts Office of the State Auditor (04/2004 to 09/2012). Yoko was employed with the Massachusetts Office of the State Auditor (OSA) for eight years, with responsibility for data mining and analysis for the Medicaid Audit Unit. In this role, she analyzed Medicaid data, EBT card transactions data, and lottery winner data for welfare fraud analysis for the Bureau of Special Investigations; prepared quarterly reports for the legislature, served as a member of the OSA data mining committee, and analyzed the results of various surveys.

Marcey McHatten, MS, PMP

Proposed Project Role:	Project Management Support
Role at BerryDunn:	Independent Consultant (subcontractor to BerryDunn since 05/2006)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	<p>Master of Science in Education, University of Maine</p> <p>Bachelor of Arts in Mathematics and Statistics, University of Maine</p> <p>Certified Project Management Professional, a designation of the Project Management Institute</p>

Overview

Marcey McHatten is owner of M.McHatten Consulting, LLC, and a long-term partner of BerryDunn. She has extensive experience guiding government agencies through the process of evaluating business processes, planning for and implementing new technologies, and managing change.

Relevant Experience

Independent Consultant (05/2006 to Present). Following is a representative sampling of projects conducted by Marcey as a subcontractor to BerryDunn’s Government Consulting Group:

- *West Virginia BMS (01/2009 to 12/2013):* Marcey has served as part of BerryDunn’s team to provide project management support for several Bureau projects, including:
 - MITA SS-A and MMIS Re-procurement: Marcey provided project management support for the Bureau’s MITA 2.0 SS-A, conducted an analysis of the current MMIS and Fiscal Agent operations, developed business requirements, analyzed current Medicaid business processes, facilitated Joint Requirement Planning (JRP) work sessions to elicit functional and technical requirements for the Bureau’s MMIS, and assisted in the development of the RFP for the re-procurement of West Virginia’s MMIS and Fiscal Agent contract.
 - MITA Phase II Business Process Gap Analysis: Using the MITA SS-A as a baseline, Marcey worked with BMS business owners to validate processes, develop “to-be” descriptions, conduct a gap analysis, and develop recommendations for steps necessary to address gaps.
 - Portfolio Governance and PMO: Marcey served as Lead Analyst for the establishment of the Bureau’s project management framework and PMO, and assisted with the development of project management tools and templates.
- *Local Government ERP System Projects (1/12 to Present):* Marcey has worked as part of BerryDunn’s team to provide systems planning, requirements development, RFP development, procurement support, and project management support services for several local government projects, including work with the Cities of Mesquite, Texas; Bloomington, Minnesota; Rapid City, South Dakota; Goodyear, Arizona; and Pearland, Texas, among others. She has been consistently engaged on one or more ERP projects since January 2012.

- *Vermont Agency of Human Services (02/2011 to 05/2011)*: The Vermont Agency of Human Services (AHS) undertook an initiative to modernize its legacy MMIS and associated systems that support the Vermont Medicaid program. AHS contracted with BerryDunn to conduct a Risk Assessment and Cost/Benefit Analysis and prepare an I-APD, which would be used to communicate AHS' MMIS replacement and MES procurement plans to CMS. Marcey served as Lead Analyst for the development of the Cost/Benefit Analysis.
- *Maryland Judiciary (02/2008 to 02/2009)*: Marcey worked as part of BerryDunn's team to develop a comprehensive strategy and functional requirements for an integrated financial system for the Judiciary to replace its cash register and local court accounting systems. Her work entailed documenting the current processes and systems, developing requirements for a replacement system, identifying organization and/or process changes needed to implement an effective solution, and assisting in the creation of an RFP and proposal evaluation criteria.
- *City of Newport News, Virginia (05/2006 to 03/2007)*: Marcey worked as part of BerryDunn's team to assess the City's needs for replacing its Revenue and Assessment Collection System. As Business Analyst, Marcey documented the "as-is" business processes; developed technical and functional requirements; evaluated replacement alternatives (e.g., in-house developed solutions, commercial off-the-shelf applications, open-source solutions, and shared services solutions); and assisted in the development of an RFP.

Wright Express, LLC (10/02 to 01/04). Marcey served as Associate Project Manager and Business Analyst, leading cross-functional teams on highly visible, enterprise-wide initiatives, managing multiple projects and performing varied project roles concurrently.



David Regan, MBA, PMP

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 04/2012)
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	<p>Master of Business Administration, University of New Hampshire</p> <p>Bachelor of Arts in Biology and English, Colby College</p> <p>Certified Project Management Professional, Project Management Institute</p>

Overview

David Regan is a Senior Consultant in BerryDunn's Government Consulting Group providing project management and business analysis services for state government clients. He excels in the area of quality assurance, process improvement, writing, and the creation and presentation of analytics.

Relevant Experience

Vermont Green Mountain Care Board (01/2014 to Present). David is Project Manager for an initiative to support the planned improvements in data processing, security, and usability of the Vermont Healthcare Uniform Reporting and Evaluation System data resource. David reviewed and refined the existing business case, provided oversight of business requirements development, and identified optimal collaboration points between the selected implementation vendors.

New Hampshire Commission to Study Medicaid Eligibility Expansion (08/2013 to 12/2013). David served as facilitator for a bi-partisan Commission established by the New Hampshire Governor to study Medicaid expansion in the state. In addition, he served as the lead author for the report for submission to the State Legislature.

Vermont Department of Information and Innovation (02/2013 to 09/2013). David conducted independent reviews of Vermont's Health Benefit Exchange, Integrated Eligibility Solution, and All-Payer Claims Database, leveraging his knowledge of ACA mandates, health benefit exchanges, the health insurance marketplace, and healthcare system functionality to evaluate risks and develop findings and recommendations.

West Virginia OIC (04/2012 to 03/2013). David provided project management support as part of BerryDunn's team supporting the State's Exchange planning and analysis efforts.

Health Dialog (03/2006 to 02/2012). As a Manager of Client Performance, David was responsible for all aspects of account support from internal operations to client relationship management. He worked with data managers to securely acquire claims extracts and usher the data through Health Dialog's load process. He was involved in quality assurance at numerous points in the data warehousing process, and managed downstream analytic reporting efforts.



Mary Renick, BA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Business Analyst (employed full-time with BerryDunn since 03/2012)
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	Bachelor of Arts in Art (Graphic Design), West Virginia State University, summa cum laude

Overview

Mary Renick is a skilled Administrator with 24 years of experience directing and supporting operational and program functions for national and statewide organizations. Her 11 years of advanced marketing and communications experience has developed proven skills managing simultaneous projects and setting expectations to identify goals and resolve issues in initial stages.

Relevant Experience

West Virginia BMS (02/2015 to Present). Mary is providing project management support as part of BerryDunn's team on the ICD-10 project, including research, review, revision, and development of ICD-10 training modules.

