



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

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

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Doc Description: Addendum 2: Project Management Services

Proc Type: Central Master Agreement

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

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

Vendor Name, Address and Telephone Number:

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 Pittsburgh, PA 15222  
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03/25/15 09:16:52  
 WV Purchasing Division

FOR INFORMATION CONTACT THE BUYER

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

Signature X

FEIN # 06-1454513

DATE March 24, 2015

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$ 188.00	\$ 376,000.00

Comm Code	Manufacturer	Specification	Model #
80101600		AAAAA	

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
2	Project Management Services: Engagement Manager	2000.00000	HOUR	\$ 200.00	\$ 400,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**  
Engagement Manager Hourly Rate - Year One

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
3	Project Management Services: Lead MMIS Project Manager	2000.00000	HOUR	\$ 188.00	\$ 376,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Lead MMIS Project Manager Hourly Rate - Year One

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
4	Project Management Services: General Project Manager	20000.00000	HOUR	\$ 150.00	\$ 3,000,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

General Project Manager Hourly Rate - Year One

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
5	Project Management Services: Support Staff	50000.00000	HOUR	\$ 130.00	\$ 6,500,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Support Staff Hourly Rate - Year One

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV25301-3709  US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV 25301-3709  US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
6	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$ 193.60	\$ 387,200.00

Comm Code	Manufacturer	Specification	Model #
80101600			

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV25301-3709  US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV 25301-3709  US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
7	Project Management Services: Engagement Manager	2000.00000	HOUR	\$ 206.00	\$ 412,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**  
Engagement Manager Hourly Rate - Year Two

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV25301-3709  US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV 25301-3709  US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
8	Project Management Services: Lead MMIS Project Manager	2000.00000	HOUR	\$ 193.60	\$ 387,200.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Lead MMIS Project Manager Hourly Rate - Year Two

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
9	Project Management Services: General Project Manager	20000.00000	HOUR	\$ 154.50	\$ 3,090,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

General Project Manager Hourly Rate - Year Two

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
10	Project Management Services: Support Staff	50000.00000	HOUR	\$ 133.90	\$ 6,695,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Support Staff Hourly Rate - Year Two

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
11	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$ 199.40	\$ 398,800.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Lead Project Manager Hourly Rate - Year Three

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
12	Project Management Services: Engagement Manager	2000.00000	HOUR	\$ 212.20	\$ 424,400.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Engagement Manager Hourly Rate - Year Three

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
14	Project Management Services: General Project Manager	10000.00000	HOUR	\$ 159.10	\$ 1,591,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

General Project Manager Hourly Rate - Year Three

BUYER'S CHOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON US	WV25301-3709	PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON US	WV 25301-3709

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
15	Project Management Services: Support Staff	30000.00000	HOUR	\$ 137.90	\$ 4,137,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

Support Staff Hourly Rate - Year Three

BUYER'S CHOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON US	WV25301-3709	PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON US	WV 25301-3709

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
16	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$ 205.40	\$ 410,800.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV25301-3709  US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV 25301-3709  US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
17	Project Management Services: Engagement Manager	2000.00000	HOUR	\$ 218.60	\$ 437,200.00

Comm Code	Manufacturer	Specification	Model #
80101600			

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV25301-3709  US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV 25301-3709  US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
19	Project Management Services: General Project Manager	10000.00000	HOUR	\$ 163.90	\$ 1,639,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV25301-3709  US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251  CHARLESTON WV 25301-3709  US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
20	Project Management Services: Support Staff	30000.00000	HOUR	\$ 142.00	\$ 4,260,000.00



Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
21	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$ 211.60	\$ 423,200.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
22	Project Management Services: Engagement Manager	2000.00000	HOUR	\$ 225.20	\$ 450,400.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
24	Project Management Services: General Project Manager	10000.00000	HOUR	\$ 168.80	\$ 1,688,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
25	Project Management Services: Support Staff	30000.00000	HOUR	\$ 146.30	\$ 4,389,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
26	Project Management Services: Lead Project Manager	2000.00000	HOUR	\$ 217.90	\$ 435,800.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
27	Project Management Services: Engagement Manager	2000.00000	HOUR	\$ 232.00	\$ 464,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052		PROCUREMENT OFFICER - 304-356-5052	
HEALTH AND HUMAN RESOURCES		HEALTH AND HUMAN RESOURCES	
BUREAU FOR MEDICAL SERVICES		BUREAU FOR MEDICAL SERVICES	
350 CAPITOL ST, RM 251		350 CAPITOL ST, RM 251	
CHARLESTON	WV25301-3709	CHARLESTON	WV 25301-3709
US		US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
29	Project Management Services: General Project Manager	10000.00000	HOUR	\$ 173.90	\$ 1,739,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

INVOICE TO		SHIP TO	
PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV25301-3709 US		PROCUREMENT OFFICER - 304-356-5052 HEALTH AND HUMAN RESOURCES BUREAU FOR MEDICAL SERVICES 350 CAPITOL ST, RM 251 CHARLESTON WV 25301-3709 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
30	Project Management Services: Support Staff	30000.00000	HOUR	\$ 150.70	\$ 4,521,000.00

Comm Code	Manufacturer	Specification	Model #
80101600			

**Extended Description :**

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

<b>BMS150000008</b>	<b>Document Phase</b> Final	<b>Document Description</b> Addendum 2: Project Management Services	<b>Page</b> <b>13 of</b> <b>13</b>
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**ADDITIONAL TERMS AND CONDITIONS**

See attached document(s) for additional Terms and Conditions

Deloitte Consulting has reviewed RFQ CRFQ 511 BMS150000008 (Project Management Services and MMIS Implementation Services) and in accordance with the Instructions to Vendors, subsection 11 (Exceptions and Clarifications), Deloitte Consulting has identified items that it seeks to discuss, clarify and/or modify in the final agreement.

Deloitte Consulting has had a long and successful contracting relationship with the State and has consistently reached mutual agreement with the State on all applicable terms and conditions. We are committed to working in good faith to promptly close on all contract terms. For clarity, Deloitte Consulting does not take exception to any mandatory term or condition.

### **General Terms and Conditions:**

1. **Section 1, Contractual Agreement:** Our proposal is subject to reaching mutual agreement on a definitive contract that addresses the issues as described herein.
2. **Section 4, Notice to Proceed:** Deloitte Consulting understands that this applies once Deloitte Consulting and the State execute a definitive contract.
3. **Section 8, Insurance:** Deloitte Consulting will confirm insurance coverage with the State in contract discussions. Deloitte Consulting's coverage has been determined acceptable for all prior contracts with the State.
4. **Section 11, Liquidated Damages:** Deloitte Consulting has reviewed the SLAs (which it agrees provide appropriate metrics) and has several clarifications we would like to discuss: we would like to have a cap apply to each SLA and would further seek to include an earn back right for good performance; we would also like to clarify that we are only responsible for SLAs where we are the sole cause of the event giving rise to the SLA failure; and, we would like to confirm the SOW process as referenced in SLA #2 (including application of the background check process); and, and we would like to confirm that SLAs only apply if and to the extent there is a SOW/Delivery Order in place that authorizes/prioritizes Deloitte Consulting resources to perform the requested activities that are the subject of SLA #'s 1 and 3.
5. **Section 12, Acceptance/Rejection:** In accordance with the Instructions to Vendors Submitting Bids, Section 11, Deloitte Consulting has identified the issues it seeks to discuss, clarify and/or modify.
6. **Section 13, Funding:** Deloitte Consulting accepts the provision but would seek to add a notice requirement for purposes of cancellation and would like to clarify the State's obligations around payment for work in progress and unrecovered facilities and other costs.
7. **Section 16, Cancellation and Specifications Section 10, Vendor Default:** Deloitte Consulting requests this section be revised to include a 30 day cure period wherein the written cure notice would identify the alleged material breach to allow Deloitte Consulting the ability to respond/cure the breach/or initiate the correction where a cure is not susceptible of being completed within the 30 days. For all non-performance related terminations, we also request a reasonable notice period be added and that payment for services in progress and facility and other unrecovered costs be addressed in the contract. We would also request Specifications Section 10, Vendor Default, be reconciled with this section as updated, to include the above described 30 day notice and cure opportunity for any material breaches for which the State seeks to terminate a release/work order or the contract.

