



TECHNICAL PROPOSAL (REDACTED) FOR:

State of Arkansas, Department of
Human Services, Bid Number 710-19-
1021R:

Independent Verification and Validation
Services (IV&V) for the Integrated Eligibility
and Benefit Management (IEBM) Solution

BerryDunn

100 Middle Street, Portland, ME 04101
207-541-2200

Timothy F. Masse, MBA, Principal
tmasse@berrydunn.com

**Kimberly Brandt, PMP®, Engagement
Manager**
kbrandt@berrydunn.com

Proposal Submitted On:
October 1, 2019



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1 – Proposal Signature Page

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PROPOSAL SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION					
Company:	Berry Dunn McNeil & Parker, LLC (dba BerryDunn)				
Address:	100 Middle Street				
City:	Portland	State:	ME	Zip Code:	04101
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation LLC <input type="checkbox"/> Nonprofit				
Minority and Women-Owned Designation*:	<input type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Asian American <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input type="checkbox"/> Pacific Islander American <input type="checkbox"/> Women-Owned				
AR Certification #:		* See Minority and Women-Owned Business Policy			
PROSPECTIVE CONTRACTOR CONTACT INFORMATION					
Provide contact information to be used for bid solicitation related matters.					
Contact Person:	Tim Masse	Title:	Principal		
Phone:	(207) 541-2323	Alternate Phone:	(207) 541-2200		
Email:	tmasse@berrydunn.com				
CONFIRMATION OF REDACTED COPY					
<input checked="" type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested. <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Bid Solicitation for additional information.</i>					
ILLEGAL IMMIGRANT CONFIRMATION					
By signing and submitting a response to this <i>Bid Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants. If selected, the Prospective Contractor certifies that they will not employ or contract with illegal immigrants during the aggregate term of a contract.					
ISRAEL BOYCOTT RESTRICTION CONFIRMATION					
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel, and if selected, will not boycott Israel during the aggregate term of the contract.					
<input checked="" type="checkbox"/> Prospective Contractor does not and will not boycott Israel.					

An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Bid Solicitation* **will** cause the Prospective Contractor's proposal to be disqualified.

Authorized Signature:  Title: Principal
Use Ink Only.

Printed/Typed Name: Timothy F. Masse Date: October 1, 2019

2 – Agreement and Compliance Pages

Technical Proposal Packet

Bid No. 710-19-1021R

SECTION 1 - VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.


By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Vendor Name:	Berry Dunn McNeil & Parker, LLC	Date:	October 1, 2019
Authorized Signature:		Title:	Principal
Print/Type Name:	Timothy F. Masse		

SECTION 2 - VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Vendor Name:	Berry Dunn McNeil & Parker, LLC	Date:	October 1, 2019
Authorized Signature:		Title:	Principal
Print/Type Name:	Timothy F. Masse		

Technical Proposal Packet

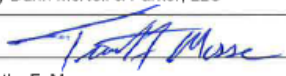
Bid No. 710-19-1021R

SECTIONS 3, 4, 5 - VENDOR AGREEMENT AND COMPLIANCE

- *Exceptions to Requirements shall cause the vendor's proposal to be disqualified.*

Upon approval of DHS, BerryDunn would like to take exception to the first bullet point of the indemnification clause on page 5 of Attachment D (General Terms & Conditions) and ask that the language be changed from "Any claims or losses resulting from services rendered by any person, or firm, performing or supplying services, materials, or supplies in connection with the performance of the contract" to "Any claims or losses resulting from services rendered by Contractor, its officers or employees, performing or supplying services, materials, or supplies in connection with the performance of the contract."

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section(s) of the bid solicitation.

Vendor Name:	Berry Dunn McNeil & Parker, LLC	Date:	October 1, 2019
Authorized Signature:		Title:	Principal
Print/Type Name:	Timothy F. Masse		

In addition to these forms, as requested in the State's RFP, BerryDunn confirms that our solution complies with the State's shared Technical Architecture Program. We understand that only those standards which are fully promulgated or have been approved by the Governor's Office apply to this solution.

3 – Signed Addenda

Page 1 of 3

State of Arkansas
 DEPARTMENT OF HUMAN SERVICES
 700 South Main Street
 P.O. Box 1437 / Slot W345
 Little Rock, AR 72203

ADDENDUM 1

TO: All Addressed Vendors
FROM: Chorsie Burns, Buyer
DATE: August 12, 2019
SUBJECT: 710-19-1021R Independent Verification and Validation Services for the Integrated Eligibility and Benefit Management Solution (IV&V for IEBM)

The following change(s) to the above referenced RFP have been made as designated below:

☒ Change of specification(s)
☒ Additional specification(s)
☐ Change of bid opening date and time
☐ Cancellation of bid
☐ Other

CHANGE OF SPECIFICATIONS

- Replace 1.7 Response Documents item C 1a with the following:
- a. Five (5) completed hard copies (marked "COPY") of the Technical Proposal Packet.

ADDITIONAL SPECIFICATIONS

- Please add the below to Section 1 of the RFP:

1.33 INTERGOVERNMENTAL/COOPERATIVE USE OF PROPOSAL AND CONTRACT

In accordance with Arkansas Code §19-11-249, this proposal and resulting contract is available to any State Agency or Institution of Higher Education that wishes to utilize the services of the selected proposer, and the proposer agrees, they may enter into an agreement as provided in this solicitation.

- Please add the below chart at the end of the following section: 4.5 PERFORMANCE BONDING

Service Criteria	Acceptable Performance	Damages
<p>PERFORMANCE BONDING</p> <p>A. The Contractor shall be required to obtain performance bonds to protect the State's interest as follows:</p> <p>1. The amount of the performance bonds shall be one hundred percent (100%) of the original contract price, unless the State determines that a lesser amount would be adequate for</p>	<p>Acceptable performance is defined as one hundred percent (100%) compliance with Service Criteria at all times throughout the contract term as determined by DHS.</p>	<p>The Vendor will be fined five hundred dollars (\$500) per day for each day Vendor fails to meet the Performance Bonding Requirements specified in Service Criteria.</p> <p>In addition, Vendor's continued failure to meet Service Criteria, may result in a below standard Vendor Performance Report (VPR) maintained in the vendor file and contract termination.</p>

<p>the protection of the State.</p> <p>2. The State shall require additional performance bond protection when a contract price is increased or modified.</p> <p>3. The performance bond must be delivered to the Arkansas Department of Human Services Chief Procurement Officer within fourteen (14) days of contract execution.</p> <p>4. The contractor shall notify the State of any changes, modification, or renewals for the performance bond during the term of the contract. The performance bond documentation must be provided to the State with each required notice.</p> <p>5. Failure to provide is a breach of contract and may result in immediate contract termination</p> <p>B. The Contractor shall submit documentation to the satisfaction of the State that a performance bond has been obtained. The contractor shall notify the State of any changes, modification, or renewals for the performance bond during the term of the contract.</p>		
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The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact Chorsie Burns at chorsie.burns@dhs.arkansas.gov or (501) 682-6327.



Vendor SignatureOctober 1, 2019

DateBerry Dunn McNeil & Parker, LLC

Company

State of Arkansas
DEPARTMENT OF HUMAN SERVICES
700 South Main Street
P.O. Box 1437 / Slot W345
Little Rock, AR 72203

ADDENDUM 2

TO: All Addressed Vendors
FROM: Chorsie Burns, Buyer
DATE: September 6, 2019
SUBJECT: 710-19-1021R Independent Verification and Validation Services for the Integrated Eligibility and Benefit Management Solution (IV&V for IEBM)

The following change(s) to the above referenced RFP have been made as designated below:

☐ Change of specification(s)
☐ Additional specification(s)
☒ Change of bid opening date and time
☐ Cancellation of bid
☒ Other

CHANGE OF BID OPENING

Bid Opening Date and Time: October 1, 2019 at 2:00pm CST

OTHER

Response to Written Questions: September 11, 2019 by close of business.

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions, please contact Chorsie Burns at chorsie.burns@dhs.arkansas.gov or (501) 682-6327.


Vendor Signature

October 1, 2019

Date

Berry Dunn McNeil & Parker, LLC
Company

4 – E.O. 98-04 Contract Grant and Disclosure Form

Contract Number _____								
Attachment Number _____								
Action Number _____								
CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM								
<small>Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.</small>								
SUBCONTRACTOR: _____ SUBCONTRACTOR NAME: _____								
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No								
IS THIS FOR:								
TAXPAYER ID NAME: Berry Dunn McNeil & Parker, LLC Goods? <input type="checkbox"/> Services? <input checked="" type="checkbox"/> Both? <input type="checkbox"/>								
YOUR LAST NAME: Masse	FIRST NAME: Timothy M.I.: F.							
ADDRESS: 100 Middle Street								
CITY: Portland	STATE: ME ZIP CODE: 04101 COUNTRY: USA							
AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:								
FOR INDIVIDUALS *								
<small>Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:</small>								
Position Held	Mark (✓)		Name of Position of Job Held <small>(senator, representative, name of board/ commission, data entry, etc.)</small>	For How Long?		What is the person(s) name and how are they related to you? <small>(i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.)</small>		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation	
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								
<input type="checkbox"/> None of the above applies								
FOR AN ENTITY (BUSINESS) *								
<small>Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.</small>								
Position Held	Mark (✓)		Name of Position of Job Held <small>(senator, representative, name of board/ commission, data entry, etc.)</small>	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								
<input checked="" type="checkbox"/> None of the above applies								

DHS Revision 11/05/2014

Contract Number _____
Attachment Number _____
Action Number _____

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature  Title Principal Date 10/1/2019

Vendor Contact Person Timothy F. Masse Title Principal Phone No. (207) 541-2323

Agency use only

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____

5 – BerryDunn Equal Opportunity Policy

Diversity is an important topic to our clients and also to us. BerryDunn has seven office locations, and the racial and ethnic diversity found in our offices is generally consistent with that of the surrounding areas. As our firm grows and expands geographically, our ability to recruit racially and ethnically diverse team members also increases.

BerryDunn believes that all persons are entitled to equal employment opportunity and does not discriminate against its employees or applicants because of race, color, religion, sex, sexual orientation, national origin, citizenship, veteran status, age, physical or mental disability, or any other consideration made unlawful by applicable federal, state, or local laws. Equal employment opportunities are extended to all persons in all aspects of the employer-employee relationship, including recruitment, hiring, training, promotion, transfer, discipline, layoff, recall, and termination.

In support of our growth as an equal opportunity employer, BerryDunn has developed and implemented Affirmative Action Plans for women, minorities, disabled persons, and veterans that comply with current federal standards.

Finally, our strong culture of developing our staff and employees to be the best they can be is clearly evidenced in our Learning and Development curriculum. Staff at all levels and from all departments work together to develop programs to enhance our client experiences, as well as the development of, and advancement opportunities for, our people. We fulfill our own mission to help our clients create, grow, and protect value by living our own strong values which include:

- Great work
- Respect for others
- Ethical behavior in all that we do
- Appropriate work/life balance
- Team first

6 – Proposed Subcontractor Forms

Our proposed subcontractors for this engagement include David Lal (Unified Enterprises, Inc.) – proposed IV&V Lead, and one of our IV&V SME resources who comes through Insolution Group, LLC. Due to this professional's current employment status, this person can not be identified in this proposal, but can be identified to the State during the evaluation process.

Technical Proposal Packet

Bid No. 710-19-1021R

PROPOSED SUBCONTRACTORS FORM

- **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.

PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
Insolution Group, LLC	1640 E Durham Drive	Martinsville, IN 46151
Unified Enterprises, Inc.	911 Central Avenue, Suite 128	Albany, NY 12211

☐ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**

Vendor Name:	Berry Dunn McNeil & Parker, LLC	Date:	October 1, 2019
Authorized Signature:		Title:	Principal
Print/Type Name:	Timothy F. Masse		

7 – Letter of Bondability

7.1 - Vendor must submit a Letter of Bondability from an admitted Surety Insurer with its bid submission. The letter should unconditionally offer to guarantee to the extent of one-hundred percent (100%) of the contract price the bidder's performance in all respects of the terms and conditions of the RFP and the resultant contract.

FRANKENMUTH MUTUAL INSURANCE COMPANY

September 25, 2019

State of Arkansas
Department of Human Services
Office of Procurement
700 Main Street
Little Rock, AR 72201

RE: Berry, Dunn, McNeil & Parker, LLC
PO Box 1100
100 Middle Street
Portland, ME 04104

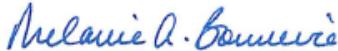
Project: Independent Verification and Validation Services for the Integrated Eligibility and Benefit Management Solution (IV&V for IEBM), Bid Number 710-19-1021

Dear Sir or Madam:

This letter will serve to confirm that Berry, Dunn, McNeil & Parker, LLC is a highly regarded and valued customer of Frankenmuth Mutual Insurance Company. During this relationship Frankenmuth Mutual Insurance Company has considered supporting single projects of \$5,000,000 with an aggregate program of \$7,500,000. Please be advised that Frankenmuth Mutual Insurance Company is prepared to provide a Performance Bond in the amount of 100% of the contract amount for the above referenced project. This project is well within their financial and experience capabilities and bonding program.

Naturally, as is customary with the surety industry, all surety bond approvals will be contingent upon a favorable underwriting review of project specifics, including contract terms, contract conditions, and bond forms. If you need any additional assurance regarding the bonding capacity of Berry, Dunn, McNeil & Parker, LLC, please do not hesitate to contact me.

Best Regards,



Melanie A. Bonnevie
Attorney-In-Fact

Local Address: 103 Park Street, PO Box 481, Lewiston, ME 04243

FRANKENMUTH MUTUAL INSURANCE COMPANY**POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS, that Frankenmuth Mutual Insurance Company (the "Company"), a corporation duly organized and existing under the laws of the State of Michigan, having its principal office at 1 Mutual Avenue, Frankenmuth, Michigan 48787, does hereby nominate, constitute and appoint:

Robert E. Shaw, Jr., Benjamin S. Shaw, Heidi Rodzen, Melanie A. Bonnevie, Joline L. Binette, Nancy Castonguay

Their true and lawful attorney(s)-in-fact, each in their separate capacity if more than one is named above, to make, execute, seal, acknowledge and deliver any and all bonds, contracts and undertakings of suretyship, with the exception of Financial Guaranty Insurance, provided, however, that the penal sum of any one such instrument shall not exceed the sum of:

Fifty Million and 00/100 Dollars (\$50,000,000)

This Power of Attorney is granted pursuant to the following Resolution duly adopted at a meeting of the Board of Directors of Frankenmuth Mutual Insurance Company:

"RESOLVED, that the President, Senior Vice President or Vice President and each of them under their respective designations, hereby is authorized to execute powers of attorney, and such authority can be executed by use of facsimile signature, which may be attested or acknowledged by any officer of the Company, qualifying the attorney(s) named in the given power of attorney, to execute on behalf of, and acknowledge as the act and deed of Frankenmuth Mutual Insurance Company on all bonds, contracts and undertakings of suretyship, and to affix the corporate seal thereto."

IN WITNESS WHEREOF, the Company has caused these presents to be signed and attested by its appropriate officers and its corporate seal hereunto affixed this 10th day of September, 2018.



Frankenmuth Mutual Insurance Company

By Frederick A. Edmond, Jr.
Frederick A. Edmond, Jr.,
President and Chief Operating Officer

Sworn to before me, a Notary Public in the State of Michigan, by Frederick A. Edmond, Jr., to me personally known to be the individual and officer described in, and who executed the preceding instrument, deposed and said the Corporate Seal and his signature as Officer were affixed and subscribed to said instrument by the authority of the Company.

IN TESTIMONY WHEREOF, I have set my hand, and affixed my Official Seal this 10th day of September, 2018.

Dianne L. Voss (Seal)
Dianne L. Voss, Notary Public
Saginaw County, State of Michigan
My Commission Expires July 23, 2024

I, the undersigned, Vice President of Frankenmuth Mutual Insurance Company, do hereby certify that the foregoing is a true, correct and complete copy of the original Power of Attorney; that said Power of Attorney has not been revoked or rescinded and is in full force and effect as of this date.

IN WITNESS WHEREOF, I have set my hand and affixed the Seal of the Company, this 25TH day of SEPTEMBER, 20 19.

Andrew H. Knudsen
Andrew H. Knudsen, Vice President

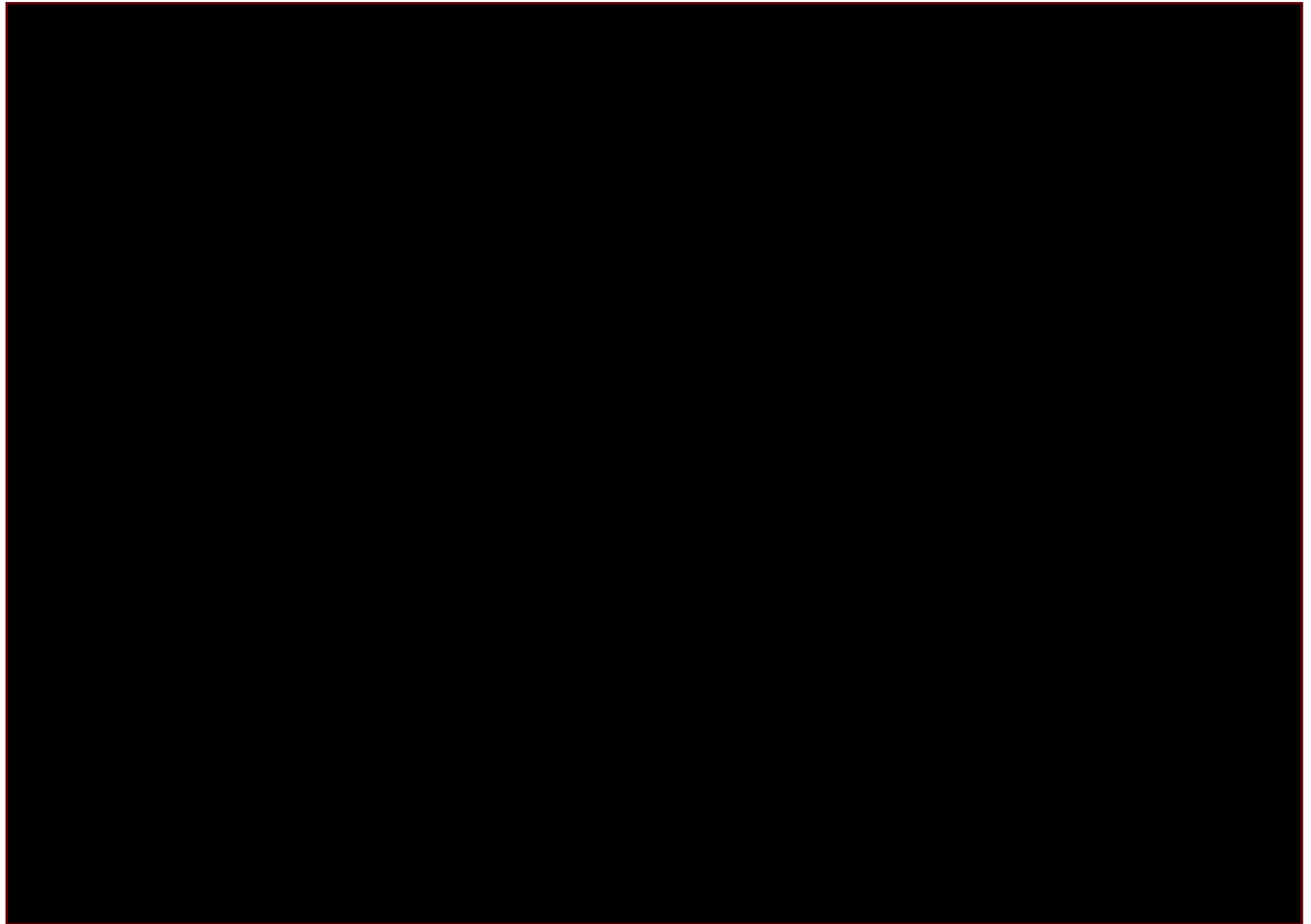
ALL CORRESPONDENCE RELATED TO BOND VALIDATION AND/OR A CLAIM SHOULD BE DIRECTED
TO THE DIRECTOR OF SURETY, 701 US ROUTE ONE, SUITE 1, YARMOUTH, ME 04096



8 – BerryDunn Financial Information

8.1 - The Vendor (Prime) must have annual revenue of at least fifty million dollars (\$50M). As proof of meeting this requirement the Vendor must include a copy of their most recent, last three (3) fiscal years' Independent Auditor's Report and audited financial statements, including any management letters associated with the Auditor's Report with the applicable notes, OMB A-133 Audit (if conducted), balance sheet, statement of income and expense, statement of changes in financial position, cash flows and capital expenditures.

Figure 1: BerryDunn Yearly Revenue (in Millions) for the Previous 15 Fiscal Years
BerryDunn has the financial strength and integrity to successfully support the State.



In Figure 2, below, we have provided BerryDunn's condensed financial information for the previous three fiscal years.