BerryDunn (03/2012 to Present). Mary provides project support and analysis for BerryDunn's Government Consulting Group and firm-wide operations, including process development, budget development, policy writing, and facilities management. For our work with BMS, Mary is responsible for coordinating BerryDunn staff access to the State of West Virginia network, buildings, and BMS SharePoint systems. In addition, Mary has assisted BerryDunn's subsidiary, the Medicaid Learning Center (MLC), by providing project coordination and support for the MLC's work with state Medicaid agencies.

Integrated Benefits, Inc. (08/2011 to 03/2012). Mary served as Project Manager for the company's rebranding, created a company style guide, implemented a social media plan, and developed email marketing campaigns for major insurance carriers.

West Virginia Society of CPAs (07/2010 to 08/2011). As Director of Continuing Professional Education (CPE), Mary managed the CPE program for the Society's 2,500 members.

CCV Software/Journey Education Marketing (10/2006 to 07/2010). Mary served as Project Manager for the K-12 and Higher Education marketing channel for software and hardware. In this role, she oversaw content development, design, and distribution of the company's print and digital marketing materials for the United States, Europe, and Canada markets; researched developing ecommerce trends; and coordinated company resources to implement new technologies.

West Virginia Humanities Council (02/2002 to 10/2006). Mary directed office operations; provided project support to the Executive Director and department leads for statewide educational programs; and assisted with grant writing, including a major grant application to the National Endowment for the Humanities.

Zachary Rioux, BS

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Consultant (employed full-time with BerryDunn from 06/2013 to 08/2013 and from 05/2014 to Present)
Years of Experience Relevant to Proposed Role:	1 year, 1 month
Certifications and Education:	BS, Political Science & Psychology, University of New England

Overview

Zach Rioux is a Consultant in BerryDunn's Government Consulting Group, focused on providing project coordination and project management support, research, and analysis services. Zach has contributed to projects on several levels including project deliverable development, system and user acceptance testing, and management of project scope, schedule, and cost.

Relevant Experience

West Virginia BMS (06/2013 to 08/2013; 06/2014 to Present). Zach has worked on the following projects for the Bureau:

- *MMIS DDI (06/2014 to Present).* Zach is currently serving as lead for operational readiness activities and as business analyst and projection coordinator for the MMIS DDI. His responsibilities include providing project management support, conducting research and analysis, supporting UAT efforts, and developing and reviewing project deliverables.
- *MITA SS-A (06/2013 to 08/2013).* Zach worked with Bureau staff and BerryDunn consultants to create training packets for the SS-A, in particular working on documents that illustrated the differences between the MITA 2.0 and 3.0 frameworks.
- *Medicaid Planning Project (06/2013 to 08/2013).* Zach monitored national Medicaid calls and took notes to record the pertinent information and points of interest. He also worked on creating performance measures for Medicaid-related business processes.

Vermont Department of Liquor Control (06/2014 to 02/2015). Zach provided project management support for the Department of Liquor Control's (DLC) multi-year Retail and Point of Sale System implementation, which involved the configuration, design, and deployment of a new solution for DLC and approximately 80 contracted liquor retail agents throughout the state. Zach assisted in management of project scope, schedule, and cost; conducted status meetings; prepared status reports; and communicated with project stakeholders.

Massachusetts HIX/IES Entities (06/2013 to 08/2013). Zach worked with BerryDunn's IV&V project team to analyze system implementation requirements and create user test cases to demonstrate the Massachusetts HIX/IES system requirements were being met.

Office of U.S. Senator Susan M. Collins (05/2011 to 12/2012). As an assistant in two of Senator Collins' offices, Zach assisted constituents and staffers with a variety of tasks, and wrote professional letters and memos for Senator Collins.

Gary Soucy, BA, CISSP, MCSE+, CCNA, VCP5

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Technical Analyst (employed full-time with BerryDunn since 12/2011)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Bachelor of Art in German and Zoology, University of Maine Certified Information Systems Security Professional Cisco Certified Network Associate Microsoft Certified Systems Engineer: Messaging Microsoft Certified Technology Specialist: Exchange 2007 VMware Certified Professional 5 – Data Center Virtualization

Overview

Gary Soucy is a Senior Consultant in BerryDunn’s Government Consulting Group, specializing in the management and support of our IT security and privacy engagements. Prior to joining BerryDunn in 2011, Gary provided project management and technical support services for clients in the private sector and education for more than 15 years.

Relevant Experience

Missouri Family Services Division (06/2014 to 11/2014). Gary served as Technical Analyst in performing an Independent Security Assessment of Missouri’s Eligibility Determination and Enrollment System. He contributed to the development of the Plan of Action and Milestones (POA&M) and assisted with the Risk Assessment Report.

Vermont Department of Taxes (06/2014 to 11/2014). As Lead Technical Analyst, Gary worked with BerryDunn’s team to assess the Department’s security of sensitive data associated with information systems and infrastructure. This included the performance of a gap analysis highlighting current practices against the ‘to-be’ of IRS Publication 1075 standards; the development of high level policies mapped to the IRS Pub 1075 control families; and the development of procedures outlining details of how to comply with the policies.

Missouri MoHealthNet Division (10/2013 to 04/2014). Gary served as a Technical Analyst in performing a security risk assessment of Missouri’s MMIS, based on nationally recognized standards and regulatory requirements, including NIST SP 800 series, ISO 27000 series, and HIPAA.

West Virginia BMS (03/2013 to 07/2014). Gary was the Lead Technical Analyst for the MITA 3.0 SS-A. He performed discovery and analysis tasks to identify current application usage and location.

West Virginia BMS (01/2013 to Present). Gary has provided in UAT assistance for the Bureau’s MMIS implementation. This included identifying risks and issues, in addition to escalating and reporting the risks and issues through established reporting procedures. In addition, he has assisted in the deliverable review process by reviewing the MMIS vendor’s documentation.

Massachusetts HIX/IES Entities (10/2012 to 06/2014). Gary was a member of BerryDunn's IV&V Project team for the Massachusetts HIX/IES implementation and served as Technical Lead for System Audit portion of our work, which entailed verifying that required security controls are in place and developing a System Audit Report.

West Virginia BMS (04/2012 to 07/2013). Gary assisted as a Technical Consultant in the development of requirements testing for the UAT for the DW/DSS project. In addition, he performed deliverable review of documentation developed by the client's third party developer.

Vermont Department of Labor (12/2011 to 01/2012). Gary assisted the BerryDunn team in conducting an independent assessment of the Department's critical Information System Contingency Plan for their Unemployment Insurance payment process.

Local Government IT Planning Projects (12/2011 to 12/2014). Gary has worked as part of BerryDunn's team to provide IT strategic planning services for several local government projects, including work with the Cities of Santee, California; Loveland Colorado; Louisville, Colorado; Winchester, Virginia; and Jackson, Mississippi, among others.

CBE Technologies (07/2007 to 01/2011). Gary served as Systems Engineer, with responsibility for the installation, support, and configuration of Cisco/Tandberg Videoconferencing Endpoints and provided post-support for multiple public school administrative districts throughout Maine. He also performed Technical Account Management duties, analyzing customer networks for best practices and disaster recover planning.