8. Section 17, Time: Deloitte Consulting requests this provision be removed from the contract given the volume and nature of the services, the inclusion of liquidated damages, and the State's right to terminate for default.
9. Section 19, Compliance: To the extent this section is intended to pertain to performance requirements, Deloitte Consulting understands any such requirements will be called out in the scope documents. We would also seek to clarify that changes in applicable law that impact performance would be treated as changes.
10. Section 26, Warranty: This section requires discussion as it appears to contain warranties that are not consistent with the services to be provided and its application to the project is not clear.
11. Section 29, Confidentiality: Deloitte Consulting recognizes the importance of protecting PII and confidential information. Deloitte employs robust protocols and security measures to protect PII and looks forward to finalizing, as part of contract discussions, the specific protective standards to apply based on the nature of our services, should we be awarded the services.
12. Section 35, Vendor Relationship: Deloitte Consulting understands the indemnity in this section pertains to the scope / context of this section and would seek to confirm the same in the contract. We also request the process (including notice, control etc.) be added.
13. Section 36, Indemnification: Deloitte Consulting seek to clarify and adjust this indemnity.
14. Section 38, Additional Agency and Local Government Use: Deloitte Consulting is happy to permit Other Government Entities to use this Contract on a case-by-case basis, subject to mutual agreement.
15. Section 39, Conflict of Interest: In addition to clarifying what constitutes a conflict for purposes of Deloitte Consulting's compliance, we would seek to limit the obligation to make inquiries to the team assigned to work the project given the overall size of our organization. Any changes in this section should also apply to the certification in Section 33.
16. Section 41, Background Check: Deloitte Consulting understands the State will conduct the Background Checks under this section. We would seek to confirm the process as part of contract discussions. In addition, Specification Section 4.1.1.3 provides that Vendor will conduct the Background Checks. We assume Section 4.1.1.3 applies (and we agree to conduct the checks) and will confirm the process in contract discussions.

### **Additional Terms To Be Discussed:**

1. Deloitte Consulting requests that a mutually agreed to limitation of liability be included in the contract, including a disclaimer of indirect, consequential, special and punitive damages.
2. The parties should also confirm, and to where applicable and agreed to, include in the contract or a SOW, the State's responsibilities to cooperate and to obtain the cooperation of Molina, provide facilities, infrastructure, personnel, timely decisions/input/data, and where applicable, the acknowledgement that Deloitte Consulting's services may include advice and recommendations, but all decisions in connection with the implementation of such advice and recommendations shall be the responsibility of, and made by, the State.

## **Clarifications for purposes of RFQ:**

1. Specification 4.1.1.2 and 4.1.3: we accept this mandatory specification and would seek to validate the process for replacement of personnel over the term of the contract.
2. Specification 4.1.1.3: we accept this mandatory specification and would seek to validate the process.
3. Specification 4.1.2.5: Given the State's response in Addendum #2, we would like to confirm when this activity will start and specify the particulars/scope of the review. We understand this review is intended to further promote the successful execution of the project by Molina.
4. Specification 4.1.7.3: we accept this mandatory provision and understand the State reserves the right not to approve modifications to a delivery order. We would seek to confirm our understanding of this provision, including application of the sections requirements that Vendor will not exceed the approved hours and will only bill for actual performed hours.
5. Specification 10: We would seek to discuss and clarify/modify the Vendor Default section as set out in item #7 of the General Terms and Conditions above.
6. In the event selected for award, we will identify any items associated with the BAA for which we would seek discussion/clarification/ modification. Deloitte Consulting routinely enters into BAAs and is confident that questions/issues, if any, can be quickly addressed and mutually agreed to.

### **Assumptions:**

1. We assume that where the State declines to approve a modification to a Delivery Order, Deloitte Consulting will only perform services under the Delivery Order up to the amount of hours authorized and then stop performance of that Delivery Order once that authorized amount is reached.
2. Deloitte Consulting assumes that Delivery Orders will be issued in a manner and volume that will allow Deloitte Consulting to hold key or committed resources without material lapses in their full time allocation and deployment to the project(s).
3. The State will limit sensitive information, such as PII, PHI, trade secrets and other information that it considers sensitive or highly confidential, it provides to Deloitte Consulting (or otherwise makes available to Deloitte Consulting) to only that which is reasonably necessary to allow Deloitte Consulting to provide the Services. Deloitte Consulting will provide Client with a list of Deloitte Consulting personnel who are authorized to receive or have access to Client sensitive information. Such list may be updated as needed. Any disclosure of sensitive information by Client to Deloitte Consulting will utilize levels of information security and data encryption appropriate to maintain security of Client sensitive information being accessed by or transferred to Deloitte Consulting, and as required by applicable information protection laws.



Rev. 04/14

State of West Virginia  
**VENDOR PREFERENCE CERTIFICATE**

Certification and application is hereby made for Preference in accordance with West Virginia Code, §5A-3-37. (Does not apply to construction contracts). West Virginia Code, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the West Virginia Code. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

1. Application is made for 2.5% vendor preference for the reason checked:  
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,  
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or,  
 Bidder is a non-resident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. Application is made for 2.5% vendor preference for the reason checked:  
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. Application is made for 2.5% vendor preference for the reason checked:  
 Bidder is a non-resident vendor employing a minimum of one hundred state residents or is a non-resident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. Application is made for 5% vendor preference for the reason checked:  
 Bidder meets either the requirements of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. Application is made for 3.5% vendor preference who is a veteran for the reason checked:  
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. Application is made for 3.5% vendor preference who is a veteran for the reason checked:  
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-5B and West Virginia Code of State Rules.  
 Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Deloitte Consulting LLP

Signed: \_\_\_\_\_

Date: March 25, 2015

Title: \_\_\_\_\_

Principal

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

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

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

**DEFINITIONS:**

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

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

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

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

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: Deloitte Consulting

Authorized Signature: [Signature] Date: 3/24/2015

State of Ohio

County of Hamilton, to-wit:

Taken, subscribed, and sworn to before me this 24 day of March, 2015

My Commission expires June 26, 2018

**AFFIX SEAL HERE**

**NOTARY PUBLIC**

[Signature]

*Purchasing Affidavit (Revised 07/01/2012)*



Deborah G. Angle  
Notary Public, State of Ohio  
My Commission Expires 06-18-2018

**Deloitte.**

State of West Virginia

# Project Management Services and MMIS Implementation Services

Response to RFQ #CRFQ 0511 BMS1500000008

Mandatory Requirements

March 25, 2015



Deloitte Consulting LLP  
2500 One PPG Place  
Pittsburgh, PA 15222-5401  
USA

March 25, 2015

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Fax: +1 412 338 7300  
www.deloitte.com

Robert Kilpatrick  
Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130


Dear Mr. Kilpatrick

Deloitte<sup>1</sup> is pleased to submit this proposal to the State of West Virginia, Department of Health and Human Resources (HHR), Bureau of Medical Services (BMS) in response to its Request for Quotation (RFQ) #CRFQ 0511 BMS 1500000008 Project Management Services and MMIS Implementation Services. We understand the critical nature of this procurement for BMS since the resulting sub-projects are integral to support BMS' strategy to modernize and innovate health information systems and related initiatives to improve health care quality, effectiveness, and efficiencies.

Our proposal complies with the requirements set forth in your RFQ and as such speaks to our business qualifications, capabilities, and experiences. As you familiarize yourself with this information, we want to emphasize several benefits, which we believe are important factors for BMS to weigh as you choose a project management and Medicaid Management Information System (MMIS) implementation services partner:

- ***BMS will receive a highly experienced team that will hit the ground running and provide you immediate results beginning Day 1.*** Deloitte has more than 40 years' experience working with MMIS vendors to deliver timely MMIS technology and operational improvements as well as Centers for Medicare and Medicaid Services (CMS) certifications. In addition, over the past seven years Deloitte has successfully assisted states in a similar role that is requested where Molina is their MMIS and fiscal agent vendor.
- ***BMS will benefit from our collaborative, yet goal-oriented, approach that will enable achievement of your mutual objectives on time and on budget.*** Equally important as our 40-year history in MMIS is our collaborative approach to working with states and fiscal agents to reach a common goal. We are familiar with BMS's business culture, your leadership, and your team. We know the manner in which you approach your work and have proven our ability to be successful in your culture.
- ***BMS can be confident in the quality of advice they receive.*** In choosing Deloitte, BMS will be choosing a partner that is broadly recognized by independent entities as a highly competent, innovative advisor:
  - Deloitte is ranked #1 by Forrester for Information Security and Risk Consulting
  - Deloitte is ranked as the #1 global consulting company by Kennedy and Gartner
  - Deloitte is ranked #1 by Kennedy Information in health care consulting, including life sciences, payer, provider, and government health

Very truly yours,

By:   
Brian Erdahl, Principal

<sup>1</sup> As used in this document, "Deloitte" means Deloitte Consulting LLP, which provides information technology (IT) consulting and project management services. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

**SIGN IN SHEET**

Request for Proposal No. CRFQ 0511 BMS 150000008  
 PLEASE PRINT  
 \* PLEASE BE SURE TO PRINT LEGIBLY - IF POSSIBLE, LEAVE A BUSINESS CARD

