



Consulting Services, Solicitation Number RFP 6098 Z1

Technical Proposal

for the

State of Nebraska

Date: June 27, 2019
Strategic IT Alignment Group LLC
2700 Blair Stone Road
Suite E
Tallahassee, Florida 32301

FEIN:26-0697339
Joseph Harper / Chief Executive Officer
Joseph.Harper@straitagroup.com
Phone: (850) 543-407



June 27, 2017

Annette Walton/Teresa Fleming, Buyers
State of Nebraska
Department of Administrative Services
Materiel Division, State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508

Strategic IT Alignment Group LLC
2700 Blairstone Road
Suite E
Tallahassee, FL 32301
T 850-543-4071
F 850-654-4332

Subject: Consulting Services, Solicitation Number RFP 6098 Z1

Dear Ms's Walton and Fleming,

Strategic IT Alignment Group is pleased to submit this proposal in response to the State Of Nebraska Request for Proposal Number RFP 6098 Z1 to provide Consulting Services to the Department of Health and Human Services.

Strategic IT Alignment Group has over 12 years' experience providing process improvement, information technology advisory, strategic planning, requirements elicitation and analysis, fit/gap analysis, implementation process road maps to an array of State, federal and Local government clients. We bring several important differentiating attributes to this project including:

- Strategic IT Alignment Group has considerable credible expertise in current methodologies for performing many of the functions using the federal Center for Medicare and Medicaid Services (CMS) MITA 3.0 framework, the Medicaid Enterprise Certification Lifecycle (MECL) and the Medicaid Eligibility and Enrollment Lifecycle (MEELC).
- Strategic IT Alignment Group's assessment methodology for complex IT systems balance the organizations need for upgrading custom legacy systems against potential business and infrastructure benefits of implementing a new solution; thus providing Nebraska with the best overall recommendation for the future.
- Our Project Management services will map out a solution based on Nebraska and federal requirements, an understanding of the current marketplace, and the many outside factors that will dominate government provided Medicaid and Medicare services for years to come.

Given our expertise, the consulting and Project Management support service will assist the Department of Health and Human Services to advance the agency as you modernize your systems and processes. The six identified primary initiatives warrant a company who can help transform the exiting Nebraska Medicaid environment to the modular Medicaid Enterprise the Department has envisions.



Should you have any questions or would like additional information, please don't hesitate to contact me by phone at 850.543.4071 or by email at Joseph.Harper@StraitaGroup.com. We look forward to the possibility of working with you and your colleagues on this important effort.

Sincerely,

A handwritten signature in blue ink that reads "Joseph Harper". The signature is fluid and cursive.

Joseph Harper
Chief Executive Officer

Strategic IT Alignment Group, LLC
T: 850.543.4071 | F: 850.654.4332
Joseph.Harper@StraitaGroup.com

Form A
Bidder Contact Sheet
Request for Proposal Number 6098 Z1

Form A should be completed and submitted with each response to this RFP. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Strategic IT Alignment Group LLC
Bidder Address:	2700 Blairstone Road Suite E Tallahassee, Florida 32301
Contact Person & Title:	Joseph Harper / Chief Executive Officer
E-mail Address:	Joseph.harper@straitagroup.com
Telephone Number (Office):	(850) 792-4648
Telephone Number (Cellular):	(850) 543-4071
Fax Number:	(850) 654-4332

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Strategic IT Alignment Group LLC
Bidder Address:	2700 Blairstone Road Suite E Tallahassee, Florida 32301
Contact Person & Title:	Joseph Harper / Chief Executive Officer
E-mail Address:	Joseph.harper@straitagroup.com
Telephone Number (Office):	(850) 792-4648
Telephone Number (Cellular):	(850) 543-4071
Fax Number:	(850) 654-4332



REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

By signing this Request for Proposal for Contractual Services form, the bidder guarantees

BIDDER MUST COMPLETE THE FOLLOWING

compliance with the procedures stated in this Request for Proposal, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.


Per Nebraska’s Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. “Nebraska Contractor” shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this RFP.

____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	Strategic IT Alignment Group LLC
COMPLETE ADDRESS:	2700 Blairstone Road, Suite E Tallahassee, FL 32301
TELEPHONE NUMBER:	850-543-4071
FAX NUMBER:	850-654-4332
DATE:	June 27, 2019
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Chief Executive Officer



II. Terms and Conditions

The Strategic IT Alignment Group (Straita Group) has read the State of Nebraska Terms and Conditions and offer the following initialed responses.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

The contract resulting from this RFP shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the RFP;
3. Questions and Answers;
4. Contractor's proposal (RFP and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed contract with the most recent dated amendment having the highest priority, 2) executed contract and any attached Addenda, 3) Amendments to RFP and any Questions and Answers, 4) the original RFP document and any Addenda, and 5) the Contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

Contractor and State shall identify the contract managers who shall serve as the points of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or three (3) calendar days following deposit in the mail.



C. BUYER REPRESENTATIVE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the Contractor will be provided a copy of the appointment document, and is required to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

Compliance includes, but is not limited to:

1. The Health Insurance Portability and Accountability Act (HIPAA), as set forth in subsection D, below; and,
2. The Medicaid-specific, above-and-beyond-HIPAA privacy protections found at 42 CFR Part 431, Subpart F.



E. BEGINNING OF WORK

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SH			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the awarded Contractor. The Contractor will be notified in writing when work may begin.

F. AMENDMENT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SH			

This Contract may be amended in writing, within scope, upon the agreement of both parties.

G. CHANGE ORDERS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SH			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the RFP. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.



H. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SH			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

I. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SH			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. OR In case of breach by the Contractor, the State may, without unreasonable delay, make a good faith effort to make a reasonable purchase or contract to purchased goods in substitution of those due from the Contractor. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor's breach.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

J. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
SH			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.



K. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

L. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this RFP.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or



any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (§81-8,294), Tort (§81-8,209), and Contract Claim Acts (§81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

M. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
AK			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if order by the court, including attorney's fees and costs, if the other Party prevails.

N. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
AK			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

O. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
AK			



The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract

P. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>JK</i>			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

Q. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>JK</i>			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

R. OFFICE OF PUBLIC COUNSEL (Statutory)

If it provides, under the terms of this contract and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Contractor shall submit to the jurisdiction of the Office of Public Counsel, pursuant to Neb. Rev. Stat. §§ 81-8,240 et seq. This section shall survive the termination of this contract.



S. LONG-TERM CARE OMBUDSMAN (Statutory)

Contractor must comply with the Long-Term Care Ombudsman Act, Neb. Rev. Stat. §§ 81-2237 et seq. This section shall survive the termination of this contract.

T. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JK			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
 - a. if directed to do so by statute;
 - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
 - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
 - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
 - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
 - g. Contractor intentionally discloses confidential information;
 - h. Contractor has or announces it will discontinue support of the deliverable; and
 - i. In the event funding is no longer available.

U. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JK			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or



- data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract;
 5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract;
 6. Return or vacate any state owned real or personal property; and,
 7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.



III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor's employees within the scope of their duties under the contract;
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law.
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any subcontractor engaged to perform work on this contract.



B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JK			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <http://das.nebraska.gov/materiel/purchasing.html>.
2. The completed United States Attestation Form should be submitted with the RFP response.
3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all subcontracts for services to be covered by any contract resulting from this RFP.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JK			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any



other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.



The Contractor shall not allow any subcontractor to commence work until the subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within one (1) year of termination or expiration of the contract, the Contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and six (6) months following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this contract, the State may recover up to the liability limits of the insurance policies required herein.

1. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.



REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
Independent Contractors	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
Bodily Injury/Property Damage	\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
PROFESSIONAL LIABILITY	
All Other Professional Liability (Errors & Omissions)	\$1,000,000 Per Claim / Aggregate
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	\$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	\$10,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

If the mandatory COI subrogation waiver language or mandatory COI liability waiver language on the COI states that the waiver is subject to, condition upon, or otherwise limit by the insurance policy, a copy of the relevant sections of the policy must be submitted with the COI so the State can review the limitations imposed by the insurance policy.

3. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Department of Health and Human Svc (DHHS)
 Attn: Medicaid and Long-Term Care Deputy Director, Healthcare Informatics and Business Integration
 301 Centennial Mall South
 PO Box 95026
 Lincoln, NE 68509



These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
AA			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
AA			

By submitting a proposal, bidder certifies that there does not now exist a relationship between the bidder and any person or entity which is or gives the appearance of a conflict of interest related to this RFP or project.

A conflict of interest would include but not be limited to any bidder or subcontractor who was awarded a contract resulting from Department of Health and Human Services (DHHS or the Department) solicitations for the services listed below:

1. Data Management and Analytics;
2. Eligibility and Enrollment Solution;
3. Full-Risk Capitated Medicaid Managed Care Program (Claims Broker Services);
4. Independent Verification and Validation (IV&V);
5. Managed Care, Heritage Health Contracts; and
6. Electronic Visitation and Verification.

The bidder certifies that it shall not take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its services hereunder or which creates an actual or an appearance of conflict of interest.

The bidder certifies that it will not knowingly employ any individual known by bidder to have a conflict of interest.



The Parties shall not knowingly, for a period of two years after execution of the contract, recruit or employ any employee or agent of the other Party who has worked on the RFP or project, or who had any influence on decisions affecting the RFP or project.

J. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

The Contractor shall use its best efforts to ensure that its employees, agents, and subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

L. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

M. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.



N. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
gt			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue services as specified under the specifications in the contract in the event of a disaster.

O. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
gt			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

P. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
gt			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.



IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)

Neb. Rev. Stat. §§81-2403 states, "no goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Invoices should be submitted to Department of Health and Human Services, Medicaid and Long-Term Care, Deputy Director Healthcare Informatics and Business Integration, 301 Centennial Mall South, PO Box 95026, Lincoln, NE 68509-5026. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

Invoice the State monthly for actual hours worked, which is inclusive of all expenses. Invoice must be itemized to show the following information, per consulting project:

- Consulting Project
- Job Title
- Hours worked for each Job Title

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JH			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.



E. PAYMENT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
GH			

State will render payment to Contractor when the terms and conditions of the contract and specifications have been satisfactorily completed on the part of the Contractor as solely determined by the State. (Neb. Rev. Stat. §73-506(1)) Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Statutory)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
GH			

The State's obligation to pay amounts due on the contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Statutory)

The State shall have the right to audit the Contractor's performance of this contract upon a 30 days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of Contractor's business operations, nor will Contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to Contractor.



Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JAT			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.



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Executive Summary – People, Knowledge, Experience, and Productivity

The State of Nebraska has recently elected to modernize and expand its Medicaid program and, as native Nebraskan Catherine Pulsifer once said, “a small change can make a big difference”. For example, the expansion of the Medicaid program can ensure health benefits for over 90,000 Nebraska residents. This small change will make a big difference in the lives of these people; Health benefits for families who need a little help. The best news in this small change is that the Federal government will absorb 90% of the cost of benefits leaving the State to fund just 10 cents on every benefit dollar.

This butterfly effect is not the same for the modernization of the Nebraska Medicaid IT solution. In order to achieve the maximum Federal funding (90%) for the new MMIS, Nebraska must install a modern, modular Medicaid solution to replace the existing legacy system and adhere to the Medicaid Information Technology Architecture (MITA). The integrated vision that Nebraska describes of leveraging technology across various state agencies is also a small change that may make a great difference in the future. Strategic IT Alignment Group, LLC (Straita Group) is the right partner to assist Nebraska realize this change.

In order to assure the maximum funding for the new solution, Nebraska must procure a contractor who can supply People, Knowledge, Experience, and Productivity. The RFP defines the following:

The State is seeking assistance on six primary initiatives:

- 1.Planning, project management, and implementation of a modular replacement strategy for the Medicaid Management and Information System (MMIS);
- 2.Planning, project management, and implementation of the integrated Eligibility and Enrollment Solution (EES) project initiatives;
- 3.Strategic planning and integration activities to support the State’s enterprise vision;
- 4.Services to support the continued evolution of the State’s transition from a Fee for Service (FFS) Medicaid model to a managed care and vendor/contract management organization including business process reengineering and reorganization;
- 5.Planning, project management, and implementation assistance in building data governance systems and policies; and,
- 6.Planning, project management, and implementation assistance in building organizational change management.

The Contractor will be responsible for providing professional consulting services, as requested by DHHS, to assist DHHS with these efforts.

Straita Group has prepared our proposal to accentuate and articulate what we believe are the most important factors in this effort. These factors include:

People – Straita Group’s key personnel are experts in the Medicaid field and include consultants who are well versed in the areas needed to excel in this project.



Knowledge – Our consultants have an intimate knowledge of Medicaid, MITA, legacy conversions, project management, governance, and modernization.

Experience – Our team, including our subcontractor Electronic Health Resources, LLC (EHR) has provided MITA consultants, MITA training, project management, and project oversight to over 30 States including assignments in Nebraska where one of our Senior consultants wrote the IV/V RFP, IEE RFP, Provider Screening and Enrollment (PS&E) Certification IAPD, performed Project Manager services for PS&E Certification Project, assessed the PS&E MITA Maturity improvement, and drafted the Centralized Provider Management PAPD.

Productivity – On every project we have undertaken in the last three years, Straita Group has consistently beat our customer’s expectations and delivered our projects on time and within budget.

The following sections of our proposal will demonstrate how Strategic IT Alignment Group, LLC will approach the project, how we ensure the right people for the right job, and how we track progress of each project we are assigned. We look forward to being selected as the next professional consulting group to support Nebraska’s Medicaid Modernization Project.



1. Straita Group Corporate Overview

RFP VI.2 Corporate Overview

Strategic IT Alignment Group, LLC (Straita Group) understands that the establishment of a structured and transparent project management is imperative to the successful replacement of any MMIS project. The replacement of Nebraska's MMIS is no exception. Our experience and qualifications are well regarded in the industry and our methodology in the establishment and successful operation of Project Management Offices (PMOs) is unequaled.

Strategic IT Alignment Group LLC, a Florida corporation, has a long history of more than 11 years providing staff augmentation and IT management services to a variety of clients across a multitude of disciplines. Our executives are personally engaged on a daily basis with our customers and staff. We are not limited by geographic location across the nation.

We have provided a varied range of services for the State of Florida, including yet not limited to: Department of Children and Families (DCF), Florida Department of Law Enforcement (FDLE), Department of Corrections (DOS), Department of Management Services (DMS), Department of Agriculture and Consumer Services (DOACS), Agency for Health Care Administration (AHCA), and Department of Financial Services (DFS). We have delivered on-site Quality Assurance (QA) training throughout Florida for eligible users including: Southwest Florida Water Management in Brooksville, Florida and Tampa, Florida, Florida Lottery, Florida Association of City Clerks (FACC) in Tallahassee, and Hillsborough County Clerk of the Courts in Tampa, Florida.

Our consultants bring experience in IT assessments and feasibility studies, project management, systems analysis, design, development, testing, IT service management and delivery, and procurement. Procurement support includes development and creation Advance Planning Documents (APD) for federal funding, Requests for Proposal or Quotations (RFP/RFQ) and Legislative Budget Requests. Straita Group supports all areas critical to successfully completing the customer initiatives. Straita Group has earned a reputation for consistent quality delivery and strong customer satisfaction.

Our staffing base is built on proven relationships with industry professionals that bring the right skill set to the task at hand. We work closely with the customer to match the necessary skills to the requirements of the project. The primary focus is essential to understand that our organization and the people we staff have a shared risk and shared reward in any business endeavor and our way of doing business is to garner top quality resources, maintain low overhead, and to compensate the staff. This is why we are able to maintain affordable rates and high value through low margins.

Throughout our years of industry experience, we have developed an extensive network of consultants that are knowledgeable and trustworthy. Our staff have transitioned up through the commercial and public industry and worked across the globe. Straita Group draws on those relationships to deliver to the State the same quality results and talent that the large corporations have without the overhead associated with running large companies. Straita Group executives are engaged with the customers and maintain strong relationships with the larger System Integrators and Teaming Partners.

In summary, we have the right people, the right processes, and the right technology to support our customer in an efficient and effective manner.



1.1 Straita Group Information

RFP VI.2.a Bidder Identification and Information

Strategic IT Alignment Group is a Limited Liability Corporation (LLC) incorporated in the State of Florida. We first organized to do business in 2007. The company name has not changed since first organized.

Strategic IT Alignment Group LLC
2700 Blirstone Road
Suite E
Tallahassee, Florida 32301

1.2 Financial Statements

RFP VI.2.b Financial Statements

Strategic IT Alignment Group, a privately-owned Florida Corporation incorporated in Florida, with approximately 20 staff supporting various projects for the State of Florida. The company has been in business for 12 years with current annual gross revenues exceeding \$4 million. Our client base is the State of Florida and eligible users that can purchase services under the Florida IT Consulting State Term contract: 80101507-SA-15-01. We also provide support to the larger system integrators within the United States.

Straita Group has an industry focus is in the areas of Medicaid Management Information System (MMIS), Statewide Automated Child Welfare System (SACWIS), and Comprehensive Child Welfare Information System (CCWIS).

Areas of expertise in include providing professional services in: Enterprise Program Management (EPMO), Program Management Offices (PMO), Project Management (PM), Strategic Planning (SP), Business Process Improvement (BPI), Quality Assurance (QA), Independent Verification and Validation (IV&V), Business Analysis (BA), Continuous Process Improvement (CPI), Disaster Recovery Planning (DR), Business Continuity Planning (BCP), User Acceptance Testing (UAT), Consolidation (Platform or Datacenter), Feasibility, and IT Governance.

Straita Group Banking Reference:

Wells Fargo, Tallahassee
Khanh Tuong, Service Manager
3400 S. Monroe Street
Tallahassee, Florida 32301
(850) 425-2503

Straita Group has no judgements, pending or expected litigation, or other real or potential financial reversals that might materially affect the viability or stability of the organization known to exist.

Straita Group financial statements



FINANCIAL STATEMENTS

Strategic IT Alignment Group, LLC

As of December 31, 2018

Prepared by Carr Riggs and Ingram LLC



Strategic IT Alignment Group, LLC

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Statement of Assets, Liabilities and Equity – Modified Cash Basis

Statement of Revenues and Expenses – Modified Cash Basis

Strategic IT Alignment Group, LLC
Statement of Assets, Liabilities and Equity - Modified Cash Basis
As of December 31, 2018

Assets

Current assets

Cash	\$ 27,499
Total current assets	27,499

Fixed assets - net

Furniture & fixtures	11,689
Automobiles	57,619
Computers & software	11,462
Equipment	19,116
Accumulated depreciation	(99,843)
Total fixed assets - net	43

Total assets	\$ 27,542
---------------------	------------------

Liabilities and equity

Liabilities

Total liabilities	-
--------------------------	----------

Equity

Retained earnings	(332,995)
Net income	360,537
Total equity	27,542

Total liabilities and equity	\$ 27,542
-------------------------------------	------------------

These financial statements have not been audited, reviewed or compiled, and no assurance is provided on them. Substantially all disclosures required by the modified cash basis of accounting have been omitted.

Strategic IT Alignment Group, LLC
Statement of Revenues and Expenses - Modified Cash Basis
For the year ended December 31, 2018

Revenue	
Fee revenue	\$ 4,981,951
Interest revenue	40
Total revenue	4,981,991
Cost of Goods Sold	
Contractor Fees	4,531,326
Total Cost of Goods Sold	4,531,326
Gross Profit	450,665
Expenses	
Advertising	115
Automobile expense	288
Bank fees	1,031
Depreciation expense	19,206
Insurance expense	17,632
Internet service	6,279
Legal and professional fees	975
Meals	2,389
Postage	216
Rents	24,799
Repair and maintenance	5,579
Software licenses	4,118
Taxes and licenses	687
Telephone	4,237
Travel	96
Utilities	2,481
Total expenses	90,128
Net income	360,537

These financial statements have not been audited, reviewed or compiled, and no assurance is provided on them. Substantially all disclosures required by the modified cash basis of accounting have been omitted.



FINANCIAL STATEMENTS

Strategic IT Alignment Group, LLC

As of December 31, 2017

Prepared by Carr Riggs and Ingram LLC



Strategic IT Alignment Group, LLC

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Statement of Assets, Liabilities and Equity – Modified Cash Basis

Statement of Revenues and Expenses – Modified Cash Basis

Strategic IT Alignment Group, LLC
Statement of Assets, Liabilities and Equity - Modified Cash Basis
As of December 31, 2017

Assets	
Current assets	
Cash	\$ 11,531
<u>Total current assets</u>	<u>11,531</u>
Fixed assets - net	
Furniture & fixtures	11,689
Automobiles	57,619
Computers & software	11,462
Accumulated depreciation	(80,637)
<u>Total fixed assets - net</u>	<u>133</u>
<u>Total assets</u>	<u>\$ 11,664</u>
Liabilities and equity	
Liabilities	
<u>Total liabilities</u>	<u>-</u>
Equity	
Retained earnings	(361,883)
Net income	373,547
<u>Total equity</u>	<u>11,664</u>
<u>Total liabilities and equity</u>	<u>\$ 11,664</u>

These financial statements have not been audited, reviewed or compiled, and no assurance is provided on them. Substantially all disclosures required by the modified cash basis of accounting have been omitted.

Strategic IT Alignment Group, LLC
Statement of Revenues and Expenses - Modified Cash Basis
For the year ended December 31, 2017

Revenue	
Fee revenue	\$ 4,815,950
Total revenue	4,815,950
Cost of Goods Sold	
Contractor Fees	4,293,512
Total Cost of Goods Sold	4,293,512
Gross Profit	522,438
Expenses	
Advertising	180
Automobile expense	3,313
Bank fees	1,441
Depreciation expense	57,709
Insurance expense	17,420
Internet service	6,558
Legal and professional fees	5,025
Meals	8,279
Miscellaneous	300
Postage	120
Rents	28,128
Scanning fees	58
Software licenses	4,696
Supplies	4,142
Taxes and licenses	403
Telephone	4,047
Travel	5,301
Website	1,771
Total expenses	148,891
Net income	373,547

These financial statements have not been audited, reviewed or compiled, and no assurance is provided on them. Substantially all disclosures required by the modified cash basis of accounting have been omitted.



1.3 Change of Ownership

RFP VI.2.c Change of Ownership

Straita Group does not anticipate a change in ownership or control of the company during the 12 months following the proposal due date.

1.4 Office Location

RFP VI.2.d Office Location

The Straita Group Corporate office will be the responsible location.

**Strategic IT Alignment Group
2700 Blairstone Road
Suite E
Tallahassee, Florida 32301**

1.5 Relationships with the State

RFP VI.2.e Relationships with the State

Straita Group has not had any dealings with the State of Nebraska over the past five (5) years.

1.6 Straita Group Employee Relations to State

RFP VI.2.f Bidder's Employee Relations to State

Straita Group's bid does not include any Party in our proposal response that is or has been an employee of the State of Nebraska within the past 12 months.

No employee of any agency of the State of Nebraska is employed by Straita Group or is subcontracted to Straita Group, as of the due date of this proposal submission.

1.7 Straita Group Contract Performance

RFP VI.2.g Contract Performance

Straita Group has not been termination for default or non-performance in the past 10 years.

1.8 Straita Group Corporate Performance

RFP VI.2.h Summary of Bidder's Corporate Experience

Straita Group is very proud of our companies' history and understand and welcome the Department to review and contact our references. We are also confident that if the Department considers obtaining additional information about our team, they will receive the same positive report about our performance. The Department may contact any source they feel is warranted to verify our past performance.



Straita Group Reference 1 (Prime Contractor)	
Project Title	Phase I - Florida Department of Elder Affairs case management Client Information and Registration Tracking System (CIRTS) Feasibility Study project.
Duration of the Project	01-2017 through 06-2018
Specific Contact Information:	Shandra Maglohon Chief Information Officer Bureau of Information Technology Florida Department of Elder Affairs 4040 Esplanade Way, Ste. 2601 Tallahassee, FL 32399 (850) 414-2317 mcglohonsa@elderaffairs.org
Contractor Type	Prime Contractor
<p>CONTEXT:</p> <p>CIRTS is a multi-faceted, primarily Oracle Forms and Reports based, 20+ year old Client Management System that tracks individuals in Florida who request and/or receive state or federally funded home and community-based services. In addition, it contains information about individuals who request Medicaid reimbursement for nursing facility placement or who seek enrollments in a Medicaid waiver program. Also associated with CIRTS are several subordinate applications written in Oracle APEX and Java development platforms.</p> <p>OBJECTIVES:</p> <p>The objectives of Phase I was to provide a comprehensive review and analysis of the current Client Information and Registration Tracking System (CIRTS or CIRTS System) and to provide recommendations based on gaps between current operational processes and desired future capability. The project objective also was to develop and garner the Florida legislative funding request (IV-B) funding and the Federal funding request for 90/10 matching funds to support the planning and subsequent phases of the project.</p> <p>APPROACH:</p> <p>The following support services for the CIRTS replacement project provided include:</p> <ol style="list-style-type: none"> 1. Develop a Project Management Plan in accordance to Florida Rule 74-1, F.A.C. 2. Evaluate the existing CIRTS system and associated business processes. The current "as is" state shall be documented and at a minimum include: <ol style="list-style-type: none"> a. A detailed "as is" process map that includes, but is not limited to the following primary business functions: b. CARES Intake Process c. CARES On-site Assessment d. Medical Case-file Review for Initial Referrals e. CARES Staffing Process f. Recommended Placement - Community Services g. Recommended Placement - Temporary Nursing Facility Placement h. Recommended Placement - Long Term Nursing Facility Placement i. Follow-Up Schedule - Community Services Recommendation j. Follow-Up Schedule -Temporary Nursing Facility Recommendation 	



<ul style="list-style-type: none"> k. Follow-Up Schedule - Long-Term Care Nursing Facility Recommendation l. Pre-Admission Screening & Resident Review m. New Admission Review n. Nursing Home Intake o. Care Plans p. Grievance Handling q. Monitoring r. Emergency Preparedness <ol style="list-style-type: none"> 3. A validated list of system interfaces, to include information received, method of transmission, and frequency of transmission. 4. Perform Joint Application Development (JAD) sessions, interviews, focus groups, questionnaires, and/or surveys with agency stakeholders to identify additional business requirements for the future CIRTS system. Upon completion, the vendor shall provide: <ul style="list-style-type: none"> a. A detailed "to be" process map. b. A detailed gap analysis between the "as is" and "to be" DOEA business practices. c. A detailed list of functional requirements for the "to be" CIRTS solution. Each requirement shall identify the level of criticality and associated business owner/process. d. Identification of any additional system interfaces required for the "to be" solution. 5. Perform a market analysis and produce a detailed report of solution options based on identified requirements. 6. Based on market research, DOEA business processes, requirements and industry best practices, provide a recommendation for the replacement or enhancement of the existing CIRTS system. 7. Assist in the development of a Legislative Budget Request to support the DOEA chosen approach. <p>IMPACT:</p> <p>Prepared the Department for the procurement process and garnered the State funding and federal 90/10 matching funds to move forward with the project.</p> <p>Budget:</p> <p>Actual - \$249,600</p>

Straita Group Reference 2 (Prime Contractor)	
Project Title	Phase II - Florida Department of Elder Affairs CIRTS IV-B, APD, and ITN development project
Duration of the Project	07-2018 to present
Specific Contact Information:	Shandra Maglohon Chief Information Officer Bureau of Information Technology Florida Department of Elder Affairs 4040 Esplanade Way, Ste. 260I Tallahassee, FL 32399 (850) 414-2317 mcglohonsa@elderaffairs.org
Contractor Type	Prime Contractor



CONTEXT:

Strategic IT Alignment Group consultant services in the CIRTS modernization focused on a comprehensive procurement support effort for the modernization of CIRTS data collecting, data management, and data reporting environments. In addition, the Strategic IT Alignment Group supports several mission-critical procurement support functions that are required by the Department and Florida statutes. Strategic IT Alignment Group services are based on procurement, organizational preparation and workforce transition planning and support.