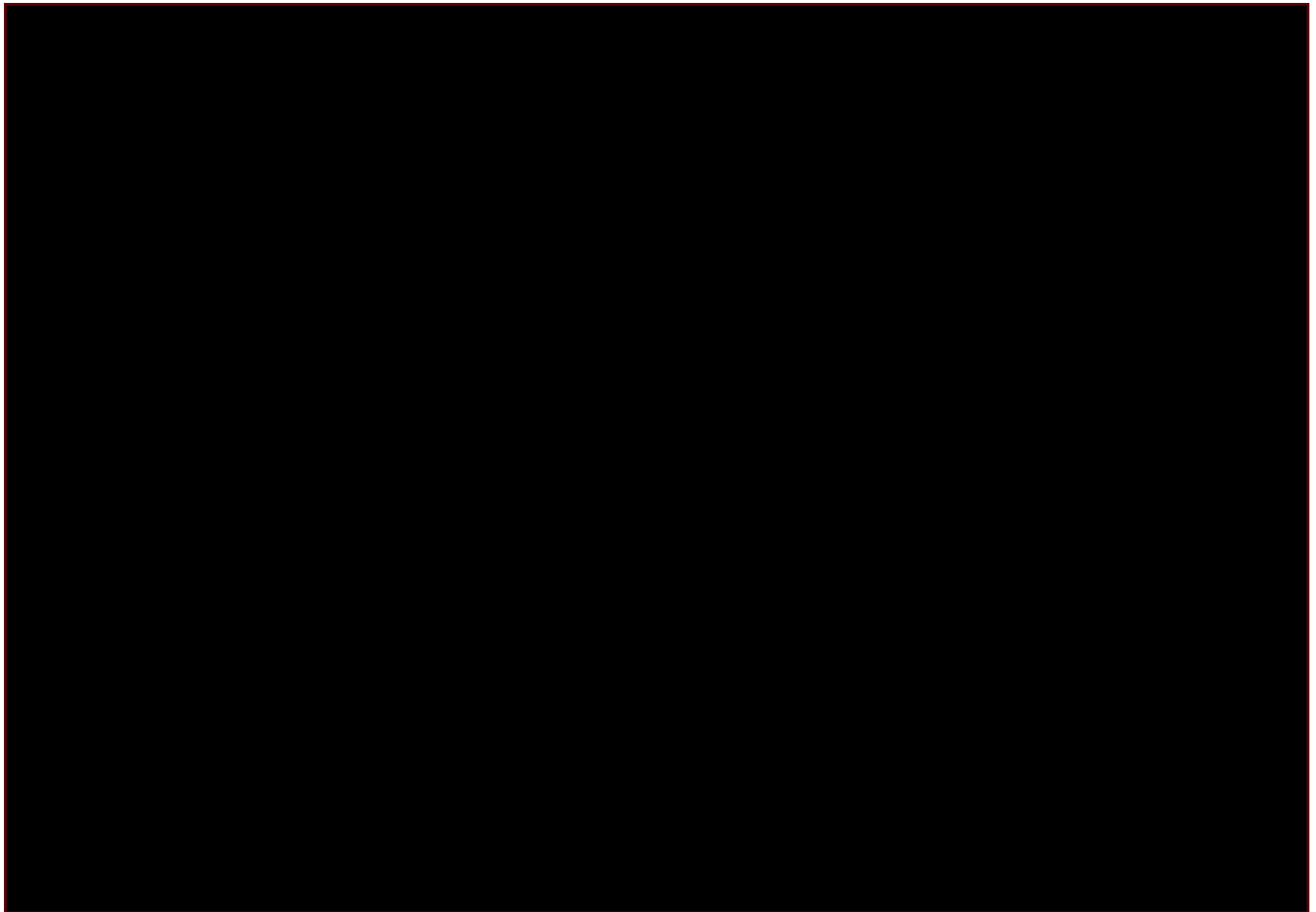
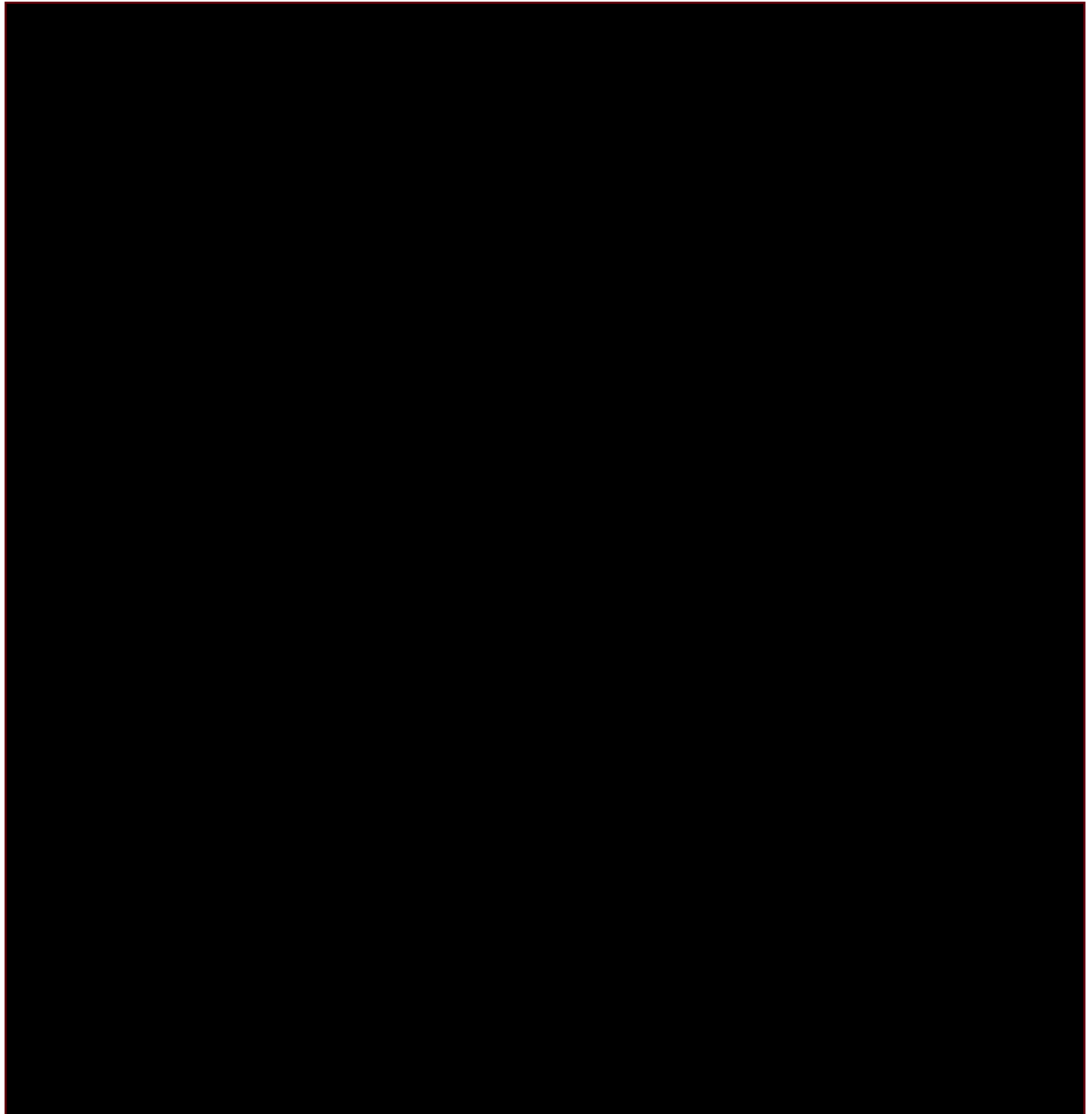


Figure 3: BerryDunn Letter of Good Standing
BerryDunn has a long-term record of financial stability.



9 – Response to Information For Evaluation

9.1 – Background and Qualifications

9.1.1 - Describe your company's level of experience with IV&V services provided for Medicaid.

BerryDunn has been a long-term, trusted partner for state Centers for Medicare & Medicaid Services (CMS) Medicaid projects that involve the modernization and transformation of key Medicaid enterprise systems (MES). **The State, DHS, and the Integrated Eligibility and Benefit Management (IEBM) project will benefit from BerryDunn's more than 20 years of Independent Verification and Validation (IV&V) experience working with Health and Human Services (HHS) agencies in states across the country—such as Maine, Massachusetts, Maryland, New Hampshire, Missouri, and most recently Ohio, where we are providing IV&V services to support the certification of its modular Medicaid enterprise procurement and implementation using Medicaid Enterprise Certification Toolkit (MECT) 2.3.** Many of our IV&V engagements have been extended several times as our clients appreciate the value we bring to the larger project team, respect our collaborative approach, and want to keep working with us.

In Table 1, below, we have identified projects that demonstrate our experience as an IV&V vendor related to the services requested by the State. Following Table 1, Tables 2 through 4 provide detailed descriptions of our current IV&V work in Massachusetts, Missouri, and Ohio.


Table 1: BerryDunn Project Experience
BerryDunn brings extensive IV&V experience to the IEBM project.

Client	Project	Systems Supported	Project Dates
Missouri Department of Social Services (DSS), Family Support Division (FSD)	IV&V for Missouri Eligibility Determination and Enrollment System (MEDES) Enterprise	Eligibility and Enrollment (E&E), including implementation of Modified Adjusted Gross Income (MAGI), followed by Maintenance and Operations (M&O); Supplemental Nutrition Assistance Program (SNAP) is currently in the procurement process	2018 to present*
Missouri DSS, FSD	IV&V for MEDES Implementation of MAGI	E&E	2013 to 2018

Client	Project	Systems Supported	Project Dates
Commonwealth of Massachusetts (MA, Commonwealth) Health Insurance Exchange and Integrated Eligibility System (HIX/IES) Entities	IV&V for MA HIX/IES Implementation	HIX/IES	2012 to present
Ohio Department of Medicaid (ODM)	IV&V for MES – Procurement, Implementation, and MECT Certification	Modular MES – including electronic visit verification (EVV); pharmacy benefit management (PBM); Provider Network Management; Finance Business, including Claims, Encounters, and Financial Management; Health Plan Management; Program Integrity; Systems Integration; and Customer Relationship Management (CRM)	2017 to present
Maryland Health Benefit Exchange (HBE)	IV&V for HBE	HBE	2012 to 2014
Maine Department of Health and Human Services (DHHS)	IV&V, Quality Assurance (QA), and Technical Assistance for Medicaid Management Information System (MMIS) Implementation	MMIS	2008 to 2012
New Hampshire DHHS	IV&V for Medicaid Decision Support System	Medicaid Decision Support System	2003 to 2005

**Missouri recently re-procured IV&V services for its E&E system and awarded the contract to BerryDunn.*

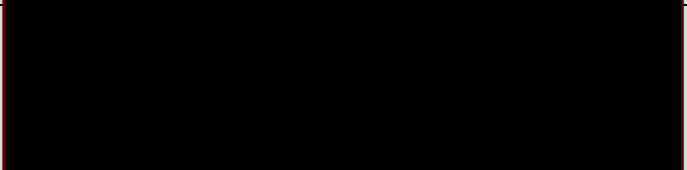
Table 2: BerryDunn's MA HIX/IES IV&V Project
BerryDunn has supported the Commonwealth's success since 2012.

Project Title: IV&V for MA HIX/IES Implementation	Project Duration: 2012 to present* <i>*Please note that the MA HIX/IES went live in 2013. BerryDunn's contract was amended 10 times to continue IV&V support for supplemental design, development, and implementation (DDI) efforts from 2013 to the present.</i>
Customer Organization: UMass Medical School, Executive Office of Technology Services and Security (EOTSS), and Executive Office of Health and Human Services (EOHHS)	
Project Goals: The objective of the MA HIX/IES project is to implement a HIX that aligned with the requirements of the Commonwealth and the Affordable Care Act (ACA). The primary objective of our IV&V services is to evaluate and monitor the program's issues and risks, and provide objective recommendations to support the success of the HIX/IES project.	
Project Deliverables: BerryDunn has provided the following deliverables and services: <ul style="list-style-type: none"> • IV&V Assessment Reports to the program and CMS • Closeout documentation 	
Technical Skills Utilized: BerryDunn has provided the following: <ul style="list-style-type: none"> • IV&V Assessment Reporting • Program Management Processes Review • System Integrator (SI) Deliverable Review • System Architecture Review • Operations and Maintenance O&M Support Review • Validation of Automated Code Review Results • Validation of Continuous Integration, Performance, and Regression Test Results • Coordination and Execution of User Acceptance Testing (UAT) • Implementation Readiness Assessments • Validation of Reusability • System Audit • Financial Management Services and Reports • Validation of CMS and Blueprint Testing and Attestations • Closeout Activities 	

Project Summary:

In 2012, the Commonwealth contracted BerryDunn to provide IV&V and QA services for the MA HIX/IES program. The MA HIX/IES program has developed and tested customized solutions, configured commercial off-the-shelf (COTS) components, and integrated with other state and federal systems to achieve compliance with business and compliance requirements.

Table 3: BerryDunn's Missouri IV&V Project
BerryDunn has supported Missouri's success since 2013.

Project Title: IV&V for MEDES Implementation	Project Duration: 2013 to present* <i>*Please note that Missouri re-procured IV&V services in 2018 for this project and awarded the contract to BerryDunn.</i>
Customer Organization: Missouri DSS, FSD	
Project Goals: <p>The primary objective of the IV&V services is to evaluate and monitor MEDES project issues and risks and provide independent, objective recommendations to promote a successful implementation. BerryDunn is responsible for:</p> <ul style="list-style-type: none"> • Evaluating the MEDES project management approach, effectiveness, and efficiency • Assessing MEDES project progress against the plan and reporting significant discrepancies • Assessing the overall health of the MEDES project • Identifying and monitoring key MEDES project risks and issues and potential barriers • Recommending improvements in MEDES project management and execution 	
Project Deliverables: <p>The Biweekly IV&V Report of Project Risks and Issues provides an objective assessment of the overall project health of the MEDES project and identifies project risks and issues based on IV&V activities.</p> <p>The Biweekly IV&V Status Report of IV&V Services documents information related to BerryDunn's IV&V activities and deliverables, as well as risks and issues influencing the provision of IV&V services. Our IV&V team distributes both reports to MEDES project leadership and posts on CMS' Opportunity to Network and Engage (CMSzONE).</p> <p>The Quarterly IV&V Checklist and Progress Report supports the E&E Checklist process of the MEDES, following guidelines in the Medicaid Eligibility and Enrollment Life Cycle (MEELC) to illustrate project strengths and weaknesses.</p>	
Technical Skills Utilized: <p>The scope of our IV&V services includes:</p> <ul style="list-style-type: none"> • Monitoring system quality and compliance, including reviewing project artifacts; assessing readiness for gate reviews; and evaluating compliance with requirements and applicable laws, regulations, and guidance, including system evaluation against CMS requirements for states regarding processes, 	

standards, and architecture—specifically, the Standards and Conditions for Medicaid Information Technology (IT) and Medicaid E&E System Critical Success Factors (CSFs)

- Evaluating project management practices against industry best practices, including monitoring the solution vendor's and the DSS' project management activities and evaluating the extent to which key milestones are being achieved
- Identifying opportunities for reusability, including developing reusable components and plans for reuse in other states
- Reviewing system business functions against the Medicaid Eligibility and Enrollment Toolkit (MEET) to help ensure that the new/updated system meets all federal E&E requirements and satisfies the objectives described in the State's Advanced Planning Document (APD)

Project Summary:

The Missouri DSS is replacing its existing E&E system with a new system that uses as much automation and electronic verification as possible, allowing the Department to more efficiently serve Missourians seeking health coverage and financial support. The MEDES project, with initial focus on implementation of MAGI-based programs, will allow for expanded use of eligibility functionality to other programs and services.

The Department re-hired BerryDunn's team in 2018, via competitive procurement, to continue providing IV&V services during the MEDES DDI.

Table 4: BerryDunn's Ohio IV&V Project
BerryDunn has supported Ohio's success since 2017.

Project Title: IV&V for Ohio Medicaid Enterprise System (OMES) – Procurement, Implementation, and MECT Certification	Project Duration: 2017 to present
Customer Organization: Ohio Department of Medicaid (ODM)	
Project Goals: <p>ODM's goal is to modernize the Ohio Medicaid system, comprised of the Medicaid Information Technology System (MITS) and associated systems, by relying on new COTS solutions. This effort, managed as the OMES program, affects ODM as well as its sister State agencies. The modernized solution is guided by CMS standards for system architecture and integration to build a modular system composed of best-in-breed applications and technology. BerryDunn provides IV&V oversight for these efforts, confirming compliance to CMS and best practices, identifying potential risks and issues, and performing the IV&V review of the Medicaid Enterprise Certification (MEC) checklists.</p>	
Project Deliverables: <p>BerryDunn produces a biweekly IV&V Progress, Risk, and Issue Report for CMS and ODM that documents our assessments, risks, issues, and corresponding recommendations. Through open lines of communication with ODM stakeholders, we have established reporting metrics that provide insight into progress and overall project health for the State. This has resulted in a unified partnership between IV&V and ODM, various module</p>	

vendors, and consulting firms that are stakeholders in the OMES program. Our main objective is to help ensure the OMES program is successful for all involved.

Technical Skills Utilized:

The scope of our IV&V services includes:

- Providing oversight to ODM to help ensure compliance with CMS guidelines
- Providing insight and sharing experience on the Request for Proposals (RFP) development and procurement processes based on marketplace experience
- Analyzing the Microsoft Project-based project schedule, including assessing resource allocation and task dependencies, as well as monitoring scope, schedule, quality, resource management, and risk and issue management
- Identifying and providing recommendations to mitigate potential risks
- Identifying and providing recommendations to resolve issues
- Performing CMS certification reviews and support based on current MECT guidelines
- Ensuring program and project activities align with Medicaid Enterprise Certification Life Cycle (MECL) phases for the planning, DDI, and operations OMES modules
- Reviewing CMS certification-required artifacts, including concepts of operations, data and technical management strategies, privacy impact assessment (PIA), security plan, earned value and velocity management, database design, and system design
- Coordinating and facilitating discussions between ODM and Medicaid agencies in other states to exchange information on EVV, CMS certification, and health plan management
- Providing feedback to ODM on the SI's use of JIRA as a Kanban productivity and risk management tool and Jama software for requirements traceability
- Identifying opportunities for reusability, including developing reusable components and plans for other modules
- Supporting the communication and potential collaboration between Ohio and other states to leverage reusability

More specifically, our Ohio-based team guided ODM through its first certification effort, which focused on PBM certification through the R1, R2, and R3 Milestone Reviews. In addition, we have the distinction of supporting Ohio as the first state to undergo R1 and R2 certification activities for an EVV system. During this effort, we worked in partnership with CMS to clarify the application of MECT guidelines to EVV functionality, determining a customized MEC checklist for Ohio's EVV and completing Certification Milestone Reviews across all life cycle phases of the MECL.

Project Summary:

BerryDunn currently provides IV&V services for ODM on its modular OMES project. Our contract includes IV&V and CMS certification services through the procurement, DDI, and initial operation of multiple modules. BerryDunn is supporting ODM through the replacement of its legacy MMIS system with a modernized, modular MES that includes EVV; PBM; Provider Network Management; Finance Business, including Claims, Encounters, and Financial Management; and Systems Integration.

BerryDunn has demonstrated success in providing IV&V services that help state HHS agencies across the country modernize and transform their Medicaid enterprises.

9.1.2 - Describe your company's level of experience with IV&V services provided for SNAP.

BerryDunn and our project team bring experience with SNAP and providing IV&V services for SNAP. For example:

- **Missouri.** Since 2013, BerryDunn has been providing IV&V services to support the success of Missouri's MEDES system. Missouri is transitioning from the Family Assistance Management Information System (FAMIS), a mainframe-based IES, to MEDES, a modern, web-based eligibility and enrollment system. MEDES was established to enable Missouri to comply with the requirements of the ACA while meeting CMS' Seven Conditions and Standards for Enhanced Funding. MEDES currently provides eligibility determination and case management functions for Medicaid cases with eligibility based on MAGI.

MEDES, developed on the IBM Cúram Social Program Management Platform, currently supports Missouri's MAGI-based programs. All other Income Maintenance programs are transitioning from FAMIS to MEDES, including non-MAGI Medicaid, Food Stamps (SNAP), Temporary Assistance for Needy Families (TANF), the Low Income Home Energy Assistance Program (LIHEAP), and Child Care Assistance. As part of our current IV&V services for Missouri, we are supporting this transition.