Page 2 of 3  
 Date: March 4, 2015

FIRM & REPRESENTATIVE NAME	MAILING ADDRESS	TELEPHONE & FAX NUMBERS
Company: <u>Berry Dunn</u>		PHONE <u>207-541-2244</u>
Rep: <u>Edward (Ed) Daranyi</u>	<u>P.O. Box 1100</u>	TOLL FREE
Email Address: <u>Edaranyi@BerryDunn.com</u>	<u>Portland, ME 04104</u>	FAX <u>207-541-2244</u>
Company: <u>TEKsystems Inc</u>	<u>701 Angus Park Rd</u>	PHONE <u>330-851-0921</u>
Rep: <u>JASON BUMESTER</u>	<u>GREENSBORO, NC 27107</u>	TOLL FREE
Email Address: <u>JBOUMESTER@TEKSYSTEMS.COM</u>		FAX
Company: <u>Kunz Leigh &amp; Associates</u>		PHONE <u>304.389.4355</u>
Rep: <u>Matthew Z. Oley</u>	<u>1335 Dublin Rd</u>	TOLL FREE
Email Address: <u>m.oley@kunzleigh.com</u>	<u>Suite 1103 Columbus, OH 43215</u>	FAX
Company: <u>FEARWICK Technologies</u>	<u>405 Capitol St</u>	PHONE <u>304 780 5151</u>
Rep: <u>MARC D. BEAUMONT</u>	<u>St. 608</u>	TOLL FREE <u>* 245</u>
Email Address: <u>marc.beaumont@fentech.com</u>	<u>Chesapeake, WV 25301</u>	FAX
Company: <u>DELOITTE</u>	<u>Suite 820</u>	PHONE <u>804.514.8248</u>
Rep: <u>Don Parr</u>	<u>901 E. BRUSH</u>	TOLL FREE
Email Address: <u>dparr@deloitte.com</u>	<u>Ridgely VA 23219</u>	FAX

**West Virginia Department of Health and Human Services  
 Bureau of Medical Services  
 RFQ #CRFQ 0511 BMS 150000008  
 Project Management Services and MMIS Implementation Services**



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**CERTIFICATION AND SIGNATURE PAGE**

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

Deloitte Consulting LLP

(Company)

*Brian J. Hill* Principal

(Authorized Signature) (Representative Name, Title)

Telephone: +1 412 402 5388 Fax: +1 412 402 5623 March 25<sup>th</sup>, 2015

(Phone Number) (Fax Number) (Date)

Revised 08/08/2014

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: BMS150000008**

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

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

**Addendum Numbers Received:**

(Check the box next to each addendum received)

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

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

Deloitte Consulting LLP

Company



Authorized Signature

March 25<sup>th</sup>, 2015

Date

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

Revised 6/16/2012



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<b>Section Title</b>	<b>Pages</b>
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Vendor Qualification	p 1 - 10
Key Certified Project Management Staff and Experience	p 11 - 21
Mandatory Requirements	p 22 - 27

## Qualifications Checklist

Specifications Section	Applicable To:	General Description	Page /Location
3.1	Vendor	Minimum 10 years in project management	p 2 - 4
3.2	Vendor	Minimum 10 years in managing procurement development	p 4 - 5
3.3	Vendor	Minimum 5 years in general information security experience related to the implementation and/or monitoring of computer systems and/or applications	p 5 - 7
3.4	Vendor	Within the past 8 years, 3 years' experience specific to project management services for the implementation of a Molina MMIS Project and CMS Certification or a Molina Health PAS System	p 7 - 8
3.5	Vendor	Two or more references for the Project Management of the MMIS Implementation and/or CMS Certification of a Molina MMIS or Molina Health PAS System.	p 8
3.6	Vendor	Three or more references (from the past 10 years) for project management services for a state Medicaid Agency; must include a description of the project management services performed.	p 9 - 10
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.	p 11
3.7.1.2	Lead Project Manager (1)	Project Management Professional Certification	p 11
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.	p 11 - 12
3.7.2.2	Engagement Manager (1)	Project Management Professional Certification	p 11 - 12
3.7.3.1	Lead MMIS Project Manager (1)	Minimum ten (10) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency. AND, within the last 10 years, three (3) years' experience as a Project Manager of a Molina MMIS Implementation and/or CMS Certification of a Molina Health PAS system.	p 12
3.7.3.2	Lead MMIS Project Manager (1)	Project Management Professional Certification	p 12
3.7.4.1	General Project Managers (10)	Minimum three (3) years' experience as a Project Manager and/or providing project management support services directly related to the analysis, development and/or implementation of programs, initiatives for a State Medicaid Agency.	p 13 - 15
3.7.5.1	Project Management Support Staff (25)	Minimum one (1) year of experience with Project Management	p 16 - 21

# State of West Virginia Bureau for Medical Services

## Request for Quotation Specifications Response

### Vendor Qualification

Deloitte is a pioneer in the Health and Human Services (HHS) systems marketplace. For more than 40 years, we have been helping state governments develop and deliver information systems that are designed to better serve constituents. We bring a wealth of lessons learned to the Department of Health and Human Resources (DHHR) based on our work with state Medicaid agencies across the country. Our team is pleased to describe our qualifications, demonstrating the breadth of skills and experiences required for this project. Deloitte is distinguished by our broad capabilities, deep industry knowledge, and ability to implement the advice we provide.

Deloitte has supported hundreds of health care organizations and 47 of the 50 state departments of HHS on a wide range of technology, human services, and health care-related projects, including Medicaid Management Information System (MMIS), core claims administration, medical management, integrated eligibility, hospital information systems, electronic health records (EHR), health insurance exchange (HIX), and health information exchange (HIE) implementations and services. We are proud to have received top rankings from Gartner, Forrester Research, and Kennedy Research as a result of our performance with clients and their testimonials about our services.

The following figure illustrates Deloitte's national HHS experience. Many of these projects are similar in size, scale, scope, and complexity as the requested work in West Virginia. Deloitte has more than 100 different state HHS projects that we have delivered, or are currently delivering, across the United States. Many of these projects are valued at over \$100 million and are running in parallel for multiple HHS clients. In the last two years alone, Deloitte has successfully delivered many large and similar projects ranging from \$80 million to over \$100 million that have been implemented on time and on budget.

*Deloitte's National Health and Human Services Experience  
 State Health Experience*

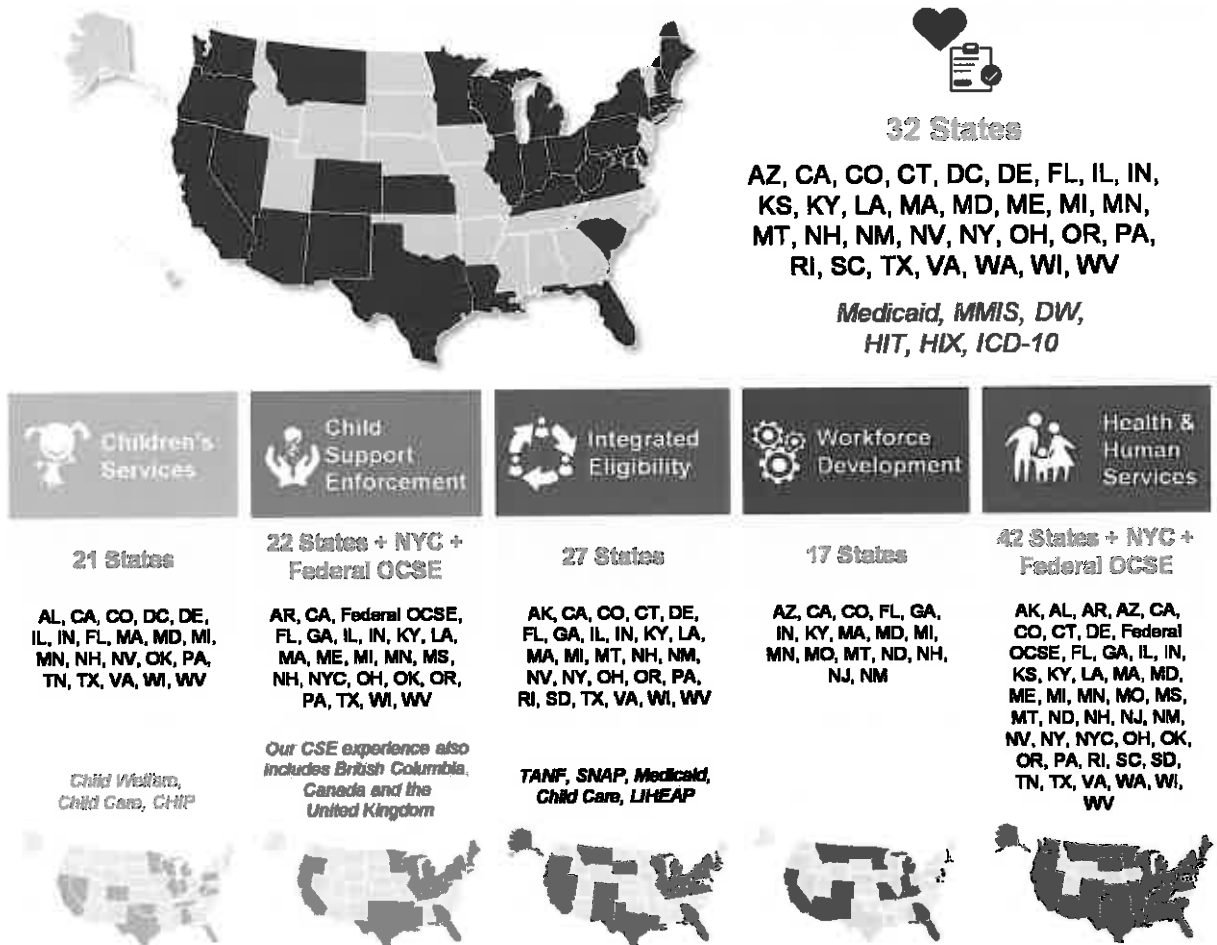


Figure 1. Deloitte's HHS Experience.