OBJECTIVES:

Procure a COTS product and a system integrator to replace the legacy system.

APPROACH:

The approach follows procurement and modernization methodologies, analytic processes, the Business Analysis Book of Knowledge (BABOK), and similar guidance. The approach is a multi-stage procurement support, organizational preparation and workforce transition program including:

- 1) Procurement/Solicitation Support:
 - a) Assist with developing and documenting the annual Legislative Budget Request (LBR) for MIS projects and supporting documents including Schedule IV-B, Operational Work Plans and Spending Plans, maintaining and tracking LBRs and developing responses to requests for additional information related to LBRs and related documents.
 - b) Assist the Department in the Development of the ITN and related supporting documents.
 - c) Assist with SME concerning the review and feedback of IT contract and/or procurement documents.
 - d) Assist the Department in the development of planning documents (e.g. advanced planning documents) required for federal matching funds.
 - e) Assist the Department with procurement management and support for the duration of the procurement.
 - f) Assist the Department in providing Market Research and Case Studies.
 - g) Provide Project Management (PMO) support including but not limited to the following:
- 2) PMO Services
 - a) Development of Project Management Plan
 - b) Development of Master Project Schedule
 - c) Development of RAID log and project repository/library
- 3) Assist the Department in the development of use cases based on requirements/process flows (to be included in ITN) as well as updating/refining the requirements and business process flows based on the use case development.
- 4) Assist the Department in the development and implementation of an Organizational Preparation and Work Force Transition Plan

IMPACT:

The Department is proceeding with the eCIRTS legacy replacement project.

BUDGET:

In Progress: \$729,550

Straita Group Reference 3 (Prime Contractor)	
Project Title	Florida Department of Children and Families Quality Assurance/Control and Project Management
Duration of the Project	2007 - 2013



<p>Specific Contact Information:</p>	<p>Joseph Vastola Former - CIO for Florida Department of Children and Families 3261Thoreau Avenue, Tallahassee, Florida 32311 jvastola@embarqmail.com (850) 491-4005</p>
<p>Contractor Type</p>	<p>Prime Contractor</p>
<p>CONTEXT:</p> <p>Strategic IT Alignment Group consultant services in the Florida Safe Families Network reengineering supported over 7,000 users and 23 Community based Care Centers and multitude of Sheriff Offices across the state. We were positioned to go at any time to any of the Community Based Care Centers (CBCs) and assist during the project. Our staff provided support to the field through use of WEB based training (WEBINARs). We conducted on site training seminars for the CBCs across South Florida, North Florida, and the Panhandle. LU912 - Quality Assurance and Project Management for FSFN, acted as Sub 2/2007 through 9/2010 and Prime 9/2010 through 2012; LU924 - Application Architecture for FSFN; acted as Prime - October 2010 through 2012; Strategic IT Alignment Group provided the Quality Assurance / Quality Control and Application Architect services for determining the overall production readiness of the Florida Safe Families Network (FSFN) to support family and child safety across Florida. The Quality Assurance (contract LU912I and Application Architecture (contract LU924) provided delivery support to over 7000 users and 23 Community Based Care Centers and multitude of Sheriff Offices across the state.</p> <p>OBJECTIVES:</p> <p>Replace the Home SafeNet system and provide new functionality for intake, case management, eligibility, IV-E, financial management within the new Florida Safe Families Network</p> <p>APPROACH:</p> <p>The following Quality Assurance /Quality Control support services for the Florida Safe Families reengineering project provided were:</p> <ol style="list-style-type: none"> 1) Provide test planning, writing test cases/scripts, test case automation and test execution. 2) Define and track quality assurance metrics such as defects, defect counts, and test results. 3) Provide project management support and executive communications. 4) Perform reviews across the various IT functions to determine quality standard are followed. 5) Analyze and interpret the customers' requirements and provide technical guidance in the design, maintenance, enhancements and tuning of new and existing applications. 6) Provide technical assistance in evaluating the various application designs and the forecasting of new application impacts on existing environments. 7) Provide technical assistance in problem resolution and debugging of the various application development software systems. <p>Application Development Analyst:</p> <ol style="list-style-type: none"> 1) Perform system analysis and design needed for IT systems. 2) Develop design and functional specifications which will provide the best solution. 3) Participate in component and data architecture design, performance monitoring. 4) Analyze and evaluate user requests for new or emerging computer technology. 5) Work on all layers of the 3-tiered architecture of an application which involves client, application server and database server. <p>Project Management (PMO)</p> <ol style="list-style-type: none"> 1) Development of Project Management Plan 2) Development of Master Project Schedule 3) Manage the code release 4) Manage the maintenance schedules 	



- 5) Coordinate the Community Based Care center organizations:
 - a. Planning
 - b. Workforce transition
- 6) Change Control process
- 7) Communications Plan

IMPACT:

The Department was enabled to better support the services provided to the Children and Families.

BUDGET:

Approximately \$3,000,000 plus over the term

1.8.1 Electronic Health Resources, LLC Corporate Performance

RFP VI.2.h.ii Subcontractor Experience

Straita Group is comprised of our core management group supported by a subcontractor whom bring vital experience to the project. Having an in-depth understanding of Project Management services as the prime contractor, the Straita Group will rely on our team to provide an effective Project Management Consulting Services to the State that focuses on MMIS, ACA, CMS Standards and Conditions, and most importantly, MITA. For, without the MITA framework, the maximum funding levels achieved after deployment cannot be achieved. This requires a new and fresh approach which focuses on Business Areas, Business Processes, and the Medicaid Information Technology Architecture (MITA). With the proper oversight the State can achieve 90% funding for all the expenditures associated with its replacement MMIS. The Straita Group can make this a reality with current and comprehensive experience in the national and state requirements.

Electronic Health Resources, LLC's (EHR) mission is to make MITA easy to understand, deploy and use, and encourage standardization and commercialization of Medicaid solutions. EHR engages with the Medicaid market to develop strategies for advancing the alignment of solutions with the MITA framework and the CMS Standards and Conditions for enhanced federal funding. When states and the market meet at the common ground of MITA alignment, the MITA vision will be attainable.

EHR is a Tallahassee, Florida-based consulting firm specializing in the Medicaid and Human Services markets. We bring decades of experience in the business, information and technology architectures of Medicaid to the table. EHR specializes in the strategic application of MITA principles in State Medicaid Enterprises and the solutions that support Medicaid. EHR consultants are leaders in the Medicaid industry. EHR has worked with every segment of the commercial market in more than 35 states. They attract the best resources and have a deep bench of talent to support their clients' projects. From bid and proposal efforts to technical deployments and operations, EHR's resources deliver results and add value.

EHR brings unparalleled experience in the Medicaid industry, uniquely specializing in MITA and MECL certification processes. EHR's mission is to bring MITA to state Medicaid agencies in a manageable and flexible approach, such that all Department staff can adopt MITA without the



burden that has traditionally followed MITA adherence. EHR’s experience will provide the Department a unique approach to managing the SS-A and certification processes, while also creating opportunities for Department staff to learn how to adopt MITA principles within the system development lifecycle.

EHR offers the following reference to support their competency.

Electronic Health Resources, LLC Reference (Sub-Contractor)	
Project Title	Medicaid Information Technology Architecture (MITA) 3.0 Tracking System RFP#: ODMR-1819-1001
Duration of the Project	January 1, 2018 to June 30, 2019
Specific Contact Information:	State of Ohio Department of Medicaid (ODM) Ms. Khrista King, PM 614-752-4103 Khrista.King@medicaid.ohio.gov
Contractor Type	Prime Contractor
<p>CONTEXT:</p> <p>Electronic Health Resources, LLC (EHR) was selected by the State of Ohio, Department of Medicaid (ODM) to provide a customized automated tracking system for the management of ODM’s Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) results including the agency’s five-year planning Roadmap and Concept of Operations.</p> <p>OBJECTIVES:</p> <p>The Medicaid Information Technology Architecture (MITA) 3.0 Tracking System RFP#: ODMR-1819-1001 competitive procurement was awarded for the Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Solution contract, which required EHR to install and configure ReadyCert 4.0. The ReadyCert assessment application has supported ODM to identify the Centers for Medicare and Medicaid Services’ (CMS) Medicaid Enterprise Life Cycle (MELC) certification checklists as required for CMS certification of all new and enhanced Medicaid Management Information System (MMIS) modules, which is included in the overall Ohio Medicaid Enterprise (OME).</p> <p>APPROACH:</p> <p>Our Project Manager and business analysts working with ODM to complete the 2018 MITA 3.0 assessment of the nine (9) applicable ODM Business Areas and is currently supporting the 2019 SS-A planning. The 2018 assessment included Business Area MITA training, Business Area specific Just in Time Training, an As-Is and To-Be Business Area survey and work sessions to confirm maturity scores and to collect associated documentation and artifacts. After the completion of the 2018 assessment our on-site Business Analyst was assigned to work with the ODM Lean Team to analyze and make modifications or new processes recommendations for the identified gaps. The EHR Team also supported RFP development efforts with documentation of business processes and RFP certification requirements.</p> <p>IMPACT:</p> <p>Our assessment approach enabled the successful completion of the State of Ohio 2018 MITA 3.0 SS-A project. The 2018 SS-A project started January 2, 2018 and the finished MITA Concept of Operations and 5-Year Roadmap were completed by July 1st for submission to CMS.</p> <p>Budget: \$ 1,380,920.00</p>	



1.9 Straita Group Personnel & Management Approach

RFP V.B.1-3 Scope of Work, VI.2.i Summary of Bidder’s Proposed Personnel/Management Approach

The Straita Group is pleased to introduce our Consulting Services Leadership Team. Our team has extensive and varied Medicaid experience at the state level managing and supporting MMIS implementations, Eligibility and Enrollment (E&E) systems, with a focus on MITA and certification requirements. This extensive background allows the Straita Group to provide the Department with experienced professionals who truly understand the needs and objectives of the Department, while supporting CMS’ vision of lower cost, more effective and highly collaborative procurements.

Our State of Nebraska organization is reflected in figure 1. The Nebraska Consulting Services Project will be managed at the local level by our Lead Project Management Clifford Costello and report up through the CEO of the Strategic IT Alignment Group, LLC, Joseph Harper. The Straita Group Project organization is designed to support client satisfaction and superior service at all levels. Good organization and management principles and authority is delegated to the client facing team. Our structure is designed to promote routine ongoing communication of project status, concerns and issues to assure they are addressed immediately.

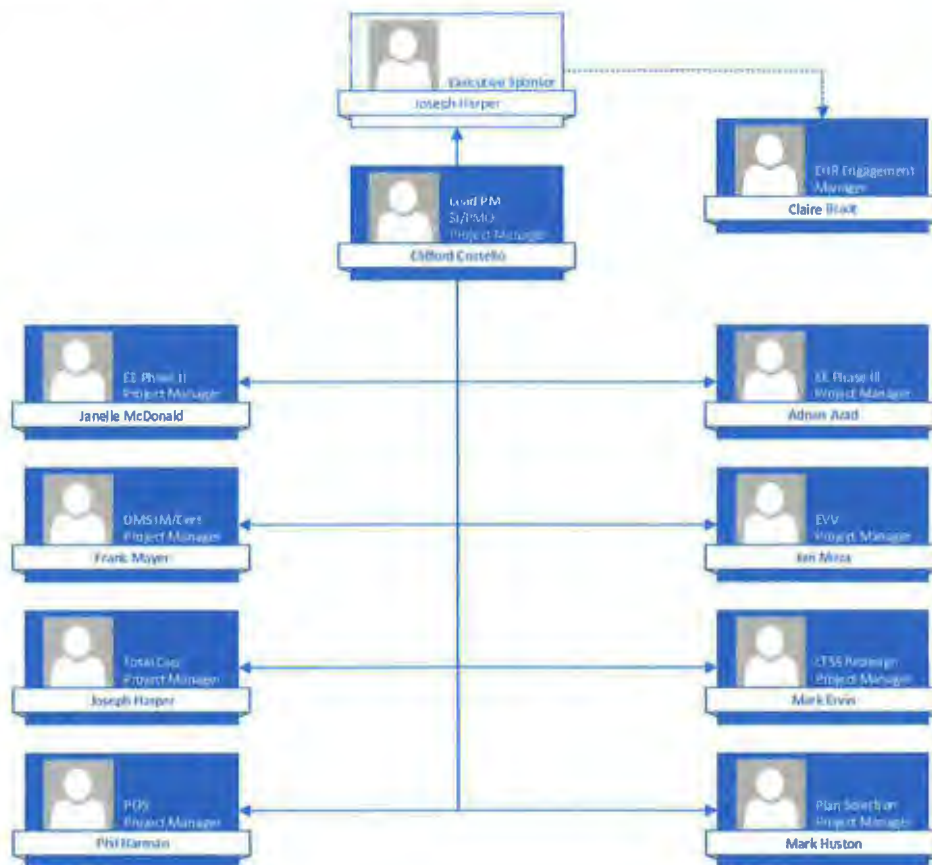


Figure 1: Straita Group Project Organization



The resumes and references for key personnel are presented at the end of this proposal section. In addition to the required Key Project Managers, Straita Group is including the resumes of our MITA Certification Manager and MITA Sr. SME resumes and references.

1.10 Electronic Health Resources, LLC

RFP VI.1.j Subcontractor

EHR's company information is:

Electronic Health Resources, LLC
Tax ID 27-0178337
11 South Monroe Street, 1st Floor
Tallahassee, FL 32301
www.ehr-llc.com

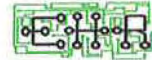
EHR will support Straita Group staffing requirements as needed. The focus of the EHR staffing support will be Project Management services, APD and RFP preparation, technology staff, MITA and Certification deliverables.

EHR is initially responsible for approximate 50% of the hours defined in the cost proposal.

1.11 Straita Group Resumes and staff References

The resumes and three (3) references for our Project Management Team are presented below.

- Clifford Costello, Lead Project Manager & SI and Portfolio Project Manager
 - Janelle McDonald, EES Phase II Project Manager
 - Adnan Azad, EES Phase III Project Manager
 - Frank Mayer, DMS Implementation & Certification Project Manager
 - Jim Mirza, EVV Project Manager
 - Joseph Harper, Capitation Processing Module Project Manager
 - Mark Erwin, LTSS Redesign Project Manager
 - Phil Harman, POS Project Manager
 - Mark Huston, Eligibility & Plan Selection Integration Project Manager
-
- Claire Bradt, Certification Manager
 - Barbara Cardone, Sr MITA SME



Summary

Senior Project Manager with 24 years of Program Management experience, who has worked closely with senior management to develop project implementation strategies and plans, has led multiple software development projects and initiatives from conception to deployment, has overseen and managed the execution of the multiple project plans, budgets, and insured that communications, consistency, cost, and schedule guidelines were adhered to. I have managed and provided leadership to staffs as large as of seventy plus (70+) including: project managers, chief and technical architects, team leaders, business analysts, application developers, testers, technical infrastructure support analysts, and technical writers.

Experience

General Dynamics Information Technology,

Nov. 2016 to Present

Program/Project Manager – New York State Medicaid Contract (eMedNY) – Nov 2016 – Present

Managed an Agile team to develop a new modular, MITA Level 5 compliant Provider Enrollment Portal solution for CSRA to market to state Medicaid organizations. Managing a large IT Security Program, involving participants from NYS Department of Health (DOH), NYSTEC (a DOH Security Vendor), and General Dynamics Information Technology:

Working directly with Chief Information Security Officer on a daily basis. Managing an Agile team focused on improved system security initiatives and vulnerabilities remediation. Managing a team of Information Technology Security Analysts and Security Architects to assess current IT security posture with respect to current CMS and NIST 800-53 Rev 4 based security standards. Developing a gap analysis and Plan of Action and Milestones (POA&M) based on security assessment findings. Preparing and managing the portfolio of Security Program initiatives including POA&Ms, Vulnerability Remediation projects, implementation of a GRC tool, process and documentation improvement projects. Developing and maintaining project plans, schedules, resourcing plans, issues, and risk registers. Developing weekly status reports to NYS DOH, conducting weekly review meetings, and conducting collaborative working sessions with NYS DOH to define and address security related initiatives.

CSC

Oct. 1990 to Nov 2016

Project Manager –Freddie Mac

Oct 2014 – Current

Currently managing an \$18M custom application software development initiative for a major quasi government mortgage financing institution (started November 2014) with over 60 technical resources. Responsible for all project planning, team resourcing, issues and risk management, schedule and budget tracking, and status reporting. Responsible for the business architecture and requirements for the solution. Responsible for the system architecture and design for the solution. Responsible for the successful development and deployment of 16 software releases of three applications to-date.

Project Manager –UBS

Jan 2014 – Oct 2014

Managed an Asset Transfer effort of a managed network services for a banking institution, transferring over \$70M in hardware and software assets from an outsourcing firm back to the banking institution. Responsible for managing all work streams associated with the asset transfer, developing plans, tracking status, tracking and resolving issues, accounting for inventory, and tracking the assignment of software licenses.

Project Manager –Wizards of The Coast

Aug 2013 – Dec 2013

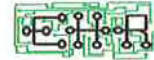
Managed project to elaborate business requirements, conceptual and logical technical and application architecture, test strategy, plan, and test cases, operations plan for ongoing maintenance, cost estimates, and a development plan to build a Personal Identifiable Information (PII) management system. Responsible for managing the scope and all deliverables produced. Developed and maintained a detailed MS Project plan, managed all issues and project risks, developed and monitored the project budget, and reported regularly to the client on progress, issues, and overall status.

Project Manager –Shire Pharmaceuticals

Jan 2013 to Jul 2013

Managed project to implement a standardized and framework-based database configuration for Oracle and MS SQL Server. Oversaw the development of the system architecture that would be used to provision and auto-

Clifford R. Costello



configure database servers and development of scripts. Responsible for managing the scope and all deliverables produced. Developed and maintained a detailed MS Project plan, managed all issues and project risks, developed and monitored the project budget, and reported regularly to the client on progress, issues, and overall status.

Project Manager –New York Federal Reserve Bank

Jan 2012 - Dec 2012

Developed an integrated program plan for a large systems modernization effort and coordinated across four key IT organizations, as well as the business. Managed project to develop the requirements, architecture, and high-level design for a large and complex Parallel Testing application for a large systems modernization effort. Responsible for overseeing the solution architecture for a parallel testing application. Responsible for managing all deliverables produced, and managed a team of senior resources. Developed and maintained a detailed MS Project plan, managed all issues and project risks, developed and monitored the project budget, and reported regularly to the client on progress, issues, and overall status.

Project Manager –Woodbury Financial Group

Jul 2011 - Dec 2011

Managed a project to develop a high-level set of requirements, conceptual level solution architecture, a high-level cost model, and a Cost Benefit Analysis for a project to provide independent broker rep. access to a client on boarding application. Rescued a troubled client managed project (the initial release). Interviewed key stakeholders, team members, the software vendor, and assessed the root cause and magnitude of the problems. Worked with the client to implement solid change management and issues management processes, developed sound work estimates, developed a project plan with balanced resource allocations, and put sound project tracking procedures into place.

Project Manager - The Hartford Insurance Company

Jan 2011 – Jun 2011

Estimated and developed working project plans for a major series of releases spanning several years scoped to deploy policy administration functionality for 47 states, and budgeted at approximately \$18M. Worked with systems architects to identify system interdependencies, and developed sequencing of work. Established MS Project Plans. Worked with the client to develop a Cost Benefit Analysis for the state rollout release program.

Project Manager –Morgan Stanley

Jun 2010 - Dec 2010

Managed a business process validation project as part of a merger process with another large securities firm. Developed a detailed project plan and worked with the team of business analysts to manage, track, control and report on progress of the project. Responsible for ensuring proper management control of the engagement.

Program Manager –CSC Financial Services Group

Jan 2009 – Jun 2010

Managed project releases for a J2EE, web-based software product and service offering. Developed a master plan for an annual software version release schedule. Recommended and implemented project management process improvements for the organization. Planned and ran three major releases of the software product (Release Management included scope definition, estimating, planning, architecting, staffing, launching, running and managing, reporting, and deploying the release into production). Served as the Project Manager liaison with several clients of the software vendor, planning, communicating status, and coordinating project activities and milestones with those clients.

Program Manager - Mass Mutual

Jun 2008 – Dec 2008

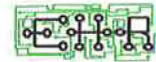
Rescued a troubled Sales Illustration System program for client. Stepped into an interim Program Manager role until a new Program Manager and Project Manager could be recruited. Conducted program knowledge transfer and training, fully integrating new recruits into the program management team. Implemented a number of recommendations, including improved project tracking and control, tighter change management controls, improved project reporting, more disciplined risk and issue management processes, better overall communications, and improved system design processes.

Program Manager/ PMO JP Morgan Chase

Jul 2006 – May 2008

Setup and managed the Program Management Office (PMO), assisting the bank's Program Manager in implementing tracking, controlling, and reporting to executive management of a large business unit divestiture (transition of over 2,400 employees and 160 software applications over two years). Development and

Clifford R. Costello



management of the divestiture event action plan, development of reporting guidelines and templates, interface with a number of supporting work areas affected by the divestiture, tracked and reported on transition initiatives progress, issues, risks, schedules, resources, and budget to senior executives, providing advice the client
Program Manager.

Project Manager –CSC

May 2005 – Jun 2006

Managed the solution architecture, design, development, and implementation of a global corporate portal, based on IBM's WebSphere Portal platform. Preparation of the program release concept and plan, designing a solution architecture with IBM's WebMethods product, developing cost estimates and implementation schedules for releases, building a "global" project team, monitored and controlled the program budget and schedule, managed risks and issues, reported to executive CSC management.

Account Manager – CSC Consulting and CSC Covansys

Jan 1999 – May 2005

Managed consulting engagement accounts for the Denver office of CSC Covansys and CSC Consulting. Development of proposals (definition of requirements, development of solution architecture/design and approach, cost estimates) and SOW's, delivery of consulting services at client sites, staffing client engagements, day-to-day client relationships, support of CSC staff needs, invoicing, management of engagement P&L, delivery assurance reviews, utilization management, and support of Denver office management activities.

Project Manager –CSC

Oct 1998 – Dec 1999

Managed the various development initiatives of "Systems Architecture" knowledge assets and process as part of the company's Corporate Knowledge Program. Developed practices and processes for capturing best practices around systems architecture. Developed repositories for storing best practice systems architecture artifacts.

Program Manager –CSC Intelicom

Oct 1996 – Oct 1998

Managed a Workforce Management System maintenance support organization for five telecommunications customers (over 70 software development professionals), achieving major improvements in both committed project delivery dates being met, and quality of software being delivered to the customer. Responsible for all requirements, system architecture, design, development, testing, and deployment to clients.

Project Manager – Nationwide Insurance Co.

May 1996 – Oct 1996

Managed the development of a Business Area Architecture (Business Process, Technical Systems Architecture, and Organizational Change) for an Agency system for a major property/casualty insurance company.

Program Manager – New York State Department of Taxation and Finance

Mar 1995 – May 1996

Project Manager - Sun Life

Jul 1993-Jan 1994

Business Architect –Delphi Information Systems

Feb 1993 - Jun 1993

Business Architect –Eastman Kodak

Apr 1992 – Jan 1993

Business Architect – State of California Department of Insurance

Jun 1991- Mar 1992

Business Analyst –Connecticut Natural Gas

Dec 1990 – May 1991

Paul Revere Insurance Group (Now UNUM)

May 1982 – Oct 1990

Project Lead, Programmer/Analyst - Paul Revere Insurance Group (Now UNUM)

May 1982 – Oct 1990

Lead Programmer/Analyst – Preferred Mutual Insurance Company

Oct 1978 – May 1982

Wilber National Bank (now Community Bank, NA)

Aug 1975 – Oct 1978

Education & Certifications

- A.A.S. Banking and Insurance, Mohawk Valley Community College, NY, USA (1975)
- B.S – Business and Economics, SUNY College at Oneonta, NY, USA (1997)
- Certified Scrum Master – Scrum Alliance (Oct. 2017)

Reference 1: State of New York Department of Health MMIS

a. Reference Contact Information (name, address, phone, email address)	<p>Patric Dempster Chief Information Security Officer (GDIT - eMedNY Program) pdempster@comcast.net (202) 288-1957</p>
b. Description of Work Performed	<p>Worked directly for the Chief Information Security Officer, managing all eMedNY Security Program initiatives and projects, including:</p> <ul style="list-style-type: none"> ➤ Completion of an assessment of the program’s posture against NIST 800-53, Rev. 4 CMS standards ➤ Implementation of a Governance Risk & Compliance suite of tools Identification and management of Plans of Action & Milestones (POA&Ms), many of which translate into projects ➤ Management of ongoing security vulnerability tracking and remediation efforts ➤ Development of a System Security Plan (SSP)
e. Dates of Performance	<p>2017 - Current</p>

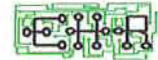
Reference 2: Freddie Mac Sales and Pricing Engine

a. Reference Contact Information (name, address, phone, email address)	<p>Suresh Srinivasan Practice Partner for Financial Services and Insurance (DXC) ssrniv1@dx.com (703) 585-5605</p>
b. Description of Work Performed	<p>Managed over 50 IT software development professionals, developing three major application areas for a new Freddie Mac Mortgage Sales and Pricing program including: Project Management of the Sales, Pricing, and Recalculation application development efforts Liaised with and reported to key project sponsors Developed project plans, issues and risks, tracked and reported progress</p>
e. Dates of Performance	<p>2014 – 2016</p>

Reference 3: Mass Mutual Life Insurance Sales Proposal and Illustration System

a. Reference Contact Information (name, address, phone, email address)	<p>Jim Rosenberg Fidelity Information Services Sr. Sales Executive Jimrosenberg26@gmail.com (617) 448-0849</p>
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b. Description of Work Performed	Rescued and turned around failing software product delivery and customization program including: <ul style="list-style-type: none">➤ Conducted initial assessment of program failure, and developed a get-well plan➤ Stepped in to replace previous program manager and implemented get well plan➤ Developed project plans, issues and risks, tracked and reported progress➤ Interfaced with key program sponsors, reporting progress and status➤ Recruited replacement program manager and key staff replacements
e. Dates of Performance	2018



Summary

- Confident leader providing healthcare modernization, compliance and growth opportunities for Medicaid managed care and fee-for-services. Delivering large-scale technology solutions and business processes.
- Superior expertise in implementing large-scale Medicaid systems including fraud and abuse, managed care initiatives, home and community-based programs, provider contracting and reimbursement and claims operations.
- Reliably encouraging, supportive and cooperative management leading to customer service excellence, productivity, and achievement of mandates, efficient IT investments, and improved service.
- Motivated and curious, willing to ask questions, research issues and take on challenging projects/assignments.