Jim Strassenburgh, BA

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Senior Consultant (employed full-time with BerryDunn since 06/2014 and as a subcontractor from 02/2013 to 05/2014)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Bachelor of Arts in Philosophy, St. Lawrence University

Overview

Jim Strassenburgh is a seasoned IT architect and technical manager with proven experience delivering large-scale, complex, IT solutions and conducting IV&V for large, multi-vendor system implementations. He has held senior technical positions as both employee and independent consultant for over 15 years developing architecture and operations to support some of the largest infrastructures known.

Relevant Experience

Massachusetts HIX/IES Entities (05/2014 to Present). Jim is currently serving as a Technical Lead for BerryDunn's engagement providing IV&V of Massachusetts' HIX/IES implementation and serves as the primary contact for technical IV&V efforts. His responsibilities entail CMS formal and boundary testing and blueprint testing; review and validation of vendor releases, architecture, and technical content; and collaboration with technical architects and vendors and senior leadership within the Commonwealth associated with this project

Maryland Health Benefit Exchange (02/2013 to 05/2014). Jim served as Technical Lead for BerryDunn's IV&V engagement for the Maryland HIX/IES implementation. In this role, Jim was responsible for assessing technical aspects of the exchange, tracking progress, and developing risks and issues for a large and new State-based exchange.

Rochester Institute of Technology (01/2010 to 122011). As Enterprise Project Manager for the Green Data Center initiative, Jim served as project management lead in building a shared services computing model and the construction of a new green data center facility for one of the largest private universities in the country.

Xerox (05/2008 to 06/2009). As Data Center Infrastructure Architect for the Oracle Competency Center, Jim developed enterprise Service Oriented Architecture (SOA) platform using an Oracle SOA stack; assisted in deploying new enterprise provisioning, alarming, and ticketing services; and conducted a company-wide assessment of VMware infrastructure of Europe and North American data centers.

NYFIX, Inc. (01/2000 to 07/2006). As Vice President for Systems and Systems Architecture, Jim was responsible for all new project initiatives, core infrastructure technology, and systems level operations, including management of infrastructure operations, with responsibility for over 65% of all order flow volume to the New York Stock Exchange (NYSE); management of infrastructure security; compliance with Security Exchange Control infrastructure requirements; and management of multiple generations of data center technology change, including three data center migrations.

Carolyn Weber

Proposed Project Role:	Project Management Support Staff
Role at BerryDunn:	Independent Consultant (Subcontractor to BerryDunn since 08/2014)
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Computer Information System Associate Degree (<i>in progress</i>)

Overview

Carolyn Weber is an IT Professional with over 15 years of project management and business analysis experience. She provides a solid knowledge base of project management principles and has a background in reengineering business processes, managing conversion efforts, and human resource management.

Relevant Experience

West Virginia BMS and WVCHIP (08/2014 to Present). Carolyn has assisted BerryDunn's team and BMS in planning for UAT and evaluating system integration test plans and results. She also has participated in requirements validation and design sessions and evaluations of related deliverables, working with the vendor to resolve identified deficiencies. Carolyn contributes to our issue and risk tracking process and provides reporting on the status of project progress on design and testing.

Rose International (08/2003 to 06/2014). Carolyn served as Project Manager and/or Business Analyst on numerous projects for the State of Missouri, including:

- *Missouri Eligibility Determination and Enrollment System Modernization (01/2014 to 06/2014)*
- *Immunization System Interoperability Project (06/2013 to 01/2014)*
- *Child Care Delphi Rewrite Project (08/2012 to 06/2013)*
- *Electronic Health Information Exchange Project (11/2010 to 07/2012)*
- *Electronic Document Management System (09/2007 to 11/2008)*
- *.NET Web Development (07/2007 to 10/2007)*
- *Internet and Intranet Web Development Project (02/2007 to 05/2007)*
- *System Selection for the Department of Senior Services (11/2004 to 10/2005)*
- *Business Process Reengineering for the Women, Infants, and Children's' (WIC) Program (08/2003 to 03/2004)*

Other Relevant Experience. From 1996 to 2003, Carolyn served as a Business Analyst and Implementation Consultant for several systems development projects for private sector companies in Missouri, which contributes to her knowledge of IT project management and implementation support services.

2.6 State Compliance

RFQ Section 3.8 It is strongly preferred that documentation demonstrating the vendor's having met all of these qualifications is included with the bid; it must be provided prior to award. Vendors should use the attached Qualifications Checklist, indicating the name of the documentation which demonstrates that each qualification is met and its location within the bid.

BerryDunn Response:

Specifications Section	Applicable To:	General Description	Document Name, if applicable	Page Number/ Location in Vendor's Bid
3.1	Vendor	Minimum 10 years in project management	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.1, Pages 1-3
3.2	Vendor	Minimum 10 years in managing procurement development	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.2, Pages 4-5
3.3	Vendor	Minimum 5 years in general information security experience related to the implementation and/or monitoring of computer systems and/or applications	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.3, Pages 6-7
3.4	Vendor	Within the past 8 years, 3 years' experience specific to project management services for the implementation of a Molina MMIS Project and CMS Certification or a Molina Health PAS System	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.4, Page 8
3.5	Vendor	Two or more references for the Project Management of the MMIS Implementation and/or CMS Certification of a Molina MMIS or Molina Health PAS System.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.5, Pages 9-10
3.6	Vendor	Three or more references (from the past 10 years) for project management services for a state Medicaid Agency; must include a description of the project management services performed.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.6, Pages 11-12
3.7.1.1	Lead Project Manager (1)	Minimum ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.1, Pages 13-15

Specifications Section	Applicable To:	General Description	Document Name, if applicable	Page Number/ Location in Vendor's Bid
3.7.1.2	Lead Project Manager (1)	Project Management Professional Certification	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.1, Page 13
3.7.2.1	Engagement Manager (1)	Minimum ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.2, Pages 16-18
3.7.2.2	Engagement Manager (1)	Project Management Professional Certification	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.2, Page 16
3.7.3.1	Lead MMIS Project Manager (1)	Minimum ten(10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency; AND, within the last 10 years, three (3) years' experience as a Project Manager of a Molina MMIS Implementation and/or CMS Certification of a Molina Health PAS system.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.3, Pages 19-21
3.7.3.2	Lead MMIS Project Manager (1)	Project Management Professional Certification	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.3, Page 19
3.7.4.1	General Project Managers (10)	Minimum three (3) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.4, Pages 22-46
3.7.5.1	Project Management Support Staff (25)	Minimum one (1) year of experience with Project Management	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.5, Pages 47-80

3. MANDATORY REQUIREMENTS

3.1 Staffing Requirement

RFQ Section 4.1.1.1 Vendor shall provide staff dedicated solely to Agency projects unless expressly agreed to in writing and approved in advance by the Bureau. At a minimum the Vendor must employ the following key personnel by operation start date:

- 4.1.1.1.1 One Lead Project Manager
- 4.1.1.1.2 One Engagement Manager
- 4.1.1.1.3 One Lead MMIS Project Manager
- 4.1.1.1.4 Three General Project Managers
- 4.1.1.1.5 Twelve Project Management Support Staff