For the Project Management and MMIS Implementation Services engagement Deloitte is supported by our partner TEKsystems. TEKsystems Government Services supports public sector IT programs for federal, state and local governments and contractors and currently manages and supports hundreds of initiatives across all 50 states. With nearly 30-year history of strong past performance enables, TEKsystems is ideally positioned help BMS identify, pursue, capture and successfully deliver each of the resulting sub-projects of the Project Management and MMIS Implementation Services contract.

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

Deloitte's project management processes, tools, and templates provide a consistent, efficient, and effective approach for managing successful projects. Our Enterprise Value Delivery (EVD) for Project Management

(PM) methodology and processes are guided by the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK®) and the Software Engineering Institute's Capability Maturity Model Integration (CMMI®) model. The methodology includes a comprehensive toolkit that incorporates standards, assets, project solutions, tools, and experiences from many other complex quality assurance and systems integration engagements. Our project managers and support staff have been trained in our methodology and will use it to successfully deliver the Project Management Services and MMIS Implementation Project.

Over our 40 year history within HHS organizations, we have consistently provided Project Management Services to multiple clients each year. The following table provides a representative summary of some of our more recent experience providing project management services. We present Deloitte project management qualifications from Wisconsin and West Virginia. We believe that we have the necessary experience to meet the needs of your project and we provide Deloitte's project management qualifications from Wisconsin and West Virginia as references.

Project	Project Description
<p><b>State of Wisconsin</b></p> <p><b>eHealth Project Management &amp; Technical Advisory</b></p> <p><b>2010 – Ongoing</b></p>	<p>The State of Wisconsin Department of Health Services (DHS) selected Deloitte to provide project management and technical support services for the State Medicaid HIT Project. The primary objectives of the project is to develop and implement the State Medicaid HIT Plan, which serves as Wisconsin's strategic HIT planning document, outlining DHS' plan to administer and conduct oversight of the Medicaid electronic health record (EHR) Incentive Program and detail other Wisconsin HIT initiatives. Deloitte provided subject matter expertise on trends in health information technology and the HITECH Programs, Legislation, and Regulations to guide development of the State Medicaid HIT Plan. Deloitte has worked closely with external stakeholders and professional organizations like the Wisconsin Hospital Association and the Wisconsin Medical Society in order to obtain feedback on the design of the Medicaid EHR Incentive Program and coordinate activities to promote the use of HIT. During the course of the engagement Deloitte has, and continues to be responsible for:</p> <ul style="list-style-type: none"> <li>• Development and ongoing maintenance of the project work plan, risk/issue management plan, and status reporting</li> <li>• Development and ongoing maintenance of the communication plan, including serving as the primary contact for key stakeholders, such as, the Centers for Medicare and Medicaid Services (CMS)</li> <li>• Conducting communication, training, and outreach activities needed to manage the timely and appropriate distribution of information to internal and external stakeholders</li> <li>• Conducting assessments of the existing Wisconsin Medicaid Health Information Technology and Organizational Assets</li> <li>• Conducting research on trends in the commercial and public sectors in order to share information on innovative ideas and areas of concern, and developing the To-Be state and HIT roadmap</li> <li>• Analyzing federal program policies, Notice of Public Rule Making, and final rules/regulations for impacts to Wisconsin</li> <li>• Conducting policy analysis and providing recommendations related to the administration for the Medicaid EHR Incentive Program and any other HIT initiatives for the Department, including approach to the funding and support of Health Information Exchange</li> </ul>

- Developing budgets and funding requests (IAPDs) for HITECH Projects
- Developing an implementation readiness checklist prior to implementation, monitoring and reporting on readiness
- Developing business scope documents and reviewing technical design specifications

<p><b>State of West Virginia</b></p> <p><b>RAPIDS Project</b></p> <p><b>1994 – Ongoing</b></p>	<p>RAPIDS is West Virginia’s integrated automated benefit eligibility system for administering federal assistance programs at the state level. This includes, but is not limited to, Temporary Assistance to needy Families (TANF), Medical Assistance, and Supplemental Nutrition Assistance Program (SNAP). RAPIDS is a highly complex system consisting of 22 subsystems. InROADS is a statewide self-service system for applying and renewing similar benefits. RAFT is the Department’s data warehouse and business intelligence solution. The Deloitte team has been responsible for all aspects of the software development life cycle and project management activities, on the RAPIDS project. The project management approach on this project is centered on the fundamental principles of project management, combining the leading practices of the Agency and Deloitte project management methodologies and tools. The resulting approach was refined and tuned for the specific needs to the Agency through collaboration to become the foundation for our combined success. Our project management approach leveraged aspects from our proven EVD for SI methodology. During the course of our RAPIDS project, Deloitte Project Managers were responsible for:</p> <ul style="list-style-type: none"> <li>• Regular and frequent communications</li> <li>• Staff resource planning</li> <li>• Management approach for new tasks</li> <li>• Adherence to schedules</li> <li>• Problems or issues that could affect successful outcomes of work</li> <li>• Meeting management</li> <li>• Project Reporting</li> <li>• Issue Resolution Management</li> <li>• Innovative approaches for using communication technology to facilitate and enhance a collaborative and productive exchange of information</li> </ul>
--	--

**Figure 2. Sample of Deloitte Projects Providing Project Management.**

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

Deloitte realizes that the procurement process can be challenging for state Medicaid agencies. The evaluation process, as well as other potential procurement activities (e.g., on-site visits to the state projects of vendors, oral presentations) require effort and coordination. Our team has supported states like West Virginia on a broad range of Medicaid program initiatives, including procurements. For over 10 years we have provided procurement assistance to multiple states for multiple agencies. Most recently we have provided assistance to Pennsylvania, Maine, New York, and Wisconsin around Medicaid procurement.

Our Medicaid and MMIS Request for Proposal (RFP) development experience are examples relevant for West Virginia’s request. In each of these procurements, we have leveraged industry best practices with subject matter knowledge to develop innovative approaches that resulted in business transforming results. The following table provides a representative summary of our experience providing procurement management services. We present Deloitte qualifications from New York and Wisconsin. We believe that we have the necessary experience to meet the needs of your project and have offered these sample projects as evidence of complying with your requirement.

Project	Project Description
<b>State of New York</b> <b>Support for Procurement to Replace New York State MMIS Project</b> <b>2012 – 2014</b>	Under the leadership of a new governor, the State is transitioning over 95% of its Medicaid population to managed care by 2016 as part of a large Medicaid Redesign effort. As a result of the changing membership profile, the State chose to cancel an earlier procurement to replace its MMIS with the intent of taking a non-traditional approach to MMIS. Deloitte assisted the State in the development of the procurement strategy, documenting the new functional and technical requirements, drafting the RFP, planning the evaluation approach, and facilitating the procurement process for the new MMIS.
<b>State of Wisconsin</b> <b>MMIS Project Management &amp; Technical Advisory</b> <b>2005 – 2009</b>	The State of Wisconsin Department of Health Services (DHS) contracted with Deloitte to advise and assist them in the planning, procurement, and implementation of a Medicaid fiscal agent contract and a new MMIS. Specifically, we helped with the following activities: <ul style="list-style-type: none"> <li>• Created templates for question submission and answers</li> <li>• Assisted in researching and responding to bidder questions</li> <li>• Drafted RFP amendments</li> <li>• Facilitated state review of vendor responses</li> </ul>
<b>Additional Examples</b>	
<b>State of Maine</b> <b>2005 – 2010</b>	<ul style="list-style-type: none"> <li>• Assisted with the procurement for a MMIS and fiscal agent, including, drafting the RFP, assisting with evaluations, participating in vendor site visits to review solutions and operations, and assisting with contract negotiations</li> </ul>
<b>State of Maine</b> <b>2010 – 2011</b>	<ul style="list-style-type: none"> <li>• Assisted with the transition to managed care by drafting the RFP prior to the program being suspended</li> </ul>
<b>State of New Hampshire</b> <b>2011 – 2012</b>	<ul style="list-style-type: none"> <li>• Assisted the State in the development of the RFP, sample contract, and evaluation strategy for its transition to managed care</li> </ul>
<b>Commonwealth of Pennsylvania</b> <b>2001 – 2004</b>	<ul style="list-style-type: none"> <li>• Drafted an RFP for a MMIS and fiscal agent contract</li> <li>• Coordinated the evaluation process</li> </ul>

Figure 3. Sample of Deloitte Projects Managing Procurement Development.

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.

Both Forrester Information Security and Risk Consulting and Kennedy identify Deloitte as a global leader in Information Security and Information Management Consulting. Our practitioners are not only proficient in designing, developing, and implementing solutions, we have also been effective maintaining them securely through the operations and maintenance phase.