Skills

- | | |
|--|------------------------------|
| ➤ Medicaid Managed Care & Fee-for-Service pricing CA Agile | ➤ HP ALM |
| ➤ Long Term Support Services (LTSS) | ➤ SharePoint 2012 |
| ➤ CMS incentive programs (STARS, HEDIS, Bundled services, RVRVS, NCQA) | ➤ PLEXIS, FACETS and SAPIENS |
| ➤ CMS, ACF and SNAP program compliance | ➤ SQL Server & MySQL |
| ➤ ROI and P&L | ➤ Project Management |
| | ➤ Change Management |

Experience

OPTUM GOVERNMENT SERVICES DIRECTOR IT

2016 – PRESENT

Drove innovative Enterprise-class B2B Software as a Solution (SaaS) improvements to new Medicaid claims and integrated eligibility products by managing all facets of the business in hands-on leadership role and built a high-performance, matrix culture.

- Led virtual, 5 cross-functional teams, each contributing to a collective project status report and drove planning, capital investment, and operational response.
- Established, maintained, and directed the complex, (8,000 lines) Microsoft Project work breakdown schedule for Certification, Training and Technical Call Center.
- Directed joint certification & compliance steering team, ensuring project remains on schedule and within budget.
- Innovated status report dashboard to measuring progress towards Federal compliance.
- Substantiated that five SOA platforms are supporting internal business areas and third-party vendors' business processes for Child Welfare, Child Support, Medicaid, SNAP and TANF systems.
- Supported strategic directions for Optum Government Services and Executive Vice President of Government Programs by providing insight, functional and technical expertise, and knowledge of business operations, priorities and mandates.

IOWA HEALTH QUALITY INITIATIVE PROJECT DIRECTOR

2015 – 2016

Challenged by Iowa Governor to implement state Medicaid redesign in 12 months, successfully & productively led three 8 member teams to the planned completion date.

- Restructured six functional teams to create clear lines of responsibility across the project plan.
- Built exceptional team morale while leading the State Medicaid Agency (SMA) through conversion from fee-for-service to 100% managed care service delivery in twelve months.
- Lead meeting with all major managed care entities and state executives to generate support for the project implementation plan.



- Established critical third-party managed care relationships with both IT and business to identify issues, concerns and proactively identified business opportunities. For example, identifying a single managed care vendor to process fee-for-service claims.
- Managed the day-to-day activities of a team of system analysts and third-party developers.

ENGAGEPOINT, INC. SR HEALTHCARE DEVELOPMENT MANAGER 2014 – 2015

Directed integrated Medicaid business expertise and value-adding project management; provided strategic direction on complex technology issues to senior executives; led cross-functional teams to identify innovative opportunities, improve productivity and cost savings; and produced enterprise-level, complex business case and impact analyses.

- Developed innovative Medicaid Managed Care benefit plan selection software, successfully overcoming risk management and cost concerns.
- Recruited to intimate knowledge of Medicaid managed care and fee-for-service operations and expanded to direct risk mitigation team to meet client needs while standardizing solutions.
- Facilitated the planning and execution of business changes using technology. Served as lead role in enabling the business to achieve their objectives through the effective use of technology.
- Directed relationships with outsourced partners and suppliers, including setting expectations regarding deliverables, product quality, schedules, and costs; ensures that team members are effectively communicating and collaborating with outsourced resources.
- Proactively identified opportunities for process improvement and cost reductions opportunities.

KOLEA PROJECT – STATE OF HAWAII TEST MANAGER 2013

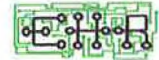
Delivered transformation of the integrated eligibility system bringing sophistication to a real-time next generation system and guided IT solution that delivered best value.

- Spearheaded project-wide test automation to achieve a 20% cost reduction.
- Tightened code deployment and test team internal controls by focused test case assignment.
- Contributed to future regulatory mandates for health insurance exchanges by contributing strategic language and interface control guides.
- Diagnosed problems efficiently; gathered sufficient input before making decision or plans; timely decision making, quickly determined sources of problem, identified information needed to solve problem and analyzed alternative solutions, communicated issues and decisions effectively to team.
- Sensitive & responsive to internal and external customer needs; demonstrated skills in customer services and satisfaction; maintained a positive attitude, willing to listen to customer problems and seeks solutions.

IOWA MEDICAID ENTERPRISE CERTIFICATION AND COMPLIANCE DIRECTOR 2011 – 2013

Improved quality by reducing certification preparation and approval time, creating a reusable framework and involving CMS throughout project implementation.

- Directed redesign of Medicaid Enterprise system certification process by linking MITA 3.0 maturity matrices to the Medicaid Certification Toolkit (MECT).
- Negotiated three agile, milestone-based review cycles involving CMS prior to system cut-over changing the process from retrospective approval.
- Directed certification process including improvements to multiple deliverable packets by per gate review for business architecture, information architecture and technical architecture.
- Delivered 90-10 funding to customer by ensuring compliance approval prior to system go-live.



CNSI DEPUTY FUNCTIONAL MANAGER

2008 – 2011

Managed 12-member functional team with a total budget of \$10 million across functional operations and business architecture processes, including improvements, strategies, risk mitigation, and functional capabilities.

- Boosted process efficiency by integrating corporate document repository and workflow software into project tools.
- Stabilized operations and generated profit across the project by addressing quality corrective action plan.
- Led in joint steering committee which ensured the project's success across design, development and implementation.
- Communicated complex technical solutions to executive internal and external stakeholders.

Education & Certifications

- | | |
|---|--------------------------|
| ➤ MPA, Healthcare Policy & Software Engineering | Montana State University |
| ➤ BS, Healthcare Finance & Accounting | University of Arizona |
| ➤ Project Management Bootcamp | PMI.org |
| ➤ Board Member, YWCA | Helena, MT |
| ➤ Citizens Award, Montana Trial Lawyers Association | Helena, MT |

Reference 1: Missouri IES

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Rob Rodriguez, Supervisor at Engagepoint Rob.rodriguez.run@gmail.com 443-991-0062</p>
<p>b. Description of Work Performed</p>	<ul style="list-style-type: none"> ▪ Developed innovative Medicaid Managed Care benefit plan selection software, successfully overcoming risk management and cost concerns. ▪ Recruited to contribute knowledge of Medicaid operations and expanded to direct risk mitigation team to meet client needs while standardizing solutions. ▪ Facilitated the planning and execution of business changes using technology. ▪ Directed relationships with outsourced partners and suppliers, including setting expectations regarding deliverables, product quality, schedules, and costs; ensures that team members are effectively communicating and collaborating with outsourced resources. ▪ Provided subject matter expertise for ACA, Titles XVIII, XIX, and XXI, CMS regulatory compliance and data quality.
<p>e. Dates of Performance</p>	<p>January 2014 to September 2014</p>

Reference 2: KOLEA Medicaid Integrated Eligibility System

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Paul Trisler, Supervisor KPMG ptrisler@mac.com 916-390-1957</p>
<p>b. Description of Work Performed</p>	<ul style="list-style-type: none"> ▪ Spearheaded project-wide test automation to achieve a 20% cost reduction. ▪ Tightened code deployment and test team internal controls by focused test case assignment. ▪ Contributed to future regulatory mandates for health insurance exchanges by contributing strategic language and interface control guides. ▪ Diagnosed root cause for test case failures, identified defect solutions and communicated resolutions to the executive level resulting in system implementation by October 1 2013 federal deadline. ▪ Sensitive and responsive to internal and external customer needs; demonstrated skills in customer services and satisfaction; maintained a positive attitude, willing to listen to customer problems and seeks solutions.
<p>e. Dates of Performance</p>	<p>March 2013 to December 2014</p>

Reference 3: WV IES – Optum New System Design

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Nichole Gurganious, co-worker Ngurganious23@hotmail.com 727-804-3474</p>
<p>b. Description of Work Performed</p>	<p>Drove innovative Enterprise-class B2B Software as a Solution (SaaS) improvements to new Medicaid claims and integrated eligibility products by managing all facets of the business in hands-on leadership role and built a high-performance, matrix culture. Led virtual, five cross-functional teams, each contributing to a collective project status report and drove planning, capital investment, and operational response.</p> <ul style="list-style-type: none"> ▪ Established, maintained, and directed the complex, (8,000 lines) Microsoft Project work breakdown schedule for Certification, Training and Technical Call Center providing critical path status reporting. ▪ Led joint certification and compliance steering committee, ensuring project remained on schedule and within budget. ▪ Innovated status report dashboard to measuring progress towards Federal compliance. ▪ Substantiated five modular platforms supporting internal business areas and third-party vendors’ business processes for Child Welfare, Child Support, Medicaid, SNAP and TANF systems. <p>Championed strategic directions for Optum Government Services and Executive Vice President of Government Programs</p>
<p>e. Dates of Performance</p>	<p>April 2016 to March 2019</p>



ADNAN AZAD

PROFESSIONAL SUMMARY

- Senior Program Management professional with over 15 years of deep experience in **Healthcare, Wealth Management, Financial and Professional Services.**
- Implemented programs and projects using with hybrid and pure approaches for methodologies like Waterfall, Agile (SCRUM/Kanban) and Rational Unified Process (RUP).
- I have managed and delivered portfolio/programs/projects for user interface (UI), process improvements, digital transformation, system enhancements, big data, regulatory/ compliance, health care EDI transactions, and cloud computing implementation.
- Experienced in interacting with business users and executives to identify Project needs, Business Rules, manage Requirements and document them.
- Providing independent, expert and general program management support to multi-disciplinary and interdepartmental teams focusing on guiding clients through operational and technology initiatives.
- Collaborative mind set to effectively engage with information technology, business, and executive leadership to managing Project Scope, Change Management, Budget, Resources, Management Reporting, Project Delivery.
- Ability to translate strategic initiatives into discrete programs or projects focusing teams into delivering value driven benefits all constituents.
- Extensive knowledge using UML based visual elements (UML) to enable more efficient communications with tools MS Visio, Caliber RM, and Rational Suite Visio to create Use Case Diagrams, Activity Diagrams, Swim Lane Diagrams, Sequence Diagrams, Process Flow Diagrams, Data Flow Diagrams, Wireframe Diagrams, and Entity Relationship Diagrams.
- Developed best practice strategies; recognizing existing best practices; educating other teams/areas in implementation of those practices; and tracking savings identified through their implementation.

PROFICIENCIES

Methodologies: Agile, Kanban, SCRUM, Waterfall, and hybrid implementations
Tools/Technology: JIRA, Confluence, OnBase (ECM), MS Office, MS Visio, MS Project, SmartSheets, SharePoint, SAP, Oracle, SQL, Web Services, SOA, SOAP/WSDL, Tableau, REST, Event Driven Architecture, Cloud (Azure/AWS/Horton Works), Big Data
Healthcare: EDI, Affordable Care Act, ICD 10, **Medical Management**, Population Management, DM, CM, Claims Processing, Benefit Configuration, Plan Filings, Home Health Care Agency Management, Payor, **Medicaid, Medicare**, Commercial Medical Plans, Employer Groups, Exchanges / State Marketplaces, EMR / EHR, HIX, and reporting (HEDIS, QRS, QI, etc.)



PROFESSIONAL SUMMARY

Morgan Stanley – Wealth Management, Manhattan, NY **Program Manager**

August 2016 – Present

- Managed a big data, cloud computing and regulatory and compliance projects by creating a platform for ingesting data, analyzing the data, storing it in foundational data lake upon which different organizational areas can access, report, and modify data within their own data “sandboxes”.
- Consistently allocated to projects of high criticality (defined as any project at risk of failure) to facilitate project teams by helping them to finalize varying scope and conflict, operate more independently based on enterprise strategy, and ultimately deliver.
- Manage project roadmaps that document key milestones, timelines, and areas of risk across a given portfolio of projects implemented in competing methodologies (Agile vs Waterfall) simultaneously.
- Coordinate across multi-disciplinary teams with a key focus on program delivery, risk monitoring, scope management, budgetary tracking and management reporting.
- Accountable for onboarding new IT vendors on portfolio projects including training based on application runbooks, DevOps procedures, code repository management, and operational processes.
- Responsible for the end to end delivery of Office 365 implementation including Online Services enablement, content and data migration.

Blue Cross Blue Shield (BCBSMA), Boston, MA **Program Manager**

June 2013 - August 2016

- Accountable for portfolio of projects including Affordable Care Act compliant **medical** and dental product implementations, advanced analytical reporting for CRM, and implementation of PPO Payment reforms program in alignment with other national Blue Cross plans.
- Managed a high-visibility cross functional team to implement an ACA compliant Reinsurance and CSR modules based on CMS and Department of Health and Human Services (HHS) guidance.
- Responsible for monitoring deliverables of multiple vendors involved in replacing legacy data import and extract mechanism as part of BCBSMA NASCO implementation.
- Managed enterprise source to target mapping documents including transformations required for EDI transactions (837I, 837P, 834, 277/278, 820, and 999) complying to both ICD10 and 5010.

Active Health Management (Aetna), NYC, NY **Project Manager**

January 2013- June 2013

- Managed EMR software enhancements projects to build member facing portal so that they could educate, view reports and manage their health condition(s).
- Analyzed complex business requirements and processes to construct conceptual data and process models to coordinate and assign tasks to a team of business analyst for information technology projects throughout the project life cycle.



ValueOptions, Reston, VA
Lead Business Analyst

May 2012– January 2013

- Conducted detailed system gap analysis for ETL processes to load and create Member, Provider and Claim Extracts for IT modernization and process-based enhancements.
- Defined enterprise error codes and implemented a crosswalk table for the Value Options CAS application (AS400 System).

Blue Cross Blue Shield (BCBSMA), Quincy, MA
Lead Business Analyst

December 2011- May 2012

- Responsible for conducting root cause analysis with Claims and Benefits teams using EDIFECs and Benefit focus to track system issues based on EDI-834/835/837.
- Created End to End source to target documents for replacing BCBMA's legacy Benefit focus system to Real Time Member System (RTMS).

Phillips Van Heusen (PVH), Bridgewater, NJ
Lead Business Analyst

September 2011 – December 2011

Staples Inc., Framingham, MA
Lead Business Analyst

June 2011 – September 2011

PNC Bank, Philadelphia, PA
Sr. Business Analyst

March 2009– June 2011

Guardian Life Insurance, New York City, NY
Sr. Business Analyst

October 2007-March 2009

UMASS Memorial Healthcare, Worcester, MA
Business Analyst

July 2006 – October 2007

Northern Trust Corporation, Chicago, IL
Business Analyst

February 2005 – July 2006

Celtic Health Insurance, Chicago, IL
Business Analyst

November 2003 - February 2005

EDUCATION

Bachelor of Engineering - Electronic Engineering, Mumbai University, 1998

Certified Health Care Professional

Certified in Financial Crime and Escalation

Adnan Azad

Reference 1: Blue Cross Blue Shield (BCBSMA)

a. Reference Contact Information (name, address, phone, email address)	Tapan Patel Boston, Massachusetts 267 9708903 tapan.patel@bcbsma.com
b. Description of Work Performed	<ul style="list-style-type: none">• Accountable for portfolio of projects including Affordable Care Act compliant medical and dental product implementations, advanced analytical reporting for CRM, and implementation of PPO Payment reforms program in alignment with other national Blue Cross plans.• Managed a high-visibility cross functional team to implement an ACA compliant Reinsurance and CSR modules based on CMS and Department of Health and Human Services (HHS) guidance.• Responsible for monitoring deliverables of multiple vendors involved in replacing legacy data import and extract mechanism as part of BCBSMA NASCO implementation.• Managed enterprise source to target mapping documents including transformations required for EDI transactions (837I, 837P, 834, 277/278, 820, and 999) complying to both ICD10 and 5010.• Led program to create a Wellness data mart that would serve internal and external data and analytical needs as part of Cerner implementation.
e. Dates of Performance	June 2013 - August 2016

Reference 2: Morgan Stanley

a. Reference Contact Information (name, address, phone, email address)	Vipul Kaushik Manhattan, NY 980 298 1010 vipulkaushik@morganstanley.com Morgan Stanley
b. Description of Work Performed	<ul style="list-style-type: none">• Managed a big data, cloud computing and regulatory and compliance projects by creating a platform for ingesting data, analyzing the data, storing it in foundational data lake upon which different organizational areas can access, report, and modify data within their own data “sandboxes”.• Consistently allocated to projects of high criticality (defined as any project at risk of failure) to facilitate project teams by helping them to finalize varying scope and conflict, operate more independently based on enterprise strategy, and ultimately deliver.

	<ul style="list-style-type: none"> • Manage project roadmaps that document key milestones, timelines, and areas of risk across a given portfolio of projects implemented in competing methodologies (Agile vs Waterfall) simultaneously. • Coordinate across multi-disciplinary teams with a key focus on program delivery, risk monitoring, scope management, budgetary tracking and management reporting. • Accountable for onboarding new IT vendors on portfolio projects including training based on application runbooks, DevOps procedures, code repository management, and operational processes. • Responsible for the end to end delivery of Office 365 implementation including Online Services enablement, content and data migration.
<p>e. Dates of Performance</p>	<p>August 2016 – Present</p>

Reference 3: Blue Cross Blue Shield (BCBSMA)

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Vishal Pandya Boston, Massachusetts 201 719 3318 vishal.pandya@bcbsma.com BCBSMA</p>
<p>b. Description of Work Performed</p>	<ul style="list-style-type: none"> • Responsible for conducting root cause analysis with Claims and Benefits teams using EDIFICS and Benefit focus to track system issues based on EDI-834/835/837. • Created End to End source to target documents for replacing BCBMA's legacy Benefit focus system to Real Time Member System (RTMS).
<p>e. Dates of Performance</p>	<p>June 2013 - August 2016</p>



Frank Mayer

SUMMARY PROFILE:

A US citizen senior level resource directly responsible for the successful management and quality assurance of large software solution installations and corporate development projects. Skilled in PMI and International Project Management standards and best practices. Additional demonstrated strengths include team leadership, initiative, motivation, technology foresight, and creativity with a very strong work ethic. Skilled in leading and managing all phases of the business and system development life cycle to include business analysis, functional and technical requirements definitions, design, development, testing, creating, monitoring and maintaining project plans.

SUMMARY OF QUALIFICATIONS

- Managed projects from design phase through final implementation as well as ensuring that the projects are aligned with IT strategies including all required data migration reporting on project performance.
- Managed development and testing projects on mainframe, iSeries (AS/400), and Client Server platforms using current technologies including Microsoft (.net; asp.net), Sun (Java/J2EE), SOUP, SQL Server, MS Visual Studio, XML, and legacy COBOL with RPG holding code reviews. In addition, I have managed a staff of web developers using different content management systems (CMS). Skilled and experienced working in a matrix and virtual team environment.
- Performed multiple roles/tasks including Project/Program Manager, Business Analyst, Release Manager, Systems Analyst, Requirement Study, Analysis, Design, Development, Conversion, Configuration Management, Re-engineering, System Testing, Implementation and Production Support. Certified Scrum Master.
- Successfully achieved end-to-end coordination and management of multiple IT projects from concept through implementation adopting SDLC methodology, ISO 9000 and CMMi Level 5 processes translating concepts into practice.
- Familiar with Information Technology Infrastructure Library (ITIL) and supporting technology.
- Oversee the fiscal, operational, administrative, and human resources management aspects of the IT resources required to make your program successful. Responsible for overall management of critical IT programs and develop and manage overall program strategy and roadmap
- Managed project scope including documenting all change order requests on assigned projects and vendor management
- Over 13 years in commercial-off-the-shelf (COTS) application configuration, management, and implementation services.
- With extensive knowledge and experience in project management methodologies and tools, made and communicate tactical decisions as necessary when balancing questions between cost, schedule, technical functionality and quality
- Complete project in accordance with timeline, quality and client budgetary constraints delivering 95% defect free code
- Communicate regularly with clients, managers and stakeholders regarding project goals, objectives, deliverables, and plans providing status reporting through executive dashboards, charts, diagrams and tables fielding questions with appropriate responses.
- Knowledge of Object-Oriented Analysis and Design using Unified Modeling Language (UML) and Rational Unified Process (RUP)



- Responsible for creation of Business Requirement Document (BRD), Use Case Specification Document, Software Requirements Specifications (SRS), Acceptance Test Driven Development (ATDD), and required wireframes as per the guidelines of Software Development Life Cycle (SDLC) Methodologies being used at that time.
- Facilitated Joint Application Development (JAD) sessions communicating and managing expectations for the development of new and modified systems.

PROJECT METHODOLOGIES

Agile Rapid Application Development (Rad)/Scrum	Safe 4.0 Agile
Capability Maturity Model Integration (CMMI)	Arthur Andersen’s Method One
Information Technology Infrastructure Library (ITIL)	IBM Rational Unified Process (Rup)
IBM Si Methods	Project Delivery Framework (Pdf)
Waterfall	WellPoint Lean SDLC
	J&J Flawless Project Execution

PROFESSIONAL EXPERIENCE:

MANAGEMENT CONSULTANT – Orlando, FL

June 2015 – Till date

Technical Delivery Project Manager

- As a member of the PMO, provided guidance over 5 significant work streams (mortgage, commercial card, know your customer, on-line account opening, visionIP) for the separation between Bank of the West (BoW) and First Hawaiian Bank (FHB) for the program known as Buffalo.
- Created, maintained and owned the overall program plan in an on-shore off-shore environment

IBM GLOBAL BUSINESS SERVICES – Orlando, FL

November 2012 – May 2015

Scrum Master/Quality Assurance Test Manager

- For System Technology/Data & Information Systems, provided guidance and oversight for the testing of Discovery and Guided Analytic dashboards.
- Provided a Test Maturity Assessment of the current infrastructure testing efforts.
- Coordinated with enterprise test management, program manager, and provided weekly status against project plans.

Health Management Information Technology (HMA), Naples, FL

Quality Assurance Test Manager

- Provided an analysis of the testing effort to support the implementation and testing of ICD-10 transition.
- Developed the current test strategy and at a high level, the plans to create test plans with defect management, test scenarios, and test cases to test the remediation of ICD-9 to ICD-10 conversion.

MANAGEMENT CONSULTANT – Orlando, FL

June 2011 – October 2012

Infrastructure Release Manager

Directed with hands-on involvement the provisioning of all Florida Blue applications moving from WebSphere v6 to WebSphere v7 in a Linux WAS6 to AIX WAS7 environment over 3-unit, 3 test, 1



performance, 1 training, 1 stage, and 1 production environment. This also included application upgrades, ICD-9 to ICD-10, and Availity interface with a new release every 28 days.

- Managed the testing efforts for the mortgage transfer from Countrywide to Bank of America through 87 work streams with 19 QA Managers, 42 Test leads and 143 test engineers both on-shore, near shore and off-shore.
- Provided the driving force to insure accurate and on time testing artifact delivery and execution over monthly releases.

UNITED STATES DEPARTMENT OF STATE – Washington, DC

July 2010 – May 2011

Senior IT Project Manager/Government Technical Monitor

- With an annual budget in excess of \$4 Million, provided oversight and direction to a contract staff of 16 web developers, 2 project managers, and one program manager for the Bureau of Consular Affairs under ITIL Methodology.
- Manage the portal modernization, development and content of 3 public facing internet websites comprising of www.studentsabroad.state.gov, www.travel.state.gov, and www.adoption.state.gov providing the general public with valuable, current information in about 8,000 pages with over 45 million inquires in 2010. All 508 accessible and compliant.

MANAGEMENT CONSULTANT – Orlando, FL

January 2008 – July 2010

Butterfield Bank, Hamilton, Bermuda

Enterprise Quality Assurance Test Manager

Responsible for the development and definition of the UAT test plans, test cases, test resources, various status reports, and coordinating with HP in the test environment securing approval for all testing deliverables including the project plan, UAT test plan, test schedule, resource plan with risk assessment and issue management. Provided application support testing and documentation for a new ASP.Net and (dot) .Net catalog portal using Service Oriented Architecture (SOA) available to all Toyota dealers in the Southeast in an e-commerce environment.

CGI TECHNOLOGIES – Montreal, Canada

October 2006 – December 2007

Senior Consultant

Responsible for the oversight of team of consultants and consulting managers whose primary responsibilities were requirements gathering, functional and technical analysis, and application testing.

MANAGEMENT CONSULTANT – Orlando, FL

April 2002 – September 2006

Quality Assurance Project Manager

Responsible for all quality assurance testing activities surrounding the \$10M Bank One JPMorgan Chase merger.