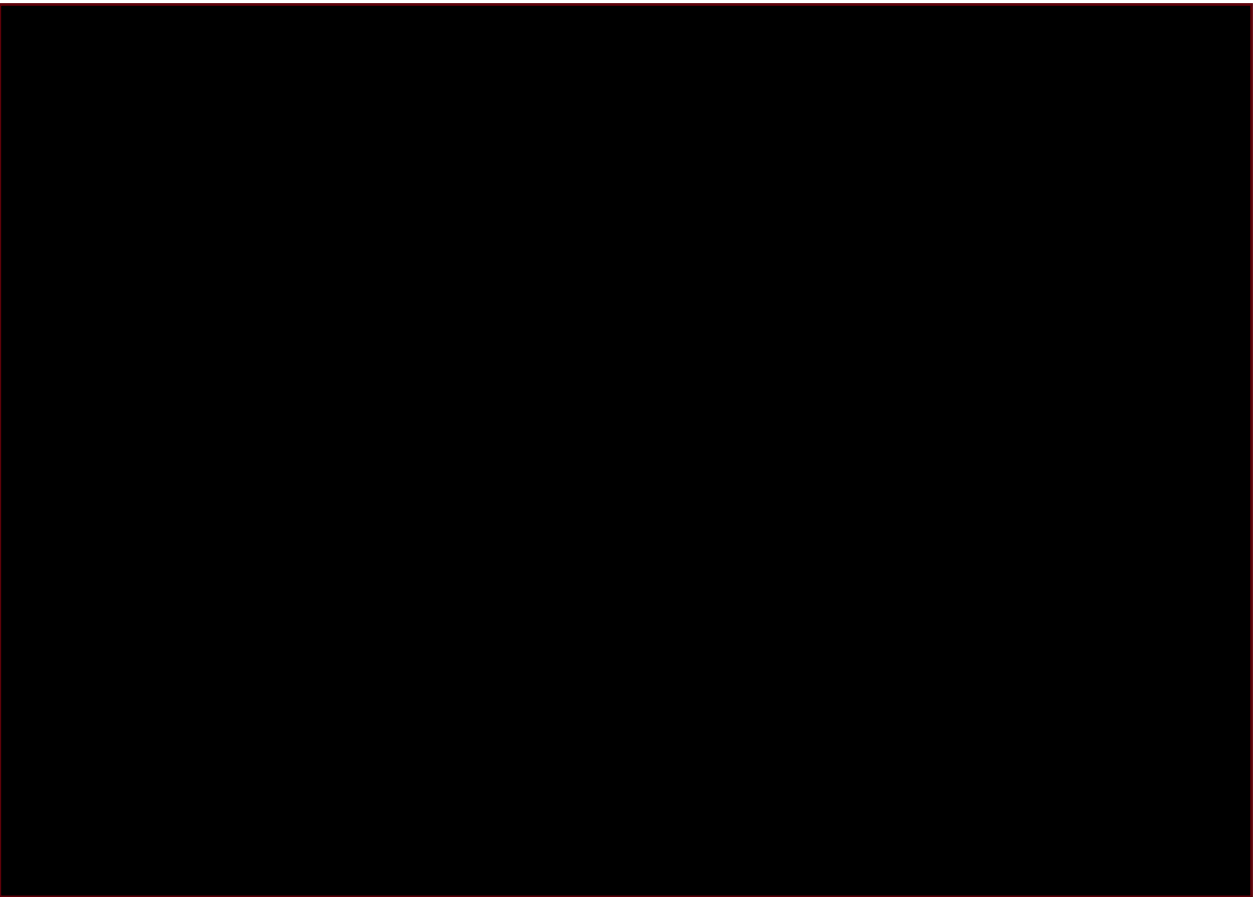
- **Indiana.** Our proposed IV&V lead, David Lal, provided IV&V services for the Indiana Eligibility Determination Services System (IEDSS) project. The Indiana NextGen solution includes case management for MES, SNAP, TANF, and local assistance programs.

As the IV&V project manager for Indiana, David was responsible for managing all IV&V activities. In this role, David worked with Deloitte; Deloitte's NextGen solution; federal partners (CMS, Food and Nutrition Service [FNS]); and the project's Steering Committee to recommend adjustments to the project to help steer it toward meeting the pilot dates and project objectives. David's recommendations were adopted by the project's Steering Committee and helped ensure this project continued to be successful.

In addition to David's work on the IEDSS project, one of our proposed IV&V subject matter experts (SMEs) worked directly with David, and currently supports the IEDSS as the IV&V interim project manager. In this position, this IV&V SME has also gained experience working with Deloitte and Deloitte's NextGen solution.

- **West Virginia.** Since 2015, BerryDunn has been supporting the success of West Virginia's IES procurement and DDI. The BerryDunn project team developed requirements and an RFP for the IES that will replace the existing child support enforcement system, Statewide Automated Child Welfare Information System (SACWIS), as well as the Medicaid, SNAP, and TANF eligibility system. BerryDunn is currently providing project management services for the system implementation.

Through our experience detailed above and gained from other projects, we know that the level of IV&V involvement expected by FNS varies based on project size, complexity, and other



BerryDunn is excited for the opportunity to bring our extensive IV&V and SNAP expertise and experience to support the success of the State's IEBM project.

9.1.3 - Describe your company's level of experience with other IV&V services.

BerryDunn has been trusted by state and local agencies across the country to provide IV&V services that support the success of our clients and their project objectives. On the next page, in Table 5, we have provided an overview of the range of project assessment services we have provided clients across the country in the form of independent "project health assessment" services, independent reviews, risk assessments, IV&V, and QA.

Table 5: Overview of BerryDunn's IV&V Experience
BerryDunn has provided a wide range of IV&V and project assessment services.

Service Provided	Experience
Traditional IV&V	<p>BerryDunn is accustomed to providing full-time, on-site IV&V services, with teams comprised of project management personnel, business and technical analysts, and SMEs. In this traditional IV&V role, we monitor the daily activities of the implementation vendor and the state or local project staff, serving as an independent third party to evaluate issues and risks to the project. As mentioned above, we have provided IV&V services to state HHS agencies in Maine, Maryland, and New Hampshire, and are currently providing IV&V services to HHS agencies in Massachusetts, Missouri, and Ohio. In addition, we have provided traditional IV&V services to state and local entities such as:</p> <ul style="list-style-type: none"> • City of Richmond, Virginia • City of Bismarck, North Dakota • Vermont Department of Labor
Point-in-Time IV&V	<p>BerryDunn has provided point-in-time IV&V services for state and local agencies, including the Kentucky Transportation Cabinet, the Massachusetts Human Resources Division, the Minnesota Department of Public Safety, and the City of Santa Fe, New Mexico. During these projects, we conducted a preliminary IV&V assessment of the project, followed by similar assessments conducted at the completion of each development phase. The benefits of this type of IV&V assessment approach is that it is less costly to the client and provides a reasonable level of assurance that the project is on track and achieving stated objectives. One of the drawbacks to this type of IV&V approach is that, because the IV&V team is not able to observe the daily dynamics and activities of the project, project issues and risks may be taking place that would ordinarily be identified quickly, but may not be observed or addressed until the next point-in-time IV&V assessment.</p>
Independent Project Health Assessments and Lessons Learned Projects	<p>BerryDunn has conducted independent assessments to determine the health of a portfolio of large system projects on behalf of the Massachusetts Information Technology Division and the North Carolina Office of the State Auditor. These projects required a strong understanding of project management, risk assessment, IV&V, and system development methodologies and best practices, more so than specific subject matter expertise of the systems being implemented. Additionally, BerryDunn has also conducted a lessons learned project for Vermont Health Connect. This was a political and public-facing project focused on identifying what went well, and what could have been improved related to the IT implementation effort for Vermont Health Connect's health insurance exchange. We are</p>

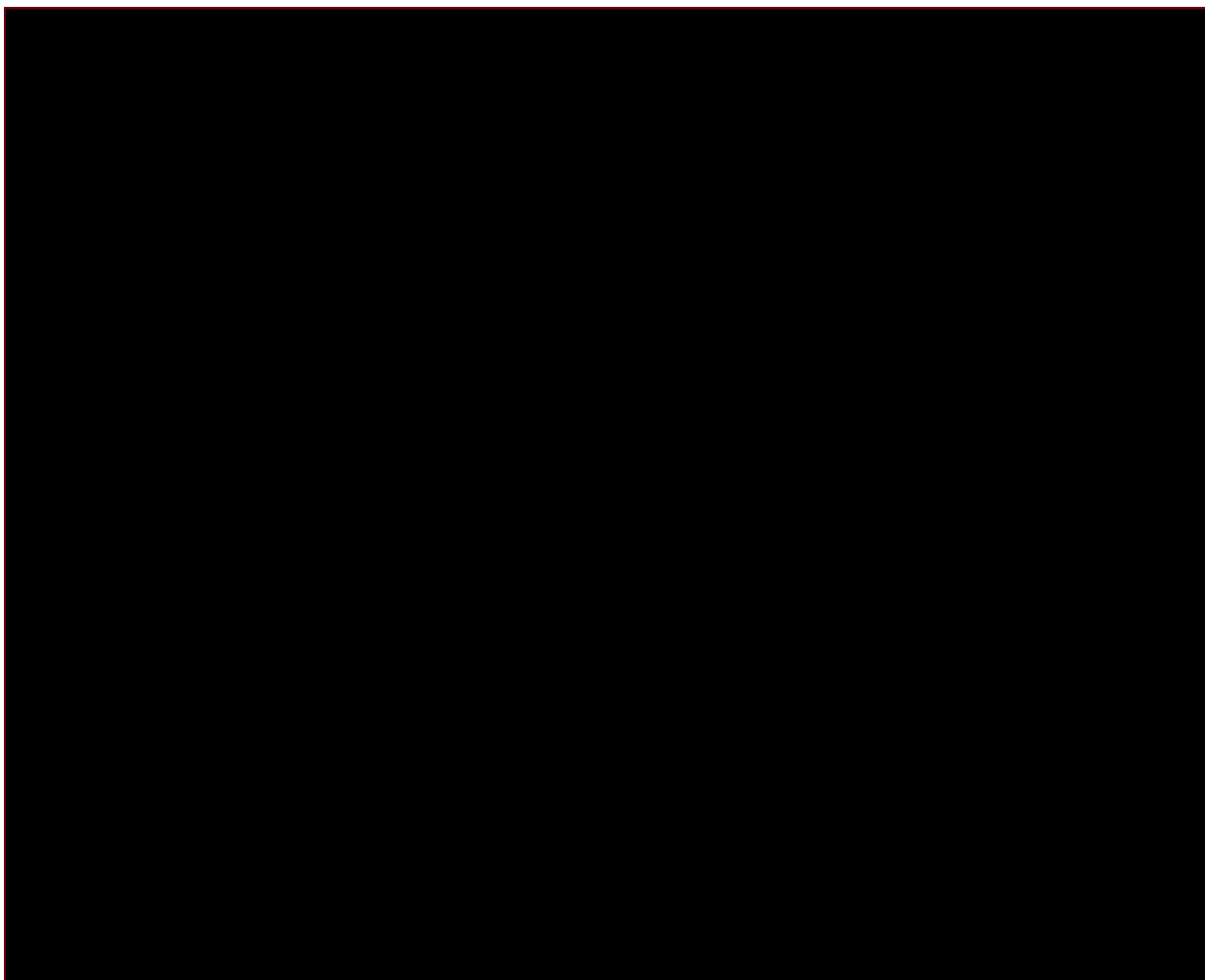
Service Provided	Experience
	<p>accustomed to providing valuable and appropriate advice even through difficult circumstances.</p> <p>For these contracts, BerryDunn evaluated large state IT projects spanning multiple agencies to evaluate whether the projects were on track and successfully progressing toward achieving their business and technical objectives, as well as whether the projects were being managed in accordance with project management best practices and utilizing the appropriate control processes and systems. We reviewed background documentation, interviewed stakeholders, analyzed findings, and provided an objective assessment of project health indicators, including cost, schedule, scope, risks and issues, quality, customer satisfaction, project management, project organization, and stakeholder readiness. Each indicator then received a final rating of High Risk, Medium Risk, or Low Risk.</p>
Independent Reviews	<p>BerryDunn has conducted more than 25 independent reviews of large system acquisition initiatives on behalf of the Vermont Office of the Chief Information Officer (CIO), just prior to Vermont's award of the contract to the vendor. These independent reviews serve as a means for Vermont to identify potential risks, gain an independent perspective of the proposed project plan and contract, evaluate Vermont's readiness to proceed with the new system, and determine and confirm the previously established cost justification for the project prior to signing the contract with the vendor.</p>
Oversight of Project Recovery Efforts	<p>BerryDunn has been called upon to provide oversight of at-risk or failing projects. In these cases, our role extended beyond traditional IV&V because we were helping to rebuild team morale, and working collaboratively with the client and vendor teams to identify steps to bring the project back on track. One of our team's core strengths is the ability to understand the software implementation methodology being recommended, and the best approach to collaborating with both the client and the vendor to bridge any gaps in understanding and desire based on the proposed methodology. In this role we have provided technology and business assessments, lessons learned analysis, risk analysis, and project management services for several states across the country, including Maine, Maryland, Massachusetts, Minnesota, and Vermont.</p>
QA	<p>QA services can be very similar to IV&V services, consisting of deliverable review, project status reporting, issue and risk management, and implementation readiness assessments. Industry definitions vary, but QA is commonly considered a function of the project team under the direction and guidance of either the project/program manager or the project executive sponsor, as opposed to under the direction and guidance of a third-party stakeholder. BerryDunn has provided QA services for projects such</p>

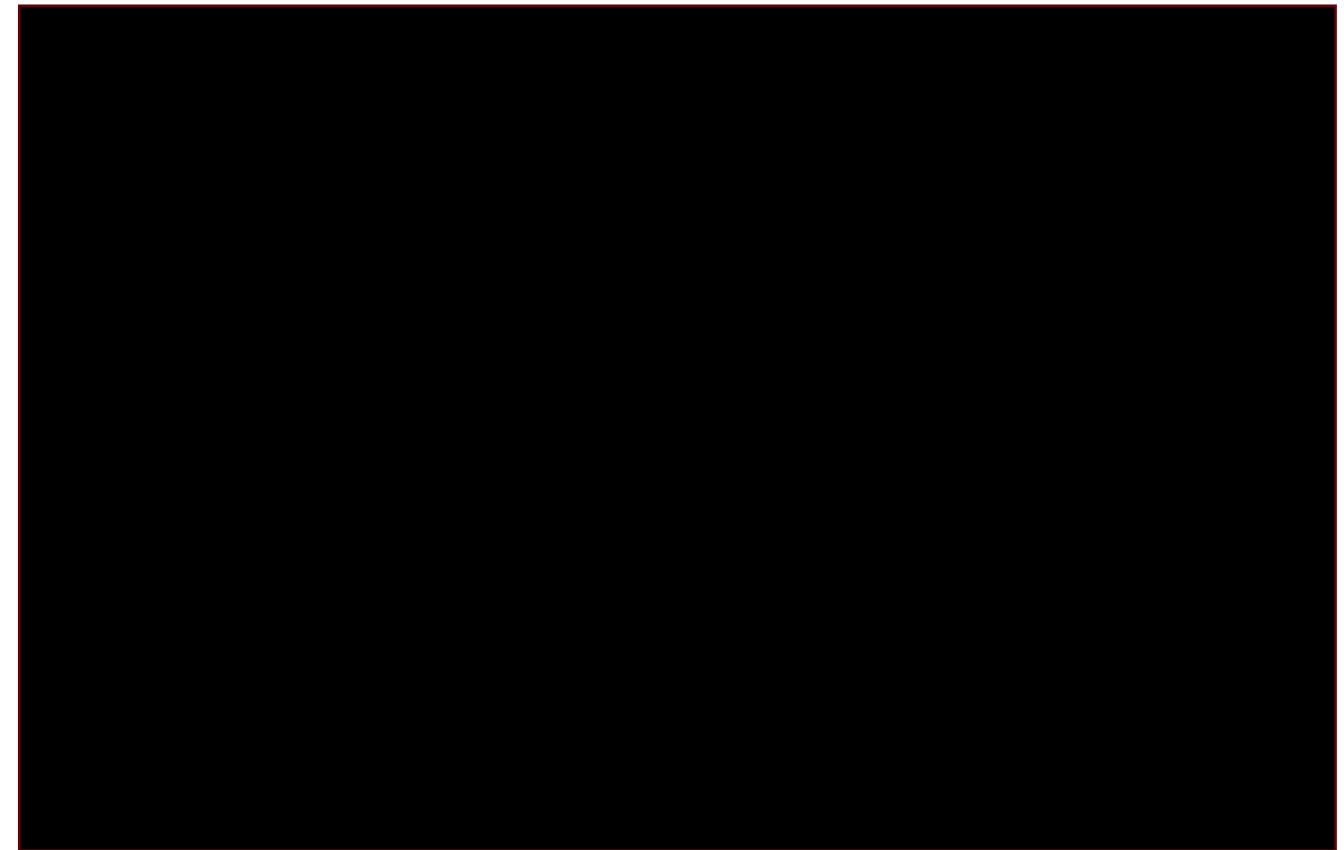
Service Provided	Experience
	as the New Hampshire Department of Administrative Services statewide Enterprise Resource Planning (ERP) system implementation, the Massachusetts HIX/IES implementation, and the West Virginia Bureau for Medical Services (BMS) MMIS and Pharmacy Point-of-Sale system implementations.

BerryDunn and our project team look forward to bringing the experience and lessons learned from these projects to help promote the success of DHS and the IEBM.

9.1.4 - Describe your company's knowledge or experience with the Deloitte NextGen Solution IEBM.

The State, DHS, and the IEBM project will benefit from not only our project team's knowledge of the Deloitte NextGen Solution IEBM (NextGen Solution IEBM), but more importantly, from the project team's direct experience in providing IV&V services to support the implementation of the NextGen Solution IEBM. Led by our IV&V lead, David Lal, our proposed team brings several years of experience with the NextGen Solution IEBM from IV&V work in both Illinois and Indiana. This IV&V work included:





With BerryDunn as your independent IV&V partner, and the direct IV&V experience with the NextGen Solution IEBM that members of our project team bring to this engagement, the State will have greater confidence that this project will be successful—and that BerryDunn has the ability to assign staff with the technical expertise required to perform the IV&V services detailed in the State's RFP.

9.1.5 - Describe your company's prior experience with Deloitte.

BerryDunn is a recognized leader in providing independent and objective consulting and advisory services for state Medicaid agencies. For more than 20 years, we have served as a trusted advisor to state Medicaid agencies to help them modernize and transform their Medicaid programs and systems. During this time, we have worked with a range of vendors and systems integrators—including Deloitte. BerryDunn has no business relationships with Deloitte that could impair our independence or impact our ability to provide IV&V services for DHS. Below, we have provided examples of some of the engagements that BerryDunn has supported that involved working with Deloitte to help our clients achieve their project objectives:

- **Colorado.** From 2014 to 2015, the Colorado DHS engaged BerryDunn to help support the modernization of Colorado's state-supervised, county-administered childcare service delivery model. In our role, BerryDunn conducted a needs assessment and gap analysis of its current Child Care Automated Tracking System (CHATS) and a next generation system. Through this project, we collaborated with Deloitte, which had provided the existing CHATS.



- **Maine.** From 2008 to 20012, BerryDunn provided full-time, on-site IV&V, QA, technical assistance, and certification of the State of Maine's MMIS. Throughout this engagement, the BerryDunn IV&V team worked closely with Deloitte, which served as the project management firm.
- **Washington.** From 2018 to 2019, the Washington Health Benefits Exchange (WAHBE) engaged BerryDunn to provide system planning and procurement expertise for the re-procurement of the Washington Healthpathfinder (HPF) O&M SI. The existing SI was Deloitte.
- **West Virginia.** From 2015 to 2016, in the wake of the ACA, the West Virginia Department of Health and Human Resources (DHHR) saw significant increases in citizens receiving services. As a result, DHHR sought to increase efficiency in county offices and decrease the workload on staff, while providing benefits to clients more expediently and accurately. DHHR needed to implement an integrated document imaging system/solution to manage paper processes, respond to client inquiries, and improve the efficiency of processing times. BerryDunn regularly met with the West Virginia enterprise content management (ECM) project sponsor/project manager to discuss the project status and issues. During the project execution and control phase, BerryDunn provided project management services throughout the transition, as well as oversight of the ECM solution vendor (Northwoods) and West Virginia's eligibility vendor—Deloitte.

In addition to BerryDunn's history of successfully working with Deloitte, our proposed IV&V lead—David Lal—and one of our IV&V SMEs brings a history of working with the NextGen Solution IEBM. For example, David worked with Deloitte and its NextGen Solution IEBM while supporting the Indiana IEDSS project. Additionally, one of our IV&V SMEs worked directly with David, and is currently supporting the IEDSS as the IV&V interim project manager.

9.1.6 - The Vendor (Prime) must have experience with five (5) projects similar in size, complexity and scope to this RFP in the past five (5) years. One (1) project must have included traditional and modified adjusted gross income (MAGI) Medicaid eligibility and one (1) project must have included SNAP eligibility, case management and benefit issuance. As proof of meeting this requirement the Vendor (Prime) must submit with their proposal a detailed listing with the following information: Project name and brief detail of provided services, client name, client contact person(s) name, email address and current phone number of contact person(s), project timeframe and the projected amount.