Deloitte is a leader in state government cybersecurity. For example, Deloitte has partnered with the National Association of State Chief Information Officers (NASCIO) in 2010, 2012, and 2014 to produce the Deloitte–NASCIO Cybersecurity Study. This survey, which is undertaken annually and which 49 states participate in, provides deep insights into the primary security concerns facing state governments and identifies key strategies for state CIOs and CISOs to undertake to address those concerns.

Additionally, Deloitte was selected by National Institute of Standards and Technology (NIST) to assist in developing their new Framework for Improving Critical Infrastructure Cybersecurity in response to the 2013

Presidential Executive Order by the same name. Being selected by NIST to help develop this important national framework is another testament to our leadership in public sector cybersecurity consulting. This type of market leading research and framework development combined with our experience helping over 30 states in improve their cybersecurity posture demonstrates our commitment to helping state governments protect citizen data and preserve citizen trust.

Deloitte's experience is unmatched by vendors in the market. The following table provides a representative summary of our experience providing information security services. We present Deloitte qualifications from a large academic medical center (in the New York Area), the Office of the National Coordinator for Health Information Technology (ONC), and the Commonwealth of Kentucky. We believe that we have the necessary experience to meet the needs of your project and have offered these sample projects as evidence of complying with your requirement.

Project	Project Description
<p><b>Large Academic Medical Center in the New York Area</b></p> <p>2013</p>	<p>A Large Academic Medical Center engaged Deloitte to conduct a current state assessment of their security capabilities to protect Protected Health Information (PHI) related data. Deloitte developed a framework to meet the Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health (HITECH) requirements, as well as the Stage 1 Meaningful Use requirements. Deloitte assessed the Medical Center systems to evaluate the flow of PHI data through critical application/databases/servers and business processes. Deloitte provided recommendations for mitigating the identified risks and gaps, developed an overall security strategy, and supported remediation of gaps identified. Deloitte leveraged its team of health care specialists and subject matter advisors to conduct the assessment, develop the strategy, and complete the remediation.</p>
<p><b>ONC Health Information Technology &amp; Cybersecurity Project</b></p> <p>2010 – 2013</p>	<p>A White House report: "Cyberspace Policy Review" (May, 2009) identified 10 short-term top priorities for cybersecurity, including strategic planning, interagency cybersecurity policy cooperation, increasing public awareness, incident response, research and development, and identity management. As a result of the report, the ONC developed a coordinated plan to identify and address these threats and lay the groundwork for a safe and secure Health Information Technology (HIT) ecosystem. Deloitte was contracted to help ONC to integrate privacy and security throughout the HIT life cycle, provide tools for effortless delivery of communication and education materials on privacy and security, and provided a strategy to help define HIT Security and Cybersecurity goals.</p>
<p><b>Commonwealth of Kentucky Health Benefit Exchange</b></p> <p>2012 – Ongoing</p>	<p>Deloitte provided systems integration and program management support for kynect, one of the nation's first fully-integrated end-to-end Eligibility and Enrollment (E&amp;E) and Plan Maintenance and Billing (PMB) system. The system supports Kentucky's vision for its State Based Marketplace (SBM) to provide access to affordable, quality health care to all Kentucky citizens while meeting Federal requirements of the Affordable Care Act.</p> <p>Deloitte used a proven Enterprise Value Delivery for Systems Integration methodology to develop a customized end-to-end HBE solution, including program management, stakeholder collaboration, systems development (requirements, design, coding, testing, deployment, etc.), configuration management, change control, <b>IT security testing</b>, user training, and management of system operations.</p> <p>Deloitte proactively identified and managed risks/issues and implemented mitigation strategies. Throughout the engagement Deloitte provided monthly updates to CMS on HBE project risk/issue register through the Deloitte PMO, established disaster recovery and Business Continuity Plan for kynect and <b>managed the System Security Plan</b>. This included conducting vulnerability tests with every software release and conducting semi-annual security control tests.</p>

Figure 4. Sample of Deloitte Projects Providing Security Services.



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

Deloitte has a long history and many years of experience working with Molina's Health PAS System, including providing project management services for the implementation of Molina's MMIS system. Deloitte provided overall project management of Molina's implementation of its Health PAS System in Maine, including overseeing the certification efforts. Deloitte also conducted an ICD-10 assessment and planning project for Molina's MMIS solution in Louisiana and its overall Health PAS system used for its national managed care plans. The following table provides a representative summary of our experience with Molina's MMIS solution. We present Deloitte qualifications from Maine and Louisiana. We believe that we have the necessary experience to meet the needs of your project and have offered these sample projects as evidence of complying with your requirement.

Project	Project Description
<b>State of Maine</b> <b>Office of MaineCare Services</b> <b>MMIS Project Management</b> <b>2005 – Ongoing</b>	<p><b>MMIS Implementation Project Management</b></p> <p>Deloitte began its partnership with the Office of MaineCare Services (OMS) in April 2005 to help address challenges associated with a difficult MMIS Fiscal Agent implementation. Since that time, Deloitte has worked extensively with MaineCare to help stabilize and improve its program, operations, and technology and set the stage for future innovations to improve quality of care and manage costs. Deloitte specifically was asked to manage the procurement of a new Fiscal Agent, work with CMS, procure an IV&amp;V vendor, and finalize contract all within nine months. Once successfully completed, Deloitte was hired to provide overall project management to the implementation of then Unisys (now Molina) and to work with the newly hired IV&amp;V vendor Berry Dunn. Deloitte successfully provided these Project Management and MMIS services ultimately leading to a certified system. Throughout this project Deloitte provided a broad set of services that demonstrates the breadth and depth of our Medicaid program, business operations, and systems experience. A sample of these services includes the following:</p> <ul style="list-style-type: none"> <li>• Project Management</li> <li>• Legacy System Stabilization.</li> <li>• Financial Reconciliation/Auditability.</li> <li>• Suspended Claims Reduction.</li> <li>• Interim Payment Initiative</li> <li>• Claims Quality Assurance.</li> <li>• Systems Quality Assurance and Testing</li> <li>• Actuarial services</li> <li>• Security and Privacy services</li> <li>• Health Reform.</li> </ul> <p><b>5010 Implementation</b></p> <p>Deloitte provided background information and executive awareness training for MaineCare as it began planning activities related to 5010 compliance. Deloitte worked with the State of Maine DHHS to identify and address the impact of the transition to 5010 on business processes, technology, and human resources. This project included assessing impact, identifying strategic opportunities, analyzing solution options, and developing an implementation roadmap and budget. Deloitte then worked closely with MaineCare and Molina through its 5010 implementation, including coordination of 5010 testing and associated provider outreach and communications</p> <p><b>Medicaid Information Technology Architecture Assessment</b></p> <p>Deloitte worked with MaineCare and Molina to conduct Maine's MITA State Self-Assessment in relation to the eight MITA Business Areas and associated business processes of MITA version 2.01. To minimize disruption to MaineCare, we carefully</p>

reviewed business process blueprints and detailed system design documents developed for the fiscal agent project.

**ICD-10**

Deloitte provided background information and executive awareness training for MaineCare as it began planning activities related to ICD-10 compliance. Deloitte then worked with the State of Maine DHHS to identify and address the impact of the transition to ICD-10 on business processes, technology, and human resources. Deloitte currently is working with MaineCare and Molina on ICD-10 remediation and implementation, including financial impact analysis, conceptual design, code mapping, testing, business process remediation, and project management. This includes collaborating with Molina, vendors, providers, and affected DHHS Program Offices.

**State of Louisiana**  
  
**ICD-10 Assessment and Implementation**  
  
**2011 – 2012**

Deloitte worked with Louisiana to manage its ICD-10 planning and implementation project. As part of this implementation Deloitte managed the project and provided a variety of MMIS related services that includes impact assessment, vendor contract reviews, ICD-10 code mapping, and remediation of the Molina MMIS.

