West Virginia Purchasing Division

2019 Washington Street, East
Charleston, WV 25305
Telephone: 304-558-2306
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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.

Welcome, Lu Anne Cottrill

Procurement | Budgeting | Accounts Receivable | Accounts Payable

Solicitation Response(SR) | **Dept:** 0511 | **ID:** ESR01282100000005098 | **Ver.:** 1 | **Function:** New | **Phase:** Final | Modified by batch , 01/28/2021

Header 📎 1

List View

General Information | Contact | Default Values | Discount | Document Information | Clarification Request

Procurement Folder: 785940	**SO Doc Code:** CRFQ
Procurement Type: Central Master Agreement	**SO Dept:** 0511
Vendor ID: 000000100150	**SO Doc ID:** HHR2100000002
Legal Name: BERRY DUNN MCNEIL & PARKER LLC	**Published Date:** 1/14/21
Alias/DBA:	**Close Date:** 1/28/21
Total Bid: $56,540,000.00	**Close Time:** 13:30
Response Date: 01/28/2021	**Status:** Closed
Response Time: 11:19	**Solicitation Description:** PROJECT MANAGEMENT SERVICES
Responded By User ID: BerryDunn2	**Total of Header Attachments:** 1
First Name: Timothy	**Total of All Attachments:** 1
Last Name: Masse	
Email: rfps@berrydunn.com	

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

State of West Virginia
Solicitation Response

Proc Folder:	785940
Solicitation Description:	PROJECT MANAGEMENT SERVICES
Proc Type:	Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2021-01-28 13:30	SR 0511 ESR01282100000005098	1

VENDOR
000000100150 BERRY DUNN MCNEIL & PARKER LLC

Solicitation Number: CRFQ 0511 HHR2100000002

Total Bid: 56540000   **Response Date:** 2021-01-28   **Response Time:** 11:19:12

Comments:

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor
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	Lead Project Manager: Base Year One				430000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $215.00

Extended Description:

Lead Project Manager: Base Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	Engagement Manager: Base Year One				540000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $270.00

Extended Description:

Engagement Manager: Base Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	Lead MMIS Project Manager: Base Year One				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead MMIS Project Manager: Base Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	General Project Manager: Base Year One				3500000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $175.00

Extended Description:

General Project Manager: Base Year One
Estimate: (10) 20000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
5	Project Management Support Staff: Base Year One				4000000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $80.00

Extended Description:

Project Management Support Staff: Base Year One
Estimate: (25) 50000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
6	Lead Child Welfare Project Manager: Base Year One				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead Child Welfare Project Manager: Base Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
7	Lead Project Manager: Base Year Two				430000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $215.00

Extended Description:

Lead Project Manager: Base Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
8	Engagement Manager: Base Year Two				540000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $270.00

Extended Description:

Engagement Manager: Base Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
9	Lead MMIS Project Manager: Base Year Two				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead MMIS Project Manager: Base Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
10	General Project Manager: Base Year Two				3500000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $175.00

Extended Description:

General Project Manager: Base Year Two
Estimate: (10) 20000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
11	Project Management Support Staff: Base Year Two				4000000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $80.00

Extended Description:

Project Management Support Staff: Base Year Two
Estimate: (25) 50000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
12	Lead Child Welfare Project Manager: Base Year Two				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead Child Welfare Project Manager: Base Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
13	Lead Project Manager: Base Year Three				430000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $215.00

Extended Description:

Lead Project Manager: Base Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
14	Engagement Manager: Base Year Three				540000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $270.00

Extended Description:

Engagement Manager: Base Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
15	Lead MMIS Project Manager: Base Year Three				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00
Responded to Commodity Description Lead MMIS Project Manager: Base Year Three Estimate: (1) 2000 Hours

Extended Description:

General Project Manager: Base Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
16	General Project Manager: Base Year Three				3600000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $180.00
Responded to Commodity Description General Project Manager: Base Year Three Estimate: (10) 20000 Hours

Extended Description:

Lead MMIS Project Manager: Base Year Three
Estimate: (10) 20000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
17	Project Management Support Staff: Base Year Three				4000000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $80.00

Extended Description:

Project Management Support Staff: Base Year Three
Estimate: (25) 50000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
18	Lead Child Welfare Project Manager: Base Year Three				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead Child Welfare Project Manager: Base Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
19	Lead Project Manager: Optional Renewal Year One				430000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $215.00

Extended Description:

Lead Project Manager: Optional Renewal Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
20	Engagement Manager: Optional Renewal Year One				540000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $270.00

Extended Description:

Engagement Manager: Optional Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
21	Lead MMIS Project Manager: Optional Renewal Year One				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead MMIS Project Manager: Optional Renewal Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
22	General Project Manager: Optional Renewal Year One				3600000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $180.00

Extended Description:

General Project Manager: Optional Renewal Year One
Estimate: (10) 20000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
23	Project Management Support Staff: Optional Renewal Year One				4000000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $80.00

Extended Description:

Project Management Support Staff: Optional Renewal Year One
Estimate: (25) 50000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
24	Lead Child Welfare Project Manager: Opt Renewal Year One				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead Child Welfare Project Manager: Optional Renewal Year One
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
25	Lead Project Manager: Optional Renewal Year Two				430000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $215.00

Extended Description:

Lead Project Manager: Optional Renewal Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
26	Engagement Manager: Optional Renewal Year Two				540000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $270.00

Extended Description:

Engagement Manager: Optional Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
27	Lead MMIS Project Manager: Optional Renewal Year Two				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead MMIS Project Manager: Optional Renewal Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
28	General Project Manager: Optional Renewal Year Two				3800000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $190.00

Extended Description:

General Project Manager: Optional Renewal Year Two
Estimate: (10) 20000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
29	Project Management Support Staff: Optional Renewal Year Two				4000000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $80.00

Extended Description:

Project Management Support Staff: Optional Renewal Year Two
Estimate: (25) 50000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
30	Lead Child Welfare Project Manager: Opt Renewal Year Two				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead Child Welfare Project Manager: Optional Renewal Year Two
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
31	Lead Project Manager: Optional Renewal Year Three				430000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $215.00

Extended Description:

Lead Project Manager: Optional Renewal Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
32	Engagement Manager: Optional Renewal Year Three				540000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $270.00

Extended Description:

Engagement Manager: Optional Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
33	Lead MMIS Project Manager: Optional Renewal Year Three				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead MMIS Project Manager: Optional Renewal Year Three
Estimate: (1) 2000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
34	General Project Manager: Optional Renewal Year Three				3800000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $190.00

Extended Description:

General Project Manager: Optional Renewal Year Three
Estimate: (10) 20000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
35	Project Management Support Staff: Opt Renewal Year Three				4000000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $80.00

Extended Description:

Project Management Support Staff: Optional Renewal Year Three
Estimate: (25) 50000 Hours

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
36	Lead Child Welfare Project Manager: Opt Renewal Year Three				410000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

Commodity Line Comments: Hourly Rate - $205.00

Extended Description:

Lead Child Welfare Project Manager: Optional Renewal Year Three
Estimate: (1) 2000 Hours

PROPOSAL FOR:

West Virginia Department of Health and Human Resources, Bureau for Medical Services

CRFQ 0511 HHR2100000002

Project Management Services

BerryDunn
300 Capitol Street, Suite 1610
Charleston, WV 25301
681.313.8900

Nicole Y. Becnel
681.313.8905
nbecnel@berrydunn.com

Proposal Submitted On:

January 28, 2021

BerryDunn

Letter of Transmittal

January 28, 2021

Crystal Hustead
Department of Administration, Purchasing Division
2019 Washington Street, East
Charleston, WV 25305-0130
Submitted via wvOASIS

Dear Ms. Hustead:

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, the Department) Bureau for Medical Services (BMS, the Bureau) Request for Quotations (RFQ) CRFQ 0511 HHR2100000002 for Project Management Services. We have read the RFQ, Addendum 1; Addendum 2; Addendum 3, and Addendum 4; we understand them, and we agree to the terms and conditions therein.

Since 2003, BerryDunn has served as a trusted advisor to DHHR and BMS by providing project management, strategic technology planning, system and service selection support, requirements definition, information technology (IT) security assessments, business and process improvement mapping, request for proposal (RFP) development, and health and human services (HHS) subject matter expertise to meet the Department's evolving business needs. Our team members bring valuable knowledge and perspective to DHHR from their work with state HHS agencies across the country. For over 30 years, BerryDunn has supported the success of HHS agencies as they enhance and modernize their Medicaid programs and enterprise solutions. With an office located on Capitol Street in Charleston, West Virginia, and established in 2012, we are positioned to provide BMS and other DHHR bureaus with access to trusted professionals, conference space, and technology. The Charleston office is further supported by our Portland, Maine, headquarters and other offices in Arizona, Connecticut, Massachusetts, and New Hampshire, as well as having team members in over 30 states across the country.

Our approach is simple: **consistently provide high-quality services and strive for unparalleled client satisfaction.** You can feel confident selecting BerryDunn and our team of experienced professionals—backed by over 500 employees. We have extensive subject matter expertise in all areas of HHS. We are committed to sitting side by side with DHHR, sharing our deep experience and partnering with you to gain control of challenges and opportunities.

A key differentiator that BerryDunn brings to this project—and any project management we provide—is our independence from the vendor community. Our team has many years of large-scale enterprise project management, procurement support, and information security experience, but our firm does not sell, develop, or provide staff augmentation services for

software, hardware, or implementation vendors. BerryDunn is different from other project management service vendors because we do not partner with, consult for, or subcontract with systems vendors, fiscal agents, or vendors that develop or implement Medicaid Management Information Systems (MMISs), data warehouse/decision support systems (DW/DSS), eligibility & enrollment systems, or other HHS enterprise solutions. We offer DHHR an **independent perspective and will provide objective services and recommendations that are in the best interest of DHHR and the members you serve.**

As a principal in our firm's Government Consulting Group, I am authorized to bind BerryDunn to the commitments made herein. We understand and agree to the Service-Level Agreements in Attachment B. Should you have any questions regarding our proposal, please contact me directly at 681.313.8905 or nbecnel@berrydunn.com.

After 47 years of supporting clients, we still appreciate every new opportunity. Thank you for your consideration. We look forward to the opportunity to support DHHR in your project management needs.

Sincerely,

Nicole Y. Becnel Principal

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1 – Purpose and Scope

BerryDunn has read and understands the purpose and scope of this RFQ. We understand the services that are required for the following bureaus, offices, and programs as detailed within RFQ Section 1.0:

- Bureau for Medical Services (BMS)

- West Virginia Children's Health Insurance Program (WVCHIP)

- Bureau for Children and Families (BCF)

- Bureau for Public Health (BPH)

- Bureau for Behavioral Health/Office of Health Facilities (BBH/OHF)

- Bureau for Child Support Enforcement (BCSE)

- Office of Management Information Services (OMIS or MIS)

- Office of Drug Control Policy (ODCP)

We understand that the solicitation may be funded in whole or in part with federal funds and that this solicitation and its resulting awarded contract are subject to the requirements of Attachment 1: Provisions for Federally Funded Procurements.

2 – Definitions

BerryDunn has read the definitions in the RFQ and understands the meanings assigned to them.

3 – Qualifications

3.1 – Project Management

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

BerryDunn Response:

BerryDunn meets and exceeds this qualification through our 30-plus consecutive years of experience providing project management related services to West Virginia (18 years), other state agencies, and other government and private sector clients. We started working with West Virginia in 2003 focused on quality assurance; however, we also performed project management services related to the certification of the MMIS system under that contract. At the end of our quality assurance contract in 2008, over 12 years ago, BerryDunn was awarded a second contract and started providing formal project management services to West Virginia. The 2008 contract work ended in 2015. Our current, and third contract for project management services, started in 2015.

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 in *A Guide to the Project Management Body of Knowledge® (PMBOK® Guide),* version 6. These project management best practices form the foundation for all services provided by BerryDunn.

Our BerryDunn consulting team employs over 35 individuals with Project Management Professional® (PMP®) certifications and several individuals with the Certified Associates in Project Management® (CAPM®) designation, as well as consultants with related certifications, advanced degrees, and significant hands-on portfolio, program, and project management experience. West Virginia DHHR as well as our other HHS and State Medicaid Agency (SMA) clients have leveraged BerryDunn's professional project management experience by repeatedly selecting us to plan, facilitate, manage, administer, control, track, and/or report on HHS related initiatives. BerryDunn's project management experience with SMAs and health care organizations spans areas such as strategic planning, requirements definition, procurement development, procurement facilitation and assistance, system testing, system implementation, security assessment and planning, HHS certification and compliance, and policy development and facilitation.

Table 1 provides evidence that BerryDunn meets the RFQ requirement for at least 10 years of experience in project management.

Table 1: Examples of BerryDunn's Project Management Experience

Start Date	End Date	Client	Project
September 2020	December 2020	WVCHIP	Project Management for Managed Care Organization (MCO) Operational Readiness Review (ORR)

Start Date	End Date	Client	Project
April 2020	Present	West Virginia BPH	Project Management for Children with Special Health Care Needs (CSHCN) Program Process Mapping, Requirements Gathering, and Procedure Manual Development
March 2020	June 2020	West Virginia BMS, BCF	Project Management for Mountain Health Promise (MHP) Implementation (Coordinated Care Management)
June 2019	June 2020	WVCHIP	Project Management for WVCHIP for the CHIP Eligibility Transition and Expansion
January 2019	January 2020	West Virginia BMS	Project Management for Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance
December 2018	February 2020	West Virginia BMS	Project Management for Child Welfare Family First Assessment Project
November 2018	October 2019	West Virginia BMS	Technical Assistance and Program Support (TAPS)
May 2018	January 2019	West Virginia BMS	Project Management for MMIS Payment Error Rate Measurement (PERM)
November 2017	Present	Missouri Department of Social Services, MO HealthNet Division (MHD)	Project Management for Business Intelligence Solution-Enterprise Data Warehouse (BIS-EDW) and Program Integrity (PI) Solutions Project Management Office (PMO)
June 2017	December 2017	West Virginia BMS	Project Management for Adult Quality Measures Grant, Phase 2
February 2017	June 2018	Vermont Department of Health Laboratory	Project Management and Technical Support for STARLIMS Implementation
January 2017	January 2018	West Virginia BMS	Project Management for West Virginia/New Jersey Leverage and Reuse Project
October 2016	June 2018	West Virginia BMS	Project Management for Gap Analysis and Project Management Services (GAPMS)
August 2016	January 2019	New Mexico Human Services Division, Medical Assistance Division	Project Management for HHS 2020 Project
July 2016	Present	City of Ormond Beach, FL	Project Management Services for ERP System Implementation
May 2016	March 2017	Three Rivers Park District, MN	Project Management for Financial System Selection and Implementation

Start Date	End Date	Client	Project
April 2016	October 2016	West Virginia BMS	Project Management and Support Services for the Access to Care Project
October 2015	March 2016	West Virginia BMS	Project Management for International Classification of Diseases (ICD)-10 Implementation, Phase 2
February 2015	July 2016	Vermont Agency of Human Services	Project Management for the MMIS Specialized Programs
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	WVCHIP	Project Management for the WVCHIP Transition
January 2014	June 2015	Vermont Green Mountain Care Board	Project Management for the Vermont Healthcare Claims Uniform Reporting & Evaluation System (VHCURES)
December 2013	July 2015	City of Bloomington, Minnesota	Project Management for Enterprise Resource Planning (ERP) System Implementation
September 2013	December 2016	WVCHIP	Project Management and Assessment of Affordable Care Act (ACA) Compliant Strategies for the WVCHIP
August 2013	December 2016	West Virginia BMS	Project Management for Adult Quality Measures Grant, Phase 1
August 2013	September 2016	City of Goodyear, Arizona	Project Management for ERP 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 ICD-10 Implementation, Phase 1
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
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 MITA 3.0 Organizational Redesign

Start Date	End Date	Client	Project
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 IT PMO
February 2012	January 2015	West Virginia BMS	Project Management for data warehouse/ decision support systems (DW/DSS) Re-procurement and Implementation
January 2012	July 2015	City of Mesquite, Texas	Project Management and Oversight for ERP System Planning and Implementation
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 Executive Office of Health and Human Services (EOHHS)	Project Management for the Development of Massachusetts' State Medicaid Health IT Planning (SMHP) and Health Information Technology (HIT) Implementation Advance Planning Document (I-APD)
July 2010	December 2011	Maine Department of Health and Human Services	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	December 2016	West Virginia BMS	Project Management for MMIS Re-procurement and Implementation
June 2005	January 2007	Martin's Point Health Care	Project Management for Health Insurance Portability and Accountability Act (HIPAA) Compliance
December 2003	March 2008	West Virginia BMS	QA Monitoring of MMIS Implementation and Centers for Medicare & Medicaid Services (CMS) Certification
January 2003	September 2003	Boston Teachers Union Health and Welfare Fund	Project Management for HIPAA Compliance
January 2002	July 2002	United Way of Greater Portland, Maine	Project Management for Fundraising Software Implementation

Start Date	End Date	Client	Project
September 2001	March 2002	New Hampshire Department of Health and Human Services	Project Management for EDW
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

3.2 – Procurement Development

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

BerryDunn Response:

BerryDunn meets and exceeds this qualification through our 30-plus consecutive years of experience providing procurement related services to West Virginia, other state agencies, and other government and private-sector clients. Our experience providing procurement support services in West Virginia as well as other HHS and SMAs includes providing a range of procurement development services in support of planning for and procuring new information systems and services, 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 Advance Planning Documents (APDs), responses to Requests for Additional Information (RAIs), RFPs, and other solicitation documents such as Requests for Information (RFIs), RFQs, and Requests for Qualifications

- 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 (10) years of experience in managing procurement development projects.

Table 2: Examples of BerryDunn's Procurement Management Experience

Start Date	End Date	Client	Project
September 2020	Present	Alaska Department of Health and Social Services, Division of Health Care Services	Project Management of Procurement Services for MMIS Solicitation Consulting
May 2020	September 2020	West Virginia DHHR, BMS	Project Management of Procurement Services for Mountain Health Trust (MHT) MCO Procurement Assistance Project: Phase II
October 2019	October 2020	West Virginia DHHR, BPH	Project Management of Procurement Services for Emergency Medical Services Data System Procurement Assistance

Start Date	End Date	Client	Project
September 2019	September 2020	Indiana Department of Health	Project Management of Procurement Services for Maternal and Child Health Data Systems
August 2019	Present	West Virginia DHHR, BMS	Project Management of Procurement Services for Medicaid Enterprise Data Solution Procurement Assistance, Implementation, and the CMS Certification
August 2019	Present	West Virginia DHHR, BMS	Project Management of Procurement Services for Third Party Liability (TPL) Procurement
June 2019	Present	West Virginia DHHR, BMS	Project Management of Procurement Services for Electronic Visit Verification (EVV) Solution Procurement and Implementation Support
May 2019	September 2019	Missouri Department of Social Services	Planning and Procurement Support for EVV Aggregator Solution Project
February 2019	January 2020	West Virginia DHHR, BMS	Project Management of Procurement Services for Coordinated Care Management Transition Project Management and Procurement Assistance
January 2019	May 2019	West Virginia DHHR, BMS	Project Management of Procurement Services for EVV Solution Procurement
May 2018	May 2019	Washington Health Benefits Exchange	System Integrator Re-procurement Planning
February 2018	November 2019	Arizona Department of Economic Security, Division of Developmental Disabilities	Project Management of Procurement Services for Feasibility Study for IT System Upgrade/Replacement and IT Replacement Project Support
September 2017	August 2019	West Virginia DHHR, BMS	Project Management of Procurement Services for Data Visioning and Warehouse Development and Procurement Assistance
April 2017	January 2018	West Virginia DHHR, BMS	Project Management of Procurement Services for Asset Verification System (AVS) RFQ Development and Procurement Assistance
September 2016	May 2018	South Carolina Department of Health and Environmental Control	Planning and Procurement Services for Electronic Health Records (EHR) System
December 2015	May 2016	West Virginia DHHR, BMS	Project Management of Procurement Services for Utilization Management Procurement Assistance
December 2015	June 2016	Georgia Department of Driver Service	Project Management of Procurement Services for Card Production System (CPS)

Start Date	End Date	Client	Project
October 2015	December 2017	West Virginia DHHR	RFP Development and Procurement Assistance Services for Medicaid E&E
June 2015	August 2015	Colorado Department of Human Services	Procurement Assistance Services for Child Care Tracking System
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)
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 for Procurement Planning
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 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
July 2004	April 2005	Town of Leesburg, Virginia	ERP Systems Planning, RFP Development, and Procurement

Start Date	End Date	Client	Project
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

3.3 – 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 and exceeds this qualification through our more than 25 years of information security experience related to the implementation and/or monitoring of computer systems and/or applications. Since we formed our consulting practice in 1986, we have conducted over 500 IT security assessments, controls reviews, System and Organization Controls (SOC) examinations, fraud evaluations, financial analyses, HIPAA security and privacy rule assessments, compliance evaluations, Statement on Standards for Attestation Engagements (SSAE) 18, 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 is dedicated to helping government entities improve their cybersecurity profile, achieve regulatory compliance, and adopt information security programs to support organization and business objectives. We provide the following services:

- IT Audit and Risk Assessments

- Vulnerability Assessments and Penetration Testing

- Information Security Program Review and Development

- Incidence Response and Disaster Recovery Planning

- Change Management

- Virtual Chief Information Security Officer (CISO) Services

- Cybersecurity Maturity Development and Assessment

- Regulatory Compliance Assessments, e.g., SOC, Payment Card Industry (PCI), HIPAA, Minimum Acceptable Risk Standards for Exchanges (MARS-E)

- Training and Development

Our team members maintain several relevant certifications to support their security-related work, including those shown in Figure 1 below:

Project Management Services
CRFQ 0511 HHR2100000002

WEST VIRGINIA
Department of
Health &
Human
Resources
BUREAU FOR
MEDICAL SERVICES

Figure 1: BerryDunn Team Member Security Certifications

Certified Chief
Informaiton
Security Officer

Certified Fraud
Examiner

Certified in Risk
and Information
Systems Control

Certified
Information
Systems Auditor®

Certified
Information
Systems Security
Professional

Certified Public
Accountant

GIAC Certified
Penetration Tester

GIAC Systems and
Network Auditor

Master Analyst in
Financial
Forensics®

Microsoft Certified
Professional

Microsoft Certified
Systems Engineer

Payment Card
Industry Qualified
Security Assessor

Table 3 provides evidence that BerryDunn meets the RFQ requirement for at least five (5) 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
April 2020	Present	Ohio School Employees Retirement System	Security Program Development
January 2020	April 2020	Missouri MHD	Independent Security Risk Assessment
June 2019	February 2020	City of Phoenix, AZ, City Auditor Department	Database Administration and Security Audit and Service Configuration and Patch Management
June 2019	Present	City of Phoenix, AZ, City Auditor Department	IT Asset Management Audit Services
May 2019	December 2019	Alaska Division of Legislative Audit	IT General Controls / Application Controls Audit
December 2018	August 2019	City of Farmers Branch, Texas	Cybersecurity Maturity Assessment

BerryDunn

Start Date	End Date	Client	Project
October 2018	Present	West Virginia BMS	Medicaid People's Access To Help (PATH) integrated eligibility system (IES) (included MARS-E security assessment support, Authority-to-Connect support, as well as security personnel with subject matter expertise)
July 2018	Present	West Virginia DHHR	E&E Independent Security and Privacy Controls Assessment
April 2018	Present	Minnesota IT Services	Independent Security and Privacy Controls Assessment
October 2017	December 2017	Ohio School Employees Retirement System	IT Security Maturity Assessment
September 2017	December 2018	West Virginia BMS	Project Management, Strategic Technology Planning, System/Service Selection, Project Oversight, and RFP Development Services for Data Visioning and Warehouse Development and Procurement Assistance Project
July 2017	December 2017	Metropolitan Government of Nashville and Davidson County, TN (Metro)	IT Security Assessment of Davidson County Sheriff's Office
January 2017	July 2017	West Virginia DHHR	E&E Independent Security and Privacy Controls Assessment
July 2016	December 2017	Sacramento Municipal Utility District, California	Information Security Audit
July 2016	November 2017	Washington State Auditor's Office	IT Security Audits for Local Government Entities
July 2016	December 2017	Sacramento Municipal Utility District	Information Security Audit
February 2015	May 2015	West Virginia DHHR	Recipient Automated and Information Data System (RAPIDS) (eligibility system) Transition Facilitation Project (risk mitigation and issue resolution)
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
August 2014	January 2015	University of Minnesota	IT Security Assessment

Start Date	End Date	Client	Project
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 2013	January 2014	CommUnityCare	IT Security Assessment
June 2013	November 2013	University of Tennessee System	Organizational Security Posture Assessment
June 2013	June 2014	Massachusetts EOHHS	Systems Audit of HIX/IES Solution
March 2013	November 2013	Glynn County, Georgia	IT Risks and Opportunities Assessment
February 2013	February 2014	Maine Veterans' Homes	HIPAA Security Assessment
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 DHHR	Information Systems Controls Review
April 2008	October 2016	West Virginia BMS	Project Management of MMIS Procurement; Design, Development, and Implementation (DDI); and Certification (team included staff with security subject matter expertise)
December 2002	February 2003	Virginia Employment Commission	Information Systems Controls Audit
November 2001	February 2002	Georgia Institute of Technology	Information Security Infrastructure Assessment

3.4 – MMIS Project Management

> RFQ Section 3.4: Vendor must have at least three (3) years' experience, within the last eight (8) years, specific to project management services for the implementation and/or CMS certification of an MMIS Project. Experience with CMS Outcomes-Based Certification is preferred, but not required.

BerryDunn Response:

BerryDunn meets and exceeds this qualification through our more than three years' experience, within the last eight years, specific to project management services for the implementation and/or CMS certification of an MMIS project, including CMS Outcomes-Based Certification (OBC). BerryDunn's experience supporting West Virginia, Missouri, New Jersey, and Puerto Rico in their MMIS implementation, certification, and/or OBC efforts dates back to 2008. For more information on this, please refer to Table 4.

Table 4: BerryDunn MMIS Project Management Experience

Project 1: Project Management of MMIS Procurement, DDI, and Certification	
Agency	West Virginia BMS
Project Description	BerryDunn has a master contract for project management services with the West Virginia BMS. Under this master contract, we partnered with BMS to provide project management of MMIS procurement, DDI, and certification. West Virginia was seeking PMO services to provide effective project governance and management. West Virginia's MMIS procurement, DDI, and certification would transform and modernize West Virginia's Medicaid Enterprise System (MES). Key to West Virginia's project was the essential need for a PMO contractor to have strong capabilities, processes, and expertise to successfully collaborate with all project teams and promote a shared vision of project success. BerryDunn demonstrated these behaviors consistently across the life of the West Virginia MMIS project. (Note: The State was implementing the Molina Health PAS MMIS, which is the State's current MMIS). BerryDunn provided project management through the MMIS DDI, including facilitation, execution, oversight of requirements validation sessions, design sessions, system integration testing (SIT), user acceptance testing (UAT), operational readiness testing, and CMS certification gate reviews. BerryDunn also provided issue and risk management, as well as monitoring and reporting for all levels of the West Virginia DHHR organization, including the CMS central and regional offices. BerryDunn's team: • Facilitated meetings and correspondence with West Virginia, CMS, and contractors on overall project status, certification preparation, and technical assistance. • Assisted the state with CMS certification pilot activities (the state's MMIS received CMS certification). • Developed and reviewed deliverables for submission to CMS.

- Prepared for, coordinated, and facilitated gate reviews with CMS, West Virginia, and the MMIS contractor.
- Monitored project scope to help ensure that the contractor delivered all functionality, documentation, and services defined within the contract for the procurement.
- Monitored the contractor project schedule to help ensure that it accurately reflected completed tasks, contained sufficient predecessors to result in schedule pushes when critical path tasks were delayed, and accurately accounted for limited state resources available to the project. BerryDunn also developed detailed subproject plans that supported the completion of specific project milestones.
- Monitored actual project cost against the projected cost defined in the I-APD for the project. BerryDunn also validated that all contractor-submitted payment milestones were in fact complete and ready for payment. No contractor change requests with a monetary value were needed for the implementation.
- Conducted quality deliverable reviews on a portfolio of over 630 deliverables supported by thousands of individual artifacts. These reviews validated content against the contractor proposal, the RFP, industry best practices, and previously approved deliverables. Specific focus areas included requirements validation, design documentation, test cases and results, and project management plans.
- Provided security subject matter expertise to help inform the system's implementation and certification efforts. BerryDunn's security subject matter experts (SMEs) were intimately involved in the review of West Virginia MMIS RFP specifications and documentation throughout the system design, development, testing, implementation, and certification efforts. Additionally, these SMEs worked with DHHR stakeholders, CMS, and other system vendors to help ensure the West Virginia MMIS implementation and certification effort was successful.
- Drafted numerous communications on behalf of West Virginia that contained critical project information and helped clarify expectations for the direction of the project.
- Conducted proactive risk management on the project. We identified project risks and issues, collaborated with the MMIS contractor to conduct root-cause analysis, validated Corrective Action Plans, and escalated risks that had the potential to impact the project critical path.
- Assisted West Virginia with procurement management at the outset of the MMIS replacement process. Our consultants conducted initial visioning, requirements gathering, and RFP development, and then supported West Virginia during proposal scoring.
- Maintained consistent engagement with stakeholders across the Medicaid enterprise. BerryDunn engaged the right stakeholders

	at the right time to help ensure that critical project decisions occurred within the time allotted by the project schedule.
Project Duration	April 2008 to October 2016
Project 2: Missouri BIS-EDW, EVV, and PI Solutions PMO	
Agency	Missouri MHD
Project Description	Missouri is implementing a modular approach to transform its MMIS through multiple steps to evolve into a modular Missouri Medicaid Enterprise (MME). Missouri was seeking an independent and experienced PMO partner to provide project management services to assist with the management of the DDI of the BIS-EDW and PI solution modules. As the selected PMO, BerryDunn is working in collaboration with Missouri, IV&V, and solution vendor staff to complete project management activities required during solution planning, DDI, and CMS certification. In addition, our Missouri PMO team is supporting Missouri's project governance structure to help ensure Missouri achieves its project objectives.
	BerryDunn is currently serving as the PMO contractor and supports the MME by providing project management, strategic alignment, and CMS certification support services (including supporting OBC for Missouri's EVV module). BerryDunn serves as a member of the MME PMO Executive Steering Committee responsible for these projects.
	Our PMO team is providing project management services for each project module, from the planning stage through system implementation and certification, in accordance with the Medicaid Enterprise Certification Toolkit (MECT) and the guidance CMS has provided for PMO services. Our project scope includes:
	- Defining, building, and managing a PMO to assist the SMA in the modular implementation of the EVV, BIS-EDW, and PI solution. - Providing complete project management services, including continual monitoring of project execution, measuring deviations, status reporting, reviewing deliverables, and providing risk management, change management, and development of materials required for stage gate reviews. - Serving as the central point for coordinating the certification milestone review (R1, R2, and R3) schedule for the three modules in scope for the BerryDunn PMO team. - Currently working on the following modules for CMS Certification, using the approaches approved by CMS for the MME: - EVV Module – OBC - BIS-EDW – MECT 2.3 - PI – MECT 2.3

	• Helping ensure that all CMS-required project artifacts for each stage gate review have been developed and delivered to CMS ahead of the actual review. • Addressing CMS recommendation decisions after each milestone review, scheduling tasks in the project management plan and prioritizing any corrective actions CMS expects to be reflected before the next milestone review. • Facilitating regular status reporting to federal partners to keep them informed of project achievements between stage gate reviews. • Managing CMS reviews from a relationship-based perspective, to which we leverage our existing relationships with CMS and our track record of success managing stakeholders.
Project Duration	November 2017 to present
Project 3: Replacement-MMIS Implementation and Certification Leverage and Reuse Project	
Agency	New Jersey Division of Medicaid Assistance and Health Services (DMAHS)
Project Description	BerryDunn leveraged our experience in West Virginia to support New Jersey's Replacement-MMIS implementation and certification. BerryDunn provided project management and consulting services to support the following work activities throughout the DDI and certification phases of the New Jersey's Replacement-MMIS project: • Helped ensure Molina was reusing and leveraging all applicable templates, artifacts, deliverables, work output, processes, enterprise assets, and other information that had been successfully used to support West Virginia's MMIS implementation to reduce unnecessary duplication in New Jersey. • Supported the DMAHS team with testing activities, consisting of SIT test case and results review, UAT preparation, and defect management to help ensure that applicable West Virginia MMIS tools, templates, tests cases, and scenarios were fully reused. • Provided support to assist with CMS certification activities, including artifact review and comparison, planning, execution, and follow-up for milestone and CMS milestone reviews to help ensure that applicable certification-related West Virginia MMIS artifacts and/or processes were fully leveraged for reuse. • Documented and assisted West Virginia in the review of any programs, system, processes, workflows, and/or overall improvements that could be leveraged from the New Jersey Replacement-MMIS, further demonstrating the bi-directional leverage and reuse condition.
Project Duration	January 2017 to January 2018

Project 4: Enterprise Objective Monitoring and Control (EOMC) Services – OBC for MMIS and E&E	
Agency	Puerto Rico Department of Health (PRDoH) – Puerto Rico Medicaid Program (PRMP)
Project Description	In 2009, PRDoH's PRMP began to plan for the island's first MMIS. The initiative's implementation efforts officially took hold in 2015, when PRMP began its phased MMIS implementation. The decision for a phased MMIS implementation was initially to help PRMP achieve compliance with HIPAA requirements and other federal reporting requirements. At the highest level, the Phase One project also allowed PRMP to obtain a certified MMIS as a foundation to build out additional functional capabilities to align with MITA requirements and PRMP business processes. The MMIS Phase Two project would subsequently build on the existing Puerto Rico MMIS (PRMMIS) foundation to supply PRMP with the necessary functionalities to support provider enrollment and case-tracking business processes. • The MMIS Phase One development and implementation lasted from August 2015 to March 2019. MMIS Phase One included encounter processing, PI, enterprise technical, and data warehouse capabilities. BerryDunn contracted with PRMP beginning in June 2019 to provide support for the OBC process, and BerryDunn assisted PRMP in receiving its certification for MMIS Phase One from CMS in January 2020. • After receiving BerryDunn's certification support for the MMIS Phase One implementation, PRMP requested BerryDunn provide Medicaid enterprise support to enhance its current state of operations and help it obtain CMS certification for the MMIS Phase Two implementation. BerryDunn provided project management and subject matter expertise to PRMP throughout the definition of MMIS Phase Two OBC criteria, the review of Phase Two evidence, and preparations for the ORR and final Certification Review (CR) with CMS. The Provider Enrollment Portal went live March 2020 and Case Tracking went live May 2020. The MMIS Phase Two CR was in December 2020, and PRMP is currently awaiting CMS CR approval and feedback. • As part of the MMIS OBC support, BerryDunn developed a transition plan for PRMP staff to own encounter processing key performance indicator (KPI) reporting to CMS. Additionally, BerryDunn developed desk level procedures (DLPs) to help PRMP own support of other operational aspects. • PRMP also requested BerryDunn provide project management support with the OBC for the E&E system. BerryDunn led the effort to define the OBC criteria and KPIs, and is currently supporting PRMP in the evidence-gathering phase. The ORR is scheduled for April 2021.

	• In addition to the need for certification support, PRMP engaged BerryDunn to provide project management and subject matter expertise for the following activities: ➢ Complete PRMP's MITA SS-A and provide an objective roadmap for the future of its Medicaid enterprise. PRMP had not completed a MITA SS-A since 2015. ➢ Review, identify, and provide recommendations that minimize the risks and/or issues associated with sole-sourced MES contracts. ➢ Develop APDs, and facilitate APDs through federal partner reviews. ➢ MMIS and MARS-E Security Assessments support as well as security, compliance, and data governance SME support. ➢ Document and assist in achieving PRMP's organizational vision via the development of an organizational roadmap. This roadmap is intended to help PRMP with the integration of business processes and technologies both internally and externally from its Medicaid program into PRMP. ➢ Document, enhance, and assist in implementing an enterprise-level Program Management Office. • PRMP has engaged BerryDunn's assistance analyzing Commonwealth and federal guidance to identify changes that may be needed to PRMP's State Plan. Additionally, PRMP has requested BerryDunn's assistance in completing any necessary updates to its State Plan, including updates PRMP believes might be necessary as a result of its E&E implementation.
Project Duration	June 2019 to present

3.5 – 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 an MMIS.

BerryDunn Response:

BerryDunn meets and exceeds this qualification. In Table 5 we have provided three references for clients outside of the State that can speak to BerryDunn's experience providing project management of an MMIS implementation and CMS certification of an MMIS.

Table 5: MMIS Project Management References

Reference 1: Missouri BIS-EDW, EVV, and PI Solutions PMO	
Agency	Missouri MHD
Contact Name and Title	Ms. Tisha McGowan, PMP®, CphT, PMO Manager
Contact Telephone	573.522.4294
Contact Email	Tisha.A.McGowan@dss.mo.gov
Project Duration	November 2017 to present
Reference 2: Replacement-MMIS Implementation and Certification Leverage and Reuse Project	
Agency	New Jersey DMAHS
Contact Name and Title	Shawn Knox, Technical Director, Medicaid Modernization
Contact Telephone	908.907.3245
Contact Email	Shawn.Knox@dhs.state.nj.us
Project Duration	January 2017 to January 2018
Project 3: EOMC Services – OBC for MMIS and E&E	
Agency	PRDoH – PRMP
Contact Name and Title	Luz E. Cruz Romero, Executive Medicaid Director
Contact Telephone	787.765.2929, ext. 6704
Contact Email	luz.cruz@salud.pr.gov
Project Duration	June 2019 to present

3.6 – State Medicaid Agency Project Management References

RFQ Section 3.6: Vendor shall provide three (3) or more references for project management services in a minimum of two (2) states 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 and exceeds this qualification by providing four SMA references from Missouri, New Jersey, Puerto Rico, and Hawaii for project management services within the last 10 years. For more information on these references, please refer to Table 6.

Table 6: BerryDunn Project Management References

Reference 1: Missouri BIS-EDW, EVV, and PI Solutions PMO	
Agency	Missouri, MHD
Contact Name and Title	Ms. Tisha McGowan®, PMP, CphT, PMO Manager
Contact Telephone	573.522.4294
Contact Email	Tisha.A.McGowan@dss.mo.gov
Project Description	Missouri is implementing a modular approach to transform its MMIS through multiple steps to evolve into a modular MME. Missouri was seeking an independent and experienced PMO partner to provide project management services to assist with the management of the DDI of the BIS-EDW and PI solution modules. As the selected PMO, BerryDunn is working in collaboration with Missouri, IV&V, and solution vendor staff to complete project management activities required during solution planning, DDI, and CMS certification. In addition, our Missouri PMO team is supporting Missouri's project governance structure to help ensure Missouri achieves its project objectives. BerryDunn is currently serving as the PMO contractor and supports the MME by providing project management, strategic alignment, and CMS certification support services (including supporting OBC for Missouri's EVV module). BerryDunn serves as a member of the MME PMO Executive Steering Committee responsible for these projects. Our PMO team is providing project management services for each project module, from the planning stage through system implementation and certification, in accordance with the MECT and the guidance CMS has provided for PMO services. Our project scope includes: - Defining, building, and managing a PMO to assist the SMA in the modular implementation of the EVV, BIS-EDW, and PI solution. - Providing complete project management services, including continual monitoring of project execution, measuring deviations, status reporting, reviewing deliverables, and providing risk

management, change management, and development of materials required for stage gate reviews.

- Serving as the central point for coordinating the certification milestone review (R1, R2, and R3) schedule for the three modules in scope for the BerryDunn PMO team.
- Currently working on the following modules for CMS Certification, using the approaches approved by CMS for the MME:
  - ➢ EVV Module – OBC
  - ➢ BIS-EDW – MECT 2.3
  - ➢ PI – MECT 2.3
- Helping ensure that all CMS-required project artifacts for each stage gate review have been developed and delivered to CMS ahead of the actual review.
- Addressing CMS recommendation decisions after each milestone review, scheduling tasks in the project management plan and prioritizing any corrective actions CMS expects to be reflected before the next milestone review.
- Facilitating regular status reporting to federal partners to keep them informed of project achievements between stage gate reviews.
- Managing CMS reviews from a relationship-based perspective, to which we leverage our existing relationships with CMS and our track record of success managing stakeholders.

Project Duration	November 2017 to present
Reference 2: Replacement-MMIS Implementation and Certification Leverage and Reuse Project	
Agency	New Jersey DMAHS
Contact Name and Title	Shawn Knox, Technical Director, Medicaid Modernization
Contact Telephone	908.907.3245
Contact Email	Shawn.Knox@dhs.state.nj.us
Project Description	BerryDunn leveraged our experience in West Virginia to support New Jersey's Replacement-MMIS implementation and certification. BerryDunn provided project management and consulting services to support the following work activities throughout the DDI and certification phases of the New Jersey's Replacement-MMIS project: • Helped ensure Molina was reusing and leveraging all applicable templates, artifacts, deliverables, work output, processes, enterprise assets, and other information that had been successfully used to support West Virginia's MMIS implementation to reduce unnecessary duplication in New Jersey. • Supported the DMAHS team with testing activities, consisting of SIT test case and results review, UAT preparation, and defect

management to help ensure that applicable West Virginia MMIS tools, templates, tests cases, and scenarios were fully reused.

- Provided support to assist with CMS certification activities, including artifact review and comparison, planning, execution, and follow-up for milestone and CMS milestone reviews to help ensure that applicable certification-related West Virginia MMIS artifacts and/or processes were fully leveraged for reuse.
- Documented and assisted West Virginia in the review of any programs, system, processes, workflows, and/or overall improvements that could be leveraged from the New Jersey Replacement-MMIS, further demonstrating the bi-directional leverage and reuse condition.

Project Duration	January 2017 to January 2018
Reference 3: EOMC Services – OBC for MMIS and E&E	
Agency	PRDoH – PRMP
Contact Name and Title	Luz E. Cruz Romero
Contact Telephone	787.765.2929, ext. 6704
Contact Email	luz.cruz@salud.pr.gov
Project Description	In 2009, PRDoH's PRMP began to plan for the island's first MMIS. The initiative's implementation efforts officially took hold in 2015, when PRMP began its phased MMIS implementation. The decision for a phased MMIS implementation was initially to help PRMP achieve compliance with HIPAA requirements and other federal reporting requirements. At the highest level, the Phase One project also allowed PRMP to obtain a certified MMIS as a foundation to build out additional functional capabilities to align with MITA requirements and PRMP business processes. The MMIS Phase Two project would subsequently build on the existing PRMMIS foundation to supply PRMP with the necessary functionalities to support provider enrollment and case-tracking business processes.

- The MMIS Phase One development and implementation lasted from August 2015 to March 2019. MMIS Phase One included encounter processing, PI, enterprise technical, and data warehouse capabilities. BerryDunn contracted with PRMP beginning in June 2019 to provide support for the OBC process, and BerryDunn assisted PRMP in receiving its certification for MMIS Phase One from CMS in January 2020.
- After receiving BerryDunn's certification support for the MMIS Phase One implementation, PRMP requested BerryDunn provide Medicaid enterprise support to enhance its current state of operations and help it obtain CMS certification for the MMIS Phase Two implementation. BerryDunn provided project management and subject matter expertise to PRMP throughout the definition of MMIS Phase Two OBC criteria, the review of Phase Two evidence, and preparations for the ORR and final

CR with CMS. The Provider Enrollment Portal went live March 2020 and Case Tracking went live May 2020. The MMIS Phase Two CR was in December 2020, and PRMP is currently awaiting CMS CR approval and feedback.

- As part of the MMIS OBC support, BerryDunn developed a transition plan for PRMP staff to own encounter processing KPI reporting to CMS. Additionally, BerryDunn developed DLPs to help PRMP own support of other operational aspects.
- PRMP also requested BerryDunn provide project management support with the OBC for the E&E system. BerryDunn led the effort to define the OBC criteria and KPIs, and is currently supporting PRMP in the evidence-gathering phase. The ORR is scheduled for April 2021.
- In addition to the need for certification support, PRMP engaged BerryDunn to provide project management and subject matter expertise for the following activities:
  - ➢ Complete PRMP's MITA SS-A and provide an objective roadmap for the future of its Medicaid enterprise. PRMP had not completed a MITA SS-A since 2015.
  - ➢ Review, identify, and provide recommendations that minimize the risks and/or issues associated with sole-sourced MES contracts.
  - ➢ Develop APDs, and facilitate APDs through federal partner reviews.
  - ➢ MMIS and MARS-E Security Assessments support as well as security, compliance, and data governance SME support.
  - ➢ Document and assist in achieving PRMP's organizational vision via the development of an organizational roadmap. This roadmap is intended to help PRMP with the integration of business processes and technologies both internally and externally from its Medicaid program into PRMP.
  - ➢ Document, enhance, and assist in implementing an enterprise-level Program Management Office.
- PRMP has engaged BerryDunn's assistance analyzing Commonwealth and federal guidance to identify changes that may be needed to PRMP's State Plan. Additionally, PRMP has requested BerryDunn's assistance in completing any necessary updates to its State Plan, including updates PRMP believes might be necessary as a result of its E&E implementation.