BerryDunn has served clients across the country on projects similar in scope, scale, and complexity to the work being requested by DHS. On the following pages, in Tables 6 – 10, we have provided information for five projects that are currently underway, and that demonstrate our diverse IES expertise and recent experience providing similar services.

Table 6: BerryDunn’s IV&V Experience in a Modular Environment
BerryDunn has been providing IV&V services to support Ohio’s modular transformation.

Ohio Department of Medicaid (ODM) MMIS IV&V Services		
Client Contact Information		
Project Background	ODM has undertaken a far-reaching project to replace its MMIS. The OMES will be comprised of new technologies to cover all functions of the MITA 3.0 framework, along with other components with which the MMIS integrates, including Decision Support, PBM, and E&E systems.	
BerryDunn’s Solution	<p>BerryDunn currently provides IV&V services for ODM on its modular OMES project. Our contract includes IV&V and CMS certification services through the procurement, DDI, and initial operation of multiple modules. BerryDunn is supporting ODM through the replacement of its legacy MMIS system with a modernized, modular MES that includes EVV; PBM; Provider Network Management; Finance Business, including Claims, Encounters, and Financial Management; and Systems Integration. Our IV&V services include:</p> <ul style="list-style-type: none"> • Providing oversight to ODM to help ensure compliance with CMS guidelines • Providing insight and sharing experience on the RFP development and procurement processes based on marketplace experience • Analyzing the Microsoft Project-based project schedule, including assessing resource allocation and task dependencies, as well as monitoring scope, schedule, quality, resource management, and risk and issue management • Identifying and providing recommendations to mitigate potential risks • Identifying and providing recommendations to resolve issues • Performing CMS certification reviews and support based on current MECT guidelines • Ensuring program and project activities align with MECL phases for the planning, DDI, and operations OMES modules • Reviewing CMS certification-required artifacts, including concepts of operations, data and technical management strategies, PIA, security plan, earned value and velocity management, database design, and system design • Coordinating and facilitating discussions between ODM and Medicaid agencies in other states to exchange information on EVV, CMS certification, and health plan management 	



Ohio Department of Medicaid (ODM) MMIS IV&V Services	
	<ul style="list-style-type: none"> • Providing feedback to ODM on the SI's use of JIRA as a Kanban productivity and risk management tool and Jama software for requirements traceability • Identifying opportunities for reusability, including developing reusable components and plans for other modules • Supporting the communication and potential collaboration between Ohio and other states to leverage reusability
Project Outcomes	Our Ohio-based team guided ODM through its first certification effort, which focused on PBM certification through the R1, R2, and R3 Milestone Reviews. In addition, we have the distinction of supporting Ohio as the first state to undergo R1, R2, and R3 certification activities for an EVV system. During this effort, we worked in partnership with CMS to clarify the application of MECT guidelines to EVV functionality, determining a customized MEC checklist for Ohio's EVV, completing Certification Milestone Reviews across all life cycle phases of the MECL, and participating in an outcomes-based certification pilot.
Project Dates	December 2016 to present
Budget	\$6,639,000

Table 7: BerryDunn West Virginia IES Implementation Overview
BerryDunn is currently supporting the success of the West Virginia IES solution.

West Virginia DHHR Medicaid E&E RFP Development, Procurement, and Implementation Assistance	
Client Contact Information	 
Project Description	West Virginia's objective was to procure and implement an IES that performed the functions necessary to administer the West Virginia's family assistance, social services, and child support programs. The overall vision for the IES is to promote collaboration and shared use, as well as to lower costs across DHHR, to better serve and improve the health and well-being of West Virginians.
BerryDunn's Solution	BerryDunn began this project in 2015 by performing initial research of IESs across other states, including successes and challenges, as well as applicable state and federal regulations that may impact the project. After the initial research was completed, BerryDunn facilitated requirements work sessions with SMEs from

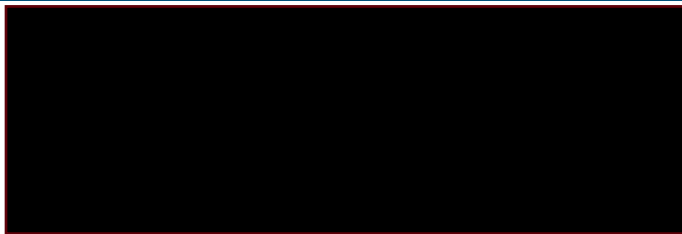

West Virginia DHHR	
Medicaid E&E RFP Development, Procurement, and Implementation Assistance	
	<p>West Virginia's family assistance, social services, and child support programs, including Medicaid and Foster Care. Subsequent to the collaborative work sessions where BerryDunn supported West Virginia in developing and managing 2,731 technical requirements, we drafted the RFP narrative to accompany the technical requirements and assisted West Virginia throughout the procurement process, up to and including the vendor award. Additional BerryDunn support consisted of developing proposal evaluation packets, organizing evaluation scoring session logistics, and drafting relevant updates to West Virginia's APDs to help obtain federal enhanced match funding. We also aided West Virginia in strategic planning for the new eligibility system by establishing a process to facilitate stakeholder involvement from across multiple West Virginia agencies, as well as across multiple federal partners.</p> <p>In 2017, BerryDunn was privileged to continue our work with West Virginia for the procured system, known as the West Virginia Medicaid Enterprise Integrated Eligibility Solution (WVIES). BerryDunn was contracted by West Virginia to provide project management services and subject matter expertise for the DDI phases of the WVIES.</p> <p>In our role as West Virginia's Project Management Office (PMO), we are applying proven project management principles to a variety of project areas, such as requirements and design, deliverables, testing, organizational change management, and federal certification and compliance. The project management services provided by BerryDunn on behalf of West Virginia for the WVIES include, but are not limited to, communication support, risk and issue management, meeting facilitation and support, requirements review and validation, configuration workshop support, action item management, deliverable management and review, development of approaches/processes/methodologies for a variety of project areas, assistance with federal partner communications and meetings, system integration test case and results reviews, UAT preparation and support, and assistance with stakeholder management and support.</p>
Project Outcomes	<p>West Virginia received positive feedback and approval from its federal partners to move forward with the IES procurement. BerryDunn's comprehensive coordination efforts between all the relevant state agencies and bureaus provided West Virginia with a strategic plan to effectively integrate three existing legacy systems (family assistance, social services, and child support) into one new solution to be implemented through this procurement. As West Virginia, BerryDunn, and the system vendor collaborate during DDI, five main project outcomes are being sought: enterprise modernization, long-term contract and budget stability, increased shared use, increased automation, and common governance structure.</p>
Project Dates	09/2015 to present
Budget	\$16,956,320

Table 8: BerryDunn IV&V for Missouri MEDES Overview
BerryDunn is currently supporting the success of the Missouri MEDES.

Missouri Department of Social Services Family Services Division Independent Verification and Validation (IV&V) for Missouri Eligibility Determination and Enrollment System (MEDES)		
Client Contact Information		
Project Background	<p>Having elected to participate in the Federally-Facilitated Exchange (FFE), the Missouri DSS Family FSD undertook the MEDES project to comply with the ACA and take advantage of new eligibility rules.</p> <p>The DSS elected to replace its existing eligibility and enrollment system with a new system that uses as much automation and electronic verification as possible, allowing the department to more efficiently serve Missourians seeking health coverage and financial support.</p>	
BerryDunn's Solution	<p>Since 2013, BerryDunn has provided IV&V services for the MEDES DDI, with the primary objective of evaluating and monitoring project risks and providing objective recommendations to promote a successful implementation. Our IV&V services include:</p> <ul style="list-style-type: none"> • Monitoring system quality and compliance, including reviewing deliverables, validating testing results, assessing readiness for gate reviews, and evaluating compliance with requirements and applicable laws, regulations, and guidance • Adhering to the MEELC and completing all IV&V portions of the MEET checklists • Evaluating project management practices, including monitoring the solution vendor's and the DSS' project management activities and evaluating the extent to which key milestones are being achieved • Monitoring costs, including conducting financial reviews for adherence to the approved cost allocation plan and monitoring progress against payments • Identifying opportunities for reusability, including developing reusable components and plans for their reuse in other states • Providing Biweekly IV&V assessment reporting, including MEDES project risks and issues identified by the IV&V team • Reviewing CMS compliance-required artifacts, including concepts of operations, data and technical management strategies, PIA, security plan, and system design 	

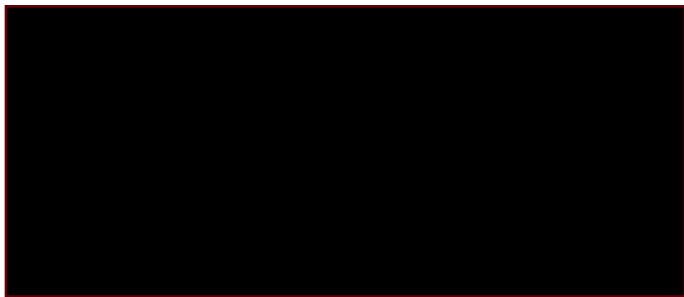

Project Outcomes	<p>BerryDunn's collaborative approach with the Missouri MEDES project team, contributed to the successful implementation of MAGI-based programs. BerryDunn supported Missouri through their successful E&E R3 review. This success allows for expanded use of eligibility functionality to other programs and services such as SNAP, TANF and LIHEAP.</p> <p>As a result of the MEDES project success, Missouri DSS re-hired BerryDunn's team in 2018, via competitive procurement, to continue providing IV&V services during MEDES M&O and future DI initiatives.</p>
Project Dates	07/2013 to present
Budget	\$5,300,000

Table 9: BerryDunn Massachusetts HIX/IES IV&V Project Overview
BerryDunn is currently supporting the success of the Massachusetts HIX/IES.

Massachusetts Health Insurance Exchange and Integrated Eligibility System (HIX/IES) Entities Independent Verification and Validation (IV&V) Services	
Client Contact Information	 
Project Background	<p>The Massachusetts HIX/IES Project was planned to have two phases. The intent for Phase I was to introduce an ACA-compliant health insurance exchange. This phase was to provide a uniform shopping experience for subsidized populations (Medicaid and Advance Premium Tax Credits) and unsubsidized populations. In Phase II, the HIX/IES will be enhanced to replace the Commonwealth's legacy eligibility system and become a fully integrated system for determining eligibility for a variety of state-funded HHS programs.</p>
BerryDunn's Solution	<p>In our role providing IV&V, BerryDunn has objectively evaluated system development processes, identified conditions that increase risk, and provided actionable recommendations to promote successful program execution. The scope of our IV&V services has included:</p> <ul style="list-style-type: none"> • Reviewing all HIX/IES project deliverables developed by the SI • Monitoring system quality and compliance, analyzing automated code review results and continuous integration results, validating test results, and leading UAT • Planning system audits, including evaluating compliance with control requirements from state and federal laws, regulations, and standards • Developing assessment reports for CMS, focusing on key findings and recommendations that provide the greatest opportunity for positive impact to the project within its constraints

	<ul style="list-style-type: none"> • Verifying implementation readiness and component reusability • Verifying release testing, identifying gaps, and validating CMS testing
Project Outcomes	<p>This project is ongoing. The initial implementation of the HIX/IES in 2013 was not successful. BerryDunn's Implementation Readiness Assessment accurately identified the risks that contributed to this outcome. The SI vendor could not deliver required functionality in time for Open Enrollment (OE). The Commonwealth terminated its contract with the SI, conducted a review of the project, and engaged another SI to implement the HIX/IES in preparation for OE the following year. Since then, the HIX/IES has steadily improved. BerryDunn continues to provide IV&V services.</p>
Project Dates	10/2012 to present
Budget	\$22,253,721

Table 10: BerryDunn Hawai'i Project Overview
BerryDunn is currently supporting the success of Hawai'i's IES.

Hawai'i Department of Human Services Med-QUEST Division (MQD) Organizational and Business Process Redesign Project	
Client Contact Information	 
Project Background	<p>In 2013, Hawai'i's Med-QUEST Division embarked on a major technology transition to a new IES to handle application intake, case management, verification, and noticing services for Hawai'i's Medicaid, Children's Health Insurance Program (CHIP), and other State-funded medical assistance programs. Because of a short timeline to implement the IES before October 1, 2013, in order to remain in compliance with the ACA, the Med-QUEST Division (MQD) did not have sufficient time to fully redesign its processes to align with the new system.</p> <p>Since that time, MQD has identified the need to improve the timeliness, accuracy, and efficiency of the processes performed by its Eligibility Branch (EB), Customer Services Branch (CSB), and Health Care Outreach Branch (HCOB). As a result, MQD has embarked upon an Organizational Transformation Project to optimize its client service delivery model. To assist with the effort, MQD engaged BerryDunn to perform an operational assessment of its client-facing sections and to provide—and help implement—recommendations to improve the effectiveness and efficiency of the delivery of services in a way that best leverages the capabilities of the IES. Together, MQD and BerryDunn are working to redesign</p>

Hawai'i Department of Human Services Med-QUEST Division (MQD) Organizational and Business Process Redesign Project	
	MQD's client service processes and the supporting systems to best meet the needs of Hawai'i's residents.
BerryDunn's Solution	<p>Key activities BerryDunn has led include:</p> <ul style="list-style-type: none"> Assessing the current organizational environment and operations, including performing information-gathering activities such as distributing web surveys, facilitating staff sessions, observing workflows, and researching best practices Identifying findings—or opportunities for improvement—across several organizational domains and providing recommendations to transform the organization Developing and facilitating a leadership development program for supervisors and managers and team skills training for all staff <p>Key activities planned for the BerryDunn team to complete in the coming months include:</p> <ul style="list-style-type: none"> Redesigning business processes, including performing workflow diagramming Developing a training system, standards, and processes and training a core team of MQD staff to become designated trainers to train all staff on the new service delivery model and to ensure the sustainability of the changes Overseeing implementation activities, such as developing an implementation plan, assisting with pilot activities, establishing key performance indicators and monitoring mechanisms, and rewriting job descriptions
Project Outcomes	<p>MQD will benefit by:</p> <ul style="list-style-type: none"> Implementing a new client service delivery model that will positively transform the organization for MQD's staff and the clients they serve Redesigning processes to improve the quality, accuracy, timeliness, and efficiency of the services provided Maximizing its investment in the IES by more fully leveraging the system's capabilities and reducing duplication of work between the system and staff, refocusing staff efforts in areas that require their intervention and time Developing an effective leadership team prepared to guide their teams through change, and an engaged workforce that has the skills and knowledge to deliver on MQD's mission and goals
Project Dates	07/2017 to present
Budget	\$3,210,000

As consultants, we must work to ensure the quality of our services and our work products to preserve our reputation and long-term viability. We encourage you to contact the references identified in Tables 6 – 10, above, to learn more about how BerryDunn and our project team can support the success of DHS and the IEBM.

9.2 – Technical Solution and Scope of Work

9.2.1 - Provide in detail your company's knowledge of the Arkansas DHS System Integrator (SI) RFP (#SP-17-0012).

With the release of the State DHS SI RFP (#SP-17-0012), DHS continued its commitment to positively impacting the State and promoting its mission:

“Together we improve the quality of life of all Arkansans by protecting the vulnerable, fostering independence, and promoting better health.”

The DHS SI RFP (SI RFP) was a significant step forward in supporting this mission and simultaneously modernizing and transforming the State's MES. The SI RFP sought a vendor to implement and manage a federally-compliant IEBM solution. The State's expectation for this vendor is that they build a solution that allows citizens to submit an integrated application for multiple State benefit programs. Beyond helping citizens throughout the State by providing a more efficient approach to applying for benefit programs, the SI RFP reflects the State's and DHS' new way of approaching the HHS organizational structure and the model of practice, by modifying policies that constrain the ability to share data, introducing a new way to think about HHS IT.

DHS' strategic decision to transform how they deliver HHS programs to citizens—moving from a program-centric approach focused on discrete outputs to a person-centric approach focused on delivering services across programs to achieve desired outcomes— will help improve how the public is served and the quality of life of some of the most vulnerable in the State. This new approach, as well as the implementation of Deloitte's NextGen Solution IEBM, provides the State and DHS with both opportunities and challenges. Critical to the successful implementation of the NextGen Solution IEBM will be an experienced and independent IV&V vendor that can be a trusted advisor to the State and provide the staff and SMEs needed to successfully support this important project. As your IV&V vendor, BerryDunn will help DHS have confidence in the future of the IEBM because:

- **We will provide independent, unbiased recommendations that support the success of the State, DHS, and the IEBM.** We do not develop or sell computer hardware or software systems, and we do not enter into partnerships with companies that could impair our objectivity (including Deloitte). Not being a SI or software development company allows us to make unbiased, independent recommendations. Further, BerryDunn does not partner with, consult for, or subcontract with systems vendors or fiscal agents. Our independence and ability to solely focus on the needs of the State and the IEBM enable BerryDunn to serve as your trusted advisor. We are uniquely positioned to maintain objectivity and independence throughout our role in providing IV&V services to the State.
- **We will provide thoughtful and relevant guidance and expertise.** The State will receive meaningful findings and actionable recommendations from BerryDunn's experienced Project Management Professional® (PMP®)-led IV&V team—in a respectful

and solution-oriented manner—to improve the likelihood of IEBM project success. It is common for risks to be considered from a negative perspective. We understand that the perception is that IV&V contractors, in particular, only focus on the threats to achieving project objectives. We believe, however, that in our role as an IV&V partner, we are also able to identify positive risks, or opportunities, where the risk impact is desirable and risk management is used to realize the potential opportunities. This IV&V approach has helped our clients overcome a range of project issues, such as SI regression testing challenges during the implementation of the Massachusetts HIX/IES; solution vendor schedule management issues during the Missouri Eligibility and Determination Enrollment System (MEDES) project; and project schedule challenges around requirements definition and deliverable reviews for the OMES project.

- **We will bring proven success in working with Deloitte and providing IV&V services to support the implementation of Deloitte's NextGen Solution IEBM.** Our project team includes team members who have worked directly with Deloitte from the IV&V perspective in both Illinois and Indiana. We are very familiar with Deloitte's approach, practices, and staff and will avoid the learning curve normally associated with working with an SI. Our proposed IV&V lead, David Lal, provided IV&V services for the IEDSS project. The Indiana implementation leveraged the NextGen Solution IEBM and includes case management for MES, SNAP, TANF, and local assistance programs. As the Indiana IV&V project manager, David was responsible for managing all IV&V activities. In this role, David worked with Deloitte, Deloitte's NextGen Solution IEBM, Federal partners (CMS, FNS), and at the project's Steering Committee, to provide meaningful and actionable recommendations to support the success of the IEDSS project.

In addition to David's work on the IEDSS project, one of our proposed IV&V SMEs worked directly with David, and currently supports the IEDSS as the IV&V interim project manager. From this role, the IV&V SME brings additional experience and expertise working with Deloitte and the NextGen Solution IEBM.

The NextGen Solution IEBM is a highly complex system, with multiple modules, integrated testing requirements, and requires a large number of interactions with State personnel and federal partners - supported by an effective communication approach. Our project team understands this and will be effective from contract inception through to the successful implementation of the IEBM.

We understand both the opportunities *and* the challenges the State will encounter as you work to complete the implementation of the IEBM. You are assured a fresh, new perspective as we serve as your trusted advisor, and help you capitalize on the opportunities and overcome the challenges.

9.2.2 - Describe your company's understanding of MEELC and MEET.

BerryDunn follows the guidelines prescribed by CMS for every IV&V engagement, including the guidance within the MEELC and MEET. Our IV&V project team is on the forefront of CMS' efforts to transform the certification and compliance process, and we are well positioned to support the IEBM project through its compliance.

MEELC Expertise and Experience

DHS will benefit from BerryDunn's direct experience with the MEELC through the current IV&V services we have been providing to the Missouri MEDES project since 2013. In 2017, BerryDunn assisted Missouri—one of the first states to conduct an E&E review—in demonstrating compliance with the CMS checklists for E&E systems as defined in the MEET, version 1 and version 1.1. BerryDunn will leverage our experience and lessons learned from Missouri, as well as the other relevant projects listed below where we provided certification support, to help ensure a successful project for DHS:

- In West Virginia, providing project management oversight for the modernization of its E&E system.
- In West Virginia, providing project management and certification support for its MMIS DDI and CMS certification pilot, which used the gate review process and Medicaid Enterprise Certification Checklists. This project culminated in an on-time and on-budget go-live with no change requests.
- In Ohio, providing IV&V services for the ODM on its modular MES project since 2017. Our contract includes IV&V and CMS certification services through the procurement, DDI, and initial operation of multiple modules.
- In New Jersey, providing certification support for New Jersey's Replacement-MMIS project.