**Figure 5. Sample of Deloitte Projects Providing Project Management of the Molina MMIS.**

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

**State of Maine, Department of Health and Human Services, Office of MaineCare Services**  
**MMIS Project Management**

<b>Agency/Company Name</b>	Department of Health and Human Services, Office of MaineCare Services
<b>Contact Name</b>	Ms. Stefanie Nadeau, Medicaid Director
<b>Contact Address</b>	11 State House Station, Augusta, ME 04333-0011
<b>Contact Phone</b>	(207) 287-2674

**Figure 6. Reference for the State of Maine**

**State of Louisiana**  
**ICD-10 Assessment and Implementation**

<b>Agency/Company Name</b>	Molina Healthcare, Inc
<b>Contact Name</b>	Karl Schnur (formerly of Molina, now with Sellers Dorsey)
<b>Contact Address</b>	8591 United Plaza Blvd., Baton Rouge, LA 70809
<b>Contact Phone</b>	(970) 691-1877

**Figure 7. Reference for Louisiana**

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

**State of Wisconsin, Department of Health and Family Services  
 MMIS Project Management and Technical Advisory Services**

<b>Agency/Company Name</b>	State of Wisconsin, Department of Health and Family Services
<b>Contact Name</b>	Mrs. Tricia LaPlant, Project Manager
<b>Contact Address</b>	1 West Wilson Street, Room 472, Madison, WI 53703
<b>Contact Phone</b>	(608) 267-6847

**Project Management Services**

- Verified timely reporting and managerial oversight in collaboration with executive steering committee members and business owners
- Evaluated and made recommendations on project schedule, budget, and resource adequacy
- Evaluated the project's existing and proposed plans, procedures, policies, and software
- Reviewed contractor processes, reports, and system documentation, assessed findings and provided recommendations for improvement
- Verified that project risks were identified, quantified, and mitigated
- Validated traceability of business, technical, and system requirements, as well as operations requirements through the system development life cycle
- Verified quality of deliverables produced
- Verified that system requirements were well defined and satisfied State and federal regulations

**Figure 8. Reference for State of Wisconsin.**

**State of New York, Department of Health  
 MMIS Project Management and Procurement Services**

<b>Agency/Company Name</b>	New York Department of Health
<b>Contact Name</b>	Jonathan Halvorson, Director of Systems
<b>Contact Address</b>	150 Broadway, Menands NY 12204
<b>Contact Phone</b>	(518) 257-4461

**Project Management Services**

- Drafted procurement strategy document to socialize across the Department and share with CMS for feedback
- Reviewed, consolidated, and revised requirements from rescinded RFP to develop new set of requirements for procurement
- Drafted RFP and revised based on stakeholder and CMS feedback
- Effectively guided New York through the definition of a Medicaid Administrative Services model and CMS approval of the RFP
- Developed procurement evaluation plan, trained evaluators, and facilitated evaluation process
- Provided general support throughout procurement and evaluation
- Supported DOH during protest period by conducting research and drafting letters of response

**Figure 9. Reference for the State of New York.**

**Commonwealth of Kentucky, Kentucky Department for Medicaid Services  
 Medicaid Expansion**

<b>Agency/Company Name</b>	Kentucky Department for Medicaid Services
<b>Contact Name</b>	Lisa Lee, Commissioner
<b>Contact Address</b>	275 East Maine Street Frankfort, KY 40601
<b>Contact Phone</b>	(502) 564-4321

**Project Management Services**

- Established project management office, tools, and processes

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- Developed and managed project plan
- Identified and managed risks and issues
- Tracked action items
- Produced weekly status reports
- Managed the development and implementation of over 25 State Plan Amendments, 700 MMIS change orders, and 60 regulations to implement expansion

**Figure 10. Reference for the Commonwealth of Kentucky.**

## Key Certified Project Management Staff and Experience


The following are sample Deloitte staff that meet the requirements in the RFQ. Prior to award, Deloitte will provide a specific staffing plan that meets these requirements. For each requirement, we have offered evidence of that the sample staff comply with the requirement. Final staff resumes with equivalent of greater experience will be provided within each Statement of Work in compliance with requirement 4.1.1.5.

Deloitte has also partnered with TEKsystems to supplement our own experience to provide additional MMIS and subject matter advisory services throughout the project. The sample staff identified below represent Deloitte staff only.

### Lead Project Manager (1)


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

**Name** Rick Tielke  
**Position** Lead Project Manager  
**Years of Experience** 23

**Compliance**  **Requirement**  
 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.

**Evidence**  
**Years** 23  
**States** Arizona, Arkansas, California, Georgia, Hawaii, and Kansas, as well as the District of Columbia.  
**Services** Project Manager on multiple MMIS implementations and Medicaid consulting engagements

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

**Compliance**  **Requirement**  
 Holds a Project Management Professional Certification.

**Evidence**  
 Rick has a current PMP certification from the Project Management Institute that he received in 2014. He has been performing project management since 1984.

### Summary

Solutions-focused and quality-conscious professional commanding twenty-three (23) years of project management success, specializing in direction and implementation of IT solutions and Medicaid management information systems (MMIS) rollouts. Accomplished and resourceful technologist adept at designing, developing, testing, implementing, and supporting implemented projects. Performance-driven and client-oriented manager known for expertise across business process evaluation, systems analysis, organizational design, and technical development. Skillfully build, lead, and mentor cross-functional, geographically dispersed teams as well as ensure project delivery within established requirements. Possess record of consistent top performance. Exhibit unique blend of technical, business, and financial savvy. Areas of excellence include Strategic Planning, Change Management, Needs Assessment, Systems Analysis, IT Security, Alliance Building, Product Development & Rollout, Budget Administration, Client & Vendor Relations, Team Leadership, Quality Assurance, Risk Management, Performance Management, Negotiations, Customer Service, Software Development, P&L Accountability, Consulting, Presentations, and Data Processing.

### Engagement Manager (1)

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.

**Name** Sally Fingar  
**Position** Engagement Manager

**Years of Experience** 16

**Compliance Requirement**



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.

**Evidence**

**Years** 11  
**States** Wisconsin, Minnesota, Ohio, Connecticut, Indiana.  
**Services** Health insurance exchange implementation  
 MMIS implementation  
 Program operations

**3.7.2.2 Lead Project Manager shall hold a current Project Management Professional Certification**

**Compliance Requirement**



Holds a Project Management Professional Certification.

**Evidence**

Sally has a current PMP certification from the Project Management Institute that she received in 2005. Sally has also had project management training from Greenbriar Russell / Boston University and ESI/George Washington University.

**Summary**

Sally has 16 years of Public Sector consulting experience including both functional and technical projects with a focus on helping State Health organizations and Medicaid agencies achieve business and system efficiencies. In addition to her recent focus on Health Insurance Exchanges, Sally has assisted States with various Medicaid related projects including Medicaid program operations and efficiency, planning for and procurement of new Medicaid Management Information Systems (MMIS), writing CMS Planning Advanced Planning Documents (PAPD), developing business and systems requirements, testing MMIS applications, and implementing new MMIS systems.

**Lead MMIS Project Manager (1)**

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

**Name** Bharat Chaturvedi  
**Position** Lead MMIS Project Manager  
**Years of Experience** 15

**Compliance Requirement**



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.

**Evidence**

**Years** 15  
**States** California, Maine, Maryland, Rhode Island  
**Services** Health information exchange implementation  
 Health insurance exchange implementation  
 MMIS planning and implementation.



At least three (3) years' experience within the last 10 years as a Project Manager of a Molina MMIS Implementation and/or CMS Certification of a Molina Health PAS system.

Bharat served as a Project Manager during Molina's Health PAS implementation in the State of Maine from 2008 to 2010. This implementation included CMS certification in 2011.

**3.7.2.2 Lead Project Manager shall hold a current Project Management Professional Certification**

**Compliance Requirement**



Holds a Project Management Professional Certification.

**Evidence**

Bharat has a current PMP certification from the Project Management Institute that he received in 2006.


**Summary**

Bharat Chaturvedi has over 15 years of leadership and management experience in HIT and technology consulting. This experience includes managing large and complex business transformation initiatives, such as Medicaid systems, Health Insurance Exchanges and core administrative systems for public and private healthcare clients. He has extensive experience in managing large-scale systems projects to implement new and evolving technologies.

### General Project Managers (10)


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

**1**            **Name**            Janelle Bardol  
**Position**            General Project Manager  
**Years of Experience**    14

**Compliance**    **Requirement**  
 At least ten (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.


**Evidence**  
**Years**            7  
**States**            Maine, New York, Ohio, Pennsylvania  
**Services**            ICD-10  
                           Data warehouse implementation  
                           MMIS procurement and implementation  
                           Organizational design  
                           Waiver case management system modifications.