Project Duration	June 2019 to present
Reference 4: Organizational and Business Process Redesign Project	
Agency	Hawai'i Department of Human Services Med-QUEST Division (MQD)
Contact Name and Title	Meredith Nichols, Assistant Administrator, Deputy Medicaid Director

Contact Telephone	808.692.8052
Contact Email	mnichols@dhs.hawaii.gov
Project Description	In 2013, Hawaiʻi's MQD started a major technology transition to a new IES to handle application intake, case management, verification, and noticing services for Hawaiʻi's Medicaid, Children's Health Insurance Program (CHIP), and other State-funded medical assistance programs. Because of a short timeline to implement the IES before October 1, 2013, in order to remain in compliance with the ACA, MQD did not have sufficient time to fully redesign its processes to align with the new system.

Since that time, MQD has identified the need to improve the timeliness, accuracy, and efficiency of the processes performed by its Eligibility Branch, Customer Services Branch, and Health Care Outreach Branch. As a result, MQD has embarked on an organizational transformation project to optimize its client service delivery model. To assist with the effort, MQD engaged BerryDunn to perform an operational assessment of its client-facing sections and to provide—and help implement— recommendations to improve the effectiveness and efficiency of the delivery of services in a way that best leverages the capabilities of the IES. Additionally, BerryDunn provides project management support services focused on improving project management processes around the quarterly system releases. Together, MQD and BerryDunn are working to redesign MQD's client service processes and the supporting systems to best meet the needs of Hawaiʻi's residents.

Key project management activities BerryDunn has led include:

- Overseeing implementation activities, such as developing an implementation plan, assisting with pilot activities, establishing KPIs and monitoring mechanisms, and rewriting job descriptions
- Planning for release cycles, including design, testing, and operational readiness
- Supporting the development of an effective leadership team prepared to guide their teams through change, including offering strategic change management services
- Redesigning processes to improve the quality, accuracy, timeliness, and efficiency of the services provided
- Managing the implementation of a new client service delivery model that will positively transform the organization for MQD's staff and the clients they serve
- Providing project management of Hawaiʻi's AVS implementation, including offering a comprehensive AVS training

Key organizational development activities BerryDunn has led include:

- Assessing the current organizational environment and operations, including performing information-gathering activities |

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	such as distributing web surveys, facilitating staff sessions, observing workflows, and researching best practices • Identifying findings—or opportunities for improvement—across several organizational domains and providing recommendations to transform the organization • Developing and facilitating a leadership development program for supervisors and managers and team skills training for all staff • Redesigning business processes, including performing workflow diagramming • Developing a training system, standards, and processes and training a core team of MQD staff to become designated trainers to train all staff on the new service delivery model and to help ensure the sustainability of the changes.
Project Duration	July 2018 to present

3.7 – Key Certified Project Management Staff

3.7.1 – Lead Project Manager – One (1) position required

3.7.1.1 – Lead Project Manager Experience

> RFQ Section 3.7.1.1: Lead 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 who meet or exceed the experience and qualification requirements for Lead Project Manager. We are pleased to propose Eduardo (Ed) Daranyi as Lead Project Manager for our work with DHHR. Ed has more than 20 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 has worked with BMS for 10 years, initially serving as part of BerryDunn's Quality Assurance team for the Molina MMIS implementation and certification from 2005 to 2008. In June 2012, he began serving as engagement manager for the end of our second contract (through June 2015). In May 2015, he was the named contract and engagement manager for the current project management support services contract (ending in May 2021). Over the past eight-and-a-half years, he has overseen the BerryDunn team assisting with multiple BMS initiatives and directed over many statements of work (SOWs), including the MMIS re-procurement and Molina Health PAS MMIS implementation; the CMS pilot certification project; ICD-10; the DW/DSS re-procurement and Truven DW/DSS implementation; and the enhancement of Deloitte's E&E system, among other projects.

Ed has been with BerryDunn for over 15 years, and in July 2014, Ed became a principal at the firm. Ed's other work at BerryDunn includes an additional four years of project management-related work with Maine's Medicaid program and with HIPAA compliance, and a PMO 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 nationally. Ed also worked for Electronic Data Systems as a systems engineer and systems manager.

On the following pages, we have provided a resume for Ed, which demonstrates that he meets and exceeds the requirements for the Lead Project Manager role.

Eduardo Daranyi, MEd, PMP – Lead Project Manager

Ed is a principal and leads BerryDunn's Medicaid Government Consulting Group. He has provided executive leadership for Medicaid agencies nationally for over 20 years. He offers expertise in managing large-scale technology initiatives, quality assurance, strategic planning, business process improvement, procurement, vendor negotiations, and engagement oversight. He brings teams together with experience managing large-scale technology initiatives and policy implementations, utilizing project management best practices on all of his engagements and ensuring clients benefit with the deep expertise BerryDunn has to provide.

Proposed Project Role	Lead Project Manager
Years at BerryDunn:	15+ years
Years of Experience Relevant to Proposed Role:	20+ years
Certifications and Education:	MEd, Lesley College
	BS, Physics, Mathematics and Business Administration, Hillsdale College
	Certified Project Management Professional®, Project Management Institute®

Key Qualifications

✓ Senior project management professional, providing principal oversight for over Medicaid 100 projects, leading the Medicaid Practice Area (MPA) with a management team of 20 and over 80 full-time consultants

✓ Twenty-five years of project manager experience and a Certified Project Management Professional® (PMP®) since 2008

✓ Over 15 years of health and human services and Medicaid consulting experience on small and large projects, some of which impacted up to 60% of the state's population

✓ Over 10 years' experience working as a consultant, engagement manager and project manager for West Virginia Medicaid-related engagements/projects

✓ Six years working for a Medicaid solution vendor in pharmacy benefits management, preferred drug list management, prior authorization systems, drug rebate negotiations, long term care plan development, and medical claims management

Relevant Experience

BerryDunn (09/2005 to present)

Lead Principal – MPA (2014 to present)

✓ As the leader of BerryDunn's MPA, Ed works with three other principals to oversee all Medicaid projects, including managing risks, staffing/hiring, workload balance, strategy, pricing, contract negotiation, staff development, and business development. Ed's leadership has led to the growth of the Medicaid practice from 2 consultants in 2005 to over 80 team members in 2021.

✓ Ed's role as the MPA lead involves responsibilities of oversight for the preparation and implementation of an annual business plan, hiring of new resources, coordinating those resources across a national practice, developing staff, and supporting client engagements. He ensures that all projects are successful, client-focused, and project resources are allocated to the appropriate interests of the client.

✓ Under his guidance, the practice responds to emerging trends and helps Medicaid agencies respond to policy changes such as the American Recovery and Reinvestment Act (ARRA), the Affordable Care Act (ACA), Substance Use Disorder (SUD) waivers, and Public Health emergencies, as well as state policies.

✓ Ed leads various initiatives internal to BerryDunn including founding the Learning & Development (L&D) Department and serving as its chairperson. He led the search for the director and worked with her to establish the program and reinforce good staff development, which ultimately benefits BerryDunn's clients. Along the L&D director and the L&D committee, he developed behavioral competencies that are used as a firm-wide guide for performance feedback and individual development planning.

✓ Ed has developed deep relationships with the Center for Medicare & Medicaid Services (CMS). He serves with other MPA leaders as a trusted partner to CMS, providing quarterly reporting on system modernization efforts, ongoing projects, and any changes to certifications. He has overseen several pilot programs with CMS related to certification of state's systems.

West Virginia Bureau for Medical Services (BMS) Department of Health and Human Resources (DHHR) Engagement Manager (2012 to present)

✓ In his role as engagement manager, Ed provides oversight of BerryDunn's contract with BMS to provide project management services for multiple projects, including the eligibility and enrollment system modernization, Molina Health PAS Medicaid Management Information System (MMIS) implementation; Medicaid data warehouse/ decision support systems (DW/DSS) implementation; SUD 1115 Waiver development and implementation; ACA planning, analysis, and advisory services; procurement projects; International Classification of Diseases (ICD)-10 implementation; Adult Quality Measures; CMS advance planning development (APD); Children's Health Insurance Program (CHIP) claims system planning, implementation, and stabilization; access to care planning and monitoring; provider re-enrollment; state self-assessments; and other related initiatives.

✓ Since Ed joined the West Virginia project on a full time basis in 2012, he has held many roles including engagement manager, lead project manager, and general project manager. In 2012, he took responsibility for stabilizing and growing the local Charleston office to now employ over 25 local staff. Ed has overseen over 100 projects for West Virginia. Several are described and listed below.

◅ *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (2012 to present).*
Ed has been the engagement manager overseeing several of the State's MITA SS-As (2.0 and 3.0) and roadmaps over the past eight years. Ed helped the State develop its Medicaid modernization strategy and determine the path of its future system direction and investments. He worked to understand its priorities and ensure prioritization and resources were aligned. The team is currently creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training.

Organization development for the project will take the findings of the MITA SS-A and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and the business area assessments of the State's Medicaid system modules. These activities clarify BMS' short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

◄ *SUD Waiver Initiative Project (02/2016 to present).*
As engagement manager, Ed along with the BerryDunn team of specialists, developed and successfully negotiated a Section 1115 Waiver demonstration project to undertake SUD delivery system transformation efforts in West Virginia. The SUD waiver strengthened the State's SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS, financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and managed care organization (MCO) contract requirements specific to the SUD demonstration. Through this Section 1115 Waiver, West Virginia has the opportunity to test innovative policy and delivery approaches to reform systems of care for individuals with SUD.

◄ *West Virginia Data Visioning and Warehouse Development and Procurement Assistance (2012-present).*
Over the past eight years that Ed has serviced as the engagement manager, the State has engaged in two major data warehouse procurements and implementations. Ed has formed teams to assist with data visioning activities, facilitate the integration of data sources with the DW/DSS, develop two Request for Proposals (RFPs), and provide procurement support for a new DW/DSS. For this project the team identified, consolidated, and subsequently retired duplicative DHHR databases and systems. In the current procurement effort, the team developed a charter and mission with the State, collaborating with stakeholders, developing standardized project artifacts, and developing an overlap map. After completing this enterprise data integration and consolidation initiative, the team is now focused on assisting DHHR in the development of a Medicaid Enterprise DW RFP, as well as the subsequent evaluation and award of a solution to support the data warehousing, analytics, and reporting needs of DHHR.

◄ *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (ORR) (2019 to present).*
Ed is the engagement manager overseeing the State's transition of the WVCHIP program from fee-for-service (FFS) to managed care to provide more seamless care between the two programs and offer greater efficiency and opportunities for innovation. The team performs desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each of the MCOs and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a virtual MCO systems review to assist WVCHIP in assessing MCO readiness.

◄ *MCO Transition Planning Project Phases I and II (03/2019 to present).*

Ed provides engagement management oversight to help the State transition members from an FFS model to managed care. BerryDunn provides project management and support services; systems transition and readiness planning; facilitation of MCO, MMIS, and enrollment broker (EB) file testing; facilitation of weekly out-of-pocket (OOP) maximum workgroup discussions with the fiscal agent, MCOs, WVCHIP, and other key stakeholders; and development of the WVCHIP managed care contract. BerryDunn supports technical implementation activities for WVCHIP in advance of the January 1, 2021, go-live date.

◄ *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) Design, Development, and Implementation (DDI)Project Management (10/2017 to present).* Ed, alongside other principals engaged in work for the State, provides strategic direction and oversight to the project team implementing the largest information technology transformation project that West Virginia has ever undertaken, the Medicaid enterprise IES, known as PATH. PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, CHIP, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Ed provides executive leadership working with the internal team, the State, and all vendors, ensuring that project deliverables are met and risks and issues are appropriately escalated and addressed.

✓ **Additionally, Ed has overseen the following projects as the engagement manager under the current West Virginia contract and past contracts:**

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

◄ *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)*

◄ *Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)*

◄ *Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)*

◄ *Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)*

◄ *Managed Care Organization Transition: Phase II (03/2020 to 02/2021)*

◄ *State Plan Review and Support (SPRS) (02/2020 to 05/2021)*

◄ *Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)*

◄ *Children with Serious Emotional Disorder Waiver (CSEDW) Initiative: Phase II (10/2019 to 05/2020)*

◄ *West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)*

◄ *Substance Use Disorder (SUD) Waiver Initiative: Phase III (03/2019 to 03/2020)*

◄ *Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)*

◄ *Coordinated Care Management Transition Project Management and Procurement*

Assistance (02/2019 to 01/2020)

◄ *Electronic Visit Verification Solution Procurement (01/2019 to 05/2019)*

◄ *Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)*

◄ *Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)*
Lead project manager (PM) to 06/30/2019; principal in charge (PIC) as of 07/1/2019

◄ *Technical Assistance and Program Support (TAPS) (11/2018 to 10/2019)*

◄ *West Virginia Children's Health Insurance Program (WVCHIP) Data Warehouse (DW)/ Decision Support Services (DW/DSS) Historical Data Testing and Implementation (2012 to 2015, 10/2017 to 04/2019)*

◄ *Third Party Liability (TPL) Optional Analysis (08/2018 to 11/2018)*

◄ *Electronic Visit Verification Solution Implementation (06/2018 to 12/2019)*
Lead PM to 06/30/2019; PIC as of 07/1/2019

◄ *Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)*

◄ *Medicaid Enterprise Integrated Eligibility (EIE) Solution (10/2017 to 09/2019)*

◄ *Contract Edit Fee Schedule Review (09/2017 to 09/2018)*

◄ *Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)*

◄ *Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (09/2017 to 08/2018)*

◄ *Data Visioning and Warehouse Request for Proposal (RFP) Development and Procurement Assistance (09/2017 to 08/2019)*

◄ *Technical and Information Enterprise Project Management Services (TEPMS) (05/2017 to 07/2018)*

◄ *Asset Verification System (AVS) Request for Quotations (RFQ) Development and Procurement Assistance (04/2017 to 01/2018)*

◄ *Access to Care Project Monitoring Phase (03/2017 to 04/2021)*

◄ *Provider Re-enrollment (PEA) (03/2017 to 02/2018)*

◄ *R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)*

◄ *West Virginia/New Jersey Leverage and Reuse Project (01/2017 to 01/2018)*

◄ *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)*

◄ *Income Maintenance Manual (IMM) Update (09/2016 to 09/2017)*

◄ *Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)*

◄ *Updates to West Virginia Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) Advance Planning Document (APD) Assistance (03/2016 to 04/2017)*

◄ *RAPIDS Transition Facilitation (02/2016 to 05/2016)*

- *Medicaid Eligibility and Enrollment Request for Proposal (RFP) Development and Procurement Assistance (10/2015-12/2017)*

- *ICD-10 Readiness Assessment, Implementation and Migration (09/2013 to 03/2016)*

- *Safe at Home Advance Planning Document (APD) Update (08/2015 to 11/2016)*

- *Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (08/2015 to 08/2017)*

- *MMIS Design, Development, and Implementation (DDI) and Certification (07/2015 to 12/2016)*

- *Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)*

- *PPACA Workgroup Oversight (2012 to 2015)*

- *ePrescribing Helpdesk and Support (2012)*

- *Prior Authorization Forms Revisions (2012)*

- *5010 System Refresh (2012 to 2015)*

- *HIT Statewide Strategic Plan development (2012 to 2014)*

- *Provider Enrollment (2012 to 2015)*

- *Non-Emergency Medical Transportation(NEMT) RFP Development (2012 to 2013)*

- *MITA 3.0 Organizational Redesign (2013)*

- *Policy Workflow Assessment (2013)*

- *Prior Authorization Forms Revisions (2013)*

Maine Department of Health and Human Services (DHHS) – *Independent Validation & Verification (IV&V), Quality Assurance (QA), and Technical Assistance (TA) Service (04/2008 to 06/2012).* BerryDunn provided IV&V, QA, and TA 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.

Ed served as project manager for a point-in-time readiness assessment for several pharmacy system initiatives for Maine DHHS, including a Health Insurance Portability and Accountability Act (HIPAA) 5010 transaction set readiness assessment and a pharmacy-related provider portal.

North Carolina Office of the State Auditor – *Independent Audit of the State IT Services Enterprise Project Management Office (EPMO) (04/2007 to 06/2007).*
Ed was the lead analyst for the North Carolina Office of the State Auditor in charge of conducting an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO. The objective of the 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 the Medicaid North Carolina Families Accessing Services through Technologies (FAST), a program designed to improve the way North Carolina DHHS and county

departments of social services do business. The Auditor's office utilized the evaluation report to make adjustments to their teams and processes, developing a plan based on the outcomes of our reporting.

West Virginia BMS (2005 to 2008) – *QA Oversight of MMIS and Pharmacy Point-of-Service (POS) Implementation (10/2005 to 03/2008).*
As lead project manager, Ed provided quality assurance services for West Virginia's MMIS implementation. In addition, Ed worked with the State to oversee several new initiatives that needed to be implemented while the new MMIS was becoming operational, including Medicare Part D and the HIPAA National Provider Identifier (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. The project was delivered on time, with no change request, and on budget.

Martin's Point Health Care (2005 to 2007)

Ed led a project management effort for Martin's Point Project Management for a HIPAA Compliance initiative. He performed an organizational assessment and worked with executive leadership to develop a governance model, which then in turn directed the development of policies and procedures aimed at keeping the organization in compliance with the HIPAA Rule. Ed facilitated meetings with departments across the organization to create the policies and procedures, presented them to the HIPAA oversight board for approval, and then assisted with the training and implementation of the new procedures.

Goold Health Systems (GHS) (now known as Change Healthcare) (1999 to 2005)

GHS is a leading provider of services to Medicaid agencies across the nation. Ed served as strategic project manager, technical writer, office manager, and training coordinator, 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. As a result of the growth experienced while working as a strategic project manager, and in his office manager role, Ed oversaw a move of over 200 employees from one office into a larger office complex. His training role included developing trainings for systems such as prior authorization processes and customer service and human resources related trainings for the pharmacies affiliated with GHS.

Iowa Department of Human Services (2004 to 2005)
Ed served as technical project manager for the implementation of the Iowa Medicaid 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.

Maine DHHS (2001 to 2002)
While employed by GHS, Ed served as technical project manager for Maine's MMIS Pharmacy Preferred Drug List and Supplemental Rebate implementation. In this role, Ed managed 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 *(1985 to 1988)*

Ed served as systems engineer and systems implementation project manager, with responsibility for maintaining the operating system for a cluster of mainframe computers, troubleshooting hardware and software problems, and overseeing security and access to software on the mainframe computers controlling a General Motors full-size pickup truck assembly plant. As a part of this work, he was on a team that implemented a new manufacturing and assembly system for the truck assembly plant, resulting in converting a paper based system to an electronic system. This increased efficiencies, reduced errors and improved quality. Upon implementation of the systems, there were three plants online, each assembling a truck per minute for two shifts per day, while meeting GM's quality audit standards.

Publications and Presentations

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

Project Management/Testing, Presentation for New England States Consortium Systems Organization (NESCSO) workshop (2017)

Moderator, MESC Conference sessions (2015-2019)

People and processes: Planning health and human services IT systems modernization to improve outcomes, 11/23/2020 Blog

Published Insights on www.berrydunn.com, including: National Association of Medicaid Directors (NAMD) 2020 reflections: *Together towards the future* and *MESC 2020: Where we are today and where we will be tomorrow.*

3.7.1.2 – Lead Project Manager PMP® Certification

RFQ Section 3.7.1.2: Lead Project Manager shall hold a current Project Management Professional (PMP) Certification with Project Management Institute (PMI). The PMP is the gold standard of project management certification and ensures the holder has been validated to lead teams and manage projects successfully.

3.7.2 – Engagement Manager – One (1) position required

3.7.2.1 – Engagement Manager Experience

> 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 Nicole Becnel as Engagement Manager. Nicole is a principal in BerryDunn's Medicaid Consulting Practice, with over 20 years of HHS portfolio, program, and project management experience. Nicole has worked with BMS for over 10 years as a project manager, lead MMIS project manager, and lead project manager for the BerryDunn West Virginia project management engagement. She manages the day-to-day execution of multiple business portfolios. She guides and develops individual team members and helps ensure they are allocated appropriately. She manages all aspects of engagements, including analyzing, designing, implementing business approaches, developing tailor-made solutions, and working closely with the client to help ensure positive impact and sustainable results. As principal, Nicole sets the tone and focus necessary to consistently deliver high-quality services, exceptional client service, and organizational excellence.

Nicole has expertise in the areas of portfolio management; program management; project management; data and systems analysis; procurement support; requirements definition; data and process mapping; technical writing; and system design, development, testing, and certification for large health information systems for State Medicaid and HHS agencies.

On the following pages, we have provided a resume for Nicole, which demonstrates that she meets and exceeds the requirements for the Engagement Manager role.

Nicole Becnel, PMP®, ECCP – Engagement Manager

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

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

Proposed Project Role	Engagement Manager
Years at BerryDunn:	10+ years
Years of Experience Relevant to Proposed Role:	20 years
Certifications and Education:	BA, Speech and Hearing Science, University of South Florida
	Certified Project Management Professional®, Project Management Institute®
	Executive Coaching Certified Professional® (ECCP®), Institute of Organization Development, USA

Key Qualifications

✓ Twenty years' HHS portfolio, program, and project management experience for State Medicaid and other HHS agencies.

✓ Large-scale information technology (IT) and Medicaid enterprise technical implementation and certification experience.

✓ Currently leading the West Virginia project management team to support the State with the implementation—one of the first in the nation—of a fully integrated eligibility and enrollment solution.

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

✓ Led the West Virginia Medicaid enterprise integrated project management team, which became one of the first in the nation to help the State successfully implement a Medicaid Management

Information System (MMIS) solution in accordance with the project's schedule and budgets, without issuing advanced payments to providers.

✓ Led a BerryDunn team that partnered with West Virginia Medicaid leadership to initiate a multi-state collaborative where states can collaborate, share information, and brainstorm solutions. Since its inception, West Virginia has increased membership to 12 state partners that participate monthly.

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

✓ Certified Project Management Professional®

✓ Executive Coaching Certified Professional®

✓ Private Sector Technology Group (PSTG) Past Vice-Chair

Relevant Experience

BerryDunn (06/2010 to present)

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

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

West Virginia Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS) and West Virginia Children's Health Insurance Program (WVCHIP)

✓ *West Virginia Lead Project Manager (09/2013 to present).*
As Lead project manager for the Enterprise Project Management Office in West Virginia, Nicole assists with the oversight of BerryDunn's contract with West Virginia to provide project management services for multiple portfolios, programs, and projects.

Nicole has served several roles since joining the WV engagement in 2010, including lead project manager, lead MMIS project manager, and general project manager. Nicole's enterprise project management experience includes eligibility and enrollment system modernization, eligibility system transitions, operational readiness reviews, managed care transitions, procurement assistance, system selections, complex system implementations, technical assistance projects, quality measure grants, Children's Health Insurance Program (CHIP) transitions, waivers, testing efforts, State Self-Assessments (SS-As), International Classification of Diseases (ICD)-10 transitions, and Advance Planning Documents (APDs).

✓ *Integrated Eligibility Solution (IES)/People's Access To Help (PATH) Procurement Support and Design, Development and Implementation (DDI) Project Management (10/2015 to present).*
Nicole is the lead project manager for West Virginia's largest information technology transformation project, the Medicaid enterprise IES, known as PATH. PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, CHIP, Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. Nicole provides executive leadership working with the internal team, the State, and

all vendors. She reviews, coordinates, and oversees statements of work (SOWs), deliverables, and risk and issue management.

✓ *Medicaid Information Technology Architecture (MITA) 3.0 SS-A Maintenance and Annual Update Assistance Project (8/2015 to 01/2020).*
Nicole was the lead project manager for the Bureau for Medical Services' (BMS's) MITA SS-A efforts, including the annual maintenance of SS-A activities and data management strategy (DMS). She leads the organization development planning to support West Virginia's MITA maturity and modernization efforts. The team is creating a roadmap and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the MITA SSA findings and focus on the DHHR goals and objectives for its MMIS, the technical architecture assessment of the State's Medicaid modules' maturity levels, and the business area assessments of the State's Medicaid system modules. These activities clarify BMS's short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

✓ *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).*
Nicole led the team that assisted the State with the response to the COVID-19 public health emergency. She supported the DHHR commissioners and the secretary to help ensure the State had the support they needed to address COVID-19 and the response to its aftermath. She oversaw the procurement and implementation of a contact-tracing and disease investigation software system, the procurement of federal funding for epidemiological activities and testing, and staffing and organizational development activities for DHHR and the Bureau for Public Health (BPH). The software helped the State coordinate its contact tracing initiatives and use of the contact tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. The outcome of the project was the successful statewide launch of the new contact-tracing and disease investigation software and the procurement of $37 million in federal relief funding for public health initiatives related to COVID-19.

✓ *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present)*
Nicole is the lead project manager for the EDQ assistance project to support initiatives to optimize MCO encounter data processes for BMS's risk-based managed care programs. Nicole leads the project team that is assisting the State with the retirement of a historical file submission process between the MCOs and the data warehouse/decision support solution (DW/DSS) vendor. The project is focused on implementing a fully compliant 837 encounter data process with the State's fiscal agent and MMIS vendor. BerryDunn provides ongoing project management support; diagnoses and assesses necessary modifications to the MMIS as it relates to encounter data; supports the development, deployment, and implementation of applicable MMIS edits and enhancements to support compliance encounter data processes; and supports, monitors, and troubleshoots MCO testing and deployment of 837 files.

✓ *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to present).*
Nicole leads the project team implementing the overall EVV solution, which includes strategic planning, organizational change management, requirement development, request for proposal (RFP) draft narratives and supporting documentation, certification planning and assistance, APD development and updates, evaluation and scoring support/facilitation, vendor onboarding, vendor deliverable review, and user acceptance testing (UAT) planning and support

✓ *Provider Management Support (7/2019-1/2021)*

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

✓ *West Virginia Children's Health Insurance Program (WVCHIP) Operational Readiness Review (ORR) (12/2019 to 10/2020)*
Nicole was the lead project manager overseeing the State's transition of the WVCHIP program from fee-for-service to managed care to provide seamless care between the two programs and offer greater efficiency and innovation opportunities. The team performed desktop audits of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the assessment. The team developed unique and tailored findings reports for each MCO and will prepare an Ongoing Performance Monitoring Transition Plan and facilitate a Virtual MCO Systems Review to assist WVCHIP in assessing MCO readiness.

✓ *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I and Phase II Projects (07/2019 to 09/2020)*
Nicole was the lead project manager overseeing BerryDunn's procurement assistance and project management support for managed care and readiness review services for the MHT program, the State's risk-based managed care program. The team assisted in population expansion under the current comprehensive MCO contract to add the CHIP to the MHT program. BerryDunn assisted the State with developing a RFP to procure vendors to administer Medicaid and CHIP services on behalf of the State through the MHT. The competitive re-procurement of the MHT program was valued at over $5 billion and promoted the increased quality of care, health outcomes, data quality, increased efficiency for the State's managed care populations.

✓ *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020).*
Nicole was the lead project manager overseeing the team, assisting the State help ensure a successful implementation and smooth operational transition of the MHP program. The program was administered by a specialized MCO serving children in the child welfare populations, including foster care (FC), adoption assistance (AA), as well as those enrolled in the Children with Serious Emotional Disorder (CSED) 1915(c) waiver.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (07/2016 to 6/2017).*
Nicole was the lead MMIS project manager overseeing the SUD waiver initiative "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration. The waiver allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and new programs to improve the quality of care. The team provides annual and quarterly reporting to CMS, financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.

✓ *New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and*

Certification Leverage and Reuse Project (01/2017 to 01/2018).
Nicole served as the lead project manager assisting West Virginia and New Jersey with bi-directional leverage and reuse related to New Jersey's Replacement MMIS Project and helping ensure the West Virginia MMIS Re-Procurement Project successfully demonstrates the Leverage Condition established by CMS in the MITA Seven Standards and Conditions. Leverage and Reuse Project team members were embedded within the MMIS Implementation Team Office and provided consulting services. Nicole oversaw the BerryDunn team working in collaboration with the New Jersey Implementation Team Organization for the Replacement MMIS (R-MMIS). In her role, she was responsible for the oversight of the leverage and reuse, testing, and certification project activities.

✓ *APD Assistance (07/2010 to present)*
Nicole is the lead project manager overseeing the development and approval of APDs to help the State obtain federal funding for Medicaid enterprise system modernization initiatives such as Medicaid performance management and quality assurance, third-party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), and PATH implementation. Nicole's guidance within the APD process has helped West Virginia secure and maintain millions of dollars in federal funding.

✓ *Project Management of MMIS Procurement, DDI, and Certification (6/2010 to 10/2016).*
Nicole served as the lead MMIS project manager for the procurement support, DDI, and certification of the Molina HealthPAS MMIS. This work included project management of deliverable review; subject matter expert (SME) advisory services; UAT plan assistance; operational readiness assessment; and post-implementation project management, monitoring, and certification. The West Virginia MMIS went live in January of 2016 and the State received its certification letter from CMS in October 2016.

✓ *Provider Enrollment Application (PEA) Project (07/2011 to 12/2012).*
Nicole supported BMS with her project, program, and portfolio management and subject matter expertise as BMS implemented healthcare reform. This work included implementation of provider enrollment screening requirements for various provider classifications to reduce potential fraud and abuse. Nicole also assisted with provider outreach activities including presentations and training at provider workshops held throughout the state.

✓ *5010 Refresh Project (10/2011 to 08/2013).*
Nicole served as project manager for the successful implementation of the 5010/D.0 standards required by the federal mandate. In this role, Nicole supported BMS with her project management and subject matter expertise during the conversion of Health Insurance Portability and Accountability Act (HIPAA) Accredited Standards Committee (ASC) X12 version 4010A1 to ASC X12 version 5010 and National Council for Prescription Drug Programs (NCPDP) version 5.1 to NCPDP version D.0. This work included project management of deliverable review, SME advisory services, UAT plan assistance, operational readiness assessment, and post-implementation project management and monitoring.

✓ *DW/DSS Project Management (06/2010 to 06/2011).*
Nicole served as the project manager to assist the State with developing procurement documentation for the DW/DSS re-procurement. In this role, Nicole was responsible for managing the project team, serving as liaison with BMS, reviewing project deliverables, and providing subject matter knowledge and support.

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

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

◄ Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Project: Phase III (06/2020 to 11/2020)

◄ Mountain Health Trust (MHT) Managed Care Organization (MCO) Procurement Assistance Project: Phase II (05/2020 to 09/2020)

◄ Substance Use Disorder (SUD) Waiver Initiative Phase 4 (04/2020 to 05/2021)

◄ Mountain Health Promise (MHP) Implementation (Coordinated Care Management) (03/2020 to 06/2020)

◄ Managed Care Organization Transition: Phase II (03/2020 to 02/2021)

◄ State Plan Review and Support (SPRS) (02/2020 to 05/2021)

◄ Technical Assistance and Program Support (TAPS): Phase 2 (11/2019 to 04/2021)

◄ Children with Serious Emotional Disorder Waiver (CSEDW) Initiative: Phase II (10/2019 to 05/2020)

◄ West Virginia Children's Health Insurance Program (WVCHIP) MCO Transition Planning (01/2019 to 07/2019)

◄ Substance Use Disorder (SUD) Waiver Initiative: Phase III (03/2019 to 03/2020)

◄ Medicaid Management Information System (MMIS) Payment Error Rate Measurement (PERM) Phase II (05/2020 to 05/2021)

◄ Coordinated Care Management Transition Project Management and Procurement Assistance (02/2019 to 01/2020)

◄ Medicaid Management Information System (MMIS) Fee Schedule and Edit Quality Review Phase II (01/2019 to 04/2020)

◄ Enterprise Program Management Office (EPMO) (11/2018 to 10/2020)

◄ Technical Assistance and Program Support (TAPS) (11/2018 to 10/2019)

◄ Electronic Visit Verification Solution Implementation (06/2018 to 12/2019)

◄ Provider Enrollment (PEA) Year 2 (05/2018 to 05/2019)

◄ Contract Edit Fee Schedule Review (09/2017 to 09/2018)

◄ Innovation Accelerator Program (IAP) Data Analytic Technical Support (09/2017 to 08/2018)

◄ Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (09/2017 to 08/2018)

◄ Data Visioning and Warehouse Request for Proposal (RFP) Development and Procurement Assistance (09/2017 to 08/2019)

◄ Technical and Information Enterprise Project Management Services (TEPMS) (05/2017

to 07/2018)

- Access to Care Project Monitoring Phase (03/2017 to 04/2021)

- Provider Re-enrollment (PEA) (03/2017 to 02/2018)

- R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 07/2017)

- Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018)

- Income Maintenance Manual (IMM) Update (09/2016 to 09/2017)

- Access to Care Project (Access Monitoring Plan Phase) (04/2016 to 10/2016)

- Updates to West Virginia Health Information Technology (HIT) Plans and HIT and Health Information Exchange (HIE) Advance Planning Document (APD) Assistance (03/2016 to 04/2017)

- RAPIDS Transition Facilitation (02/2016 to 05/2016)

- Medicaid Eligibility and Enrollment Request for Proposal (RFP) Development and Procurement Assistance (10/2015-12/2017)

- ICD-10 Readiness Assessment, Implementation and Migration (09/2013 to 03/2016)

- Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Maintenance and Annual Update Assistance (08/2015 to 08/2017)

- MMIS Design, Development, and Implementation (DDI) and Certification (07/2015 to 12/2016)

- Medicaid Eligibility and Enrollment APD (06/2015 to 09/2015)

- PPACA Workgroup Oversight (2012 to 2015)

- 5010 System Refresh (2012 to 2015)

- HIT Statewide Strategic Plan development (2012 to 2014)

- Provider Enrollment (2012 to 2015)

- MITA 3.0 Organizational Redesign (2013)

- Policy Workflow Assessment (2013)

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

Project Manager for Maine Integrated Health Management Solution (MIHMS) Provider Enrollment
Nicole served as the project manager and SME for the Maine Department of Health and Human Services (DHHS) provider re-enrollment and maintenance implementation project, which created an online tool for enrollment, re-enrollment, and maintenance for Maine's provider community consisting of approximately 8,000 providers. Nicole managed large and complex configuration projects and provided expertise to other implementation initiatives, including conversion, reporting, and interface development. Upon development completion, Nicole provided project management for the interdepartmental impact; documented complex design, business, and technical processes for customer satisfaction; provided application training for state staff and providers; prepared gap analysis; and collaborated in the development of project scope estimates, detailed project plans, and timelines.

West Virginia MMIS

Nicole managed the development, implementation, and evaluation of quality management and risk management activities to help ensure project compliance with all budget, time, and quality specifications to assure client requirements across the Medicaid enterprise. Nicole successfully managed the on-time delivery of the National Provider Identifier (NPI) initiative in an accelerated time frame; successfully provided on-site support to BMS during the CMS certification evaluation; facilitated best practice cross-communication; and met customer expectations by monitoring, evaluating, and assigning corrective actions.

Contract Configuration and Reports Lead for West Virginia MMIS

Nicole developed, implemented, and documented processes and standards to help ensure the successful completion of reports. Additionally, she analyzed business processes to transition the configuration to meet the current application. Working with the client, Nicole identified the required changes and helped ensure issues were identified, tracked, reported, and resolved in a timely manner. She was also responsible for creating a MITA Report Card and Trending Analysis Report tracking deliverables and report progress.

Project Management Support

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

3.7.2.2 – Engagement Manager PMP® Certification

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

Project Management Institute

THIS IS TO CERTIFY THAT

Nicole Y. Becnel

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Caterina La Tona • Chair, Board of Directors

Mark A. Langley • President and Chief Executive Officer

PMP® Number: 1553365
PMP® Original Grant Date: 12 November 2012
PMP® Expiration Date: 11 November 2021

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

3.7.3.1 – Lead MMIS Project Manager Experience

> 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 an MMIS Implementation and/or CMS Certification of an MMIS.

BerryDunn Response:

We are pleased to propose Emily McCoy as Lead MMIS Project Manager. Emily is a manager in BerryDunn's Medicaid Consulting Practice, with more than 17 years of working with CMS and other federal agencies. She has over 13 years working with a state Medicaid agency and its MMIS, and over 20 years of combined program management, project management, and leadership experience in both private and public sectors.

On the following pages, we have provided a resume for Emily, which demonstrates that she meets and exceeds the requirements for the Lead MMIS Project Manager role.

Emily McCoy, RN, BSN, PMP® – Lead MMIS Project Manager

Emily is an experienced project manager and registered nurse with deep expertise in healthcare consulting including Medicaid/Medicaid Management Information Systems (MMIS) and CMS Certification. Her clinical experience includes direct care for individuals requiring skilled and LTC services, inpatient behavioral health services, and neurological care. Emily also has over 20 years of combined program management, project management, and leadership experience for both private and public sectors, including hospitals and state health and human services agencies, of which over 13 years was spent working in Medicaid and MMIS as an employee of the West Virginia Department of Health and Human Resources (DHHR) and CMS Certification. Her clinical experience includes direct care for individuals requiring skilled and LTC services, inpatient behavioral health services, and neurological care. Emily also has over 20 years of combined program management, project management, and leadership experience for both private and public sectors, including hospitals and state health and human services agencies, of which over 13 years was spent working in Medicaid and MMIS as an employee of the West Virginia Department of Health and Human Resources (DHHR).

Proposed Project Role	Lead MMIS Project Manager
Years at BerryDunn:	4 years
Years of Experience Relevant to Proposed Role:	13 years
Certifications and Education:	BS, Nursing, Marshall University Registered Nurse Certified Project Management Professional®, Project Management Institute®

Key Qualifications

- ✓ More than 13 years supporting and project managing Medicaid projects, involving analysis, development, and implementation of programs and initiatives, within the West Virginia MMIS for the State Medicaid Agency. Emily functioned in various capacities throughout these 13 years, including but not limited to, an MMIS business analyst and tester, manager of MMIS Operations, and the West Virginia Director of MMIS Operations

- ✓ More than four years supporting and leading Medicaid policy for LTC, Pre-Admission Screening and Resident Review (PASRR), hospice, and home health programs as an employee of West Virginia DHHR's Bureau for Medical Services (BMS)

- ✓ Design, development, and implementation (DDI) experience with four large-scale MMIS implementations, in various roles, such as LTC subject matter expert (SME), User Acceptance Testing (UAT) Lead, and Project Manager (West Virginia and New Jersey)

- ✓ More than three years of MMIS certification experience, collaboratively working with state stakeholders, Molina Medicaid Solutions, the project management office (PMO), and CMS representatives as a liaison for a successful CMS pilot certification in West Virginia (2016)

- ✓ Nearly three years of project management experience with a large-scale integrated eligibility system in West Virginia, known as People's Access to Help (PATH)

- ✓ More than 17 years of experience interacting and collaborating with federal agencies, such as the Centers for Medicare & Medicaid Services (CMS)

- ✓ Experience leading Medicaid enterprise program management

- ✓ Serve on the Outcomes-Based State Self-Assessment (SS-A) Workgroup through the Private Sector Technology Group (PSTG)

- ✓ Certified Project Management Professional® PMP®

- ✓ Registered Nurse, with a Bachelor's of Science in Nursing

Relevant Experience

BerryDunn (07/2016 to present)

West Virginia Department of Health and Human Resources (DHHR)

✓ *Portfolio Coordination and Management (PCM) (11/2020 to present).*
Emily currently serves as the project manager for the PCM project, leading a team providing project management and support services to assist with the continued establishment of PCM processes and templates to help DHHR align and manage its projects and programs across the enterprise. Emily's State government employment experience, coupled with her knowledge of project, program, and portfolio management, provides a valuable perspective and ability to help the State obtain its desired outcomes.

✓ *Eligibility and Enrollment Implementation Assistance (01/2018 to present).*
Emily is a project manager within the State PMO, leading and providing oversight to various teams within the project, including requirements and design, deliverables, testing, organizational change management, and certification and compliance. Within this project, Emily provides project management services directly related to analyzing business requirements for programs, such as Medicaid, CHIP, Child Support, and Child Welfare and supports the implementation of those programs into the integrated eligibility system. Emily is able to combine her experience and knowledge of State policy, system implementations, and engaging multiple stakeholders with the unique opportunity to integrate three separate systems with the System Integrator, Optum, to improve service delivery to State citizens.

✓ *Enterprise Program Management Office (EPMO) Project (11/2019 to 10/2020).*
Emily served as the project manager for the West Virginia DHHR EPMO project, leading and providing oversight to a team of individuals assisting the State in the establishment of its own PMO. This project focused on leveraging and developing tools, templates, processes, and plans for the State to utilize as they begin to establish the PMO and focus on gaining adoption within the organization. Beginning in March 2020, the EPMO project began identifying projects across Wet Virginia DHHR that were impacted by the COVID-19 outbreak and started utilizing some of the project artifacts to navigate through project and program management during a public health emergency (PHE). This work included building upon existing vendor relationships with Optum and DXC to apply system modifications to accommodate necessary PHE actions.

New Jersey Division of Medical Assistance and Health Services

✓ *MMIS Implementation and Certification Leverage and Reuse Project (04/2017 to 01/2018).*
Emily managed the BerryDunn Medicaid testing team, in collaboration with the New Jersey Implementation Team Organization (ITO), for the Replacement MMIS (R-MMIS) through the system vendor, Molina Medicaid Solutions. She applied her five years of testing experience with the West Virginia MMIS to the implementation of the New Jersey R-MMIS. Emily assisted the New Jersey ITO with activities, such as end-to-end testing management plans, test case scenario development, test case and test result review processes, and UAT planning and execution.

Henrico County, VA

✓ *Henrico Area Mental Health and Development Services (HAMHDS) EHR System Consulting (08/2016 to 04/2017).*
Emily was a key resource on BerryDunn's team to provide HAMHDS with planning and procurement support for its Electronic Health Records (EHR) system, which incorporated behavioral and mental health, and substance abuse services. The work included requirements development, Request for Proposal (RFP) development, and system selection.

West Virginia Department of Health and Human Resources (DHHR) Office of Management Information Services (OMIS) (11/2013 to 06/2016)

Emily served as the director of the MMIS for West Virginia with overall duties involving the oversight and management of the MMIS and the contracted fiscal agent. In this role, she was responsible for managing several projects directly related to the analysis, development, and implementation of Medicaid programs and initiatives that were integrated into the MMIS. Specific duties as the director of MMIS included:

- ✓ Interpreting regulatory policy to determine possible impacts to the MMIS and other systems
- ✓ Monitoring system performance against Medicaid policies and federal regulations for compliance and reimbursement
- ✓ Overseeing and managing multiple federal regulations within the MMIS, such as 5010/D.0 Transaction Standards, International Classification of Diseases, Tenth Revision (ICD-10), Medicaid Information Technology Architecture (MITA), and Transformed Medicaid Statistical Information System (TMSIS)
- ✓ Participating in CMS Pilot Certification gate-level reviews with CMS representatives, including presenting system evidence to meet MITA 3.0 requirements
- ✓ Participating in the development and review of the MMIS RFP
- ✓ Participating in the development and updates of various Advance Planning Documents (APDs), as well as seeing these documents through to approved status with CMS
- ✓ Overseeing and managing the Adult Medicaid Quality Grant
- ✓ Managing and participating in an MMIS implementation from RFP development through implementation, as well as post-implementation monitoring and defect resolution

West Virginia Bureau for Medical Services (BMS) (01/2003 to 10/2013)

- ✓ *Program Manager I, Medicaid Management Information System (MMIS) (01/2007 to 10/2013)*
  Emily served as the manager of operations with the MMIS for West Virginia, and the liaison with the MMIS vendor, Molina Medicaid Solutions. Overall duties involved activities, such as testing and analysis to help ensure Medicaid programs were deployed correctly within the MMIS, and project management lead to help ensure Medicaid programs, initiatives, and change requests were properly implemented in the MMIS within the approved scope, schedule, and budget. As the manager of MMIS operations, Emily was responsible for multiple areas of the system, including claims processing, member management, provider management, and change management. She also acted as a SME in various areas of Medicaid systems, including LTC, hospice, home health, and Payment Error Rate Measurement (PERM) audits.

- ✓ *Program Manager II, Office of Behavioral and Alternative Health Care (01/2005 to 12/31/2006)*
  Emily served as the manager of the State Medicaid LTC Program with overall duties involving the development, implementation, and supervision of the following programs: nursing facilities, hospice, hospice in nursing facilities, home health, PASRR Level II, and Nurse Aide Training and Competency Evaluation (NATCEP). Specific duties involved with the above-mentioned programs included policy and program analysis, policy development, and implementation, interpreting regulatory policy for reimbursement, monitoring provider compliance with Medicaid policies for reimbursement, and providing formal and informal education to providers regarding State Medicaid policies and reimbursement.

- ✓ *Health & Human Resource Specialist, Office of Behavioral and Alternative Health Care (01/2003 to 12/2004)*
  Emily served in the State Medicaid Long-Term Care Program as the LTC Unit Lead with overall

duties involving the supervision and oversight of claims processing for nursing facility reimbursement. Her duties included providing direct communication with the nursing facility provider network regarding reimbursement issues related to the Minimum Data Set (MDS), billing, and medical eligibility.

Charleston Area Medical Center (07/1996 to 12/2002).

Transitional Care Unit (05/1999 to 12/2002)

- ✓ *Clinical Management Coordinator*
  Emily served in a hospital-based skilled nursing unit with overall duties involving the management of nursing and ancillary staff, as well as assisting in program administration to maintain compliance with federal LTC regulations.