BerryDunn Response:

BerryDunn will provide staff dedicated solely to Agency projects unless expressly agreed to in writing and approved in advance by the Bureau. At a minimum, we will provide the following key personnel (all employed by BerryDunn) by operation start date:

Lead Project Manager:	Medgar Austin, PMP
Engagement Manager:	Ed Daranyi, PMP
Lead MMIS Project Manager:	Nicole Becnel, PMP
General Project Managers:	Laura Killebrew, PMP Tom Hunter, PMP Lisa Calderwood, CAPM
Project Management Support Staff:	Jamie Brennan, CAPM Justin Davis Zach Rioux Noah Braiterman Shea Berry Peter Alfrey Nicole Bailey Ashley Gaugler Julie Justice Stephanie Matthews Mary Renick Mary Lou Banker, CAPM

3.2 Staffing Changes

RFQ Section 4.1.1.2 Vendor shall notify the Bureau in writing of any key staff resignations, dismissals, or personnel. Should any key staff position become vacant, the Vendor must notify the Bureau within two (2) business days and provide information on the replacement. The Bureau shall have the right to participate in the selection process and approve or disapprove the assignment of any staff positions.

BerryDunn Response:

BerryDunn will notify the Bureau in writing of any key staff resignations, dismissals, or personnel. Should any key staff position become vacant, BerryDunn will notify the Bureau within two (2) business days and provide information on the replacement. We acknowledge and understand that the Bureau shall have the right to participate in the selection process and approve or disapprove the assignment of any staff positions.

3.3 Criminal Background Checks

RFQ Section 4.1.1.3 Vendor must complete a criminal background check according to the General Conditions, for each of the originally supplied staff and any replacement staff during the life of the Contract.

BerryDunn Response:

BerryDunn will complete a criminal background check according to the General Conditions, for each of the originally supplied staff and any replacement staff during the life of the Contract.

3.4 Staffing Plan

RFQ Section 4.1.1.4 Prior to award, Vendor shall provide the specific staffing plan to the Bureau for the MMIS implementation and CMS certification project. This may be in the form of a Scope of Work (based on the premises established in Attachments B, C and D). This document may be included with the bid, but must be provided prior to award. The Vendor is solely responsible for ensuring the staffing plan includes employees meeting the qualification requirements herein.

BerryDunn Response:

Prior to award, BerryDunn will provide the specific staffing plan to the Bureau for the MMIS implementation and CMS certification project. This may be in the form of a Scope of Work, based on the premises set forth in Attachments B, C, and D of the RFQ. We envision our staffing plan will be similar or identical to the current staffing approach we have in place with the Bureau for our work on the MMIS implementation and CMS certification project and other active SOWs, which we will review with BMS and gain approval for during contract execution. BerryDunn acknowledges and agrees to maintaining sole responsibility for ensuring the staffing plan includes employees meeting the qualification requirements herein.

3.5 Staffing Resumes

RFQ Section 4.1.1.5 During the life of the contract, with each Scope of Work document, the Vendor shall provide resumes of qualified staff to be assigned to the project to indicate that this proposed staff meets all the base Qualifications for the classifications as indicated in Section 3 of these specifications. Additionally, the Vendor must provide any other licenses, credentials and required experience specific to the individual project requirements. Agency will indicate what additional criteria must be met for each project during their initial contact(s) with the Vendor to acquire the Scope of Work.

BerryDunn Response:

BerryDunn will provide resumes with each Scope of Work document during the life of the contract of qualified staff to be assigned to the project to indicate that our proposed staff meets all the base qualifications for the classifications as indicated in Section 3 of the RFQ. Additionally, BerryDunn will provide any other licenses, credentials, and required experience specific to the individual project requirements. BerryDunn acknowledges that the Agency will indicate what additional criteria must be met for each project during their initial contracts with BerryDunn to acquire the Scope of Work.

3.6 Key Personnel

RFQ Section 4.1.1.6 In each Scope of Work, Vendor shall identify in the staff plan key personnel and denote the percentage of time each individual will be dedicated to this project for the period of the contract.

BerryDunn Response:

BerryDunn will identify in the staff plan of each Scope of Work the key personnel that will conduct the work and denote the percentage of time each individual will be dedicated to the project for the period of the contract.

3.7 Key Certified Project Management Staff Duties

The Key Certified Project Management staff will perform the following duties as outlined below:

3.7.1 Communication

RFQ Section 4.1.2.1 Vendor will be a liaison and coordinate communication between DHHR, the current fiscal agent (Molina) and other entities at the direction of the Bureau.

BerryDunn Response:

BerryDunn will be a liaison and coordinate communication between DHHR, the current fiscal agent (Molina), and other entities at the direction of the Bureau.

3.7.2 Policies

RFQ Section 4.1.2.2 Vendor will assist the Bureau, DHHR and OMIS to establish policy and communication changes in policy to staff, other vendors and key stakeholders.

BerryDunn Response:

BerryDunn will assist the Bureau, DHHR, and OMIS to establish policy and communication changes in policy to staff, other vendors and key stakeholders.

3.7.3 Draft Documentation

RFQ Section 4.1.2.3 Vendor must draft letters, forms and other documents on behalf of the Bureau upon request.

BerryDunn Response:

BerryDunn will draft letters, forms, and other documents on behalf of the Bureau upon request.

3.7.4 Data

RFQ Section 4.1.2.4 Vendor must compile data required for the completion of the MMIS Implementation and the CMS Certification project. Data may include, but not be limited to:

4.1.2.4.1 Project management plans, schedules, status reports, work break down structure, meeting notes, action items, risk and issue logs, presentations, budget tables, CMS specified artifacts (Certification check lists, which CMS is still developing), status reports, etc.

4.1.2.4.2 Data must be provided to DHHR in format requested; these include but are not limited to: Microsoft Project, Word, Excel, Power Point, and Visio.

BerryDunn Response:

BerryDunn will compile data required for the completion of the MMIS Implementation and the CMS Certification project. Data may include, but will not be limited to, project management plans, schedules, status reports, work break down structures, meeting notes, action items, risk and issue logs, presentations, budget tables, CMS specified artifacts (Certification check lists, which CMS is still developing), status reports, etc.

BerryDunn will provide data to DHHR in the format requested, which includes but is not limited to Microsoft Project, Word, Excel, Power Point, and Visio.

3.7.5 Business Process Review

RFQ Section 4.1.2.5 Vendor must conduct a structured and comprehensive review of Bureau business processes to ensure the completion of the MMIS Implementation and CMS Certification project. This review will include current MMIS operations, systems documentation, policy manuals, DHHR and Molina handbooks, and interview Bureau, DHHR, OMIS and Molina staff.

BerryDunn Response:

BerryDunn will conduct a structured and comprehensive review of Bureau business processes to ensure the completion of the MMIS Implementation and CMS Certification project. This review will include current MMIS operations, systems documentation, policy manuals, DHHR and Molina handbooks, and interviews of Bureau, DHHR, OMIS, and Molina staff.