**2**            **Name**            Rob Bouda  
**Position**            General Project Manager  
**Years of Experience**    9

**Compliance**    **Requirement**  
 At least ten (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.

**Evidence**  
**Years**            8  
**States**            Illinois, New York, Wisconsin  
**Services**            MMIS procurement, implementation, and quality assurance  
                           HIE/HIT planning, implementation, and testing  
                           Technology assessments


**3**            **Name**            Jeff Burke  
**Position**            General Project Manager  
**Years of Experience**    7

**Compliance**    **Requirement**  
 At least ten (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.

**Evidence**  
**Years**            5  
**States**            Kentucky, Louisiana, Maine, New Hampshire, New York  
**Services**            ICD-10 assessment  
                           MMIS procurement  
                           Financial and program analysis  
                           Organizational design  
                           Waiver development  
                           Benefit design


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**4**            **Name**            Jennifer Campbell  
**Position**                    General Project Manager  
**Years of Experience**    15

**Compliance**    **Requirement**  
 At least ten (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.


**Evidence**  
**Years**                    10  
**States**                   Pennsylvania, South Carolina  
**Services**                Business process redesign  
                                  Program evaluation  
                                  Budget/financial analysis  
                                  Care management

**5**            **Name**            Gary Chernich  
**Position**                    General Project Manager  
**Years of Experience**    14

**Compliance**    **Requirement**  
 At least ten (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.


**Evidence**  
**Years**                    10  
**States**                    Kentucky, Nebraska, North Dakota, Pennsylvania, Vermont  
**Services**                Requirements development  
                                  MMIS procurement and implementation  
                                  MITA assessment  
                                  HIX implementation

**6**            **Name**            Tim Egan  
**Position**                    General Project Manager  
**Years of Experience**    9

**Compliance**    **Requirement**  
 At least ten (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.

**Evidence**  
**Years**                    5  
**States**                    Maine, Minnesota, Pennsylvania, Texas  
**Services**                Actuarial rate setting and analysis for program design and implementation  
                                  Waiver development  
                                  Claims analysis

**7**            **Name**            Amanda Harris  
**Position**                    General Project Manager  
**Years of Experience**    12


**Compliance**    **Requirement**  
 At least ten (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.

**Evidence**  
**Years**                    7  
**States**                    New Hampshire, Pennsylvania, Wyoming  
**Services**                Business process reengineering  
                                  Data analysis  
                                  Program design  
                                  Policy analysis and implementation




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**8**            **Name**            Kandice Kailer  
**Position**                    General Project Manager  
**Years of Experience**      6

**Compliance**    **Requirement**  
 At least ten (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.


**Evidence**  
**Years**                    4  
**States**                    New Hampshire, South Carolina, Wisconsin  
**Services**                Program analysis and design  
                                   Waiver development  
                                   Organizational redesign  
                                   Financial analysis  
                                   Database management

**9**            **Name**            Rashmi Menon  
**Position**                    General Project Manager  
**Years of Experience**      8

**Compliance**    **Requirement**  
 At least ten (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.

**Evidence**  
**Years**                    4  
**States**                    Maryland, New York, Pennsylvania, Texas  
**Services**                Data governance  
                                   Data warehouse implementation  
                                   Data modeling  
                                   Technology assessment and strategy development  
                                   System testing



**10**          **Name**            Christine Steffa  
**Position**                    General Project Manager  
**Years of Experience**      4



**Compliance**    **Requirement**  
 At least ten (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.



**Evidence**  
**Years**                    3  
**States**                    Kentucky, Maine, Massachusetts  
**Services**                ICD-10 assessment and implementation  
                                   Program design  
                                   Financial analysis  
                                   Requirements development  
                                   Benefit design  
                                   Waiver development



**Project Management Support Staff (25)**

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

**1**           **Name**       Parth Desai  
**Position**         Project Management Support Staff  
**Years of Experience**   3  
**Compliance**       **Requirement**   **Evidence**  
 Experience with states, other healthcare organizations, or participation in federal activities       Kentucky, Massachusetts, Pennsylvania  
 One year of experience with project management.           2 years



**2**           **Name**       Avanti Deshpande  
**Position**         Project Management Support Staff  
**Years of Experience**   3  
**Compliance**       **Requirement**   **Evidence**  
 Experience with states, other healthcare organizations, or participation in federal activities       Kentucky, New York  
 One year of experience with project management.           2 years

**3**           **Name**       Christina DeSimone  
**Position**         Project management Support Staff  
**Years of Experience**   2  
**Compliance**       **Requirement**   **Evidence**  
 Experience with states, other healthcare organizations, or participation in federal activities       Federal, Kentucky, New York  
 One year of experience with project management.           1 year



**4**           **Name**       Bela Dhamankar  
**Position**         Project Management Support Staff  
**Years of Experience**   3  
**Compliance**       **Requirement**   **Evidence**  
 Experience with states, other healthcare organizations, or participation in federal activities       Federal, Massachusetts, Minnesota, Oregon, Rhode Island  
 One year of experience with project management.           2 years

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**5**            **Name**            Katrina Erdahl  
**Position**                    Project Management Support Staff  
**Years of Experience**      3

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Florida, Commercial Provider  2 years



**6**            **Name**            Julianne Friend  
**Position**                    Project Management Support Staff  
**Years of Experience**      3

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Rhode Island  2 years



**7**            **Name**            Chris Garguilo  
**Position**                    Project Management Support Staff  
**Years of Experience**      3

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Pennsylvania, West Virginia  1 year

**8**            **Name**            Nasif Hassan  
**Position**                    Project Management Support Staff  
**Years of Experience**      2

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Indiana, Wisconsin  1 year

**9**            **Name**            Ben Hoffman  
**Position**                    Project Management Support Staff  
**Years of Experience**      4

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Massachusetts, Pennsylvania, South Dakota  2 years

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**10**      **Name**      Lily Inman  
**Position**              Project Management Support Staff  
**Years of Experience**    2

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
✓	Experience with states, other healthcare organizations, or participation in federal activities	Kentucky
✓	One year of experience with project management.	1 year

**11**      **Name**      Jessica Lehfeldt  
**Position**              Project Management Support Staff  
**Years of Experience**    3

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
✓	Experience with states, other healthcare organizations, or participation in federal activities	Kentucky
✓	One year of experience with project management.	2 years

**12**      **Name**      Adam Maczewski  
**Position**              Project Management Support Staff  
**Years of Experience**    2

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
✓	Experience with states, other healthcare organizations, or participation in federal activities	Pennsylvania
✓	One year of experience with project management.	1 year

**13**      **Name**      Andrew Madden  
**Position**              Project management Support Staff  
**Years of Experience**    4



<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
✓	Experience with states, other healthcare organizations, or participation in federal activities	Federal, Kentucky
✓	One year of experience with project management.	3

**14**      **Name**      Rebecca Mio  
**Position**              Project Management Support Staff  
**Years of Experience**    3



<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
✓	Experience with states, other healthcare organizations, or participation in federal activities	Connecticut, Oregon, Rhode Island, Commercial Provider
✓	One year of experience with project management.	2 years

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**15**      **Name**      Steven Monacelli  
**Position**      Project Management Support Staff  
**Years of Experience**      2

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Federal, Kentucky  1



**16**      **Name**      Katie Murphy  
**Position**      Project Management Support Staff  
**Years of Experience**      3 years

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Georgia, Kentucky, Texas  2 years



**17**      **Name**      Jason Napoli  
**Position**      Project Management Support Staff  
**Years of Experience**      5

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Kentucky, Indiana, Minnesota, Pennsylvania  3 years

**18**      **Name**      Hieu Nguyen  
**Position**      Project Management Support Staff  
**Years of Experience**      5



<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	Kentucky, Minnesota, New York, Pennsylvania, Texas, Commercial Health Plans, Commercial Providers  3 years

**19**      **Name**      Ruchi Rajan  
**Position**      Project Management Support Staff  
**Years of Experience**      3



<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
 	Experience with states, other healthcare organizations, or participation in federal activities  One year of experience with project management.	New York  1 year

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20            **Name**            Richa Sahai  
**Position**                    Project Management Support Staff  
**Years of Experience**      4

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
	Experience with states, other healthcare organizations, or participation in federal activities	Federal, Kentucky, Massachusetts, Commercial Health Plans
	One year of experience with project management.	2 years



21            **Name**            Theo Schnieders  
**Position**                    Project Management Support Staff  
**Years of Experience**      2

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
	Experience with states, other healthcare organizations, or participation in federal activities	Pennsylvania, West Virginia
	One year of experience with project management.	1 year



22            **Name**            Mike Stamatelos  
**Position**                    Project Management Support Staff  
**Years of Experience**      4

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
	Experience with states, other healthcare organizations, or participation in federal activities	Maine
	One year of experience with project management.	2 years

23            **Name**            Morgan Wexler  
**Position**                    Project management Support Staff  
**Years of Experience**      3



<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
	Experience with states, other healthcare organizations, or participation in federal activities	Kentucky
	One year of experience with project management.	2 years

24            **Name**            Chris Wheelahan  
**Position**                    Project Management Support Staff  
**Years of Experience**      4

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
	Experience with states, other healthcare organizations, or participation in federal activities	West Virginia
	One year of experience with project management.	2 years

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**25**      **Name**      Ryan Wilcox  
**Position**      Project Management Support Staff  
**Years of Experience**      4

<b>Compliance</b>	<b>Requirement</b>	<b>Evidence</b>
	Experience with states, other healthcare organizations, or participation in federal activities	Florida, Kentucky, Indiana, Massachusetts, Pennsylvania
	One year of experience with project management.	2 years

## Mandatory Requirements

### Staffing Requirement

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

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



Deloitte acknowledges acceptance of dedicated staff requirements. Project staff, including Lead Project Manager, Engagement Manager, Lead MMIS Project Manager, General Project Manager, and Project Management Support Staff positions will be dedicated to the Department of Health & Human Resources, Bureau for Medical Services (BMS) unless expressly agreed to in writing and approved in advance. Each of the aforementioned positions will be available to BMS by the operation start date.

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



Deloitte acknowledges acceptance of staff attrition requirements. BMS will be notified, in writing, of any key staff resignations, dismissals, or personnel within two (2) business days and be provided information on replacement staff. Further, Deloitte acknowledges the Bureau's right to participate in the selection process and approve or disapprove the assignment of any staff positions.