- ✓ *MDS Coordinator*
  Emily served in a hospital-based skilled nursing unit with overall duties involving the coordination of the federally mandated Resident Assessment Instrument (RAI) process.

- ✓ *Clinical Nurse II*
  Emily served in a 19-bed skilled nursing unit with overall duties involving the advocacy of residents while providing direct resident care. The focus was to provide quality, holistic skilled care to residents while complying with federal LTC certification requirements.

Neuroscience Unit (01/1998 to 05/1999)
As a Clinical Nurse II, Emily served on a neuroscience unit with overall duties involving the advocacy of patients while providing direct patient care to individuals with neurological conditions. Specific duties included:

- ✓ Performing various nursing duties including, preventing and/or managing altered skin integrity with patients experiencing compromised mobility as well as providing tracheostomy, gastric tube, central line, and ventilator care

- ✓ Performing duties of the temporary charge nurse, including the supervision of staff providing direct patient care, and monitoring staffing patterns based on the Medicus system recommendations

- ✓ Serving as a representative on the Standards and Practice Council and Procedures sub-committee

- ✓ Providing formal and informal education as the unit continuous analgesia device (CAD) pump instructor and RN preceptor

- ✓ Serving as the study coordinator for Nursing Process Quality Improvement with an additional focus placed on the study of pain management in neurological patients

Behavioral Health Unit (07/1996 to 01/1998)
Emily began her nursing career on the Behavioral Health Unit, with overall duties involving the advocacy of patients while providing direct patient care to individuals with mental illness.

Publications and Presentations

Blog: *"The 1, 2, 3's of establishing your Project Management Office priorities"* (published September 21, 2020)

3.7.3.2 – Lead MMIS Project Manager PMP® Certification

> RFQ Section 3.7.3.2: Lead MMIS Project Manager shall hold a current Project Management Professional Certification with PMI.

Project Management Institute

THIS IS TO CERTIFY THAT

Emily E. McCoy

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Caterina La Tona • Chair, Board of Directors

Mark A. Langley • President and Chief Executive Officer

PMP® Number   1870955
PMP® Original Grant Date   13 November 2015
PMP® Expiration Date   12 November 2021

PMI
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3.7.4 – Lead Child Welfare Project Manager – One (1) position required

3.7.4.1 – Lead Child Welfare Project Manager Experience

> RFQ Section 3.7.4.1: Lead Child Welfare Project Manager must have at least three (3) years' experience in the last eight (8) years as a Project Manager and/or providing project management support services directly related to development and/or implementation of Child Welfare programs/initiatives for a State Agency.

BerryDunn Response:

We are pleased to propose Kirsten Bickford as Lead Child Welfare Project Manager. Kirsten is a manager in BerryDunn's State Consulting practice, with more than seven years of project management experience, along with four years of experience directly related to the development and implementation of child welfare programs and initiatives. She has expertise in the areas of health plan operations, public health, child welfare, behavioral health, project management, regulatory analysis, and change management. Kirsten's project management expertise with child welfare programs and initiatives across multiple states can be seen through her work within the Child Welfare Initiatives project, the MHP implementation, the Coordinated Care Management project, the Virginia Department of Medical Assistance Services (DMAS) and the consumer directed care, as well as the health plan implementation with DMAS and Maryland Department of Health Services.

On the following pages, we have provided a resume for Kirsten, which demonstrates that she meets and exceeds the requirements for the Lead Child Welfare Project Manager role.

Kirsten Bickford, MPH, PMP® – Lead Child Welfare Project Manager

Kirsten is a public health professional with seven years' experience in public programs, including child welfare, public health, behavioral health, Medicaid managed care, project management, regulatory analysis, and change management. She has extensive experience with state agencies in Maryland, Virginia, and West Virginia, including Medicaid, child welfare, public health, and behavioral health agency engagement, technical and program implementations, and public health program development. Kirsten has a deep knowledge and understanding of child welfare priorities and initiatives and the role state agencies serve in bettering the health and safety of their communities and families they serve. Kirsten has a proven track record of successfully leading complex healthcare and public health initiatives involving diverse stakeholders to achieve project and organization objectives.

Proposed Project Role	Lead Child Welfare Project Manager
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	4 years of Child Welfare experience 7 years of Project Management experience
Certifications and Education:	MPH, The George Washington University ❖ Practicum included optimizing case management data entry processes with the Making All The Children Healthy (MATCH) child welfare case management program in Baltimore City, MD BA, Biology, McDaniel College Certified PMP®, Project Management Institute (PMI®)

Key Qualifications

✓ Certified Project Management Professional® (PMP®) with strong project and program management proficiencies, successfully implementing more than 10 large-scale projects on-time and on-budget for state agencies

✓ Medicaid and public health subject matter expert (SME) with seven years' project management experience in state Medicaid agency policy, health plan operations, compliance, and child welfare initiatives

✓ Four years of experience in child welfare programs and initiatives, including project management and project management support

✓ More than six years' experience in successfully working with diverse stakeholder groups in state Medicaid agencies, managed care organizations (MCOs), child welfare, and behavioral health agencies

Relevant Experience

BerryDunn (11/2018 to present)

West Virginia Department of Health and Human Resources (DHHR), Bureau for Medical Services (BMS), and Bureau for Children and Families (BCF)

✓ *Child Welfare Initiatives Project Management Services Phase II Project (11/2020 to present).* The objective of the Child Welfare Initiatives Assistance Phase II Project is to provide project management services to DHHR on initiatives critical to the safety and well-being of children in West Virginia, specifically those included in the State's implementation plan to address the requirements of the agreement with the United States Department of Justice (DOJ). Project objectives also include strengthening the execution of priority BCF initiatives to help ensure the project management and best practices of child welfare related activities, in coordination with BMS, the Bureau for Behavioral Health (BBH), and Bureau for Public Health (BPH).

Kirsten serves as the project manager providing project management, and project management support services, across all child welfare related initiatives, including schedule management, decision support, prioritization, project governance, action item and risk and issue tracking,

business process improvement, and change management. Kirsten works directly with State leadership from DHHR, the Office of Management Information Systems (OMIS), BCF, BBH, BPH, and BMS, to collaboratively execute on decisions to support compliance with the DOJ Agreement and better the service delivery and approach of the child welfare system in West Virginia.

✓ *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (07/2020 to present).* The objective of the EDQ Assistance Project is to support initiatives to optimize MCO encounter data processes for BMS' risk-based managed care programs by retiring a historical file submission process between the MCOs and the Data Warehouse/Decision Support Solution (DW/DSS) vendor, and to implement a fully compliant 837 encounter data process with the State's fiscal agent and Medicaid Management Information System (MMIS) vendor. BerryDunn provides ongoing project management support; diagnoses and assesses necessary modifications to the MMIS as it relates to encounter data; supports the development, deployment, and implementation of applicable MMIS edits and enhancements to support compliance encounter data processes; and supports, monitors, and troubleshoots MCO testing and deployment of 837 files.

Kirsten serves as a SME on the EDQ Assistance Project, providing operational insight and best practices to assist BMS in defining requirements, developing an EDQ Strategy Roadmap, completing an MCO Contract Review and Analysis Summary, assisting with stakeholder engagement and communications, and supporting transition and protocol development activities.

✓ *COVID-19 Contact Tracing and Testing Initiative (04/2020 to 09/2020).*
Kirsten served as the project manager overseeing the procurement and implementation of a contact tracing and disease investigation software system, the procurement of federal funding for epidemiological activities and testing, as well as staffing and organizational development activities for DHHR and BPH. Kirsten and the BerryDunn team completed market research and facilitated demonstrations of innovative contact-tracing software solutions, collaborated with state leadership to develop an organizational structure for COVID-19 contact tracing, developed job descriptions to promote staffing capabilities and human resource acquisition, and oversaw the implementation and integration of the selected contact-tracing software solution. Kirsten worked directly with State leadership from BPH, BBH, OMIS, and the DHHR Secretary's Office, as well as stakeholders from a 55-county localized public health system. The outcome of the project was the successful statewide launch of the new contact tracing and disease investigation software, as well as the procurement of $37 million in federal relief funding for public health initiatives related to COVID-19.

✓ *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I and Phase II Projects (07/2019 to 09/2020).*
The purpose of the MHT MCO Procurement Assistance Phase I and Phase II Projects was to facilitate the re-procurement of the state's MCOs for the MHT program, valued at over $5 billion, through a competitive procurement process to promote increased quality of care, health outcomes, and data quality and efficiency for the State's managed care populations.

Kirsten served as project manager and, in collaboration with the BerryDunn team, provided project management services through the life of the project. Kirsten and team completed a managed care best practices research summary; facilitated Joint Requirements Planning sessions (JRPs) with key stakeholders to inform a Requirements Traceability Matrix (RTM); drafted and refined procurement documentation, including a request for proposal (RFP); developed vendor selection criteria and proposal evaluation packets; facilitated vendor question and answer responses in collaboration with procurement leadership; and successfully supported

the State in evaluating and selecting awarded vendors. Kirsten worked directly with State leadership from the BMS Office of Managed Care and the Secretary's Office.

Upon completion of procurement activities, Kirsten and the BerryDunn team provided project management support to the State for implementation activities in support of the MHT program. Under Kirsten's leadership, the project team facilitated technical implementation meetings with the MCOs and key stakeholders; completed an Implementation Roadmap and Plan; developed an EDQ Research Summary and Program Analysis; created a Compliance and Program Integrity Research Summary and Program Analysis; and developed a Value-Based Purchasing (VBP) and Alternative Payment Model (APM) Program Development Plan.

✓ *Mountain Health Promise (MHP) Implementation Project Management Support (03/2020 to 06/2020).*
The objective of the MHP Implementation Project was to assist the State to help ensure a successful implementation and smooth operational transition of the MHP program, which focused on transitioning children and youth in Foster Care (FC) and Adoption Assistance (AA) populations previously covered through Medicaid Fee-For-Service (FFS) to a managed care model. The program was administered by a specialized MCO serving children in child welfare populations, including FC, AA, as well as those enrolled in the Children with Serious Emotional Disorder (CSED) 1915(c) waiver. Kirsten facilitated implementation meetings with key stakeholders and vendors; maintained action item, risk, and issue logs; provided regular project status reporting; and provided research and subject matter expertise on topics as requested by the State.

Kirsten served as a SME and project manager throughout the project and provided project management support services that contributed to operational and implementation activities through meeting facilitation, troubleshooting and brainstorming, business process flow development and improvement, and stakeholder engagement. The outcome of the project was the successful operational launch and stabilization of the MHP program.

✓ *Third Party Liability (TPL) Options Analysis and Procurement Assistance Project (01/2019 to 03/2020).*
The purpose of the TPL Procurement Assistance Project was to assist the State in the development of an RFP to re-procure a vendor or vendors to perform TPL services on behalf of the State and to transition identified TPL services to existing State vendors. BerryDunn provided procurement support services, including RFP requirements gathering and developing evaluation of materials.

Kirsten served as a SME on the project and provided project management support in developing an RTM to inform the requirements of the RFP, the cost workbook, and other associated documentation for the proposal, such as the RFP evaluation packet.

✓ *Coordinated Care Management (CCM) Operational Readiness Review (ORR) Project (11/2019 to 02/2020).*
The purpose of the CCM ORR Project was to assist the state in validating the readiness of an MCO in advance of the implementation of the specialized MHP program, serving children in the child welfare system and their families accessing Socially Necessary Services (SNS). Kirsten served as project manager, and in collaboration with the BerryDunn project team, she developed a comprehensive readiness assessment tool, methodology, and approach; trained more than 10 staff on evidence review processes; and performed a desktop review of more than 400 MCO policies and procedures to assess readiness in serving the FC, AA, and CSED Waiver populations. These categories included member enrollment, member services, service delivery, care coordination, and staffing and training. The BerryDunn team also developed a report of

comprehensive findings for DHHR review to confirm the readiness of the MCO and to inform the development of applicable Corrective Action Plans (CAPs). The outcome of the project was the successful review of the MCO's operational readiness to support DHHR's decision for program go-live.

✓ *CCM Project Management and Procurement Assistance Project (02/2019 to 02/2020).*
The objective of the CCM Project Management and Procurement Assistance Project was to assist DHHR in procuring an MCO to implement an innovative and specialized managed care program to serve the child welfare population, particularly FC and AA children, in a transition from FFS to Medicaid managed care. This project was initiated in response to State legislative changes requiring achievement of a continuous, coordinated, and high-quality health and social services system for vulnerable populations in the child welfare system. The project also included enrolling CSEDW members into the specialized program.

Kirsten provided project management support and subject matter expertise, and in collaboration with the BerryDunn project manager and team, she supported the State in: developing requirements for inclusion in an RFP; developing an RFP to procure the specialized MCO; preparing source selection criteria and evaluation packets and logistics; facilitating related procurement activities; coordinating with key program stakeholders; developing process workflows to identify programmatic dependencies and operational activities; and developing an implementation plan for post-award activities. The outcome of the project was the successful procurement of an MCO to serve vulnerable children and youth.

✓ *1915(c) Children with Serious Emotional Disorder Waiver Development Project (12/2018 to 03/2019).*
The purpose of this project was to support the State in the completion of a Home and Community-Based Services (HCBS) 1915(c) Waiver application for CSED. BerryDunn provided subject matter expertise and project management services to facilitate the development of applicable waiver documentation and coordinate stakeholders from multiple DHHR bureaus, other State agencies, MCOs, eligibility vendors, and fee-for-service (FFS) and managed care providers. The project ultimately resulted in approval of the CSED 1915(c) Waiver from the Centers for Medicare & Medicaid Services (CMS).

Kirsten served as a SME on the project, supporting the team throughout the development of the 1915(c) Waiver application. Kirsten focused specifically on grievances, appeals, critical incidents, and Key Performance Indicators (KPIs) to inform the performance and ongoing oversight requirements of the waiver.

West Virginia Children's Health Insurance Program (WVCHIP)

✓ ORR (09/2020 to 12/2020).
The objective of the WVCHIP ORR project was to perform a desktop audit of policies and procedures and on-site systems demonstrations of three MCOs selected to provide services to WVCHIP members transitioning from FFS to managed care. The team developed a framework and approach to performing the review; developed a comprehensive readiness assessment tool; facilitated ORR entrance conferences with the MCOs; and performed an evaluation of more than 1,000 MCO policies and procedures to complete the desk-level assessment for the WVCHIP transition to managed care. The team developed unique and tailored findings reports for each of the MCOs. The team prepared an Ongoing Performance Monitoring Transition Plan and facilitated Virtual MCO Systems Reviews to assist WVCHIP in assessing MCO readiness.

Kirsten served as a SME on the project, providing key insight and support for the project

approach, development of the ORR tool, staff training and development, coordinating with the MCOs and WVCHIP, and assessing policies and procedures against contractual requirements and regulations.

✓ MCO Transition Planning Project (05/2020 to present).
The objective of the WVCHIP MCO Transition Planning Project is to support the office of WVCHIP in transitioning members from an FFS model to managed care. BerryDunn provides project management and support services; systems transition and readiness planning; facilitation of MCO, MMIS, and Enrollment Broker (EB) file testing; facilitation of weekly Out-of-Pocket (OOP) Maximum workgroup discussions with the fiscal agent, MCOs, WVCHIP, and other key stakeholders and development of the WVCHIP managed care contract. BerryDunn supports technical implementation activities for WVCHIP in advance of the January 1, 2021, go-live date.

Kirsten serves as a SME on the WVCHIP to MCO Transition Phase II Project and provides project management support to the project manager and project team in developing research summaries, facilitating weekly workshops and technical implementation meetings, assisting WVCHIP with actuarial and network development activities, developing and revising the WVCHIP managed care contract, and developing an MCO operations and program oversight plan.

Magellan Complete Care of Virginia (03/2017 to 11/2018)

Account Director (05/2018 to 11/2018)

✓ Kirsten performed project management and contract management activities within a health plan serving more than 100,000 Medicaid and Medicare dual-eligible recipients receiving Long-Term Services and Supports (LTSS), including Temporary Assistance for Needy Families (TANF), Medicaid Expansion, Children's Health Insurance Program (CHIP), child welfare (e.g., FC and AA), and Home and Community Based Services (HCBS) Waiver populations. Kirsten was responsible for helping ensure that vulnerable populations, including child welfare recipients (e.g., FC, AA) received appropriate and timely services and coordinated with the Virginia DMAS and internal partners on adhering to contractual requirements.

✓ Kirsten served as the liaison between the health plan and the Virginia Department of Medical Assistance Services (DMAS) regarding contract and policy changes, strategic initiatives, and stakeholder inquiries, and provided project management support to the organization. Other responsibilities included collaborating with executive leadership and functional area partners, developing project plans, defining business requirements, developing targeted public health programs, leading external audit activities, and performing root-cause analysis of breakdowns in key business functions impacting contractual compliance.

Consumer Directed Services Project Manager (03/2017 to 04/2018)

✓ Kirsten designed and implemented an innovative self-directed service delivery model for personal care and respite care services within a health plan start-up. Kirsten was responsible for program development, creation of program documentation, definition of technical business requirements with information technology (IT) partners, and oversight of day-to-day operations of all aspects of program scope. In her role, she also managed the relationship with a Fiscal Employer Agent (F/EA) to help ensure appropriate financial management of services.

✓ Kirsten implemented and served as project manager for a self-directed health incentive program for children with Autism Spectrum Disorder (ASD) and Serious Emotional Disorders (SED) in child welfare populations, including FC and AA members. This program included providing an annually self-managed budget to children and families to receive alternative therapies for a

person-centered approach to behavioral health treatment. Kirsten collaborated with the Virginia DMAS and Department of Behavioral Health and Developmental Services (DBHDS) on this initiative.

✓ Kirsten also served as a general project manager for the health plan, facilitating implementation and operational readiness activities, and partnered with the Chief Medical Officer and finance and medical economics teams to assess clinical and administrative spend projections to define line of business process improvement and savings initiatives totaling $24 million.

Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc. (07/2015 to 03/2017)

Program Manager, Medicaid Implementation (07/2016 to 03/2017)

✓ Kirsten provided project management support and oversight of broad scale health plan implementation efforts for Medicaid programs covering TANF, Medicaid Expansion, CHIP, and child welfare populations (e.g., FC, AA), as per prescriptive requirements from State Medicaid Agencies (SMAs), including the Maryland Department of Health Services and the Virginia DMAS.

✓ Kirsten managed projects related to Medicaid care delivery and care management, including a medical record audit for child welfare populations (e.g., FC, AA) for Early and Periodic Screening, Diagnostic and Treatment (EPSDT) services. She also collaborated with care management teams to help ensure case ratios and health screening requirements were implemented for Children with Special Health Care Needs (CSHCN).

✓ Kirsten interfaced with state agencies to implement benefit and policy changes across the health plan and implemented an innovative and nationally recognized behavioral health and substance use disorder benefit in Virginia (i.e., Addiction Recovery and Treatment Services [ARTS]) in partnership with internal operational and clinical business partners.

Medicaid Care Delivery Specialist (06/2015 to 06/2016)

✓ From 2015 to 2016, as a Medicaid care delivery specialist, Kirsten managed the development and deployment of free of charge cells phones to Medicaid recipients, with the goal of more successful member engagement. Due to this initiative, there was an increase of 30% in member participation in health risk assessments.

✓ Kirsten also managed and supported quality accreditation activities during State-required Systems Performance Reviews through collaboration with internal partners to retrieve policies and reports to support compliance with contractual and federal requirements.

HealthCare Access Maryland (08/2013 to 06/2015)

✓ As a certified healthcare navigator, Kirsten facilitated approximately 4,000 in-person consumer enrollments into Affordable Care Act health insurance plans by navigating individuals and families through account creation, application completion, and eligibility determinations for subsidies or Medicaid programs on the Maryland Health Benefit Exchange. She mastered complex health insurance concepts by informing consumers regarding Advanced Premium Tax Credits, Cost Sharing Reductions, benefit packages, and income tax forms relating to the individual mandate.

Publications and Presentations

Value-based care to increase provider and delivery system resiliency, a BerryDunn blog

3.7.4.2 – Lead Child Welfare Project Manager PMP® Certification

RFQ Section 3.7.4.2: Lead Child Welfare Project Manager shall hold a current Project Management Professional Certification with PMI.

3.7.5 – General Project Manager – Ten (10) positions required for life of contract

3.7.5.1 - General Project Manager Experience

> RFQ Section 3.7.5.1: 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. While there are ten (10) positions required for the life of the contract, it is up to the vendor to provide adequate staffing to meet the needs of the project with the staffing levels at the most cost-effective staffing matrix.

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 DHHR, as shown in Table 7. In addition to our 10 named General Project Managers, BerryDunn will provide additional staffing to meet the needs of the project with the staffing levels at the most cost-effective staffing matrix to the DHHR's needs under this contract.

Table 7: BerryDunn General Project Managers

No.	Name	Meets or Exceeds Years of Relevant Experience
1	Sarah Abbott, PMP®	✓
2	Sarah Ratliff	✓
3	Tifaney Waybright	✓
4	Dawn Webb	✓
5	Susan Chugha	✓
6	Ethan Wiley, PMP®	✓
7	Jason Hargrove, PMP®	✓
8	Julie Sullivan, PMP®	✓
9	Nicolle Field, PMP®	✓
10	Peter Alfrey, PMP®	✓

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.

Sarah Abbott, MFA, PMP®, Prosci® CCP – General Project Manager

Sarah is a PMP®-certified project manager focused on Medicaid policy and compliance, with additional experience in procurement and child welfare. She manages projects in adherence to industry best practices, writes concise deliverables that meet client expectations, and collaborates with stakeholders across federal and state programs/bureaus. She has supported numerous projects for the West Virginia (WV) Department of Health and Human Resources (DHHR) and worked with the Missouri (MO) Department of Social Services and Puerto Rico Medicaid Program (PRMP).

Proposed Project Role	General Project Manager
Years at BerryDunn:	4 years
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	MFA, Creative Writing, University of Kentucky
	BA, English, Marshall University
	Certified Project Management Professional®, Project Management Institute®
	Prosci® Certified Change Practitioner

Key Qualifications

✓ Four years of experience with health and human service (HHS) project management and/or project management support, including Medicaid policy, eligibility and enrollment, and technical compliance analysis

✓ More than two years leading communications across multiple state and federal programs, bureaus, or departments for two West Virginia projects

✓ Led the development of over 20 major deliverables (e.g., gap analyses, reports, policies, presentations, procurement documents) that were accepted by the client with minimal or no changes

✓ Managed the four-month procurement and four-month implementation of a specialized managed care program to help a state's Medicaid and child welfare programs provide integrated, seamless care for children in foster care

✓ Certified PMP®

Relevant Experience

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

West Virginia Bureau for Medical Services (BMS)

✓ *State Plan Review and Support (SPRS) Project (02/2020 to present).*
As project manager, Sarah is leading a team of eight people through a $1.1 million project analyzing the WV Medicaid State Plan and helping the state make comprehensive process and

Project Management Services
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Health &
Human
Resources
BUREAU FOR
MEDICAL SERVICES

document improvements for long-term policy compliance and sustainability.

✓ *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (06/2014 to 08/2014; 06/2016 to 08/2018; 08/2020 to present).*
As an analyst for the project management team supporting BMS' MITA SS-A efforts, Sarah assisted WV in the annual maintenance of its SS-A activities. She supported the development of the 2016 and 2017 Annual Update Report and Roadmap, as well as the Data Management Strategy (DMS). She is currently assisting in organization development planning to support WV's MITA maturity and modernization efforts. These activities clarify BMS' short-term and long-term strategic goals and help BMS request enhanced federal funding to achieve those goals.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (03/2019 to present).*
As an analyst within the project management team, Sarah contributes to quarterly and annual 1115 monitoring reports that assess the waiver's progress toward meeting its objectives. She also assisted with a provider network adequacy assessment that helped WV determine the geographic location and/or level of care that would most benefit from additional SUD providers under the 1115 waiver.

✓ *Coordinated Care Management Project Management and Procurement Assistance Project (02/2019 to 04/2020).*
As project manager, Sarah assisted WV through a four-month procurement (from release to award), supported the submission of a 1915(b) waiver, and helped transition WV's children in foster care, adoption assistance, and the Children with Serious Emotional Disorder Waiver (CSEDW)—approximately 18,000 members—into a single specialized managed care organization (MCO). The MCO now provides enhanced care coordination for children's physical, behavioral, and social services. Sarah facilitated process-visioning sessions with Medicaid, child welfare, public health, state legal/executive oversight, and system vendor stakeholders to clarify the new MCO's role and how these entities could work together to support members. Sarah helped design implementation communications to members' families, as well as a webinar for caseworkers. She led development of WV oversight policies for the new program.

✓ *Gap Analysis and Project Management Services (GAPMS) (10/2017 to 06/2018).*
As the policy/finance lead for the GAPMS Project, Sarah supported a current state assessment and co-led a compliance gap analysis analyzing over 2,600 impacts from the Affordable Care Act (ACA) on WV Medicaid's policy, systems, and business processes.

✓ *Project Management of MMIS Procurement; Design, Development, and Implementation (DDI); and Certification (06/2013 to 09/2013; 06/2016 to 12/2016).*
As a project coordinator for the project management office (PMO), Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of final certification review deliverables to help WV's MMIS become successfully certified, retroactive to the go-live date.

✓ *ICD-10 Transition Planning and Implementation (06/2013 to 09/2013; 06/2014 to 07/2014).*
As a project coordinator for the PMO, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables to streamline the transition from ICD-9 to ICD-10 in terms of policy updates, system changes, and provider communications.

West Virginia Department of Health and Human Resources (DHHR) – *People's Access to Help (PATH) DDI Project Management (10/2017 to 04/2019).*
As a project manager for the State PMO, Sarah led federal certification and compliance efforts through

the design phase of this eligibility and enrollment system project, including (but not limited to) meeting criteria for the Centers for Medicare & Medicaid Services (CMS) Medicaid Eligibility and Enrollment Toolkit (MEET), a Comprehensive Child Welfare Information System (CCWIS) review pilot, Office of Child Support Enforcement (OCSE) certification, and Supplemental Nutrition Assistance Program (SNAP) compliance. In this role, she collaborated with state and federal partners to identify common requirements and work toward a streamlined approach for shared evidence and on-site reviews.

West Virginia Children's Health Insurance Program (WVCHIP)

✓ *Data Warehouse/Decision Support System Migration Project (06/2016 to 12/2016).*
As a project coordinator for the PMO, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables.

✓ *Assessment of ACA Compliance and Transition Project Management Support (06/2014 to 08/2014).*
As a project coordinator for the PMO, Sarah developed agendas, captured meeting notes, tracked action items, and supported the development of deliverables.

Puerto Rico Medicaid Program (PRMP) – *Provider Enrollment Desk Level Procedure (DLP) Development (08/2020 to 09/2020).*

Sarah supported the development of a DLP to outline the end-to-end provider enrollment, disenrollment, and maintenance process. She reviewed over 40 PRMP policies and standard operating procedures to help PRMP achieve an overall understanding of roles and responsibilities, as well as identifying areas for improvement.

Missouri Department of Social Services – *Missouri Eligibility Determination and Enrollment System (MEDES) Compliance Evidence Development (06/2017 to 10/2017).*

Sarah supported the development of evidence packets for applicable criteria and CMS checklists—including the Eligibility and Enrollment and five core checklists—during a pilot of the MEET. She also assisted with analysis of Medicaid Enterprise Certification Toolkit (MECT) 2.2 changes and the initial release of the MEET 1.0. This project helped Missouri adjust its compliance approach for an in-progress system implementation despite rapidly evolving compliance guidance.

University of Kentucky (08/2014 to 06/2016)

As a graduate teaching assistant, Sarah lectured and led discussion sections for a 180-student creative writing course. She graded up to 90 students per semester, as well as met with students to clarify concepts and encourage growth.

Publications and Presentations

Check This: CMS Checklists Aren't Just for MMIS Anymore, a BerryDunn blog, August 2017

Project Management Institute

THIS IS TO CERTIFY THAT

Sarah Abbott

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Randall T. Black
Chair, Board of Directors

Sunil Prashara
President and Chief Executive Officer

PMP® Number: 2696585
PMP® Original Grant Date: 09 December 2019
PMP® Expiration Date: 08 December 2022

Sarah Ratliff, MBA, Prosci® – General Project Manager

Sarah is a project and program manager in BerryDunn's Medicaid Practice Area (MPA) with over five years of project management experience in a variety of projects and initiatives, including Medicaid Management Information System (MMIS) design, development, and implementation (DDI), MMIS certification, provider enrollment and management services, and Medicaid Information Technology Architecture (MITA). Sarah is a professional who excels at critical and analytical thinking, team-building, organization, and focused-delivery. Sarah's day-to-day motivation is to deliver quality work products to the client while striving to provide the highest customer satisfaction.

Sarah manages four projects within the West Virginia engagement and coordinates the overall tracking of 16 active West Virginia projects impacting the Medicaid Enterprise. Her strong communication skills and professionalism are key to her ability to engage the client, vendor, and federal partners, such as the Centers for Medicare & Medicaid Services (CMS), consistently and effectively. Sarah works closely with a variety of leaders and teams, within West Virginia and other states/territories, and coordinates leverage and reuse initiatives that support the CMS standards and conditions. Additionally, she actively facilitates a monthly multi-state collaborative call, jointly started by West Virginia and New Jersey, to engage other states to collectively discuss and solution common experienced issues. As part of Sarah's oversight, she helps to ensure the group of 12 participating states is coordinated for the meetings, has the needed materials for discussion, and provides the necessary follow-up to the meeting discussions.

Proposed Project Role	General Project Manager
Years at BerryDunn:	5 years
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	MBA, University of Charleston
	BA, Psychology, West Virginia University
	BA, Criminology & Investigations, West Virginia University
	Prosci® Certified Change Practitioner
	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

- ✓ Five years of project management experience across the Medicaid enterprise
- ✓ Five years of experience building trusted client relationships
- ✓ Five years of provider enrollment and management expertise
- ✓ Five years of experience developing and/or delivering client and conference presentations

✓ Two years of program implementation experience

✓ Prosci® Certified Change Practitioner

Relevant Experience

BerryDunn (05/2015 to present)

West Virginia Bureau for Medical Services (BMS)

✓ *Provider Program Management (06/2019 to present).*
Sarah serves as the program manager for the provider projects under the enterprise portfolio management structure. Sarah provides oversight to the project managers of the projects within the Provider Program including Provider Management Services (PMS), Electronic Visit Verification (EVV), Access to Care (ATC), and the Electronic Health Record (EHR) Promoting Interoperability (PI) Audit. Sarah works with each of the project teams to help ensure adequate staffing is available throughout the project, project milestones are met, and solutions are reasonable and viable options for the client. Additionally, she provides executive-level communications regarding project progress, risks, issues, and key decisions.

✓ *EVV Solution Implementation Project (10/2020 to present).*
Sarah is the project manager for the EVV Solution Implementation project where she manages project documentation including budgets and timelines, and works closely with the client to help ensure project tasks remain on track and in compliance with federal guidelines. Sarah assists the client with outlining new and existing federal regulations that are required to be met through this process. She has led the team through the request for proposal (RFP) development process, successfully evaluated bids, and supported the client as the new vendor, HHAeXchange, was onboarded. Sarah effectively communicates with the federal partner, CMS, on a regular basis to help ensure the client is remaining compliant with new and existing federal guidance.

✓ *Third Party Liability (TPL) Procurement Assistance Project (10/2020 to present).*
Sarah serves as the interim project manager for the TPL Procurement Assistance project where she assists the client with RFP activities, including coordination of the vendor question and answer process; preparations for the proposal evaluation process, including development of the scoring documentation; and preparations for onboarding the new TPL vendor. Sarah monitors project documentation including budgets, timelines, and deliverable activities, as well as provides the client guidance regarding communications to and from CMS.

✓ *Enterprise Project Management Office (EPMO) Project (11/2018 to present).*
Sarah oversees several project management tasks and coordination responsibilities of the overall engagement. Sarah works closely with the client on staffing and project approvals, and manages the tracking of all projects within the engagement, including statement of work (SOW) development and delivery, Advance Planning Document (APD) submissions and approvals, and project updates across the enterprise received by over 10 project managers and engagement managers. Sarah oversees the development of the monthly CMS Executive Status Report for the overall West Virginia engagement, and subsequently facilitates the quarterly status meetings between BMS, CMS, and other participating agencies. Sarah also provides oversight for a team of six staff that conducts weekly state COVID-19 research in response to the Public Health Emergency. Sarah validates the research conducted by the team, analyzes the subject areas, and reports the information to the client via the weekly News Roundup presentation.

✓ *EVV Solution Implementation Project (06/2018 to 06/2019).*
Sarah served as the organizational change management (OCM) lead for the management of the EVV implementation project. Sarah worked closely with the client to plan, coordinate, and facilitate bi-monthly stakeholder meetings to gain an understanding of stakeholder thoughts or

✓ *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (07/2017 to 08/2018).*
Sarah served as the project manager for the MITA maintenance and annual update project, managing budgets and project deliverables, and working closely with the client to help ensure requirements and expectations were fully met. Sarah worked with the State to evaluate the 80 business processes within the MITA framework and determine the As-Is and To-Be levels for each business area.

✓ *Provider Enrollment Application (PEA) Project (01/2017 to 05/2019).*
Sarah served as the project manager for the PEA project, managing budgets and project deliverables and working closely with the client to help ensure requirements and expectations were fully met. Sarah developed business rules and updated policies to align the provider enrollment application with the client policies and procedures. Sarah also coordinated the creation and update of the provider enrollment criteria sheets so the State's enrollment process was in compliance with both state and federal guidelines.

✓ *Project Management of MMIS Procurement, DDI, and Certification (05/2015 to 10/2016).*
Sarah started this project as a project coordinator for the PMO. In this role, Sarah took notes, scheduled meetings, and assisted with the overall business analysis of deliverables. Sarah was responsible for meeting service level agreements (SLAs) and delivering quality meeting materials to the client in a timely manner.

Sarah then transitioned to the role of change management lead for BMS' MMIS implementation with Molina. She worked closely with the client and vendor to help ensure all change management processes were established when a change request was introduced. Sarah was responsible for developing process flow charts, change management checklists, and other documentation to assist the State and Molina to stay in alignment with the change management procedures and adherence to the processes. Sarah was responsible for monitoring the change request inventory and participating in weekly meetings to help ensure the change requests were moving through the process. Sarah conducted research and asked questions when the change requests did not align with the tracker she managed.

Kanawha County Sheriff's Office (06/2013 to 05/2015)

As a legal process clerk, Sarah worked to help organize and prepare official court documents for service by deputies. She also developed monthly reports to determine percentages of official court documents served versus those documents returned; maintained a daily deposit and a monthly deposit roster; effectively developed responses directed to prosecutors and judges; and communicated with the public and directed them to the appropriate official or agency.

Kanawha County Assessor's Office (08/2012 to 06/2013)

Sarah worked for the County Assessor's Office as a personal property clerk. Her responsibilities included preparing personal property tax tickets for the citizens of Kanawha County; revising existing tax tickets per the Division of Motor Vehicles (DMV) records; and developing and organizing mass mailings of personal property assessment forms.

Publications and Presentations

Partnering in the Modular World, Provider Management & Beyond, Medicaid Enterprise Systems Conference (MESC) (08/21/2019)

Tifaney Waybright, CPC – General Project Manager

Tifaney is a senior consultant in BerryDunn's Government Consulting Group with extensive expertise in project management, reporting, budget development, and helping state agency clients, such as the West Virginia Bureau for Medical Services (BMS), achieve project objectives. She has experience supporting projects in a range of roles such as project manager, business analyst, and subject matter expert (SME). On every project, Tifaney shares her comprehensive knowledge and experience in Medicaid claims processing systems, Medicaid Management Information Systems (MMIS), medical coding, and Medicaid/Medicare reimbursement methodologies. Tifaney brings additional value to projects through her active engagement and through leadership in the American Academy of Professional Coders (AAPC).

Proposed Project Role	General Project Manager
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 15 years
Certifications and Education:	AAPC CPC / ICD-10 Certification
	Certification, Braley & Thompson / Business Management
	West Virginia Institute of Technology / General Studies

Key Qualifications

- ✓ 30 years of experience in the healthcare industry, of which 29 years encompass experience in medical claims processing, including Medicare, Medicaid, commercial insurance, and workers compensation

- ✓ Fifteen years of experience in project management and coordination directly related to West Virginia Medicaid programs and initiatives

- ✓ 11 years of experience in Current Procedural Terminology (CPT), International Classification of Diseases, 10th Revision (ICD-10) coding, and National Correct Coding Initiative (NCCI) editing

Relevant Experience

BerryDunn (03/2019 to present)

Tifaney works with state Medicaid agency clients, and currently serves on the project team based in Charleston, West Virginia.

West Virginia Bureau for Medical Services (BMS)

- ✓ *Third-Party Liability (TPL) Procurement Assistance (07/2020 to present).*
  Tifaney is currently serving as the project manager for the TPL project. She manages the project budget and nine project deliverables, is responsible for the coordination of the overall project with the State, and provides project management support to the State during the vendor approval process for the procurement. Tifaney also leads and facilitates effective client and team meetings

and collaborates closely with the client to help ensure requirements and expectations are fully met.

✓ *MMIS Contract Edit Review (09/2019 to present).*
Tifaney served first as the project SME and is now serving as the project manager. She manages the project budget and seven project deliverables, and works closely with the client to help ensure requirements and expectations are fully met. She provides review, analysis, tracking, and management of various project-related activities and tasks to promote achievement of the project objectives. In addition, she collaborates with the client and vendor to evaluate the MMIS fee schedules and claim edits to help ensure the MMIS setup complies with Medicaid policy and national standards. Tifaney monitored differences between, and provided analysis on cost-savings opportunities to BMS.

✓ *Payment Error Rate Measurement (PERM) Project (09/2019 to 03/2020).*
Tifaney served as a project SME for the PERM project. She supported project success by validating errors and researching remedies and solutions to resolve the discovered errors cited.

Charleston Surgical Hospital (12/2016 to 03/2019)

Tifaney served as the business office coordinator, overseeing the day-to-day aspects of billing, billing system configuration, accounts receivable and follow-up, and other tasks. She was responsible for providing training to team members, and identifying opportunities for process improvement.

Highmark Blue Cross / Blue Shield WV (05/2014 to 08/2016)

Following Tifaney's work as a contractor with Mancan, she became an employee with Highmark Blue Cross / Blue Shield WV as a senior business analyst for provider relations. Tifaney had a variety of responsibilities related to WV Family Health, a Medicaid managed care organization (MCO), including overseeing professional provider network creation and maintenance, serving as the Medicaid project manager and working directly with the Bureau for Medical Services (BMS) for adherence to Medicaid policies and the contract, and was a liaison between the claims processing vendor and WV Family Health. She developed analytical reports stemming from the Affordable Care Act (ACA), expansion, quarterly BMS provider network reports, and the Geographic Service Area File (GEO) Access network reports.

Mancan (02/2013 to 05/2014)

Tifaney was a contracted project manager for Highmark Blue Cross / Blue Shield WV. In this role, she oversaw the development of a professional provider network for West Virginia Family Health, including contracting, credentialing, and overseeing provider site visits with Federal Qualified Health Centers (FQHCs), Rural Health Clinics (RHCs), School-Based Health Centers, and other specialty providers.

Ross Education, LLC (04/2013 to 07/2013)

With Ross Education, LLC, Tifaney served as a part-time instructor for Anatomy and Physiology, Medical Billing, and Coding courses.

Highmark Blue Cross / Blue Shield WV (12/1996 to 09/2012)

As an external provider relations representative, Tifaney oversaw professional network development, provider contracting, and servicing within defined territories. She secured professional and ancillary providers for Mountain State Traditional / Preferred Provider Organization (PPO) / Point of Service (POS) and Medicare Advantage networks, and maintained ongoing provider communication. Her experience includes providing internal and external training and development, as well as designing and delivering online and classroom training workshops for customers and providers.

Dawn Webb, CPC, COC, Prosci® CCP – General Project Manager

Dawn is a manager in BerryDunn's Medicaid practice, providing leadership and project management to West Virginia's Medicaid Information Management System (MMIS) and policy unit projects. She has over 25 years of experience in medical claims processing and revenue cycle management – including over eight years of experience in MMIS, state Medicaid programs and policies, and requests for federal funding, such as the development of Advance Planning Documents (APDs). Dawn's 15 years of project management experience, coupled with her certifications as a Certified Professional Coder, a Certified Outpatient Coder, and a Prosci® Certified Change Practitioner, provides a unique perspective to clients across the Medicaid enterprise.

Proposed Project Role	General Project Manager
Years at BerryDunn:	3 years
Years of Experience Relevant to Proposed Role:	8 years
Certifications and Education:	BS, Healthcare Leadership, Wheeling Jesuit University
	Associate in Applied Science, Office Administration, West Virginia University
	Certified Professional Coder, American Academy of Professional Coders
	Certified Outpatient Coder, American Academy of Professional Coders
	Certificate of Proficiency in Obstetrics/Gynecology Coding, American Academy of Professional Coders
	Certified Compliance Professional, Healthcare Fraud & Abuse Institute
	Certificate of Proficiency in Surgery Coding, American Academy of Professional Coders
	Certificate of Proficiency in Internal Medicine Coding, American Academy of Professional Coders
	Office Managers Association of Healthcare Providers, Vice President of Publicity
	Prosci® Certified Change Practitioner

Key Qualifications

✓ Over 25 years of experience in Current Procedural Terminology (CPT) coding, Current Dental Terminology (CDT), Healthcare Common Procedure Coding System (HCPCS) coding, Internal Classification of Diseases, Ninth Revision (ICD-9) coding, ICD, Tenth Revision (ICD-10), Diagnosis Related Grouping (DRG) calculations, National Correct Coding Initiative (NCCI)

editing, and Electronic Data Interchange (EDI) transactions

✓ Over 25 years of experience applying medical and dental coding reimbursement methodologies

✓ 15 years of project management experience for government and private entities, of which eight years are directly supporting the West Virginia single state Medicaid agency, the Bureau for Medical Services (BMS)

✓ Over eight years of experience working within West Virginia's MMIS, including system configuration, system analysis, and MMIS configuration validation against Medicaid policies

✓ Three years of experience leading and supporting West Virginia Payment Error Rate Measurement (PERM) cycles

✓ Three years of experience analyzing the MMIS for potential cost savings

Relevant Experience

BerryDunn (08/2017 to present)

West Virginia Bureau for Medical Services (BMS)

✓ *Enterprise Project Management Office (EPMO) (05/2019 to present)*
As the Quality Improvement Initiatives program manager, Dawn is providing project oversight in the areas of process improvement, best practices, and staffing allocations for the Fee Schedule and Edit Quality Review, PERM, and Third Party Liability (TPL) Procurement projects. Dawn's active participation within the EPMO not only helps ensure the projects under her program are efficiently executed, but also maintains consistency and coordination with other projects and programs within the Medicaid enterprise.

✓ *TPL Procurement (05/2019 to present)*
Dawn serves as a program manager, overseeing the TPL Procurement project which involves Request for Proposal (RFP) development and TPL vendor selection activities. Dawn collaborates with the client and BerryDunn team members to help ensure the project objectives and client expectations are met by the project team.

✓ *APD Assistance (05/2018 to present)*
Dawn currently manages the BerryDunn team for the West Virginia engagement with facilitating the development and approval of APDs for the West Virginia Department of Health and Human Resources' (DHHR's) Medicaid enterprise. This involves coordinating the appropriate staff to gather needed information for the development of APDs, write APD narratives, and establish budget tables for the funding request via the Medicaid Detail Budget Tables (MDBTs). This project also includes preparing complete APDs for review, approval, and submission by BMS for delivery to the Centers for Medicare & Medicaid Services (CMS). These activities occur with the development of new APDs, as well as annual and as-needed updates to ten established APDs.

✓ *PERM Project (05/2018 to present)*
Dawn is serving as the project manager for the PERM project, managing budgets and project deliverables, and working closely with the client to help ensure the team fully meets the project requirements and expectations. This project includes validating claims payment or eligibility errors, researching error remedies, and providing oversight for resolution of PERM errors cited for West Virginia. Under Dawn's leadership, the project team developed and submitted a recovery package for the PERM Review Year (RY) 2016 cycle. CMS agreed with the State's recovery package and overturned 71 errors, saving the State $151,369. The project team reviewed 37

eligibility errors, 3 of which were overturned based on additional information provided to the reviewers. The project team reviewed 23 medical record errors, 10 of which were overturned. The State saved $81,022 due to overturned errors.

✓ *MMIS Contract Edit Review (09/2017 to present)*
Dawn began the MMIS Contract Edit Review project as a subject matter expert (SME), and then took over the role of project manager; which is her current role. She partners with the client to evaluate the MMIS fee schedules and claim edits to help ensure the MMIS setup and configuration complies with Medicaid policy, and to provide analysis of cost savings opportunities for BMS. Throughout the project, the team reviewed 803 claim edits for five programs within the MMIS. Under Dawn's direction, the project team identified changes to the disposition of 123 edits to help ensure the MMIS complies with the Medicaid policy.

State of Alaska – *Division of Legislative Audit (DLA) National Correct Coding Initiative (NCCI) Compliance Evaluation (07/2019 to 09/2019)*
Dawn supported the DLA in the development of an NCCI questionnaire to help assess Alaska Medicaid's compliance with the NCCI technical guidelines. The results of the assessment provided the DLA with confidence the Alaska MMIS complies with the NCCI technical guidelines.