EDUCATION:

- Florida International University, Miami, FL - Bachelor of Science, Computer Science
- PMI PMP candidate
- Agile Scrum Master (CSM) 582217 from VMEdu
- Agile SAFe4.0 Product Owner/Product Manager from Scaled Agile

Reference 1: JPMORGAN CHASE – JPMC - 10M BANK ONE JPMORGAN CHASE MERGER

a. Reference Contact Information (name, address, phone, email address)	James O'Brien Tampa, FL (516)317-3030 (mobile) (516)654-7778 (residence) mr.james.e.obrien@gmail.com
b. Description of Work Performed	<ul style="list-style-type: none"> •Created, maintained and owned the overall program plan in an on-shore off-shore environment •Structured central program documentation on SharePoint and perform all work without appreciable direction raising questions to senior leadership only when issues could not resolve within the program. •Insured quality of program products, services, and deliverables, including participating in reviews, audits and API reviews.
e. Dates of Performance	April 2002 – September 2006

Reference 2: Bank of the West - Bank of the West (BoW) and First Hawaiian Bank (FHB) for the program known as Buffalo

a. Reference Contact Information (name, address, phone, email address)	Elizabeth Mai Orlando, FL (607)972-7171 (mobile) maielizabeth@outlook.com
b. Description of Work Performed	<ul style="list-style-type: none"> •Created, maintained and owned the overall program plan in an on-shore off-shore environment •Structured central program documentation on SharePoint and perform all work without appreciable direction raising questions to senior leadership only when issues could not resolve within the program. •Insured quality of program products, services, and deliverables, including participating in reviews, audits and API reviews.
e. Dates of Performance	November 2012 – May 2015

Reference 3: CGI TECHNOLOGIES – AIX - J2EE, Oracle 10gR2/SQL, Service Oriented Architecture (SOA), AIX based platform deployed

a. Reference Contact Information (name, address, phone, email address)	Thomas Connelly Montreal, Canada (727) 644-4450 (mobile) thomas.m.connelly@gmail.com
b. Description of Work Performed	<ul style="list-style-type: none"> •Created, maintained and owned the overall program plan in an on-shore off-shore environment •Structured central program documentation on SharePoint and perform all work without appreciable direction raising questions to

	<p>senior leadership only when issues could not resolve within the program.</p> <ul style="list-style-type: none">• Insured quality of program products, services, and deliverables, including participating in reviews, audits and API reviews.
e. Dates of Performance	October 2006 – December 2007



Jim Mirza

Lean Agile Enterprise Agile-DevSecOps Coach (Servant-Leader), Release Train Engineer (RTE), Scrum Master, Product Engineering, Agile Portfolio-Program Manager & Organizational Change Enabler leading High Performing Lean Agile Teams to Exponentially increase Productivity & Business Value

Jim has over 20 years of enabling “hands-on” Enterprise wide transformations. As an Enterprise Lean Agile & DevSecOps coach, Release Train Engineer (RTE), Scrum Master, Product Manager & Product Owner (PO) he has completed deployment (at scale) of multiple Releases and implemented the Minimum Viable Product (MVP) at four customer sites in the Health Care, Manufacturing/Mobility, Utilities (Power Generation, Transmission & Distribution) and Auto Suppliers industries. This included Digital Strategy, Value Stream Mapping, Road-mapping, Launching & operating Agile Release Train’s (ARTs) and associated global Cross-Functional Scrum Teams (Global Delivery Model Off-Shore/On-Shore) integrated with Development and Security (DevSecOps) including the Continuous Delivery Pipeline (Continuous Exploration, Integration (CI) & Delivery (CD) leading to Releases and deployment of Features. Each Program Increment (PI) was 10 weeks (5 Sprints including Innovation & Planning (I&P) Sprint). Also, Led large scale enterprise transformations including global SAP implementations with hosting on the Cloud (SaaS). In addition evaluated migrating applications to the AWS PAAS cloud to streamline the Continuous Delivery Pipeline (CI/CD- Continuous Integration & Deployment), testing and deployment.

PROFESSIONAL EXPERIENCE

DELOITTE CONSULTING, LLP – Costa Mesa (Orange County), California Oct 2016 to Till date LEAN AGILE DEVSECOPS COACH, RELEASE TRAIN ENGINEER (RTE) & SCRUM MASTER

Lean Agile Program Coach & RTE for an enterprise-wide modernization program (Clients: Two large health Care providers). In addition coached Internal Audit functions to increase efficiency & effectiveness of Internal Audits by operationalizing Scrum techniques (Large utilities & Financial Services firms).

- In addition evaluated migrating applications to the AWS PAAS cloud to streamline the Continuous Delivery Pipeline (CI/CD- Continuous Integration & Deployment), testing and deployment.
- Agile Program Coach, Release Train Engineer (RTE) for a large Agile Release Train (ART), Scrum Master & product Manager comprising of 25 Global scrum teams and planning for Program Increment PI3. Utilized SAFe 4.4 & 5.6
- Completed the Value Stream based on Business Value & developed the Implementation Roadmap as well as launched large Agile Release Train (ART). First release during PI2. SAFe. (Major Healthcare clients).
- Coach & SME for scaling Agile frameworks to increase efficiency & effectiveness of Internal Audit (IA) functions. (Financial & Utilities industries).
- Coach and SME for Integrating Secure Development with Operations. (DevSecOps – DevOps). Utilize DevSecOps Framework for measuring maturity. (Internal Security Operations).
- **Technologies & Tools:** Jira, Confluence, Agile Craft, Java, XP, XL, Focus, TDD, BDD, ATDD.

TRANSFORMATION CONSULTING LLC – California & Michigan May 2010 to Oct 2016

LEAN AGILE DEVSECOPS COACH, RELEASE TRAIN ENGINEER (RTE) & SCRUM MASTER



FORD MOTORS & VERIZON TELEMATICS. LEAN AGILE COACH & LEADER. Michigan. Jan 2015 – Oct 2016

Lean Agile Hand's-on coaching & on the job training (OJT) for transforming Auto Dealerships Applications using SAFe (4.5) framework while operationalizing Product Based Organizations – PDO's (Clients: Large Auto Manufacturer & Telematics/ Internet of Things (IOT) provider)

- As an Enterprise Lean Agile & DevSecOps coach the deployment of multiple Releases and implemented the Minimum Viable Product (MVP).
- Worked with Ford & Verizon Telematics in IOT, mobile apps, cloud solutions as an Agile Coach, RTE (Program Manager), scrum master (scrum of scrums), Product Owner as well as organizational change enabler. As a Program Manager/Release Train Engineer (RTE), Led 12 cross functional scrum teams (4- New Zeaenterprise wide Lean & Agile Transformation for a large Auto Manufacturer & a major land, 4- India & 2-Ireland) for two ART's (Agile Release Trains) & have completed 6 releases (Product Increments' -PI's); towards these ends, collaborated closely with DevOps, Release Management, Shared Services for releases as well as integrated testing like TDD (Test Driven Development), ATDD (Acceptance Test Driven development) & BDD (Behavior Driven Development) as well as executing KANBAN.
- Integrated development with Operations (DevOps) to setup the Continuous Delivery
- Develop & implement roadmap for post-Acquisition Integration for the Products & Technology work-streams for three telematics acquired entities (16 global sites). Internet of Things (IoT) domain.
- As a Scrum Master & Coach developed & released the Dealer facing GBMS system (ART), including standing up of the "Data Supply Chain" (GDIA) pertaining to Big Data as a "Single Version of the truth" repository for Analytics – built on Hadoop platform to load all internal applications & external data supplied from third parties & partners

LEAR CORPORATION. Michigan.

Feb 2014 – May 2015

LEAN AGILE COACH & LEADER

- As an Enterprise Lean Agile & DevSecOps coach the deployment of multiple Releases and implemented the Minimum Viable Product (MVP).
- As an Agile Coach, completed Scaling (SAFe) of Cloud Based (SaaS) applications, & as a Scrum Master Coached Scrum teams in configuring Cloud Based SaaS applications for rapid deImplementing Procure-to-Pay (P2P) SaaS (Software as a Service) cloud-based solutions for this \$18.2 billion (annual revenues) global automotive supplier of seating and electrical systems. Integration with SAP SCM.
- Implemented Agility by utilizing Scrum Techniques & Product Ownership for Cross-Functional Teams comprising of IT, Business, Systems Integrators, vendors & contractors.

CONSUMERS ELECTRIC. Michigan.

Jan 2011 – May 2015

AGILE COACH/SCRUM MASTER, PROGRAM MANAGER.

- As a PMO manager & Agile Steering team member responsible for designing & rolling out the Agile Project Delivery Methodology & Playbook. As an Agile Coach & Scrum Master he managed the first Agile Project utilizing a combination of Agile & Waterfall development "Hybrid" methods to engage the Product Owner, cross functional teams & deliver the solution in multiple iterative releases resulting in significant increase in customer satisfaction, higher adoption rate and expedited solution releases delivered in a lower budget vs. planned.



- PMO Manger responsible for implementing/monitoring Project Delivery Methodology & Playbook. The PMO comprised of 65 PM's and about 150 in-flight projects worth over \$100 million budgets per year (Capital - O&M).

NEW YORK DEPARTMENT OF HEALTH. New York.
AGILE COACH/SCRUM MASTER, PROGRAM MANAGER

MAR 2009 – Jan 2011

HP CONSULTING SERVICES – Michigan & Toronto Canada **Oct 2003 to May 2010**
As Executive Managing Consultant, Agile Coach/Scrum Master & Service Delivery Executive
McCain Foods. Program Manager-Scrum Master, PMO Lead & Organizational Change SME
(Canada)

ARTHUR ANDERSEN CONSULTING. Michigan & Chicago. **2000 to 2003**
As the Automotive Practice leader & Program Manager, responsible for setting up the Business Transformation Consulting Practice (Program Management & Organizational Change) & Service Delivery Operations (SDO), for Michigan, primarily targeting the Automotive Industry.

IBM GLOBAL SERVICES CONSULTING. New York City. **Jan 1998 to Oct 2000**
As an Executive Consultant Jim was one of the founding member of the national organizational change consulting practice for SAP/ERP and M&A practice.

ELECTRONIC DATA SYSTEMS CORP. (EDS) **May 1985 – Jan 1998**
Detroit Michigan. Asia-Pacific Region. China, Thailand, Vietnam, Laos, Cambodia & Myanmar.
As a Senior Manager & Program Manager Jim was part of the solution team & then led & successfully completed the major multinational business transformation project:

EDUCATION - CERTIFICATIONS

- Master of Business Administration (MBA) University of Michigan. 1987
- Master of Business Administration (MBA). University of Central Oklahoma. 1984
- Project Management Professional (PMP)[®]
- Program Management Professional (PgMP)[®]
- Agile Transformation Facilitator (ATF) of Ford Agile Framework (FAF) comprising of: (1) SAFe 4.0 with SAFe Program Consultant (SPC4), SPC4.6 in progress; (2) SAFe 4.0 Scale Agilist (SA); (3) SAFe 4.0. Scrum Master (SSM); (4) SAFe 4.0 Advanced Scrum Master (SASM); (5) SAFe 4.0 Release Train Engineer (RTE); (6) SAFe Practioner (SP); (7) SAFe 4.0 for Teams (with SP); (8) SAFe 4.0 Product Manager / Product Owner (PMPO); (9) SAFe 4.0
- Project Management Maturity Model (PMMM)
- PROSCI /ADKAR/DODAF
- Certified in Integrated Resource Management (CIRM). 1989
- Business Process Re-engineering (BPR).
- Total Quality Management (TQM). 1986.
- SAP - ASAP. 1989

Reference 1: DELOITTE - Continuous Delivery Pipeline (Continuous Exploration, Integration (CI) & Delivery (CD))

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Bel Sbargoud Costa Mesa (Orange County), California 248-702-7369, bsbargoud@gmail.com</p>
<p>b. Description of Work Performed</p>	<p>As an Enterprise Lean Agile & DevSecOps coach, Release Train Engineer (RTE), Scrum Master, Product Manager & Product Owner (PO) he has completed the deployment of multiple Releases and implemented the Minimum Viable Product (MVP), this included Digital Strategy, Value Stream Mapping, Road-mapping, Launching & operating Agile Release Train's (ARTs) and associated global Cross-Functional Scrum Teams integrated with Development and Security (DevSecOps) including the Continuous Delivery Pipeline (Continuous Exploration, Integration (CI) & Delivery (CD) leading to Releases and deployment of Features. Each Program Increment (PI) was 10 weeks (5 Sprints including Innovation & Planning (I&P) Sprint).</p>
<p>e. Dates of Performance</p>	<p>Oct 2016 to till date</p>

Reference 2: CONSUMERS ELECTRIC - Smart Meters roll out & Grid Modernization

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Vladimir Dmitriev Michigan 716-338-7472 vvdmitriev@aol.com</p>
<p>b. Description of Work Performed</p>	<ul style="list-style-type: none"> As a PMO manager & Agile Steering team member responsible for designing & rolling out the Agile Project Delivery Methodology & Playbook. As an Agile Coach & Scrum Master he managed the first Agile Project utilizing a combination of Agile & Waterfall development "Hybrid" methods to engage the Product Owner, cross functional teams & deliver the solution in multiple iterative releases resulting in significant increase in customer satisfaction, higher adoption rate and expedited solution releases delivered in a lower budget vs. planned. Implemented Smart Energy Osisoft Historian System (Meter Operational Data- \$58 million budget) & Business Intelligence (Bob J HANA for reporting) as a part of the Advanced Metering Infrastructure (AMI) and Enterprise Services Bus (ESB) for Smart

	<p>Meters roll out & Grid Modernization initiative. This also included SAP Refresh/Upgrade.</p> <p>PMO Manger responsible for implementing/monitoring Project Delivery Methodology & Playbook. The PMO comprised of 65 PM's and about 150 in-flight projects worth over \$100 million budgets per year (Capital - O&M).</p>
e. Dates of Performance	Jan 2011 – May 2015

Reference 3: DELOITTE- Agile Project Delivery Methodology & Playbook

a. Reference Contact Information (name, address, phone, email address)	<p>Ram</p> <p>1-850-391-3933</p> <p>Tallahassee, FL</p> <p>nram@winsquares.net</p>
b. Description of Work Performed	<p>As a PMO manager & Agile Steering team member responsible for designing & rolling out the Agile Project Delivery Methodology & Playbook. As an Agile Coach & Scrum Master he managed the first Agile Project utilizing a combination of Agile & Waterfall development "Hybrid" methods to engage the Product Owner, cross functional teams & deliver the solution in multiple iterative releases resulting in significant increase in customer satisfaction, higher adoption rate and expedited solution releases delivered in a lower budget vs. planned.</p>
e. Dates of Performance	Oct 2016 to till date



Joseph Harper, PMP, JIEM, SSBBP

Strategic IT Alignment Group, LLC
2700 Blair Stone Road, Suite E
Tallahassee, Florida 32301

SUMMARY

Technology professional with over 33 years of experience supporting diverse systems, applications, and platforms. Proven performance in designing, implementing and supporting a wide array of computer systems, subsystems and peripherals. Special depth across multiple disciplines in Program/Project Management, Process Management, Process Improvement, Re-Engineering, and Technology. Extremely well organized with superior oral and written communication skills. Proven leadership skills with excellent interpersonal skills and customer service focus. Demonstrated ability to work well under pressure and at all levels of management. Possess excellent EPMO, PMO, and project management skills and abilities. Managed 50+ personnel – large scale delivery.

PROFESSIONAL EXPERIENCE

Strategic IT Alignment Group LLC, Tallahassee, Florida

Present

Chief Executive Officer

- Providing professional services in: Enterprise Program Management (EPMO), Program Management (PMO), Project Management (PM), Strategic Planning (SP), Business Process Improvement (BPI), Quality Assurance (QA), Independent Verification and Validation (IV&V), Business Analysis (BA), Continuous Process Improvement (CPI), Disaster Recovery Planning (DR), Business Continuity Planning (BCP), User Acceptance Testing (UAT), Consolidation (Platform or Datacenter), Feasibility, and IT Governance.
- Quality Assurance Project Manager Statewide Automated Child Welfare System (SACWIS) SDLC Management and User Acceptance Testing process for one of the largest state agencies in the United States. (February 2007 – 2014)
- Senior Advisor and writer for the Operations, Service/Product Performance, Financial, and Security modules of the Medicaid Core System for top tier state including expertise provided to tune program management, testing, and quality assurance. Subject Matter Expert MMIS proposal support for a state MMIS Core System. (2 State response).
- Quality Assurance training and QA Sr. Project Manager Product support for State and local government agencies.
- Senior Advisor and writer for State Departments and Agencies Feasibility Study, business case, and IV-B development.
- Senior Advisor and writer for the disaster recovery and technical modules for the Medicaid replacement for a top tier state including expertise provided to tune program management, testing, quality assurance, MAR, ICD10/5010. Subject Matter Expert MMIS proposal support for a top tier 1 state replacement (specific solution development for Disaster recover and Backup/Storage).



- Senior Advisor and writer for top tier state for ICD10/5010 and business process take over. Responsible for initial storyboard development. Technical support MMIS proposal for the top tier state MMIS.

KPMG, LLP; KPMG Consulting; BearingPoint, Inc., US

1996 to 2005

Senior Manager

- Data Center Consolidation/Optimization Program Manager for the State of Florida MyFlorida Alliance. Technical Services Manager for Oracle database administrators, IBM and Unisys mainframe system programmers, and database administrators within the State's Shared Resource Center data center.
- Sr. Project Manager for the Health Insurance Portability and Accountability Act of 1996 (HIPAA) User Acceptance Testing process of the HIPAA compliance remediation effort for one of the largest state agencies in the United States.
- Sr. Program Manager for the dual data center migration and consolidation and Project manager for the Application and Operations track of a which included Facility construction, migration, and quality assurance of 254+ servers, 144+ applications (including SAP and Oracle Manufacturing) with over 3000 interfaces.
- Sr. Project Manager IT security assessment and IV&V including detailed analysis, impact, and recommendations for network, architecture, policies and procedures, and business continuity planning of the parent company and subsidiaries.
- Systems Integration Sr. Project Manager for Business Process Improvement for project management, time management, portfolio management, and project costing for a global transportation company. Developed strategic plan and design for governance, program/project management, portfolio management, change management, and quality assurance.
- Sr. Project Manager and Technical Architecture analyst responsible for the Information Technology architecture design of a leading steel manufacture's IT strategy including Technical architecture; Business case and ROI analysis; Summarization of key business issues; Outsource plan; Training plan; and Implementation plan.
- Sr. Project Manager and Lead Technical Architecture analyst responsible for the corporate technical architecture specifications design of a leading logistic company. The effort detailed Business requirements, Data architecture design; System architecture design; Application architecture design; and Hardware architecture design.
- Managed Business Process Improvement for revenue invoicing system of a leading global transportation company encompassing Deliverable schedules; Intended and realized benefits; Database performance; Database migrations; Work schedule impacts; Program and project plans; Reporting; Technical architecture; Teams; Skills; Production code cycles; Changing business models; Quality Assurance; and Probability of meeting future deliverables.
- Managed Business Integration Testing Design to standardize corporate testing to achieve an integrated End-to-End testing platform for a global transportation corporation.
- PMO Sr. Program Manager, Sr. Project Manager, Managed technical issues across all platforms including mainframe, Distributed, and Desktop for a leading global transportation corporation. Managed code remediation, testing, and certification of corporate payroll system.



- Managed Year 2000 Independent Validation and Verification (IV&V) of Mainframe and Open Systems remediation for a global transportation company.

Softlab, Inc., Atlanta, Georgia

1994 to 1996

Product Specialist

- Manager Development and Technical Support staff that customized and implemented configuration management, maintenance software for worldwide software firm.
- Sr. Program Manager supervised the activities of the Technical Support teams for object-oriented database in a UNIX operating system. Portions of the software were developed in C/C++, VB, and the remaining in a proprietary language, PROLAN, which is similar to C/C++. Responsible for specifications, design, development, quality assurance, and installation of software.

Computer Task Group, Buffalo, New York

1986 to 1994

Project Manager

- Program Manager Data Center Consolidation evaluation for migration of 38 VSE sites to 8 or less MVS/ESA sites. Evaluation and recommendations included site locations, hardware, software, personnel, disaster recovery, facility, and network design.
- Program Manager for MVS/XA to MVS/ESA standards platform migrations. Responsible for planning, migration product solution, resource management support, and setting deliverable dates.
- Program Manager for more than 30 VSE to MVS migrations and Data Center consolidations, including several dual conversions and relocations across the United States. Responsible for client liaison, file transfer, migration product customization, all project related decisions, production shutdown and startup, contingency plan(s), and execution.
- Program Manager and Systems Engineer for multiple platform migrations/integrations and Data Center consolidation projects in Canada both before and after the Free Trade Agreement.
- Management consultancy for additional 25 plus VSE to MVS migrations and consolidations, including large complex systems written in BAL/ALC assembly language requiring extensive rewrite and testing.

Datronic, Inc., New York, New York

1983 to 1986

Systems Integrator

State of Alabama Department of Revenue, Montgomery, Alabama

1981 to 1983

Systems Engineer

USMC, Air Traffic Control Electronic Communications Technician

EDUCATION and CERTIFICATIONS

Masters, Computer Science (90%), Troy State University – Montgomery, Alabama

Bachelor Science, Computer Science, Troy State University – Troy, Alabama

Air Traffic Control Communications Electronics – USMC

PMP, Project Management Professional

JIEM, Justice Information Exchange Model

SSBBP, Six Sigma Black Belt Professional

Reference 1: Production M/O

a. Reference Contact Information (name, address, phone, email address)	Angela Githens, Procurement Officer Phillips Road Tallahassee Florida 850-410-7715 AngelaGithens@fdle.state.fl.us
b. Description of Work Performed	I am the Engagement Director providing oversight of personnel, Provided the Florida Department of Law Enforcement with JAVA Systems Analyst Staff Services. As the Owner of Strategic IT Alignment Group
e. Dates of Performance	2014 - present

Reference 2: eCIRTS Legacy Replacement

a. Reference Contact Information (name, address, phone, email address)	Shandra Maglohon Chief Information Officer Bureau of Information Technology Florida Department of Elder Affairs 4040 Esplanade Way, Ste. 260I Tallahassee, FL 32399 (850) 414-2317 mcglohonsa@elderaffairs.org
b. Description of Work Performed	Provided the Florida Department of Elder Affairs with a project team to develop the Feasibility Study, assist in the solicitation and procurement process build the Florida Budget request and matching Federal funds. As the Owner of Strategic IT Alignment Group, I am the Engagement Director providing oversight of personnel
e. Dates of Performance	01-2017 – present

Reference 3: PROJECT NAME: Security Assessment

a. Reference Contact Information (name, address, phone, email address)	Mike Barba, 111 Congress Ave Suite 2500 Austin, TX 78701 (215) 704-8700 Mike.Barba@us.gt.com
b. Description of Work Performed	Provided Project Management and Engagement Management for the Security Assessments for Florida Agency for Health Care, Department of Corrections, and Department of Children and Families

e. Dates of
Performance

08-2016 – 01-2017



Mark G. Ervin

Information Technology – Strategic Planning – Project, Program, Portfolio Management – Software Development/COTS (Delivery/Integration/Implementation/Maintenance) – Enterprise IT Operations – Independent Verification and Validation – Budget, Procurement, Contract, Vendor Management.

- Outcome focused technology and business professional with proven success in IT strategy/execution, managing diverse projects and complex enterprise IT operational environments across a variety of business and governmental segments.
- History of delivering creative, pragmatic, cost effective, leading edge information technology solutions to address business needs.
- Strong project and program management experience with SDLC projects including custom and commercial off-the-shelf (COTS) applications, technology infrastructure, and large managed services implementations.
- Clear adherence to structured methodologies, continuous process improvements, and industry best practices.
- Inside knowledge of challenges and opportunities facing public sector IT organizations.
- Outstanding client relationship management and interpersonal skills with a proven record of balancing client requirements and expectations while managing project scope, schedule, and costs.
- Multi-million dollar budget management and P&L experience.
- Knowledgeable advisor consulting with clients to provide independent verification and validation services focusing on risk mitigation and improving management visibility into project progress and quality.
- Excellent organizational, time management, and verbal/written communication skills.

CAREER HISTORY AND PROFESSIONAL EXPERIENCE

Integritas Consulting, LLC, Owner-Managing Partner: October 2015 – Present

- Independent Verification and Validation Services (IV&V) for Florida Department of Agriculture and Consumer Services (FDACS)
 - Provided project review and analysis as well as collaborative advisory and reporting services to FDACS and their oversight entities (Florida Legislature and Agency for State Technology (AST)) for all aspects of the Agriculture and Consumer Services System (AgCSS) project including:
 - Design, development, configuration, testing and implementation (SDLC);
 - Governance and Change Control;
 - Organizational Change Management/Workforce Transition;
 - Project and Portfolio Management;
 - Requirements Gathering, Business Process Re-Engineering and Use Case Development;
 - Scope, Schedule and Budget Management; and
 - System and Data Strategy.
 - Assessment of initial control processes including project management, project budget, project schedule, project scope, and project scope management;
 - Assessment of program staffing approach and staffing levels;



Chief Information Officer (CIO), Agency for Persons with Disabilities (APD): July 2012 – October 2015

- Effective collaboration and adaptive communication:
 - Worked directly and communicated effectively with the APD Director and Executive Management Team to understand APD's strategic plan for alignment with technology initiatives in support of Agency goals and objectives.
 - Established trusted and collaborative relationships with the executive team, APD staff, vendors and APD stakeholders.
 - Financial management
- Operational/Organizational Management:
 - Managed all aspects of APD's information technology and information security in support of APD's strategic plan.
 - Directed the planning, design and implementation of enterprise IT systems in support of APD operations and projects in order to improve cost effectiveness, service quality and APD efficiency.
- Procurement Development, Principled Negotiation and Vendor Management:
 - Evaluated services and capitalized on opportunities to source external to the IT organization.
 - Provided procurement support for IT related projects including but not limited to development and/or review of, Schedule IV-B, business cases, RFQs, RFPs, ITNs, Statement of Need, Statement of Work; participated in the vendor evaluation, selection and negotiation process.
- Project, Change and Risk Management:
 - Established and implemented industry recommended standards for IT operations and management including project management (PMI), application development, change management, release management, risk management, IT governance and process improvement.
 - Managed risks faced by APD with respect to network and application security, information privacy, IT governance, regulatory compliance, disaster recovery, and Agency IT projects (local and statewide).
- Strategic vision and institutional perspective:
 - Provided leadership, planning and management for all areas of information technology strategy, development and implementation.

Senior Manager, IT Management Consultant, North Highland: July 2006 – July 2012

- *(Unemployment Compensation) – Use Case Development and Design*: Managed the Appeals Team in the use case review and joint application design sessions for the Department of Economic Opportunity's Connect project.
- *(Health and Human Services) - IT Assessment/Strategy*: Led a project to perform an assessment of APD IT environment/initiatives and the development of a high-level IT Strategy.
- *(Finance/Banking/Securities) - IV&V, Project Management, Business Case Development (Budget \$16 million)*: Provided Project Management Office (PMO) development/ support, quality assurance, procurement support, and Independent Validation and Verification services to the Florida Office of Financial regulation (OFR) .
- *(Insurance) – SDLC Project Management (Budget \$2 million)*: Led a 10 member project team responsible for designing, developing, and implementing a custom web-based rate collection and rate management application for the Florida Office of Insurance Regulation (OIR).