MEET Expertise and Experience

DHS requires an IV&V service contractor with MEET expertise to help ensure your MEET alignment is seamless. BerryDunn has continually assisted states with MEET alignment since June 2017—several months prior to the official release of MEET 1.0—in the following projects:

- June 2017 to October 2017: Missouri E&E Checklists Project. BerryDunn assisted in the identification and development of evidence for pilot checklist criteria, transitioning during the project to the official MEET 1.0 checklist set upon its release in August 2017.
- November 2017 to present: West Virginia IES DDI Project Management Support. BerryDunn's certification and compliance team is working with West Virginia, the system vendor, federal partners, and the IV&V vendor to meet all federal system review criteria and processes for integrated eligibility, including the MEET.

BerryDunn also provided direct MEET experience through IV&V services for the MEDES project since the MEET's release. Our IV&V team has been supporting Missouri since 2013 and worked with Missouri and CMS to come into MEET alignment from an IV&V perspective.

We have seen the evolution of the toolkit over the past year alone—from the pilot to MEET 1.0 to MEET 1.1—including the following examples:

- Pilot to MEET 1.0
 - Addition of guidance tabs, which rapidly became crucial for reaching a common understanding of criteria meaning and appropriate evidence between the state, CMS, and IV&V
 - Significant criteria reduction overall, including a drop from 284 criteria in the “core” checklists (the five Information Architecture, Technical Architecture, and Standards and Conditions for Medicaid IT checklists that are shared with the MMIS) to 142 criteria
- MEET 1.0 to 1.1
 - Minor criteria reduction overall, although several—such as two in the E&E checklist—were combined into other criteria (not truly removed)
 - Revised IV&V Progress Report template (e.g., definitions for Observation, Finding, Corrective Action, and Recommendation)
 - Addition of Appendix H: Milestone Review Preparation Guide
 - Enhanced guidance for all checklists
 - More detail added to most source entries for MITA-based criteria

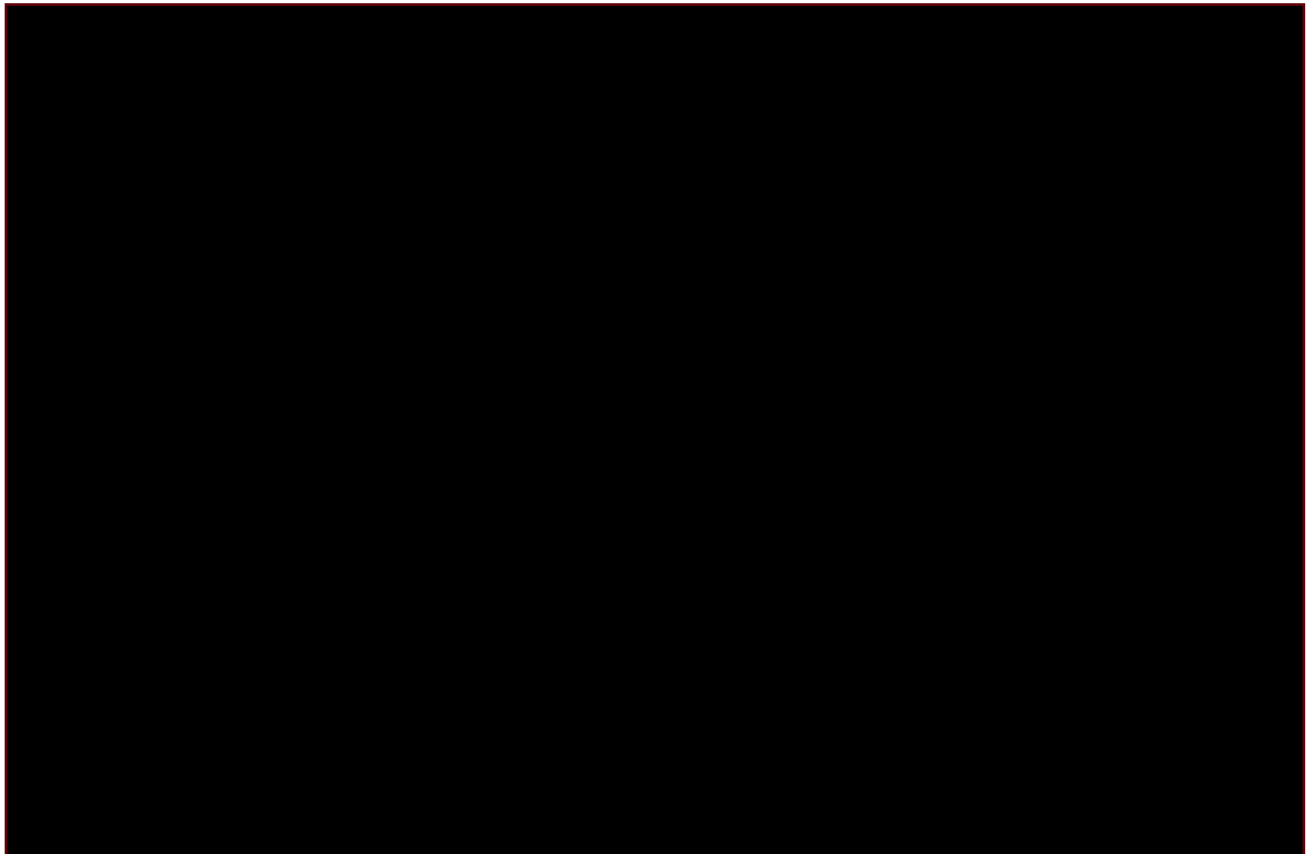
Based on our experience supporting Missouri's MEDES—one of the first E&E systems to complete the MEET checklists—we understand some of the challenges you may face. We will ask the right questions at the right time to help you and CMS recognize and plan for risks. As your IV&V contractor, we will establish an understanding of DHS' current system and ongoing development to help guide our analysis and comments.

We will leverage our MEELC and MEET experience and knowledge gained through our work detailed above and provide the State with the support needed to successfully implement your IEBM.

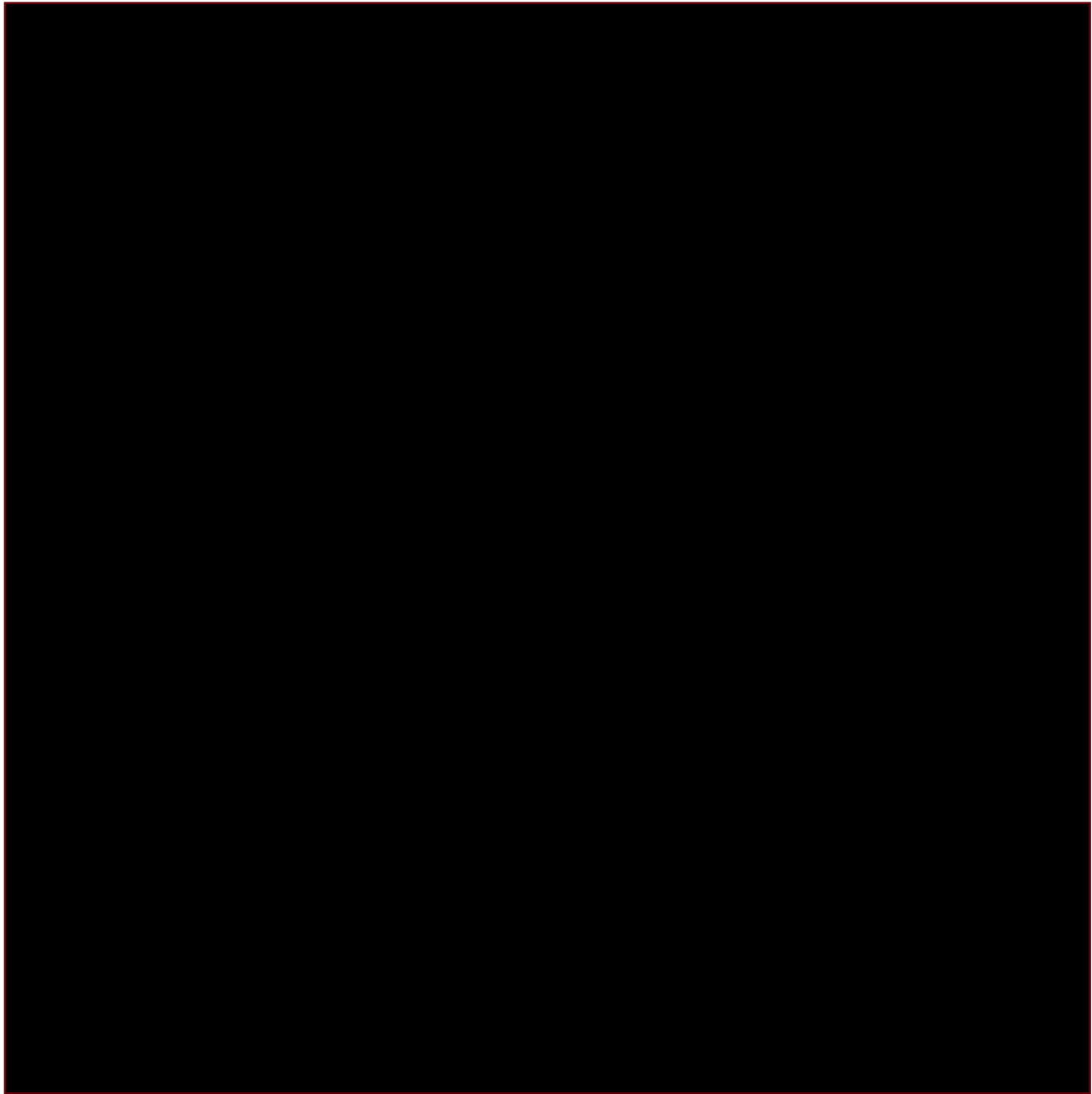
9.2.3 - Provide two (2) sample reports of the CMS Quarterly Report.

Across similar IV&V engagements, BerryDunn and our project team have produced a number of CMS Quarterly Progress Reports that leverage the CMS-provided template found in Appendix D of both the MECT version 2.3 and MEET version 1.1. By leveraging both templates, our IV&V teams have produced consistent quality reporting to meet CMS and client needs.

To protect client confidentiality, we have provided sample excerpts from previously completed CMS Quarterly Reports. An example of the CMS Quarterly Report completed by BerryDunn's Ohio IV&V team is provided in Figure 4, below.



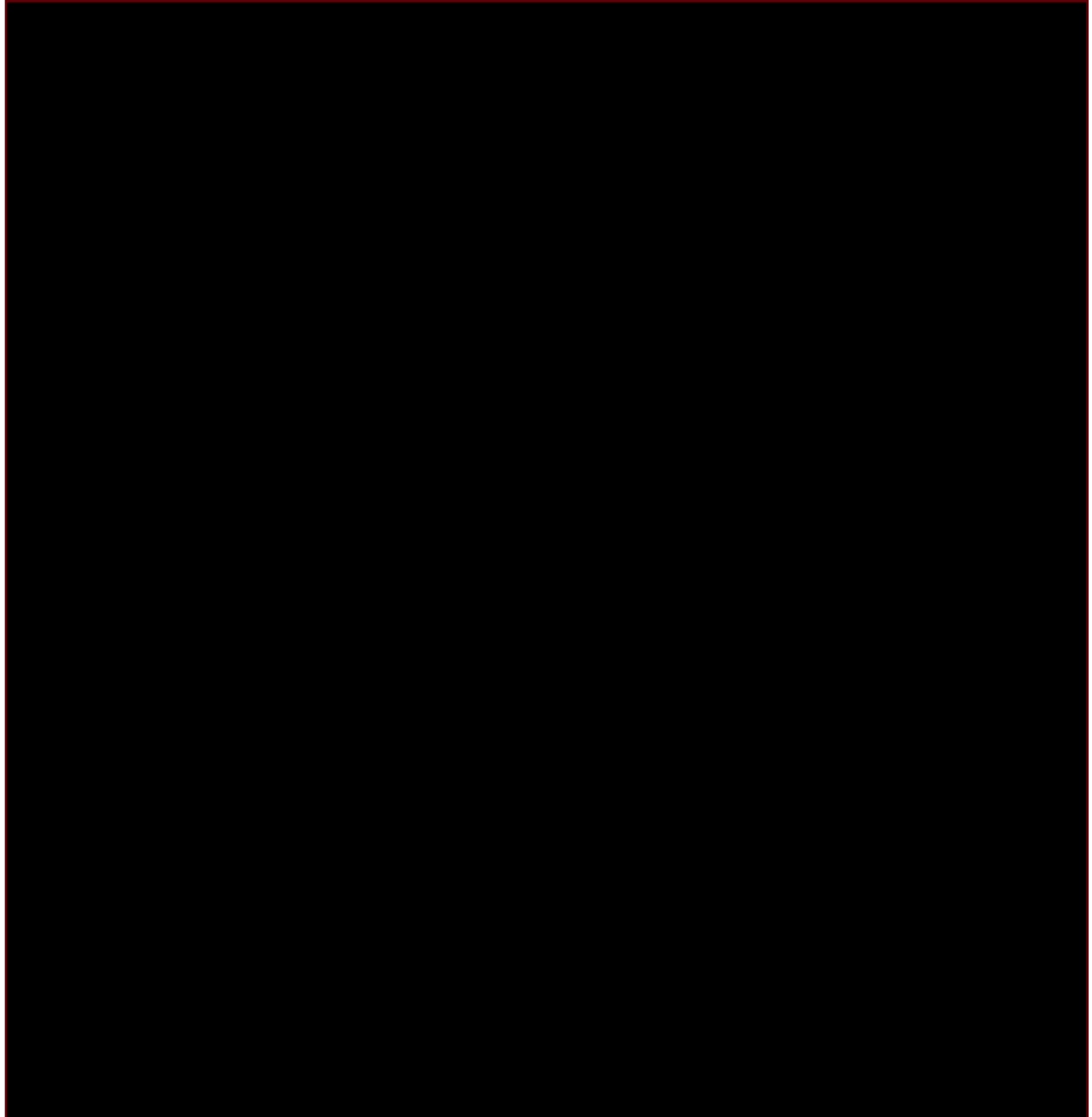
An example of the CMS Quarterly Report completed by BerryDunn's Missouri IV&V team is provided in Figure 5, on the next page.

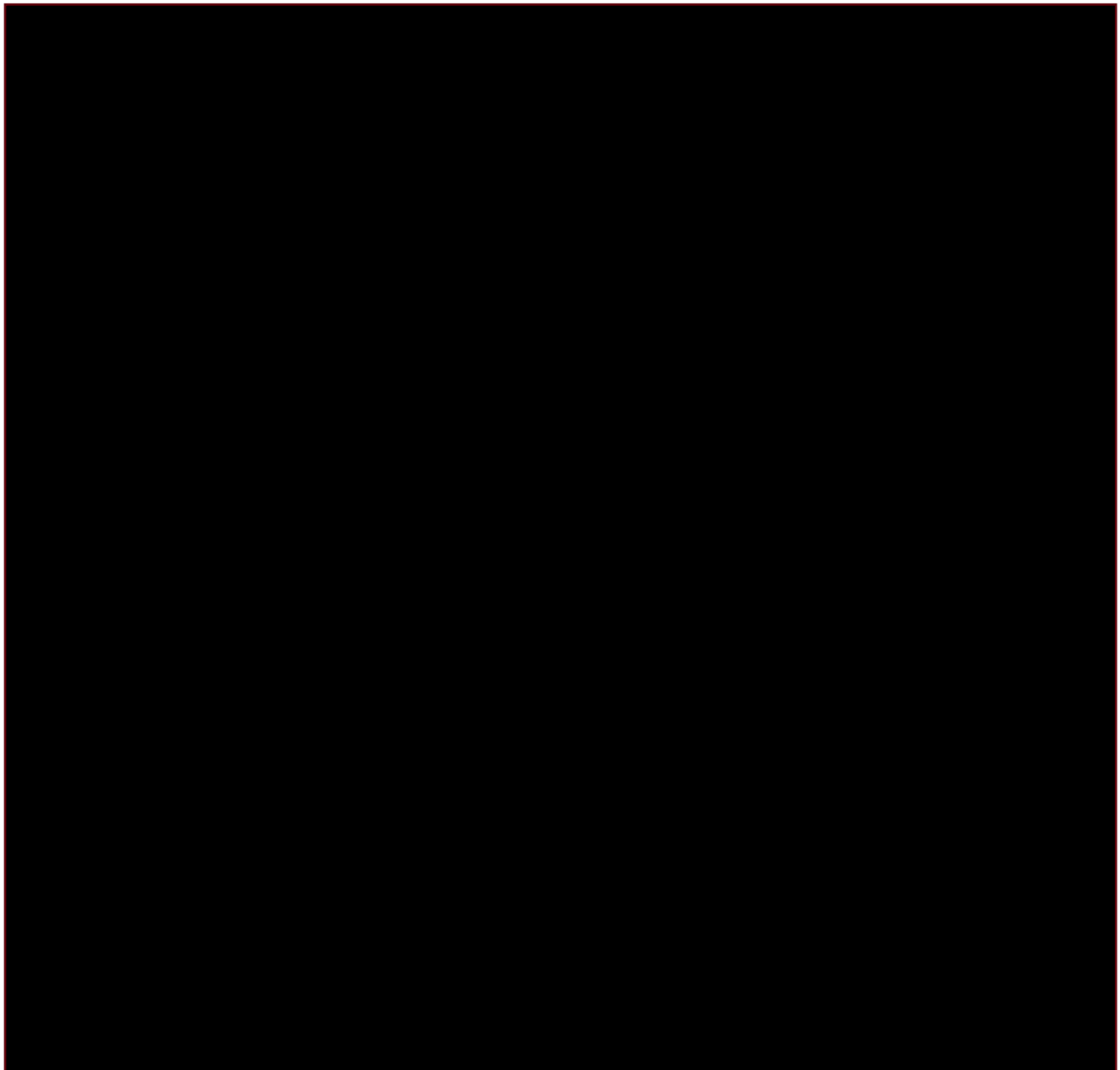


9.2.4 - Provide two (2) sample IV&V assessment reports.

We are accustomed to providing written IV&V assessment reports as core deliverables of our IV&V engagements in states such as Massachusetts, Missouri, and Ohio. The assessment report is an important tool for key IEBM project stakeholders and decision-makers to receive an independent perspective on the status of project activities. BerryDunn will work collaboratively with the IEBM project leadership team to define the format, content, and audience of the IV&V assessment reports. Typically, our IV&V assessment reports include descriptions of new issues and risks; updates on previously identified issues and risks and associated recommendations; and additional observations and recommendations.