Valley Health Systems, Inc. (12/2009 to 07/2017)

Dawn served as the Revenue Cycle Administrator for a group of over 30 Federally Qualified Health Centers (FQHCs). In this role, Dawn was responsible for the organization's accounts receivables. This included providing oversight of each health center's frontline staff, providing communications to medical, dental, and behavioral health providers on billing and reimbursement issues. Her responsibilities included training over 400 doctors, dentists, and other health care providers and employees on the revenue cycle. Dawn worked with insurance payers such as Medicare, Medicaid—including West Virginia, Ohio, and Kentucky—Public Employee's Insurance Agency (PEIA), and Children's Health Insurance Program (CHIP) to help secure payment for services rendered by the FQHC providers. Dawn managed the on-site implementation of a new electronic medical record and billing system, Intergy. Under Dawn's leadership and guidance, at the end of her first year of service to Valley Health Systems, Inc., the accounts receivable had increased 5% over the prior year.

Unisys (06/2004 to 11/2009)

As a domain services analyst, Dawn served as the configuration team manager and medical coder. She directly supported BMS with the West Virginia MMIS configuration for 12 State programs. Dawn was responsible for the routine updates to reference code sets and supported the change management process for the West Virginia account. Dawn was the liaison between the configuration team and the administrators at West Virginia Medicaid regarding system configuration. Dawn attended and supported West Virginia's procedure code workgroup meetings. This support included researching the MMIS capabilities, national standards for medical coding and billing, and other states' policies and procedures.

Charleston Area Medical Center (08/2004 to 09/2004)

As a contracted medical coder, Dawn worked primarily with Charleston Area Medical Center's compliance department. Dawn coded medical records for billing and reimbursement using national standards and payer guidelines.

West Virginia University Physicians of Charleston (WVUPC) (07/2001 to 06/2004)

While with WVUPC, Dawn worked as a senior billing specialist, serving the Department of Internal Medicine and the Department of Obstetrics and Gynecology. Dawn was responsible for coding and billing for medical services for each department. Dawn worked with insurance payers such as Medicare,

Medicaid, PEIA, CHIP, and other major commercial payers to help secure payment for services rendered. Dawn was responsible for training medical students, residents, and doctors on billing and reimbursement.

Garrnet Career Center (02/1999 to 01/2000)

Dawn was employed as a medical coding instructor for the career center. Dawn provided medical coding instruction to classes of 10 students for two semesters.

University Health Associates (09/1996 to 06/2001)

Dawn served in several roles with University Health Associates, including as a billing analyst, billing specialist, billing supervisor, and billing manager. She worked primarily with the Department of Obstetrics and Gynecology and the Family Medicine Center of Charleston. Dawn began as a billing analyst and through her hard work and ability to obtain medical coding certification was promoted to billing supervisor and ultimately to billing manager. Dawn was responsible for coding and billing for medical services for each department. She coded and billed for a variety of services including office, laboratory, radiology, inpatient, outpatient, and surgery. Dawn also billed and followed up for services provided to patients enrolled in state programs such as the Ryan White, the Early and Periodic Screening, Diagnostic and Treatment (EPSDT), Breast and Cervical Cancer Screening Program (BCCSP), and Family Planning programs.

Acordia National (12/1994 to 05/1996)

Dawn began her career as a medical claims examiner. She was responsible for evaluating medical claims for completeness and accuracy. Once in the claims system, Dawn reviewed claims suspended during the claims editing process.

Publications and Presentations

Keeping the PERM Manual Update in focus during the PHE, a BerryDunn blog, September 2020

Susan Chugha, Prosci® CCP – General Project Manager

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

Proposed Project Role	General Project Manager
Years at BerryDunn:	5 years
Years of Experience Relevant to Proposed Role:	5 years
Certifications and Education:	BA, Business Management, Belmont Abbey College
	Prosci® Certified Change Practitioner
	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

✓ Fifteen years of strong experience with project management, supporting a variety of entities, including state health and human services, financial, and banking industries, as well as individual clients.

✓ Five years of experience with project management supporting the West Virginia State Medicaid Agency, the Bureau for Medical Services (BMS)

✓ Five years of experience with the Medicaid Information Technology Architecture (MITA) State – Self Assessment (SS-A) report and roadmap activities and completion.

✓ Expert 1115 waiver professional with experience assisting clients with all stages of the waiver process, including waiver development, federal negotiation, approval, implementation of services (with a Managed Care Organization [MCO] carve-in) and program oversight through the past three years.

Relevant Experience

BerryDunn (10/2015 to present)

West Virginia Bureau for Medical Services (BMS).

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

Prior to moving into the project manager role during the implementation phase of the project, Susan was the project coordinator providing project management support for waiver development, negotiation, and approval phases of the project. She performed project management activities through client outreach, managed communications with federal partners, scheduled meetings, captured meeting notes, tracked action items and decisions, conducted research, and business analysis. Also during the waiver implementation phase, Susan managed the development of a peer recovery support specialist webinar and was involved in policy development, public comment tracking, and policy approval. Under the waiver development phase, Susan assisted the client with developing a continuum of care for Medicaid enrollees with SUD by overseeing waiver negotiations with the Centers for Medicare & Medicaid (CMS). She facilitated meetings, performed research analysis, assisted in draft policy development, assisted with writing the waiver application, and created and maintained a work plan to track required tasks. Susan also scheduled and organized public hearings to promote the waiver application.

✓ *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (10/2016 to present).*
As project manager for the MITA 3.0 SS-A Maintenance and Annual Update Assistance project since November 2019, Susan assists with MITA life cycle maintenance activities including developing new business process improvement flows and updating MITA related reports. Susan manages nine consultants and two sub-contractors. Her responsibilities include oversight of the team, budget, and time management, and peer review and delivery of required deliverables. She is assisting with the update of the health information technology (HIT) companion guide and monitors a team of subject matter experts to draft and deliver an organizational development (OD) plan and roadmap. She facilitates meetings and oversees the development of the revised aged and disabled waiver (ADW) business process flow workgroups.

Prior to her role as the project manager, Susan provided project management support through managing the flow of information and access to the client's MITA Management Portal (MMP) SharePoint site that stores and tracks all of the required MITA SS-A documents (e.g., business process forms, scorecards, goals and objectives, roadmaps, concept of operations, SS-A reports, supporting documentation) used for current and past assessments.

✓ *State Plan Review and Support (SPRS) Project (03/2020 to 11/2020).*
As an analyst for the SPRS project, Susan provided project management support reviewing an end-to-end version of the State Plan and documenting missing or inconsistent details to help the State have more confidence in the Plan. She also reviewed and analyzed sections of the State Plan to help ensure that the pages are in compliance, compared service descriptions to federal and state guidance, and analyzed pages for overall accuracy.

✓ *Children with Serious Emotional Disorder 1915(c) HCBS Waiver (CSEDW) (09/2018 to 12/2018).*
As the project coordinator, Susan was responsible for project management support, which included client outreach, scheduling, notetaking, document review, research, and business analysis. She coordinated and executed multiple public forum events throughout the State of West Virginia to help bring awareness to the new 1915(c) HCBS waiver program that was under development and would be submitted for review and approval to CMS.

✓ *Provider Enrollment Application (PEA) Project (02/2017 to 11/2017).*
Susan provided project management support and coordination by maintaining all of the meeting management duties, which included scheduling meetings, creating agendas, capturing meeting notes, and tracking action items, risks, and decisions. Susan developed project timelines, managed the document repository, conducted research, and updated necessary documents that were critical to the success of the project, which was to enhance the current WV provider

enrollment application process.

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

Independent Consultant (08/2010 to 10/2014)

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

Columbia Management (09/2012 to 10/2013)

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

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

Project Specialist – Assistant Vice President

✓ Lead project specialist for semi-annual Global Distribution Summits

✓ Coordinated all logistics for Asset Management Distribution Group to participate in the Wachovia Championship

✓ Lead project specialist for annual client event that hosted more than 1,600 industry leaders and their families; ~$1.5 trillion in assets under management was represented in the client base at this event

✓ Partnered with Training and Development team to coordinate internal training programs (onboarding, sales training, negotiation skills, product training) all around the United States and assisted with follow-up after each program to track our successes and determine where improvement was needed

✓ Managed the relationship between the portfolio managers/specialists and wholesalers to coordinate communication inquiries and field travel opportunities

✓ Partnered with broker-dealer national sales managers to coordinate divisional meetings and drive sales efforts

✓ Managed special projects and events assigned by the president of EISI and other members of the executive leadership team

Communications Coordinator/Project Manager – Officer

✓ Created quarterly newsletters and other publications distributed internally

✓ Coordinated the Mutual Funds, Sales, and Operations (MFSO) program for wholesalers

- ✓ Managed the valued-add and continuing education curriculums that were available to field wholesalers

- ✓ Partnered with Learning and Development managers to assist in coordination of training programs and onboarding for new internal and external wholesalers

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

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

Ethan Wiley, MPPM, PMP®, LSSGB, Prosci® CCP – General Project Manager

Ethan is a manager for BerryDunn's Government Consulting Group with innovative Medicaid project and program experience across the range of the Medicaid enterprise. His specialties include negotiating Medicaid policy on behalf of states with their federal partners, program development, and team leadership. A practiced project manager in both Medicaid IT and policy projects, Ethan has engaged in key leadership roles in projects designed to evaluate federal compliance, design innovative 1115 and 1915(c) waivers, and implement health IT systems. He has a proven record of successfully managing both short-term projects and complex, multiyear initiatives. Most recently, he has led the Medicaid Innovation Program as part of the West Virginia Enterprise Portfolio Management Office (EPMO) where he oversaw a team of project managers, collectively leading multiple concurrent Medicaid projects.

Proposed Project Role	General Project Manager
Years at BerryDunn:	6 years
Years of Experience Relevant to Proposed Role:	6 years
Certifications and Education:	MPPM, University of Southern Maine Edmund S. Muskie School of Public Service, Concentration on Policy Analysis
	Certificates of Graduate Study: Applied Research and Evaluation Methods, Performance Management and Measurement, and Social Policy Analysis
	BA, Political Science and History, University of Maine at Farmington
	Certified Project Management Professional®, Project Management Institute®
	Prosci® Certified Change Practitioner
	Certified Lean Six Sigma Green Belt

Key Qualifications

✓ Six years of experience with project management supporting health and human services (HHS) agencies, including the West Virginia State Medicaid Agency, the Bureau for Medical Services (BMS), and the Bureau for Children and Families (BCF)

✓ Three years of experience as a program manager, overseeing five concurrent successful Medicaid Enterprise projects and initiatives

✓ Certified Project Management Professional® leading seven multiyear Medicaid Enterprise projects to successful completion with project budgets ranging from $100k to $3.4mm

✓ Six years' experience successfully assisting state Medicaid agencies with critical initiatives such

as the federal CMS negotiations of 1115 demonstration waivers, a 1915(c) Home- and Community-Based Services (HCBS) Waiver, and multiple State Plan Amendments (SPAs)

Relevant Experience

BerryDunn (07/2014 to present)

West Virginia Bureau for Medical Services (BMS)

✓ *State Plan Review and Support (SPRS) Project (03/2020 to present).*
In order to help the State achieve federal compliance, Ethan was a program manager for a BerryDunn team of eight that compiled over 2,000 existing Medicaid State Plan pages and documents. These documents were inclusive of the State Plan sections, attachments, supplements, and amendments from both digital (state and federal) as well as physical repositories. Ethan also provided subject matter knowledge on advanced workflow designs to assist BMS in remediating compliance issues in the State Plan; developing a process flow for State Plan development, approval, and maintenance; and training state stakeholders on the new process flow.

✓ *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (06/2019 to present).*
Ethan is the program manager for a team of nine that assists the Department of Health and Human Resources (DHHR) in meeting compliance with the 88 requirements of the MITA 3.0 SS-A as prescribed by CMS. The objective of this project is to assist the DHHR with MITA life cycle maintenance activities, including preparation of the MITA 3.0, SS-A Annual Update for Federal Fiscal Year (FFY) 2019, enterprise-wide MITA support for ongoing system and business process improvement projects, and training efforts to support activities related to the annual update. BerryDunn's assistance with over a dozen Advance Planning Document (APD) submissions has provided millions of dollars in value to the State.

✓ *Technical Assistance and Program Support Project (11/2018 to present).*
Ethan oversees this project and provides project management, subject matter expertise, and support for the design, development, and implementation of multiple Medicaid business initiatives and activities that BMS may undertake—such as Third-Party Liability (TPL) procurement support, interim support for Payment Error Rate Measurement (PERM) audits, and mental health parity analysis. Ethan and his team provide critical project support such as program research, financial analysis and modeling, waiver construction, regulatory analysis, federal and stakeholder negotiation, and program development. To date, this team has helped BMS achieve its objectives on projects such as the development of Section 1135 Disaster SPAs, Managed Care Organization (MCO) readiness reviews, and Minimum Acceptable Risk Standards for Exchanges (MARS-E) Security and Privacy Assessment.

✓ *1915(c) Children with Serious Emotional Disturbance Waiver (CSEDW) Development Project (09/2018 to present).*
As program manager, Ethan planned and executed the design, successful negotiation, and implementation of a Medicaid HCBS waiver program. The CSEDW provides services that are additions to Medicaid State Plan coverage for those enrolled in the CSEDW program. The CSEDW permits West Virginia to provide an array of services that enables children who would otherwise require institutionalization to remain in their homes and communities. In addition, it is anticipated that this waiver will reduce the number of children housed both in state and out-of-state in Psychiatric Residential Treatment Facilities (PRTFs) and shorten the lengths of stay for children who require acute care in PRTFs. Ethan continues to support the state with ongoing

research, facilitation and implementation tasks in support of the CSEDW Program.

✓ *Enterprise Project Management Office (EPMO) (07/2018 to present).*
As program manager of the Medicaid Innovations Program for the West Virginia BMS EPMO, Ethan leads a team of three project managers executing six Medicaid policy and program development projects. In this role, he is responsible for aligning project outcomes with the organization's overarching goals and master strategy for its Medicaid and human services enterprise.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (02/2016 to present).*
To support the success of phases 3 and 4 of this important project, Ethan oversees the project manager and deputy project leads. Ethan and the project team are working to help ensure a quality program design that will meet the needs of West Virginia and those receiving vital support from this program by completing four quarterly reports to CMS, annual reports, and retrospective reviews of metrics for the state. In addition to overseeing ongoing implementation of managed care services, reporting requirements, and data analysis to support decision-making, Ethan overseeing network adequacy assessments and other efforts to help ensure quality program design.

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

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

✓ *Third Party Liability (TPL) Options Analysis and Procurement Assistance Project (07/2018 to 12/2018).*
As project manager, Ethan determined the research design and methodology to perform an analysis of TPL options. This included leading the project team through the investigation of both the solution and financing alternatives for the state. This research helped West Virginia save money in recoupments and system costs as well as conduct its Health Insurance Premium Payment program and Medicaid buy-in programs through new and innovative approaches.

✓ *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018).*
As project manager, Ethan planned and led the execution of a large-scale Affordable care Act (ACA) compliance effort across West Virginia's Medicaid Enterprise. He provided stakeholders with detailed policy analysis and research deliverables during the project and oversaw the design and inauguration of seven subprojects created under GAPMS.

✓ *Adult Quality Measures Grant Project (06/2016 to 12/2016; 06/2017 to 12/2017).*
As project manager, Ethan oversaw a team that collected and reported on the Medicaid Adult Core Set Measures to help BMS successfully transition from a grant-funded Quality Unit to a state-supported Quality Unit. As a result of this transition, the state can now report on the 33 measures of the Adult Core Set across six domains.

✓ *ICD-10 Transition Planning and Implementation (07/2014 to 02/2016).*
As policy analyst and project coordinator for the project management office (PMO), Ethan

analyzed and remediated 78 distinct policies and overhauled the Provider Manual and Medicaid policy for the agency. He oversaw testing design, system integration testing, and user acceptance testing, along with client acceptance. In addition, he designed, researched, and constructed ICD-10 training modules for BMS staff; designed and built training segments for Medicaid providers and assisted with outreach and engagement; and performed analysis of Medicaid claim data processed through the MMIS to determine financial health and parity in claim operations.

✓ *Utilization Management and Prior Authorization Services Request for Proposal (RFP) Development Project (09/2015 to 12/2015).*
As business analyst for the PMO, Ethan organized and completed the final development of a state Medicaid agency project to develop a major RFP to select a utilization management vendor. The project resulted in the successful award of the contract to Kepro.

Nebraska Department of Motor Vehicles – *Consulting Services to Assist in the Modernization of a Vehicle and Title Registration System (11/2015 to 02/2017).*
As a business analyst, Ethan facilitated stakeholder outreach and engagement, conducted a current state assessment and gap analysis, led requirements definition and planning sessions, and designed, wrote, and revised an RFP for a new Vehicle Title and Registration System.

Michigan Department of Education – *Early Childhood Data Governance Structure (03/2016 to 06/2016).*
As a business analyst for the department's data governance project, Ethan developed and drafted initial versions of key deliverables including the data governance manual and data governance policy. He also mapped and developed workflows to outline the progression and flow of data throughout the department, and outlined critical data questions and paths through which these could be resolved.

West Virginia Bureau for Children and Families – *Project Management for Enterprise Content Management (ECM) Project (08/2015 to 02/2016).*
Ethan served as project manager on a quality assurance project to oversee the implementation of an ECM solution He participated in joint application design sessions, coordinated state MMIS and eligibility and enrollment vendors, served as a liaison with four state agencies, and helped facilitate a successful implementation.

Colorado Department of Human Services (DHS) – *Child Care Tracking System (CHATS) Needs Assessment and RFP Development (07/2014 to 10/2014).*
Ethan supported BerryDunn's team in conducting a needs assessment and options analysis for a new childcare tracking system for the Colorado Department of Human Services. As part of this project, he researched and analyzed state policy and vendor solutions and supported analysis of future system costs and impacts.

University of Southern Maine, Edmund S. Muskie School of Public Service (09/2013 to 05/2014)

As a graduate assistant, Ethan made use of SPSS and other data management tools to work with large data sets. He also assisted with data organization and quantitative analysis, and performed literature reviews and analysis.

Maine Mental Health Partners – CareFirst Program (06/2013 to 09/2013)

As an intern, Ethan launched a program to map 59 different service line workflows using Microsoft Visio, adapted those workflows into an electronic health interface to serve a network of providers, and plotted services from five different agencies for adaptation into a digital interface.

The Cutler Institute for Health and Social Policy (11/2012 to 01/2013)

Ethan served as a research assistant for the Institute, primarily helping to determine the breadth and effectiveness of Medicaid waivers, studying expansion programs and SPAs, performing literature reviews, and assisting with general research.

Project Management Institute

THIS IS TO CERTIFY THAT

Ethan Wiley

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

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PMP® Number   2162477
PMP® Original Grant Date   06 March 2018
PMP® Expiration Date   05 March 2021

Jason Hargrove, MBA, PMP®, CSM® – General Project Manager

Jason is an experienced leader and implementation manager, delivering information technology software solutions and services in healthcare and engineering for over 20 years. Jason brings a diverse range of skills and experience including project management, business development, finance, budgeting, contract management, team development, recruiting, and resource management. He leads by example, fostering communication at all levels of the organization and is familiar with complex and difficult situations.

Proposed Project Role	General Project Manager
Years at BerryDunn:	3 years
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	MBA, Business Administration, Grantham University
	BS, Marine Engineering Operations, Maine Maritime Academy
	Certified Project Management Professional®, Project Management Institute®
	Certified ScrumMaster®, Scrum Alliance

Key Qualifications

✓ Over 12 years of experience in supporting health and human services (HHS) agency projects in states such as Alaska, West Virginia, Ohio, Illinois, Iowa, Utah, and Wyoming

✓ Over 12 years of experience in providing project management support on HHS projects

✓ Over 17 years of governance services experience

✓ Certified Project Management Professional®

✓ Certified ScrumMaster®

Relevant Experience

BerryDunn (02/2018 to present)

Alaska Division of Health Care Services (HCS) – *Medicaid Management Information System (MMIS) Fiscal Agent Solicitation Consultant Services (09/2020 to present).*
Jason is the project manager for BerryDunn's team assisting HCS with visioning, researching, and developing of a future MMIS solicitation.

West Virginia Bureau for Medical Services (BMS) – *Electronic Visit Verification (EVV) Solution Implementation Project (03/2018 to present).*
Jason is the project manager for BerryDunn's team assisting BMS with the implementation of their overall EVV solution, which includes support in several key areas:

✓ Strategic planning

- ✓ Organizational change management

- ✓ Requirement development

- ✓ Request for proposal (RFP) draft narratives and supporting documentation

- ✓ Certification planning and assistance

- ✓ Advance Planning Document (APD) development and updates

- ✓ Evaluation and scoring support/facilitation

- ✓ Vendor on-boarding

- ✓ Vendor deliverable review

- ✓ User acceptance testing (UAT) planning and support

Northern New England Diagnostics (02/2017 to 08/2017)

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

Change Healthcare (formerly Goold Health Systems / Emdeon) (11/2005 to 02/2017)

Strategic Project Manager
In this role, Jason was responsible for the direction, coordination, and completion of assigned strategic projects. He also assisted with business development and RFP responses, developed and implemented project management tools and tracking methods, and managed administrative office and project staff members.

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

Ohio Medicaid Pharmacy Benefit Manager (PBM) PBM and Rebate Services (04/2016 to 02/2017)
Jason served in several capacities on the Ohio project including business development, project leadership, and tactical project management. He served as part of the proposal team to develop the project management approach, cost proposal, and payment milestones. Working with senior leadership, Jason oversaw much of the project activities including the establishment of a remote office, developing project and operational teams, and coordinating on-site staff. During the project, the named implementation manager left the organization, and Jason stepped into the named implementation role to help successfully deliver the systems. As part of his role, Jason oversaw project deliverables, requirement management, collaboration between multiple internal and external teams, meeting facilitation, and client relations.

Illinois Medicaid PBM and Rebate Services (03/2014 to 03/2016)
As the lead implementation manager, Jason oversaw all aspects of the project including proposal preparation, local facility planning, project team meetings, requirement management, joint application design sessions, meeting facilitation, and coordination of multiple internal and external stakeholders including regular client meetings. He maintained the open action item logs, risk management, and project plan updates and monitored progress daily.

Iowa Medicaid Enterprise PBM (04/2012 to 10/2013)

Jason led the reprocurement effort to plan and deploy updated software for this existing client. This included interacting at all levels internally and with the client to establish expectations, capture requirements in alignment to the client's Centers for Medicare & Medicaid Services (CMS) strategy, and develop key project deliverables. In addition, Jason coordinated the efforts of SMEs in the development of artifacts, client reviews, meeting facilitation, and regular updates with client and corporate management.

Utah Medicaid CMS certification support (2012)

Following the successful deployment of software and services, Jason worked with the client to develop strategies for CMS certification, creation of CMS artifacts, and guidance on approach. As this was software as a service, Jason provided support to the client through the CMS process, and the client worked directly with CMS. The systems were successfully certified without any citing or revisions.

Utah Medicaid POS/DRMS (POS and Rebate) (03/2011 to 10/2011)

Jason served as the implementation project manager for this multi-part project. In this role, Jason led a team of technical and business staff members to deliver a complex set of software and services. This included pricing and submission of cost proposals, client and payment strategy, project oversight and management, meeting facilitation, risk and issue management, report management, and client engagement. This project also included more intensive training of state staff and product education, change request management, and issue resolution.

Wyoming Medicaid Pharmacy Fiscal Agent and PBM Services (06/2008 to 05/2009)

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

Maine Medicaid Mailroom and BPO (HCFA, UB, ADA) and Medical Prior Authorization (01/2009 to 02/2017)

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

Ingersoll-Rand (03/1998 to 11/2005)

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

Project Management Institute

THIS IS TO CERTIFY THAT

Jason K. Hargrove

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
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Tony Appleby
Chair, Board of Directors

Sunil Prashara
President and Chief Executive Officer

PMP® Number: 193608
PMP® Original Grant Date: 09 July 2004
PMP® Expiration Date: 08 July 2023

Julie Sullivan, MBA, MPH, PMP®, Prosci® CCP – General Project Manager

Julie leads BerryDunn's Public Health Practice and has 25 years of experience developing and implementing state and local governmental public health program, policy, and process improvements. Her expertise includes project management and strategy development, accreditation preparedness, process analysis and redesign, staffing analysis and planning, and policy development. Julie understands governmental public health from the inside and brings the fresh perspective of a consultant, from her 10 years' experience leading and innovating as the City of Portland, Maine's Public Health Director, 3 years as Senior Advisor to the City Manager, and 10 years of partnership with the State of Maine's Center for Disease Control. Julie knows how to build relationships, identify key decision points, and help governmental public health agencies achieve their project objectives.

Proposed Project Role	General Project Manager
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	11 years
Certifications and Education:	MBA and MPH, University of Illinois at Chicago
	BA, History, Northwestern University
	Certified Project Management Professional®
	Prosci® Certified Change Management Practitioner
	Muskie School of Public Service, University of Southern Maine, Board of Visitors
	Daniel Hanley Center for Health Leadership/Institute for Civic Leadership, Inaugural Class
	Maine Public Health Work Group/Statewide Coordinating Council

Key Qualifications

✓ Over 25 years of governmental public health management experience

✓ Over 11 years of experience with project management supporting state Medicaid agencies

✓ Experience leading and supporting state public health information technology system selection and implementation projects

✓ Certified Project Management Professional (PMP®) and Prosci® Certified Change Management Practitioner

✓ Expertise in state public health agency process improvement

✓ Provided project management for COVID-19 contact-tracing workforce development, software system selection and implementation, and federal grants management

Relevant Experience

BerryDunn (05/2018 to present)

West Virginia Bureau for Public Health (BPH)

✓ *Strategic Map Implementation Phase Two (01/2021 to present).*
Julie is the Project Manager focusing on managing the Policy Review Team, Performance Management (PM) and Quality Improvement Council, and implementation of the numerous project management goals, as well as updating the Strategic Map.

✓ *ELC-ED Project Management (10/2020 to present).*
Julie is the Project Manager leading the effort to develop and coordinate strategies across multiple COVID-19 grants to best leverage over $75 million in federal funding; conduct a staffing analysis and develop a staffing plan to hire nearly 35 new positions to support COVID-19 functions; assess infectious disease data system and reporting needs to maximize the impact of the new contact-tracing and case investigation software; and develop and implement a data systems plan to create and implement new health informatics capacity.

✓ *Children with Special Health Care Needs Business Process Redesign and Procedure Manual Completion (03/2020 to present).*
Julie is currently overseeing the business process redesign and procedure manual completion for the program to align with national standards, as well as collaborating with multiple state stakeholders to develop requirements for a case management solution procurement.

✓ *Electronic Vital Records System Implementation (02/2020 to present).*
Julie is currently managing the implementation of a new electronic vital records system for the State to migrate all historical data and move from an out-of-date, paper-based system to a simple web-based platform for internal and external users, including a wide array of stakeholders across the state.

✓ *Emergency Medical Services Data System Procurement Support (11/2019 to 10/2020).*
Julie led the development of a Request for Quotation and the post-procurement support for a new emergency medical services data system to allow the state and its many partner agencies to more tightly coordinate activities and access key reporting indicators, such as naloxone administration, to gain insight into opiate overdose trends in real time.

✓ *Strategic Map Implementation Support and Performance Management/Quality Improvement (PM/QI) Planning Project (10/2019 to 12/2020).*
Julie is the Project Manager for four work groups (workforce development, data-driven decision-making, administrative policies and procedures, and stakeholder engagement) as part of implementing the state's Strategic Map vision and is leading a process to develop and implement a Performance Management and Quality Improvement Plan. Julie coordinates with over 40 internal stakeholders to reach goals in each of the four priority focus areas.

✓ *HIV and Hepatitis Business Process Analysis and System Configuration (09/2019 to 06/30/2020).*
Julie managed mapping HIV and hepatitis processes to redesign the disease investigation approach, moving from a paper-based system to leveraging existing capacity in the National Electronic Disease Surveillance System, which removed more than 30 steps from the original process. Julie and her team also developed training and implementation materials supporting the new HIV and hepatitis workflows.

✓ *Public Health Accreditation Preparation Project (10/2018 to 09/2019).*
Julie worked with nearly 50 internal stakeholders to conduct a gap analysis for the approximately 350 pieces of documentation required by the Public Health Accreditation Board (PHAB). Julie identified full and partial gaps and provided a readiness score to each PHAB domain as well as a

total score. The recommendations to address gaps and move closer to accreditation readiness served to inform the Strategic Map Implementation project.

West Virginia Bureau for Medical Services (BMS)

✓ *COVID-19 Contact-Tracing and Testing Initiative (04/2020 to 08/2020).*
Julie served as part of team providing project management and coordination services for COVID-19 contact-tracing workforce recruitment and training, and system selection and implementation. This effort resulted in several hundred volunteer contact tracers being identified and trained, as well as expanding statewide capacity for coordinated contact tracing, case investigation, and reporting.

✓ *1915(c) Children with Serious Emotional Disturbance Waiver Development Project (10/2018 to 11/2019).*
Julie conducted policy research and analysis of other states' 1115 waivers to identify best practices and trends to better meet the needs of this vulnerable population. Julie also wrote many sections of the waiver application. The State was granted this waiver and is successfully implementing these practices.

✓ *Data Visioning and Warehouse Development and Procurement Assistance Project (07/2018 to 01/2019).*
Julie assisted with facilitation and gathering of RFP specifications, requirements, and test scenario development, and she co-facilitated joint requirements planning sessions.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (05/2018 to 11/2018).*
Julie conducted provider network capacity analysis, and supported project reporting and evaluation for this Medicaid 1115 demonstration waiver focused on addressing the SUD epidemic.

City of Portland, Maine (05/2002 to 05/2018)

Senior Advisor to the City Manager (07/2014 to 05/2018)
Julie led initiatives to address priorities for internal and external policy, structural, or financial challenges. She developed and implemented structural and process changes to improve rental housing safety and streamline permitting and inspections functions, which led to an annual revenue increase of over $500,000. Other projects she led include a task force to evaluate changes to adult emergency shelter system to provide effective supportive services and expand substance abuse treatment capacity for un- and underinsured clients, with annual savings of $850,000 in emergency response services alone; an evaluation of the feasibility of and proposed implementation for a new Office of Economic Opportunity focused on immigrant/refugee job linkage with employers, and the Portland Opportunity Crew, linking panhandlers with day labor, job support services, and other case management services; and a request for proposal for a new citywide IT solution to replace the legacy system.

Public Health Director (09/2004 to 07/2014)
Julie managed a $9.2 million division, doubling revenues during the first few years by expanding grant funding in key areas to meet community needs and redesigning reimbursement processes in clinical settings. She built new data analytics capacity to inform program and policy decisions, beta-tested national accreditation standards and was among first health departments to receive Public Health Accreditation Board status, and innovated program and policy initiatives for multiple federal demonstration grants, including children's exposure to violence, cancer prevention in immigrant/refugee communities, access to healthy local foods, and obesity prevention. Julie project managed numerous initiatives with the State of Maine Medicaid Program to address policy and reimbursement challenges arising from the multiple clinical programs run by Portland's health department, including Health Care for

the Homeless, Ryan White Positive Health Care, and School-Based Health Centers. Julie also worked with numerous external partners, including the State of Maine's Comprehensive Cancel Control Project, for which she served as an Advisory Board member; co-founded an initiative with the Portland Police Department on children's exposure to violence and changing data collection to better identify cases; and supervised a lead poisoning prevention program. Julie also partnered with the State on a three-pronged strategy to address prescription drug overdoses, including outreach to local providers to maximize the State prescription drug monitoring program, conducting outreach in the community to prevent prescription drug overdose and abuse, and workshops in the streets and at community agencies on the use of naloxone.

Health Promotion Program Manager (05/2002 to 09/2004)

Julie led a $650,000 program area including substance use disorder prevention and policy, breast and cervical health, cancer prevention, and children's oral health. This included convening a cross-disciplinary, public-private collaborative on co-occurring substance use and mental health disorders that identified duplication and gaps in the system and developing a new minority health program to connect with preventive health care services, utilizing Medicaid allowances for case managers/health outreach workers.

Chicago Department of Public Health (08/2000 to 05/2002)

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

KPMG LLP (06/1997 to 08/2000)

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

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

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

Public Allies (06/1993 to 08/1995)

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

Project Management Institute

THIS IS TO CERTIFY THAT

Julie Sullivan

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
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Tony Appleby
Chair, Board of Directors

Sunil Prashara
President and Chief Executive Officer

PMP® Number:	2814152
PMP® Original Grant Date:	16 October 2020
PMP® Expiration Date:	15 October 2023

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Nicolle Field, PMP®, LSSGB – General Project Manager

Nicolle is an experienced consultant and senior manager in BerryDunn's Government Consulting Group currently helping state Medicaid agencies with Medicaid enterprise modernization efforts. She has demonstrated expertise in the areas of Medicaid; health and human services; program and project management; strategic planning; enterprise technology and program implementations; and population health and disease management.

Proposed Project Role	General Project Manager
Years at BerryDunn:	7 years
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	BA, Social Work, University of Southern Maine
	Certified Project Management Professional®, Project Management Institute®
	Certified Lean Six Sigma Green Belt

Key Qualifications

✓ Over seven years of experience overseeing and leading large enterprise technology implementation projects, including integrated eligibility, Medicaid Management Information System (MMIS), and data analytic solutions

✓ Currently leads BerryDunn's Medicaid Enterprise System Modernization and Planning service

✓ Has seven years of experience helping state Medicaid agencies achieve programmatic goals and outcomes

✓ Experienced in Centers for Medicare & Medicaid Services (CMS) Certification, Medicaid Information Technology Architecture (MITA) 3.0 state self-assessment, and CMS Seven Standards and Conditions

Relevant Experience

BerryDunn (01/2014 to present)

West Virginia Department of Health and Human Resources (DHHR) – *Integrated Eligibility Solution (IES) Project Management Services (01/2018 to present)*
Nicolle is currently serving as the program manager overseeing BerryDunn's team supporting the implementation project for West Virginia's Medicaid enterprise IES, known as People's Access To Help (PATH). PATH supports the eligibility, enrollment, and administration of the DHHR's human services programs, including Medicaid, Children's Health Insurance Program (CHIP), Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Low Income Energy Assistance Program (LIEAP), Child Welfare, and Child Support. In her role, Nicolle supported the development, review, and approval of the required Advance Planning Document (APD) materials, including alignment with the Administration for Children and Families (ACF) required cost allocation methodology. ACF and the other federal partners funding the IES project approved the APD and cost

allocation methods used. The West Virginia PATH project achieved the first major release milestone in February 2020 with the implementation of the publicly facing portal.

West Virginia DHHR – *APD Assistance (07/2014 to present)*

Nicolle supports the State with APDs across the DHHR to help the State obtain federal funding for Medicaid Enterprise System modernization initiatives such as the Medicaid performance management and quality assurance, third party liability (TPL) planning, adding CHIP data to the Medicaid data warehouse, Payment Error Rate Measurement (PERM), the IES implementation, etc. Over the past seven years, Nicolle's guidance within the APD process has helped West Virginia secure and maintain millions of dollars in federal funding.

West Virginia Bureau for Medical Services (BMS)

✓ *Program Manager for the Policy, Compliance, and Accreditation Program and the Quality Improvement Initiatives Program (09/2018 to 04/2019).*
Nicolle served as the program manager overseeing the programs and projects related to Medicaid policy, compliance, accreditation, and quality improvement initiatives. Projects included:

◄ PERM Project. The project team reviewed payment errors reported to help determine whether an error was cited accurately, and if so, determined the root cause of the error; identified ways to remedy payment errors; supported the implementation of required changes to reduce future errors; assisted BMS in identifying internal resources to assist in the PERM review activities and engaged those individuals in the conversations and necessary activities. The team worked with BMS to prepare and submit a recovery package to dispute PERM errors as an effort to reduce the funds that would be refunded to CMS; participated in all CMS and PERM contractor-related meetings; assisted in completing several questionnaires for the statistical contractor (SC), the review contractor (RC), and the eligibility review contractor (ERC). The project team also helped develop and document an internal standard operating procedures manual for BMS that includes all State requirements as well as internal processes for the State to implement and carry out during the PERM cycle.

◄ MMIS Contract Edit Review. The project team provided assistance in assessing West Virginia's MMIS fee schedules and edits to help ensure system configurations and procedures are in compliance with current policy and national standards. This project supported analyzing the system's configured fees and edits to help determine if changes to the system were needed. BerryDunn also monitored associated differences in order to report potential gaps with the goal of increasing cost efficiency for the State.

◄ MITA 3.0 SS-A Maintenance and Annual Update Assistance Project. The project focused on updating West Virginia's MITA SS-A for annual submission to CMS.

✓ *Gap Analysis and Project Management Services (GAPMS) (10/2016 to 06/2018).*
The purpose of the GAPMS project was to analyze West Virginia Medicaid's compliance with over 2,600 impacts from the Affordable Care Act (ACA) provisions and ensuing federal guidance. The project included developing a gap analysis report that summarized our methodology, key findings, and remediation strategies; performing ongoing monitoring, technical assistance, and Medicaid program support that resulted in the development of 17 formal research summaries and eight subprojects to help the State Medicaid agency launch and/or complete initiatives; and proactively identifying of potential policy topics for further research.

As project manager for the GAPMS project, Nicolle oversaw development of a current State

assessment of systems impacted by the ACA; development of a Medicaid Enterprise System compliance gap analysis; governance and prioritization of ad hoc research requests to analyze rules such as the Medicaid and CHIP Managed Care Final Rule; and the management of new Medicaid focused sub-projects started under GAPMS.

✓ Project Management of MMIS Procurement, Design Development, and Implementation (DDI), and Certification (07/2014 to 10/2016).
Nicolle supported West Virginia's MMIS implementation and stabilization by reviewing vendor deliverables (e.g., design documents, test cases, and test results) and providing feedback to help ensure deliverables met contractual requirements and the project's quality standards.

✓ MITA 3.0 Lifecycle Maintenance and Technical Assistance Project (07/2014 to 08/2015).
Nicolle supported this project to develop West Virginia's MITA 3.0 SS-A, which was accepted by CMS in 2015 without revisions. As a business analyst, she conducted business process work sessions and updated MITA 3.0 documentation based on the State's input and feedback. She also reviewed documentation with SMEs and conducted document approval sessions.

Hawai'i Department of Human Services Med-QUEST (MQD) – *Organizational and Business Process Redesign (4/2020 to 9/2020).*
Nicolle assisted Hawai'i with the business process redesign effort for the customer-facing sections of Hawai'i's integrated eligibility system. Her work included refining the long-term care (LTC) training module content and building LTC instructor training materials.

New Hampshire Department of Health and Human Services (DHHS) – *MMIS and Fiscal Agent Services Assessment and Strategy Project (03/2018 to 8/2018).*
Nicolle served as the project manager for the MMIS and Fiscal Agent Services Assessment and Strategy project. The MMIS and Fiscal Agent Services Assessment and Strategy Project provided an independent assessment of the performance and capabilities of the State's MMIS and MMIS vendor's services relative to the State's current Medicaid landscape and current industry systems and standards. Our final deliverable included potential MMIS re-procurement options for the State to consider for the future. Throughout the project Nicolle worked closely with the DHHS Deputy Commissioner, Medicaid Director, MMIS Director, and other DHHS leaders to discuss the assessment findings and to develop MMIS procurement options.

New Jersey Division of Medical Assistance and Health Services – *R-MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 01/2018).*
Nicolle served as the project manager in assisting West Virginia and New Jersey with bi-directional leverage and reuse related to New Jersey's Replacement MMIS Project and helping ensure the West Virginia MMIS Re-procurement Project successfully demonstrates the Leverage Condition established by CMS in the MITA Seven Standards and Conditions. Leverage and Reuse Project team members were embedded within MMIS Implementation Team Office (ITO) and provide consulting services to:

✓ Help ensure reuse of all applicable templates, artifacts, deliverables, work output, processes, enterprise assets, and other information that were successfully used to support West Virginia's MMIS implementation to reduce unnecessary duplication in New Jersey.

✓ Share lessons learned and best practices with the ITO to support the overall MMIS project.

✓ Support ITO with testing activities, consisting of System Integration Testing (SIT) test case and results review, user acceptance testing (UAT) preparation, and defect management to help ensure that applicable West Virginia MMIS tools, templates, tests cases, and scenarios were reused to the fullest extent

✓ Assist with CMS certification activities, including deliverable/artifact review and comparison, planning, execution, and follow-up for milestone and CMS milestone reviews to help ensure that applicable certification-related West Virginia MMIS artifacts and/or processes are leveraged for reuse to the fullest extent.

✓ Assist West Virginia with the review of any programs, system, processes, workflows, and/or overall improvements that could be leveraged from the New Jersey MMIS, to further demonstrate to CMS the bi-directional leverage and reuse condition.

West Virginia Children's Health Insurance Program (WVCHIP) – *Data Warehouse / Decision Support System (DW/DSS) Migration Project (01/2016 to 12/2016).*
Nicolle served as the project manager to support West Virginia's efforts to add CHIP data to the existing DW/DSS. She managed the day-to-day activities of the BerryDunn team, coordinated with the State CHIP team and the State's vendors, monitored the project schedule, oversaw the development of deliverables, reviewed deliverables produced by vendors, monitored and managed issues and risks, provided project status updates to the State, and facilitated and participated in project meetings.

Vermont Agency of Human Services (AHS) – *Uniform Reporting Requirements and Specialized Programs Project (02/2015 to 10/2016).*
Nicolle was lead business analyst on this project to develop uniform reporting requirements and business processes via Vermont's Health Services Enterprise (HSE) to support state and federal reform initiatives. This project entailed evaluation of existing reporting requirements and data collection for specialized programs across Vermont's Medicaid agency and three sister agencies; development of a standardized, streamlined, and integrated list of core data elements; and the development of "As-Is" and "To-Be" business process maps to support specialized programs to be incorporated within the new HSE/MMIS platform.

Dakota County, MN Community Services Division – *Strategic Technology Plan (02/2015 to 09/2015).*
Nicolle provided consulting services focused on assisting with the health and human service aspects of the Dakota County Community Services Division Strategic Technology Planning Project. Her work included facilitating fact finding sessions with County staff, reviewing existing documentation, conducting industry benchmark research and analysis, identifying issues and opportunities, assisting with the confirmation and prioritization of the strategic technology issues and opportunities identified, and assisting with development of the final strategic technology plan deliverable.

Arizona Health Care Cost Containment System (AHCCCS) – *Testing Experience and Functional Tools (TEFT) Grant Project (07/2014 to 04/2015).*
Nicolle supported the Personal Health Record (PHR) portion of the AHCCCS TEFT Grant project by facilitating meetings and interviews with key stakeholders to gather requirements, researching PHR systems available in the market, and assisting the State's Medicaid agency with grant related reporting and other activities as needed.

Massachusetts Health Insurance Exchange/Integrated Eligibility Solution (HIX/IES) Entities – *Independent Verification and Validation (IV&V) Services (01/2014 to 03/2014).*
Nicolle served as the test coordinator in support of the Massachusetts HIX/IES implementation as part of BerryDunn's IV&V services team. In this role, she provided oversight and leadership for the BerryDunn and State testing resources and was responsible for joint customer/vendor testing, daily status reporting, weekly defect reporting, resource planning, content development, and facilitation of testing team meetings

Lumeris (03/2013 to 12/2013)

Nicolle provided consulting and account management services to a payer and a health system moving from fee-for-service to value-based care in her role with Lumeris, a healthcare technology and services

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

Optum (09/2010 to 03/2013)

As solution client manager, Nicolle supported small to large payer accounts licensing Optum's Impact and Symmetry suite of analytics products; helped ensure customer satisfaction and optimal value from the services delivered and solutions licensed; oversaw client implementations; and served as primary point of contact for customers related to product questions, issues, training needs, best practices, operations, invoicing, and contractual items.