Senior Manager, IT Management Consultant, BearingPoint: April 2000 – July 2006

- *(Retirement/Pension) - Project Management (Budget \$15 million):* Led 30+ member project team responsible for designing, developing, and implementing a custom framework application (integrated with FileNet) for the Georgia Employee's Retirement System.
- *(Managed Services) – Project Management/Technical Architect (Budget \$60 million):* Project Manager and Technical Architect of distributed systems and special services for the Department of Managed Services (DMS) MyFlorida Alliance Managed Services Project.
- *(Retirement/Pension) – Project Management/Technical Architect (Budget \$23 Million):* Project Manager and Technical Architect manager for the Teachers Retirement System for the State of Georgia (TRSGA). Led a team of eight system engineers responsible for the analysis, architecture/design, and implementation of the TRSGA infrastructure and systems.
- *(Education) – Project Management (Budget \$10 million):* Led a 25 member team responsible for designing, developing, and implementing a custom application, State Student Financial Aid Database (SSFAD), for the State of Florida's Department of Education in the Office of Student Financial Aid.

Director of IT, Hummingbird/PC DOCS, Inc., Tallahassee, Florida: January 1993 – March 2000

- *(Director of IT):* Directed an international team of 60 operational and technical support staff, supporting all aspects of the Information Technology infrastructure and over 600 end users for the US, Canadian, UK and Asian offices. Other responsibilities included project management, system analysis, design and implementation of new systems, operations and maintenance of existing systems; COOP planning, and budget management.

IT Manager – CMS DATA, Inc., Tallahassee, Florida: April 1992 – January 1993

- *(IT Manager):* Managed a team of 10 operational and technical support staff supporting all aspects of data center activities including system control and scheduling, facilities management, data security, communications, continuity of business operations, staffing, and budgeting.

Systems Engineer - CMS DATA, Inc., Tallahassee, Florida: March 1989 – April 1992

- *(Systems Engineer):* Responsible for analysis, design, installation and configuration of a COTS attorney Case Management System (CMS) software and related systems infrastructure.

Education

- Bachelor of Business Administration, Management Information Systems
- Bachelor of Business Administration, Management
- Valdosta State University

Certifications

- Project Management Professional (PMP)
- Six Sigma Green Belt
- ITIL Foundations
- Capability Maturity Model Integration (CMMI)
- Facilitation for Results
- Acclivius Sales Negotiations
- Microsoft Certified Systems Engineer (MCSE)
- Certified NetWare Engineer (CNE)

Reference 1: PROJECT NAME: Independent Verification and Validation Services (IV&V)

a. Reference Contact Information (name, address, phone, email address)	Ken Wilkinson 4040 Esplanade Way, Tallahassee, Florida 32399-7000 850-212-9006 ken.wilkinson@freshfromflorida.com
b. Description of Work Performed	Independent Verification and Validation Services (IV&V) for Florida Department of Agriculture and Consumer Services (FDACS)
e. Dates of Performance -	October 28, 2015 – February 28, 2019

Reference 2: PROJECT NAME: eCIRTS Legacy Replacement

a. Reference Contact Information (name, address, phone, email address)	Chris Evans 4040 Esplanade Way, Tallahassee, Florida 32399-7000 evansc@elderaffairs.org 850-445-8116
b. Description of Work Performed	Project Management, Business Case Development, Market Analysis, Business Process Reengineering, Requirements Definition, Use Case Development, Organizational Change Management Plan Development, and Procurement Support for the Department of Elder Affairs (DOEA) Enterprise Client Information and Registration Tracking System (eCIRTS) project.
e. Dates of Performance	November 22, 2016 - Present

Reference 3: PROJECT NAME: Regulatory Enforcement and Licensing

a. Reference Contact Information (name, address, phone, email address)	Anne Frost, 200 East Gaines Street, Tallahassee, Florida 32399 Anne.Frost@flofr.com 850-410-9773
b. Description of Work Performed	Florida Office Of Financial Regulation Quality Assurance, Project Management Advisory Services and Oversight.
e. Dates of Performance	July/1/2014 – June 30, 2018



Phil Harmon

SUMMARY OF QUALIFICATIONS

Phil is a highly skilled and successful business and Information Technology (IT) transformation leader. Phil has 25 years performing Strategy, Project Portfolio Planning, Business Transformations, IT Governance, Program/Project Management, Product Development, Vendor Management, Third Party Administration of Health Claims, plus various technology implementation or upgrade projects coupled with complex data conversions.

Phil enhances your organization's transformation through his deep understanding and experienced practitioner using strategy map and balance scorecard, IT Service Management (ITSM), ADKAR change management, Agile, Six Sigma, Total Quality Management, Sarbanes Oxley IT controls, and Four Disciplines of Execution. Phil's clients include companies in the retail, healthcare, insurance, life sciences, aerospace, manufacturing, financial services, and public sector.

Phil started his career working for DoD and NASA on multi-million-dollar programs. Phil learned to lead with emotional intelligence and solving problems utilizing techniques by highly accomplished scientist, engineers, and MBA managers.

PROFESSIONAL EXPERIENCE

- March 2019 – current: Atlassian JIRA and Confluence developer and administrator for Tallahassee consulting firm.
- January 2019 – March 2019: JD Edwards re-implementation planning for an international manufacturing firm in Connecticut. I developed the project charter, communication plan, scope document, and interface inventory.
- April 2018 – December 2018: Scrum Program Manager for \$300M per year Ecommerce company. I developed the Target Operating Model for Supply Chain Management. I leveraged their JD Edwards initial investment to scale their business with 3rd party manufactures and logistics partners. I evaluated and recommended scanning hardware and software solutions. I employed Atlassian JIRA and Confluence to operationalize Scrum and Project Management.
- April 2015 – April 2018: Risk, Quality, and Strategy consultant for \$300M Public Sector ERP and Business Transformation initiative. I was their lead Atlassian JIRA and Confluence application developer to implement business requirements management using ITSM framework. I illustrated solutions using Unified Modeling Language, Ishikawa diagrams, Mind Maps, and Business Process using Swimlane diagrams.
- June 2014 – March 2015: Director of PMO, Service Oriented Architecture (SOA), and Software Development shared services for reports, interfaces, and data conversion. I achieved in a very short period, better quality and schedule fulfillment by applying the same philosophy and solution frameworks that worked numerous times.
- September 2012 - May 2014: Executive Director of Quality and Risk Management at ERP technology consulting firm. I was responsible for process, tools, and training for project management, contract management, implementation and upgrade methodology plus KPIs/KPMs for quality, risk, and company financials. I delivered 38% reduction of credits and 17% reduction in non-billable hours.
- May 2011 – August 2012: IT Program Manager and Organizational Change Management leader for an insurance and finance firm. I worked with cross-functional leadership team, charged with the Oracle EBS financial consolidation implementation of three general ledgers into one cohesive financial reporting system. Technology employed was Oracle EBS, HFM, OBIEE, OBIA, DRM, FDM, and UPK with a project value of \$35 million.



- I managed a \$325 million cost savings initiative for a large non-profit hospital system. One project identified expense reduction opportunities within the IT vendor contract terms and accounts payable functions resulting in \$800,000 annual savings.
- I was a Project lead for Cardiovascular Picture Archive Computer System technology selection, implementation, and consolidation; I led the implementation which included integration to EMR, Revenue cycle, and ICD-10 adoption. I reported to the cardiologist department leaders as well as the hospital COOs, CSO, CMO, CEO, IT Directors, and Digital Imaging Center of Excellence oversight committee.
- I was a Chief Software Engineer for Next Generation Manufacturing Tool and Engine Service Diagnostics and Calibration Tool. The Three-Tier architecture consisted of Java for the presentation layer, C++ components for the business and information layer, and Oracle Database to hold the persistent data. I applied the following methods to communicate requirements, design, and solutions: Software Engineering Institute, Unified Modeling Language, Entity Relationship Diagrams, Logical Data Model, and State Transition Diagrams. This work was considered as the early creation and adoption of The Open Group Architecture Framework (TOGAF). Managed staff from United States, Russia, India, China, Pakistan, Germany, and United Kingdom.
- I was the Chief Technical Architect and Agile Program Manager for Onex software development factory. I led the development and deployed six ecommerce sites in eighteen months. This work also involved designing, implementing, and managing a data center.
- I directed all aspects of a \$23 million transition program management office (PMO) to achieve the international transmission company's divestiture from General Motors for a venture capital firm. This work resulting in a new legal entity established in forty-five days and full separation in eighteen months on SAP ERP .
- I was the Project Manager for Long-Term Care Case and Audit Management System. This work involved moving legacy software to web application using Oracle database.
- I was a Project Manager for system consolidation of Administration and Claims for long term care, specified disease, and medical supplement. This work involved business process re-engineering, cloud-base hosting, complex data conversion, and offshore development.
- I was the Chief Methodologist and Architecture Governance Lead for a web application student loan origination system valued at \$30 million. This work involved adoption of Unified Modeling Language, iterative development, and SOA. The technology involved was Java user interface with IBM WebSphere integration to Mainframes. Mainframe software configuration management utilized FileNet content manager. The project duration twenty-four months with a staff of seventy-five.
- I led the adoption of demand and portfolio management for international medical diagnostics manufacturing firm. This effort was a part of a PMO implementation resulting in delivering 28% more projects on time and higher quality.
- Twelve years as Lead Software Engineer. I developed robot controls, tele-science, vision system software, and artificial intelligence algorithms resulting in four published technical papers (NASA). I developed software for digitized battlefield initiative to integrate mobile electronic data exchange equipment (cell phones/radios), global position system, and weapon control systems (Army). I performed Artificial Intelligence and robotics applied research and development (Navy).

TECHNOLOGY IMPLEMENTATION SKILLS

- Oracle Fusion/EBS/PeopleSoft/JD Edwards reports, interfaces, and conversions
- Microsoft Project, MSProject Server, and SharePoint
- Atlassian JIRA and Confluence for SCRUM and ITSM



- Atlassian JIRA and Clarizen for Program/Project Management
- HP Quality Center for Requirements and Test Management
- IBM Rational Rose, RequisitePro, Test Suite, and ClearQuest for Software Development Life Cycle Management

STRATEGY AND CHANGE MANAGEMENT CONSULTING

- Enterprise system business cases, technology selection, and implementation at Casper Sleep, Lilly, ZCS, and CFG, State of Florida
- Organizational Change Management and Workforce Transformation at CFG and Sallie Mae
- Quality and Project Management Office (PMO) Governance at CFG, State of Florida, and Roche Diagnostics
- Six Sigma at CFG and CEC
- Sarbanes Oxley adoption at CFG
- Architecture Development Methods at Sallie Mae and CEC
- ITSM adoption by three different companies resulting in higher executive management satisfaction in the IT services.
- Mergers/Acquisitions and Divestitures at Sallie Mae and Allison Transmission

EDUCATION

- BSME, Purdue University
- PMI PMP Certified
- Scrum Master Certified
- ITSM Certified
- Agile/Scrum
- Prosci ADKAR

Reference 1: Quality and Risk Management for Zanett Commercial Solutions

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Steve Hamilton, VP at MCA Connect 8055 East Tufts Avenue, Suite 1300 Denver, CO 80237 817-676-1549 steve.hamilton@mcaconnect.com</p>
<p>b. Description of Work Performed</p>	<p>Executive Director responsible for process, tools, and training for project management, contract management, implementation and upgrade methodology plus Key Performance Indicators/Measures for quality, risk, and company financials. I delivered 38% reduction of credits and 17% reduction in non-billable hours.</p>
<p>e. Dates of Performance</p>	<p>August 2012 – June 2014</p>

Reference 2: Florida PALM, State of Florida, Dept of Financial Services

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Melissa Turner Florida PALM Department of Financial Services 1650 Summit Lake Drive, Suite 200 Tallahassee, FL 32317 850-566-5290 Melissa.Turner@myfloridacfo.com</p>
<p>b. Description of Work Performed</p>	<p>Risk, Quality, and Strategy consultant for \$300M Public Sector ERP and Business Transformation initiative. I was their lead Atlassian JIRA and Confluence application developer to implement business requirements management using ITSM framework. I illustrated solutions using Unified Modeling Language, Ishikawa diagrams, Mind Maps, and Business Process using Swimlane diagrams.</p>
<p>e. Dates of Performance</p>	<p>April 2015 – April 2018</p>

Reference 3: Third Party Administration Outsourcing for Long Term Care claims processing

<p>a. Reference Contact Information (name, address, phone, email address)</p>	<p>Barry Staldine Fuzion Analytics 550 Congressional Blvd, Suite 200 Carmel, Indiana 46032 317.937.8663 Barry.staldine@gmail.com</p>
<p>b. Description of Work Performed</p>	<p>Quality Assurance Program Manager for Third Party Administration Outsourcing for CNO Financial Group. I was responsible for designing and implementing the program management, project management,</p>

	and quality assurance processes as well as managing the QA testing for data conversion, system integration, and user acceptance testing.
e. Dates of Performance	March 2003 – March 2005



Mark L. Huston, PMP, CSM, CSPO, CSP

Project Management/Management Consulting

10/18 to 04/19

State of Florida, Agency for Health Care Administration (AHCA)

AHCA has multiple projects underway in support of its Medicaid Program. As part of the North Highland System Enterprise Advisory Services group I provide expertise in project management activities including project plan development and management, portfolio management, work estimation, resource allocation and EPMO implementation. This is part of the Quality Assurance process.

State of Massachusetts, MassHealth DHHS/EOHHS – Medicaid

12/17 to 10/18

Sr. Consultant – Program Management Analyst, PMO Team

MassHealth is mandated to implement Medicaid Cost Sharing for those individuals on Medicaid meeting specific eligibility requirements. As part of a 3-member team, my responsibilities are to help facilitate the project and guide project management operations in implementing this program. Directly facilitate the Copay, Eligibility/Premiums and MMIS workgroups. Support the Rollout and Implementation, Communications, Leads and PMO Workgroups. Responsible for Weekly Status Reports and maintaining project plan. Managed Action Items control, Risks and Issues and Decisions support systems.

State of Texas, Department of Transportation (TxDOT)

04/17 to 11/17

Modernization Portfolio and Project Management

Sr. Business Analyst – IV&V Consultant (Short Term Contract)

The Modernization Portfolio and Project Management initiative is a multi-year project to replace the existing main frame legacy systems with the Masterworks software system developed by Aurigo. This includes the retirement of the mainframe and 40 ancillary system. Masterworks has been implemented in 5 states and one province in Canada. Project is valued at well over \$35M. As lead for Phase 1a and Phase 1b, my role is review all aspects of project operations and assist the end client in executing a successful project. Work included all IV&V artifacts, vendor review, client review and adherence to best practices. Special expertise provides in large scale scrum/agile operations, requirements management, and reporting from Team Foundation Server.

State of South Carolina, Department of Health and Human Services

10/16 to 04/17

Sr. Project Manager (Short Term Contract)

Assigned to manage specific projects for SCDHHS Medicaid Enterprise Services Division. Current project is an Enterprise Standards, Implementation of an Enterprise Service Bus, Managed File Transfer system (Oracle SB and Fusion Middleware). Additional project includes Enterprise Services Technical Architecture and ES Proof of Concept Modeling. Future projects to include the following development and implementations: Portal, NOSQL2, Asset Verification System, Legacy \provider and Enrollment, Encounters Reported, Finance Integration, Reference Administration, Account Transfer and Testing Infrastructure. PMO makes extensive use 3 MS Project Server, Atlassian JIRA and Confluence. Projects utilize a hybrid SDLC and specific PMO CMMI Level 3 elements.

State of Florida, Agency for Health Care Administration (Medicaid)

5/16 to 10/16

Sr. Project Manager, Technical Project Analyst, Associate (Short Term Contract)

Assigned to management the gathering of requirements, production of an Invitation to Negotiate and create of the Legislative Budget Request for the Enterprise Service Bus and Enterprise Data Warehouse Project. This is a major effort to implement direct connectivity to the “cloud” and create seamless information exchanges between Medicaid service Providers. This is part of a multiple year plan to replace the existing Medicaid system currently in operation.

Second project is the Legislative Data Store. This is a project to develop an historical data store that will integrate and serve data to both FL Leagis and the Constitution Revision Commission. The third effort is titled the FL Leagis Modernization Project. This is an effort to enhance the existing system with the latest technologies. Projects make heavy use of Agile/Scrum. Team Foundation Server is the main development and tracking tool. There are multiple teams of developers on these projects.



**Florida Senate, Office of Legislative Information Technology
Sr. Project Manager/Scrum Master (Short Term Contract)**

09/15 to 12/15

Assigned to facilitate three projects. First, Constitution Revision Commission, every 20 years in the State of Florida, the State Constitution undergoes a revision process. The last time this occurred was 1997, I am leading the effort to develop and put into place a version of the FL Leagis product to facilitate the Constitution Revision Process.

**Department of Financial Services
Division of Information Services, PMO
Sr. Project Manager, Sr. Consultant**

**Division of Worker's Compensation Insurance
Coverage Compliance Automated System (CCAS)**

11/13 to 09/15

Assigned by Department of Financial Services, Division of Information Systems to review and supervise the CCAS project. The project is a legacy conversion from a desk top product coded in PowerBuilder to a new .net platform. Using the SCRUM product development methodology, responsible for seeing all aspects of the department's ISDM model are adhered to and that the appropriate artifacts are in place. Project uses Team Foundation Server as the production guidance and control tool in conjunction with the Scrum Development Model. Reviewed and modeled Ms Project Schedule, wrote the Project Management Plan, Communications Plan, Operations Guide and Deployment Plan. Program validates that an individual company is compliant with Worker's Compensation Insurance requirements. This system is an internal use program used by 150 plus end users and 70 field investigators. Project has been underway for 9 months and needed redirection.

System for Tracking Assessments, Reconciliations and Transactions (START)

Assigned by the Department of Financial Services, Division of Information Systems to review and supervise the START project. This project is a legacy conversion of multiple existing systems that account for Worker's Compensation Insurance Carriers and Individual Self Insurers. The program calculates premiums and then generates tax liabilities. Using the SCRUM product development methodology, responsible for seeing all aspects of the department's ISDM model are adhered to and that the appropriate artifacts are in place. Project uses Team Foundation Server as the production guidance and control tool in conjunction with the Scrum Development Model. Reviewed and generated all required artifacts. System when completed will be used by 8 internal users, 400+ Carriers and 400+ Individual Insures. Ran all aspects of Scrum/Agile.

Centralized Performance System (CPS)

Assigned by the Department of Financial Services, Division of Information Systems to review, recommend, implement and upgrade the Division of Workers' Compensation Centralized Performance System. The Centralized Processing System is used by the Bureau of Monitoring and Audit to review and assess penalty payments for the timely payment of medical bills for Workers' Compensation Insures by Carrier companies and Third-Party Administrators. Firms must be 95% compliant. The CPS also reviews timely payment of Indemnity claims (timely filing and reporting) and has an audit component for both Indemnity and Medical Modules. The server platform system was developed in 2004 for and is Oracle 10G based with both internet and intranet components. Using Scrum Agile Methodologies, developed product backlog using Team Foundation Server and Test Manager tools.

Consolidated Assistance Support System Project (CASS)

07/13 to 11/13

The Consolidated Assistance Support Project is an \$83M dollar effort to development and implements a web-based system to determine eligibility for Medicaid, SNAP, Childcare, NJ Family Care, Work First NJ, General Assistance, TANF and help implement the Affordable Care Act (ACA). The project goal is to build a "one-stop" eligibility portal that will make multiple program determinations from one integrated product. There are over 122 direct personnel on this job. As the Sr. Project Manager – Client Facing, and reporting directly to the Sr. Account Executive, my job is to work with the client and project teams to get buy-in and a successful first phase rollout of the product in October 2013. In future phases, my role was to continue the project team in meeting the client goals as planned and directed.



State of Maryland
Department of Labor, Licensing and Regulation
Division of Unemployment Insurance
AP Ventures (Baltimore)

Maryland Unemployment Insurance Modernization Project **05/12 to 06/13**

Maryland Unemployment Insurance is a member of a three-state consortium gathering requirements for possible system design, development and implementation to replace its legacy systems. This is the first phase in a multiphase project. As the MD Project/Program Manager I am directly responsible for running and reporting all aspects of the project and provide guidance and path forward. I represent MD in the consortium, to the U.S. Department of Labor Information Technology Support Center and the National Association of State Work Force Agencies. I have been directly appointed to the NASWA IT Work Group.

Project Management Office **07/05 to 06/12**

Responsible for providing recognized expertise in Project Management Office operations and methodologies. Includes all aspects of project review, control, assessment and portfolio management including review and assessment of projects, assigned personnel, resource loading, risk analysis, requirements management, As-Is, To-Be analysis and systems applications to project operations and systems analysis. BPR and BPI included.

Education:

- Ph.D. Business Administration, California Coast University Santa Ana, CA **1986**
- MBA Business Administration California Coast University Santa Ana, CA **1986**
- MA Economics/Comparative Systems University of Pittsburgh Pittsburgh, PA **1979**
- BA Economics University of San Francisco San Francisco, CA **1977**

Certified Project Management Professional from 08/24/2002

Certified Scrum Master 10/14/14 to 12/18/20

Certified Scrum Product Owner Valid to 12/18/20

Certified Scrum Professional (Certified 12/18/2014 valid through 12/20/20)

Master's Certificate in Project Management	Certificate Issued	09/2004
Essentials of IS Security Management	Certificate Issued	03/2006
Essentials of Business Analysis	Certificate Issued	03/2006
Master's Certificate in IS Security	Certificate Issued	04/2006
Master's Certificate in Business Analysis	Certificate Issued	05/2006

**Reference 1: State of Florida, Agency for Health Care Administration (AHCA)
Project Management/Management Consulting**

a. Reference Contact Information (name, address, phone, email address)	Ms. Tara Kyvik PMP Direct of Planning, Agency for State Technology, State of Florida Tallahassee, Florida (850) 321-7562 tarakyvik@gmail.com
b. Description of Work Performed	AHCA has multiple projects underway in support of its Medicaid Program. As part of the North Highland System Enterprise Advisory Services group I provide expertise in project management activities including project plan development and management, portfolio management, work estimation, resource allocation and EPMO implementation. This is part of the Quality Assurance process.
e. Dates of Performance	10/18 to 04/19

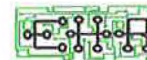
**Reference 2: IAPI Project -State of Florida – Department of Economic Opportunity
Sr. Project Management – Consultant**

a. Reference Contact Information (name, address, phone, email address)	Ms. Loree Evans PMP Executive Vice President, Image API, Tallahassee Florida 850-222-1400 Loree.evans@imageapi.com
b. Description of Work Performed	Part of IAPI Project Team to assist vendor in converting the existing Enterprise Information System data into a new FileNet Platform, Oracle 11 based. EIS has over 80 Million images and forms in both TIFF and PDF formats. Conversion operations to map and load data into the new system
e. Dates of Performance	04/12 to 06/12

**Reference 3: State of South Carolina, Department of Health and Human Services
Healthy Connections – Medicaid, Project Management Office
Sr. Project Manager**

a. Reference Contact Information (name, address, phone, email address)	Mr. Philip Kidder PMP Sr. Project Manager, WIC, State of South Carolina South Carolina 352-263-3481 Trigain1@tampabay.rr.com
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phone, email address)	
b. Description of Work Performed	Assigned to manage specific projects for SCDHHS Medicaid Enterprise Services Division. Current project is an Enterprise Standards, Implementation of an Enterprise Service Bus, Managed File Transfer system (Oracle SB and Fusion Middleware). Additional project includes Enterprise Services Technical Architecture and ES Proof of Concept Modeling. Future projects to include the following development and implementations: Portal, NOSQL2, Asset Verification System, Legacy \provider and Enrollment, Encounters Reported, Finance Integration, Reference Administration, Account Transfer and Testing Infrastructure. PMO makes extensive use 3 MS Project Server, Atlassian JIRA and Confluence. Projects utilize a hybrid SDLC and specific PMO CMMI Level 3 elements.
e. Dates of Performance	10/16 to 04/17



Summary

Thirty-five years' experience in the Medicaid and public health care industry, with an emphasis on business process outsourcing, project management, and business development. Medicaid experience gained at the largest MMIS operation in the country, first running provider relations then the entire BPO operation. Leveraged Medicaid operations experience to help companies win and succeed in Medicaid, public health and large-scale BPO operations. An effective leader and consulting resource in both virtual and physical environments able to undertake a broad range of assignments when gaps or deficiencies are identified.

Competencies

High level and detailed planning and execution, Request for Proposal and proposal management, writing and review, solution review and documentation, proposal outlines, storyboards and compliance matrices, performance standards and reporting best practices, continuous process improvement, benchmarks and metrics, contract administration and managing transaction processing and BPO operations

Experience

Recent Assignments in Medicaid Enterprise Services

Currently the Project Engagement Manager for the State of Ohio Medicaid Department (ODM). EHR has been contracted to provide a customized automated tracking system for the management of ODM's Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) results including the agency's five-year planning Roadmap and Concept of Operations. EHR will install and maintain ReadyCertX (RCX, version 4.0) to assist ODM with the Centers for Medicare and Medicaid Services' (CMS) Medicaid Enterprise Life Cycle (MELC) certification checklists as required for CMS certification of all new and enhanced Medicaid Management Information System (MMIS) modules, which is included in the overall Ohio Medicaid Enterprise (OME).

Project Manager for the State of Nebraska's first Medicaid Enterprise Certification Lifecycle (MECL) certification of their Provider Enrollment and Screening (PS&E) module. After design, development, and testing, the PS&E system was placed into production in December 2015. The Department submitted Implementation Advance Planning Document Update (IAPD-U) to request 90% enhanced federal financial participation (FFP) and approval for the certification of the PS&E module.

Consulting and managing EHR consultant teams performing services to the Medicaid vendor market, helping them apply MITA principles to their offerings to state clients. These projects include MITA assessments of vendor solutions and how best to position the vendors for future Medicaid Enterprise procurements. Managing new consulting services performing HITECH and NIST SP 800-53 Security Assessments, National Human Services Interoperability Architecture (NHSIA) and Substance Abuse and Mental Health Services Administration (SAMHSA) assessments. Led the State of Alaska ReadyCert Installation Project and recently completed an Engagement/Project Manager for a ReadyCert Vendor Self-Assessment Project with multiple state certification projects.

Designed, coordinated and wrote four Requests for Proposals (RFP) for a mid-west state. Working with state and consulting staffs collected RFP requirements and detailed specifications of the procurements

Claire L. Bradt



to soliciting bidders for competitive procurements. Developed and coordinated the evaluation documents, and managed the process through contractor selection. Currently leading a certification effort following the Medicaid Enterprise Certification Lifecycle (MECL) utilizing Medicaid Enterprise Certification Toolkit (MECT) 2.1.1 checklists.