3.7.6 Ongoing Project Management and Support

RFQ Section 4.1.2.6 Vendor must provide ongoing project management and support services for sub-projects related to the MMIS Implementation and CMS Certification project, including:

4.1.2.6.1 MMIS Provider Enrollment Initiative

4.1.2.6.2 Medicaid Information Technology Architecture (MITA) Self-Assessment

4.1.2.6.3 International Classification of Diseases (ICD-10) Remediation and Implementation

BerryDunn Response:

BerryDunn will provide ongoing project management and support services for sub-projects related to the MMIS Implementation and CMS Certification project, including the MMIS Provider Enrollment Initiative, the MITA Self-Assessment, and the International Classification of Diseases (ICD-10) Remediation and Implementation.

3.8 Compliance with On-Site Requirements

RFQ Section 4.1.3 Vendor must provide the following key staff (MMIS Lead Project Manager, Lead Project Manager, three General Project Managers, and eight Project Management Support staff) on site on day one of procurement, with the State having discretion to modify on-site requirements as needed for projects. Staff shall be available Monday through Friday, 9:00 am to 5:00 pm EST. Except for State holidays as indicated below, vendor must obtain approval in writing from the Bureau, for any deviation in the work hours at least one week in advance.

BerryDunn Response:

BerryDunn will provide the following staff on-site on day one of the project:

Lead Project Manager:	Medgar Austin, PMP
Lead MMIS Project Manager:	Nicole Becnel, PMP
General Project Managers:	Laura Killebrew, PMP Tom Hunter, PMP Lisa Calderwood, CAPM
Project Management Support Staff:	Justin Davis Zach Rioux Noah Braiterman Shea Berry Nicole Bailey Julie Justice Stephanie Matthews Mary Renick

BerryDunn staff will be available Monday through Friday from 9:00 a.m. to 5:00 p.m. EST. Except for the State holidays listed in section 4.1.3 of the RFQ, BerryDunn will obtain approval in writing from the Bureau for any deviation in the work hours at least one week in advance. We acknowledge that the State has the discretion to modify on-site requirements as needed for projects.

3.9 Office Location

RFQ Section 4.1.4 Vendor must maintain an office location within fifteen (15) miles of the current location of BMS located at 350 Capitol Street, Charleston, WV 25301. Cost associated for meeting this requirement should be included within the hourly rate.

BerryDunn Response:

BerryDunn will maintain an office location within fifteen (15) miles of the current location of BMS, located at 350 Capitol Street, Charleston, WV 25301, for the life of the contract.

BerryDunn currently maintains an office location at 300 Capitol Street, Charleston, WV 25301, which is adjacent to and within one (1) mile of the current BMS location. Costs associated with our office location are included within our proposed hourly rates.

3.10 Office Requirements

RFQ Section 4.1.5 Vendor's office location shall have conference space for DHHR meeting use, for project management business, and accommodate a minimum of ten (10) staff. Vendor's office shall include wireless internet access provided to the Agency at no charge.

BerryDunn Response:

BerryDunn will provide conference space for DHHR meeting use and for project management business throughout the life of the contract. BerryDunn will provide wireless internet access to the Agency in all office and meeting areas at no charge.

BerryDunn's Charleston office contains two conference rooms, one that accommodates ten (10) staff and one that accommodates twelve (12) staff. Both rooms are equipped with projection capabilities and ShoreTel speakerphones with extension microphones. The 10-person conference room provides Polycom video conferencing capabilities.

3.11 Staff and Resources Timeframe

RFQ Section 4.1.6 Vendor must provide the staff and resources as indicated within the specifications, specifically the staff required for the initial Scope of Work per Section 4.1.1.4, within seven (7) calendar days of **contract award**.

BerryDunn Response:

BerryDunn will provide the staff and resources as indicated within the specifications, specifically the staff required for the initial Scope of Work, within seven (7) calendar days of **contract award**.

3.12 Deliverables

At a minimum, the successful vendor must support the initiatives listed below:

3.12.1 Master Project Plan

RFQ Section 4.1.7.1 Vendor shall develop and maintain, in an electronic format, a Master Project Plan and schedule.

BerryDunn Response:

BerryDunn will develop and maintain, in electronic format, a Master Project Plan and Schedule.

3.12.2 Project Meetings

RFQ Section 4.1.7.2 Vendor shall schedule all project meetings coordinating with the BMS project lead, unless otherwise requested by the Bureau.

BerryDunn Response:

BerryDunn will schedule all project meetings, coordinating with the BMS project lead, unless otherwise requested by the Bureau.

3.12.3 Agendas

RFQ Section 4.1.7.3 Vendor shall prepare and distribute agendas via email and/or mail with BMS project lead's approval for each meeting by noon of the working day prior to the scheduled meeting.

BerryDunn Response:

BerryDunn will prepare and distribute agendas via email and/or mail with BMS project lead's approval for each meeting by noon of the working day prior the scheduled meeting.

3.12.4 Meeting Facilitation

RFQ Section 4.1.7.4 Vendor shall facilitate scheduled meetings, unless otherwise requested by the Bureau.

BerryDunn Response:

BerryDunn will facilitate scheduled meetings, unless otherwise requested by the Bureau.

3.12.5 On-site Facilitators

RFQ Section 4.1.7.5 Vendor shall provide meeting facilitators who must be on-site physically, at the meeting location, unless expressly approved in writing, and in advance, by the Bureau.

BerryDunn Response:

BerryDunn will provide meeting facilitators who must be physically on-site at the meeting location, unless expressly approved in writing, and in advance, by the Bureau.

3.12.6 Meeting Notes

RFQ Section 4.1.7.6 Vendor shall prepare and distribute meeting notes via email and/or mail, approved by the BMS project lead, for review to appropriate staff within two (2) working days of the meeting's completion.

BerryDunn Response:

BerryDunn will prepare and distribute meeting notes via email and/or mail, approved by the BMS project lead, for review to appropriate staff within two (2) working days of the meeting's completion.

3.12.7 Updated Notes

RFQ Section 4.1.7.7 Vendor shall update notes within three business days after receiving feedback from Bureau designated staff.

BerryDunn Response:

BerryDunn will update notes within three business days after receiving feedback from Bureau designated staff.

3.12.8 SharePoint

RFQ Section 4.1.7.8 Vendor shall file all agendas and notes on the Bureau's SharePoint site as part of an object record, which will be retained by the Agency at contract end.

BerryDunn Response:

BerryDunn will file all agendas and notes on the Bureau's SharePoint site as part of an object record, which will be retained by the Agency at contract end.

3.12.9 Decision Documents

RFQ Section 4.1.7.9 Vendor shall prepare decision documents (a document which has the item discussed, the decision made on how to address the item, the date the decision was made and who made the decision) as needed within three (3) business days of the close of the meeting.

BerryDunn Response:

BerryDunn will prepare decision documents (a document which has the item discussed, the decision made on how to address the item, the date the decision was made and who made the decision) as needed within three (3) business days of the close of the meeting.