Health Dialog (09/2006 to 09/2010)

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

Ingraham (05/2001 to 08/2006)

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

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

Publications and Presentations

What's the Re (Use)?, Medicaid Enterprise Systems Conference (MESC) 2018 Presentation

Medicaid Insights Podcast and Blog, Medicaid Certification Considerations: A Discussion About Outcomes-Based Certification, 9/15/2020

People and processes: Planning health and human services IT systems modernization to improve outcomes, 11/23/2020 Blog

Project Management Institute

THIS IS TO CERTIFY THAT

Nicolle Field

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Mark Dickson • Chair, Board of Directors

Mark A. Langley • President and Chief Executive Officer

PMP® Number   1797200
PMP® Original Grant Date   13 March 2015
PMP® Expiration Date   12 March 2021

PMI.
Project Management Institute

Peter Alfrey, MA, PMP®, LSSGB, Prosci® CCP – General Project Manager

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

Proposed Project Role	General Project Manager
Years at BerryDunn:	6 years
Years of Experience Relevant to Proposed Role:	13 years
Certifications and Education:	MA, History, Providence College, Phi Alpha Theta History Honor Society
	BA, Journalism and Communication, Spanish Minor, University of Oregon
	Certified Project Management Professional®, Project Management Institute®
	Prosci® Certified Change Practitioner
	Certificate of Completion, Program on Negotiation at Harvard Law School
	Martin's Point Management System/Managing for Daily Improvement LEAN Certification
	Martin's Point Six Sigma Green Belt Certification
	Board member and coach, South Portland, Maine, Strikers soccer club, 2018 – 2019

Key Qualifications

- ✓ Certified Project Management Professional® – over 13 years of project management experience
- ✓ Over 13 years of healthcare operations experience
- ✓ Over six years of government health and human services consulting experience
- ✓ Prosci® Certified Change Practitioner
- ✓ Certified Six Sigma LEAN professional

✓ Experience leading Medicaid system implementations, data management initiatives, and program Medicaid enterprise systems implementations in states such as Maryland, Vermont, New Jersey, and West Virginia

Relevant Experience

BerryDunn (03/2014 to present)

West Virginia Bureau for Medical Services (BMS)

✓ *Enterprise Portfolio Management Office (EPMO) (09/2018 to present).*
Peter provides strategic direction for BerryDunn's EPMO team and for specific DHHR/BMS projects in the areas of project management best practices; process improvement; project staffing and recruiting; project funding and advance planning document (APD) development; and research and tracking of industry trends to support current and future EPMO projects. In addition, he is the program manager for the EPMO's managed care organization (MCO) and data/analytics programs providing program oversight. EPMO projects and programs include:

  ◄ *MCO Encounter Data Quality (06/2020 to present).*
  Peter provided project oversight and serves as a business analyst supporting State initiatives to optimize MCO encounter data processes for the State's risk-based managed care programs. The State seeks to retire a historical file submission process from the MCOs to their Medicaid Management Information Systems (MMIS) fiscal agent, in coordination with the MCOs and the State's data warehouse/decision support solution (DW/DSS) vendor, IBM® Watson Health.

  ◄ *Data Improvement Project (09/2019 to present).*
  Peter provides program oversight for the project that assists the State in understanding and addressing data quality and usability issues affecting its Medicaid program. BerryDunn helps BMS assess and address data quality and usability issues within the State's MMIS environment and other systems across the State's Medicaid enterprise.

  ◄ *Mountain Health Trust (MHT) MCO Procurement Assistance Project Phases I and II (06/2019 to present).*
  Peter provides project oversight and procurement assistance support for the procurement and implementation by July 1, 2020, of the three MCOs that comprise the current MHT program.

  ◄ *Contact Tracing (04/2020 to 09/2020).*
  Peter provided project management support to DHHR for the implementation of the State's COVID-19 contact tracing platform in August 2020, helping the State coordinate its contact tracing initiatives and use of the contact tracing platform across a workforce of DHHR volunteers, the National Guard, West Virginia University staff, and State local health departments. He also supported the procurement and implementation of the contract tracing platform in less than three months, helped developed project communications and training tools, and developed 12 staff hiring requirements and job descriptions to support contact tracing and future Bureau for Public Health disease investigation efforts.

  ◄ *Coordinated Care Management Project Management and Procurement Assistance / Mountain Health Promise (MHP) Implementation Project Management Support and Operational Readiness Review (02/2019 to 06/2020).*
  Peter provided program management oversight for the desktop review of documentation

for the MHP MCOs to help ensure the MCO met the operational standards of the MHP, a specialized managed care program to serve children in foster care and adoption assistance in the State. In addition, Peter provided project oversight and procurement assistance for the project, and developed policies and procedures for the procurement and implementation of the MCO for the MHP program that began operations on March 1, 2020. In addition, Peter provided project oversight for the MHP program as it transitioned to operations in March 2020 with the MCO, Aetna Better Health® of West Virginia.

✓ *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (09/2020 to present).*
Peter serves as the organization development lead for the project leading the development of the organization development plan, roadmap, and schedule to help the State assess areas for improvement and change specific to departmental and bureau(s) structure, operational improvements, talent development, and training. Organization development for the project will take the findings of the MITA SSA and focus on DHHR goals and objectives for its MMIS, the technical architecture assessment of the maturity levels of the State's Medicaid modules, and business area assessments of the State's Medicaid system modules.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (07/2017 to 03/2019).*
Peter was the project manager for the SUD waiver initiative leading the implementation of the "Creating a Continuum of Care for Medicaid Enrollees with Substance Use Disorders" Section 1115 waiver demonstration effective January 1, 2018, to December 31, 2022, which allows the State to strengthen its SUD delivery system to improve the care and health outcomes for State beneficiaries with SUD through expanded SUD service coverage and the introduction of new programs to improve the quality of care. He managed a large, cross-functional team focused on areas such as annual and quarterly reporting to CMS and financial reporting requirements for budget-neutrality, future technology procurements to support the five-year demonstration, and MCO contract requirements specific to the SUD demonstration.

✓ *Asset Verification System (AVS) Project Management Services and Procurement Assistance (04/2017 to 02/2018).*
Peter served as project manager for the AVS project that supported the State's objective of procuring AVS-related services for the State's Medicaid program. Under Peter's leadership and coordinating with the State, the project team developed and facilitated the request for quotation (RFQ) process that supported the procurement and development of the RFQ, evaluation of three vendor proposals, and implementation of the winning vendor in 2018.

✓ *Project Management of MMIS Procurement, DDI, and Certification (10/2014 to 12/2016).*
Peter served as a business analyst for the project, providing project management support and system integration testing (SIT) and user acceptance testing (UAT) support prior to the go-live implementation of the system. He also led efforts for the reviews of MMIS and provider deliverables across a team of BerryDunn professionals coordinating updates to the deliverables prior to the go-live date. Peter served as the MCO and DW/DSS lead overseeing the transfer of historical data from the four State MCOs to the new MMIS that went live in January 2015. In this role, he provided project management support for testing of historical encounter data before and after the implementation coordinating efforts of the four MCOs and the fiscal agent; and oversaw testing efforts for transferring data from the MMIS to the State's DW/DSS in 2015 as the project transitioned from DDI to operations.

West Virginia Children's Health Insurance Program (WVCHIP)

✓ *Operational Readiness Review (09/2020 to present).*

Peter provides program management oversight for the desktop review of documentation for three MCOs to help ensure standards of the MHT and WVCHIP are met by the MCOs for the WVCHIP carve-in into the MHT by January 1, 2021.

✓ *MCO Transition Planning Project Phases I and II (03/2019 to present).*
Peter provides project oversight to help the State integrate the WVCHIP member population with the State's Medicaid population to the MHT managed care program by January 1, 2021.

West Virginia Department of Health and Human Resources (DHHR).

✓ *Medicaid Enterprise Data Solution (EDS) Implementation and CMS Certification Project (09/2019 to present).*
Peter provides program oversight of the project that provides project management services, procurement assistance, and facilitation of the integration of data sources to the EDS and Centers for Medicare & Medicaid Services (CMS) certification support for the EDS Project.

✓ *Integrated Eligibility Solution (IES)/People's Access to Help (PATH) DDI Project Management (08/2018 to 11/2019).*
Peter served as the organizational change management (OCM) lead for the IES, providing strategic direction and oversight to the project team. Peter built a joint team of individuals from the IES vendor, Optum, and BerryDunn to launch the OCM program and supporting communications campaign. During that time, OCM became a core component of the IES/PATH project. Through Peter's leadership, the OCM team created an OCM plan to launch OCM efforts for the project; created a communications toolkit and communications materials; and conducted over 50 interviews with individuals across DHHR for an OCM readiness assessment to support the IES/PATH project.

New Jersey Division of Medical Assistance and Health Services – *MMIS Implementation and Certification Leverage and Reuse Project (01/2017 to 08/2017).*
Peter supported testing efforts for New Jersey MMIS implementation in areas such as SIT test case and results review, SIT test case analysis, UAT support, and UAT defect management. Such testing support leveraged and reused best practices and documentation from the West Virginia MMIS procurement in 2015.

Vermont Green Mountain Care Board (GMCB) – *Vermont Health Care Uniform Reporting and Evaluation System (VHCURES) Independent Review, Procurement Assistance, and Project Management (05/2014 to 09/2014).*
Peter led the efforts to help the GMCB build a data governance council in less than four months, helping develop the data governance council charter and structure as well as policies and procedures, and facilitating the data governance council's first public-facing meetings. He also supported the review and refinement of the existing business case, oversight of business requirements development, and identification of optimal collaboration points between the selected implementation vendors.

Maryland Health Benefit Exchange (HBE) – *Independent Verification and Validation (IV&V) for Maryland's HBE Implementation (03/2014 to 04/2014).*
As a business analyst, Peter worked with Maryland's Project Management Office and its strategic partners to coordinate projects. He monitored risks and issues across key assessment areas—such as project management; operations and maintenance; training; quality management and testing; requirements management; architecture; software development tools and release management; software product development, operations, and maintenance; and security.

Martin's Point Health Care (12/2008 to 03/2014)

As the operations manager, Peter led performance monitoring, process improvement, project management, data management, and operational efficiency and effectiveness initiatives for Martin's Point's Medical Management Department. 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. Peter expanded an operations team from three to 15 employees and improved operational support for the Martin's Point Medical Management Department, focusing on project management and process improvement including compliance, provider data management, data and analytics, provider credentialing, operational efficiency, and overall effectiveness. He was the business sponsor from 2012 to 2014 for a LEAN Six Sigma project called "Provider Data Integrity" to improve the organization's management of provider data and to reduce data inputs from four to two systems, enabling the organization to more effectively process provider claims and address provider and member inquiries.

Health Dialog (01/2006 to 11/2008)

As implementation project manager, Peter oversaw operational planning, execution, and reporting of multifaceted projects for new and existing clients (health plans, large employers, and government care management programs), including BlueCross BlueShield (various regions across the United States), the Capital Health Plan, and CMS. He also managed cross-functional implementation teams, maintained communications with clients, set expectations regarding scope, and managed implementation schedules while managing multiple, concurrent implementations. He also served as the Health Dialog Project Management Office lead for company's smoking cessation nicotine replacement solution initiative overseeing product development with a third-party vendor.

Ernst & Young (12/2002 to 12/2005)

As the communications and pursuit strategist, Peter managed internal activity and coordination for strategic new business pursuits that offered tax and audit services to Ernst & Young's existing internal audit clients and managed the Creative Services team on production of all press, client, and internal materials.

Cisco Systems, Inc. (11/2000 to 04/2001)

Peter served as the public relations manager for the Customer Contact Business Unit (CCBU)/Internet Communications Software Group (ICSG), during which time he managed CCBU on press and analyst activities, including product launches, customer and partner announcements, and other CCBU-related programs. He also managed a public relations agency in execution of press and analyst activity, creation of written materials, industry event coordination, and all CCBU public relations initiatives. He created product and business unit messaging and positioning, drove CCBU public relations strategy, and worked with Cisco marketing teams, CCBU/ICSG executives, and corporate public relations on all public relations initiatives.

Text 100 Corporation (01/1998 to 11/2000)

While working as an account manager, Peter helped to ensure the execution of approved public relations strategic plans and initiatives, as well as core public relations activities. He counseled clients on messaging and positioning, drove account strategy and tactics, including all press and analyst activity, creation of all client materials, industry event coordination, and all client global public relations initiatives, and co-developed all annual and quarterly strategic plans and initiatives.

Davé and Bairey Communications (03/1997 to 12/1998)

While working as an account executive/account manager, Peter oversaw the execution of public relations plan activities and initiatives for a technology client base of Netmosphere Inc., Intergraph Computer Systems, eCommerce and Warp Drive Networks. He developed relationships with top-tier media and analysts through client product launches, customer and partner announcements, and other client initiatives.

Copithorne and Bellows Public Relations (05/1995 to 03/1997)

Peter worked as an account coordinator, where he supported day-to-day account administration, provision of information for the collation of reports for client base of Hewlett-Packard Company (corporate desktop and notebook PCs), and EIZO Nanao Technologies.

Publications and Presentations

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

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

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

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

Project Management Institute

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Peter Alfrey

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Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

Randall T. Black • Chair, Board of Directors

Sunil Prashara • President and Chief Executive Officer

PMP® Number	1961828
PMP® Original Grant Date	19 September 2016
PMP® Expiration Date	18 September 2022

3.7.6 – Project Management Support Staff – Twenty-Five (25) positions required for life of contract

3.7.6.1 – Project Management Support Staff Experience

> RFQ Section 3.7.6.1: 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. While there are twenty-five (25) positions required for the life of the contract, it is up to the vendor to provide adequate staffing to meet the needs of the project with the staffing levels at the most cost-effective staffing matrix.

BerryDunn meets the requirement for providing 25 Project Management Support Staff. We are pleased to propose 25 individuals to serve in this role, as shown in Table 8. In addition to our 25 named Project Management Support Staff, BerryDunn will provide adequate staffing to meet the needs of the project with the staffing levels at the most cost-effective staffing matrix.

Table 8: BerryDunn Project Management Support Staff

#	Name	Meets or Exceeds Years of Relevant Experience	#	Name	Meets or Exceeds Years of Relevant Experience
1	Crystal Gray	✔	14	Sarah Stacki	✔
2	Moniefia Maitland	✔	15	Ashley Zaldana	✔
3	LaChel House	✔	16	Laura Hill	✔
4	Melinda Trail	✔	17	Danni Ricks	✔
5	Rachel Moss Capper	✔	18	Arielle Noesner	✔
6	Meghan Crown	✔	19	Ed Crawford	✔
7	Sarah Vintorini	✔	20	Crystal Fox	✔
8	Shelly Schram	✔	21	Tom Hunter	✔
9	Alex Tannenbaum	✔	22	Michael Belden	✔
10	Hilary Foster Moles	✔	23	Dylan Tuttle	✔
11	Meghann Slaven	✔	24	Nicole Fellows	✔
12	MaryLou Banker	✔	25	Edith Trent	✔
13	Annie Messinger	✔			

All of our proposed Project Management Support Staff meet or exceed the requirement of having at least one year of experience with project management. *On the following pages, we have provided resumes for each of our proposed Project Management Support Staff.*

Crystal Gray – Project Management Support Staff

Crystal is a senior consultant in BerryDunn's Government Consulting Group who brings nearly two decades of diverse management experience to the group. In recent years, Crystal has focused on project and resource management in which she has been a crucial part of scheduling for clients and vendors. Crystal has also taken on the responsibility of orienting new hires within the GCG group.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	3 years
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	Regents Bachelor of Arts, West Virginia State University MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

✓ Three years of experience with project management, supporting the coordination of over 40 team members for a $15 million project

✓ Three years of experience with business analysis regarding the Integrated Eligibility System (IES), known as People's Access to Help (PATH)

✓ Experience in project management with the Families First initiative under PATH

Relevant Experience

BerryDunn (01/2018 to present)

West Virginia Department of Health and Human Resources (DHHR) – *Eligibility and Enrollment Implementation Assistance (01/2018 to present).*
Crystal is the project manager for the Families First initiative with PATH. For her previous position as the project manager leading PATH resources, she conducted daily meetings for team organization and motivation, provided quality control for meeting materials to satisfy the contract Service-Level Agreement (SLA), scheduled meetings according to project priorities to help ensure the project stayed on schedule, provided organization to team for vendor accountability, managed project Request for Information (RFI), and provided subject matter expertise in project meetings.

West Virginia Bureau for Medical Services (BMS) – *COVID-19 Emergency Services Sub-Project (04/2020 to 07/2020).*
Crystal reviewed the COVID-19 response efforts of all 50 states and U.S. territories to help inform the development of West Virginia's COVID-19 response strategy. She performed project research, organized project information according to priority, created the website review for the COVID-19 Weekly Round-Up presentation, and weekly presented website review from the COVID-19 Weekly Round-Up to BMS.

AAA of West Virginia and Kentucky (08/2009 to 01/2018)

As the District Office supervisor, Crystal operated an office with over $8M in revenue, maintaining and achieving a profitable budget year after year. She achieved sales goals in each department year after

year and maintained responsibility for resolving customer issues, maintaining staff levels, scheduling, training, internal auditing, and coaching staff.

Moniefia Maitland, BA – Project Management Support Staff

Moniefia (Mo) is a skilled business analyst and strategic planner, with a proven ability to create and manage projects with a focus on a results-oriented team with helping clients achieve their project goals. She has experience in clear, effective business communications and capacity building. She brings project management experience working with diverse project stakeholders and teams to create customized, innovative solutions that help state clients better serve their citizens. Mo is well organized and thorough in research, and passionate about creating innovative solutions and effecting change in the community. Mo brings additional value and expertise to every engagement as an active member of the International Institute of Business Analysis (IIBA).

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	3 years
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	BA, Political Science and International Affairs, Mary Baldwin University
	Minor, Leadership Studies

Key Qualifications

- ✓ Three years of experience with project management, supporting the implementation of the Integrated Eligibility System (IES) known as People's Access to Help (PATH).
- ✓ Over two years of experience with project management, supporting CMS certification efforts for PATH.
- ✓ Experience in business analysis of State Plan Amendments (SPAs)

Relevant Experience

BerryDunn (01/2018 to present)

West Virginia Bureau for Medical Services (BMS) – *State Plan Review and Support (SPRS) Project (06/2020 to present).*
Mo drafted and delivered a project charter to the SPRS team to help guide internal team relations. Mo has collaborated with SPRS team to draft a new and improved State Plan process.

As a business analyst, Mo supports deliverable development, conducts research on federal and state guidance, and performs compliance gap analysis across Medicaid policies. Mo helps to ensure BMS has a comprehensive collection of the West Virginia Medicaid State Plan and assists BMS in its transition to the Medicaid and CHIP Program (MACPRO) portal and other enhanced State Plan updates.

West Virginia Department of Health and Human Resources (DHHR) – *Eligibility and Enrollment Implementation Assistance (01/2018 to 05/2020).*
Mo has experience with project management, supporting project activities related to the new West

Virginia Integrated Eligibility Solution (IES), now the West Virginia People's Access to Help (West Virginia PATH), to consolidate and integrate DHHR program service systems into a single enterprise.

As a coordinator with project management experience, Mo assisted the requirements, design (configuration), testing and the certification and compliance teams. Mo played an integral role in the process of updating and monitoring the action items from the configuration and design workshops. As business analyst, Mo supported the testing and the certification and compliance teams to write clear test scenarios to improve the User Acceptance Testing (UAT) process. Mo also collaborated with the WV PATH Deputy Project Manager to project manage the timely update and submission of the WV PATH Readiness Assessment report on a monthly basis.

Mo supported the project team to improve and maintain efficient communication practices between the client, vendor and other key project stakeholders. Mo collaborated with the DHHR and Optum (a UnitedHealth Group company) to help drive a successful implementation of the IES system.

National Travel Services (09/2017 to 01/2018)

Mo assisted government and corporate travelers such as the Federal Emergency Management Agency (FEMA), the United States Courts (USC) and Vanguard Emergency Management by providing informed, expert advice to help ensure their travel objectives and needs were met. Mo effectively consulted an average of 60 or more clients daily. She provided appropriate information regarding travel services, and managed direct communication methods with clients and kept all clients updated before and during travel.

New River Gorge National River, National Park Service (09/2016 to 01/2018)

Mo worked as part of AmeriCorps Volunteer in Service to America (VISTA) to help create sustainable organizational operations and assist in combating factors affiliated with poverty rates in Southern West Virginia. She created opportunities for resource fundraising development to improve park facilities and strengthen organizational capacity of the Friends of New River Gorge National River (the Friends group). Mo assisted the Friends group to enhance, support, and promote New River Gorge National River, Bluestone National Scenic River, and Gauley River National Recreational Area while improving community support and growing local support and appreciation for public land sites. In addition, she managed resource development strategies and project coordination of events and programs, and provided administrative support in nonprofit management as a project coordinator as well as a financial development and marketing specialist.

Volunteer Income Tax Assistance (VITA) (12/2013 to 04/2017)

Mo prepared tax returns for low-income individuals and families of Southern West Virginia and Southwest Virginia. Mo provided clients with valuable tax solution advice necessary for the upcoming tax year. In this role, Mo developed a comprehensive knowledge of financial tax-based procedures within the Internal Revenue Service, Department of the U.S. Treasury.

High Rocks Educational Corporation (06/2016 to 08/2016)

As an AmeriCorps teaching and administrative intern, Mo supported staff with operational procedures to help ensure the success of a series of summer programs. She worked as a teaching fellow intern to counsel and facilitate students/youth while teaching a rigorous summer educational curriculum on the theme "Educate, Empower, and Inspire," supporting team development, leadership activities, and program coordination of summer projects and events provided to youth and community.

Lynn for Virginia Delegate Campaign (05/2015 to 11/2015)

Serving as a campaign intern, Mo trained and recruited other interns and volunteers for campaign projects on technological systems. She conducted virtual phone bank sessions and participated in

community canvassing to raise awareness about a candidate running for district representative, and she coordinated several local events and programs for community outreach and community voter engagement.

Staunton Creative Community Fund (01/2016 to 05/2016)

Mo served as a research refugee strategy intern to study issues related to refugee resettlement programs in the Central Shenandoah region. She created a comprehensive program to help promote economic growth and entrepreneurial development; analyzed relevant quantitative data, outcomes, and potential risks tied to refugee resettlement programs throughout the State of Virginia. She conducted strategic planning to establish a premier resettlement program to combat issues pertaining to refugee resettlement issues. Mo also worked with several refugee resettlement organizations to bring about awareness of refugee-related issues in the community.

Heifetz International Music Institute (05/2015 to 05/2016)

Mo worked as the office assistant, supporting staff and student relations, assisting in taking care of the day-to-day operation of institute, organizing documents, and planning concerts, programs, and other events.

Student Government Association, Mary Baldwin College (now Mary Baldwin University) (09/2014 to 05/2015)

As a Senate parliamentarian, Mo enforced the proper procedures for conducting meetings of deliberative student body assemblies. She also assisted the Student Senate organization in the drafting and interpretation of bylaws and rules of order, and advised the president of Student Senate body.

LaChel House, MA, Prosci® CCP– Project Management Support Staff

LaChel is an accomplished business analyst, skilled in creative and critical thinking, research, project management and development, oral and written communication, and public and media relations. She has experience in strategic planning, as well as collaborating with clients to help them achieve their organizational change management (OCM) project objectives. She is a Prosci® Learning Center certified Change Practitioner and brings this expertise to each project she supports.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 1 year
Certifications and Education:	MA, Organizational Communication, Marshall University
	BA, Public Relations, Marshall University
	Omicron Delta Kappa
	Phi Kappa Phi
	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

✓ Over one year of experience in project management and business analysis, supporting state agency OCM projects

✓ Prosci® Certified Change Practitioner

Relevant Experience

BerryDunn (04/2019 to present)

West Virginia Department of Health and Human Resources (DHHR)

✓ *People's Access to Help (PATH) DDI Project Management (04/2019 to present).*
LaChel is an OCM business analyst who has experience with project management, supporting the development of multiple client deliverables, including OCM, across the PATH project. As a communication liaison, she effectively manages the bidirectional messages between the State Project Management Office and the PATH Change Agent Network, which includes multiple agencies, such as Medicaid, Children's Health Insurance Program (CHIP), Bureau for Child Support Enforcement (BCSE), and Bureau for Children and Families (BCF). She helps the State monitor a diverse group of stakeholders, which includes Community Partners and Presumptive Eligibility Workers. She also creates communications for key stakeholders that promote the benefits of PATH and support the change management efforts.

✓ *Coordinated Care Management (CCM) Project Management and Procurement Assistance Project (09/2019 to 01/2020).*
LaChel provided experience with project management, supporting the State with coordination activities, deliverable review, notetaking, and monitoring and tracking of project risks and issues.

She also helped ensure compliance with service level agreements (SLAs).

West Virginia Bureau for Medical Services (BMS) – *COVID-19 Emergency Services Sub-Project (04/2020 to present).*
LaChel reviews 11 states across the country to help inform BMS of the nationwide response to the COVID-19 outbreak. The information gathered assists with WV's COVID-19 strategy.

University of Charleston (06/2018 to 03/2019)

As an admissions representative and social media coordinator, LaChel was responsible for organizing and maintaining social media platforms to improve communications with the demographic being recruited. She managed communication campaigns with prospective students across the eastern portion of the United States, maintained contact with faculty and advisors within high schools to recruit students, managed recruiting events at high school/college fairs, and achieved recruiting objectives.

Marshall University Department of Communication Studies (08/2016 to 05/2018)

LaChel served as a teaching assistant, working with tenured faculty to teach students the fundamentals of public speaking using lectures and discussions. In this role, she prepared creative instructional lesson plans and practiced advanced teaching methods.

Marshall University Intercultural Affairs (01/2018 to 05/2018)

LaChel provided consultation and public relations strategic planning for the office, establishing effective communication between Intercultural Affairs and key publics at Marshall University. She also created and maintained social media accounts for four independent offices and six programs.

Marshall University (01/2015 to 01/2016)

As an intern for the sports information directory, LaChel maintained effective communications between a complete range of athletic teams, coaches, and media. She was responsible for written communications, including the development of player biographies, transcribing press conference quotes, and creating live game tweets.

The Parthenon (08/2014 to 08/2015)

As a sports news reporter for the student news organization of Marshall University, LaChel generated weekly story ideas with sports news editors and reported on current and relevant news.

Melinda Trail – Project Management Support Staff

Melinda is a skilled healthcare consultant with BerryDunn's Medicaid Practice Area providing experience with project management, supporting state health and human services agencies to achieve their project objectives and outcomes. She brings value to every project and project team by providing project management support, coordination, and business analysis through her organizational skills, attention to detail, research, technical writing, effective communication, and ability to work well within teams. Melinda has worked on multiple projects supporting critical initiatives for the West Virginia Bureau for Medical Services (BMS).

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	Completed required core curricula at Gaston College Concentrated on business and technical studies at York Technical College

Key Qualifications

✓ Over two years of experience with project management, supporting Medicaid programs and initiatives

✓ Experienced business analyst who provides state agencies with expert research support

✓ Over 14 years of experience providing Workers Compensation support

Relevant Experience

BerryDunn (07/2018 to present)

West Virginia Department of Health and Human Resources (DHHR) and West Virginia BMS

✓ *Medicaid Enterprise Data Solution (EDS) Procurement Assistance, Implementation, and the Centers for Medicare & Medicaid Services (CMS) Certification Project (01/2020 to present).* Melinda brings experience with project management, supporting the EDS Procurement Assistance, Implementation, and Certification project through business analysis, project coordination, and project management tasks. She is responsible for overseeing the meeting management duties, capturing detailed meeting notes, tracking action items, and maintaining the information in the data repository to help provide an organized project layout. Melinda also supports the EDS project as a business analyst for the BerryDunn Outcomes-Based Certification (OBC) team through activities such as strategic planning and peer reviewing OBC Worksheets to help ensure the mapping of the OBC evaluation criteria is in scope with the Request for Proposal (RFP) requirements.

✓ *Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) Maintenance and Annual Update Assistance Project (10/2018 to present)*
Melinda provides experience with project management, supporting the MITA 3.0 SS-A Maintenance and Annual Update Assistance project through a variety of activities related to

business analysis, project coordination, and project management. She is responsible for overseeing the meeting management duties, updating monthly status reports, capturing detailed meeting notes, tracking action items, and maintaining the information in the data repository, West Virginia MITA Database, and the MITA Management Portal (MMP) SharePoint site, which stores and tracks required MITA documents for current and past assessments. Currently, Melinda and the BerryDunn team are providing project management services to meet the objective of the MITA 3.0 SS-A Annual Update for Federal Fiscal Year (FFY) 2019 by assisting DHHR with MITA life cycle maintenance activities, including updating the Health Information Technology (HIT) Companion Guide, updating MITA SS-A related reports, assisting the BMS workgroup with the development of the revised Aged and Disabled Waiver (ADW) business process flow, and training efforts to support activities related to the annual MITA SS-A update.

✓ *West Virginia Enterprise Project Management Office (EPMO) – COVID-19 Emergency Support Services Sub-Project (04/2020 to 09/2020)*
Melinda brought her experience with project management to support the West Virginia EPMO project through business analysis, project coordination, and project management tasks. She effectively captured detailed meeting notes, tracked action items and decisions, scheduled meetings, and provided data analytic support. She and the BerryDunn team completed market research and facilitated demonstrations of innovative contact-tracing software solutions; collaborated with state leadership to develop an organizational structure for COVID-19 contact tracing; and oversaw the implementation and integration of the selected contact-tracing software solution. Melinda actively supported and participated with the BerryDunn team as they worked directly with state leadership from the Bureau for Public Health (BPH), the Bureau for Behavioral Health (BBH), the Office of Management Information Systems (OMIS), the DHHR Secretary's Office, as well as stakeholders from a 55-county localized public health system. The outcome of the project was the successful statewide launch of the new contact-tracing and disease investigation software.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (04/2020 to present)*
Melinda provides experience with project management supporting the SUD Waiver initiative project as a project coordinator. She is responsible for overseeing the meeting management duties, updating monthly status reports, capturing detailed meeting notes, tracking action items and decisions, and maintaining the information in the data repository resulting in an organized project layout. Melinda provides data analytic support for the SUD Waiver project by conducting research for deliverable reports. As part of the BerryDunn team, she also assisted BMS to update the Peer Recovery Support Specialist (PRSS) section of the SUD Policy Manual, which included the State certification criteria and allowed for an Ethics and Appeal Board through BMS.

✓ *Managed Care Organization (MCO) Encounter Data Quality (EDQ) Project (08/2020 to present)*
Melinda provides experience with project management supporting the MCO EDQ project through business analysis, project coordination, and management tasks. She effectively captures detailed meeting notes, tracks action items and decisions, schedules meetings, and provides data analytic support for research assignments. Melinda has contributed to the research for the EDQ Best Practices document and assisted the BerryDunn team with technical writing to complete the EDQ Strategy Roadmap.

✓ *Electronic Visit Verification (EVV) Solution Implementation Project (12/2018 to 07/2019)*
Melinda brought her experience with project management supporting the EVV Solution Implementation Project as a business analyst for the BerryDunn Certification team. The Certification team was focused on the strategic planning and procurement related services

needed to assist BMS in the implementation of their EVV solution. As part of the Certification team, Melinda assisted the State by facilitating and gathering RFP specifications and mapping the CMS Medicaid Enterprise Certification Toolkit (MECT) Checklist to the RFP requirements, requirements traceability, and requirement descriptions. The mapping included over 1,300 requirements, which were mapped to 6 CMS MECT Checklists, 10 MITA Business Areas, 80 MITA Business Processes, and 3 MITA Architectures, to determine if the RFP requirements were in scope with the certification criteria in the CMS checklist.

✓ *Data Visioning and Warehouse Development and Procurement Assistance Project (07/2018 to 12/2018)*
Melinda provided experience with project management supporting the Data Visioning and Warehouse Development and Procurement Assistance Project as a business analyst for the BerryDunn Certification team. The Certification team was focused on the strategic planning and procurement related services needed to assist DHHR in the development of an RFP for a DHHR EDS. As part of the Certification team, Melinda assisted the State by facilitating and gathering RFP specifications, and mapping the CMS MECT Checklist to the RFP requirements, requirements traceability, and requirement descriptions. The mapping led to a development of a Requirement Traceability Matrix (RTM) inventory of over 1,400 specification and 65 mandatory requirements, which were mapped to 8 CMS MECT Checklist, 10 MITA Business Areas, 80 MITA Business Processes, and 3 MITA Architectures, to determine if the RFP requirements were in scope with the certification criteria in the CMS checklist.

✓ *Mountain Health Trust (MHT) MCO Procurement Assistance Project (1/2020 to 9/2020)*
Melinda's experience with project management supported the MHT MCO Procurement Assistance project through business analysis, project coordination, and management tasks. She effectively captured detailed meeting notes, tracked action items and decisions, scheduled meetings, managed the local document repository, and provided data analytic support for research assignments. Upon completion of procurement activities, Melinda and the BerryDunn team assisted the State with technical implementation meetings with the MCOs and key stakeholders, completed an Implementation Roadmap and Plan, and developed a Value-Based Purchasing (VBP) and Alternative Payment Model (APM) Program Development Plan.

City National Bank of West Virginia (10/2016 to 07/2018)

As a senior wire/automated clearing house (ACH) specialist with City National Bank, Melinda was responsible for daily settlement of correspondent accounts including the Federal Reserve Bank account, ACH processing, corporate cash management customer support and ACH reconcilement. She worked closely with management to implement procedures and provide leadership in supervising and developing employees. In addition, she handled branch and customer calls, processed incoming and outgoing wires, performed ACH reconcilement for the Federal Reserve Bank and other settlement accounts, processed affidavits, and verified pre-notes and death notifications for the treasury.

Spilman, Thomas & Battle, PLLC (07/2007 to 10/2016)

As a legal assistant with Spilman, Thomas & Battle, PLLC, Melinda was responsible for organizing, scanning, and distributing all legal documents pertaining to the workers compensation and federal black lung cases. She confirmed attorney and paralegal availability for scheduled hearings and depositions by updating the attorney and paralegal Outlook calendars, as well as the docket tab on the Javelin and Compasse databases as needed. She reviewed and organized all new claim files for workers compensation and federal black lung, as well as updated the corresponding database with the new claim file information. Melinda was responsible for the analysis of the document workflow for the workers

compensation and federal black lung department and restructured the management and distribution of the claim file system for maximum efficiency. She also managed the workers compensation/federal black lung file room by periodically transferring the processed legal documentation from paralegal stations to the appropriate claim file.

West Virginia Office of Judges (09/2002 to 07/2007)

As an administrative assistant/imaging operator II for the Office of Judges, Melinda was responsible for retrieving electronically imaged documents to verify the worker compensation claim information, image quality, and data completeness. She linked electronically imaged documents to the designated workers compensation claim issues that were in litigation, maintained daily logs and reports, developed workers compensation operational procedures and manuals, kept abreast of changes in departmental laws, workers compensation rules, and regulations as well as state, federal, and local laws.

Bank of America (09/1995 to 10/2000)

Melinda operated a full-service teller window, as well as supervised four employees and reviewed employee work to help ensure accuracy. She monitored the adherence to banking policy and procedures, and helped ensure that transactions were handled with speed and accuracy. This included performing monthly audits of teller performances and attending monthly supervisor meetings and seminars on fraud and loss prevention.

Rachel Moss Capper, MSW, LCSW, Prosci® CCP – Project Management Support Staff

Rachel is an experienced project manager, behavioral health professional, grant writer, and trainer with an extensive record of behavioral health program development and implementation. She has over 3 years of experience with project management directly working with state Medicaid agencies across the country. From her years spent working within community-based and nationwide provider organizations, as well as state government, Rachel brings a vast knowledge of the behavioral health system, federal programming, and best practices that support Medicaid and health and human services client initiatives. As a grant writer, she has secured millions of dollars from various local, state, and federal funding opportunities. She is a Motivational Interviewing Network of Trainers (MINT)-eligible Motivational Interviewing Trainer, a Central East Regional Trainer for the National Rural and Frontier Addiction Technology Transfer Center (NFAR). She is a trained trainer for a multitude of best practice curriculums, including trauma informed care, substance use prevention, mental health first aid, and suicide prevention. As a member of the National Association of State Alcohol and Drug Abuse Directors (NASADAD) – National Treatment Network (NTN), Rachel served in various roles within the organization, such as Region III Representative ((West Virginia, Delaware, Maryland, Pennsylvania, Virginia, Washington, D.C), Women's Service Network Representative (West Virginia), and Youth Coordinator (West Virginia)). She completed the National Council for Behavioral Health's yearlong Value-based Initiatives Academy for integrated healthcare organizations, and was a nominated member of the following organizational oversight committees (Prestera Center): Health & Safety Compliance, Commission on the Accreditation of Rehabilitation Facilities (CARF) Compliance, Consumer Grievances, and Electronic Health Record (EHR) Beta Tester and Implementation Lead. Rachel has a proven record for leading and collaborating with large, cross-functional teams to support system-wide policy initiatives, program development, and implementation.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	MSW, Social Work, West Virginia University
	BA, Psychology (minor in Communications), West Virginia University
	Licensed Certified Social Worker, West Virginia Board of Social Work Examiners
	Prosci® Certified Change Management Practitioner

Key Qualifications

- ✓ Licensed Certified Social Worker (LCSW)

- ✓ Over 15 years of program development and leadership experience in behavioral health

- ✓ Over three years of experience with project management supporting Medicaid waiver development, managed care contracts and procurement, provider enrollment, operational readiness review (ORR), and vendor transition

- ✓ Five years NTN experience

- ✓ Five years health and human services consulting experience

- ✓ Prosci® Certified Change Practitioner

Relevant Experience

BerryDunn (12/2018 to present)

West Virginia Bureau for Medical Services (BMS)

- ✓ *Substance Use Disorder (SUD) Waiver Initiative Project (12/2018 to present).*
  Rachel serves as a subject matter expert for the SUD Waiver Initiative project. She was the project manager facilitating the 'go-live' for the waiver's managed care implementation, leading BMS' managed care workgroups with vendors to help ensure a smooth transition from fee-for-service to managed care. Rachel's experience with project management was also central to West Virginia's procurement of a SUD-specific EHR, development of a process for residential bed management, and a bio-psychosocial assessment platform for use statewide.

- ✓ *State Plan Review and Support (SPRS) Project (03/2020 to present).*
  Rachel serves as a business analyst with project management experience on the SPRS project. She has focused on collection, verification, indexing, and development of extensive gap analysis reports between the existing and newest Medicaid state plan formats, as well as drafting a roadmap for transitioning all the eligibility content to MACPro. Rachel is the project manager for the largest category of state plans for WV, which involve Medicaid Eligibility.

- ✓ *West Virginia Children's Health Insurance Program (WVCHIP) ORR (09/2020 to 10/2020)*
  Rachel was part of the team completing the desktop review of documentation for three Managed Care Organizations (MCOs) to help ensure standards of the Mountain Health Trust (MHT) and WVCHIP were met by the MCOs for the inclusion of WVCHIP carve-in into the MHT by January 1, 2021.

- ✓ *Mountain Health Promise (MHP) and MHT Mental Health Parity Compliance Plan Development (04/2020 to 08/2020)*
  Rachel served as the project manager for the compliance plan development. She managed a cross-functional team focused on the current managed care contract's adherence to federal mental health parity mandates between its physical and behavioral health care services. She facilitated information gathering sessions with various BMS subject matter experts and managed care vendors. The State was successful in submitting the Compliance Plan to the CMS and receiving approval. Under Rachel's leadership, this project was completed on time and under budget.

- ✓ *MHT Managed Care Procurement (07/2019 to 09/2020)*
  Rachel served as a project manager and subject matter expert, leading and developing policies

and procedures for the procurement and implementation of the three MCOs for the MHT program that began operations on July 1, 2020. She also supported the development of the Request for Proposal (RFP) to procure the vendors to administer the Medicaid and CHIP services on behalf of the State and MHT.

✓ *MHP ORR (12/2019 to 03/2020)*
Rachel was part of the BerryDunn team engaged to assist the State with the initial ORR for the new managed care program. She assisted with the desk level review assessment for the MHP MCO, developing findings reports for the MCO systems review demonstrations. These findings were used to develop a corrective action plan to assist the MHP vendor in meeting contract requirements in advance of providing services to clients.

✓ *BMS/Bureau for Children and Families (BCF) National Electronic Interstate Compact Enterprise (NEICE) Grant Development (06/2019)*
Rachel led the grant development and execution, as lead writer and project manager to the BerryDunn and stakeholder contributors. The efforts resulted in a successful proposal with the State securing the funding opportunity.

✓ *1915(c) CSED Waiver Development Project (12/2018 to 03/2019).*
Rachel was the project manager for the CSED Waiver Development project, primarily responsible for drafting and revising the waiver based on CMS feedback. The waiver was approved by CMS and was successfully rolled out in February 2020. Additionally, Rachel and the team drafted a new procedure and implementation plan for incident reporting that was needed for CMS to approve the new program.

Independent Consultant, Trainer, and Grant Writer (06/2018 to 12/2018)

Rachel facilitated an array of business development opportunities for healthcare provider organizations in the Greater Kanawha Valley and Tri-State regions of Kentucky, Ohio, and West Virginia. Rachel provided grant writing services, developed provider agency program descriptions and policy manuals, facilitated the Medicaid application process for potential providers, and provided general behavioral health consultation services.

WestCare Foundation, Inc. (08/2016 to 06/2018)

As a project manager for HealthCare System Services, Rachel conducted funding diversification research and development for a nationwide network of behavioral health and integrated care programs. This work included federal and local grant writing, training, and consultation. Rachel developed clinical practice definitions for all programming offered across the organization (18 states) and created Medicaid fee-for-service and managed care provider profiles by state to utilize when pursuing Medicaid provider status. Rachel facilitated multi-disciplinary teams, consisting of WestCare stakeholders and the state Medicaid agencies, in Arizona, Illinois, North Carolina, Kentucky, Tennessee, and West Virginia in their pursuit of becoming Medicaid providers. As the project manager, she was responsible for helping to ensure her team was knowledgeable, and in compliance with, state and federal Medicaid policies. Rachel reviewed managed care contracts for behavioral health service coverage as part of contract negotiations. She also generated new business for the organization as the developer and writer of several successful funding opportunities.

West Virginia Bureau for Behavioral Health and Health Facilities (BBHHF) (05/2012 to 08/2016)

Rachel served as the project manager for the Division for Alcoholism and Drug Abuse, where she oversaw substance use treatment and recovery programming for the Single State Authority (West Virginia

Department of Health and Human Resources (DHHR)-BBHHF). The project budget included a combination of state and federal funding in excess of $50 million. Rachel developed and implemented a statewide infrastructure for SUD treatment and recovery programming with the release of over $20 million in response to Governor Tomblin's Substance Abuse Taskforce. Programming included residential treatment, crisis stabilization/detoxification, outpatient services, peer recovery housing, and peer support. Rachel oversaw the Driving under the Influence (DUI) Safety and Treatment program where she implemented the State's first evidence-based curriculum and completed a digital transformation of all administrative, financial, and data collection processes. Rachel regularly conducted trainings for statewide providers and large conferences. Rachel was a co-writer on all Substance Abuse and Mental Health Services Administration (SAMHSA) funding proposals submitted by DHHR-BBHHF during her time in this position. Rachel directly supervised a team of four professionals.

Prestera Center for Mental Health Services, Inc. (06/2005 to 05/2012)

Rachel held several positions with the Prestera Center, including the director of the Crisis Stabilization Unit, a supervisor of the Children's Department of Community Based Services, a supervisor of the Assisted Living Facility and Forensic Residential Project, and a housing specialist for Care Coordination. In these various positions, Rachel directly supervised over 100+ employees of various professional levels across multiple settings, including 24/7 facilities, outpatient offices, and community-based locations. She was responsible for all client, employee, and operational aspects of these programs. Her success in these areas earned her membership on several executive oversight and compliance initiatives for the organization.

Meghan Crown – Project Management Support Staff

Meghan is a consultant and business analyst in BerryDunn's Medicaid consulting practice, bringing experience with project management, business and data analysis, project oversight, and complex project coordination to her client work. She is a skilled project coordinator, proficient in organization and interpersonal communication. Meghan has a proven record of collaborating with large, cross-functional teams to help them achieve sales goals and marketing expectations.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 1 year
Certifications and Education:	BS, Business Administration, West Virginia University College of Business & Economics

Key Qualifications

- ✓ Over one year of experience with project management and business analysis supporting state data quality projects

- ✓ Three years of experience in industry analysis and research

- ✓ Two years of experience in financial analytics across multiple industries

- ✓ Three years of experience in management of cross-functional teams

- ✓ ServSafe Managerial Certification

Relevant Experience

BerryDunn (10/2019 to present)

Meghan began with BerryDunn as a subcontractor before transitioning to a full-time employee in 07/2020.

West Virginia Bureau for Medical Services (BMS)

- ✓ *Data Improvement Project (10/2019 to present)*
  Meghan provides experience with project management, supporting BMS with coordination activities and monitoring project risks and issues to help address overall data quality and usability issues impacting the West Virginia Medicaid Program. Meghan is helping BMS enhance multiple types of data being utilized by BMS such as the quality of their data from managed care organization (MCO) data, BMS and fee-for-service claim data, member eligibility data, and provider identification data. Her project management activities help produce key findings within the Medicaid enterprise as a result of audit work, along with a cross-functional team of policy and analytics subject matter experts (SMEs).

- ✓ *MCO Encounter Data Quality (EDQ) Project (07/2020 to present)*
  Meghan is a business analysis supporting the development of 12 client deliverables; multiple are conducted on a recurring basis. Meghan creates key communications for the project's data system vendors, fiscal agent, MCOs, and state partners, which promote the benefits of MCO EDQ and the overall objective of the project—to assist the State in optimizing MCO encounter

data processes for the State's risk-based managed care programs and to retire a historical file submission process from the MCOs to the State's Medicaid Management Information Systems (MMIS). Meghan also provides project management and coordination, deliverable review and creation, and monitors project risks and issues along with a cross-functional team of policy and analytics SMEs.

✓ *State Plan Review and Support (SPRS) Project (03/2020 to present)*
Meghan's experience with project management supports deliverable development, conducts research on federal and state guidance, and performs compliance analysis across policies in the United States. Meghan also provides meeting management, coordination, and project tracking. Meghan's work will aid in helping to ensure BMS has a comprehensive collection of the West Virginia Medicaid State Plans and will assist BMS in transitioning to Medicaid and Children's Health Insurance Program (MACPRO) and other enhanced procedural and State Plan updates.