Worked with senior healthcare management team of four top Systems Integration company to evaluate and prepare a technical response for four recent MMIS opportunities. The role included the development of response materials; color reviews modifications and finalizing proposal sections. Worked with junior staff to ensure quality response materials were produced.

Positions in **Health and Human Services Business Development**

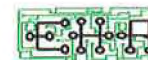
Designed and led the implementation of sales strategies and customer plans to achieve sales objectives for Health and Human Services clients. Directed the planning, organization and management activities necessary to respond to RFPs with compliant and competitive proposals. Tracked and reported on the status of the proposal activities. Established and maintained positive relationships with new and existing clients.

Business Development positions held with CGI Technologies and Solutions, Inc., HP (formerly EDS), Documentation Strategies, Inc. and Computer Sciences Corporation (CSC). While at CSC, performed capture and proposal management and proposal writing and review in addition to regular MMIS fiscal agent responsibilities.

- ❖ Analyzed RFIs and RFPs to assess bid feasibility and fit of company solutions.
- ❖ Performed reviews of contract terms and conditions, with emphasis on performance standards and guarantees, in coordination with contract administration and legal team members.
- ❖ Secured capture management and assembled proposal teams and SMEs across the range of management, technical and operations specialties required for the proposal.
- ❖ Led and participated in “color” reviews of technical proposals.
- ❖ Created and completed numerous compliance and value-add matrices to map RFP requirements to the applicable proposal response. Complied results for senior leadership review and prepared briefings and recommendations for improving proposal content.
- ❖ Prepared and presented executive briefings for bid/no bid meetings and step reviews.
- ❖ Led numerous teams to review RFI/RFP questions submitted by the team and determine whether to ask, not ask, rewrite or combine like questions.
- ❖ Managed the development of oral presentations and solution demonstrations and participated in the delivery of same.
- ❖ Provided market, industry, and competitive insight and trends.
- ❖ Attended and participated in numerous Medicaid, public health and public service conferences.
- ❖ Secured a subcontractor role with a leading MMIS fiscal agent for project and performance management and performed as proposal manager for subcontractor team.
- ❖ In each business development role, performed as a writer, as necessary, and wrote in virtually every response area.

Positions in **Medicaid and Public Health Operations**

Claire L. Bradt



On the NYS-MMIS, managed the BPO operation, covering claims and prior approval receipt, imaging, data entry, OCR and pend resolution, document storage and retrieval, provider relations, training and outreach, and technical writing. Managed to stringent contractual performance standards and achieved a long and distinguished record of success, satisfying the customer and company.

- ❖ Managed resources to create repeatable processes across all operational areas, improving accuracy and consistency in BPO operations.
- ❖ Launched a continuous process improvement program that achieved measurable and valuable improvements in customer satisfaction.
- ❖ Served on the executive council and steering committee meetings.
- ❖ Interfaced with Internal Audit on all federal and state reviews.
- ❖ With data center management, co-managed the annual disaster recovery and business continuity test.
- ❖ Successfully transitioned the BPO operation from the incumbent fiscal agent to CSC with no interruption in service and achievement of all turnover and start-up requirements.
- ❖ Participated on EDI team that was responsible for pushing massive volumes of paper claims to electronic media, and subsequently, from physical electronic media to electronic transmission.
- ❖ Evaluated products and services for implementation in the operation to improve efficiency and cost-effectiveness.
- ❖ Implemented a sophisticated OCR solution that functioned successfully for many years.
- ❖ Designed and implemented a production incentive system to reward highly productive employees.

For CSC's Managed Health Care Division, established the Business Solution Center (BSC) for managed care organizations. The BSC configured applications per the customer's specifications, loaded benefit plans, processed claims using a combination of offshore and onshore resources, adjudicated claims and produced EOBs and checks.

For McAuto Systems Group, Inc, managed provider relations for NYS-MMIS. Responsible for the move of the operation from NYC to Albany. Coordinated with a cross functional team to seamlessly transfer physical assets, human resources and systems, and staff and train new resources in Albany. Performed statewide provider outreach to help providers implement changes in their operation required by the migration from NYC to Albany.

Reference 1: State of Nebraska Provider Screening and Enrollment Certification

a. Reference Contact Information (name, address, phone, email address)	Melissa Haecker, Medicaid Provider Fraud & Abuse Investigator Department of Health and Human Services Medicaid and Long-term Care (MLTC) melissa.haecker@nebraska.gov Phone: (402) 471-9394
b. Description of Work Performed	Mrs. Bradt was the Project Manager for the Provider Screening and Enrollment Certification project using ReadyCert. Her responsibilities included Project Management, drafting the APD-U for the project, project schedule, and certification preparation, working with MLTC oversight. The consultant completed the assignment in November of 2017 and the PS&E received CMS certification May 2018.
e. Dates of Performance	2016-2017

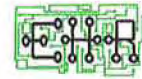
Reference 2: State of Nebraska Provider Screening and Enrollment Certification

a. Reference Contact Information (name, address, phone, email address)	Kelly Micka, J.D., PMP, PMI-ACP Senior Manager– Program Modernization Consulting Maximus 515-868-1538 KellyMicka@maximus.com
b. Description of Work Performed	Mrs. Bradt was the Project Manager for the Provider Screening and Enrollment Certification project using ReadyCert. Her responsibilities included Project Management, drafting the APD-U for the project, project schedule, and certification preparation, working with MLTC oversight. The consultant completed the assignment in November of 2017 and the PS&E received CMS certification May 2018.
e. Dates of Performance	2016-2017

Reference 3: State of Ohio MITA 3.0 State Self-Assessment

a. Reference Contact Information (name, address, phone, email address)	Khrista King MITA 3.0 Project Manager The Ohio Department of Medicaid Phone: 614-752-4103 Khrista.King@medicaid.ohio.gov
b. Description of Work Performed	EHR was selected by the State of Ohio, Department of Medicaid (ODM) to install and configure ReadyCert 4.0. The Medicaid Information Technology Architecture (MITA) 3.0 Tracking System RFP#:

	<p>ODMR-1819-1001 competitive procurement was awarded for the Medicaid Information Technology Architecture (MITA) State Self-Assessment (SS-A) Solution contract, which requires EHR to provide a customized automated tracking system for the management of ODM's Medicaid Information Technology Architecture (MITA) 3.0 State Self-Assessment (SS-A) results including the agency's five-year planning Roadmap and Concept of Operations. Mrs. Bradt is the Project/Engagement Manager responsible for the delivery of contract requirements.</p>
<p>e. Dates of Performance</p>	<p>January 2018 - June 2019</p>



Summary

Thirty years of experience in the health care industry with strong focus on claims operations and claims processing, legislative policy and fulfillment and customized outsourcing solutions in Medicaid, PPO and HMO environments. She has developed and delivers ReadyCert and Medicaid Enterprise training materials. She has a resourceful, creative and energetic approach to process flow and contract compliance.

Experience

SR MITA/MECL SME

2011-Present

Electronic Health Resources, LLC

- ❖ Responsible for the design, development and delivery of ReadyCert and Medicaid Enterprise training courses. Training courses specifically for the Medicaid Enterprise Certification Lifecycle (MECL & MEECL), Medicaid Information Technical Architecture (MITA), Medicaid Enterprise Certification Toolkit (MECT) checklists and other Medicaid-centric topics.
- ❖ Prepared and wrote responses to RFPs for a myriad of Medicaid contractors bidding replacement MMIS solutions or modules preparing for certification processes in numerous states.
- ❖ Attended and participated in state certification preparation meetings in support of vendor clients.
- ❖ Responsible for both MITA and Checklist review, scoring, identification of artifacts and written solution responses for both State Self-Assessment and Vendor Self-Assessments under the MITA 2.0, MITA 3.0 and MECL standards.
- ❖ Evaluated current MITA status and projected status based on responses to various RFP questions to ensure MITA 3.0 alignment and MECL compliance with proposed solutions.
- ❖ Assisted in completion of MECT checklist and with RFP response including review, editing and re-writing of RFP responses.
- ❖ Participated in requirements gathering meetings with CMS to both gather information and act as a Medicaid Subject Matter Expert. Contributed by formulating the questions needed to obtain business, user, functional and non-functional requirements.
- ❖ Knowledgeable of CMS certification artifacts, evidence and standards for MECL.
- ❖ Interviewed federal and State Medicaid and CHIP business experts to arrive at finalized structured data templates for incorporation into the specifications for the automated program data system
- ❖ Preparation and configuration of the ReadyCert Compliance software for use by Vendor, IV&V and State users for various MITA and MECL projects.
- ❖ Generation and review of MITA and MECL reports prior to finalization and submission to CMS.
- ❖ Designed test scripts, conducted UAT testing and reporting of test results for the ReadyCert development lifecycle, which is an Agile based process.
- ❖ Operational knowledge of CMS SS-A Companion Guide, the CMS SS-A Appendixes, MECL activities and the Conditions and Standards for enhanced Federal Funding.

Business Analytics and Consulting, HMO, Liability Claims and Medicare

2002-2011

CSC Healthcare

Artisan Claims

- ❖ Identified, negotiated and contracted with vendors for specialty services to support Artisan Clients. Validated functionality and modifications of vendor software to meet Client needs, mediated meetings between Artisan Clients and secondary vendors.

Barbara A. Cardone



- ❖ Managed software implementation projects for clients and participated in the SDLC of the Artisan Claims "AIO" database product.
- ❖ Wrote content and assisted with design and production of the www.Artisanclaims.com website.
- ❖ Evaluated and made recommendations as to process flow, software design and implementation of off shore claims keying processes.
- ❖ Integrated HBOC/MCKesson software into existing client processes.
- ❖ Wrote and supported processing of Medicare Set-Aside - Worker's Compensation evaluations and acted as the liaison with the Medical review staff.

Automobile, Workers Compensation and PPO

2000-2001

Reliant Insurance

Bristol West Insurance Group

Artisan Claims

- ❖ Identified and contracted or regional PPO relationships for NY Pip Office that resulted in a savings of more than \$15K per month over the NY State mandated fee schedule.
- ❖ Configured and Maintained all claims and support databases and software used to support processing of auto and worker's compensation claims in CA, NY, NJ, OR, TX, LA, MS, PA, FL and HI, including MEDATA Claims and Toolbox software, Mitchell Medical Fee Scheduling software, ISO's COA software and Claim Search fraud tools, and OTRS Customer Service Software.
- ❖ Wrote requests for software modification to support several LOBs. Reviewed programming specifications and preformed various QA acceptance-testing processes.
- ❖ Revised and Re-engineered the front-end processes from mail opening to payment pend queue for NY state Pip Office reducing the operational costs by more than half, and retrained several front-end employees into claims staff.
- ❖ Captured, evaluated and reported on key measures of efficiency and quality assurance for claims staff.
- ❖ Designed software functionality, performed QA Testing, and maintained "The Virtual Claims Center", a customized claim tracking Software designed to increase auto liability medical bill tracking for adjustors.
- ❖ Analyzed and authored company responses to RFPs; Managed pilot arrangements for new clients showcasing Artisan claims services

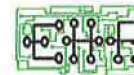
Medicaid, Managed Medicaid, Medigap

1996-2000

CSC Healthcare

- ❖ Crafted and wrote responses for several State MMIS RFPs for both traditional Medicaid and Managed Care Medicaid programs. Assisted with overall creation of RFP responses and conducted reviews to ensure responses were accurate in terms of content and form.
- ❖ Designed, conducted and wrote final report of a 100% review of provider contracts in a managed Medicaid LOB to ensure compliance with state mandates. Identified, tracked, measured and corrected errors in the database and made recommendations for software modifications to reduce future errors.
- ❖ Converted state benefit policy documents into code level benefit plans. Audited several preexisting benefit plans for errors and contract compliance. Wrote benefit plan summaries for use by claims and programming staff.
- ❖ Developed, wrote and implemented customized workflows to fulfill client requests for a means to accept medical bill data electronically from both providers and clearinghouses.

Barbara A. Cardone



- ❖ Created and assisted with implementation of new workflows and software modifications to comply with changing state requirements in Florida Medicaid.
- ❖ Assisted with preparation and writing of responses to RFPs for a myriad of LOB types.
- ❖ Evaluated business needs and wrote recommendations for claims process improvements at client locations within the scope of mailroom functions, claims processing, member services and state reporting.
- ❖ Wrote, edited and held responsibility for change control of policy and procedure manuals for claims processing staff.
- ❖ Wrote member brochures to comply with state requirements of no higher than a 4th-grade reading level for Medicaid recipients explaining benefit plans and medical access and procedures for pre-authorizations and medical review.
- ❖ Wrote test scenarios and performed testing for both white and black box testing of new versions, updates, custom modifications and bug fixes of software including Y2K certification to ISO9000 standards. Worked directly with the Y2K programming team throughout the design process.
- ❖ Maintained a 99% or better Quality Rating as a Claims Processor on 11 different benefit plans, including managed Medicaid, Medi-gap, HMO, and subrogation claims.

Business Analytics and Consulting, HMO, Liability Claims and Medicare 1985-1995 ***Frederick Memorial Hospital, Eckerd Pharmacy, Rugen Chiropractic, Frederick County EMS Billing Service***

- ❖ Validated functionality and modifications of vendor software to meet client's needs
- ❖ Managed software implementation projects for clients.
- ❖ Evaluated and made recommendations as to process flow, software design and implementation off-shore claims keying processes.
- ❖ Wrote and supported processing of Medicare Set-Aside Worker's Compensation evaluations and acted as the liaison with the Medical review staff.
- ❖ Medicaid, Medicare and Commercial Insurance billing using HCFA-1500 and UB-92 forms
- ❖ Pharmacy POS and DME billing and reconciliation
- ❖ Worker's Compensation billing and coordination with the NY State Special Compensation Fund

Education & Certifications

Empire State College, Albany NY, 1995-1996, Sociology with Minor in Statistics

Hood College, Frederick MD, 1985-1988, Law & Society Major, with Concentration in Statistics and Computer Programming

University of Maryland, 1984, Certification as EMT-A

Tools & Technologies

Languages and Formats: BASIC, SQL, ADA, C+, HTML, TCP/IP and AS400, ReadyCert

Insurance Claims Types: Managed Medicaid, Managed Medicare, Medicare Set-Asides, PPO, HMO, General Liability, Worker Compensation, and Auto Liability in both FS and R&C environments.

Insurance Specific Software/Hardware Ingenix Fee-Scheduling Products, Mitchell Medical Decision Point Client/Server, MEDATA Pricing software and Toolbox, HM Online Claims Process, P2P EDI processing, ISO COA, CSC HMC and HMS, HBOC/McKesson claims coding products.

Reference 1: Magellan MITA Assessment

a. Reference Contact Information (name, address, phone, email address)	Dave Rice Magellan Health DRice@magellanhealth.com 443-716-6230
b. Description of Work Performed	An assessment of the MITA maturity scoring and documentation of Magellan's PBM solutions. Documents from this project were subsequently used by Magellan in several state MECT 2.2 and 2.3 certification efforts, all successful.
e. Dates of Performance	2015,2017,2018

Reference 2: RFP Response Blue Cross Blue Shield South Carolina

a. Reference Contact Information (name, address, phone, email address)	Sue Engels Capital Blue Cross Blue Shield 630-776-8755
b. Description of Work Performed	Technical writer for a large project for Medicaid of South Carolina with Blue Cross Blue Shield. This effort required and evaluation of the current as-is status of the Medicaid Enterprise using the MITA framework and system documentation.
e. Dates of Performance	2014

Reference 3: Softheon MITA Assessment

a. Reference Contact Information (name, address, phone, email address)	Reshika Mahase Softheon r.mahase00@gmail.com (347) 997-0737
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b. Description of Work Performed	This project was a full MITA evaluation of the Softheon commercial Eligibility and Enrollment product in preparation for entering the Medicaid market as a new COTS offering. Evaluation, documentation, alignment, MITA scoring, and evaluation of Medicaid business processes for Eligibility and Enrollment and associated MECT checklists in preparation for certification.
e. Dates of Performance	2017-2018



2 Project Description

RFP V. Project Description and Scope of Work

The Strategic IT Alignment Group, LLC (Straita Group) has thoroughly reviewed the State of Nebraska Department of Health and Human Resources’ RFP for Consulting Services, RFP 8098 Z1, amendments and Bidder Questions and Answers. We are confident that our consulting services approach, methodology, and tools meets or exceeds each requirement defined in RFP to support the transformational projects and initiatives meant to advance the DHHS to modernize systems and processes.

Much like other states, the Department desires to modernize systems and processes to support the business with increased efficiencies focusing on data driven decision making for improved health outcomes for members. Medicaid projects changed with the introduction of MITA standards. It was clear from the start that CMS wanted and encourage states to migrate to new technology, designed using Service Oriented Architecture (SOA) principles, and have more consistency in Medicaid Programs. CMS’s goal was raising the level of maturity with which Medicaid is administered across the nation. In 2006, the Medicaid market began its journey toward becoming technology mature, but states are still struggling to understand how best to progress from legacy platforms to new modular solutions.

Large-scale system and business transformations present great opportunities but are also inherently risky because they are complex, require extensive cooperation across organizations, and imply dramatic changes in the way business is conducted. Successful programs crossing organizational boundaries, business units, and departments require much more than good planning and correct technical solutions.

Our proposal explains an innovative approach for the Department that will foster a better user experience and nimble transition from the legacy MMIS to next-generation modular solutions. We are proposing an integrated team with considerable Functional, Technical, and Medicaid expertise in technology transformation coupled with defined processes and tools as depicted in Figure 2. Straita Group believes that the State of Nebraska’s focus on system and process improvement projects to affect comprehensive, enterprise-wide change to transition from a mainframe system to an integrated environment is attainable.



Figure 2: Our Approach focuses on people, processes with tools

Knowing where the starting block is a requirement for finding the finish. The list of portfolio projects defined in the current roadmap is the starting block for achieving the Department’s vision. Straita Group looks forward to working together with the Department to evolve from the legacy MMIS to a modern HHS Enterprise for all Nebraskans.



3 Scope of Work

RFP V.B Scope of Work

Projects are never accomplished in a vacuum. Many people and many groups are involved and they must all work in concert to deliver a successful implementation. The first step in our approach is simply to bring the right attitude. Plans and tools mean little if there is no commitment to transparency and openness in the first place. We all need to communicate efficiently and share information openly. Straita Group commits to working closely and effectively with each member of the Department and to be open in our dealings.

Through the many projects performed for clients, Straita Group Team has come to recognize that both a successful project and a satisfied client require not just strong leadership, but also a methodology and strong foundation of core processes, tools and techniques. One key to our success is our understanding and proficiency in using a standard set of industry-wide processes that can be leveraged to produce more effective management for this type of project. Our Project Management methodology and capable Project Managers working together with the Department's staff will form a cohesive and collaborative work environment.

Our Project Management methodology is encompassed in our Project Management approach, processes, tools, techniques, templates, and standards. Our PM approach is derived from the best practices and guidelines promoted by the Project Management Body of Knowledge (PMBOK®) and will serve as guidelines for how we tailor the methodology to meet the Department's needs. We have aligned our approach for this Project to provide oversight and coordination to ensure the quality of deliverables while avoiding unnecessary duplication of effort and bottlenecks.

Straita Group understands the complexity of managing an information technology project involving the integration of multiple projects and Department selected contractors. Our PMO methodology, procedures, and personnel will support a well-planned and harmonious coordination of work activities with and among the Department's System Integrator, MMIS module and IV&V contractors, as well as Department staff, to ensure procurement efforts and the resulting new DHHS Enterprise are completed without disruption of service to Medicaid beneficiaries or providers of services.

Our personnel bring their experience from other Medicaid Information Technology projects and are knowledgeable about the ongoing federal initiatives in the Medicaid industry. This expertise will enable them to plan appropriately for the considerations needed to integrate the impact of the initiatives listed in the Department's RFP.

In the past, States and contractors have focused on a methodology which embodies the old "Subsystem" Design, Development, and Implementation (DDI). The new MITA standards require a re-thinking of this method of procuring and installation of an MMIS. The Straita Group believes that, to truly benefit from the current federal requirements, a new approach is necessary. It is anticipated that the State will receive bids from MMIS vendors who propose to "stand up" a Service Oriented Architecture solution (SOA) comprised of Commercial Off-the-Shelf (COTS) products. These components will reside in a service bus and are controlled and governed by rules engines that dictate the performance of the inter-related components. The Straita Group identifies these steps as Analyze, Configure, and Deploy. This new terminology is derived from the simple fact that COTS



products are not “developed”, they are in fact “configured” to meet the specific requirements of the State by tuning of the rules.

Straita Group’s Project Management Plan will present the blueprint to execute, monitor, control, and measure the Department’s objectives. We are equipped to manage the interdependencies among the multiple projects in a carefully planned and well-organized manner, and know how to optimize resources across projects to achieve the overall project goals on time and on budget.

Our HHS project management discipline focuses on activities and deliverables that balance the management for the organization and communication of the scope, quality, effort, risk, change, and schedule. Our methodology is broken down into four (4) Project waves for this project. Our project management waves correspond to CMS Medicaid Enterprise Certification Lifecycle (MECL) designations: Initiation & Planning, Requirements, Design & Development, Integration, Test & Implementation and Operations & Maintenance as presented in Figure 3.

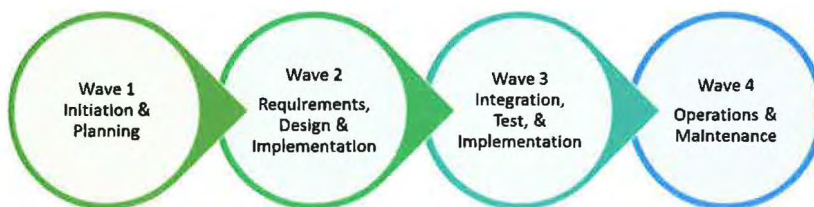


Figure 3: Straita Group Wave Methodology

Wave 1 – Initiation & Planning Wave

Much of the Wave 1 Initiation & Planning processes have been defined by the Medicaid Enterprise Certification Lifecycle (MECL) for new projects. CMS design the MECL to provide a consistent, detailed process to certify Medicaid Enterprise projects.

The first task to start a new project is for Straita Group management and Department representatives to meet to create the Proof of Need and Project Charter which defines the project start, boundaries, and creates a formal record for the project. During this period, a title is assigned to the project and Straita Group Lead Project Manager will formalize the assignment of a Straita Group Project Manager and Department Lead. The assigned Project Manager is formally named as project manager and assigned authority to plan and execute the work for the project. The Statement of Work (SOW) and contractual terms are reviewed and a narrative description of the business need, assumptions and constraints, a high-level outline of the project scope and overall strategic vision of the project is developed. At the conclusion of these tasks, the Department will



issue the Project Charter to formally authorize the project manager to apply organizational resources to the project activities. This initiates Straita Group’s true partnership with the Department to provide Project Management Consulting Services for the assigned project.

The New Project team then begins to develop the required documents for the CMS Consult or R1 to review the Project Charter, an outline of the RFP, which includes the selected Medicaid Enterprise Certification Toolkit (MECT) checklist items and PADP. The outcome of the CMS Consult is the Project Partnership of Understanding (PPU) document using the CMS template.

With the Project formally approved by the Department and CMS the next step is to plan the procurement and write the RFP. Straita Group’s project team will define the project schedule using five key processes:

1. Define Activities:

The goal of the activity definition step is to identify all the tasks required to accomplish the project. This results in identifying all the work products and deliverables of the project. These deliverables are found as the components of a Work Breakdown Structure (WBS). The project schedule further decomposes these deliverables into the actual activities required to complete the work.

2. Sequence Activities

The next step is to sequence the activities with dependencies. During this step, Straita Group will identify any dependencies of related tasks and document them in the project schedule. Each task will be analyzed to determine dependencies of additional tasks, including Finish-to-Start and Start-to-Start dependencies. All relationships will impact the project start and finish dates.

3. Estimate Activity Resources

The next step is to identify the resources and their availability to the project. Since not all team members are dedicated to the project, we will analyze their level of utilization that can be dedicated to the project. During this step, tasks may need to be broken down into smaller work packages to avoid assigning larger tasks to multiple individuals.

4. Estimate Activity Durations

With resources assigned, the project team will estimate each task’s duration. The activity’s duration is the number of working periods required to complete the task. Duration can be defined by task types such as Fixed Work, Fixed Duration and Fixed Units.

5. Optimize the Schedule

The next step is to optimize by analyzing the project schedule and examine the sequences, durations, resources and inevitable scheduling constraints. The goal of this step is to validate that the project schedule correctly models the planned work. To resolve resources conflicts, the schedule will need to be leveled.



The RFP will be drafted and submitted to the Department Lead for review and comment. Once approved by the Department, the RFP will then be submitted to the CMS Regional Office for review, comment and approval. The Department will then release the RFP and contractor selection.

Wave 2 – Requirements, Design & Implementation

To start the Requirements, Design and Implementation Wave of a project, the assigned Project Manager will schedule a kick-off meeting with the Department, the module contractor and assign Straita Group consultants to review and clarify the scope of this project, and review and finalize the schedule. Ideally, the kick-off meeting will be attended by all key resources and project stakeholders to review the project objectives, proposed activities, assumptions used to develop the proposal, and known risks and issues.

This meeting will assist in identifying potential bottlenecks or challenging tasks in the project timeline, which will be essential for finalizing the project schedule. The kick-off meeting is also used to start the development of the contractor's communications plan, which includes setting up recurring project meetings and defining distributions lists for project communications and status reports. An agreement will be reached on the composition and role of the module contractor team, PMO team and the Steering Committee. Deliverables and detailed tasks will be defined and finalized during this phase. The project schedule will be developed, finalized, and base-lined to use as tracking for project execution.

Straita Group will initiate the Executing Processes, Monitoring and Control, and Status Reporting Processes. During this, the Project Management will execute the tasks described in all of the plans, processes, and procedures summarized and referenced in the Master Project Management Plan. Particular attention will be paid to the production and quality of the contractor's deliverables. The Project Manager and Project Team will oversee the contractor's Master WBS and Master Schedule. Constant monitoring of quality, risks and issues, schedule, costs, requirements status, and overall project status is required.

The Straita Group Project Manager will coordinate IV&V consult meetings and Progress Reporting. The Project Manager will support the IV&V as requested and not impede the IV&V's defined role for the project.

Wave 3 – Integration, Test & Implement

Straita Group will manage the project with continuous monitoring and control. Project monitoring and control is a key aspect to a successful project implementation and we will provide dedicated resources and transparency in the work so that the Department, Project Team, and stakeholders are current on the project status. We incorporate our previously mentioned procedures and protocols. We also ensure compliance as part of our methodology, which has been proven successful in other major projects.