3.12.10 Decision Log

RFQ Section 4.1.7.10 Vendor shall maintain a consolidated decision log document (a log with all the decisions made related to the project), on the Bureau's SharePoint site.

BerryDunn Response:

BerryDunn will maintain a consolidated decision log document (a log with all the decisions made related to the project), on the Bureau's SharePoint site.

3.12.11 Risk Log

RFQ Section 4.1.7.11 Vendor shall maintain a consolidated Risk Log (a document which has a risk identified, possible ways to resolve the risk, the date the risk was identified and who identified the risk) on the Bureau's SharePoint site.

BerryDunn Response: BerryDunn will maintain a consolidated Risk Log (a document which has a risk identified, possible ways to resolve the risk, the date the risk was identified and who identified the risk) on the Bureau's SharePoint site.

3.12.12 Issues Log

RFQ Section 4.1.7.12 Vendor shall maintain a consolidated Issues Log (a log with all the issues related to the project) document on the Bureau's SharePoint site.

BerryDunn Response:

BerryDunn will maintain a consolidated Issues Log (a log with all the issues related to the project) document on the Bureau's SharePoint site.

3.12.13 Estimate of Effort

RFQ Section 4.1.7.13 Vendor must provide an estimate of the effort and staff required for each project, stated in quantities of the prescribed hourly rates, for approval prior to beginning work. Vendor must submit a Scope of Work (SOW) which will identify the project services, outcomes, and deliverables (including deadlines) to support the request. BMS, DHHR or OMIS must approve the SOW, by issuance of an approved Delivery Order based on the estimated quantity of hours prior to work beginning. The quantities on the approved Delivery Order are not to be exceeded without approval of a modified Delivery Order by the Agency, the vendor may only bill for actual performed hours, not the estimated hours of the SOW or subsequently approved Delivery Order. The Agency reserved the right to not approve modifications to Delivery Orders.

BerryDunn Response:

BerryDunn will provide an estimate of the effort and staff required for each project, stated in quantities of the prescribed hourly rates, for approval prior to beginning work. BerryDunn will submit a Scope of Work (SOW) which will identify the project services, outcomes, and deliverables (including deadlines) to support the request. BMS, DHHR or OMIS must approve the SOW, by issuance of an approved Delivery Order based on the estimated quantity of hours prior to work beginning. We understand and will comply with the requirement that the quantities on the approved Delivery Order will not be exceeded without approval of a modified Delivery Order by the Agency, and that we may only bill for actual performed hours, not the estimated hours of the SOW or subsequently approved Delivery Order.

3.12.14 Provided Staff

RFQ Section 4.1.7.14 Vendor must provide qualified staff for a project within seven (7) calendar days of issuance of an approved Delivery Order, signifying approval by the Agency. After issuance of any Delivery Order, any changes in the subject project scope will be documented and tracked through the Bureau's existing comprehensive change management plan. Upon agreement of the changes in scope between the Bureau and the Vendor, Vendor will submit an updated SOW within two (2) working days to the Agency for their approval. The change in SOW is considered approved upon the Agency's issuance of a modified Delivery Order.

BerryDunn Response:

BerryDunn will provide qualified staff for a project within seven (7) calendar days of issuance of an approved Delivery Order, signifying approval by the Agency. We understand that after issuance of any Delivery Order, any changes in the subject project scope will be documented and tracked through the Bureau's existing comprehensive change management plan. Upon agreement of the changes in scope between the Bureau and BerryDunn, BerryDunn will submit an updated SOW within two (2) working days to the Agency for their approval. We understand that the change in SOW is considered approved upon the Agency's issuance of a modified Delivery Order.

3.12.15 Advanced Planning Documents

RFQ Section 4.1.7.15 Vendor must prepare Advanced Planning Documents (APD), and/or State Plan Amendments (SPA) as directed by the Bureau in support of the Bureau's initiatives and save all required project documentation (as described below) on the Bureau's SharePoint site. APD's must contain the following information:

- 4.1.7.15.1 Statement of Need and Objectives
- 4.1.7.15.2 MITA State Self-Assessment
- 4.1.7.15.3 Alternatives Analysis
- 4.1.7.15.4 Cost/Benefit Analysis
- 4.1.7.15.5 Project Management Plan
- 4.1.7.15.6 Project Budget
- 4.1.7.15.7 Assurances
- 4.1.7.15.8 Cost Allocation

BerryDunn Response:

BerryDunn will prepare APDs and/or SPAs as directed by the Bureau in support of the Bureau's initiatives and save all required project documentation on the Bureau's SharePoint site. APDs will contain the following:

- Statement of Need and Objectives
- MITA State Self-Assessment
- Alternatives Analysis
- Cost/Benefit Analysis
- Project Management Plan
- Project Budget
- Assurances
- Cost Allocation

3.12.16 Weekly Meetings

RFQ Section 4.1.7.17 Vendor must meet weekly with Bureau staff, either via phone conference call or in person at the Bureau to discuss the status of projects and/or initiatives.

BerryDunn Response:

BerryDunn will meet weekly with Bureau staff, either via phone conference call or in person at the Bureau to discuss the status of projects and/or initiatives.

3.12.17 Monthly Status Reports

RFQ Section 4.1.7.18 Provide monthly status reports via email, in person or on BMS SharePoint site on project being undertaken.

BerryDunn Response:

BerryDunn will provide monthly status reports via email, in person or on the BMS SharePoint site on the project being undertaken.

4. CONTRACT AWARD

4.1 Contract Award

RFQ Section 5.1 The Contract is intended to provide Agency with a purchase price for the Contract Services. The Contract shall be awarded to the Vendor that provides the Contract Services meeting the required specifications for the lowest overall total cost as shown on the Pricing Pages.

BerryDunn Response:

BerryDunn acknowledges and understands that the Contract is intended to provide Agency with a purchase price for the Contract Services. We understand that the Contract will be awarded to the Vendor that provides the Contract Services meeting the required specifications for the lowest overall total cost as shown on the Pricing Pages.

4.2 Pricing Page

RFQ Section 5.2 Vendor should complete the Pricing Page by entering a Unit Price for each item (hourly rate) on each Commodity Line. Each Commodity Line represents a different Hourly Rate by position and by Contract Year. Vendor should total all extended costs to arrive at a grand total for all services requested. Vendor should complete the Pricing Page in full as failure to complete the Pricing Page in its entirety may result in Vendor's bid being disqualified. If responding on paper, the bidder should print the WVOasis Centralized Request for Quotation, insert the Unit Price, and then multiply by the (estimated) Quantity listed for each Commodity Line to calculate the Total Price for each. If responding electronically in WVOasis, the calculation of Unit Price times Quantity occurs automatically. Quantities listed on the Pricing Pages are estimates only, for bid evaluation purposes only. Actual quantity of hours shall be based upon each SOW for each project.

BerryDunn Response:

BerryDunn's submission via the WVOASIS system provides completed pricing information, including a Unit Price for each item (hourly rate) and a grant total for all services requested.