✓ *Third Party Liability Procurement Project (10/2019 to present)*
Meghan provides project management and coordination activities, presentation creation, deliverable review, and project risk and issue monitoring. Meghan also assisted with requirement building, creating, and updating the Requirements Traceability Matrix (RTM) with the Third Party Liability (TPL) project team. Meghan's contributions to this project will help to ensure the State has a comprehensive Request for Proposal (RFP) and a successful procurement for TPL services, along with onboarding support for the chosen vendor.

✓ *Mountain Health Promise (MHP) Implementation Project Management Support (01/2020 to 06/2020)*
Meghan provided project management and coordination activities, deliverable review and creation, and project risk and issue monitoring during the four-month implementation of a new specialized managed care plan with a diverse stakeholder group across multiple bureaus. Meghan assisted with audit work throughout the course of an Operational Readiness Review for the State.

✓ *Provider Management Support (PMS) for COVID-19 (03/2020 to 05/2020)*
Meghan conducted research and review of policies for Medicaid programs, healthcare programs, and waiver programs across the country to help inform BMS of the nationwide response to the COVID-19 outbreak. The information gathered assisted with developing West Virginia's COVID-19 strategy.

West Virginia Children's Health Insurance Program (WVCHIP) – *Eligibility Transition Project (10/2019 to 03/2020)*
Meghan provided project management and coordination activities, assisted with deliverable review, and monitored project risks and issues. Meghan's work with the State will aid in assisting the implementation of its eligibility transition.

West Virginia Department of Health & Human Services (DHHR) – *People's Access to Help (PATH) DDI Project Management (10/2019 to present)*
Meghan provided project management and coordination, managed action items, and monitored project risks and issues. Meghan assisted the cross-functional team with requirements and design, testing, certification, and compliance with the design, development, and implementation (DDI) of the Integrated Eligibility System.

Marriott International (01/2017 to 09/2019)

With Marriott, Meghan worked in both operations management and sales and marketing. She participated in industry analysis, event organization, data analytics for revenue management, and relationship management between departments and clients. Meghan was successful in operations at both a 200+ and a 400+ rooms hotel, along with the management of many events with more than 500 guests.

Hospitality Innovation Technology Lab (01/2017 to 05/2019)

As a research assistant, Meghan was responsible for demonstrating and selling internally developed technologies to industry and academic professionals. She collected, analyzed, and presented research for clients and investors. She helped to recruit new students and investors to the program and their products. Meghan managed the social media networking accounts for the Hospitality and Tourism program and the Hospitality Innovation Technology Lab at West Virginia University.

Fresh Hospitality (04/2018 to 09/2018)

While part of the Hospitality and Tourism Management Program, Meghan helped to plan, market, and host events for the John Chambers College of Business and Economics. Meghan completed and passed the ServSafe Managerial certification test. She developed and ran a campus-wide waste audit for West Virginia University's campuses. She designed the eco-initiatives for West Virginia University's 32,000 enrollees that helped sustainability practices relevant to waste management and cost effectiveness.

Sarah Vintorini– Project Management Support Staff

Sarah is a member of BerryDunn's Medicaid consulting practice, bringing extensive experience with project management, including complex project coordination and oversight, thoughtful meeting facilitation, and effective communication skills to her work. Sarah has a long-proven track record in marketing, communications, and community development with cross-functional organizations of all sizes. She is a skilled project coordinator with strong organizational and interpersonal communication skills.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 1 year
Certifications and Education:	BS, Business Administration/Marketing, West Virginia State University

Key Qualifications

- ✓ Fifteen years of experience in nonprofit and governmental marketing and communications

- ✓ Twelve years of experience in strategic planning and community needs assessments

- ✓ Ten years of experience in corporate event planning

- ✓ Seven years of experience in nonprofit project management

- ✓ Over one year of experience with project management, supporting health and human services agencies, including Medicaid, the Children's Health Insurance Program (CHIP), the Bureau for Children and Families (BCF), and the Bureau for Child Support Enforcement (BCSE)

Relevant Experience

BerryDunn (11/2019 to present)

West Virginia Bureau for Medical Services (BMS)

- ✓ *Electronic Visit Verification (EVV) (11/2019 to present).*
  Sarah provides project management and coordination, deliverable review and creation, and project risk and issue monitoring. Sarah helped BMS with the release of their EVV Request for Proposal (RFP), managed proposal evaluation and oral presentation coordination, and assisted with the implementation phase of West Virginia's EVV solution.

- ✓ *Provider Management Support (PMS) (11/2019 to present).*
  Sarah provides project management and coordination, deliverable development and review, and risk and issue monitoring related to all sub-projects within PMS. Sarah is involved in the facilitation of the Multistate Collaborative Forum to discuss current and future business needs for the purpose of knowledge sharing, lessons learned, and leverage and reuse. She also assisted in developing a comprehensive outreach plan to educate and engage direct care workers and enroll each worker in the State's Medicaid Management Information System (MMIS).

✓ *Mental Health (MH) Parity Compliance Report (04/2020 to 08/2020).*
Sarah provided project management and coordination, project risk and issue monitoring, and deliverable development assistance with West Virginia's MH Parity Compliance Report. She coordinated meetings with Managed Care Organizations (MCOs) and helped to gather documentation for accuracy related to Fee-for-Service (FFS) and pharmacy claims.

✓ *Mountain Health Promise (MHP) Implementation Project Management Support (01/2020 to 06/2020).*
Sarah provided project management and coordination, deliverable review and creation, and project risk and issue monitoring during the implementation of a new specialized managed care plan with a diverse stakeholder group across multiple bureaus.

Alaska Division of Health Care Services (HCS) – *Medicaid Management Information System (MMIS) Solicitation Consultant Services (09/2020 to present).*
Sarah helped develop and distribute a fact-finding survey to gain input from stakeholders and analyzed the results to help develop a presentation of recommendations for discussion and consideration. Sarah assists with the development of deliverables, project presentations, and monitors project action items.

West Virginia Department of Health & Human Services (DHHR) – *People's Access to Help (PATH) DDI Project Management (12/2019 to present).*
Sarah provides project management and coordination activities, tracks action items, and monitors project risks and issues. Sarah assisted the cross-functional team including requirements and design, testing, certification, and compliance with the design, development, and implementation (DDI) of the Integrated Eligibility System.

West Virginia Governor's Highway Safety Program (2013 to 2019)

Sarah served as a corporate event planner for the West Virginia Governor's Highway Safety Program. Sarah focused on developing, organizing, and planning the annual Highway2Enforcement Conference from inception to execution. Her responsibilities included securing corporate and private sponsorships and tradeshow coordination with vendors from across the country. She coordinated nationally acclaimed speakers, recruited and registered law enforcement, prosecutors and administrators from across the state while maintaining the vision of the organization and event. Responsibilities prior to the event included facilitating and capturing minutes for statewide strategic planning meetings, along with carrying out and/or overseeing each action item from the meetings. Sarah utilized various web-based software systems to handle registration, automatic emails, bulk text messaging, and social media.

KISRA (2012 to 2018)

Sarah oversaw all marketing, communications, and special events for one of West Virginia's largest non-profit organizations. Her responsibilities included internal and external communications, sponsorship requests, reports to funders, and meetings with funders and stakeholders. Sarah facilitated various program level strategic planning sessions and carried out the implementation of each plan, creative implementation of federal and state grant funds, and more. She held numerous committee and program meetings that required planning, organization, capturing meeting minutes, and timely follow-up.

Terrell Ellis & Associates (2003 to 2007; 2009 to 2012)

As a senior program manager, Sarah managed a variety of nonprofit and governmental accounts providing services including but not limited to fundraising, marketing and outreach activities, meeting facilitation, grant writing, and special events. She was responsible for seeking out and securing new clients, client relations, sales, fundraising, strategic planning, meeting facilitation, grant writing, and special events.

The Salvation Army (2001 to 2003)

Sarah served as the director of communications for one of West Virginia's largest social service agencies. Her responsibilities included securing earned media from print, television, and radio, developing all marketing and outreach materials, implementing a successful Christmas Bell Ringing Campaign, a Capitol Campaign, donor and stakeholder relations, community outreach, and more.

Shelly Schram – Project Management Support Staff

Shelly is a consultant in BerryDunn's Medicaid Practice Area with excellent organizational, problem-solving, and analytical skills. She brings over 20 years' experience optimizing productivity, efficiency, and service quality across various environments. Shelly provides business analysis, research, requirements definition, fact-finding, procurement support, and project management and coordination for state and local agency projects to promote project success.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	BBA, Computer Technology, University of Nebraska at Omaha

Key Qualifications

- ✓ Twenty years of healthcare and non-profit experience

- ✓ Nine years of project management experience

- ✓ Two years of experience with project management supporting the West Virginia Medicaid agency, the Bureau for Medical Services (BMS)

- ✓ Five years of experience with system integration and process improvement

Relevant Experience

BerryDunn (01/2019 to present)

West Virginia Bureau for Medical Services (BMS).

- ✓ *Enterprise Project Management Office (EPMO) (01/2019 to present).*
  Shelly supports the WV EPMO project with business analysis, project coordination, and project management tasks. She worked with the State to maximize productivity and developed State-approved templates used across the engagement. Shelly also works as a subject matter expert (SME) for Advance Planning Document (APD) in development and updates to project narratives and timelines.

- ✓ *Third Party Liability Options Analysis and Procurement Assistance Project (04/2019 to present).*
  Shelly serves as a subject matter expert (SME) with project management experience supporting the TPL project. She focuses on business analysis, project coordination, and management tasks. As a SME, Shelly supports deliverable development, requirements definition, conducts research on federal and state guidance, and performs gap analyses between the Request for Proposal (RFP) and State identified requirements.

- ✓ *Payment Error Rate Measurement (PERM) Project Phase II (11/2019 to present).*
  Shelly supports the PERM project through project management and coordination, reporting, and project analysis. She tracks and reports on the Additional Document requests (ADRs), identified errors, corrective actions, and Corrective Action Plans (CAPs).

West Virginia Department of Health and Human Resources (DHHR) – *People's Access to Help (PATH) DDI Project Management (06/2020 to present).*
Shelly supports the project activities related to the new West Virginia Integrated Eligibility Solution (IES) to consolidate and integrate DHHR program service systems into a single enterprise. She assists with project management activities supporting requirements definition, design (configuration), testing, and the certification and compliance teams.

CHI Health Foundation (08/2018 to 01/2019)

As the foundation coordinator, Shelly led the coordination and management of projects, campaigns, and events from inception to successful completion. She analyzed gifts to determine appropriate campaign, funds, and appeals for each processed gift, as well as processed daily gift batches and produced gift receipts and acknowledgement letters. Additional responsibilities included working with the National Office to research local, high-profile donors that align with the foundation's core values, and directing aspects of the fund development database (Raiser's Edge). In addition, Shelly assisted with the startup of a new program, the Grateful Patient Program, which increased gift volume by 40% in the first six months of implementation.

Father Flanagan's Boys Home (04/2008 to 08/2018)

Development Project Specialist (01/2016 to 08/2018)
In this role, Shelly developed, maintained, and monitored detailed project schedules including timelines, workflow, budgets, personnel, and resources. She researched high-profile donors via online data sources and moved the donors through the donation process for the $25M campaign for a Functional Magnetic Resonance Imaging (fMRI). She coordinated donor events hosted by National Development. During this time, Shelly also began integration of Blackbaud Luminate Online system. For this project, she took the lead on helping ensure timely completion. In addition to integration, she began the process of building online campaigns with matching appeals.

Training and Evaluation Data Specialist (05/2013 to 01/2016)
Shelly managed data files to help ensure accuracy and security. She summarized the results of training and evaluation activities; organized and prepared high-quality reports, graphs, and charts of departmental activities; and constructed and maintained staff evaluation and program fidelity instruments. Shelly helped define and develop the data flow from a single system into two systems for use by National Youth Care and Training and federal reporting.

Project Support Specialist (12/2011 to 05/2013)
Shelly assisted with the migration of three databases into one newly created CRM, assisting with accurately mapping data fields and migrating 7.3 million donor records. She researched foundations, organizations, and individuals using several online databases to compile into a constituent report.

Data Analyst (04/2008 to 12/2011)
Shelly evaluated data collected through research, task analysis, business processes, surveys, or workshops. She updated and maintained consumer contact and other data through web-based and other databases; updated and maintained lists of materials, contracts, and departmental data in a central location; and utilized online systems to send and track marketing campaigns.

Alex Tannenbaum – Project Management Support Staff

Alex is a consultant in BerryDunn's Government Consulting Group (GCG). He brings five years of resource and client management experience to the group. Alex's positive energy, excellent organization and communication skills, and professionalism nicely complements his current work on the Eligibility and Enrollment Implementation Assistance project, where he focuses on project management, resource coordination, and reports management for the largest active project within GCG.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	4 months
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	BS, Clemson University

Key Qualifications

- ✓ Five years of diverse management experience, including resources and client management

- ✓ Four years of experience in solving projects and resource needs for information technology (IT) clients

- ✓ Four years of experience with project management supporting clients in government, nonprofit, and private sectors

Relevant Experience

BerryDunn (09/2020 to present)

West Virginia Department of Health and Human Resources (DHHR) – *Eligibility and Enrollment Implementation Assistance (09/2020 to present).*
As the lead resource coordinator, Alex project manages the day-to-day coordination of a 40+ member team for a large-scale, system implementation project directly impacting four DHHR agencies in West Virginia. Alex has a variety of project management responsibilities, some of which include conducting daily meetings for team organization, providing oversight of the daily project coordination activities, developing process flows, prioritizing, and scheduling meetings to help ensure adherence to project schedule, providing quality control for meeting materials to satisfy the contract Service-Level Agreements (SLAs), managing project Requests for Information (RFIs), and helping to ensure vendor accountability and adherence to SLAs. As the reporting lead, Alex drafts reports, oversees the project team's reporting activities, and provides quality assurance to help ensure assignments are complete and on time for client submission.

Prior to moving into the lead resource coordinator role, Alex was responsible for project coordination, which included capturing meeting notes, tracking action items, reviewing project documentation, researching various project assignments, and business analysis.

TEKsystems (06/2016 to 09/2020)

Alex managed over six enterprise accounts concurrently, generating over $6M in revenue. He managed project deliverables and timelines, as well as negotiated terms, conditions, and pricing. He was

responsible for working with key IT stakeholders, C-level executives, and clinical leaders to identify upcoming business initiatives and establish and implement solution strategies. He solutioned in areas of Traditional Software Development (SDLC and Agile), Cloud Enablement, Data Analytics, DevOps & Automation, and Digital Experience.

Alex had two long-term clients during his employment with TEKsystems that are the foundation of his vast experience with project management, supporting healthcare and IT projects. For three years, Alex worked with one large health insurance client on two IT modernization projects – Electronic Eligibility Enrollment System Modernization and Application Programming Interface Modernization. Simultaneously, he supported Hackensack Meridian Health (HMH) for two years on an Electronic Medical Record (EMR) implementation. For these projects, Alex gathered and documented client requirements, helped to solution both the technology and resource approach, tracked and reported project spend, developed and delivered recurring reports, helped clients identify goals and priorities, and onboarded new project team members.

Hilary Foster Moles, RN, BSN – Project Management Support Staff

Hilary, a registered nurse, is a consultant in BerryDunn's Government Consulting Group with comprehensive clinical and state agency policy development and analysis experience. She brings expertise in case management, Medicaid eligibility and enrollment criteria, and Medicaid Management Information System (MMIS) claims processing. Hilary has over 1 year of experience with project management, supporting projects in a range of roles such as project coordinator, subject matter expert (SME), and business analyst. She brings additional value to projects through her active involvement in the West Virginia Future of Nursing Action Coalition.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 5 years
Certifications and Education:	BSN, West Virginia Institute of Technology
	Registered Nurse
	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

- ✓ Eleven years of experience as an RN

- ✓ Seven years of business analysis, care coordination, case management, and utilization review for a state Medicaid agency

- ✓ Over five years of experience with project management supporting a state Medicaid agency

Relevant Experience

BerryDunn (04/2019 to present)

Hilary serves as part of BerryDunn's Medicaid Practice Area, working with the West Virginia BMS on project management initiatives.

West Virginia Bureau for Medical Services (BMS)

- ✓ *State Plan Review and Support (SPRS) Project (09/2020 to present).*
  As a business analyst, Hilary is working with the project team to analyze the West Virginia Medicaid State Plan and assist the State to make process and document improvements for long-term policy compliance and sustainability.

- ✓ *COVID-19 Emergency Services Sub-Project (03/2020 to present).*
  Hilary is supporting the project with tracking of federal waivers, WV Disaster Relief State Plan Amendments (SPAs) and other COVID-19 related legislative policy changes. Previously in the project, Hilary researched and advised the client of other state policy implementations on a daily basis. She attended weekly Centers for Medicare and Medicaid (CMS) stakeholder calls and advised the client of noteworthy changes to help them stay current with the evolving changes during the public health emergency.

✓ *Payment Error Rate Measurement (PERM) Project (04/2019 to present).*
Hilary is sharing her experience with project management to support the PERM project, serving as a project SME. Her focus is to manage the process of validating medical record errors, researching error remedies and providing recommendations for resolution of PERM errors cited for West Virginia. Hilary also supports the Medicaid Eligibility Quality Control (MEQC) sub-project.

✓ *MMIS Contract Edit Review (04/2019 to present).*
Hilary is serving as a project SME. She has been reviewing the current BMS prior authorization requirements and conducting an analysis to help ensure the MMIS configuration and the utilization management contractor (UMC) requirements comply. Additionally, Hilary is assisting with the analysis of telehealth policies to identify opportunities and help broaden Medicaid telehealth coverage for West Virginia. She has collaborated with BMS and DXC Technology to evaluate claim edits to help ensure the MMIS configuration and current processes comply with Medicaid policy and national standards.

Kepro (09/2015 to 03/2019)

As the care coordinator lead and case manager, Hilary assisted in the development of local medical policies for West Virginia Medicaid. She conducted training sessions to colleagues, providers, and physicians; provided case management to West Virginia Medicaid members; and utilized InterQual and BMS criteria to determine medical necessity. Disciplines included hospice, home health, rehabilitation, and durable medical equipment, among others.

West Virginia Medical Institute (02/2013 to 08/2015)

As a utilization review nurse, Hilary used InterQual and BMS criteria to determine medical necessity. Disciplines included acute care, imaging, hospice, and home health.

Charleston Area Medical Center (06/2009 to 02/2013)

With Charleston Area Medical Center, Hilary served as a nurse on the Labor and Delivery unit and the Surgical Intensive Care Unit, and as a level-II clinical nurse.

Meghann Slaven – Project Management Support Staff

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

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	3 years
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	BS, Journalism, Ohio University BFA, Performance and Choreography, Ohio University

Key Qualifications

✓ Three years of experience with project management, supporting large, enterprise-wide IT procurements for state health and human service agencies, including Medicaid

✓ Experience managing and developing Advance Planning Documents (APDs)

✓ Experience in Medicaid Health Information Technology (HIT) data-focused project work, including data sharing, database management, data source identification, and data governance

Relevant Experience

BerryDunn (10/2017 to present)

West Virginia Department of Health and Human Resources (DHHR) – *Medicaid Enterprise Data Solution Implementation and CMS Certification Project (10/2019 to present).*
As a deputy project manager, Meghann assists the client with management and facilitation of pre- and post-procurement activities, including evaluation training, procurement schedule monitoring, and proposal evaluation processes. Meghann tracks the budget, project status, risks, and issues; she develops monthly status reports and mitigation strategies to keep the client informed and to help ensure the project meets its goals and objectives. Meghann drives milestone completion with consistent outreach to stakeholders and close monitoring of the project schedule and timeline. Meghann assisted the project team in developing a data governance roadmap.

West Virginia Bureau for Medical Services (BMS)

✓ *Enterprise Program Management Office (EPMO) Project (07/2019 to present).*
As a business analyst, Meghann assists West Virginia in developing and updating its HIT Plans, including the Medicaid Information Technology Architecture (MITA) HIT Companion document and the annual HIT and HIE HITECH APD, to help the client gain over $9 million in federal funding for HIT and HIE activities and initiatives.

✓ *Data Visioning and Warehouse Development and Procurement Assistance Project (10/2017 to*

09/2019).
Meghann supported the Data Visioning and Warehouse Development and Procurement Assistance Project, a project focused on supplying project management services to West Virginia in an effort to assist with the integration of data sources, systems, and databases within BMS. As a project coordinator, Meghann applied her project management expertise to her daily responsibilities, which included developing agendas, capturing meeting notes, tracking action items, and supporting the development of project deliverables. As project coordinator, Meghann managed the development process and contributed to the following deliverables: monthly status reports; Data Warehouse Decision Support System (DW/DSS) Request for Proposal (RFP); Implementation Advance Planning Document Update (IAPDU); Requirements Traceability Matrix (RTM); proposal evaluation packets; test scenarios; capstone data source integration roadmap; and project closeout. She was responsible for managing client repositories, including 200+ data dictionaries and 450+ data sharing agreements. Meghann also developed Visio process flows to document client data sharing practices.

✓ *Gap Analysis and Project Management Services (10/2017 to 06/2018).*
As a project coordinator, Meghann applied her project management expertise to her daily responsibilities, which included developing agendas, capturing meeting notes, tracking action items, and supporting the development of the capstone project deliverable. As part of a team analyzing over 2,600 impacts from the Affordable Care Act (ACA) on West Virginia Medicaid's policy, systems, and business processes, Meghann assisted with project management duties, such as research, writing, and assessment activities to support the development of a compliance gap analysis deliverable.

West Virginia School Service Personnel Association (WVSSPA) (11/2014 to 10/2017)

As a public relations specialist, Meghann developed advocacy campaigns to support state legislation in favor of school service personnel and wrote newsletters, press releases, public service announcements, state legislative updates, and speeches for the WVSSPA President and Executive Director. She directed social media management, including Facebook, Twitter, and LinkedIn; facilitated conference planning and logistics; developed media relationships; and lobbied for the association and partner associations.

College Summit (04/2011 to 07/2014)

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

University of Charleston (10/2006 to 03/2011)

Assistant Director of Admissions (08/2008 to 03/2011)
Meghann assisted the admissions director in development of the university's enrollment plan, developed geographical recruitment plan for admissions representatives, and trained and managed admissions representatives.

Admissions Representative (10/2006 to 08/2008)
Meghann conducted student recruitment in a specified territory. She served as a university representative at recruitment events, as well as evaluated applicants, facilitated the admissions process, counseled students and families on financial aid, and assisted in implementing enrollment activities.

Clay Center for the Arts and Sciences (08/2005 to 09/2006)

As a group reservations coordinator, Meghann scheduled group visits to Avampato Discovery Museum, Clay Center, and West Virginia Symphony Orchestra. She maintained and analyzed a group attendance database, and assisted with museum programs and special events.

American Dance Festival (06/2004 to 07/2004)

As a press and marketing intern, Meghann developed and distributed press releases and public service announcements and coordinated visiting critic events.

MaryLou Banker, LSSGB – Project Management Support Staff

MaryLou is an independent verification and validation (IV&V) analyst, project coordinator, and consultant in BerryDunn's Government Consulting group, with 20+ years of experience in IT, project coordination and management, and IV&V. She brings diverse experience working with agencies in states such as Massachusetts, West Virginia, and Puerto Rico, as well as federal partners such as Health and Human Services (HHS), Centers for Medicare & Medicaid Services, and Federal Emergency Management Agency (FEMA).

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	7 years
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	Certified in American Sign Language, Northeastern University
	Certificate in Computer Operations, Computer Learning Center of Boston
	Certificate in Six Sigma Green Belt
	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

✓ Seven years of experience with project management and business analysis, supporting state HHS agencies

✓ Over six years' experience providing IV&V services

✓ Over 14 years' experience providing IT technical support

Relevant Experience

BerryDunn (03/2013 to present)

West Virginia Department of Health and Human Resources (DHHR) – *People's Access to Help (PATH) DDI Project Management (07/2020 to present).*
As a project coordinator and business analyst, MaryLou facilitates weekly meetings with project leads to discuss the Child Welfare configuration action items. MaryLou is responsible for managing and maintaining the action item tracker within the Application Lifecycle Management (ALM) system and provides a weekly project status report to both BerryDunn and West Virginia stakeholders that addresses key project health items, such as progress of configuration and requirement design action items.

Puerto Rico Medicaid Program (PRMP) – *Puerto Rico Eligibility and Enrollment (PREE) Enterprise Objective Monitoring and Control (EOMC) Services (01/2020 to present).*
MaryLou brings 7 years of experience with project management to the PRMP client. As a business analyst and project coordinator, Marylou reviews the evaluation criteria for the Outcomes-Based Certification (OBC) effort of the new Eligibility and Enrollment (E&E) system. She assisted in mapping the criterion to system requirements and test cases in preparation for preparing required system demonstrations as criterion evidence set forth by the Centers for Medicare & Medicaid Services (CMS).

MaryLou is also project managing the development of a reusable checklist to help other states prepare for operational readiness reviews (ORR) and the final certification review (CR), based upon CMS regulations and guidelines as they apply to certification requirements for an E&E system.

To help promote project success, MaryLou created and organized a comprehensive project documentation repository to help maintain over 1,000 documents. In her role on this project, she also prepares and oversees the development of the monthly status report deliverable and participates in weekly project status meetings.

West Virginia Bureau for Medical Services (BMS) – *Mountain Health Trust (MHT) MCO Procurement Assistance Project (09/2019 to 09/2020).*

As a project coordinator and business analyst, MaryLou's experience with project management allowed her to support the project through summarizing the client's needs and issues in meeting notes, meeting scheduling and facilitation with state agencies and vendors, contributing to the production of project deliverables, participating in Request for Proposal (RFP) and procurement development activities, and contributing to project research assignments.

Massachusetts HIX/IES Entities – *IV&V Services (03/2013 to 09/2019).*

As an IV&V analyst and project coordinator, MaryLou provided critical supporting data for findings and recommendations in the IV&V Monthly Assessment report. She developed and maintained dashboards and report templates for tracking planned requirements vs. requirements delivered. In addition, she monitored and reported on risks and issues, including analysis of the stability of the HIX/IES production system, review and tracking of planned system integrator contractual system requirements vs actual requirements delivered, and analysis of active workarounds needed to operate the solution. She supported the BerryDunn contractual deliverable review and submission process, as well as the IV&V deliverable review and comment management effort for all of the IV&V resources. She participated in weekly meetings related to CMS Blueprint testing, test case verification for CMS scenario results, and submission of testing results to CMS for approval. She has experience with IBM® Rational Quality Manager (RQM), IBM® Rational Requirements Composer (RRC), and ALM Application Lifecycle Management (ALM) automated testing tools (e.g., Selenium). In addition, she has coordinated and conducted User Acceptance Testing, recorded test results, provided testing metrics, and requirement traceability reports.

Town of North Reading (04/2011 to 05/2013)

MaryLou worked for the town as a Board of Selectmen transcriptionist. She attended board meetings, for which she documented meeting minutes.

Homeland Security Federal Emergency Management Agency (FEMA) (02/2011 to 11/2011)

As a logistics specialist, MaryLou was responsible for total asset visibility. She received and inspected temporary housing units for flood applicants in accordance to FEMA standards and specifications. She also provided daily accountability reporting to assist in the applicant process.

Espresso Plus Inc. (02/2003 to 04/2009)

As a service manager for the repair and installation of restaurant beverage equipment, MaryLou oversaw daily operations of the Service Department. She provided daily support to the director of Operations and Sales Department. She assisted in implementing the Mass90 service module, documenting and training all service technicians on new process and procedures.

GENUITY (formerly GTE Internetworking, formerly BBN) (1988 to 2002)

Supervisor, Desktop Services

As a supervisor, MaryLou managed operational teams responsible for implementation and support services. She implemented service level agreements for all desktop services. She led teams in the rolling out of a sales force automation tool (Siebel). She reviewed the roles and responsibilities of the Siebel project and saved the company $2 million. She managed a software rollout of Comprehensive Client Management to all employee desktops/laptops, and implemented the Fast-Start program for the Account Creation team to enable new employees to be up and running with needed access the first day of employment.

Supervisor, IT Helpdesk

As a supervisor, MaryLou managed helpdesk staff responsible for daily operations of the customer call center. She was a major contributor of the implementation of a Vantive ticketing system. She was responsible for documenting all processes and procedures.

IT Helpdesk Analyst

MaryLou provided services to a 1,500-employee company base and was a major contributor to implementation of a helpdesk ticketing system.

Annie Messinger, Prosci® CCMP – Project Management Support Staff

Annie is a skilled project coordinator and advisor, working with various child welfare and youth services projects and stakeholders. Annie also has nearly 15 years of executive project management experience with youth service organizations focusing on serving children from disadvantaged circumstances.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	BA, Media Studies, University of Southern Maine Prosci® Certified Change Management Practitioner (CCMP)

Key Qualifications

✓ More than two years of experience in child welfare project management supporting the West Virginia Department of Health and Human Resources (DHHR), including strategic planning, budget forecasting, gap analysis, continuum of care service implementation, change management, risk management, monthly reporting, and annual lessons learned

✓ Over 14 years leading and advising various stakeholder groups from youth service organizations and agencies

✓ Over 14 years of collaborating with federal agencies, most recently with the United States Department of Justice (DOJ)

Relevant Experience

BerryDunn (10/2018 to present)

West Virginia DHHR

✓ *DOJ Implementation Plan (05/2019 to present)*
Annie provides project management and support services to assist DHHR with implementing its five-year plan to improve the continuum of care for children and families, pursuant to DHHR's agreement with the DOJ, now in the second year. Annie helps advise and manage more than 10 DHHR workgroups and other ad hoc groups to reach important deadlines and decisions about realigning child welfare programs and funding. Annie's project management experience supports the client in timely completing critical tasks to help ensure DHHR remains compliant to the DOJ agreement and redesigns its child welfare system in a sustainable way.

✓ *Safe at Home West Virginia (SAH) Redesign, Implementation, Revenue Maximization, and Monitoring (10/2019 to present)*
Annie's experience with project management currently supports DHHR's Bureau for Children and Families (BCF) fiscal redesign of the SAH wraparound program for children and families, as the federal funding waiver ended October 1, 2019, pursuant to the federal Family First Prevention

Services Act (FFPSA). Annie manages and facilitates several stakeholder workgroups and helps update and maintain State documents in order for the Bureau of Children and Families (BCF) to remain transparent with significant programmatic revisions. Annie's assistance with State documentation updates helped the State successfully reorganize SAH, including areas such as eligibility, enrollment, and data systems, from a $30M to a $13M program, and helped ensure all 10 signed provider contracts were received by the deadline. Annie helps the State monitor and assess the program on an ongoing basis.

✓ *Child Welfare Family First Assessment (10/2018 to 06/2019)*
Annie assisted with project management activities supporting the development and review of the State's assessment and gap analysis outlining the Child Welfare systems impacted by the FFPSA. Additionally, Annie provided her experience with project management to support the State's implementation of the FFPSA.

West Virginia Bureau for Public Health (BPH) – *Public Health Accreditation Preparation Project (12/2018 to 06/2019)*
Annie provided BPH with project management activities, in her business analyst role, by supporting a gap analysis to determine BPH's readiness to begin the Public Health Accreditation Board (PHAB) accreditation process. Annie assisted by creating promotional messages and facilitating informational webinars, on behalf of the BPH Commissioner, to disseminate to hundreds of staff regarding the PHAB process. Annie also updated reports and a progress tracker to inform BPH on a regular basis.

Director of Advancement, The Maine Girls' Academy (01/2018 to 07/2018)

As the Director of Advancement, Annie provided project management experience to obtain and maintain additional donors, develop opportunities and sustainable methodologies for fundraising, and establish inventive ways to sign up and engage new volunteers. During her employment, Annie utilized her strengths of organization and creativity to cultivate and acquire 10 new major donors; develop a fundraising system to help analyze trends in stakeholder contributions and identify possible donor organizations with like-minded missions; increase fundraising income while minimizing expenses; and recruit a variety of volunteers who served the organization in a myriad of ways.

Development Director, Wayfinder Schools (03/2017 to 01/2018)

As the Development Director, Annie's primary role was as a project manager to increase charitable giving to the organization. During this time, she was responsible for project managing an annual fundraising event, for both individual and corporate giving, which raised $225,000. Annie created and implemented an annual resource development plan with strategies to include a new employee giving program, as well as increasing the membership and giving of the board members.

Boys & Girls Clubs of Southern Maine (09/2006 to 03/2017)

Director of Development and Marketing (05/2012 to 03/2017)

As the Director of Development and Marketing, Annie's project management experience and motivation allowed her to successfully complete a variety of accomplishments for the Boys & Girls Clubs of Southern Maine. Annie executed a three-year, $3 million capacity campaign to augment a five-year budget forecast and managed six annual fundraising events to raise more than $270,000 each year. Additionally, she advised a 38-member board of directors and various oversight committees including, the executive, campaign, strategic planning, resource development, finance, marketing, human resources, program, state alliance, and seasonal event committees. Annie was also responsible for producing quarterly measurements and financial outcomes reporting for both fundraising and marketing, as well as managing all donor data and reporting.

Development Director (09/2006 to 05/2012)

As the Development Director, Annie was the project manager responsible for overall fundraising for the organization. During her time in this role, Annie raised a $275,000 Centennial Fund over and above the established annual goals to help cover a three-year budget gap in preparation of the next strategic plan. She organized and led the annual fund and grant awards with four major fundraising events and worked with 30 board trustees to meet and exceed fundraising goals. Additionally, she stewarded approximately 100 volunteer relationships each year.

Sarah Stacki, Prosci® CCP – Project Management Support Staff

Sarah is a senior consultant in BerryDunn's state government consulting practice, with a focus on state agency public health projects. She holds a certification in Organizational Change Management from the Prosci Learning Center and brings experience with project management and strategy development, healthcare and policy analysis, organizational leadership, and process analysis and improvement to her client work. Sarah prioritizes building collaborative partnerships with her clients to serve as a trusted partner and help ensure transfer of knowledge.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	BA, Public Health Studies and Policy Studies, Minor in International Studies, Elon University
	Prosci® Certified Change Practitioner

Key Qualifications

✓ Two years of experience with project management, leading and supporting public health agency process redesign and implementation.

✓ Four years of expertise in stakeholder management and building collaborative partnerships.

✓ Skilled in strategic planning and workgroup facilitation.

✓ Prosci® Certified Change Management Practitioner

Relevant Experience

BerryDunn (07/2018 to present)

Michigan Department of Health and Human Services (MDHHS) – *Disease Surveillance Assessment (11/2020 to present).*
Sarah is the lead business analyst for this project, facilitating fact-finding and business process mapping meetings. Sarah leverages her disease surveillance technology knowledge to develop in depth assessments and provides recommendations for modernization efforts.

West Virginia Bureau for Public Health (BPH) - *(11/2018 to present)*

✓ *Children with Special Health Care Needs (CSHCN) Process Mapping, Procedure Manual Alignment, and Case Management Requirements (04/2020 to present).*
Sarah is the project manager for this effort, leading a team of five individuals, facilitating and contributing to process mapping, technical analysis and requirements review, and procedure manual development.

✓ *Strategic Map Implementation Support and Performance Management/Quality Improvement (PM/QI) Planning Project (10/2019 to present).*
Sarah is the co-project manager for this project, assisting with management of four work groups tasked with meeting the strategic goals of the Bureau for Public Health (BPH). In this role, she

monitors and tracks the work groups' activities and objectives, and assists with development of the Performance Management and Quality Improvement Plan. Sarah coordinates with over 40 internal stakeholders with varying levels of responsibility within the agency to reach goals in each of the four priority focus areas.

✓ *HIV Work Flow/Business Process Analysis and System Configuration (09/2019 to 06/2020).* As a business analyst, Sarah mapped HIV and hepatitis processes to redesign the disease investigation approach, moving from a paper-based system to leveraging existing capacity in the National Electronic Disease Surveillance System, which removed more than 30 steps from the original process. Sarah also developed training and implementation materials supporting the new HIV and hepatitis workflows.

✓ *Public Health Accreditation Preparation Project (11/2018 to 09/2019).* Sarah worked as a business analyst supporting BPH by conducting gap analyses to assist in BPH's efforts to become accredited by the Public Health Accreditation Board (PHAB).

West Virginia Department of Health and Human Resources (DHHR)

✓ *Department of Justice (DOJ) Agreement Implementation Plan (05/2019 to 09/2019).* Sarah was a business analyst for the development of DHHR's implementation plan related to the DOJ Agreement. In this role, she assisted with project management tasks associated with developing the DOJ Agreement Implementation Plan, creating a project plan and timeline, facilitating work groups, and research.

✓ *Eligibility and Enrollment Implementation Assistance (03/2019 to 09/2019).* Sarah supported the project management activities related to the new West Virginia Integrated Eligibility Solution (IES), known as People's Access To Help (PATH), by performing project coordination and deliverable tracking activities, as well as help ensuring established Service Level Agreements (SLAs) are met. This project consolidates and integrates three DHHR program service systems into a single enterprise.

✓ *Child Welfare Family First Assessment (10/2018 to 09/2018).* Sarah was a business analyst for this West Virginia engagement, providing assistance with project management, support, and analysis services for the impact assessment and gap analysis focused on the State of West Virginia's compliance and alignment with the Family First Prevention Services Act.

Georgia Department of Administrative Services (DOAS) – *Comprehensive Business Process Review and Redesign Project (06/2019 to 10/2019).* Sarah served as a business analyst for this project with the Georgia DOAS, the agency responsible for procurements across the State. She provided assistance with project management activities related to business process review and redesign. Tasks included analyzing documentation, interviewing key stakeholders, developing business process redesign, and co-writing reports.

Arizona Department of Economic Security/Division of Developmental Disabilities (ADES/DDD)

✓ *Focus Health Information Portability and Accountability Act (HIPAA) Transaction and Code Set (TCS) Compliance Project (04/2019 to 10/2019).* Sarah was a business analyst for this engagement, providing assistance with project management, support, and analysis services for the assessment and gap analysis focused on the State of Arizona's compliance and alignment with HIPAA- and Centers for Medicare & Medicaid Services (CMS) transactions and claim processing code sets.

✓ *Feasibility Study for Information Technology (IT) System Upgrade/Replacement (07/2018 to 11/2018).*
   Sarah worked as a business analyst, supporting this study by providing services to assess the current technical solution and develop recommendations about short- and long-term options for modernizing the IT solutions for tracking long-term care for the DDD.

Massachusetts HIX/IES Entities – *independent verification and validation (IV&V) Services (03/2019 to 08/2019).*
Sarah worked on the Massachusetts HIX/IES implementation as part of BerryDunn's IV&V services team. In this role, she provided assistance with developing monthly reports, identifying business requirements, and maintaining Knowledge Link and Mass Forge document repositories.

Vermont Agency of Digital Services (ADS) – *Independent Review (01/2019 to 04/2019)*
Sarah worked as a business analyst for the project, participating in project management activities, such as conducting interviews, performing a cost and risk analysis, and co-writing the final independent review report. The Vermont ADS, Agency of Human Services, and Department of Vermont Health Access are implementing an integrated benefits service. BerryDunn conducted an independent review of the Customer Portal Phase 1 project, studying deliverables and analyzing costs and risks of the project.

Washington Health Benefit Exchange (WAHBE) – *Operations & Maintenance (O&M) System Integrator Re-procurement Planning (07/2018 to 02/2019).*
Sarah worked as a business analyst for this engagement to assess, define requirements, and develop a Request for Proposal (RFP) for the re-procurement of an O&M system integrator for the WAHBE.

Colorado Office of the State Auditor – *IT Evaluation (08/2018 to 12/2018).*
Sarah worked as a project analyst supporting the agile project team in the review and assessment of a current large-scale IT project and of the State's procurement process in general. Tasks included the analysis of four years' worth of artifacts and documentation, as well as interviewing key project decision makers and stakeholders.

Oregon Enterprise Technology Services (OR ETS) – *Integrated IT Service Management (ITSM) (08/2018 to 09/2018).*
Sarah worked as a business analyst, supporting the OR ETS department with their ITSM system project. Supporting services included providing documentation, analysis, process involvement workshop facilitation, and requirements gathering. The purpose of the ITSM system project was to provide efficient and effective enhancements that could lead to ETS providing greater value to its customers.

Cone Health (01/2018)

As an intern at Cone Health, a North Carolina healthcare network, Sarah executed event and program planning, coordinating, and marketing. She successfully developed organizational social capital and community partnerships. In addition, she assisted in the preparation and presentation of business meetings across the health care network.

SPARKS (Students Promoting Awareness, Responsibility, Knowledge, and Success) (09/2015 to 05/2018)

While working with SPARKS, Sarah managed 20+ staff members, facilitated presentations, planned small-and large-scale business meetings, developed content, and connected students with necessary resources. She focused on trust by promoting team-building activities and group cohesion, in order to successfully build collaborations, create sustainable partnerships, and coordinate events and programs.

Elon University (08/2014 to 05/2018)

As an office assistant, Sarah greeted and managed patients as first point of contact in the office. She executed duties based on established confidentiality and privacy policies, in conjunction with professional health promotion staff.

The Common Good (06/2017 to 08/2017)

As a marketing and event-planning intern, Sarah assisted with event planning, nonprofit management, and outreach. She produced graphic design, media writing, marketable material, and political research. Sarah also coordinated high-profile leaders of business, politics, and media.

Publications and Presentation

Using process redesign to align with new CYSHCN standards, a BerryDunn blog, published November 12, 2020

COVID-19 laws and their impact on state public health agencies, a BerryDunn blog, published April 16, 2020

Blockchain in government: Advice from leaders at the Illinois Blockchain Initiative, a BerryDunn blog, published September 19, 2018

Five things to keep in mind during your CCWIS transition, a BerryDunn blog, published September 10, 2018

Ashley Zaldana – Project Management Support Staff

Ashley is a consultant in BerryDunn's Medicaid consulting practice, bringing experience with project management and support, project oversight, scheduling, business analysis, and complex project coordination to her client work. She has experience in leading successful strategic plans and organizational and process redesigns, along with the development of customized training materials for ongoing internal training resources. Using a model that combines learning, executive coaching and facilitated group engagement, she helps leaders and teams design their future, and plan and implement strategic change. Additionally, she has four years of experience working in information technology, with working knowledge of several common software platforms, including SharePoint, SalesForce, Adobe Creative Suite, and Camtasia. Her experience also includes office support, administrative duties, and social media expertise in business settings.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	3 years
Years of Experience Relevant to Proposed Role:	3 years
Certifications and Education:	BS, Communications, Lee University

Key Qualifications

✓ Three years of experience in project management and coordination proficiencies, supporting clients through monitoring project status, resource planning, documenting project risks and issues, managing reports and deliverables, and establishing and maintaining strong relationships with clients and all stakeholders.

✓ Three years of experience with provider enrollment.

✓ Two years of experience with 1115 waivers.

✓ One year of experience in strategic planning, organizational analysis and redesign, process redesign and documentation, quality deployment, training, and leadership development.

Relevant Experience

BerryDunn (07/2017 to present)

Hawai'i Department of Human Services Med-QUEST Division (MQD) – *Organizational and Business Process Redesign (07/2019 to 01/2021).*
As a business analyst, Ashley applies her project management expertise to daily work products. During this project, she conducted a comprehensive organizational analysis of the MQD, including staff surveys and focus groups, client surveys, analysis of key performance indicators, and assessments and workflow and process analysis. Ashley is responsible for the design and development of job skills development training for operational and system designs, which will be rolled-out to 175 MQD staff. She facilitates meetings with MQD Subject Matter Experts (SMEs) for operational, systems, and policy approval of training content.

Throughout this project, she has also provided technical support, including but not limited to, reviewing system design documentation from vendors to help ensure design is aligned to policy and operational requirements, system testing, and helping manage the deployment of training.

West Virginia Bureau for Medical Services (BMS)

✓ *Provider Enrollment (PEA) Project (07/2017 to 11/2019).*
As a business analyst, Ashley was responsible for the project management of updating 50 provider enrollment criteria sheets, while facilitating meetings for review and approval from BMS program managers. Throughout this project, Ashley managed the production and planning for provider enrollment provider workshops across eight cities in West Virginia, which included developing and editing presentations, creating timelines, designing and reviewing brochures, facilitating review sessions between BMS leadership and Managed Care Organizations (MCOs), and attending each workshop across the State to capture questions from providers in order to develop a Frequently Asked Questions (FAQ) document.

Prior to moving into an analyst role, Ashley served as a project coordinator and was responsible for managing all meeting management duties, which included scheduling meetings, creating agendas, capturing meeting notes, and tracking action items, risks, issues, and decisions. Ashley developed project timelines, managed the document repository, conducted research, and updated necessary documents that were critical to the success of the project, which was to enhance the current WV provider enrollment application.

✓ *Substance Use Disorder (SUD) Waiver Initiative Phase 2 and 3 Projects (04/2018 to 11/2019).*
As the internal communication project coordinator, Ashley was responsible for providing oversight of the project team's day-to-day project management activities, facilitating meetings, and monitoring progress against the agreed-upon deliverables, e.g., project summary and schedule. She conducted deliverable review on all documents. She performed research on SUD services, Center for Medicare & Medicaid Services (CMS) requirements, SUD news research on a State and national level, and State policies and procedures to support waiver activities. She drafted monitoring reports and tracked the project team assignments progress for on-time federal submissions. Throughout this project, Ashley managed the production and planning for provider enrollment SUD Provider Workshops across eight cities in West Virginia, which included developing and editing presentations, creating timelines, designing and reviewing brochures, facilitating review sessions between BMS leadership and MCOs, and attending each workshop across the State to capture questions from providers in order to develop a FAQ document.