In Figures 6 and 7 below, we have provided sample excerpts from previously completed IV&V

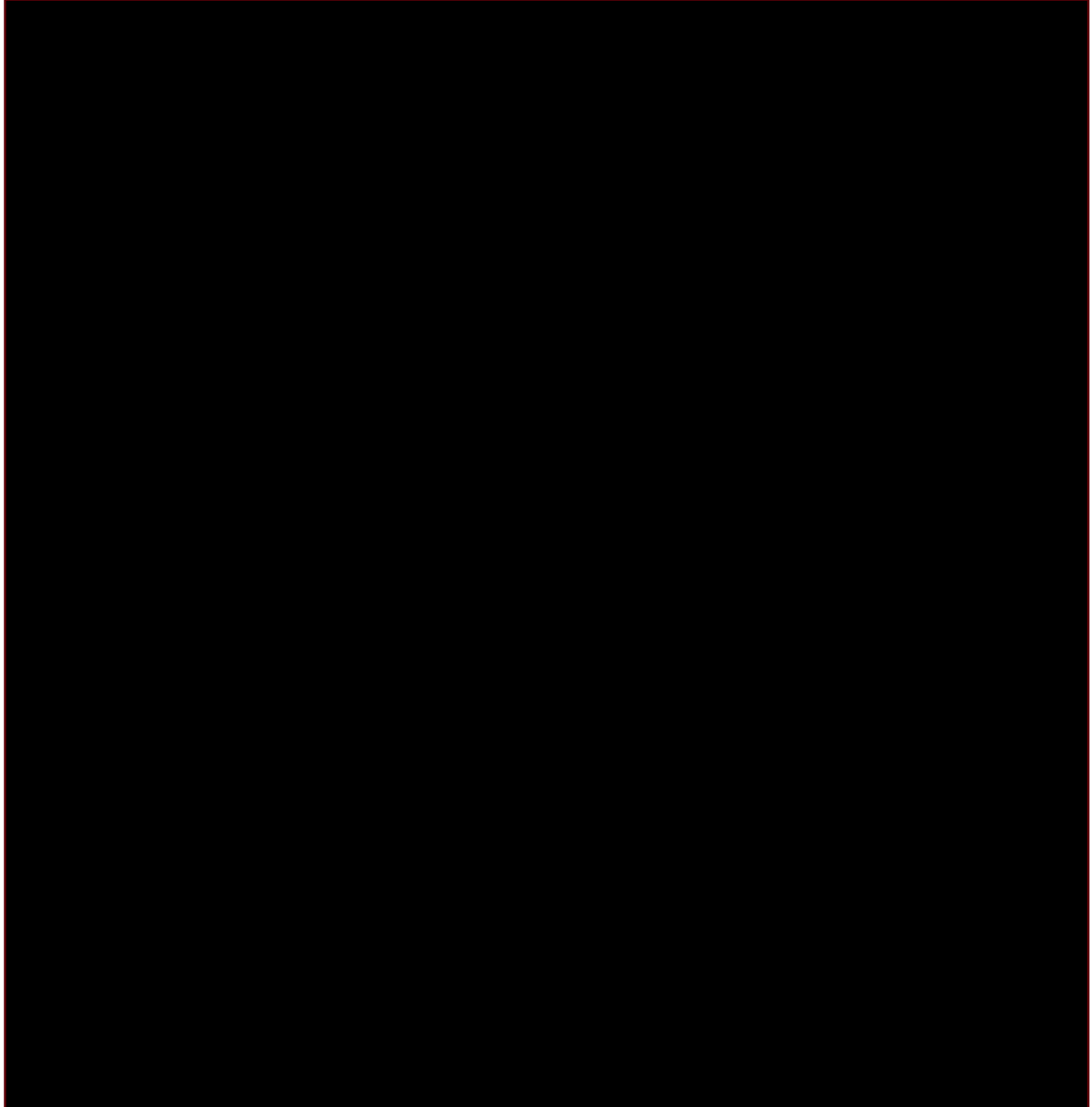




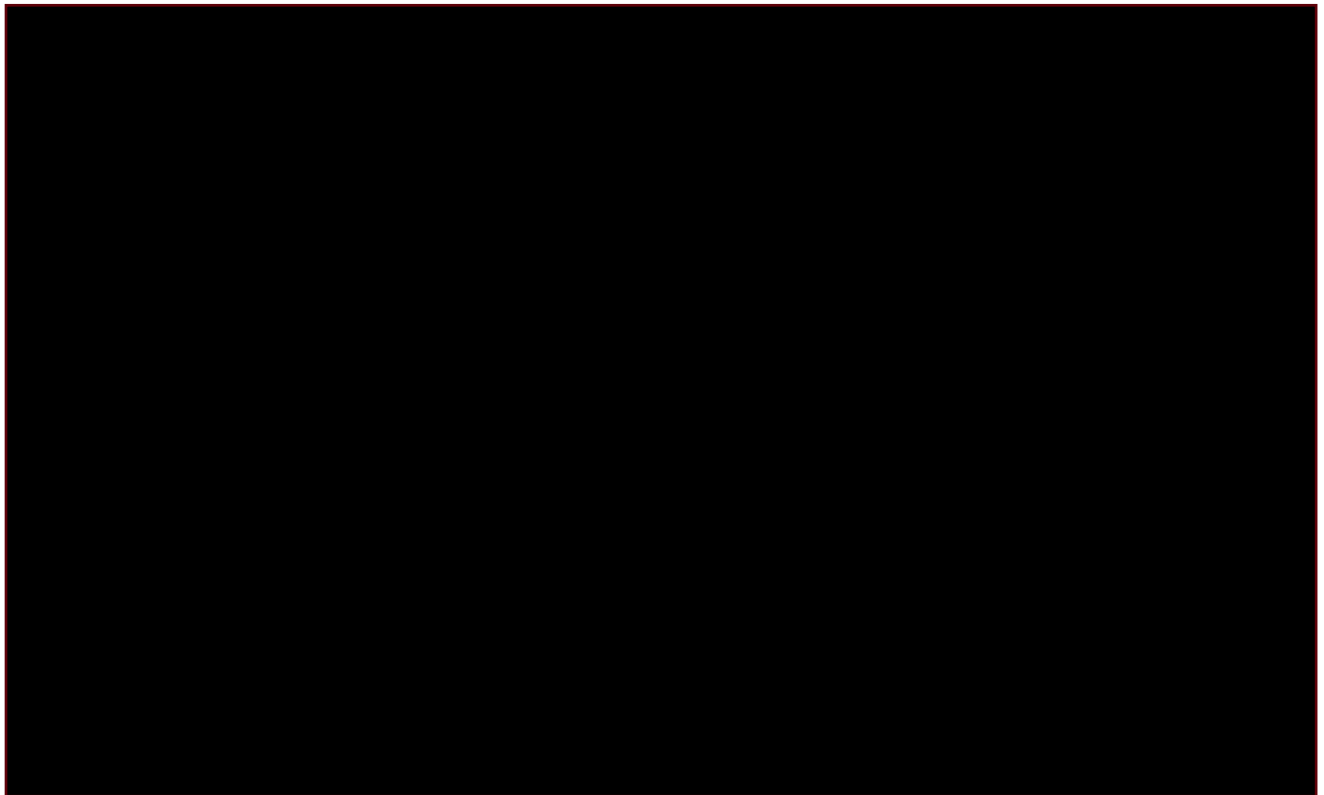
9.2.5 - Provide one (1) sample report of Risk Report and Issue Log.

The BerryDunn IV&V team will track and report on project risks and issues using the customized Risk and Issue Tracking Tool from BerryDunn's IV&V Toolkit. This information can easily be provided in the State's reporting templates. This Tracking Tool allows our IV&V team to track and maintain findings, risks, and issues—including risk/issue ranking (e.g., high, medium, low), impact, and probability—as shown in Figure 8 on the next page.

Figure 8: BerryDunn Risk and Issue Tracking Tool



In Figure 9 on the next page, we illustrate how we have not only reported on the issue above to our client, but also how we have provided a recommended mitigation strategy.



9.2.6 - Describe your company's overall approach to meeting the project requirements described in the Scope of Work for this RFP.

Overall IV&V Services Approach

BerryDunn will provide the State with a project approach that relies on a multidisciplinary IV&V staffing plan. Our proposed IV&V team brings extensive experience delivering IV&V services and completing system compliance assessments in other states such as Illinois, Indiana, Massachusetts, Missouri, New Hampshire, New York, and Ohio. As part of BerryDunn's overall IV&V methodology and approach, our team will provide objective assessments of the day-to-day operations and management of the IEBM project. Our IV&V team has been key in updating our IV&V approach to support the CMS certification and compliances processes, and has hands-on, practical experience using this approach to complete certification and compliance efforts in Missouri and Ohio.

Our project team's overall approach for the IEBM project will follow the IV&V methodology provided in our proposal, regardless of the phase of the project. To support the success of this project, we are proposing an IV&V project approach and methodology that integrates and reflects the following areas:

- The State's needs as expressed in the RFP
- Federal requirements
- The current version of MEET

- Our experience conducting other similar IV&V engagements, including E&E implementations, and with various state governance models

Furthermore, our team assesses the project's progress in alignment with CMS requirements and guidance, particularly focusing on project management and modular development including, but not limited to, the following:

- Project management
 - Progress against budget and schedule
 - Risk management
 - Inclusion of state goals/objectives and all federal E&E requirements in requests for proposal and contracts
 - Adherence to the State's software development life cycle (SDLC)
 - Incorporation of the standards and conditions for Medicaid IT into design and development
 - Reasonability, thoroughness, and quality of MITA self-assessment, concept of operations, information architecture, and data architecture
 - Reflection of the State's MITA goals and plans into actual E&E design and development
 - Configuration management that is robust and includes State or developer configuration audits against configuration baseline
 - Change management
 - Adherence to service level agreements
- Modular development
 - Completeness and reasonability of E&E concept of operations, architecture, and designs
 - Accuracy of capture of interfaces and data sharing requirements with systems external to the E&E system
 - Viability and completeness of the data transition plan
 - Traceability of requirements through design, development, and testing
 - Adequacy of system security and privacy policies, plans, technical designs, and implementations
 - Coverage and integrity of all system testing, including stress testing and testing of interfaces between modules and with external partner systems
 - Capacity management, including consideration of future vendors' support and release plans for underlying databases, software, and hardware

- Adequacy of disaster recovery planning

To facilitate our IV&V work, our team will leverage BerryDunn's proven, four-step, cyclical IV&V approach detailed on the following pages and outlined in our preliminary IV&V Project Plan found in Appendix B of our response, and offer our internally developed IV&V tools to support the success of your IEBM project. **Our IV&V approach integrates CMS attestation and regulatory requirements—keeping CMS compliance at the forefront**—and includes the following key steps: Plan, Review, Assess, and Report.

Step 1 – Plan

The Plan Step of our IV&V approach is integral to helping ensure a successful engagement. During this step, we will document the State's objectives, scope, and deliverables, and outline the activities necessary for project startup. The activities in the Plan Step will include:

- Conduct IV&V Introductory Meeting
- Onboard IV&V Team
- Develop IV&V Project Kickoff Presentation
- Conduct IV&V Project Kickoff Meeting
- Develop and Deliver Expectations Documents (DEDs)
- Develop and Deliver Initial IV&V Deliverables

Conduct IV&V Introductory Meeting

The introductory meeting will serve to introduce BerryDunn's key IV&V team members, validate our understanding of the roles and responsibilities for the State's project staff and the IV&V team, and set expectations. Specifically, we will seek to:

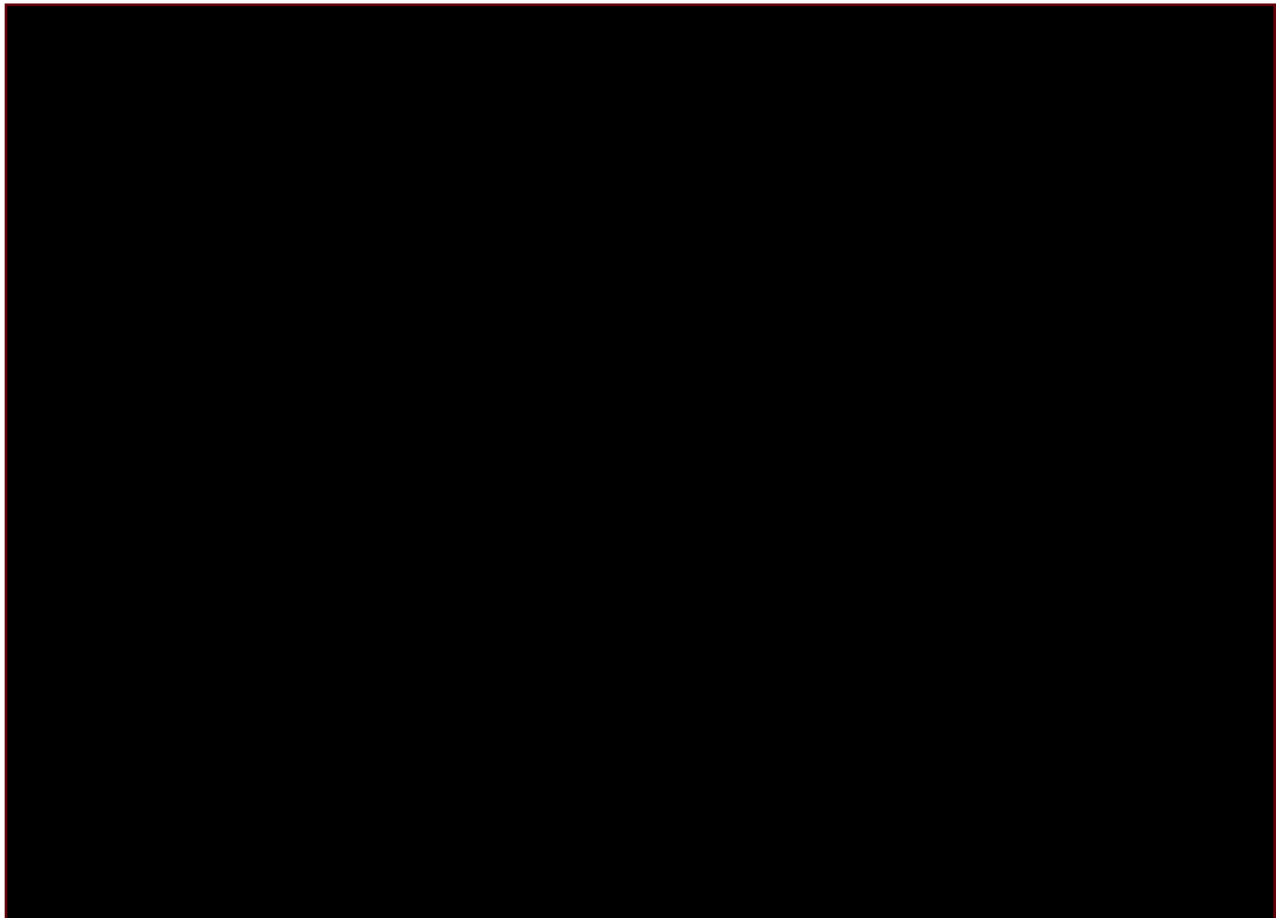
- Review and refine the scope of IV&V services to be provided by BerryDunn and any adjustments requested
- Review and confirm BerryDunn's Monthly IV&V Assessment and Monthly Information Technology Governance Committee Reports
- Identify BerryDunn, State, and Medicaid enterprise solution vendor resources that will be involved in the project
- Discuss factors that may impact the timing or nature of the project, and consequently, our work
- Discuss key meetings BerryDunn should engage in
- Determine any adjustments to agreed-upon methods of communication that can better support the State and other stakeholders

Onboard IV&V Team

Upon contract execution, our initial focus will be to integrate our IV&V team and services into work already underway and teams already on the ground. We will strive to onboard our IV&V team as smoothly and efficiently as possible in order to avoid impact to the project schedule.

As part of the onboarding the IV&V team, we will establish a project site on BerryDunn KnowledgeLink and begin to populate it with project information. We will use this secure project site to manage and store IV&V project documentation and work products; record the life cycle of all certification reviews; record project issues, risks, decisions, and action items; and promote team collaboration throughout the life of the project.

BerryDunn will provide State team members appropriate access to BerryDunn KnowledgeLink and the project documents, and we will provide an orientation to the project site. Using BerryDunn KnowledgeLink helps ensure that all State and BerryDunn team members have regular access to key project documents and project status information. To help ensure the independence of our team and to remain in compliance with CMS expectations, BerryDunn KnowledgeLink also enables our project team to specify access to project folders. BerryDunn would be pleased, however, to use a State SharePoint document repository should that be the State's preference. Figure 10, below, shows a screenshot of the structure of an IV&V project site on BerryDunn KnowledgeLink.



Develop IV&V Project Kickoff Presentation

BerryDunn team members will develop an IV&V project kickoff presentation to be utilized during the kickoff meeting. The primary purpose of the IV&V Project Kickoff Meeting is to outline, gain agreement on, and obtain buy-in for our approach and processes. We view the IV&V Project Kickoff Meeting as a critical opportunity to establish credibility with the State and vendor project teams (if applicable). To help build an effective working relationship at the onset of the project, we will document and share an overview of our IV&V approach and clarify the distinct role of IV&V on the project. The IV&V Project Kickoff Meeting materials will explain that our role as the IV&V contractor is to identify areas of improvement (or exception-based reporting) to help ensure your IEBM project is successful. **This role does not prevent us from identifying strengths or identifying positive progress in our reports to CMS.**

❖ ***Deliverable: IV&V Services Project Kickoff Presentation***

Conduct IV&V Project Kickoff Meeting

BerryDunn will facilitate an IV&V Project Kickoff Meeting with key Medicaid enterprise stakeholders from the State and solution vendors that have been onboarded. This meeting is an important step in building a collaborative working relationship that helps promote a successful project. We will encourage participation by the State project sponsors to help address questions beyond the scope of the IV&V project and to present a unified face to the rest of the stakeholders. The IV&V Project Kickoff Meeting will provide participants with an overview of our IV&V approach and clarify the distinct role of IV&V on the project.

❖ ***Deliverable: IV&V Services Project Kickoff Presentation***

Develop DEDs

BerryDunn will develop a DED for each deliverable produced for the State. The DED will outline the expectations for the deliverable, including the deliverable format and content. Each DED will be scaled to the level of rigor required based on the complexity of the deliverable, based on our knowledge of Medicaid, E&E, and industry best practices. The DED will serve as the template from which BerryDunn's IV&V team will create each deliverable.

❖ ***Deliverable: IV&V Services Project Management Plan Template***

❖ ***Deliverable: IV&V Monthly Assessment Report Template***

❖ ***Deliverable: IV&V Information Technology Governance Committee Report Template***

❖ ***Deliverable: IV&V Risk Report Template***

❖ ***Deliverable: IV&V Issue Log Template***

Develop and Deliver Initial IV&V Deliverables

BerryDunn will develop the initial suite of IV&V project deliverables that conform to industry standards and best practices. This initial suite of IV&V project deliverables will serve as the foundation for the tasks, schedule, and resources needed for managing and delivering IV&V services of the life of the IEBM project. It will also include assessments and reviews to be performed, deliverables to be developed, and processes for other project management activities (e.g., risk and issue management).

In addition to industry standards and best practices, BerryDunn's deliverables will be developed and delivered in accordance with the expectations set with the State and outlined in the DEDs for each deliverable. We will meet with the State to walk through the initial suite of IV&V project deliverables, describe our approach, and address any questions. After the walkthrough meeting, the State will review the document and provide feedback or questions to the IV&V team.

We will review the comments provided by the State on each deliverable, make revisions, and finalize the deliverables. Based on the extent of the comments, we will provide each revised deliverable to the State for final review and approval. All IV&V project deliverable reviews will be managed to the desired 10-5-5 review period.

- ❖ ***Deliverable: Performance Bonds***
- ❖ ***Deliverable: IV&V Organization Chart***
- ❖ ***Deliverable: IV&V Staff Continuity Plan***
- ❖ ***Deliverable: Initial IV&V Project Plan***
- ❖ ***Deliverable: Initial IV&V Services Project Management Plan***
- ❖ ***Deliverable: Knowledge of DHS Functional Requirement Presentation***
- ❖ ***Deliverable: Knowledge of the Arkansas IEBM Presentation***

Step 2 – Review

Our team will review and observe project processes, procedures, and practices, working to uncover potential underlying issues and obstacles. We will maintain regular engagement with team members and stakeholders to build relationships, trust, and credibility. Observation of project meetings and activities helps us understand the approach, methodologies, and tools used for the IEBM project and the Medicaid enterprise environments. This understanding, coupled with our extensive industry knowledge and experience, enables us to identify areas of possible concern that may require a “deeper dive” (i.e., additional research and fact-finding activities).

Interviews and Meeting Attendance

BerryDunn will schedule and facilitate meetings, or interviews, to gather information from project stakeholders as needed (e.g., to gather or clarify information related to a potential finding). In addition, BerryDunn's IV&V lead will communicate often with State leadership, and participate in leadership meetings with State and solution vendor staff, to promote the success of the IEBM project.

Our team will interview and observe IEBM project management staff, including the IEBM project's vendor staff, as appropriate. We believe in proactive participation in relevant project meetings and activities, which helps support our team's understanding of the project's processes, procedures, and tools. As indicated in Step 1 – Plan, we will identify the standing meetings conducted for the IEBM project that our team should observe and participate in. By engaging in these meetings, our team will help ensure that project stakeholders have the information they need to make informed decisions and that we are able to monitor and assess project activities, as needed.

We will engage in fact-finding, including attending additional relevant project meetings and conducting interviews with IEBM project management staff and the project development contractor staff (including any subcontractors) to validate our understanding. We have found it beneficial for both our clients and the effectiveness of our assessments to quietly immerse ourselves into the project culture. Ever mindful of maintaining our independence, we have found this approach a valuable way to gather information and collect evidence to evaluate potential risks and build the project stakeholders' confidence in our observations.

Deliverable Reviews

As your independent partner for the IEBM project's success, we will offer guidance to help you meet the success criteria defined for all deliverables reviewed by our project team. We will review applicable and available project documentation—from procurement documentation through final evidence—for adherence to accepted, contractually defined industry standards. We will research and analyze project metrics, issue-tracking tickets, and applicable federal and State regulations. We will prioritize findings and recommendations, focusing on those that minimize risk and provide the greatest potential to increase the likelihood of IEBM project success and compliance. As CMS' partner on the project, we are required to keep CMS informed and identify areas for improvement. However, we will always provide the State with that same content.

BerryDunn's approach to deliverable review will emphasize proactive avoidance of issues and deficiencies by encouraging setting clear expectations up front to help ensure that all project deliverables meet the State's and CMS' requirements. Throughout the entire process—be it reviewing CMS-defined artifacts, design documents, test cases, or project plans—we will engage collaboratively to support an environment that minimizes passing documents back and forth between parties simply to meet dates, and focuses instead on making tangible progress toward completion and acceptance.



"BerryDunn's collaborative approach has helped to build a strong working relationship among the State and vendor project teams. They bring industry expertise and objective recommendations that we trust. When I have sought their consultation and support on related items, they have been responsive – going above and beyond to meet my needs."