We understand that failure to complete the Pricing Page in its entirety may result in the bid being disqualified. We further understand that the quantities listed on the Pricing Pages are estimates only, for bid evaluation purposes only, and that actual quantity of hours will be based upon each SOW for each project.

4.3 Hourly Rates

RFQ Section 5.3 Hourly rates listed on the Pricing Page shall remain firm for the contract year for which they are bid. Vendors are not required to, but may, enter a different hourly rate for each Contract Year. When a Delivery Order is issued by the Agency, the Contract's Hourly Rates in effect on the start date of the Delivery Order (ie, the start date for the project covered by the Delivery Order) will remain in effect for the entire duration of the Delivery Order (and will not change if the contractual Hourly Rate were to change - from an elapsing of a Contract year or the approval of an optional Contract year by renewal). Hourly rates are inclusive of all expenses (costs of materials, supplies, and equipment, travel expenses, and administrative and overhead costs) required to perform the services covered by the Contract and meet all deliverables. No additional charge may be billed by the vendor, nor will they be paid by the Agency under any circumstances.

BerryDunn Response:

BerryDunn confirms that hourly rates listed on the Pricing Page will remain firm for the contract year for which they are bid. We understand that when a Delivery Order is issued by the Agency, BerryDunn's contractual Hourly Rates in effect on the start date of the Delivery Order will remain in effect for the entire duration of the Delivery Order (and will not change if the contractual Hourly Rate were to change - from an elapsing of a Contract year or the approval of an optional Contract year by renewal). Hourly rates are inclusive of all expenses (costs of materials, supplies, and equipment, travel expenses, and administrative and overhead costs) required to perform the services covered by the Contract and meet all deliverables. We understand and acknowledge that no additional charge may be billed, nor will they be paid by the Agency under any circumstances.

4.4 Performance

RFQ Section 5.6 Vendor and Agency shall agree upon a schedule for performance of Contract Services and Contract Services Deliverables, unless such a schedule is already included herein by Agency. In the event that this Contract is designated as an open-end contract, Vendor shall perform in accordance with the release orders that may be issued against this Contract.

BerryDunn Response:

BerryDunn will work with the Agency to establish an agreed-upon schedule for performance of Contract Services and Contract Services Deliverables with the Agency. In the event that this Contract is designated as an open-end contract, BerryDunn will perform in accordance with the release orders that may be issued against this Contract.

4.5 Payment

RFQ Section 5.7 Agency shall pay an hourly rate for the positions requested on the pricing page, an all-inclusive rate as shown on the Pricing Pages, for all Contract Services performed and accepted under this Contract. Vendor shall accept payment in accordance with the payment procedures of the State of West Virginia.

BerryDunn Response:

BerryDunn understands and acknowledges that the Agency shall pay an hourly rate for the positions requested on the pricing page, an all-inclusive rate as shown on the Pricing Pages, for all Contract Services performed and accepted under this Contract. BerryDunn will accept payment in accordance with the payment procedures of the State of West Virginia.

4.6 Travel

RFQ Section 5.8 Vendor shall be responsible for all mileage and travel costs, including travel time, associated with performance of this Contract. Any anticipated mileage or travel costs may be included in the flat fee or hourly rate listed on Vendor's bid, but such costs will not be paid by the Agency separately.

BerryDunn Response:

BerryDunn will be responsible for all mileage and travel costs, including travel time, associated with performance of this Contract. We have included any anticipated mileage or travel costs in our hourly rates shown on the Pricing Pages and understand that travel costs will not be paid by the Agency separately.

4.7 Facilities Access

RFQ Section 5.9 Performance of Contract Services may require access cards and/or keys to gain entrance to Agency's facilities. In the event that access cards and/or keys are required:

5.9.1 Vendor must identify principal service personnel which will be issued access cards and/or keys to perform service.

5.9.2 Vendor will be responsible for controlling cards and keys and will pay replacement fee, if the cards or keys become lost or stolen.

5.9.3 Vendor shall notify Agency immediately of any lost, stolen, or missing card or key.

5.9.4 Anyone performing under this Contract will be subject to Agency's security protocol and procedures.

5.9.5 Vendor shall inform all staff of Agency's security protocol and procedures.

BerryDunn Response:

BerryDunn understands that the performance of contract services may require access cards and/or keys to gain entrance to the Agency's facilities. In the event that access cards and/or keys are required to gain entrance to the Agency's facilities for the performance of contract services, will comply with the following requirements:

- BerryDunn will identify principal service personnel that will be issued access cards and/or keys to perform services.
- BerryDunn will be responsible for controlling cards and keys for our team members, and will pay a replacement fee if the cards or keys are lost or stolen.
- BerryDunn will notify the Agency immediately of any lost, stolen, or missing cards or keys.
- BerryDunn acknowledges and confirms that anyone performing work under this Contract will be subject to the Agency's security protocol and procedures.
- BerryDunn will inform all staff of the Agency's security protocol and procedures.

4.8 Vendor Default

4.8.1 Defaults

RFQ Section 5.10.1 The following shall be considered a vendor default under this Contract.

5.10.1.1. Failure to perform Contract Services in accordance with the requirements contained herein.

5.10.1.2. Failure to comply with other specifications and requirements contained herein.

5.10.1.3. Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.

5.10.1.4. Failure to remedy deficient performance upon request.

BerryDunn Response:

BerryDunn acknowledges and understands that the following shall be considered a vendor default under this Contract:

- Failure to perform Contract Services in accordance with the requirements contained herein.
- Failure to comply with other specifications and requirements contained herein.
- Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.
- Failure to remedy deficient performance upon request.

4.8.2 Remedies

RFQ Section 5.10.2 The following remedies shall be available to Agency upon default.

5.10.2.1. Immediate cancellation of the Contract.

5.10.2.2. Immediate cancellation of one or more release orders issued under this Contract.

5.10.2.3. Any other remedies available in law or equity.

BerryDunn Response:

BerryDunn acknowledges and understands that the following remedies shall be available to the Agency upon default:

- Immediate cancellation of the Contract.
- Immediate cancellation of one or more release orders issued under this Contract.
- Any other remedies available in law or equity.