✓ *Mountain Health Trust (MHT) MCO Procurement Assistance Phase I Project (05/2019 to 09/2019).*
As a business analyst, Ashley was responsible for completing a managed care best practices research summary, participated in Joint Requirements Planning (JRP) sessions with key stakeholders to inform a Requirements Traceability Matrix (RTM), and drafted and refined procurement documentation, including a Request for Proposal (RFP).

Lee University (08/2013 to 06/2017)

Ashley was an administrative student assistant and student user experience design (UX) analyst, responsible for overseeing meeting management and note taking. She assisted in managing departmental budgets, the procurement and reimbursement process, events, and interviews. In addition, she assisted with the development of the university website, email marketing tasks, and graphic design work for web and print.

RCN Technologies (05/2016 to 08/2016)

As a social media intern, Ashley executed RCN Technologies' social media strategy across key channels such as Facebook, Twitter, and LinkedIn to establish visibility for the brand. She created graphics such as infographics, banners, posters, and web content, and assisted in the development of white pages for client review.

Laura Hill, MPH – Project Management Support Staff

Laura is a consultant in BerryDunn's Public Health Practice bringing seven years of project management experience developing, implementing, evaluating, and presenting public health projects. She has worked with managed care organizations serving citizens with Medicaid benefits, led a coalition for food security in West Virginia, and volunteered as a grant writer and reviewer for various non-profit organizations. She also brings seven years of experience collaborating with the West Virginia Department of Health and Human Resources (DHHR): Bureau for Public Health (BPH), Division of Health Promotion and Chronic Disease, Bureau for Children and Families, Office of Electronic Banking and Transfer, and Women Infant Children Offices, as well as five years of experience with a municipal health department.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	10 months
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	MPH, Environmental Health Science and Policy, George Washington University, Milken Institute School of Public Health BS, Biology, Minor in Environmental Science, Shepherd College

Key Qualifications

✓ More than 15 years of public health experience working with stakeholder groups in chronic disease prevention, food security, food safety, and vital records

✓ Over seven years of experience with project management, successfully leading public health projects and initiatives

✓ One year of experience leading an electronic vital records system implementation project

✓ Collaborated with a state health department on workforce development related to COVID-19

✓ Proficient in conducting community health assessments

✓ Skilled in meeting facilitation and stakeholder engagement

Relevant Experience

BerryDunn (03/2020 to present)

West Virginia BPH

✓ *Electronic Vital Records System Implementation (03/2020 to present).*
Laura serves as project manager for the Health Statistics Center's Vital Records Office. The project involves the implementation of a new electronic vital records system to replace an outdated paper-based system. She has strategized with her team to develop virtual options to replace the on-site activities cancelled due to COVID-19 travel restrictions. Laura has tracked

system requirements, managed gap analysis, developed the user acceptance testing plan, and managed vendor issues in order to move the project forward.

✓ *Strategic Map Implementation Support and Performance Management/Quality Improvement (PM/QI) Planning Project (03/2020 to 12/2020).*
The goal of the project is to assist the BPH in obtaining accreditation by the Public Health Accreditation Board. The project team created an approach that included improving the workforce development strategy and implementing a QI initiative. Laura performs project management activities which align to this approach, including planning and developing work products, such as presentations, memorandums, and surveys for four work groups: workforce development, data-driven decision-making, administrative policies and procedures, and stakeholder engagement.

West Virginia Food & Farm Coalition (03/2019 to 03/2020)

Laura served as the Food Equity Director and as a liaison to the West Virginia DHHR for the coordination of projects and joint policy initiatives involving food security and healthy food incentive programs. She oversaw the implementation of the Supplemental Nutrition Assistance Program (SNAP) Stretch, Mobile Market Projects, and Food for All Coalition, which resulted in double the amount of fruits and vegetables purchased with SNAP benefits in one year and a two-fold increase in the number of active organizations participating in the food security coalition. In addition, she collaborated with State and federal government partners to pass three bills related to senior and children's food security.

Charleston Area Medical Center (CAMC) Health Education and Research Institute (03/2013 to 02/2019)

As the project coordinator for a public health initiative within CAMC Health Education and Research Institute, Laura designed, implemented, and evaluated childcare and school-based obesity prevention projects. In particular, she participated on the Harvard Childhood Obesity Intervention Cost Effectiveness Study (CHOICES) evaluation team to analyze a specific childcare-based intervention. The project reached 38,000 children in West Virginia, preventing an estimated 593 cases of obesity with a cost savings of ten cents for every dollar spent. She also researched, developed strategies, and lobbied for State legislation including the implementation of a sugary-sweetened beverage tax that would prevent thousands of cases of obesity, diabetes, and save future health care costs. Legislators introduced the bill with the support of the governor. Legislative sponsors will re-introduce the bill in a future legislative session. In addition, she wrote grant applications and work plans to sustain collaborative public health projects and routinely conducted community health assessments including surveys, focus groups, and key informant interviews to engage a diverse set of stakeholders.

APS Healthcare (09/2012 to 03/2013)

As a health promotion consultant, Laura coordinated health screenings at Kanawha County Public Schools for Public Employees Insurance Agency (PEIA) members. The screenings identified public employees with high blood pressure, high cholesterol, and obesity who were at risk of developing a chronic disease. She provided health-coaching services to at-risk members, which resulted in an increase in physical activity, reduction of body mass index, and improved outlook.

Fairfax County Health Department (05/2008 to 06/2012)

Laura inspected restaurants and other public food establishments to help ensure staff at restaurants, childcare centers, nursing homes, and other public establishments followed the Food and Drug Administration Food Code. She conducted over 350 inspections per year, improving food safety by citing violations, training staff, and re-inspecting facilities to decrease the overall occurrence of violations. She

worked with the food safety team to develop new guidelines and strategies resulting in a more efficient and effective system.

Publications and Presentations

Dice, L. (2018, October). *Natural Learning Environments as an Obesity Prevention Strategy in the Early Care and Education Setting.* In 2018 12th Annual Southern Obesity Summit (Oct. 22-Oct. 24). Texas Health Institute.

Dice, L. (2017, October). *A Social Marketing Campaign to Increase Healthful Eating Among Teens.* In 2017 11th Annual Southern Obesity Summit (Oct. 1-Oct. 3). Texas Health Institute.

Jeffrey, J., Dianellos, J., Dice, L., Hill, S., & Emmett, M. (2017, November). *Key 2 a Healthy Start: Utilizing public-private partnerships and learning collaborative workshops to impact childhood obesity in West Virginia.* In APHA 2017 Annual Meeting & Expo (Nov. 4-Nov. 8). American Public Health Association.

Danni Ricks, Prosci® CCP – Project Management Support Staff

Danni is a consultant in BerryDunn's State Practice Area, focusing on public health. She is a certified Prosci® Change Management Professional and Medicaid Learning Center (MLC) Certified Medicaid Professional (MCMP-II). She is experienced in project coordination, vendor management, and process mapping and redesign. She is experienced in Request for Proposal (RFP) and requirements development, and well-versed in meeting and workgroup organization.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 years
Years of Experience Relevant to Proposed Role:	2 years
Certifications and Education:	West Virginia University, Regents, BA. Expected 2022
	Course work in Human Services and Education at Virginia Tech
	MLC Certified Medicaid Professional (MCMP-II)
	Prosci® Certified Change Practitioner
	WV Infant and Toddler Specialist (WVIT Certification)

Key Qualifications

✓ Two years of experience in project management support with health and human services (HHS) agencies, such as the Bureau for Medical Services (BMS) and the Bureau for Public Health (BPH)

✓ Prosci® Certified CCP

✓ Experience in RFP and requirements development

✓ Expertise in process mapping and redesign

Relevant Experience

BerryDunn (11/2018 to present)

West Virginia Bureau for Public Health (BPH)

✓ *Women, Infants, and Children Nutrition Program (WIC) Project Management Office (PMO) (06/2020 to present)*
The WIC PMO project provides product support and vendor facilitation for the maintenance and enhancement of the Crossroads system. The PMO provides support for the Crossroads User Group (XRUG), which includes West Virginia, Virginia, Alabama, and Rhode Island. Danni has experience with project management on the WIC PMO project, supporting activities such as business analysis, governance document review, RFP support, and strategic planning. Danni also offers vendor facilitation and project coordination for the XRUG.

✓ *Children with Special Health Care Needs (CSHCN) (04/2020 to present)*
The CSHCN project provides support for business process redesign and procedure manual

completion for the program to align with national standards. Danni provides the CSHCN project with project management, business analysis, process mapping (As-Is and To-Be), process redesign, procedure manual creation, and project coordination tasks.

✓ *HIV and Hepatitis Process Redesign Project (03/2020 to 06/2020).*
The HIV and Hepatitis Process Redesign Project included mapping HIV and hepatitis processes to redesign the disease investigation approach, moving from a paper-based system to leveraging existing capacity in the National Electronic Disease Surveillance System. Danni supported this project through project management, business analysis, and project coordination tasks.

✓ *Strategic Map Implementation Support & Performance Management and Quality Improvement Plan Development Project (2/2020 to present).*
The project includes implementing the State's Strategic Map vision and creating a process to develop and implement a Performance Management and Quality Improvement Plan for the State of West Virginia. Danni supports this project through project management, business analysis, and project coordination tasks including reviewing documents, taking meeting minutes, scheduling, and monitoring risks and issues.

✓ *Emergency Medical Services (EMS) Data Procurement Support (01/2020 to 10/2020).*
The EMS Data Procurement Support project included development of a Request for Quotation (RFQ) and post-procurement support for a new EMS data system to allow the State and its many partner agencies to more tightly coordinate activities and access key reporting indicators. Danni supports the EMS Data project with business analysis, including requirements gathering, finalizing the RFQ, assisting with vendor selection, and other project coordination tasks.

✓ *Electronic Vital Records System (EVRS) Implementation (01/2020 to present).*
This project supports the implementation of a new EVRS for the State to migrate all historical data and move from an out-of-date, paper-based system to a simple web-based platform for internal and external users. Danni supports the EVRS Implementation project through project management, business analysis, and project coordination tasks including vendor facilitation, scheduling, and project support.

West Virginia Bureau for Medical Services (BMS)

✓ *1915(c) Children with Serious Emotional Disturbance Waiver Development Project (11/2018 to 04/2020).*
This project involved the creation of a 1915(c) waiver for the State of West Virginia. The waiver was completed and approved in 2020. Danni supported the 1915(c) Waiver project with business analysis, project coordination, and project management tasks including taking meeting minutes, researching, reviewing documents, and developing deliverables.

✓ *West Virginia Enterprise Project Management Office (EPMO) (11/2018 to 04/2020).*
This project focused on leveraging and developing tools, templates, processes, and plans for the State to utilize as they begin to establish the PMO and focus on gaining adoption within the organization. Danni supported the West Virginia EPMO project with business analysis, project coordination, and project management tasks including template creation, process improvement, scheduling, resource coordination, and research.

✓ *Substance Use Disorder (SUD) Waiver Initiative Project (09/2019 to 02/2020).*
Providing continued support for the State Medicaid 1115 demonstration waiver focused on addressing the SUD epidemic. Danni supported the SUD Waiver project with business analysis and project management tasks including scheduling, taking meeting minutes, researching, and

assisting in deliverable creation.

✓ *State Plan Review and Support (SPRS) Project (01/2020 to 04/2020).*
This project included an end-to-end review of the State Plan, gap analysis, and creation of an up-to-date and compliant copy of the State Plan. Danni provided business analysis including compiling, reviewing, and analyzing sections of the State Plan. Danni also performed project management and coordination tasks, such as scheduling and stakeholder engagement.

Ghareeb Dental Group (03/2018 to 11/2018)

As the front office coordinator, Danni was responsible for the office's client-facing office activities. This included verifying insurance information, processing payments, and presenting treatment estimates to patients.

I-77 Auto Group (07/2014 to 10/2015)

Danni provided executive assistance to the owner and office manager of I-77, serving as a title clerk. She processed Department of Motor Vehicles paperwork, provided accounting support, and processed vehicle purchases.

International Coal Group (04/2007 to 03/2008)

As the Information Technology (IT) services coordinator, Danni provided executive assistance to IT executives, assisted in troubleshooting IT help desk calls, coordinated help desk assignments, and assisted with billing and website design and maintenance.

Charleston Area Alliance (09/2004 to 01/2007)

Danni was a project administrator, responsible for event and trade show planning and coordination, performing research, providing reception, providing administrative functions, assisting with membership services, scheduling meetings, assisting with community development projects, and assisting with riverfront development and historical preservation projects. From September 2004 to February 2005, Danni worked with the Charleston Area Alliance through Manpower Temporary Services.

DANSCO (04/1998 to 07/2003)

Danni started as a receptionist, then moved up to become the office manager and finally the owner of this family real estate, auctioneering, and promotional products business. The business was sold in 2003.

Arielle Noesner, MPH – Project Management Support Staff

Arielle is a diversified public health professional with governmental public health experience at the federal, state, and local levels. She possesses expertise in grant writing and administration, as well as experience with project management supporting emergency preparedness planning and response coordination, health education, epidemiological surveillance, and risk assessments. Arielle brings project management experience and a demonstrated ability to communicate effectively with diverse populations through a variety of methods including presenting, training, and technical assistance delivery.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	2 months
Years of Experience Relevant to Proposed Role:	7 years
Certifications and Education:	MPH, Social and Behavioral Science, West Virginia University BA, Health and Nutrition, Brooklyn College, City University of New York

Key Qualifications

✓ Possesses seven years of experience with project management characterized by diverse public health initiatives at the federal, state, and local governmental levels

✓ Extensive experience supporting state and local health departments during emergency responses and outbreaks including COVID-19, HIV, Zika, Hepatitis A, and Ebola

✓ Expertise providing state and local health departments with support by conducting risk assessments and managing grants and cooperative agreements

Relevant Experience

BerryDunn (11/2020 to present)

West Virginia Bureau for Public Health (BPH) – *Emerging Infectious Diseases Enhancing Detection (ELC-ED) Project Management Services (11/2020 to present).*
Arielle is the project coordinator supporting the effort to develop and coordinate strategies across multiple COVID-19 grants to best leverage over $75 million in federal funding. She is currently supporting a staffing analysis and developing a staffing plan to hire nearly 35 new positions to increase epidemiological capacity in West Virginia. Her responsibilities include supporting COVID-19 functions and strengthening West Virginia's biosurveillance domain; assessing infectious disease data system and reporting needs to maximize the impact of the new contact tracing and case investigation software; and developing and implementing a data system plan to create and implement new health analytics capacity. In this role, she provides project management services by supporting the client through meeting planning, data organization, and coordinating project activity strategies.

Franklin County Public Health (09/2019 to 10/2020)

Arielle served as the Emergency Preparedness Planner for Franklin County Public Health in Columbus, Ohio. In this role, she managed projects related to training, exercising, and response planning for preparedness initiatives. She conducted emergency preparedness trainings, performed educational and outreach efforts spanning a variety of topics, including points of dispensing, continuity of operations planning, and emergency response planning. She managed documentation to assure compliance with program grants and secured additional funding sources. Arielle also served in multiple Incident Command System (ICS) leadership positions during the COVID-19 response and conducted COVID-related sub-grant management for four COVID-19 funding sources.

Centers for Disease Control and Prevention (CDC), assigned to the West Virginia Department of Health and Human Resources (08/2015 to 06/2019)

As a Public Health Advisor/Preparedness Field Assignee, Arielle served in leadership roles on West Virginia's ICS structure to coordinate activities for multiple responses, including the 2019 HIV outbreak cluster response, the 2018-2019 hepatitis A outbreak, and the 2016 and 2018 flood responses. She led planning efforts for a multi-agency tabletop exercise. Additionally, she conducted grant management activities, including sub-recipient monitoring and analysis of deliverables for 48 local health departments. Arielle conducted case investigation and contact tracing during the 2018-2019 hepatitis A outbreak, and served as the Emergency Support Function (ESF) public health desk lead at the West Virginia State Emergency Operations Center coordinating response activities for ESF 8, public health and medical; and ESF 6, mass care, during the 2018 flood response. She conducted grant-writing activities through the submission of multiple grant applications for federal notification of funding opportunities (NOFO) to improve West Virginia preparedness and response capabilities.

Arielle served as project manager for West Virginia's 2018 Jurisdictional Risk Assessment (JRA) and provided technical assistance to eight regional threat preparedness coordinators and 50 county-level JRA facilitators. She utilized an Excel-based risk assessment tool, led statewide trainings on the JRA process, analyzed JRA results, and mapped jurisdictional hazard vulnerabilities using a geographic information software system. She also compiled county and state reports to guide community and state preparedness strategies and priorities. Arielle developed standard operating procedures (SOP) for the CDC's Preparedness Field Assignee (PFA) Program and assisted in the development of the PFA training curriculum. She served on multiple program-advancing workgroups and task forces to support state and national preparedness initiatives, including CDC's Center for Preparedness and Response (CPR) Operational Readiness Review (ORR) Expansion Workgroup, PFA Program Training and SOP Workgroups, West Virginia Zika Response Task Force, West Virginia Hepatitis A Response Workgroup, and the West Virginia Responder Safety and Health Workgroup. Arielle was deployed domestically to the CDC's State Coordination Task Force (SCTF) during the 2016 Zika Response. She served as the Regional Desk Officer for the Pacific Island jurisdictions, where she triaged requests for information, coordinated Pacific Island response activities, delivered technical assistance, and provided daily situational awareness and monitoring updates to CDC leadership.

CDC, assigned to Columbus Public Health, Ohio (07/2013 to 08/2015)

Public Health Advisor/Public Health Associate

Arielle served first in the Office of Emergency Preparedness, where she conducted a needs assessment and identified emergency notification and information gaps in Columbus' Somali and Latino populations. She engaged stakeholders to increase the delivery of preparedness information to Columbus residents. She filmed, edited, and produced videos for the emergency preparedness webinar series, *Preparedness Partners,* which focused on sharing preparedness education and lessons learned from notable

emergency responses and disasters. She was then assigned to the Office of Chronic Disease Prevention, where she provided technical assistance to Columbus childcare centers to improve physical activity and nutrition through policy changes and healthy menu implementations to support policy, systems, and environmental change. She managed the Columbus Walk with a Doc program and served on the Growing Healthy Kids Columbus Coalition, which works to implement interventions supporting healthy food, active play, and caring environments.

New York Methodist Hospital (08/2012 to 07/2013)

Arielle worked as a health literacy intern to increase the health literacy of patients in clinic waiting rooms through the Health Smart While You Wait program. She also delivered health education in group and one-on-one settings.

Marvin (Ed) Crawford, CHP, CSCS – Project Management Support Staff

Ed is an experienced IT Security and Privacy professional, with expertise in all aspects of Health Information Technology including security, policy, research, analysis, and interpretation of laws, rules, and regulations. He has over 20 years of experience supporting the operations and implementation of West Virginia initiatives including the Medicaid Management Information Systems (MMIS) and Eligibility & Enrollment (E&E) projects.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	15 years
Certifications and Education:	Regents BA, West Virginia State University *(in progress)* Certified HIPAA Professional, ECFirst Certified Security Compliance Specialist, ECFirst

Key Qualifications

- ✓ Over 27 years of working for the State of West Virginia in roles such as HIPAA Security Officer and IT Security

- ✓ Twenty years of IT Security and Privacy expertise

- ✓ Fifteen years of experience with project management, supporting West Virginia agencies, including the Department of Health and Human Resources (DHHR), with privacy and IT initiatives

- ✓ Certified HIPAA Professional

- ✓ Certified Security Compliance Specialist

Relevant Experience

BerryDunn (04/2019 to present)

Ed serves as part of BerryDunn's Medicaid Practice Area, working with the West Virginia Bureau for Medical Services on project management initiatives.

West Virginia Department of Health and Human Resources (DHHR) – *People's Access to Help (PATH) DDI Project Management (04/2019 to present).*
Ed coordinates numerous reviews for 92 separate deliverables and provides project management support for the intake of all documents from contract the vendor, disseminating to internal reviewers, and compiling comments for posting back to Optum. He also administers accurate documentation and tracking of all deliverables to and from the vendor. He is responsible for the review and commentary of the Security, Privacy, and Confidentiality Management Plan, as well as for employing documentation industry best practice processes and methodologies for consistency and traceability.

West Virginia Bureau for Medical Services (BMS) – *MITA 3.0 SS-A Maintenance and Annual Update Assistance Project (04/2019 to present).*

Ed maintains an Access database for the MITA project used for gathering and compiling data during the annual State Self-Assessment (SS-A), ensuring that BMS consistently maintains compliance with its federal partners.

West Virginia Bureau for Medical Services (BMS) (06/2010 to 04/2019)

As the HIPAA security officer for BMS, Ed provided compliance-based oversight, management and operational support services to the State Medicaid Agency, which included, but was not limited to, IT security controls, system performance monitoring, project management, report administration, and stakeholder engagement. Particular areas of focus included security and privacy compliance monitoring and recommendations, research, analysis, and management of comprehensive IT security policies and procedures for the Medicaid Enterprise (MMIS, DW/DSS, and E&E), and all related MITA business process areas. He also provided senior-level technical support services for both BMS and external staff.

West Virginia Office of Technology (02/2009 to 06/2010)

Ed served as an IT client technician, providing project management, coordination, reporting, and operational support services for new and existing IT implementation activities for the WV Executive Domain. He provided senior-level technical support services for designated agencies within the Executive Branch.

West Virginia Office of the Insurance Commissioner (09/2005 to 02/2009)

As primary HIPAA security officer, Ed was responsible for the creation, promulgation, implementation, management, and reporting of projects, initiatives, policies, and procedures related to accessing the Workers Compensation Insurance System and ICOMP for federal, State, and outside access users. He researched and analyzed relevant federal security guidelines that specified the rules and guidance surrounding the protections, confidentiality, integrity, and availability of electronic protected health information.

West Virginia Workers Compensation Commission (12/1999 to 09/2005)

Ed was the primary information security officer responsible for the creation, promulgation, and implementation and management of the processes, policies, and procedures related to the access to Workers Compensation Insurance System and ICOMP for federal, State and outside access users. He researched and analyzed relevant federal security guidelines that specified the rules and guidance surrounding the protections, confidentiality, integrity, and availability of electronic protected health information.

West Virginia Division of Corrections (12/1995 to 12/1999)

As communications officer, Ed was the primary designated information security officer responsible for the creation, promulgation, and implementation and management of the processes, policies, and procedures for the IT environment at the Mount Olive Correctional Complex.

Crystal Fox – Project Management Support Staff

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

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 Year
Years of Experience Relevant to Proposed Role:	14 years
Certifications and Education:	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

✓ Fourteen years of MMIS operations and implementation experience, serving as a system developer and financial analyst

✓ Fourteen years of experience with project management, supporting Medicaid agencies across two states (West Virginia and New Jersey) and one territory (United States Virgin Islands) for MMIS implementations

Relevant Experience

BerryDunn (10/2019 to present)

West Virginia Department of Health and Human Resources (DHHR)

✓ *People's Access to Help (PATH) DDI Project Management (08/2020 to present).*
Crystal serves as a project SME for the financial management and Flexi financial module reviews by providing insight into the Flexi functionality and feedback based on the scheduled deployment approach of the vendor.

✓ *Child Welfare Initiatives Project Management Services (06/2020 to 08/2020).*
Crystal provided experience with project management activities while supporting this project as a business analyst and project coordinator. Crystal performed project management activities, such as scheduling meetings, capturing meeting notes, researching requirements for the development of a performance-based contract request for proposal (RFP) for the Bureau for Children and Families' child placing agencies, and updating the RFP document based on reviews and feedback received during the requirement gathering sessions for the project.

West Virginia Bureau for Medical Services (BMS)

✓ *Payment Error Rate Measurement (PERM) Project (10/2019 to present).*
Crystal serves as a subject matter expert (SME) for the PERM project. She focuses on project management activities, such as validating data processing and eligibility errors, researching error

remedies, and providing recommendations for resolution of PERM errors cited for West Virginia in an effort to reduce the error rate that affects the federal match the state receives.

✓ *MMIS Contract Edit Review (10/2019 to present).*
Crystal serves as a project SME. She provides project management expertise while reviewing documents and information compiled from policy, as well as claim-related stored procedures and desk-level procedures (DLPs) to help ensure compliance with the State Medicaid Plan and State Medicaid provider manuals. Crystal also performs multi-state analysis of telehealth policies to identify opportunities for WV to expand covered services, reviews the current MMIS configuration to support the Medicaid National Correct Coding Initiative (NCCI) editing, and reviews MMIS system configuration to identify where the system does not match the current State Plan or Medicaid policy. Crystal also develops a research summary that provides the client with the findings of the review and recommendations to remediate.

✓ *Advance Planning Document (APD) Assistance (06/2020 to 08/2020).*
Crystal served as a business analyst for MMIS APD development and updates by updating expenditures and budget based on the previous prior requests in an effort to calculate a request for the current and upcoming years.

✓ *Enterprise Program Management Office – COVID-19 Waivers and Flexibilities (03/2020 to 06/2020).*
Crystal served as a business analyst by researching the waivers and flexibilities implemented under the Coronavirus Aid, Relief, and Economic Security (CARES) Act during the public health emergency. Crystal prepared summaries or tracking documents based on the research findings, which were incorporated into presentations presented to the client by project leads.

✓ *Mountain Health Promise (MHP) Implementation Project Management Support (12/2019).*
Crystal served as a project SME. She supported the Operational Readiness Review (ORR) by performing secondary evidence review for the Financial Management section to help ensure that scoring, determinations, and findings were complete, accurate, and corroborated.

Puerto Rico Medicaid Program (PRMP) – *Enterprise Objective Monitoring and Control (EOMC) Services (08/2020).*
Crystal served as a business analyst for the Medicaid Enterprise Organizational Structure (MEOS) subproject by reviewing other agencies' Medicaid population and organizational structures and comparing them to the proposed organizational structure for Puerto Rico to support BerryDunn's recommendations.

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

Svc Info Developer III (06/2016 to 06/2019)

Crystal translated business requirements to system functionality; developed use case elaborations and business rules using industry best practices; and designed unit test cases to help ensure business rules and requirements are being met. She project managed changes to base lined system requirements using established project change control processes and tools and wrote SQL queries to validate data and troubleshoot results where applicable.

MITA Financial Systems Analyst III (02/2011 to 06/2016)

Crystal worked with teams to analyze business processes. She managed, designed, and documented system functionality using industry standard use cases; specialized in all phases of financial processes including, but not limited to; Accounts Payable, Accounts Receivable, General Ledger, Claim Payment, 1099 Processing; and managed changes to system requirements using established project change control processes and tools to include, but not limited to Application Lifecycle Management (ALM).

Systems Analyst 5-Financial Analyst (04/2006 to 02/2011)
Crystal provided experience with project management, supporting the client through financial reports and processing. She worked closely with the client to understand the business needs and gather requirements/specifications for the project; designed and implemented enhancements/modifications for the Health PAS-Financial system; performed research and analysis on testing results to help ensure accuracy; and resolved production support issues for the Health PAS-Financials system as needed.

Charles T. (Tom) Hunter, ITIL (F) – Project Management Support Staff

Tom, a senior consultant in BerryDunn's Government Consulting Group, brings over 30 years of experience as a Data Base Analyst (DBA), system designer, computer programmer, analyst, project manager, 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. Tom has facilitated Manage Development classes, technical "how-to" workshops, and natural gas measurement techniques as examples of his wide and varied background.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	9 years
Years of Experience Relevant to Proposed Role:	9 years
Certifications and Education:	Information Technology Infrastructure Library (ITIL) Foundation Certification
	Coursework, Pascal programming language, C++ programming language, and accounting, Morris Harvey College and WV State University
	10174 Configuring and Administering Microsoft SharePoint 2010 – New Horizons Computer Learning Center
	PMI®-PMP®-Project Management Professional Online Course

Key Qualifications

- ✓ Nine years of experience with project management, supporting Medicaid and Medicaid Management Information Systems (MMIS) projects

- ✓ Fifteen years of experience in managing Information Technology (IT) data centers

- ✓ Fifteen years of experience in designing IT systems and programming to include Visual Basic and RPG computer languages

- ✓ Microsoft (MS) Access Database Architect and Programmer

- ✓ Subject matter expert (SME) and lead tester for WV's People's Access To Help (PATH) Medicaid system Implementation

Relevant Experience

BerryDunn (07/2011 to present)

West Virginia Bureau for Medical Services (BMS)

- ✓ *MITA (Medicaid Information Technology Architecture) 3.0 SS-A Maintenance and Annual Update*

Assistance Project (06/2016 to present).
As a business analyst, Tom provided his project management experience and database expertise to support the successful development of an MS Access database, which stores and reports business process capability maturity levels to help West Virginia achieve its 2016 State Self-Assessment (SS-A). Tom restructured and imported several MS Excel spreadsheets from the 2014 SS-A into the new database and validated the results of the imports. Tom also helped to develop "Scorecard" reports and data entry forms to record the information through a graphical user interface.

✓ *Project Management of MMIS Procurement, DDI, and Certification (05/2014 to 05/2016).*
Tom was a SME for the provider enrollment sub-system, leading the deliverable review effort of several provider documents for the new MMIS. He also provided critical User Acceptance Testing (UAT) of the online portal for Provider Enrollment, where he provided valuable input to the MMIS vendor, Molina Healthcare, and helped address defect resolution and system enhancements.

✓ *Provider Enrollment (PEA) Project (08/2013 to 05/2014).*
As the lead project manager, Tom assisted BMS with weekly status meeting facilitation and comprehensive project reporting. He was the lead User Acceptance tester for BerryDunn, coordinating BMS resources to provide accurate and prompt testing results on the PEA project. In addition, Tom critiqued several desk-level procedures from BMS' fiscal agent, Molina Healthcare, and offered many subject updates that resulted in improvements to BMS' operations documentation.

✓ *5010 Refresh Project (10/2011 to 08/2013).*
As a lead tester and support analyst, Tom assisted BMS in several key project areas focusing on Desk-Level Procedures and testing. 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. This led to the closure/fixing of many defects.

✓ *Data Warehouse / Decision Support System (DW/DSS) Project Management (07/2011 to 10/2011).*
As a Consultant on this project, Tom helped to facilitate effective and efficient project meetings and helped ensure that deliverable reviews were completed according to project protocols and client expectations. His background provided much-needed expertise with the numerous technical documents that were presented as part of the early stages of the project.

R.L. Laughlin & Co., Inc. (12/2002 to 07/2011)

As an IT DBA, analyst, and programmer for a West Virginia-based natural gas measurement and field services company, Tom provided office management, customer support, 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 off-site 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; and developed and maintained operational procedures. He wrote 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) (09/1992 to 12/2002)

As director of IT, 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) during various periods. He participated in IT project management at the department level, attended Six Sigma training sessions, and facilitated management development classes. In addition, Tom was a member of a focus group comprised of hospital managers/employees, physicians, and community members tasked with creating an HMO chartered by CAMC, which became Carelink HMO.

Strategic Ventures, Inc. (SVI) (08/1987 to 09/1992)

As director of IT, Tom planned and implemented the consolidation of the SVI data center into CAMC's data center; managed a medical billing department of 15 employees and an IT staff of 4, 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.

Publications and Presentations

MESC – *Medicaid 101, An Interactive 50-Year Journey from the Beginning of the Medicaid Program to Today;* Shatara Bogan, State of Mississippi; Diane Campbell, Commonwealth of Virginia, Stephanie Denning, Health Management Associates; Tom Hunter, State of West Virginia; August/2017; Baltimore MD.

Michael Belden – Project Management Support Staff

Mike is a consultant within BerryDunn's Medicaid Consulting Practice, providing experience with project management supporting independent verification and validation (IV&V), Centers for Medicare & Medicaid Services (CMS) Certification, and Medicaid Information Technology Architecture (MITA) projects. Mike has experience working within state governments, including over 3 years of experience assisting with the formulation of public policy within the Ohio State House of Representatives. He is currently providing Enterprise Objective Monitoring Control (EOMC) services to the Puerto Rico Medicaid Program (PRMP) in support of the certification process.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 1 year
Certifications and Education:	BA, Political Science, Anthropology, and Russian and Eastern European Studies, Miami University
	Russian Language Immersion, St Petersburg, Russia

Key Qualifications

✓ Successful in guiding two state Medicaid agencies (Ohio and Puerto Rico) in achieving CMS Outcomes-Based Certification

✓ Two years of experience providing IV&V and EOMC services for two state Medicaid agencies (Ohio and Puerto Rico)

✓ Over one year of project management experience in the formulation and delivery of desk level procedures, outcomes-based certification project oversight, and completion of a MITA State Self-Assessment (SS-A)

✓ Over one year of experience working with MITA framework

✓ Advanced competency in the utilization of specialized business analytics tools

✓ Wide breadth of policy expertise within the public health and Medicaid arena

Relevant Experience

BerryDunn (03/2019 to present)

Puerto Rico Medicaid Program (PRMP) – *Enterprise Objective Monitoring and Control (EOMC) Services (07/2019 to 01/2021)*

CMS Certification and Medicaid Enterprise Lead (02/2020 to 01/2021).
Mike serves as the project manager leading the Outcomes-Based Certification and Enterprise Support service areas of the Puerto Rico Medicaid Management Information System (MMIS) project, and as a business analyst for the CMS certification of Puerto Rico's Eligibility and Enrollment System (MEDITI3G). Mike plays a key role in helping ensure that PRMP is in compliance with federal policies and are aligned with CMS objectives. In preparation for CMS Milestone reviews and demonstrations, Mike advises key

PRMP resources in the identification and formulation of evidence packets to guarantee fulfillment of CMS policies. Additionally, Mike also supports PRMP with on-site preparations, planning, logistics, and coordination with CMS.

As part of the certification effort, Mike works extensively with the PRMP Program Integrity Unit in identifying risks and issues associated with their business processes and identifying opportunities for program advancement. Mike also provides PRMP support with obtaining, monitoring, and reporting on the various operations outcomes-based certification key performance indicators (KPIs) to CMS. In addition, Mike assists PRMP in embracing and updating various operation roles throughout the certification process. Mike created detailed user guides and desk-level procedures to help the PRMP operations team utilize functionalities within the MMIS, such as case tracking functionality and to utilize business tools, such as SAP Business Objects, to assist the operations team in the creation and analysis of ad hoc reports to meet their enterprise needs.

MITA SS-A (07/2019 to 09/2020).
Mike led the initiation and supported efforts in the completion of PRMP's first MITA SS-A since 2015 by providing client training on the background and technical aspects of MITA. Mike also project managed the creation and completion of templates used for MITA SS-A annual updates and facilitated fact-finding sessions with the PRMP and its sister-agency, Administración de Seguros de Salud de Puerto Rico (English: The Puerto Rico Health Insurance Administration), and provided technical analysis of the As-Is and To-Be state of the Puerto Rico Medicaid Enterprise. Upon completion of the MITA SS-A and its delivery to CMS, Puerto Rico enhanced its visibility into its Medicaid Enterprise and enhanced its ability to identify and receive additional federal funding opportunities.

Ohio Department of Medicaid (ODM) – *Ohio Medicaid Enterprise System (OMES) IV&V Services (03/2019 to 06/2019).*
Mike served as an IV&V consultant on the ODM Medicaid Enterprise System modular modernization project. Mike served as a consultant on the project, helping to provide expertise in project management, supporting ODM with crucial project health impact analysis; budget, schedule, and scope analysis; and risk and issue tracking for the Ohio Medicaid program as a whole. Mike also assisted with the identification of project risks and issues and provided ODM with high quality recommendations on mitigation strategies.

Ohio House Representatives (06/2015 to 02/2019)

As a legislative aide, Mike provided all legislative and administrative duties for three Ohio Representatives. In addition, he assisted with tasks aligned with the Finance, Finance Subcommittee on Transportation, Criminal Justice, Public Utilities, and House Ways and Means committees. Mike played a key role in supporting each representative in the formulation of the state budget by identifying potential state funding opportunities and providing analysis on proposed amendments. Mike conducted thorough policy research on potential legislation and assisted in the formulation and introduction of over 50 pieces of legislation throughout the 131st and 132nd General Assemblies. Mike's policy portfolio touched on all areas of state government, with a strong focus on tax, public health, and civil justice legislation.

As the sole legislative aide for each office, Mike served as the point-of-contact for all advocacy groups and constituent concerns regarding all local, regional, national, and international issues involving the representative. Mike managed all aspects of constituent outreach and improved the communications arm of each office through the drafting and distribution of monthly newsletters, writing press releases, and by organizing public events.

Mike's understanding of the government structure, public policy and superior communication skills benefited him greatly in building positive relationships across multiple government and government-

affiliated advocacy networks, which allowed access to transparency and knowledge of current issues and legislation affecting the Representative's district.

UpperEdge (06/2011 to 08/2014)

Mike worked as a research intern for UpperEdge, a firm specializing in information technology (IT) negotiation and integration strategies. Mike compiled weekly reports of client events in the information systems and enterprise resource planning (ERP) sector. He researched key competitors by examining service offerings, executive information, and financial reports; and processed financial data and compiled resource rates into a universal spreadsheet.

Dylan Tuttle – Project Management Support Staff

Dylan is a consultant within BerryDunn's Government Consulting Group's Medicaid Practice, with experience in project management, advance planning document (APD) development, contract analysis, and Centers for Medicare & Medicaid Services (CMS) system certification. His research and policy analysis expertise, coupled with his excellent communication and critical thinking skills, provides exponential value to State Medicaid Agency (SMA) clients who are in varying stages of the project life cycle—from strategic planning, to implementation, to monitoring outcomes.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	Over 1 year
Certifications and Education:	MS Candidate, Data Analytics and Policy, Johns Hopkins University
	BS, Public Policy Analysis and Philosophy, Minor in Economics, The Ohio State University
	John Glenn Fellow, Washington Academic Internship Program (WAIP)

Key Qualifications

✓ Over one year of experience with project management and project management support

✓ Masters of Science (MS) Candidate, Data Analytics and Policy, Johns Hopkins University

✓ Experience developing multi-year, multi-million dollar budgets for Medicaid IT projects

✓ Extensive knowledge of federal funding opportunities for Medicaid IT projects

✓ Experience aligning contract management processes with business and budget goals

Relevant Experience

BerryDunn (06/2019 to present)

Puerto Rico Medicaid Program (PRMP) – *Enterprise Objective Monitoring and Control (EOMC) Services (07/2019 to 01/2021).*
As the Advance Planning Document (APD) lead for BerryDunn's EOMC team, Dylan's experience with project management supports PRMP leadership with independent, trusted analysis of the various requirements, guidance, and opportunities available to states and territories for federal funding to support Medicaid IT projects. In addition, Dylan partners with PRMP to facilitate the development of APDs, Medicaid Detailed Budget Tables (MDBTs), transmittal letters, and other required documentation to comply with the cadence established by CMS and the Code of Federal Regulations (CFR). PRMP leadership with independent, trusted analysis of the various requirements, guidance, and opportunities available to states and territories for federal funding to support Medicaid IT projects. In addition, Dylan partners with PRMP to facilitate the development of APDs, Medicaid Detailed Budget Tables (MDBTs),

transmittal letters, and other required documentation to comply with the cadence established by CMS and the Code of Federal Regulations (CFR).

Dylan previously provided project management assistance to PRMP through independent observations and analysis of existing contract management processes and Medicaid IT project vendor contracts. He also reviewed PRMP's existing contracts to analyze vendor performance standards, evaluate staffing provisions, identify risks and issues, and provide mitigation strategies for identified risks. Additionally, Dylan supported PRMP's efforts to define, document, and enhance existing policies, roles, and responsibilities involved in PRMP's contract management.

Dylan assisted PRMP with a preliminary assessment of various SMA organizational structures. He researched 10 business areas within the Medicaid Information Technology Architecture (MITA), as well as business processes. By identifying commonalities and opportunities for efficiencies, Dylan provided PRMP with preliminary findings to enhance PRMP's organizational structure and operational efficiency.

Dylan also supported PRMP with the Phase I Outcomes Based Certification (OBC) of its Medicaid Management Information System (MMIS). Dylan project managed and facilitated the internal review and evaluation of proposed criteria and Key Performance Indicators (KPIs) for CMS certification. He also validated certification evidence and planned logistics for the CMS on-site certification review.

The Ohio State University Office of Undergraduate Admissions (05/2017 to 06/2019)

As Captain of Ohio State's University Ambassador program, Dylan facilitated weekly all-staff meetings to provide feedback, policy updates, and guidance to 70+ Ambassadors. He supervised 20+ mentor-mentee pairings throughout a semester-long training and evaluation process. Dylan produced comprehensive information and messaging strategies for Ambassadors to use in daily campus visit operations. Additionally, Dylan supported the annual recruitment, evaluation, and hiring process to select approximately 40 new Ambassadors each year.

The Ohio State University John Glenn College of Public Affairs (05/2017 to 06/2019)

Dylan provided technical, administrative, and research support for staff in the Student Services Office. He composed weekly email correspondence for 600+ undergraduate and graduate-level students, and updated messaging strategies for 20+ Glenn Ambassadors' interactions with prospective students.

Kearns & West (05/2018 to 08/2018)

As a consulting intern, Dylan supported Kearns & West's stakeholder engagement contracts with the United States Department of the Interior (DOI) and Bureau of Ocean Energy Management (BOEM). Dylan performed quality assurance reviews for BOEM's public-facing graphics and reports. He prepared meeting summaries, subject memoranda, and project development updates for K&W staff. Dylan supported the development of a robust internship program and social media strategy for Kearns & West's presence on Facebook, Twitter, and LinkedIn. He also conducted business development research to identify and advance potential contract opportunities for the firm.

Friends of Sherrod Brown (01/2018 to 05/2018)

As an outreach intern for the political team, Dylan networked with Ohio Democratic Party leaders to garner support for Senator Sherrod Brown's re-election. He created databases of volunteers, surrogates, and key demographics for statewide grassroots campaigning efforts. Dylan also developed and distributed issue memoranda and talking points to eight key constituency groups throughout the State.

The Ohio House of Representatives, Representative David Leland (01/2017 to 05/2017)

Dylan served as a legislative intern for Representative David Leland and Ohio's 22nd State House District. He researched existing laws and pending legislation to write over 15 policy memos for Rep. Leland. Dylan maintained a database of constituent achievements, new home purchases, and policy memos. He also drafted correspondence and commendations to acknowledge, serve, and celebrate the constituents of Ohio's 22nd State House District.

Nicole Fellows, MBA – Project Management Support Staff

Nicole is a business analyst for BerryDunn's Government Consulting Group with consulting experience in healthcare and legal environments. Focused in data analytics and change management, her experience includes data visualization, policy research, and development of processes and workflows. Nicole has experience as a project manager, project lead, business analyst, and subject matter expert (SME), at times overseeing teams of 10 or more BerryDunn professionals whose tasks include oversight and review of project documentation, management of testing phases, and procurement assistance.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	4 years
Years of Experience Relevant to Proposed Role:	4 years
Certifications and Education:	MBA, University of New Hampshire
	BA, International Relations, Bucknell University
	MLC Certified Medicaid Professional (MCMP-II)

Key Qualifications

✓ Six years of experience in data analytics and business analysis

✓ Four years of experience in project management and coordination

✓ Experience in finding opportunities within industry trends; pushing programs from compliance to being industry leaders

✓ Processes large amounts of data into communicable information through data visualization

✓ Uses data analytics to process claims and encounters to create reports for a state health and human service (HHS) agency for key policy decisions

Relevant Experience

BerryDunn (12/2016 to present)

West Virginia Bureau for Medical Services (BMS)

✓ *Project Management for the Managed Care Encounter Data Quality project (07/2020 to present)*
Nicole is currently serving as the project manager for the Managed Care Encounter Data Quality Project, a project focused on supplying project management services to the state to assist with the transition of managed care encounter claims from the unique BlueBox system to the national electronic data interchange (EDI) standard. This responsibility includes oversight of a team of 10 individuals and coordination with two other BerryDunn active projects and their teams. Additionally this project requires coordination between the teams for two state vendors—IBM® Watson Health and Gainwell Technologies—and the managed care organizations. With Gainwell and IBM®, Nicole provides project management for the system integration testing (SIT) and user acceptance testing (UAT testing phases, while managing best practice research recommendations to the State.

✓ *Business Analyst for the Enterprise Data Solution project (09/2019 to present)*
Nicole, a data systems SME for the project, provides project management expertise as she supports the State with the procurement of a new data solution, while reviewing three vendor proposal responses. She also analyzed data governance frameworks for the implementation of Institute of Electrical and Electronics Engineers (IEEE) standards in the State for data management.

✓ *Business Analyst for the Substance Use Disorder project (06/2018 to present)*
Nicole develops reports from data systems and creates data visualization diagrams for network adequacy assessments for the opioid crisis. She worked with Centers for Medicare & Medicaid Services (CMS) to implement special program opportunities for the State, including dashboard creation, which shared data with state legislators for policy decisions.