**Mr. Matthew Barlow, OMES
Program Strategist, Ohio
Department of Medicaid**

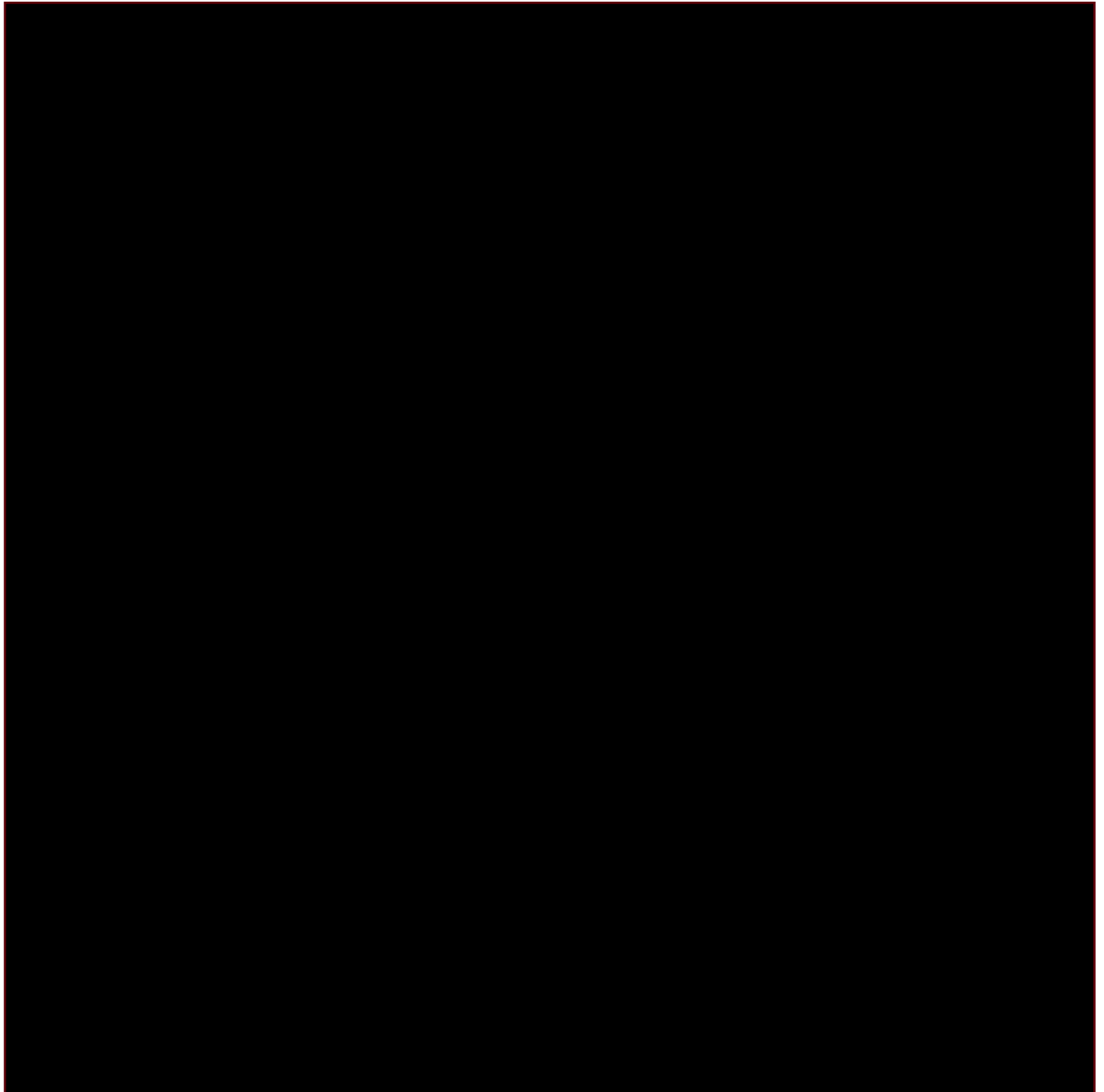
Once BerryDunn has completed each deliverable review, our project team will complete and deliver its assessment to the State and vendor project team. A detailed description of this assessment process is provided in Step 3 – Assess, Deliverable Review Assessment.

E&E Checklist Review

BerryDunn's team will complete a review of the evidence prepared for all applicable E&E Checklist criteria for each CMS Milestone Review. Our team will evaluate State documents and evidence, along with any working modules/code applicable to the IEBM system. As a part of the initial review planning, we will work with the State to establish a process for receiving Milestone Evidence from the State, and determining how the evidence is identified, so that it can be

mapped to the corresponding requirement. When possible, our team will provide early feedback of our assessments to support the State as you are preparing for the Milestone Reviews with CMS.

Our Criteria Review Tracking System allows our team to trace individual criterion through the life cycle of the project. In our tracking system, we document all review information and any action items for each Milestone Review, and we will maintain the life cycle of every applicable criterion. This allows our team to always have point-in-time access to the historical review, which supports our review as evidence is added through the progressive Milestone Reviews. A specific, individual example is provided on the following page in Figure 11, where BerryDunn's team has traced S&C.LC.11 from the Standards and Conditions Checklist for Ohio's EVV



Once BerryDunn's team has completed the review of the evidence prepared for all in-scope criteria, we will complete our assessment by providing our assessment and any supporting comments in the applicable review columns of each checklist. A detailed description of the completion of this assessment process is outlined in Step 3 – Assess, E&E Checklist Assessment.

Step 3 – Assess

Leveraging the information gathered throughout our review of project meetings, processes and procedures, and deliverables, our team will synthesize its observations, findings, and recommendations into a clear and concise IV&V assessment. As a part of the BerryDunn IV&V Toolkit, we have developed a comprehensive list of assessment categories and questions modeled after industry standards and best practices including the Project Management Institute's® (PMI®'s) Standards of Program Management Fourth Edition and Project Management Body of Knowledge® (PMBOK®) Sixth Edition and the MEET Version 1.1.

Project Management and Modular Development Assessment

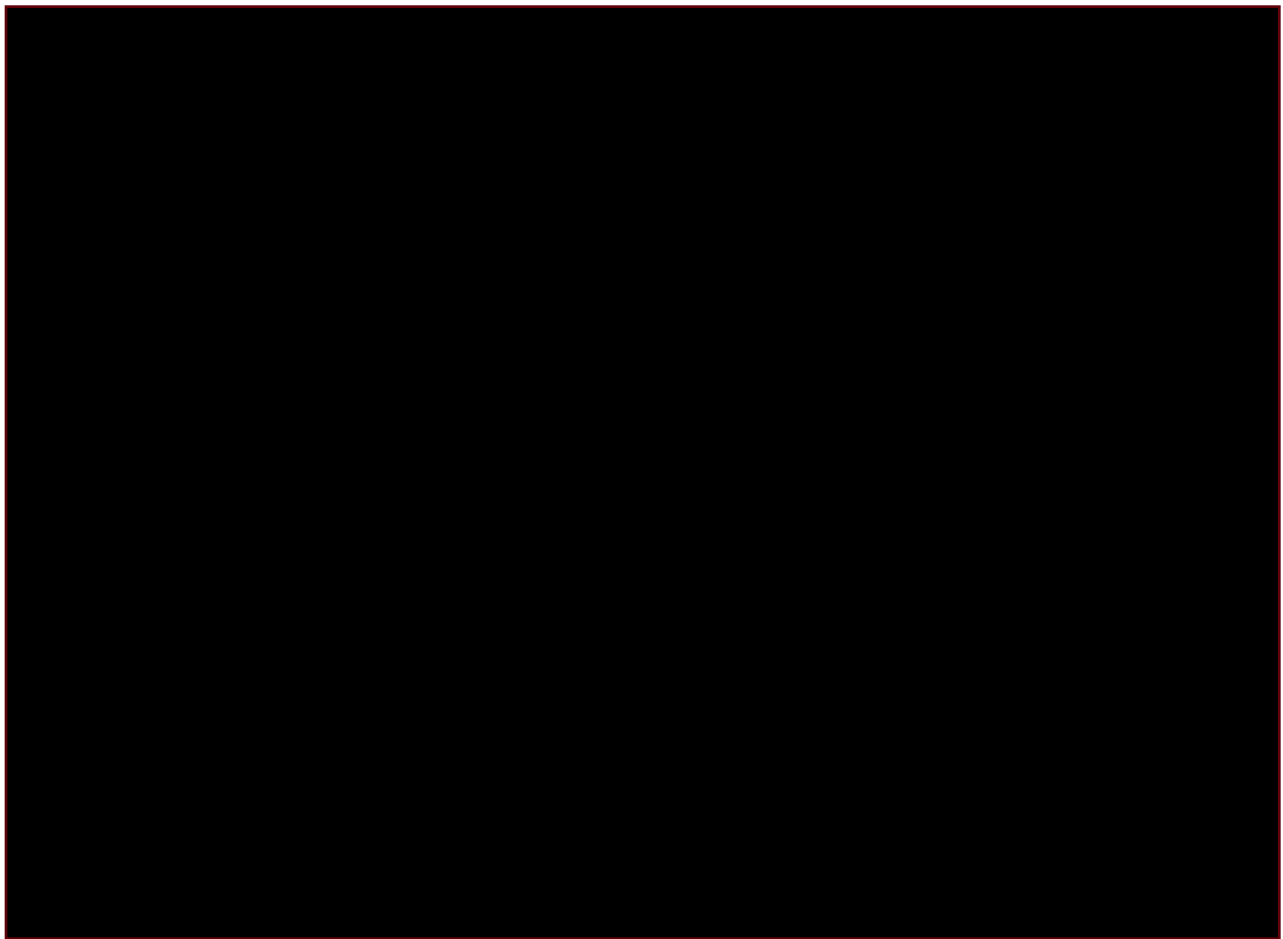
The IV&V assessment areas serve as the basis for our assessment of the IEBM project's governance and project management processes and procedures. The assessment areas include:

- Program Management
 - Program Strategy Alignment
 - Program Benefits Management
 - Program Stakeholder Engagement
 - Program Governance
 - Program Life Cycle Management
 - Program Activities
- Modular Development
 - Integration Management
 - Scope Management
 - Schedule Management
 - Cost Management
 - Quality Management
 - Resource Management
 - Communications Management
 - Risk and Issue Management
 - Procurement Management

- Stakeholder Management
- Deliverable Review Assessment

Deliverable Review Assessment

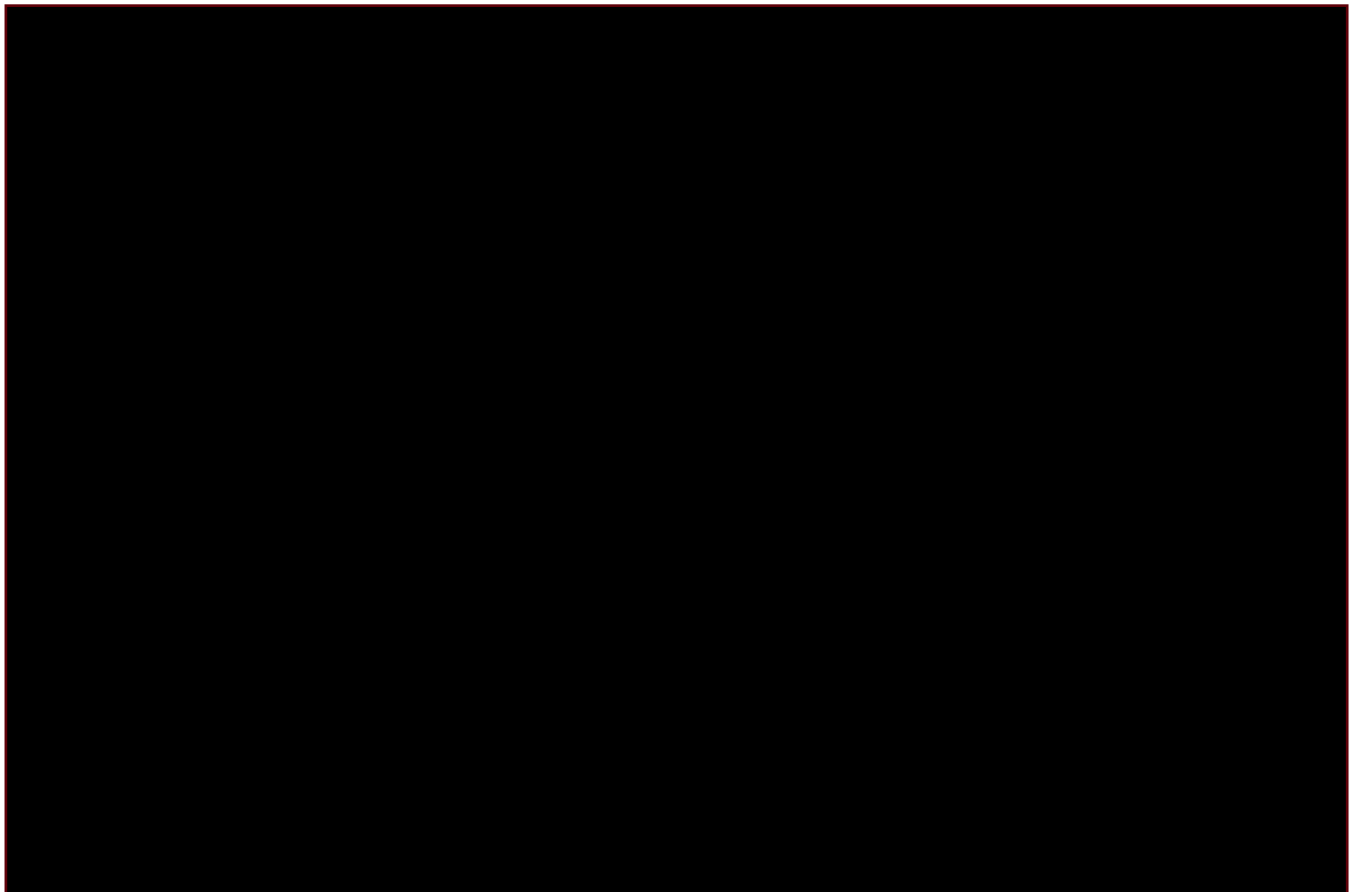
BerryDunn will use our internally developed Deliverable Review Checklists to help the State's IEBM project team, State leadership, and solution vendor(s) understand the criteria against which specific deliverables will be assessed. The Deliverable Review Checklists will be reviewed prior to the commencement of each deliverable review cycle to verify that they align with the most recent contract, State and federal regulations and guidance, and industry standards and best practices. In Figure 12, provided on the next page, we illustrate an example section of a BerryDunn Deliverable Review Checklist—the Quality Checklist.



As IEBM project deliverables are being developed, we will track them throughout their development and review cycle in preparation for the assessment process. When development is completed, our team will assess deliverables based on the agreed-upon acceptance criteria, including requirements, federal regulations (including CMS templates), practice guides, guidance from CMS, and vendor proposal commitments. When agreed-upon acceptance criteria have not been previously identified, we will leverage criteria—such as industry standards, as

well as federal and State laws and regulations—along with our knowledge obtained from meetings—such as requirements design sessions—in our assessment.

BerryDunn’s IV&V team will use our custom-developed Deliverable Assessment Comment Log, which will be included as the final section of the Deliverable Review Checklist, to document observations, defects, and comments related to State and vendor deliverables. The log includes acceptance criteria and links the comments to the acceptance criteria, and allows for an interactive process by providing space for the State or solution vendor to respond to each comment. Figure 13, on the next page, shows an excerpt from a sample Deliverable Review Comment Log.



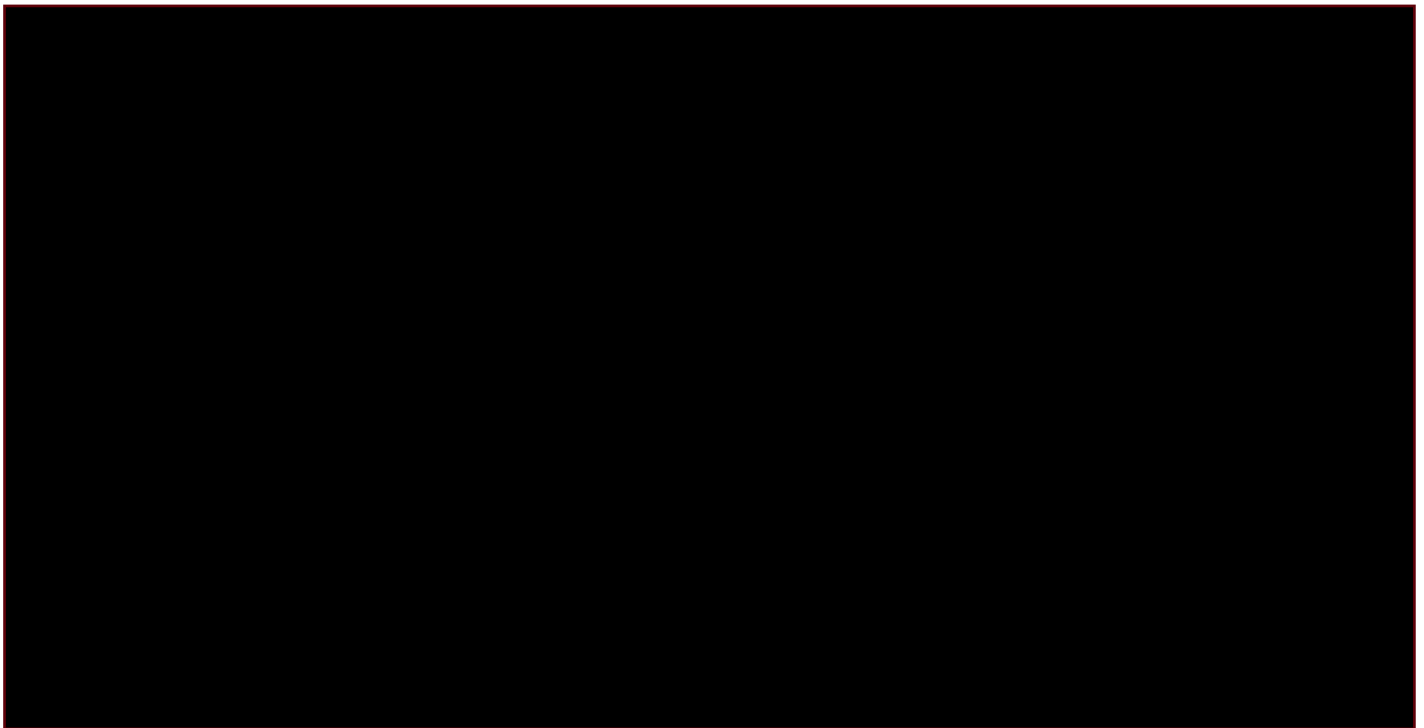
Our assessment will provide IEBM project leadership with clear, concise, and—most importantly—actionable comments. The purpose of each comment is to provide the State and your vendor partners with an articulated explanation of the deficiency and a clearly defined measure for accepting the correction. This prevents “ping-ponging” of the Deliverable Review Comment Log between the reviewers and the vendor(s). In addition, each comment is ranked as “critical,” “major,” or “minor.” BerryDunn suggests that critical comments are material deficiencies that must be addressed in order for the deliverable to be approved. Major comments pose significant risk to the project and should be addressed prior to finalizing the document; major comments may affect the IV&V recommendation regarding the deliverable. Minor comments are typically cosmetic in nature and should be addressed prior to finalizing the

document. Left unaddressed, minor comments will not likely increase project risk or impact system performance.