Key areas of performance and status reports involve:

- Monitoring and controlling project performance
- Achieving alignment of project goals and objectives



- Driving process improvements
- Maximizing the effectiveness of project effort; and improving cross-functional collaboration for project success

This wave includes the development of certification documentation. The module contractor will draft responses for the defined MECT checklist items and attached documentation and/or artifacts to substantiate their responses. The Straita Group Project Manager will request IV&V review of the draft responses and documentation early in the process to minimize the amount of rework.

Additional contractor documents will be drafted and submitted as contract deliverables. The Straita Group Project Manager will work with the contractor to ensure the contract required documentation is completed, compliant with the contract requirements and then submit to the Department for their review and approval.

We generally utilize an iterative relationship between Development and Testing as coding defects are discovered and sent back to development for fixes, which are then tested again until approved. The project management process also become iterative, continuously looping between tracking the execution plan and making adjustments based on the actual results via control mechanisms like earned value management, task completion, budget and schedule tracking and stakeholder management. At the conclusion of these parallel tracks is the deployment of the final, tested solution.

Throughout Waves 2 and 3 Straita Group Project Managers and consultants will review and test deliverables to make sure quality standards and contract requirements are delivered. Our consultants will oversee requirements validation, design, development, testing, user acceptance testing, readiness review, and implementation. We will support alignment with the MITA SS-A, and keep CMS certification requirements at the forefront of the wave by reviewing and recommending changes or approval for all module contractor deliverables. We will develop comprehensive reporting, support CMS Certification and system performance standards for use by Department staff to monitor ongoing solution operations and produce turnover, post implementation, and lessons learned reports.

Wave 4 – Operations & Maintenance

Straita Group understands the requirements for supporting the CMS certification through the duration of the contract. Our certification support will help Nebraska to achieve CMS certification retroactive to the first day of operations of each module.

Certification of old legacy MMIS installations were held after the installation and six months of operations. State and contractors needed to be prepared to respond to any CMS evaluator questions and request for documentation. With the introduction of the Medicaid Enterprise Certification Lifecycle (MECL) and most recent update of the MECL 2.3 CMS has provided the roadmap of the certification process. The same is true for the Medicaid Eligibility and Enrollment Certification Lifecycle requirements for attestation.

Straita Group has proposed three consultants specifically to assist the module contractors and MLTC to achieve certification as soon as possible. Claire Bradt will be assigned with her team



specifically to support every project certification effort. Claire Bradt’s certification experience includes her Project Manager role on the MLTC Provider Screening and Enrollment Certification Project. Claire Bradt and her team will be available to support our Project Manager on each module project.

This value-added service will start with the identification of the recommend Medicaid Enterprise Certification Toolkit (MECT) item selection for the planned module projects. A new request from CMS is to see how a state will ensure every MECT checklist item is respond to and by which project. Claire Bradt will work with the Straita Group Lead Project Manager to identify the MECT checklist items by project which should be included in each RFP released. She will then support the assigned Project Manager and module contractor to understand the certification processes and requirements.

Figure 4 illustrates the high-level deliverables for each wave to ensure consistent and repeatable performance from Project initiation through certification.

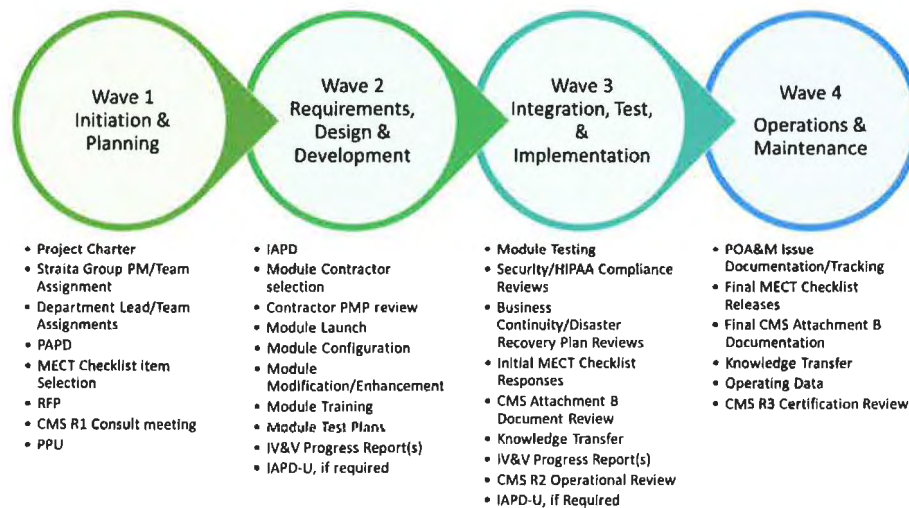


Figure 4: Project Deliverables by Wave

3.1 Medicaid Enterprise Replacement, Planning and Implementation Services

RFP V.B.3.a Medicaid Enterprise Replacement, Planning and Implementation

The procurement of a replacement MMIS is critical and represents a significant amount of both state and federal monies. This investment alone requires that proper oversight be provided to ensure that not only the replacement solutions be deployed in a timely manner, but also that the deployment ensures a continuous and improved functionality for the stakeholders. This can only be accomplished through project management services that are comprehensive and transparent. Straita Group proposes just such a solution.



Straita Group understands the complexity of the Department's MMIS replacement initiative and the challenges it presents to manage the work of multiple contractors and portfolio of projects while keeping on time, on schedule and within resource constraints. Working with the Department's executive leadership, Straita Group's draft project schedule will include planning sessions to integrate existing project tasks into a Master Schedule and, where feasible, incorporate the work plan(s) for ongoing projects into the Master Project Management Plan.

We assume the Department's System Integrator contractor will begin a project to analyze the Department's business requirements and definition of alternative technical and operation solutions. In collaboration with the Department and the System Integrator contractor leadership, Straita Group will use the planning sessions to establish the best mechanisms to track and report progress for this ongoing activity. The System Integrator Project tasks will be integrated into a Master Schedule which tracks all tasks in preparation for the procurement of new Medicaid replacement modules. Our team values teamwork and shared responsibilities for project success and looks forward to working with the System Integrator contractor immediately upon their award.

Straita Group employs automation wherever possible to expedite project management tasks, and proposes the use of project schedule and project management tools to document the CMS certification activities throughout all project phases.

The previous proposal sections described how a new project would follow our Wave methodology. We assume Medicaid Enterprise projects identified in Table 1 of the RFP will need to be assessed to determine their position in a wave. A benefit of our Wave methodology is how flexible it is to identify the wave position, the tasks that have been completed and the tasks and deliverables that need to be managed.

Once the wave position has been identified the Straita Group Lead Project Manager will make the Project Manager and team assignments and define deliverable efforts, which could include drafting APD or RFPs, working with selected contractors to focus on their project deliverable and certification. As we assess the location in a wave, the Lead Project Manager and assigned Project Manager will meet with the Department to review the assessment findings and agree on the starting point for the project.

If the project already has a contractor, for example the DMA Module, a meeting will be schedule with the contractor and the Department to discuss the wave assignment and schedule an assessment to determine the status of the deliverables assigned to that project and previous wave deliverables.

Again, using the DMA contract as an example, we assume this project should be in Wave 3 in September when this project is scheduled to start. The contractor should have drafted MECT checklist item responses and associated documentation and artifacts prepared. We recommend our Certification Manager and MITA Sr. SME be assigned to work with the contractor and the IV&V contractor to determine when they will be ready for the CMS R2 Progress Review.

We also recommend that the Department approve a review the current State Self-Assessment (SS-A) and update the MITA Maturity scoring. This effort will ensure the SS-A and annual eSS-A scores



are available for CMS R1 Reviews and APDs, MITA As-IS scores and projected To-Be scores can be included in RFPs and certified projects' MITA Maturity scores are entered.

Straita Group is prepared to staff projects with consultants with expertise to support special projects like the POS procurement or to assist the Department to forecast project budgets, Waiver Programs or even block grants be discussed by the current administration. Straita Group can provide whomever a project may require. That is the beauty of selecting a company that specializes in Health and Human Services; we have whatever you need.

3.2 Eligibility and Enrollment Services

RFP V.B.3.b Eligibility and Enrollment Solution Planning and Implementation

The Nebraska Eligibility and Enrollment project unfortunately is not unique; other states have also had to cancel contracts for non-performance. The Eligibility and Enrollment Solution (EES) has been a difficult and costly endeavor. The Straita Group Lead Project Manager will request a meeting to review the previous EES Phase II project to identify where the project broke down and how to avoid the same or similar issues.

We assume the EE Phase II and III will start in Wave 1: Initiation and Planning. The assigned Project Manager will meeting with the Department to identify any Wave 1 deliverables that may have already be develop, for example the PAPD and CMS R1 consult. Developing the EE Phase II RFP may be the starting point.

While the Wave methodology is the same as MMIS-related projects, the difference will be developing the RFP and Attestation not certification. Instead of MECL requirements the RFP will be developed to include the MEELC requirements and EE checklists. We recommend that the IV&V contractor also be engaged early in the EE Phase II and III development efforts.

We will work with the Department to determine which EE phase to implement the Asset Verification System (AVS). The Department has numerous options to implement the AVS included the options for applying for services or whether the AVS should we a separate procurement and potentially an AVS contractor or to merge the AVS into the existing EE contract.

3.3 DHHS Integration Services

RFP V.B.3.c DHHS Integration Activities

Our Project Management Plan and its subsidiary plans will detail the processes and standards needed to integrate the work across multiple projects and contractors. Straita Group experience in the public sector has been invaluable in developing the best practices for setup and maintenance of a successful Portfolio Management Office (PMO). The size and scope of a PMO is determined by the overall size and scope of the project. The role of the PMO will be defined in the project charter, and communicated to all stakeholders.

The successful maintenance of a PMO is determined by the following factors:

Roles and Responsibilities

Just as the PMO needs a clear definition of its role, the PMO members need a clear understanding of their roles within the PMO in order for projects to be successful. The PMO member role



definition includes their reporting structure, their day to day responsibilities, requirements for status reports, and authority levels.

Our Lead PM will support the DHHS establishment of the PMO structure, policies, procedures, guidelines, and responsibilities, including developing the organizational model, charter, roles and responsibilities, authority, and relationships with other organizational units, staffing, and implementation plans.

Our Lead Project Manager will support the PMO by performing the key planning and operations tasks, such as:

- providing project and office leadership, coordination, and guidance to the state and contract project staff;
- developing and submitting an Operational Work Plan (OWP) to the Executive Steering Committee;
- facilitating meetings to review work plans and project updates with Department staff;
- providing Monthly Status Reports to the Department and other designated stakeholders which include performance scorecard metrics; and
- managing resources and the implementation of total quality management methods for the PMO.

Project Governance

A PMO Charter will establish governance and accountability for the PMO. A key task to establishing a PMO is to establish the framework. Our Lead PM, in conjunction with Department leadership will draft the charter to provide project managers and teams, with the structure, processes, decision-making models and tools for managing projects, including appropriate procedures for categorizing and resolving project issues for this multi-contract undertaking. These guidelines include processes to identify, escalate and resolve issues that arise during the project and support successful project delivery. Establishing this structure is critical especially for management with this complexity.

Communications

A PMO communication strategies will be drafted and reviewed, both internally within the PMO, and externally with the Department and other project stakeholders. The first communication responsibility should include managing and directing communication within a project, including changes, risks, and status. Second, the PMO must communicate project progress to the affected organizations to ensure buy-in for the project goals and objectives.

Collation of the Straita Group project management teams in the MLTC office area will promote communication and collaboration for project activities among the PMO staff.

Project Alignment

Even though the PMO goals are initially defined during the project development phase, reviewing the PMO objectives throughout each project execution phase it is an important step. As project



changes and risks are identified and addressed, the PMO should be responsible to ensure the project and project team members are still aligned with its strategic objectives.

Tools

Straita Group will provide the organization with a centralized tool set to help them manage their work. This includes a secure repository site to store project templates and documentation and final documentation and artifacts for CMS certification Review Meetings. We assume the Straita Group and module contractors will maintain draft documents within the Department's SharePoint, including version control to track document owners, changes, and timestamps.

Another valuable tool for the PMO is our web-based time tracking system. This allows all Straita Group project members to accurately report project time from wherever they are. Our Lead Project Manager will have access to review the time tracking reports in real-time, which assists in tracking the work performed and overall project progress.

Feedback & Surveys

During PMO setup, Straita Group will use the direct input from the department and share-holders to ensure the PMO is aligned to the project goals. Just as important, we will also use feedback and surveys during each project wave to ensure that alignment stays on track. Effective and timely feedback is a critical component of performance management, and will allow the PMO to see how contractors, include the Straita Group are doing, what's working, and what's not. Mid-project adjustments can be made to improve the efficiency and ensure the success of the project.

Our goal is to maintain and safeguard the Department's resources and assets. In support of this goal Straita Group will maintain expert supportive, controlling, and directive functions for management of project activities throughout the contract period.

3.4 Contract/Vendor Management Support

RFP V.B.3.d Contract/Vendor Management Support

Straita Group recognizes that each client has unique needs and circumstances that need to be addressed for key project activities during the execution of the project. Straita Group also recognizes that you must have a starting point to arrive at the proper destination. Having done numerous implementations both internally and in the performance of oversight activities of other vendor implementations, Straita Group has developed a library of tools, processes, procedures, and tips for monitoring and reporting project progress and status. These tools include the ability to easily collect project schedule updates from multiple vendors and detail reports that analyze the project progress as a whole and for each vendor involved.

As the starting point for developing support requirements for key project activities, Straita Group will schedule and deliver a JAD session with the Department to review some of the existing tools and determine what requirements will satisfy the Department's needs. From this session, Straita Group will document the Department's requirements, what existing tools could be used as is or with minor modifications, and what new tools would need to be developed.



The Department’s desire to realign to support long-term care redesign and “No Wrong Door” goals and objectives also need separate Joint Application Design (JAD) sessions to define the specific needs and if requested, perform an Organizational Change Management (OCM) assessment. The Straita Group Lead Project Manager will document a project charter for each so the Department can determine the next steps which could include a procurement for an OCM contractor.

We recommend the Straita Group Lead Project Manager act as the liaison between the individual project contractors and the Department. Our tools, metrics, and communication will enable access to comprehensive project status reports at all times, provide the Department with insight into the project status and supports the Department’s active participation in the Project Management Plan to guide their project objectives.

We recommend the Straita Group Lead Project Manager serve as the communication link or single focal point of contact for interfacing with the Department and multiple contractor staff as illustrated in Figure 5. Our Communication and Stakeholder Management plans will establish the Department-approved procedures for stakeholder engagement and communication. The Straita Group Lead Project Manager will ensure the entire project team (including module contractor staff) follow the standards and procedures set forth in the project charter. The reason for making the Lead Project Manager the single point of contact is to ensure consistency and that all project activities are coordinated.



Figure 5: Project Manager Communications Recommendation

Any project requires communication and information flow that has to be infused into the team in a systematic and scheduled manner. Information related to assignments is critical to the project success. If the information is not given to the right person, at the right time and in the right manner, the entire assignment stands at risk. Therefore, it is important that the Lead Project Manager should work as a single focal point of contact for any assignment.

Also, in an assignment with different stakeholders and contractors, it is a possibility exists that everyone has a different idea and thoughts about the project. This may lead to a scenario where the team is getting information from stakeholders, and the lower rung team members are confused about what to follow. Therefore, the Lead project manager will act as the single focal point of contact, and any information provided through the project manager should be considered as final and binding.

Several project management tools will be utilized to coordinate the requests of multiple team members (including the Department & module contractor). These include:



- Status Reports (weekly, monthly, quarterly)
- Status Meetings (weekly)
- Steering Committee Meeting (monthly)
- Issues Log
- Risk Log
- Change Request and Log
- Work Breakdown Structure (WBS)
- Project Schedule

Straita Group believes that one of the most important factors in Project Management is effective communication, which shows in our project management methodology and has been demonstrated in our successfully project history. This includes communication to team members, various vendors, stakeholders, and executive leadership.

Straita Group's strength in project communication and day to day schedule management skills are the keys to identifying and addressing project concerns such as strained resources or conflicting priorities. Managing the project from the lowest task level allows us to detect problems early and mitigate issues. All concerns are quickly communicated and addressed to ensure minimal to no impact to the project budget or schedule.

3.5 Status Reporting

RFP V.B.4 Project Status Reports

In conjunction with formal monthly project status reports, effective team communication is essential for maintaining focus on project tasks, receiving warnings of potential problem areas and preventing surprises and missteps. Bi-weekly status meetings, by project, with the Project Management Team will be scheduled to discuss the progress of activities, identify potential issues or concerns, brainstorm potential alternatives or solutions, and plan the activities for the next period. These meetings will be well planned, time-boxed, and documented for action items and future project reference. An agenda will be prepared and sent to the meeting participants no later than 1-day before the meeting.

A weekly status report will be sent electronically to the Department and include the following components:

- Activities and accomplishments, including, summary of milestones attained
- Scheduled activities
- Issues update
- Risks update
- Change Order update
- Quality Assurance update
- Action Items (from previous Status Meeting) update
- Contractor efforts and billable hours
- Project variance and strategy for resolution
- Miscellaneous items



In addition, we recommend a monthly Executive Steering Committee Status Report and Meeting. The Straita Group Lead Project Manager should provide input for monthly Enterprise Status Reports prepared by the PMO. Information would be summarized at the project level and presented in a graphical format whenever possible.

Information should include the following:

- Overall Enterprise project schedules, status and budget using project Gantt charts, with respective variances highlighted
- Current and upcoming activities and associated key dates
- Phase Gate status
- Current risk and issue summaries with references to significant outstanding issues and the potential impacts
- Change summary with references to significant changes awaiting approval and their potential impacts
- Deliverable receipt(s), review and acceptance
- Special or Ad-Hoc Reports

The Straita Group Lead Project Manager will prepare ad hoc reports and presentations on an as needed basis throughout the life of the contract. The Department must provide the exact requirements of the request, as well as suitable time to create the documentation, which is determined by the scope of the request.

3.6 Project Reporting

RFP V.B.5 Detailed Monthly Reports

The Lead Project Manager will prepare a monthly status report to accompany the monthly Straita Group invoice detailing the status of this contract.

The Monthly Status Report will include:

- Overall Project Status
- Accomplishments
- Scheduled activities
- Significant Risks, Issues, Action Items, and Decisions
- Key Decisions Required/Decisions Made
- Key Actions Required/Actions Taken
- Contractor and subcontractor hours worked by project
- Milestones and Deliverables
- Change Control Management

3.7 Straita Group Project Lead

RFP V.B.6 Designated Lead

The Straita Group has designated Clifford Costello, PMP, to perform as Lead. Mr. Costello will assume authority for the project management of the multiple projects identified in the in the RFP and any future projects/initiatives. With over 24 years of IT Project Management experience implementing hundreds of complex system integrations, Mr. Costello will be responsible for the



execution of project management planning activities and decision-making for each project in conjunction with the Department's counterparts.

An adept leader, Mr. Costello possesses the key interpersonal skills to keep all stakeholders engaged and focused on working toward the Department's objectives. He has had authority for coordinating a range of project planning processes and developing and updating all of the Project Management Plan component plans including; the Integrated Master Plan and Integrated Master Schedule, project planning, and Enterprise project status reporting. He will assemble data from all contracts to create the required reports and measurements and to post the deliverables in electronic form on the Department's designated location.

Mr. Costello will be responsible for staffing and budgeting. He has the authority to revise processes or procedures and assign additional resources as needed, to maximize the efficiency and effectiveness of services required under the contract resulting from this RFP. He will define the organizational structure of the project in conjunction with the Department and identify the interfaces with the functional organizations. Mr. Costello will also direct and control all work performed within the framework of the WBS, and has authority to assign the WBS task elements; controls and assigns budgets; master project schedule(s), and makes final decisions on task changes within the contract statement of work. Mr. Costello will be available to meet on a weekly basis with the DHHS Contract Manager to discuss project changes, provide status and to review and discuss module contractor performance.

Mr. Costello's resume and references are provided in Proposal section 1.9 Straita Group Personnel & Management Approach.

3.8 Straita Group Team Organization

RFP V.B.7-8 Project Staff

Straita Group understands the importance of staffing the right people on a project. A project's success depends substantially on the quality and experience of the people involved in its day-to-day management. We recognize the important role that our Project Managers and consulting staff have in the successful delivery of the Department's goals. We acknowledge and understand the overall program management responsibilities, as well as the business and technology skills and experience required for the critical functions of this Medicaid enterprise program.

Straita Group selected and has assembled the initial staff defined in the Cost Proposal worksheet to provide the state of Nebraska a seamless transition into the implementation and activation of the services defined in the RFP. The breadth of experience and depth of knowledge of the assigned staff is critical to the success of this project.

Straita Group supported by our subcontractor EHR has knowledgeable and experience consultants who allow us to expand or contract the Departments staffing needs on a Time and Materials Basis, working onsite in Lincoln or telecommuting. We are confident that we can assemble necessary staff within 30 days of notification of the start of a project.



The Straita Group will assign a Project Manager for each project. The Project Managers will be PMI certified or in specific cases, have the necessary expertise and experience required for a project.

3.9 Project Estimating

RFP V.B.9 Calculating Projected Hours

Straita Group brings a project Cost Management approach that includes costs identified, estimated, analyzed, monitored, controlled and reported for all Department project and non-maintenance initiatives with change management events. Tasks related to cost management includes estimating, tracking, and controlling expenditures related to all Department major projects, system-based changes, and staff (i.e., contract and non-contract) costs.

Straita Group plans to work with the Department PMO to define and finalize the recurring Cost Management and Reporting requirements. Straita Group plans to align its cost management approach with the existing accounting processes and standards at the State including ad-hoc reporting needs.

3.10 Straita Group Logistics

RFP V.B.10 Project Performance Locations

The Straita Group staff will work both on-site in Lincoln and off-site as the specific project and phase of the project progress. The Lead PM will meet with the Department to secure on-site space for the Project Managers and consultants required for activities that warrant on-site participation in meetings, project reviews and deliverable preparations. Each PM and consultant will schedule and notify the Lead Project Manager when they will be off-site and for how long in order for the Department to review and approve the off-site time.

Other assignments, for example drafting CMS and FNS APDs and RFPs, and certification preparation do not warrant long durations on-site. The Lead Project Manager will schedule these on-site visits to correspond to Department or CMS review meetings.

Each Straita Group consultant will have a cell phone and laptop computer loaded with Department approved applications required for the contract. At a minimum, Project Manager will have MS Project and MS Office Suite.

3.11 Straita Group Staffing

RFP V.B.11 Contractor Staffing Requirements

The Straita Group Lead Project Manager will provide a written notice of any employee or subcontractor to be utilized during performance of this contract. We understand and will comply the Department request to reassign or remove any employee or subcontractor within thirty (30) days of receipt of written notice from MLTC.

3.12 Straita Group Performance

RFP V.B.12 Contractor Performance

Coordination is such a simple word with different meanings to different people. As you read the Project Management sections of this proposal you saw that our definition of coordination



reinforces our close working relationship with the Department and commitment to the success of the Department's transition. Each member of the Straita Group team has an important function. The team will build a collaborative alliance with trusted and proven leaders who have the know how to get the job done right the first time.

Our purpose-built organization unifies the PMO constructs, the healthcare domain knowledge, and the technical expertise needed to deliver a holistic solution whose sum is greater than its many parts.

Large systems integration projects are comprised of many inter-dependent elements. Success for these projects requires tight integration between the people, process, and technology components. An effective Project Management methodology is the thread that brings these components together into a cohesive project that is able to not only achieve the project goals, but to monitor, control and improve upon regular processes and procedures. However, a good methodology alone is not enough. A good Project Management strategy and is essential to successfully deliver a project. Thinking through the leadership and vision, execution of work plan steps, effective and efficient resource planning, and addressing difficult issues as they arise requires a strategy above and beyond what a typical industry methodology can offer.

Our integrated project management approach stems from three main sources of insight:

- **Our understanding** of the project needs based on our long association with large scale Medicaid technology integration and enablement projects
- **Our best practices** for project management and system development experience. We have drawn from almost three decades of experience developing and delivering projects
- **Integration of industry standards** from many project areas

Working together with Department staff will lead to the natural transfer of knowledge and learning.

3.13 HIPAA Compliance

RFP V.B.13 HIPAA Compliance

Pursuant to requirements of the Health Insurance Portability and Accountability Act (HIPAA) of 1996 (Public Law 104-191), Straita Group will sign and comply with the terms of a Business Associate agreement with the Agency (Attachment A).

3.14 Straita Group Data Use Agreement

RFP V.B.14 Data Use Agreement

The Straita Group and our subcontractor Electronic Health Resources, LLC will sign and abide by Data Use Agreement (DUA) before any confidential information or protected health information (as defined herein, including in the DUA) is provided and before any billable work is started.



4 Straita Group Knowledge and Experience Summary

RFP V.C RFP Project and Performance Requirements

Straita Group personnel have served federal, State, and local government agencies in leadership and strategic capacities within a myriad of roles. We have depth of knowledge in assisting with advancement of vision and business goals that align to changes in technology and information architecture within every changing landscape of HealthCare.

In addition to providing government industry expertise, Straita Group will bring a team of Medicaid enterprise information technology professionals with unmatched business analysis, project assessment, strategic planning, procurement support, and workforce transition planning experience to this engagement. Our project team includes subject matter experts in technology infrastructure, enterprise applications, and technology operations. We are supported by Electronic Health Resources, LLC (EHR) who have knowledge and experience in Medicaid enterprise operations and MITA. Not only do the EHR professionals have extensive Medicaid system assessment and strategic planning experience, they also have been involved in many technology system implementation efforts and understand the real-world Medicaid issues that affect your team every day.

4.1 Medicaid Program Knowledge and Experience

RFP V.D.1 Medicaid Programs

We understand the State of Nebraska's desire to assess the structure, processes, and supporting system of current state processes as the State readies to replace the current Medicaid Management Information System (MMIS). Traditionally CMS and State Medicaid enterprises have taken a multi-year all-encompassing design approach to developing, modernizing and enhancing existing IT resources. This approach worked well in the era of mainframes and client server technology silos that churned out business services to support the Medicaid programs. Many people believe that Medicaid enterprise projects changed with the introduction of MITA standards and the new MECL process, but even without prompting by CMS, the real-world technology was moving forward with or without Medicaid. CMS wants, and encourages, states to migrate to new technology in an effort to reduce costs, increase collaboration between Medicaid and other linked HHS programs, and reduce internal and external silo's; as a means of increasing health outcomes and increase stakeholder satisfaction. Modularity is the wave of the future. Modules are designed using SOA principles, use shared Application Programming Interfaces (API) connections, and allow for easy data use across varying business units.