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



Deloitte acknowledges acceptance of criminal background check requirements. A criminal background will be completed in accordance with the General Conditions, for each of the originally supplied staff and any replacement staff during the life of the Contract.

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



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

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.



Deloitte acknowledges acceptance of Scope of Work requirements. During the life of the contract, with each Scope of Work document, Deloitte 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, Deloitte will provide any other licenses, credentials and required experience specific to the individual project requirements. BMS will indicate what additional criteria must be met for each project during their initial contact(s) with Deloitte to acquire the Scope of Work.



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.

✓ Deloitte acknowledges acceptance of Scope of Work staffing requirements. In each Scope of Work, Deloitte shall identify, in the staff plan, key personnel and denote the percentage of time each individual will be dedicated to the project for the period of the contract.

## Key Certified Project Management Staff Duties

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

✓ Deloitte acknowledges acceptance of communication coordination requirements. Deloitte will be a liaison and coordinate communication between DHHR, the current fiscal agent (Molina) and other entities at the direction of the Bureau.

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

✓ Deloitte acknowledges acceptance of communication coordination requirements. Deloitte will assist the Bureau, DHHR and OMIS to establish policy and communicate changes in policy to staff, other vendors and key stakeholders.

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

✓ Deloitte acknowledges acceptance of notices requirements. Deloitte will draft letters, forms and other documents on behalf of the Bureau upon request.

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

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

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

✓ Deloitte acknowledges acceptance of data gathering requirements. Deloitte 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, which CMS is still developing), status reports, etc. Data will be provided to DHHR in format requested; these include but are not limited to: Microsoft Project, Word, Excel, Power Point, and Visio.

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

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

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 (See Attachment B)

4.1.2.6.2 Medicaid Information Technology Architecture (MITA) Self-Assessment (See Attachment C)

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

✓ Deloitte acknowledges acceptance of MMIS Implementation and CMS Certification sub-project requirements. Deloitte will provide ongoing project management and support services for the MMIS Provider Enrollment Initiative, Medicaid

Information Technology Architecture (MITA) Self-Assessment, and International Classification of Diseases (ICD-10) Remediation and Implementation sub-projects.

### Onsite Requirements

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

Current state holidays recognized are:

New Year's Day	Martin Luther King Day	President's Day
Election Day	Memorial Day	West Virginia Day
Independence Day	Labor Day	Columbus Day
Veteran's Day	Thanksgiving	Christmas Eve (1/2 day)
Christmas Day	New Year's Eve (1/2 day)	

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

### Facility Requirements

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

✓ Deloitte acknowledges acceptance of facility requirements. Deloitte will an office location within fifteen (15) miles of the current location of BMS located at 350 Capitol Street, Charleston, WV 25301.

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

✓ Deloitte acknowledges acceptance of office space requirements. Deloitte will maintain an office location with conference space for DHHR meeting use, for project management business, and accommodate a minimum of ten (10) staff. Deloitte's office shall include wireless internet access provided to the Agency at no charge.

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.

✓ Deloitte acknowledges acceptance of staff and resources requirements. Deloitte will provide the staff and resources as indicated within the specifications section of the RFQ, specifically the staff required for the initial Scope of Work per Section 4.1.1.4, within seven (7) calendar days of contract award.

### Deliverables

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

✓ Deloitte acknowledges acceptance of Master Project Plan deliverable requirements. Deloitte will develop and maintain, in an electronic format, a Master Project Plan and schedule.

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



**Deloitte acknowledges acceptance of meeting scheduling requirements. Deloitte will schedule all project meetings coordinating with the BMS project lead, unless otherwise requested by the Bureau.**

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



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

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



**Deloitte acknowledges acceptance of meeting facilitation requirements. Deloitte will facilitate scheduled meetings, unless otherwise requested by the Bureau.**

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.



**Deloitte acknowledges acceptance of onsite facilitation requirements. Deloitte 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.**

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



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

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



**Deloitte acknowledges acceptance of meeting minute update requirements. Deloitte will update notes within three business days after receiving feedback from Bureau designated staff.**

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



**Deloitte acknowledges acceptance of meeting material filing requirements. Deloitte will file all agendas and notes on the Bureau's SharePoint site as part of an object record, which will be retained by the Agency at contract end.**

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.



**Deloitte acknowledges acceptance of decision documentation requirements. Deloitte 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.**

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

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

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



Deloitte acknowledges acceptance of risk log requirements. Deloitte will maintain a consolidated Risk Log (a document which has a risk identified, possible ways to resolve the risk, the date the risk was identified and who identified the risk) on the Bureau's SharePoint site.

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



Deloitte acknowledges acceptance of issue log requirements. Deloitte will maintain a consolidated Issues Log (a log with all the issues related to the project) document on the Bureau's SharePoint site.

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



Deloitte acknowledges acceptance of scope of work staff rate requirements. Deloitte 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. Vendor must submit a Scope Work (SOW) (Attachment E) which will identify the project services, outcomes, and deliverables (including deadlines) to support the request. BMS, DHHR or OMIS must approve the SOW, by issuance of an approved Delivery Order based on the estimated quantity of hours prior to work beginning. The quantities on the approved Delivery Order are not to be exceeded without approval of a modified Delivery Order by the Agency; Deloitte 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.

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



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

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

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

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Deloitte acknowledges acceptance of Advanced Planning Documents deliverable requirements. Deloitte will prepare Advanced Planning Documents (APD), and or State Plan Amendments (SPA) as directed by the Bureau in support of the Bureau's initiatives and save all required project documentation (as described below) on the Bureau's SharePoint site. APD's will contain the following information: Statement of Need and Objectives, MITA State Self-Assessment, Alternatives Analysis, Cost/Benefit Analysis, Project Management Plan, Project Budget, Assurances, and Cost Allocation.

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



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

4.1.7.18 Provide monthly status reports (Attachment F) via email, in person or on BMS SharePoint site on project being undertaken.



Deloitte acknowledges acceptance of monthly status report requirements. Deloitte will provide monthly status reports via email, in person or on BMS SharePoint site on project being undertaken.

## Contract Manager

Contract Manager: During its performance of this Contract, Vendor must designate and maintain a primary contact 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.



Brian Erdahl will act on behalf of Deloitte as the contract manager overseeing Deloitte's responsibilities under this Contract. Brian is a Principal in Deloitte's Public Sector consultancy leading the State Health Information Technology practice. His deep leadership and technology experience includes both private health care and state Medicaid experience. He has significant experience in Medicaid Management Information System (MMIS), Health Information Exchange (HIE), and data warehouse planning and implementation. Seven of those years were with Maine and the Molina implementation work plus some additional work upon completing the implementation.

Contract Manager: Brian Erdahl  
Telephone Number: +1 412 402 5388  
Fax Number: +1 412 402 5623  
Email Address: [berdahl@deloitte.com](mailto:berdahl@deloitte.com)

**Deloitte.**

State of West Virginia

# Project Management Services and MMIS Implementation Services

Response to RFQ #CRFQ 0511 BMS1500000008

Cost Proposal

March 25, 2015



Deloitte Consulting LLP

2500 One PPG Place  
Pittsburgh, PA 15222-5401  
USA

March 25, 2015

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Department of Administration, Purchasing Division  
2019 Washington Street East  
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Dear Mr. Kilpatrick

Deloitte<sup>1</sup> is pleased to submit this proposal to the State of West Virginia, Department of Health and Human Resources (HHR), Bureau of Medical Services (BMS) in response to its Request for Quotation (RFQ) #CRFQ 0511 BMS 1500000008 Project Management Services and MMIS Implementation Services.

For your convenience a summary of the RFQ pricing pages is provided in the table below:

**Cost Summary**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Project Management Services: Lead Project Manager	\$376,000.00	\$387,200.00	\$398,800.00	\$410,800.00	\$423,200.00	\$435,800.00
Project Management Services: Engagement Manager	\$400,000.00	\$412,000.00	\$424,400.00	\$437,200.00	\$450,400.00	\$464,000.00
Project Management Services: Lead MMIS Project Manager	\$376,000.00	\$387,200.00				
Project Management Services: General Project Manager	\$3,000,000.00	\$3,090,000.00	\$1,591,000.00	\$1,639,000.00	\$1,688,000.00	\$1,739,000.00
Project Management Services: Support Staff	\$6,500,000.00	\$6,695,000.00	\$4,137,000.00	\$4,260,000.00	\$4,389,000.00	\$4,521,000.00
<b>Total</b>	<b>\$10,652,000.00</b>	<b>\$10,971,400.00</b>	<b>\$6,551,200.00</b>	<b>\$6,747,000.00</b>	<b>\$6,950,600.00</b>	<b>\$7,159,800.00</b>
<b>Grand Total for Services Requested</b>	<b>\$ 49,032,000.00</b>					

Very truly yours,

By: \_\_\_\_\_  
Brian Erdahl, Principal

<sup>1</sup> As used in this document, "Deloitte" means Deloitte Consulting LLP, which provides information technology (IT) consulting and project management services. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.