✓ *Business Analyst for the Data Improvement project (11/2019 to 08/2020)*
Nicole participated in client data workgroups to identify statewide data processing and reporting issues. She identified data errors using SAS and SQL, which led to recommended system and program updates.

✓ *Support Services for the COVID-19 Emergency services (03/2020 to 08/2020)*
Nicole researched and advised the State of other state's implementation of policies on a daily basis. She also tracked federal waivers and other COVID-19 related legislation for policy adjustment and compliance.

✓ *Project Management for the Third Party Liability (TPL) Procurement Assistance (03/2019 to 09/2020)*
Nicole served as the project manager for the TPL Procurement Assistance Project. Responsibilities included conducting fact-finding sessions to identify and write requirements for a new TPL system, writing the request for proposal (RFP), and obtaining CMS approval for the procurement and related funding by developing an Implementation Advance Planning Document (IAPD).

✓ *Project Management and Support Services for the Access to Care Project Monitoring Phase (03/2017 to present).*
Nicole serves as a business analyst, working with IBM® Watson Health to identify data baselines, thresholds, assumptions, and trends; and to incorporate provider and beneficiary feedback to the extent necessary for the State to monitor access to care, implement improvement strategies, and comply with CMS requirements outlined as a part of 42 CFR 447.

✓ *Gap Analysis and Project Management Services (12/2016 to 06/2018).*
Nicole conducted policy and program research as a business analyst, identifying legislative updates and changes that would affect West Virginia's Medicaid program.

Massachusetts Health Insurance Exchange/Integrated Eligibility Solution (HIX/IES) Entities – *independent verification and validation (IV&V) Services (01/2017 to 09/2019).*
Nicole worked on the Massachusetts HIX/IES implementation as part of BerryDunn's IV&V services team. She provided assistance in developing monthly reports, identifying business requirements, facilitating client team meetings for the development of a JIRA reporting dashboard, and maintaining BerryDunn KnowledgeLink and Mass Forge document repositories.

Wilson Elser Moskowitz Edleman & Dicker, LLP (Wilson Elser) (10/2010 to 12/2016)

Nicole served in various roles while employed with the top 50 insurance law firm Wilson Elser, including client billing compliance, new system implementation, and regional office management, all to support

nearly 800 attorneys specializing in different industries across 30 United States offices and an international office in London.

As an analyst, Nicole conducted the following tasks:

✓ Compliance and Training

  ◄ Analyzed client guidelines and financial reports for observance of proper billing protocols

  ◄ Reconciled data inconsistencies to help ensure compliance with regulatory standards with regard to conflicts of interest

  ◄ Trained diverse staff levels on new systems to expedite client processing and minimize conflicts of interest

✓ Project Development and Management

  ◄ Collaborated with all staff levels to automate a manual process for a process improvement initiative

  ◄ Acted as a liaison between information technology (IT) and operations staff by translating ambiguous high-level requests of non-technical employees to low-level specifications

York Hospital (05/2016 to 07/2016)

As part of her MBA program, Nicole provided a comprehensive analysis of the telehealth industry while creating a feasibility analysis for the creation of a multi-specialty facility. The strategic plan detailed the implementation, ensuring compliance with regulations and increasing internal employee engagement.

The Timberland Company (03/2016 to 05/2016)

Serving as a SME for industry strategy, Nicole developed a sustainability scorecard for the organization by measuring and highlighting gaps in performance with regard to supply chain and production management, as well as the marketing department. Through presentations during the internship, she and her team engaged stakeholders in collaborative problem solving to optimize the return on investment found in sustainability initiatives.

Edith Trent – Project Management Support Staff

Edith, a senior consultant in BerryDunn's Government Consulting Group, is an experienced health information technology (IT) professional with a proven record of successful Medicaid Management Information System (MMIS) project implementations and certification efforts. She brings a diverse perspective to state health and human services (HHS) agency projects as a result of her combined project management, consulting, and system vendor experience at BerryDunn and DXC/Molina. Edith has extensive subject matter expertise in member eligibility management, third party liability (TPL), and claims processing and has supported MMIS projects across the country in states such as Florida, Idaho, Kentucky, Louisiana, Maine, New Jersey, and West Virginia.

Proposed Project Role	Project Management Support Staff
Years at BerryDunn:	Over 1 year
Years of Experience Relevant to Proposed Role:	10 years
Certifications and Education:	BS, Information Systems, Virginia Commonwealth University

Medicaid Learning Center (MLC) Certified Medicaid Professional (MCMP-II) |

Key Qualifications

✓ Over 10 years of experience with project management, supporting state Medicaid agencies in MMIS implementation projects with configuration for Medicaid members, as well as claims and TPL data in Health PAS Administrator 5.0

✓ Over one year of experience using Medicaid Enterprise Certification Toolkit (MECT) and Outcome-Based Certification (OBC)

✓ Eleven years of experienced in leading Joint Application Design (JAD) sessions to gather requirements

✓ Eleven years of experienced in writing design specification documents (DSD)

Relevant Experience

BerryDunn (07/2019 to present)

West Virginia Department of Health and Human Resources (DHHR).

Medicaid Enterprise Data Solution (EDS) Implementation and Centers for Medicare & Medicaid Services (CMS) Certification Project (07/2019 to present).
Edith is currently serving as the senior consultant providing project management, subject matter expertise, and business analyst skills in support of the following:

✓ Enhancing the Requirements Traceability Matrix (RTM)

✓ Providing subject matter expertise for updates to the Advance Planning Document Update (APD-U)

- ✓ Providing project management, supporting enhancements to the Medicaid Information Technology Architecture (MITA) Enterprise Conceptual Data Model

- ✓ Supporting the development and execution of project deliverables and artifacts

- ✓ Reviewing vendor deliverables for quality, comprehensiveness, and alignment with project requirements

- ✓ Adhering to contract requirements, scope, services and budget

Integrated Eligibility Solution (IES) Project Management Services (10/2020 to present)
Edith provides subject matter expertise and experience with project management supporting system integration testing (SIT) for WV Child SIT Review Maintenance Release 4 (MR4). Edith is responsible for managing, monitoring, and resolving IES testing issues and helping to ensure the expected results for the test scenarios meet the functional requirements and specifications, and performs within the defined environmental and operational constraints.

West Virginia Bureau for Medical Services (BMS)

Enterprise Portfolio Management Office (EPMO) (07/2020 to 10/2020).
Edith provided business analysis support to assist with tracking noteworthy items related to Medicaid COVID-19 communications, which may impact West Virginia. Edith was responsible for managing research activities and reporting COVID-19 statistical data for Florida, Massachusetts, New Jersey, Northern Mariana Islands, and Virginia, to provide the State with information to evaluate additional response opportunities related to the outbreak.

West Virginia Children's Health Insurance Program (WVCHIP)

Operational Readiness Review (08/2020 to present).
Edith is responsible for providing subject matter expertise and business analyst support for the WVCHIP transition to become a part of the Mountain Health Trust (MHT) managed care contract. In this role, she was responsible for performing desktop review of policies and procedures documents submitted by each managed care organization (MCO) to assess the MCO's compliance with contractual requirements and state and federal regulations for specified standards.

DXC Technology (10/2018 to 07/2019)

Edith served as the lead configuration analyst responsible for project managing the configuration of member and TPL components of Health PAS Administrator 5.0 for the New Jersey Replacement MMIS (R-MMIS) design, development and implementation (DDI) as outlined by MITA. In this role, she was also responsible for coordinating, managing, and conducting business process workshops supporting MITA TPL management and member modules in Health PAS. Edith's expertise with these MITA areas, as well as her system knowledge, allowed her to support the build activities as outlined in each solution's proof of concept (POC) and identify resources needed to produce various member and TPL workshop artifacts for interfaces, reports, process manager, and workflow. Edith's project management contributions lead to the successful completion of the deliverables for member and TPL management modules.

Molina Medicaid Solutions (01/2012 to 10/2018)

West Virginia MMIS Re-procurement Project
Edith served as a business analyst for the West Virginia MMIS Re-procurement Project, providing experience with project management supporting system integration testing (SIT) and user acceptance testing (UAT). Edith was responsible for the successful configuration of member and TPL components in Health PAS Administrator 5.0 for the West Virginia DDI and United States Virgin Islands DDI, as outlined by MITA. Edith was also responsible for:

- ✓ Project managing, coordinating and assisting with conducting business process workshops, including coordinating tasks and managing TPL and member configuration and build activities as outlined in each solution's POC

- ✓ Producing workshop artifacts for both the member management and TPL management detailed design specification document (DSD) deliverables

- ✓ Coordinating sprint activities

- ✓ Providing input for 'Manage TPL' for West Virginal DDI Operations Management DSD

- ✓ Writing SQL queries to assist with analysis and validation of the TPL Configuration

Molina HealthCare Inc.

Idaho Department of Health and Welfare, Division of Medicaid (DHW) – *(01/2012 to 02/2012)*
As a system analyst, Edith provided project management experience supporting the Member Module for the Idaho Department of Health and Welfare, Division of Medicaid (DHW) and provided QNXT 4.8 upgrade support for Idaho's Medicaid Management Information System (MMIS). As a member of the configuration team, she consistently met the client's needs and ensured delivery of services for work by timely responding to questions and conducting weekly meetings to ensure prompt delivery and accuracy of the product.

Maine Department of Health and Human Services (DHHS) Office of MaineCare Services – *(05/2010 to 01/2012)*
As a system analyst, Edith provided project management experience supporting the Member Module for the Maine DHHS Office of MaineCare Services and provided QNXT 4.8 upgrade support for Idaho's Medicaid Management System (MMS). As a member of the Maine configuration team, she consistently met the client's needs and ensured delivery of services for work by timely responding to questions and conducting weekly meetings to ensure prompt delivery and accuracy of the product.

Unisys (02/1998 to 05/2010)

Edith provided the analysis to create requirements definitions, and performed analysis and design for large complex Medicaid claims processing systems. She was responsible for configuring the claims and claims payment processing areas for Health PAS, performing gap analyses, writing SQL scripts to validate configuration of system components, creating reports, and testing.

Louisiana Health PAS project
As the business analyst, Edith assisted in the development of the Requirements Analysis Document (RAD) for functional gap requirements, identifying processes, supporting configuration team business requirements, and conducting research and data analysis.

West Virginia BMS Health PAS-RX project
Edith provided support in the development of documentation templates for conversion requirements. She also identified data issues resulting from conversion and import processes, and supported the configuration team business requirements and analysis efforts through research and data analysis.

West Virginia BMS Health PAS project
Edith provided support to the acceptance test team to ensure accuracy and functionality for the following systems: web portal, reports, and Automated Voice Response System (AVRS).

Kentucky Medicaid Management Information Systems (KYMMIS) Implementation of Health Insurance Portability and Accountability Act (HIPAA) Administrative Simplification (AS) Rules
Edith served as the subject matter expert for this project and provided the business analyst support for the applied software engineering methods and techniques for remediation, testing, and implementation.

Louisiana Kidmed Y2K project
As the business analyst, Edith provided support for remediation, which included modifying code, developing bridge programs, changing files, and performing unit testing. She also provided testing and implementation support, including performing desktop compliance tests, creating isolated testing environment, determining resource requirements, conducting regression tests and future date tests, testing interactions among applications, resolving data exchange issues, developing backup /recovery plans, and performing acceptance tests.

USPS year 2000 project
Edith served as a business analyst, participating in the post implementation verification process for the vending equipment sales and services application.

Florida Medicaid Contract
Edith served as a programmer analyst, developed new programs for managed care and maintained existing programs for batch and online applications written in COBOL. She served as a representative for the Richmond Development Center on the Unisys Employee Diversity Council, which included supporting the positive momentum of the diversity initiative, monitoring the implementation of the recommendations in the Diversity Strategic Action Plan, and assessing organizational barriers and supports that affect recruiting, hiring, developing, and promoting employees.

McKesson General Medical Corporation (04/1995 to 02/1998)

As a programmer analyst, Edith developed new programs for accounts receivable systems written in COBOL, provided support for GEAC accounting software applications, maintained existing programs for batch and online applications, wrote documentation for new programs and maintained existing documentation, and provided user support.

Virginia Student Assistance Authorities (12/1992 to 04/1995)

Edith designed and developed improvements for manual systems, maintained batch programs written in COBOL, maintained online application programs written in DL/I, and designed and translated functional diagrams and structured specifications into COBOL code.

Crestar Bank (06/1990 to 05/1992)

Edith developed new programs according to specifications and standards, developed test data for programs, debugged programs, analyzed code, and produced program documentation consistent with standards.

Virginia Department of Taxation (12/1986 to 05/1990)

Edith maintained programs written in COBOL and DL/I for business tax systems, developed new programs from specifications, participated in walk-throughs, and implemented documentation updates according to standards.

3.8 – Qualifications Checklist

> RFQ Section 3.8: Documentation demonstrating the vendor's having met all of these qualifications must be included with the bid. 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 has met or exceeded all of the RFQ qualifications as shown in our completed Qualifications Checklist in Table 9. The completed Qualifications Checklist can also be found in Appendix B.

Table 9: Qualifications Checklist

Specifications Section	Applicable To	General Description	Document Name	Page Number/ Location in Bid
3.1	Vendor	Minimum 10 years in project management.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 3-7 Section 3.1
3.2	Vendor	Minimum 10 years in managing procurement development.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 8-11 Section 3.2
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 HHR2100000002	Pages 12-15 Section 3.3
3.4	Vendor	Within the past 8 years, 3 years' experience specific to project management services for the implementation and/or CMS certification of an MMIS Project. CMS Outcomes-Based Certification is preferred, but not required.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 16-21 Section 3.4
3.5	Vendor	Two or more references for the Project Management of the MMIS Implementation and/or CMS Certification of an MMIS.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 22 Section 3.5
3.6	Vendor	Three or more references (from the past 10 years) for project management services in a minimum of two (2) states for a state Medicaid Agency; must include a description	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 23-28 Section 3.6

Specifications Section	Applicable To	General Description	Document Name	Page Number/ Location in Bid
		of the project management services performed for each reference.		
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 HHR2100000002	Pages 29-37 Section 3.7.1.1
3.7.1.2	Lead Project Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 38 Section 3.7.1.2
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 HHR2100000002	Pages 39-47 Section 3.7.2.1
3.7.2.2	Engagement Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 48 Section 3.7.2.2
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 an MMIS Implementation and/or CMS Certification of an MMIS.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 49-53 Section 3.7.3.1
3.7.3.2	Lead MMIS Project Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 54 Section 3.7.3.2

Specifications Section	Applicable To	General Description	Document Name	Page Number/ Location in Bid
3.7.4.1	Lead Child Welfare Project Manager (1)	Minimum three (3) years' experience within the last eight (8) years as a Project Manager and/or providing project management support services directly related to the development and/or implementation of Child Welfare programs/initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 55-61 Section 3.7.4.1
3.7.4.2	Lead Child Welfare Project Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 62 Section 3.7.4.2
3.7.5.1	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 HHR2100000002	Pages 63-108 Section 3.7.5.1
3.7.6.1	Project Management Support Staff (25)	Minimum one (1) year of experience with Project Management.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 109-181 Section 3.7.6.1

4 – Mandatory Requirements

4.1 – Mandatory Contract Services Requirements and Deliverables

4.1.1 – Staffing Requirement

BerryDunn meets or exceeds the following minimum requirements.

4.1.1.1 – Staff Dedicated Solely to Agency Projects

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 DHHR. At a minimum the Vendor must employ the following key personnel by operation start date (Go-Live): (Service Level Agreement-SLA #1)

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: One Lead Child Welfare Project Manager

4.1.1.1.5: Five General Project Managers.

4.1.1.1.6: Fifteen 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 DHHR. At a minimum, we will employ the following key personnel by operation start date (Go-Live): (Service Level Agreement-SLA #1)

Lead Project Manager:	Ed Daranyi, PMP®
Engagement Manager:	Nicole Becnel, PMP®
Lead MMIS Project Manager:	Emily McCoy, PMP®
Lead Child Welfare Project Manager:	Kirsten Bickford, PMP®
General Project Managers:	Sarah Abbott, PMP®
	Sarah Ratliff
	Dawn Webb
	Susan Chugha
	Tifaney Waybright
Project Management Support Staff:	Crystal Gray
	Moniefia Maitland
	LaChel House
	Melinda Trail
	Rachel Moss Capper
	Meghan Crown
	Sarah Vintorini

Shelly Schram

Hilary Foster Moles

Meghann Slaven

Annie Messinger

Laura Hill

Arielle Noesner

Crystal Fox

Tom Hunter

4.1.1.2 – Staffing Changes

> RFQ Section 4.1.1.2: Vendor shall notify BMS in writing of any key staff resignations, dismissals, or personnel changes. Should any key staff position become vacant, the Vendor must notify BMS within two (2) business days and provide information on the replacement. BMS shall have the right to participate in the selection process and approve or disapprove the assignment of any staff positions. (Service Level Agreement-SLA #2)

BerryDunn Response:

BerryDunn will notify BMS in writing of any key staff resignations, dismissals, or personnel changes. Should any key staff position become vacant, we will notify BMS within two (2) business days and provide information on the replacement. We understand and accept that BMS will have the right to participate in the selection process and approve or disapprove the assignment of any staff positions. (Service Level Agreement-SLA #2)

4.1.1.3 – Criminal Background Check

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

4.1.1.4 – Staffing Plan

> RFQ Section 4.1.1.4: Prior to award, Vendor shall provide the specific staffing plan to BMS 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 Attachment A). 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 BMS 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 Attachment A) of the RFQ. BerryDunn intends to submit the MMIS implementation and CMS Certification Project staffing plan to BMS prior to award. BerryDunn acknowledges and agrees to maintaining sole responsibility for helping ensure the staffing plan includes employees meeting the qualification requirements herein.

4.1.1.5 – 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:

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

4.1.1.6 – 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.

In each Scope of Work, BerryDunn will 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.

4.1.2 – Key Certified Project Management Staff Duties

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

4.1.2.1 – Communication

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

BerryDunn Response:

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

4.1.2.2 – Policies

> RFQ Section 4.1.2.2: Vendor will assist BMS, DHHR and MIS to establish policy and communicate changes in policy to staff, other vendors and key stakeholders.

BerryDunn Response:

BerryDunn will assist BMS, DHHR and MIS to establish policy and communicate changes in policy to staff, other vendors and key stakeholders.

4.1.2.3 – Draft Documentation

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

BerryDunn Response:

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

4.1.2.4 – 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, or other documents to support outcome based certifications.
>
> 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 not be limited to:

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, or other documents to support outcome based certifications.

BerryDunn will provide data to DHHR in format requested; these include but are not limited to: Microsoft Project, Word, Excel, Power Point, and Visio.

4.1.2.5 – Business Process Review

RFQ Section 4.1.2.5: Vendor must conduct a structured and comprehensive review of BMS 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 MMIS handbooks, and interview BMS, DHHR and OMIS and MMIS staff.

BerryDunn Response:

BerryDunn will conduct a structured and comprehensive review of BMS 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 MMIS handbooks, and interviews with BMS, DHHR, OMIS, and MMIS staff.

4.1.2.6 – 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: Current International Classification of Diseases and NCCI edit 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:

- MMIS Provider Enrollment Initiative

- Medicaid Information Technology Architecture (MITA) Self-Assessment

- Current International Classification of Diseases and NCCI edit Remediation and Implementation.

4.1.3 – Compliance With On–Site Requirements

RFQ Section 4.1.3: Vendor must provide the following key staff- Engagement Manager, MMIS Lead Project Manager, Lead Project Manager, Child Welfare 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. In the event of a pandemic or other declared emergencies where stay at home orders may be issued, video conferencing is permissible to use as a medium, moderated and maintained by the vendor at no additional cost to the Department. Staff shall be available Monday through Friday, 9:00 am to 5:00pm EST. Except for State holidays as indicated below, vendor must obtain approval in writing from DHHR, 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:	Ed Daranyi, PMP®
Engagement Manager:	Nicole Becnel, PMP®
Lead MMIS Project Manager:	Emily McCoy, PMP®
Lead Child Welfare Project Manager:	Kirsten Bickford, PMP®
General Project Managers:	Dawn Webb
	Susan Chugha
	Tifaney Waybright
Project Management Support Staff:	Crystal Gray
	Moniefia Maitland
	LaChel House
	Meghan Crown
	Sarah Vintorini
	Hilary Foster Moles
	Meghann Slaven
	Annie Messinger

We understand and accept that the State has discretion to modify on-site requirements as needed for projects and in the event of a pandemic or other declared emergencies where stay at home orders may be issued, video conferencing is permissible to use as a medium, moderated and maintained by BerryDunn at no additional cost to the Department. BerryDunn staff will be available Monday through Friday, 9:00 am to 5:00 pm EST. Except for State holidays as indicated in RFQ Section 4.1.3. BerryDunn will obtain approval in writing from DHHR, for any deviation in the work hours at least one week in advance.

4.1.4 – Office Location

> RFQ Section 4.1.4: Vendor must maintain an office location within five (5) miles of the current location of BMS located at 350 Capitol Street, Charleston, WV 25301.

BerryDunn Response:

BerryDunn will maintain an office location within five (5) miles of the current location of BMS located at 350 Capitol Street, Charleston, WV 25301.

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 office.

4.1.5 – Office Requirements

> RFQ Section 4.1.5: Vendor's office location shall have multiple conference space(s) for DHHR meeting use, for all participants, and one (1) space to accommodate a minimum of twenty (20) staff. Vendor's office shall include wireless internet access provided to the Agency at no charge. In the event of a pandemic or other declared emergencies where stay at home orders may be issued, video conferencing is permissible to use as a medium, moderated and maintained by the vendor at no additional cost to the Department.

BerryDunn Response:

BerryDunn's office location will have multiple conference space(s) for DHHR meeting use, for all participants, and one (1) space to accommodate a minimum of twenty (20) staff. BerryDunn's office will include wireless internet access provided to the Agency at no charge. BerryDunn understands and accepts that in the event of a pandemic or other declared emergencies where stay at home orders may be issued, video conferencing is permissible to use as a medium, moderated and maintained by BerryDunn at no additional cost to the Department.

4.1.6 – 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 RFQ specifications, specifically the staff required for the initial Scope of Work per RFQ Section 4.1.1.4, within seven (7) calendar days of **contract award.**

4.1.7 – Deliverables

At a minimum, BerryDunn will support the initiatives listed below.

4.1.7.1 – Master Project Plan and Schedule

> 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 an electronic format, a Master Project Plan and schedule.

4.1.7.2 – Project Meetings

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

BerryDunn Response:

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

4.1.7.3 – Agendas

> RFQ Section 4.1.7.3: Vendor shall prepare and distribute agendas via email or other mutually agreed upon method with Bureau/Office project lead's approval for each meeting by noon of the working day prior to the scheduled meeting. (Service Level Agreement-SLA #3)

BerryDunn Response:

BerryDunn will prepare and distribute agendas via email or other mutually agreed upon method with Bureau/Office project lead's approval for each meeting by noon of the working day prior to the scheduled meeting. (Service Level Agreement-SLA #3)

4.1.7.4 – Meeting Facilitation

> RFQ Section 4.1.7.4: Vendor shall facilitate scheduled meetings, unless otherwise requested by the Bureau/Office project lead.

BerryDunn Response:

BerryDunn will facilitate scheduled meetings, unless otherwise requested by the Bureau/Office project lead.

4.1.7.5 – 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/Office project lead.

BerryDunn Response:

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

4.1.7.6 – Meeting Notes

> RFQ Section 4.1.7.6: Vendor shall prepare and distribute meeting notes via email and/or mail, approved by the Bureau/Office project lead, for review to appropriate staff within two (2) working days of the meeting's completion. (Service Level Agreement-SLA #4)

BerryDunn Response:

BerryDunn will prepare and distribute meeting notes via email and/or mail, approved by the Bureau/Office project lead, for review to appropriate staff within two (2) working days of the meeting's completion. (Service Level Agreement-SLA #4)

4.1.7.7 – Updated Notes

> RFQ Section 4.1.7.7: Vendor shall update notes within three business days after receiving feedback from Bureau/Office designated staff. (Service Level Agreement-SLA # 5)

BerryDunn Response:

BerryDunn will update notes within three business days after receiving feedback from Bureau/Office designated staff. (Service Level Agreement-SLA # 5)

4.1.7.8 – SharePoint

> RFQ Section 4.1.7.8: Vendor shall file all agendas and notes on the vendor's SharePoint site and be available to the Bureau/Office as part of an object record, which will be retained by the Agency at contract end. This information will be transferred to Bureau/Office SharePoint upon request or contract completion.

BerryDunn Response:

BerryDunn will file all agendas and notes on the BerryDunn SharePoint site (BerryDunn KnowledgeLink) and be available to the Bureau/Office as part of an object record, which will be retained by the Agency at contract end. We understand and accept that this information will be transferred to Bureau/Office SharePoint upon request or contract completion.

4.1.7.9 – 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. (Service Level Agreement-SLA #6)

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. (Service Level Agreement-SLA #6)

4.1.7.10 – Project Management Site for Each Project

RFQ Section 4.1.7.10: The vendor must provide a project management site for each project.

BerryDunn Response:

BerryDunn will provide a project management site for each project.

4.1.7.10.1 – Decision Log

RFQ Section 4.1.10.1: Vendor shall maintain a consolidated decision log document (a log with all the decisions made related to the project), on the vendor'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 BerryDunn's SharePoint site.

4.1.7.10.2 – Risk Log

RFQ Section 4.1.7.10.2: 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 vendor'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 BerryDunn's SharePoint site.

4.1.7.10.3 – Issues Log

RFQ Section 4.1.7.10.3: Vendor shall maintain a consolidated Issues Log (a log with all the issues related to the project) document on the vendor's SharePoint site.

BerryDunn Response:

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

4.1.7.11 – Estimate of Effort

RFQ Section 4.1.7.11: 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. Bureau/Office project lead must approve the SOW, by issuance of an approved Delivery Order based on the estimated quantity of hours prior to work beginning. Any applicable APD information must be added to the SOW. 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 reserves 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. We understand and accept that the Bureau/Office project lead must approve the SOW, by issuance of an approved Delivery Order based on the estimated quantity of hours prior to work beginning; any applicable APD information must be added to the SOW; the quantities on the approved Delivery Order are not to be exceeded without approval of a modified Delivery Order by the Agency; BerryDunn may only bill for actual performed hours, not the estimated hours of the SOW or subsequently approved Delivery Order; and the Agency reserves the right to not approve modifications to Delivery Orders.

4.1.7.12 – Provided Staff

RFQ Section 4.1.7.12: Vendor must provide qualified staff with subject matter expertise for a specific 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 an agreed upon comprehensive change management plan that will be mutually agreed upon after contract award. Upon agreement of the changes in scope between Bureau/Office project lead and the Vendor, Vendor will submit an updated SOW within two (2) business days to the Agency for their approval. The change in SOW is considered approved upon the Agency's issuance of a modified Delivery Order. (Service Level Agreement-SLA #7 and SLA #8)

BerryDunn Response:

BerryDunn will provide qualified staff with subject matter expertise for a specific project within seven (7) calendar days of issuance of an approved Delivery Order, signifying approval by the Agency. We understand and accept that after issuance of any Delivery Order, any changes in the subject project scope will be documented and tracked through an agreed upon comprehensive change management plan that will be mutually agreed upon after contract award. Upon agreement of the changes in scope between Bureau/Office project lead and BerryDunn, BerryDunn will submit an updated SOW within two (2) business days to the Agency for their approval. We understand and accept that the change in SOW is considered approved upon the Agency's issuance of a modified Delivery Order. (Service Level Agreement-SLA #7 and SLA #8)

4.1.7.13 – Advanced Planning Documents

RFQ Section 4.1.7.13: Vendor must prepare Advanced Planning Documents (APD), and or State Plan Amendments (SPA) as directed by Bureau/Office project lead in support of DHHR initiatives and save all required project documentation (as described below) on the vendor's SharePoint site. APD's must contain the following information at a minimum:

4.1.7.13.1: Statement of Need and Objectives.

> 4.1.7.13.2: MITA State Self-Assessment.
>
> 4.1.7.13.3: Alternatives Analysis.
>
> 4.1.7.13.4: Cost/Benefit Analysis
>
> 4.1.7.13.5: Project Management Plan.
>
> 4.1.7.13.6: Project Budget.
>
> 4.1.7.13.7: Assurances.
>
> 4.1.7.13.8: Cost Allocation.

BerryDunn Response:

BerryDunn will prepare APDs and/or State Plan Amendments (SPAs) as directed by Bureau/Office project lead in support of DHHR initiatives and save all required project documentation (as described below) on BerryDunn's SharePoint site. APD's will contain the following information at a minimum:

- Statement of Need and Objectives
- MITA SS-A
- Alternatives Analysis
- Cost/Benefit Analysis

- Project Management Plan
- Project Budget
- Assurances
- Cost Allocation

4.1.7.14 – Meet as Needed

> RFQ Section 4.1.7.14: Vendor must meet with Bureau/Office project lead and/or staff as needed, either via phone conference call or in person to discuss the status of projects and/or initiatives.

BerryDunn Response:

BerryDunn will meet with Bureau/Office project lead and/or staff as needed, either via phone conference call or in person to discuss the status of projects and/or initiatives.

4.1.7.15 – Weekly Meetings

> RFQ Section 4.1.7.15: Vendor must conduct weekly contract management meetings with designated Bureau/Office contract manager in person or on an agreed upon format with a schedule to be agreed upon by both parties.

BerryDunn Response:

BerryDunn will conduct weekly contract management meetings with designated Bureau/Office contract manager in person or on an agreed upon format with a schedule to be agreed upon by both parties.

4.1.7.16 – Monthly Status Reports

> RFQ Section 4.1.7.16: Provide monthly status reports by the fifteenth of the month in an agreed upon format via email, in person or other approved distribution medium. These status reports must be

provided to the department within five (5) business days of the subsequent month unless otherwise agreed upon between vendor and the Department. (Service Level Agreement- SLA #10)

BerryDunn Response:

BerryDunn will provide monthly status reports by the fifteenth of the month in an agreed upon format via email, in person or other approved distribution medium. BerryDunn will provide these status reports to the department within five (5) business days of the subsequent month unless otherwise agreed upon between BerryDunn and the Department. (Service Level Agreement- SLA #10)

4.1.7.17 – Submit Statement of Work

RFQ Section 4.1.7.17: Vendor must submit to the state entity a statement of work (SOW) to be reviewed and approved by the state lead for the project prior to commencing any work on a project. The SOW must include key positions by position, name, rate of pay and hours to be worked as well as including any Advanced Planning Documents (APD) that may be associated with the project.

BerryDunn Response:

BerryDunn will submit to the state entity a statement of work (SOW) to be reviewed and approved by the state lead for the project prior to commencing any work on a project. We understand and accept that the SOW must include key positions by position, name, rate of pay, and hours to be worked as well as including any APDs that may be associated with the project.

4.1.7.18 – Contract Turnover Plan

RFQ Section 4.1.7.18: Vendor must agree to provide a contract turnover plan to the Department within thirty days of contract award. (Service Level Agreement-SLA #9)

BerryDunn Response:

BerryDunn will provide a contract turnover plan to the Department within thirty days of contract award. (Service Level Agreement-SLA #9)

4.1.7.19 – Service Level Agreements

RFQ Section 4.1.7.19: Vendor must agree to be bound by all Service Level Agreements in this contract as noted in Attachment B.

BerryDunn Response:

BerryDunn agrees to be bound by all Service Level Agreements in this contract as noted in Attachment B.

5 – Contract Award

5.1 – 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 understands and accepts that the Contract is intended to provide Agency with a purchase price for the Contract Services. We understand and accept 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.

5.2 – Instructions for Pricing

> RFQ Section 5.2: Instructions for Pricing: Vendor should follow the instructions for Pricing (Exhibit A) by multiplying the Estimated Hours Per Staffing Category by the Vendor's proposed hourly rate for all positions for all years. The total cost for all years will be the Grand Total Cost of Contract. Note: Estimated hours are for bid purposes only.
>
> Vendor should type or electronically enter the information into the Pricing Pages through wvOASIS, if available, or as an electronic document. In most cases, the Vendor can request an electronic copy of the CRFQ form for bid purposes by sending an email request to the following address: Crystal.G.Hustead@wv.gov

BerryDunn Response:

BerryDunn entered pricing information requested in RFQ Section 5.2 into the Pricing Pages through wvOASIS.

We followed the instructions for Pricing (Exhibit A) by multiplying the Estimated Hours Per Staffing Category by BerryDunn's proposed hourly rate for all positions for all years. We understand and accept that the total cost for all years will be the Grand Total Cost of Contract and that estimated hours are for bid purposes only.

6 – Performance

> RFQ Section 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 agree upon a schedule for performance of Contract Services and Contract Services Deliverables. Because this is an open-end contract, BerryDunn will perform in accordance with the release orders that may be issued against this Contract.

7 – Payment

RFQ Section 7: Agency shall pay an all-inclusive hourly rate for the positions requested, 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 accepts that the Agency will pay an all-inclusive hourly rate for the positions requested, 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.

8 – Travel

> RFQ Section 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. Anticipated mileage and travel costs are included in the flat fee or hourly rate listed on BerryDunn's Pricing Page, however, BerryDunn understands and accepts that such costs will not be paid by the Agency separately.

9 – Facilities Access

> RFQ Section 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:
>
> 9.1: Vendor must identify principal service personnel which will be issued access cards and/or keys to perform service.
>
> 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.
>
> 9.3: Vendor shall notify Agency immediately of any lost, stolen, or missing card or key.
>
> 9.4: Anyone performing under this Contract will be subject to Agency's security protocol and procedures.
>
> 9.5: Vendor shall inform all staff of Agency's security protocol and procedures.

BerryDunn Response:

BerryDunn understands and accepts that 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:

- BerryDunn will identify principal service personnel which will be issued access cards and/or keys to perform service.

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

- BerryDunn will notify Agency immediately of any lost, stolen, or missing card or key.

- BerryDunn understands and accepts that anyone performing under this Contract will be subject to Agency's security protocol and procedures.

- BerryDunn will inform all staff of Agency's security protocol and procedures.

10 – Vendor Default

10.1 – Defaults

RFQ Section 10.1: The following shall be considered a vendor default under this Contract.

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

10.1.2: Failure to comply with other specifications and requirements contained herein.

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

10.1.4: Failure to remedy deficient performance upon request.

BerryDunn Response:

BerryDunn understands and accepts that the following will 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.

10.2 – Remedies

RFQ Section 10.2: The following remedies shall be available to Agency upon default.

10.2.1: Immediate cancellation of the Contract.

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

10.2.3: Any other remedies available in law or equity.

BerryDunn Response:

BerryDunn understands and accepts that the following remedies will be available to 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.

11 – Miscellaneous

11.1 – Contract Manager

> RFQ Section 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 and her contact information is listed below:

Contract Manager:	Nicole Becnel
Telephone Number:	681.313.8905
Fax Number:	207.774.2375
Email Address:	nbecnel@berrydunn.com

Appendix A – Signed Documentation

Solicitation Cover Page

Reference the following page for BerryDunn's signed Solicitation Cover Page.

Proc Folder:	785940			**Reason for Modification:**
Doc Description:	PROJECT MANAGEMENT SERVICES			
Proc Type:	Central Master Agreement			

Date Issued	Solicitation Closes	Solicitation No	Version
2020-12-10	2020-12-30 13:30	CRFQ 0511 HHR2100000002	1

BID RECEIVING LOCATION

BID CLERK

DEPARTMENT OF ADMINISTRATION

PURCHASING DIVISION

2019 WASHINGTON ST E

CHARLESTON   WV   25305

US

VENDOR

Vendor Customer Code: 000000100150

Vendor Name : Berry Dunn McNeil & Parker, LLC d/b/a BerryDunn

Address : 100

Street : Middle Street

City : Portland

State : Maine	**Country :** USA	**Zip :** 04101

Principal Contact : Nicole Becnel

Vendor Contact Phone: 681-313-8905   **Extension:**

FOR INFORMATION CONTACT THE BUYER

Crystal G Hustead

(304) 558-2402

crystal.g.hustead@wv.gov

Vendor Signature X *Nicole Y. Becnel*   **FEIN#** 01-0523282   **DATE** 1/12/2021

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

Addendum Cover Pages

Reference the following pages for BerryDunn's signed Addendum 1, Addendum 2, Addendum 3, and Addendum 4 Cover Pages.

Proc Folder:	785940		**Reason for Modification:**
Doc Description:	PROJECT MANAGEMENT SERVICES		ADDENDUM 1 TO EXTEND QUESTION DEADLINE AND BID OPENING DATE
Proc Type:	Central Master Agreement		

Date Issued	Solicitation Closes	Solicitation No	Version
2020-12-16	2021-01-12 13:30	CRFQ 0511 HHR2100000002	2

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: 000000100150

Vendor Name : Berry Dunn McNeil & Parker, LLC d/b/a BerryDunn

Address : 100

Street : Middle Street

City : Portland

State : Maine

Country : USA

Zip : 04101

Principal Contact : Nicole Becnel

Vendor Contact Phone: 681-313-8915

Extension:

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor Signature X _Nicole Y Becnel_   FEIN# 01-0503282   DATE 1/28/2021

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

Proc Folder:	785940		Reason for Modification:
Doc Description:	PROJECT MANAGEMENT SERVICES		ADDENDUM 2 TO EXTEND BID OPENING DATE
Proc Type:	Central Master Agreement		

Date Issued	Solicitation Closes	Solicitation No	Version
2021-01-07	2021-01-20 13:30	CRFQ 0511 HHR2100000002	3

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: 000000100150

Vendor Name : Berry Dunn McNeil & Parker, LLC d/b/a BerryDunn

Address : 100

Street : Middle Street

City : Portland

State : Maine   Country : USA   Zip : 04101

Principal Contact : Nicole Becnel

Vendor Contact Phone: 681-313-8915   Extension:

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor
Signature X _Nicole Y. Becnel_   FEIN# 01-0523282   DATE 1/28/2021

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

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

State of West Virginia
Centralized Request for Quote
Service - Prof

Proc Folder:	785940		Reason for Modification:
Doc Description:	PROJECT MANAGEMENT SERVICES		ADDENDUM 3 TO EXTEND THE BID OPENING DATE

Proc Type:	Central Master Agreement		
Date Issued	Solicitation Closes	Solicitation No	Version
2021-01-13	2021-01-28 13:30	CRFQ 0511 HHR2100000002	4

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: 000000100150

Vendor Name : Berry Dunn McNeil & Parker, LLC d/b/a BerryDunn

Address : 100

Street : Middle Street

City : Portland

State : Maine   Country : USA   Zip : 04101

Principal Contact : Nicole Becnel

Vendor Contact Phone: 681-313-8915   Extension:

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor
Signature X *Nicole Y. Becnel* FEIN# 01-0523282   DATE 1/28/2021

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

	Department of Administration	State of West Virginia
	Purchasing Division	Centralized Request for Quote
	2019 Washington Street East	Service - Prof
	Post Office Box 50130	
	Charleston, WV 25305-0130	

Proc Folder:	785940	Reason for Modification:
Doc Description:	PROJECT MANAGEMENT SERVICES	ADDENDUM 4 TO PROVIDE ANSWERS TO VENDOR QUESTIONS
Proc Type:	Central Master Agreement	

Date Issued	Solicitation Closes	Solicitation No	Version
2021-01-14	2021-01-28 13:30	CRFQ 0511 HHR2100000002	5

BID RECEIVING LOCATION

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

VENDOR

Vendor Customer Code: 000000100150

Vendor Name : Berry Dunn McNeil & Parker, LLC d/b/a BerryDunn

Address : 100

Street : Middle Street

City : Portland

State : Maine   **Country :** USA   **Zip :** 04101

Principal Contact : Nicole Becnel

Vendor Contact Phone: 681-313-8915   **Extension:**

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor Signature X *Nicole Y. Becnel*   **FEIN#**   01-0523282   **DATE** 1/28/2021

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

Designated Contact and Certification and Signature

Reference the following page for BerryDunn's Designated Contact and BerryDunn's signed Certification and Signature page.

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Nicole Y Becnel, Principal
_____
(Name, Title)

Nicole Becnel, Principal
_____
(Printed Name and Title)

100 Middle Street, Portland, ME 04101
_____
(Address)

p: 681-313-8905   f: 207-774-2375
_____
(Phone Number) / (Fax Number)

nbecnel@berrydunn.com
_____
(email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated 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 d/b/a BerryDunn
_____
(Company)

Nicole Y. Becnel, Principal
_____
(Authorized Signature) (Representative Name, Title)

Nicole Becnel, Principal
_____
(Printed Name and Title of Authorized Representative)

1/12/2021
_____
(Date)

p: 681-313-8905   f: 207-774-2375
_____
(Phone Number) (Fax Number)

Addendum Acknowledgement Form

Reference the following page for BerryDunn's signed Addendum Acknowledgement Form.

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: HHR2100000002

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)

[✓]	Addendum No. 1	[ ]	Addendum No. 6
[✓]	Addendum No. 2	[ ]	Addendum No. 7
[✓]	Addendum No. 3	[ ]	Addendum No. 8
[✓]	Addendum No. 4	[ ]	Addendum No. 9
[ ]	Addendum No. 5	[ ]	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_____
Company

Nicole Y. Becvel
Authorized Signature

_1/28/2021_
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

Disclosure of Interested Parties to Contracts

Reference the following page for BerryDunn's signed Disclosure of Interested Parties to Contracts.

West Virginia Ethics Commission
Disclosure of Interested Parties to Contracts
(Required by *W. Va. Code* § 6D-1-2)

Name of Contracting Business Entity: Berry Dunn McNeil & Parker, LLC **Address:** 100 Middle Street, Portland, ME 04101

Name of Authorized Agent: Nicole Becnel   **Address:** 100 Middle Street, Portland, ME 04101

Contract Number: CRFQ 0511   **Contract Description:** Project Management Services

Governmental agency awarding contract: Department of Health and Human Resources Bureau for Medical Services

☐ Check here if this is a Supplemental Disclosure

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below *(attach additional pages if necessary)*:

1. Subcontractors or other entities performing work or service under the Contract
   ☑ Check here if none, otherwise list entity/individual names below.

2. Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)
   ☑ Check here if none, otherwise list entity/individual names below.

3. Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)
   ☑ Check here if none, otherwise list entity/individual names below.

Signature: *Nicole Y Becnel*   **Date Signed:** 1/28/2021

Notary Verification

State of Maine , County of Cumberland

I, Andrea Noelle Folse , the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 28th day of January , 2021 .

Andrea Noelle Folse
Notary Public's Signature

To be completed by State Agency:
Date Received by State Agency: _____
Date submitted to Ethics Commission: _____
Governmental agency submitting Disclosure: _____

Revised June 8, 2018

ANDREA NOELLE FOLSE
NOTARY PUBLIC
State of Maine
My Commission Expires
May 27, 2027

Purchasing Affidavit

Reference the following page for BerryDunn's signed Purchasing Affidavit.

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: 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: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, 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: _Nicole Y. Bernel_   Date: _1/28/2021_

State of _Maine_

County of _Cumberland_ , to-wit:

Taken, subscribed, and sworn to before me this 28th day of _January_ , 20 _21_ .

My Commission expires _May 27_ , 20 _27_ .

AFFIX SEAL HERE   NOTARY PUBLIC _Andrea Mallette Feline_

Purchasing Affidavit (Revised 01/19/2018)

Appendix B – Qualifications Checklist

Reference the following page for BerryDunn's completed 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 HHR2100000002	Pages 3-7 Section 3.1
3.2	Vendor	Minimum 10 years in managing procurement development.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 8-11 Section 3.2
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 HHR2100000002	Pages 12-15 Section 3.3
3.4	Vendor	Within the past 8 years, 3 years' experience specific to project management services for the implementation and/or CMS certification of an MMIS Project. CMS Outcomes-Based Certification is preferred, but not required.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 16-21 Section 3.4
3.5	Vendor	Two or more references for the Project Management of the MMIS Implementation and/or CMS Certification of an MMIS.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 22 Section 3.5
3.6	Vendor	Three or more references (from the past 10 years) for project management services in a minimum of two (2) states for a state Medicaid Agency; must include a description of the project management services performed for each reference.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 23-28 Section 3.6
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 HHR2100000002	Pages 29-37 Section 3.7.1.1
3.7.1.2	Lead Project Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 38 Section 3.7.1.2
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 HHR2100000002	Pages 39-47 Section 3.7.2.1
3.7.2.2	Engagement Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 48 Section 3.7.2.2
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 an MMIS Implementation and/or CMS Certification of an MMIS.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 49-53 Section 3.7.3.1
3.7.3.2	Lead MMIS Project Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 54 Section 3.7.3.2
3.7.4.1	Lead Child Welfare Project Manager (1)	Minimum three (3) years' experience within the last eight (8) years as a Project Manager and/or providing project management support services directly related to the development and/or implementation of Child Welfare programs/initiatives for a State Medicaid Agency.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 55-61 Section 3.7.4.1
3.7.4.2	Lead Child Welfare Project Manager (1)	Project Management Professional Certification.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Page 62 Section 3.7.4.2
3.7.5.1	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 HHR2100000002	Pages 63-108 Section 3.7.5.1
3.7.6.1	Project Management Support Staff (25)	Minimum one (1) year of experience with Project Management.	BerryDunn Proposal for CRFQ 0511 HHR2100000002	Pages 109-181 Section 3.7.6.1