This RFP makes clear that the State of Nebraska is looking to leverage the benefits of this trend by using the modular approach to MMIS replacement. From a purely technological point of view, this allows for lower risk for successful implementation as individual modular projects can move more quickly from RFP to installation and certification. Multi-track concurrent projects that can move from vision to certification allow for the focus to be on interoperability of data, shared processes, and business process change and evolution. We support this approach as means for Nebraska to



gain access to the myriad of new technology that is available within the healthcare landscape and increase the overall levels of technology maturity within the MMIS.

4.2 Health Care Data Collection, Measurement, Analysis, and Report Preparation Knowledge and Experience

RFP V.D.2 3.2 Health Care Data Collection, Measurement, Analysis, and Report Preparation

A robust data warehouse solution is simply a must in today's modular MMIS. Long gone are the days when data was just a byproduct of the business of Medicaid. Despite heavy, long-term investments in data management, data problems at many states continue to grow. One reason is that data has traditionally been perceived as just one aspect of a technology project; it has not been treated as an opportunity. Consequently, the belief was that traditional application and database planning efforts were sufficient to address ongoing data issues.

As Medicaid enterprise data stores have grown in both size, complexity and diversity, it has become clear that a strategy to address data is necessary. The value of data has evolved tremendously over the past 20 years, but few agencies have adjusted their approaches to capturing, sharing and managing enterprise data assets. Their behavior reflects an outdated, underlying belief that data is simply an application result. The MITA technology and information architecture enforces a framework for strategies for data use, stewardship and sharing.

Straita Group has recognized that management of the data flows between each of the modules will be a vital part of ensuring success for each. Our approach to Data Stewardship includes five (5) components.

- Identify - Identify necessary data regardless of where in the enterprise it originates or terminates.
- Store - Store data in a secure structure that is resistant to damage, theft or misuse
- Share - Package data in a way to support reuse and usefulness across the enterprise
- Process – Ensure data from anywhere in the enterprise uses the same processes and procedures
- Governance – Manage, communicate and build mechanisms to foster effective data usage

Expenditures of millions of dollars to improve data management across the Medicaid landscape has had mixed success in part because few people are aware of the impact a single investment may have in strengthening or (unfortunately) weakening other projects or data initiatives. Straita Group is committed to ensuring that Nebraska is successful in the outlined modular approach over the course of this contract.

4.3 Federal Oversight Knowledge and Experience

RFP V.D.3 Federal Oversight requirements

The APD Process has been around as long as Medicaid, nevertheless, the most significant recent change occurred in January of 2016 when the final rule on "Mechanized Claims Process and Information Retrieval Systems (90/10)" provided increased federal funding to enable and encourage state investment in Medicaid systems. We recognize that the approach described by



Nebraska in this RFP necessitates an approach to APD development, coordination, management, and tracking of APD documents. Alignment of APD's with the defined modular approach is vital to the successful funding for these projects. The APD process also supports the USDA FNS program updates providing automation of eligibility systems including Integrated Eligibility Systems and Electronic Benefit Transfer (EBT) projects.

We will be utilizing a project management tool that has dedicated functionality to support the federal APD process. We will load current applicable APDs and will track contents, submission dates within the tool. As each APD is developed, we will review overlaps, conflicts and report back to Nebraska before submission to CMS to reduce errors.

CMS's release of the Medicaid Enterprise Certification Lifecycle (MECL) was an important step in aligning technical structure, information exchange and data governance, and business process within the typical MMIS in a way to enable modular updates and the embrace of increased maturity of the Medicaid enterprise. The addition of the Medicaid Eligibility and Enrollment Lifecycle (MEECL) further expanded and defined the use of standardization in system development, installation and certification. As described above, our approach is based on both MECL and MEECL federal standards. Our waves are consistent with the CMS process; our project management tool supports all phases of certification, and the use of a shared repository allows all stakeholders the ability to stay current as projects move forward. This approach reduces risk for each individual project and therefore reduces risk for the whole of the MMIS replacement.

CMS has provided the Concept of Operations (COO) template as part of the MECL process. The purpose of the COO is to document the Medicaid enterprise vision of the future and describe the impact of planned improvements on stakeholders, information exchanges, Medicaid operations and healthcare outcomes. The COO provides a framework to describe the As-Is operations and the To-Be envisioned environment and highest-level view of proposed modular systems that meet the state's long-term goals. We will be using an updated State Self-Assessment as the bases for the COO documents that will be produced as part of R1 Milestone for each project. Creation, submission, and management of the COO, the current State SS-A and other milestone documents are all part of the wave approach. Both the MECL and MEECL processes are intrinsically linked to MECT checklists for certification.

MECT is everchanging and is continuously updated by CMS, the most recent version 2.3 had one significant change that impacts this project. CMS removed the MITA aligned checklists and updated the MMIS aligned sets. The 2.2 version of MITA and MMIS contained the exact same requirements, just sorted differently. The new guidance directly links the MITA business areas to each MMIS Module Checklist. This may seem to be an insignificant technical change, but this does represent a significant change in the CMS vision for MMIS systems. Functional alignment rather than abstract business areas allows for states to use intuitive and exiting department structures and build modular systems that follow real world existing business structure.

We strongly recommend that all future planning for modular replacement of Nebraska's MMIS embrace this MITA change. We recommend that all projects currently in the R1 milestone be evaluated for use of MECT 2.3 as a part of the evaluation of checklists to be used for eventual certification. This is especially important for Electronic Visit Verification (EVV) projects as there



were significant changes to the applicable program integrity checklist. In the MECL 2.3 CMS has included new guidance regarding milestone preparation. Our approach to certification is based on the federal guidelines and includes the use of a project management repository tool for collecting and managing artifacts, documents, and preparation tasks planning tracking functions. Project management tracking of issues, risks, tasks and document preparation is all conducted in a manner that allows all stakeholders access to documents and reports.

Fundamentally the MECL, MEECL, FNS, and other HHS program frameworks are based on the Medicaid Information Technology Architecture (MITA) structure. MITA's debut in 1996 has resulted in more than 20 years of HHS alignment in frameworks and processes. Both the National Human Services Interoperability Architecture (NHSIA) and the Substance Abuse and Mental Health Services Administration (SAMSHA) frameworks are based and linked to MITA. The National Institute of Standards and Technology (NIST) is a part of the U.S. Department of Commerce and regulates security standards and methodology consistent with MITA. This creates a wonderful opportunity for Nebraska to leverage parts of the MMIS update project for use in other parts of the Nebraska state government programs. For each of the individual projects, our team will help Nebraska evaluate where within the various state agencies, departments, programs overlap exists and where shared processes will be of value to all stakeholders.

4.4 EES Solution Implementation Knowledge and Experience

RFP V.D.4 EES Solution Implementation

The use of integrated eligibility systems that Medicaid and Human Services covered services in coordination with the network of State agencies and local government who serves Nebraska residents with a wide range of needs from applying for health and human services benefits to the more complex needs of socio-economically disadvantaged. By streamlining the eligibility and enrollment processes for these programs and enabling data-sharing capabilities within and among programs, the State will improve its ability to provide services that enhance the well-being of Nebraska residents.

The process of updating any Eligibility and Enrollment system (EES) needs to align with the CMS defined Medicaid Eligibility and Enrollment Certification Lifecycle (MEECL) and associated Medicaid Eligibility and Enrollment Toolkit (MEET). CMS has specified that any project that involves Eligibility and Enrollment solutions that was in process before the August 2017 publication of MEECL should transition to be in alignment with the MEECL. Nebraska has indicated in the RFP directly that an alternatives analysis has already begun, and our team expects to integrate those eventual findings with our approach to this project. We understand that the vision of an eventual integrated eligibility and enrollment solution across the state of Nebraska represents cost savings in both time and effort. We acknowledge the state's desire to realign the EES solution to a single solution rather than the dual system solution currently.

Nebraska indicated that the current EES solution dates to 2013. The speed of technology maturity in the Eligibility and Enrollment marketplace is an opportunity for Nebraska to move forward in technology maturity in any system it selects. One of the accepted challenges for all EES systems is the need to interface with multiple federal databases for various steps in the eligibility determination steps. In 2017 CMS took strides to streamline Eligibility determination that allow



for enhanced direct enrollment and other technologically mature processes to support HHS eligibility. The MEET checklist includes critical success factors (CSFs) that address these specific challenges and are vital to the success of any EES project certification.

Our wave approach will help ensure that a new transition Project Partnership Understanding (PPU) agreement with CMS is inclusive of all Nebraska stakeholder needs. The wave for this project will account for the difference between MECL and MEECL processes and steps by including specific MEECL activities beginning with the preparation of an E&E ConOps document using the CMS template. This project also varies from the standard waves in that both Phase II and Phase III processes will be supported, documented and tracked.

We have reviewed the full list of modular projects that are outlined in the RFP. The planning and timing of several seem to be dependent on the EES project. The installation of an Asset Verification System (AVS) will be a starting block for planning for integrated eligibility of other programs. We presume that some of the uncertainty in the RFP as to when particular projects will be started are directly related to the reuse of shared business processes and data where EES is the starting block.

Integration of Medicaid Eligibility and Enrollment systems with other Health and Human Services systems is not a new concept. Many states have used shared systems to determine eligibility for Medicaid in conjunction with Temporary Assistance for Needy Families (TANF) or Supplemental Nutrition Assistance Program (SNAP). The changes to Medicaid income determination that came with the ACA, the use of Modified Adjusted Gross Income (MAGI) and a consideration of seamless web-based portal technology to make the process smooth for member populations are bringing both new challenges and new technology to this process.

Straita Group plans to review previous planning and design documents that Nebraska may have already produced for this project as part of the first wave of the project. Some of the known challenges facing any state who is planning to use integrated eligibility include:

Varying needs of applicants for various programs. Among the largest barriers for some members to successfully apply for benefits and programs is the inability to complete the application. More complex applications result in few first try applications and more time spent helping enrollees navigate the system. The balance between a single program application and a multi-program will require special planning.

Aligning business processes, policies and staff. The best technology cannot run without people and without integrating policies, processes, and eligibility staff across public programs, the resulting integrated eligibility system will have limited success providing individuals and families with truly seamless access. For example: Members who believe they are applying for only one program may be concerned if the notice denies them coverage for a program, they did not know they applied for resulting in member services contact with multiple agencies.

Establish effective data governance structures: A strong governance structure that oversees and guides the integrated technology for these programs is essential for success. Straita Group will use the MITA information and technology architecture framework standards for creating data



governance and stewardship policies that DHHS can leverage among all stakeholders on an integrated system.

4.5 MLTC Case Management Solution Knowledge and Experience

RFP V.D.5 MLTC Case Management Solution

The mission and business of Medicaid is to increase health outcomes for members, this goal clearly aligns with the Nebraska DHHS goal of helping people live better lives. The five (5) DHHS divisions share similar mission statements, all of which are in alignment with the broad goal of shared case management within Nebraska. Nebraska's goal to add Case Management tools that support Care management for MLTC and EA programs during EES Phase III links goals and these projects.

Nebraska is not alone in the movement of the Medicaid population away from Fee for Service to Management Care service models. Within various states the implementation of a range of initiatives, demonstration programs, outcome-based reimbursements, and varying levels of care management services are resulting in a changing landscape of programs. Managed Long Term Services is becoming a go to strategy for expanding home and community-based services, increasing healthcare quality and efficiently across the nation. We will include a review of current Nebraska 1115 and 1915b waivers that may be impacted by a change in Case Management solutions to discuss specific goals and gaps with waiver stakeholders. 98% of Nebraska Medicaid members are enrolled in MCO care settings. The coordination between state resources and MCO care management processes can't be understated. The implementation of any statewide solution to care management will need to account for secure sharing of data with the MCOs.

We propose that the project managers for the EES and Case Management project work collaboratively during applicable milestones. We will review the current Case Management solutions utilized within the divisions as part of the initial planning wave for this project. Any opportunities to leverage existing Nebraska resources will be presented to stakeholders in this project as well as the EES project.

Regardless of the eventual Case Management solution selected, certification will be required. The MMIS MECT Care Management and Technical Checklists provide the baseline for this solution. We plan to include a review of existing processes to ensure that any state specific requirements are appropriately documented and included in the R1 CMS review for use in all milestones. For example, we want to ensure that any solution includes the eight quality measures for managed care delivery systems including Care Plan with Primary Care Practitioner, Inpatient Discharge Care Planning, Community Admissions, Reducing Length of Stay initiative, Long-Term transitions, and Comprehensive Care Plans. We will use our project management tool to track gaps and goals identified by this review.

4.6 LTSS Knowledge and Experience

RFP V.D.6 LTSS

Care Management and Long-Term Services and Support are specifically linked by CMS's flexibility in granting state broad options for program design and structure. Medicaid LTSS programs can be operated under multiple federal Medicaid managed care authorities, including 1915a, 1915b, and



1115. There are requirements and limitations related to each authority, and managed care authority can be combined with other home and community-based authorities. Our review of Nebraska current waivers as described in the Managed Care project will be leveraged for this project. We anticipate this project will result in a significant shift in how some services are delivered in Nebraska. Involvement of stakeholders across departments will be vital to the success of the project.

The success of any LTSS program and certainly a change of the scope defined here will require careful and thoughtful planning. The planning wave for this project will include input from stakeholders, a review and development of updated quality measurements, and a development of a specific plan for transition of affected beneficiaries who may move from fee for service to managed care. The stakeholders for this project must include providers, various state departments, members, and advocacy groups, all of whom will be engaged before the development of an APD or RFP. The links with Home and Community based programs, mental health, unique Nebraska programs or initiatives, and within other divisions may require an integrated service approach. We recognize that this project represents a significant change. Our consultants have experience with the management of this type of organizational change.

Within the first wave for this project we will include a change management process that is specifically designed to foster a smooth transition through the remainder of the project. This process includes the following 3 steps.

Align Executives: Straita Group will facilitate the process by which executive and senior management make the difficult decisions to align key components of change, such as mission, vision, and success measures. Our integrated governance model will create a structure for effective decision making. Effective project governance means the right people are brought into the decision-making process at the right time. Leadership involvement begins with Wave 1 of the project plan and continues through Wave 4.

Assess Change: Through our Team's rigorous analysis of business process impact, stakeholder vision assessments, the focus Departments and the Straita Group Team will gain an in-depth understanding of the magnitude of change and its specific effects on people, process, and technology. The wave surveys and work group sessions are aimed at open and effective communication.

Translate & Communicate: During our assessment and the development of our recommendations, we will work with the DHHS Team to ensure all stakeholders are aware of the current and recommended activities. Identified SME's will be working in joint department sessions whenever a crossover program, process or policy is identified.

The management of the change process will be particularly important to this project because the variety of stakeholders is much more diverse than within some of the other Nebraska defined projects.

4.7 APD Preparation Knowledge and Experience

RFP V.D.7 Preparation of Medicaid Advanced Planning Documents

The development of the Advanced Planning Documents (APD) is a critical process in the planning for new solicitations and systems. States must adhere to strict guidelines for developing APDs as it



is the vehicle for states to receive Federal Financial Participation (FFP). The APD process was designed to mitigate financial risks, avoid incompatibilities among systems and ensure that a system supports the program goals and objectives, and operates as intended by law and regulation. The APD process also assists in ensuring that the expenditure of federal funds is made in accordance with federal regulation. A thorough, thoughtful and well written APD will assure Nebraska FFP monies, and mitigate risks while improving a successful procurement process.

4.8 Certification Lifecycle (MECL/MEELC) Knowledge and Experience

RFP V.D.8 Certification Lifecycle (MECL/MEELC)

Straita Group has extensive understanding of the CMS Medicaid Enterprise Certification Lifecycle (MECL) and the Medicaid Eligibility and Enrollment Lifecycle (MEELC). Our project management tool comes pre-loaded with the MITA 3.0 framework, including the Business Process Model (BPM), Business Capability Matrix (BCM), as well as downstream elements, like the newly released Medicaid Enterprise Certification Toolkit (MECT) 2.3 and Medicaid Eligibility and Enrollment Toolkit (MEET) 1.0 checklists.

Our team will evaluate reach of the projects that are a part of this RFP for Milestone staging. This review will include collecting, reviewing, and uploading to the shared project management tool all associated documents for each project. We will schedule stakeholder meetings to discuss the findings and will make a formal recommendation for each project as to where in the MECL or MEECL is most representative of the project status and begin planning from that point forward.

Tracking each project as it moves from Initiation and Planning (R1) through to certification (R3) using our tool will allow Nebraska real time access to all project statuses, documents, gaps, issues, risks and checklists. CMS has defined the roles for themselves, the state and vendor and the IV&V for each milestone. Figure 6 shows the identified roles for each stakeholder in each milestone.

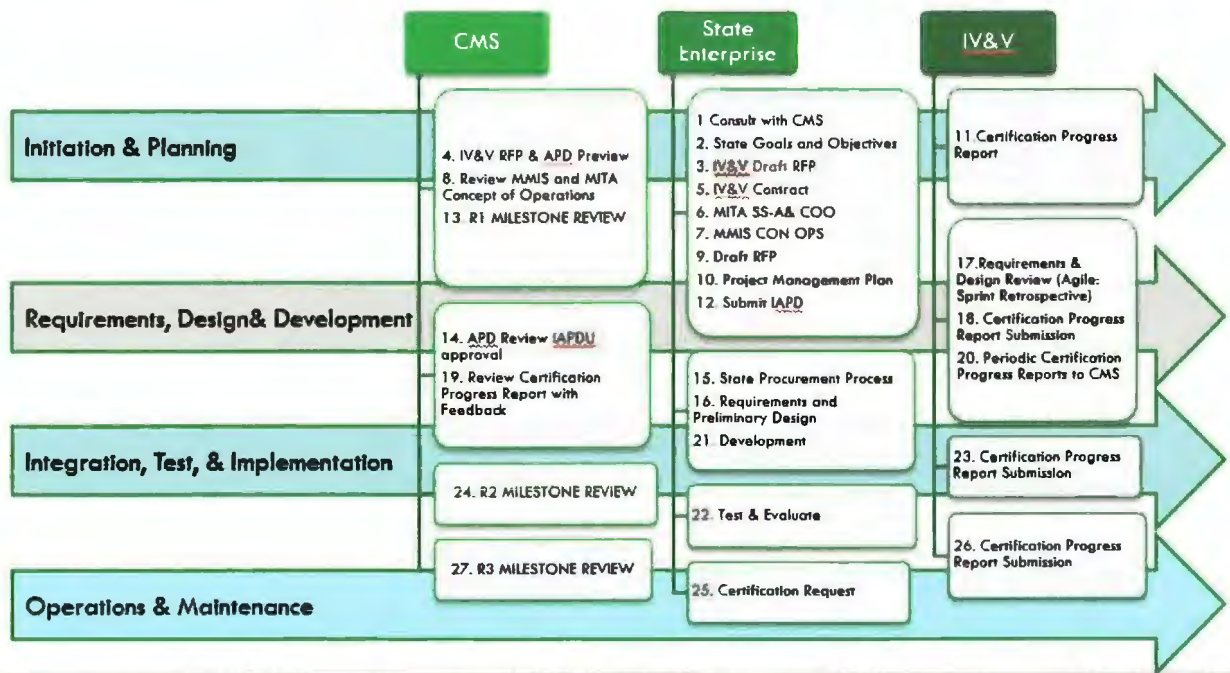


Figure 6: Certification Stake Holder Responsibilities

Our approach to project management ensures that all stakeholders of a project are kept up to date on project status and activities. Movement from one MECL or MEECL activity to another consists of documentation, review and agreements between State, Vendor, IV&V and CMS.

Artifacts

Straita group will use our shared project management repository to store all MECL artifacts as each project moves through the milestones. The Straita project manager for each project is responsible for the documentation, coordinated creation, and deliver of each deliverable that is required by CMS at each milestone. The following list is our starting point, we will coordinate with project stakeholders throughout the project on final deliverables.

Initiation and Planning

- Project Management Plan
- Project Schedules
- MITA and MMIS Concepts of Operations
- MITA Roadmap and State Self-Assessment
- Data Management Plan
- Technical SDLC
- Advance Planning Documents
- Security and Privacy Plans
- Procurement Documents



Requirements, Design and Development

- Project Management Risk Management Plan
- Technical SDLC Planning documents including System Documentation
- Data Conversion and Integration Plans
- HIPAA compliance Plans
- Vendor Contract

Integration, Test, and Implementation

- Project Management COO Review
- Final version of MITA documents
- Updated Security Report and Operational Plans
- Demonstrations of working modules
- Technical SDLC Documentations
- Official Certification Request Letter
 - Copies of 42 CFR 433.117 compliance documents
 - Exercises appropriate privacy and security controls over the system in accordance with 45 CFR Part 164, P.L. 104-191, HIPAA of 1996, and 1902(a)(7) of the Social Security Act as further interpreted in regulations at 42 CFR 431.300 to 307
- Final Production Data and Reports

Straita Group understands that the CMS certification processes are continually updated and that an approach for modular certification is on the horizon but is not established at this time. As the various projects move thru MECL to certification in a staggered manner the final certification requirement may require coordination with CMS, with IV&V and with various contractors. Straita Group will not submit the request to CMS to conduct the certification meetings until such time as the projects are prepared for the certification process and all stakeholders are in agreement to move forward.

MECL was designed to work with state enterprise's SDLC approach regardless of waterfall, agile or other process. The project manager for each project will be responsible for managing the state's coordination with vendor waterfall phases of conception, design, development, testing, implementation and operations or more Agile Iterative development methods. The documentation that is prepared and submitted for certification will be evaluated in terms of SDLC standardization and style. The PMO will also coordinate MECL gate review preparation, planning, scheduling and execution. The PMO will work with the selected vendors and IV&V to ensure that technical documentation and steps are moving in conjunction with MECL steps.

4.9 FNS Toolkit Knowledge and Experience

RFP V.D.9 Development and Implementation using the FNS Toolkit

The Food and Nutrition Service (FNS) HB901 is the reference guide for State agencies that administer SNAP and WIC programs. The use of this guide and all associated resources are aimed



at providing children and low-income adults with access to food, a healthful diet and nutrition education while also supporting American agriculture. FNS programs are part of the US Department of Agriculture and are funded in a variety of manners depending on specific populations and programs. The mechanism for requesting federal funding for technology implementation, upgrades, eligibility and operations is the same as Medicaid with the use of APDs.

Straita group will begin Wave 1 of this process by requesting a joint meeting between all Nebraska stakeholders and the FNS to determine what portions of the planned technology improvements will require APD preparation. If Nebraska wishes to utilize federal funding for planning costs, Planning Advance Planning Documents (PAPDs) are required whenever the anticipated cost of the project exceeds the specified threshold for certification, eligibility or EBT systems. The financial thresholds are different for each of the various programs. After the planning phase is complete, should the Department decide to proceed with project execution, an Implementation Advance Planning Document (IAPD) may be required. An IAPD must be submitted for all technology projects requesting or utilizing federal participation in accordance with the established dollar thresholds for the program. FNS does not require annual APD updates for maintenance or operations activities as long as no significant new functionality is added but APDU may be used when project costs exceed any threshold.

FNS APD contain several specific documents for submission. Budget, PMO and project scheduling. The development of FNS APD's will be managed in coordination of the PMO because successful APD's rely on strong project management. The Project Manager for this project will be responsible for:

- Ownership of the FNS Project Management Plan
- Communication with all DHHS and Nebraska Stakeholders
- Project Charter
- Connecting Business Objectives with Technology resources
- Project Review meetings and documentation

The FNS process varies from the other projects identified in this RFP in that rather than following the MECL or MEECL processes, this process follows its own specific SDLC. The FNS SDLC consists of five (5) defined phases displayed in Figure 7. The PMO and Project Manager will be responsible for developing the specific documentation required for each phase. All documents will be stored in the shared repository.

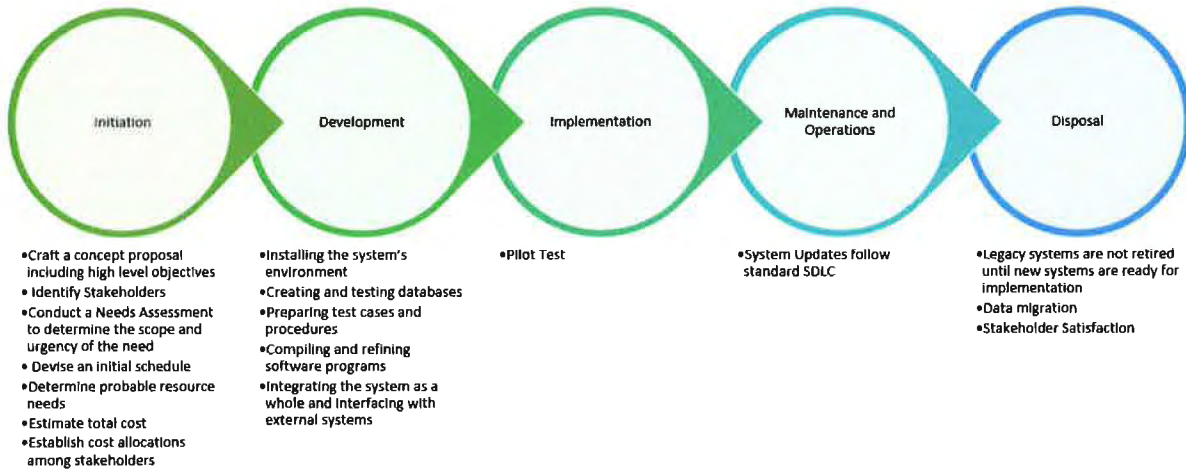


Figure 7: FNS SDCL Phases

This use of FNS Alternative Analysis feasibility study data will help guide evaluation of potential integrated eligibility systems. Straita Group will use standard analysis methodology in conducting the alternative reviews and draft review documentation for DHHS and stakeholder review. The basic review will include at least these alternatives:

- Current System Upgrades or Enhancements
- Leveraging system from another state
- Developing new systems
- Cloud, SaaS, and other hosted solutions

In many ways the alternative analysis activities mirror the MITA gaps, goals and objectives logic in Medicaid. Our Project Management tool will be used to track the progress of conducting these reviews. Documentation of the As-Is and To-Be vision gaps found in technical system interfaces, operational or in data migration and conversion will be considered.

The Project Manager will be responsible for overseeing all testing planning, test script development, test performance, and test documentation. All applicable data will be included in required FNS meetings and reports. A formal review will occur before a joint stakeholder, FNS, Nebraska pilot can be scheduled. The coordination of tasks within this project are intrinsically linked to the EES project and we assume that Nebraska has considered carefully the timing of this project in relation to the EES project.