4.9 Miscellaneous

4.9.1 Contract Manager

RFQ Section 5.11.1 During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

BerryDunn Response:

During our performance of this Contract, BerryDunn will designate and maintain a primary Contract Manager responsible for overseeing BerryDunn's responsibilities under this Contract. The Contract Manager will be available during normal business hours to address any customer service or other issues related to this Contract. Our Contract Manager's contact information is as follows:

Contract Manager: Ed Daranyi, Principal
Telephone Number: (207) 541-2244
Fax Number: (207) 774-2375
Email Address: edaranyi@berrydunn.com

4.9.2 Independent Contractor Status

RFQ Section 5.11.2 The purpose of this contract is to obtain temporary services that are provided by individuals or entities as independent contractors and not as employees of the State of West Virginia. The distinction between an independent contractor and an employee is complex and can require an analysis of 20 or more factors relating to the circumstances of each contract. The Internal Revenue Service and the U.S. Department of Labor have provided guidance on this issue at:

IRS - <http://www.irs.gov/pub/irs-pdf/p15a.pdf>

IRS - <http://www.irs.gov/Businesses/Small-Businesses-&Self-Employed/Independent-Contractor-Self-Employed-or-Employee>

DOL - <http://www.dol.gov/elaws/esa/flsa/docs/contractors.asp>

Prior to utilizing the services available under this contract, each agency must ensure that factors relating to the broad categories of behavioral control, financial control, and the type of relationship between the state and the temporary worker will not cause the independent contractor relationship to be construed as an employee/employer relationship. Items that must be considered include but are not limited to, the degree of control exercised by the State over the temporary worker relating to performance of the job and the degree to which the temporary worker is integrated into the State's system. The Purchasing Division recommends that each agency review the IRS and DOL publications found at the links above and obtain further assurance from their respective internal legal counsel to maintain the independent contractor status of individuals and entities hired under this contract.

BerryDunn Response:

BerryDunn understands and acknowledges the purpose of this contract is to obtain temporary services that are provided by individuals or entities as independent contractors and not as employees of the State of West Virginia.

APPENDIX A: SIGNED DOCUMENTATION

In this section, we have provided the following signed documentation:

- Solicitation Cover Page
- Addendum 1 Cover Page
- Addendum 2 Cover Page
- Purchasing Affidavit
- Addendum Acknowledgement Form
- Certification and Signature Page



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

State of West Virginia
 Request for Quotation
 34 - Service - Prof

Proc Folder: 20535

Doc Description: Project Management Services

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2015-02-13	2015-03-25 13:30:00	CRFQ 0511 BMS150000008	1

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number:

Berry Dunn McNeil & Parker, LLC
 100 Middle Street, Portland ME 04101
 (207)775-2387

FOR INFORMATION CONTACT THE BUYER

Robert Kilpatrick
 (304) 558-0067
 robert.p.kilpatrick@wv.gov

Signature X

FEIN # 01-0523282

DATE March 25, 2015

All offers subject to all terms and conditions contained in this solicitation



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

State of West Virginia
 Request for Quotation
 34 - Service - Prof

Proc Folder: 20535

Doc Description: Addendum 1: Project Management Services

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2015-02-26	2015-03-25 13:30:00	CRFQ 0511 BMS150000008	2

BID RECEIVING LOCATION

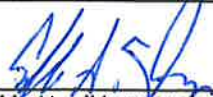
BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number:
 Berry Dunn McNeil & Parker, LLC
 100 Middle Street, Portland ME 04101
 (207)775-2387

FOR INFORMATION CONTACT THE BUYER

Robert Kilpatrick
 (304) 558-0067
 robert.p.kilpatrick@wv.gov

Signature X  FEIN # 01-0523282 DATE March 25, 2015

All offers subject to all terms and conditions contained in this solicitation



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

State of West Virginia
 Request for Quotation
 34 – Service - Prof

Proc Folder: 20535

Doc Description: Addendum 2: Project Management Services

Proc Type: Central Master Agreement

Date Issued	Solicitation Closes	Solicitation No	Version
2015-03-17	2015-03-25 13:30:00	CRFQ 0511 BMS1500000008	3

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

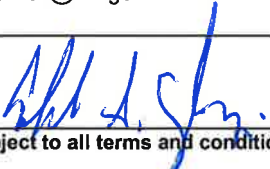
VENDOR

Vendor Name, Address and Telephone Number:

Berry Dunn McNeil & Parker, LLC
 100 Middle Street, Portland ME 04101
 (207)775-2387

FOR INFORMATION CONTACT THE BUYER

Robert Kilpatrick
 (304) 558-0067
 robert.p.kilpatrick@wv.gov

Signature X 

FEIN # 01-0523282

DATE March 25, 2015

All offers subject to all terms and conditions contained in this solicitation

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Berry Dunn McNeil & Parker, LLC

Authorized Signature:  Date: March 25, 2015

State of MAINE

County of CUMBERLAND, to-wit:

Taken, subscribed, and sworn to before me this 25th day of MARCH, 2015.

My Commission expires _____, 20____.

MICHAEL J. SEED
Notary Public, Maine
My Commission Expires May 3, 2020

AFFIX SEAL HERE

NOTARY PUBLIC



ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: BMS150000008

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Berry Dunn McNeil & Parker, LLC

Company



Authorized Signature

March 25, 2015

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

Revised 6/8/2012

CERTIFICATION AND SIGNATURE PAGE

By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Berry Dunn McNeil & Parker, LLC

(Company)



Eduardo G. Daranyi, Principal

(Authorized Signature) (Representative Name, Title)

(207)541-2244, (207)⁵⁴¹⁻²²⁴⁴2244 March 25, 2015

(Phone Number) (Fax Number) (Date)

CRFQ 0511 BMS150000008 APPENDIX 2: QUALIFICATIONS CHECKLIST

Specifications Section	Applicable To:	General Description	Document Name, if applicable	Page Number/Location in Vendor's Bid
3.1	Vendor	Minimum 10 years in project management	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.1, Pages 1-3
3.2	Vendor	Minimum 10 years in managing procurement development	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.2, Pages 4-5
3.3	Vendor	Minimum 5 years in general information security experience related to the implementation and/or monitoring of computer systems and/or applications	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.3, Pages 6-7
3.4	Vendor	Within the past 8 years, 3 years' experience specific to project management services for the implementation of a Molina MMIS Project and CMS Certification or a Molina Health PAS System	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.4, Page 8
3.5	Vendor	Two or more references for the Project Management of the MMIS Implementation and/or CMS Certification of a Moliana MMIS or Molina Health PAS System.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.5, Pages 9-10
3.6	Vendor	Three or more references (from the past 10 years) for project management services for a state Medicaid Agency; must include a description of the project management services performed.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 1.6, Pages 11-12
3.7.1.1	Lead Project Manager (1)	Minimum ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.1, Pages 13-15
3.7.1.2	Lead Project Manager (1)	Project Management Professional Certification	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.1, Page 13
3.7.2.1	Engagement Manager (1)	Minimum ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.2, Pages 16-18
3.7.2.2	Engagement Manager (1)	Project Management Professional Certification	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.2, Page 16
3.7.3.1	Lead MMIS Project Manager (1)	Minimum ten(10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency; AND, within the last 10 years, three (3) years' experience as a Project Manager of a Molina MMIS Implementation and/or CMS Certification of a Molina Health PAS system.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.3, Pages 19-21
3.7.3.2	Lead MMIS Project Manager (1)	Project Management Professional Certification	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.3, Page 19
3.7.4.1	General Project Managers (10)	Minimum three (3) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.4, Pages 22-46
3.7.5.1	Project Management Support Staff (25)	Minimum one (1) year of experience with Project Management	BerryDunn Proposal for CRFQ 0511 BMS1500000008	Section 2.5, Pages 47-80