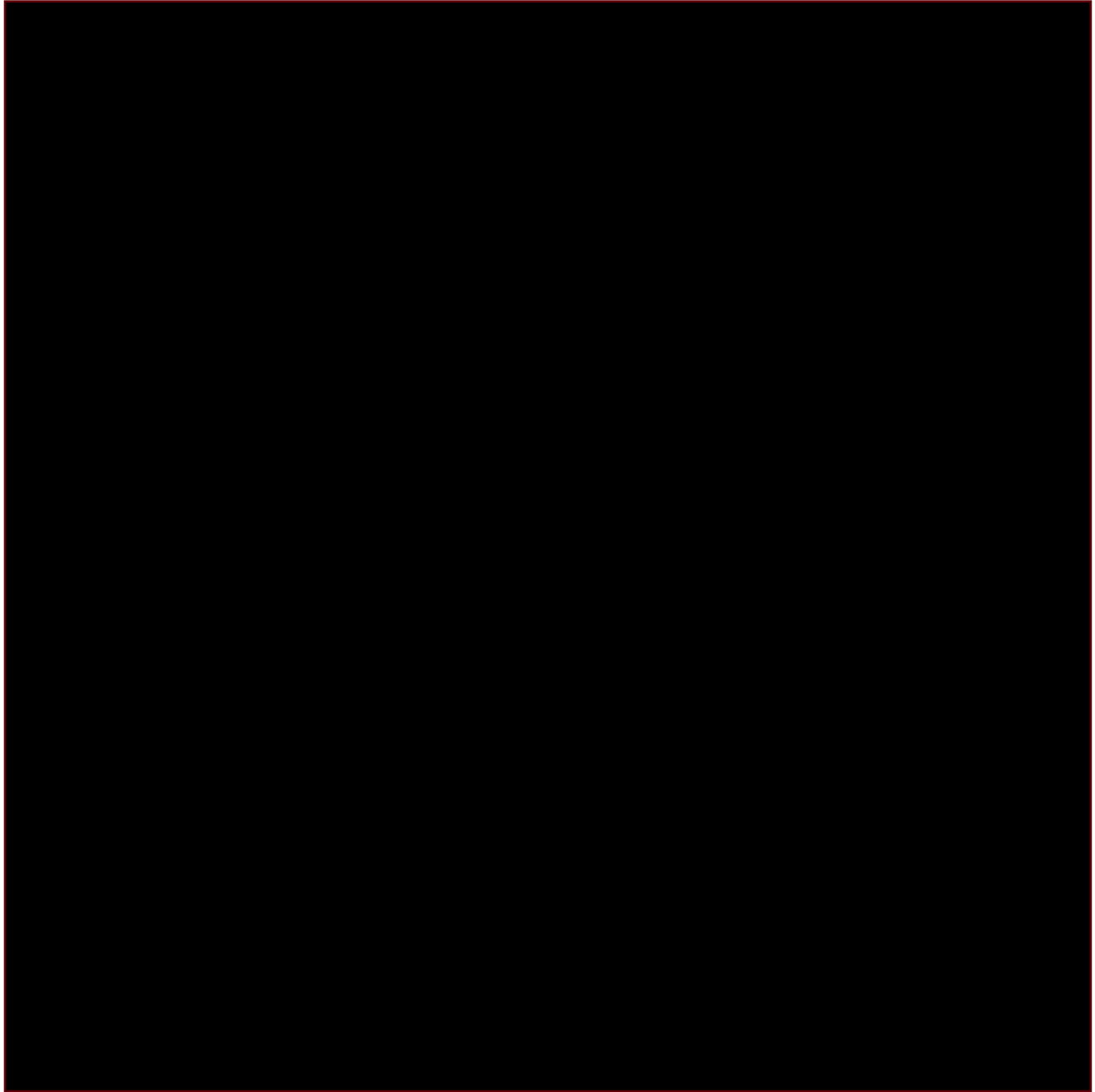
E&E Checklist Assessment

BerryDunn's team will complete its assessment of all applicable criteria for each Milestone Review. Once our review is done, detailed above in Step 2 – Review, E&E Checklist Review, we will complete the Reviewer columns of each checklist and append the completed checklists to the CMS Progress Report. Both the MEET checklists and the progress report will be provided to the State and CMS a minimum of two weeks prior to the scheduled Milestone Review.

The E&E Checklists identify the business processes, CSFs, and specific requirements to be addressed. In each E&E Checklist, there is a column to indicate the Milestone Evidence; the title of this column adjusts based on which Select Milestone Review(s) field is checked. As seen below in Figure 14, the remaining columns are for the IV&V review information and assessment. We have provided an example of a completed checklist criteria, S&C.LC.11.



In addition to completing the Reviewer columns of the E&E Checklists, BerryDunn will deliver the results of its assessment via our Compliance Evidence Packet (CEP) Summary Findings deliverable, an example of which is provided in Figure 15, on the following page.



During previous, similar modular assessments, BerryDunn tested and developed an extensive criteria-tracking system. More specifically, our IV&V team in Ohio has used this same assessment process and tools in order to successfully complete the R1, R2, and R3 Milestone Reviews and MMIS IV&V Progress Report for Ohio's EVV module. **The State's IEBM project will benefit from BerryDunn's previous experience completing similar compliance evidence and MEET checklist assessments.**

Step 4 – Report

The BerryDunn IV&V team is committed to supporting the State in achieving a successful IEBM project through independent monitoring and reporting. We are accustomed to producing a range of client reports—from IV&V status updates to monthly or quarterly executive briefings. For this project, we will develop Monthly IV&V Assessments, including issue and risk logs, Monthly Information Technology Governance Committee Reports, and CMS Progress Reports.

Monthly IV&V Assessment and Monthly Information Technology Governance Committee Reports

The assessment report is an important tool for key IEBM project stakeholders and decision-makers as it provides an independent perspective on the status of project activities. BerryDunn will work collaboratively with the IEBM project leadership team to define the format, content, and audience of the IV&V assessment reports. Typically, our assessment reports document our observations and recommendations regarding project health and status, provide any new risks or issues, and provide updates to previously identified risks or issues.

We understand the importance of the IV&V vendor's ability to not only produce clear and effective reporting to project stakeholders, but to also help ensure that the information is shared with the appropriate stakeholders. We have provided sample excerpts from two IV&V Assessment reports in response to Section 9.2.4 of our response.

Our core project team brings extensive experience working with HHS agencies in states such as California, Hawaii, Illinois, New Hampshire, Ohio, Oregon, and West Virginia to provide meaningful and effective analyses and reporting for presentations to project stakeholders. **The State will benefit from a partner that understands that a core value of IV&V comes from the work leading up to producing reports and briefings, including communicating with stakeholders; discussing risks and issues and potential recommendations for addressing them; and understanding the full picture of the findings to foster collaboration and communication across the project teams.** For example, BerryDunn is currently using a Risk and Issue Tracking Tool, together with other components of our IV&V Toolkit, for our work providing IV&V for Ohio's modular MMIS implementation, Missouri's MEDES implementation, and MA HIX/IES implementation. Figure 16, on the next page, presents the four key components of our risk management approach.

Figure 16: Components of BerryDunn’s Risk Management Approach
BerryDunn’s Risk Management approach identifies and helps mitigate risks.

Identifying the Right Risks	Documenting Risks	Communicating Risks	Defining and Executing Mitigation Plans/Strategies
Risks and issues are prioritized as they are discovered and within the greater project context (e.g., a risk that exists because the alternative is even riskier) and project management focuses on resolving the highest priority items first.	We utilize a SharePoint based Risk and Issue Tracking Tool to document all identified risks. A summary of risks listed in the Risk Register will be included in our reports. If the State prefers to use another tool, we would be happy to work with them.	We believe in early communication of risks that may severely or quickly influence project success. This allows optimum opportunity to mitigate risks. We will discuss significant findings as we identify them, while complying with the State’s reporting schedule and without circumventing CMS. We will bring forward risks with a solution in mind.	The development of a mitigation strategy for each risk is important to the success of the project. The time to look at options, develop an approach, and reach consensus is before the risk becomes a reality. There are four options for risk mitigation: avoid, transfer, mitigate, or accept.

BerryDunn’s IV&V team will leverage BerryDunn’s risk and issue tracking tools built for the IV&V Toolkit to track and report on project risks and issues. Additionally, our team will help ensure that this information is transferred into State-owned tracking tools to allow for a comprehensive view of all project risks and issues. We have provided sample excerpts from our risk and issue tracking and reporting tools in response to Section 9.2.5 of our response.

- ❖ ***Deliverable: IV&V Monthly Assessment Report***
- ❖ ***Deliverable: IV&V Information Technology Governance Committee Report***
- ❖ ***Deliverable: IV&V Risk Report***
- ❖ ***Deliverable: IV&V Issue Log***

CMS Progress Report

Quarterly, at a minimum, BerryDunn will produce an exception-based Certification Progress Report that objectively illustrates the strengths and weaknesses of the project, and provides recommendations for correcting any identified weaknesses. Our team will use the template provided by CMS in Appendix D of the MEET. BerryDunn will provide the E&E IV&V Progress Report to the State and CMS a minimum of two weeks prior to the CMS Milestone Review.

To complete accurate Certification Progress Reports, BerryDunn will interview and observe IEBM project management staff, project support staff, change management staff, and the SI project contractor staff (including any subcontractors). Our team will also observe project meetings and activities to understand the processes, procedures, and tools used in the IEBM project environments. Additionally, BerryDunn will review and analyze all applicable and available documentation for adherence to accepted, contractually defined industry standards.

For the completion of each CMS Progress Report, BerryDunn will provide the following elements:

- **General Information** – Our team will capture basic project information, including the module under review, points of contact, submission dates, etc.

- **Summary of Project Progress and Status** – BerryDunn will summarize the State's status on the IEBM implementation and its progress.
- **Budget and Schedule Metrics** – Our team will interview the appropriate project stakeholders to provide budgetary and schedule measurements in this section, through earned value management calculations or other industry-accepted metrics. Variances will be calculated against the budget and schedule approved in the Implementation-Advance Planning Document (I-APD).
- **Life Cycle Status and Schedule** – BerryDunn will provide the life cycle status and target dates for Initial Advance Planning Documents (IAPD) approval and CMS Milestone Reviews.
- **Risks** – BerryDunn's IV&V team will provide a list of important project risks that IV&V is tracking, which will include any applicable programmatic or technical risks arising from our review of the project, including deliverables, MEET Checklists, and applicable evidence. Our team will provide a unique risk ID, title, and description. We will also provide a probability and impact, which will automatically calculate the risk score in the report.
- **Recommendations** – Our team will provide a list of any recommendations for the State, including any programmatic or technical recommendations arising from our review of the project, including deliverables, MEET Checklists, and applicable evidence.
- **Programmatic Checklist** – BerryDunn's team will provide an assessment of all applicable Programmatic CSFs, based off project documentation and stakeholder interviews.

We have provided sample excerpts from two CMS Progress Reports in response to Section 9.2.3 of our response.

❖ ***Deliverable: E&E IV&V Progress Report***

IV&V Project Closeout Activities

It is our hope that the demonstrated value of our IV&V services will extend beyond the scope and schedule for the IEBM project. When we do conclude our services, project closeout activities and deliverables will validate that the IEBM expectations have been met and that we have completed all tasks as agreed upon. Knowledge transfer activities in this phase are designed to help ensure that the IEBM entities have received the full value from the IV&V Services Contract and to help ensure a smooth transition to stable system operation and maintenance.

BerryDunn will establish a complete electronic project document library upon initiation of on-site services and maintain the library throughout the duration of our services. BerryDunn will organize all IV&V information to make it useful for staff who operate and maintain the IEBM system. The library will contain copies of the IV&V services documentation and all final deliverables.

BerryDunn appreciates the importance of early planning related to transition of duties. This early planning allows sufficient time for the IEBM entities to facilitate a smooth transition. Our team will provide a template documenting an IV&V Services Exit Transition Plan. Upon State approval of the template, our team will complete the IV&V Services Exit Transition Plan that documents all tasks and deliverables to be completed to successfully close the project.

Finally, at the conclusion of IV&V services, our team will archive all project artifacts in an all-inclusive library, and deliver the library to the State. Delivery of the archived documentation will serve as the capstone marking the completion of BerryDunn's IV&V services to the State.

- ❖ ***Deliverable: IV&V Services Exit Transition Plan Template***
- ❖ ***Deliverable: IV&V Services Exit Transition Plan***

9.3 – Project Organization and Qualifications

9.3.1 - Describe the Key Personnel by position your company proposes to provide to staff this project. Vendor response must include key personnel's knowledge of the Deloitte NextGen Solution IEBM, all prior experience with Deloitte, and all prior IVV experience including IVV services provided for Medicaid and SNAP.

BerryDunn brings more than 25 years of experience in providing experienced, qualified, and stable project teams to state HHS agency engagements across the country. With BerryDunn as your IV&V vendor, the State and DHS will have confidence they are working with a firm and highly qualified project team that provides the depth of IV&V, project management, system implementation, certification, and HHS expertise and experience required to support the success of the State's IEBM project. The BerryDunn IV&V project team—comprised of the following key personnel and SMEs—has been selected for this project based on factors such as their IV&V experience, location, subject matter expertise, experience working with Deloitte, industry knowledge, certifications, and education.

Key Personnel

- IV&V Lead – David Lal, PMP®
- IV&V SME (Testing Analyst) – Confidential*
- IV&V SME (Business Analyst) – Andrea Thrash, PMP®

SMEs

- Systems/Solutions Architecture SME – Jim Strassenburgh
- IT Security SME – Matt Bria, CISSP, PCI-QSA, PMP®
- Certification SME – Chris Davis, Prosci® Certified Change Practitioner (CCP)
- Eligibility and Enrollment Processes SME 1 – Amanda Findlay, Prosci® CCP, ECBA™
- Eligibility and Enrollment Processes SME 2 – Danielle Hay

Case Worker

- IV&V SME (Case Worker) –TBD*

**Please note that our IV&V SME (Testing Analyst) is unable to be named in our proposal due to this professional's current employment status. However, we would be pleased to identify this individual if BerryDunn is awarded this project or during contract negotiations. We are also not naming the Case Worker role in our proposal because we would like to hire a local, Arkansas-based resource with State policy expertise when needed for this project. We understand that it is necessary to obtain DHS approval before replacing, reassigning, or adding key personnel during the contract period.*



"The BerryDunn project team was always incredibly responsive and eager to help/assist as needed. I appreciated that they paired a consistently positive attitude with realistic expectations and forecasts for the project. I never felt that I was being misled or only being told what I wanted to hear, which has sadly been the case with other vendors."

Ms. Ashley Berliner,
Director of Healthcare
Policy and Planning,
Agency of Human
Services. Vermont

Our key personnel's aggregate experience—including BerryDunn's nearly 30 years of working with HHS agencies, over 25 years of IV&V experience, and their extensive experience in providing project management, DDI, and certification support services for HHS agency projects in states such as Arkansas, Florida, Illinois, Indiana, Missouri, New York, and West Virginia — supports the experience and proficiency needed to provide the IV&V services requested by the State and promote the success of the IEBM project. In addition, our project team is available in January, 2020 to begin to working with the Department on this important project.

Throughout this engagement, our project team will also have access to over 180 BerryDunn consultants who can provide additional support and subject matter expertise. Should the needs of the Department or the scope of this project change, BerryDunn can easily modify our staffing approach and project team to support the Department's objectives.

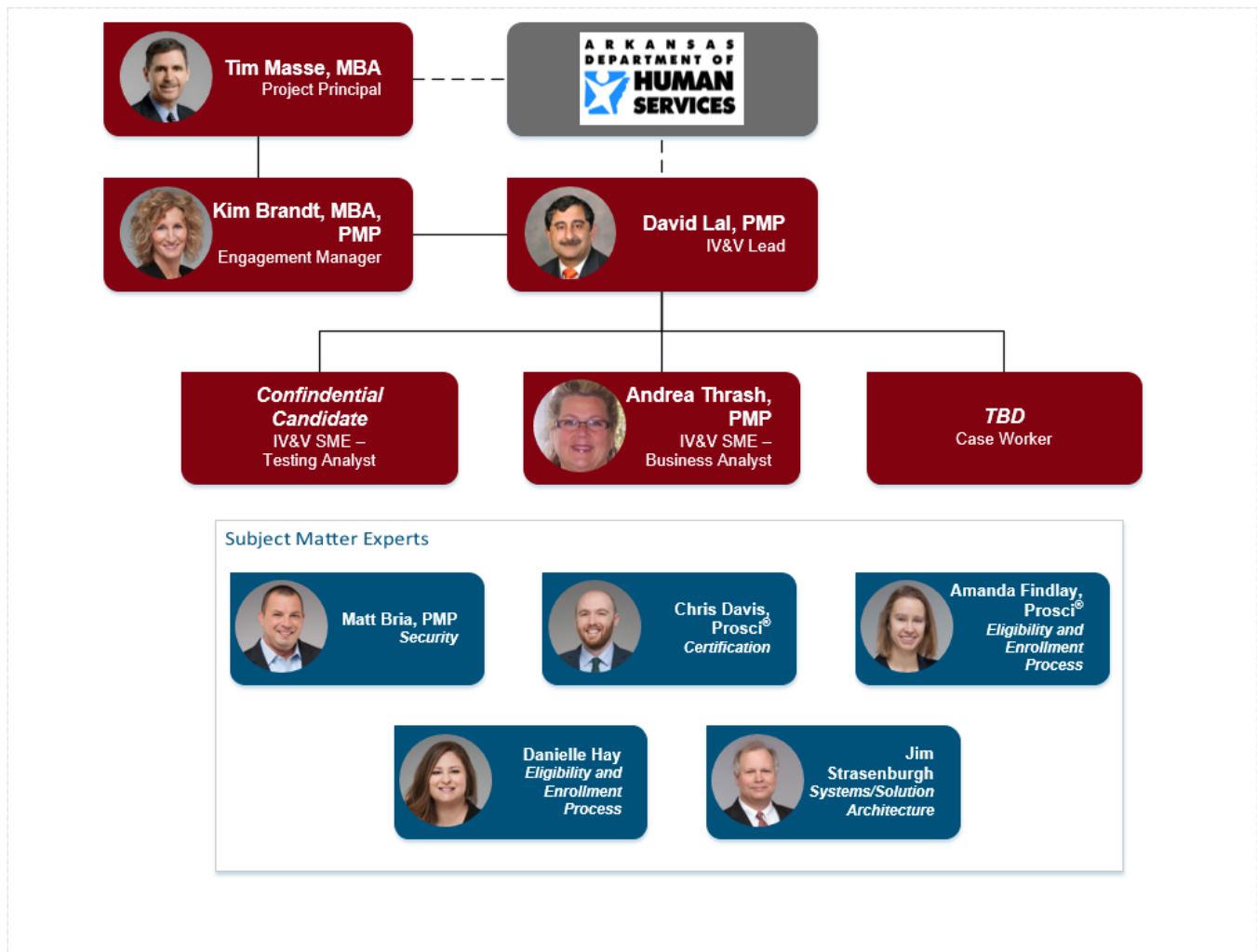
In addition, to help ensure our team exceeds the State's expectations and provides the high quality IV&V services and deliverables requested in the State's RFP, an engagement management team—comprised of Tim Masse, project principal, and Kim Brandt, engagement manager—will provide oversight of our project team during this engagement and work with the State to understand how we can best meet your needs and objectives throughout this project.

For further details on the expertise and experience our IV&V key personnel bring to this project, please see their resumes included below. We have also included resumes for our engagement management team and SMEs in Appendix A of our response, which further demonstrate the depth of expertise and experience that we bring to this project.

Project Team Organization

Below in Figure 17 we have detailed the organizational structure of our IV&V team for this project.

Figure 17: BerryDunn Project Team Structure
BerryDunn brings a highly qualified IV&V team that will support the success of the IEBM.



We have successfully used a staffing approach that includes key personnel and SMEs on many state agency engagements over the past 30 years, including IV&V projects in Maine, Maryland, Missouri, New Hampshire, and Ohio. We look forward to discussing with the State how our staffing approach will help you achieve your project objectives.

Project Team Roles

The State, DHS, and the objectives of the IEBM project will be fully supported by the BerryDunn IV&V project team. In Table 11, on the next page, we describe the roles and responsibilities for BerryDunn project team members.

Table 11: BerryDunn Roles and Responsibilities
BerryDunn's team will provide confidence to the DHS throughout this project.

Project Name/Role	Responsibilities
David Lal, PMP® <i>IV&V Lead</i>	<ul style="list-style-type: none"> • Serve as primary point of contact with the State • Develop and maintain IV&V Project Work Plan and Schedule • Lead project initiation and closeout activities • Perform day-to-day project and staff oversight • Perform issue and risk management • Facilitate on-site fact-finding meetings and presentations • Oversee deliverable creation • Ensure effective communication and coordination of team members • Prepare Monthly IV&V Assessment Report and Monthly IV&V Report for the Governor's Office Information Technology Governance Committee • Provide Medicaid, eligibility, and NextGen Solution IEBM subject matter expertise
Confidential Resource* Andrea Thrash, PMP® <i>IV&V SMEs</i>	<ul style="list-style-type: none"> • Conduct fact-finding, review, and analysis activities • Review and provide comment on project artifacts • Evaluate project activities for their compliance with State and federal requirements, agreed-upon contractual obligations, State SDLC requirements, and industry standards and best practices • Contribute to development of IV&V deliverables • Establish and maintain the BerryDunn KnowledgeLink SharePoint site, including contact list and calendar • Archive project materials • Provide testing support • Provide business analysis support
Matt Bria, CISSP, PCI-QSA, PMP® Chris Davis, Prosci® CCP Amanda Findlay, Prosci® CCP, ECBA™ Danielle Hay, BS Jim Strassenburgh, BS <i>SMEs</i>	<ul style="list-style-type: none"> • Provide subject matter expertise as needed • Provide certification knowledge and expertise, based on the needs of the project • Assist with deliverable reviews • Provide systems security and technical expertise, based on the needs of the project • Provide system and solution architecture technical expertise, based on the needs of the project • Provide eligibility and enrollment process, based on the needs of the project • Participate in reviews and research related to area of expertise • Assist with deliverable production

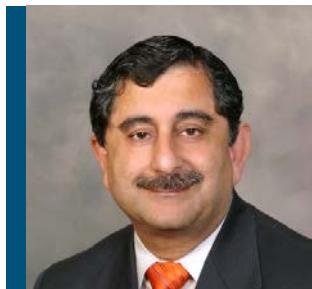
Project Name/Role	Responsibilities
TBD** <i>Case Worker</i>	<ul style="list-style-type: none"> • Provide subject matter expertise on Arkansas state policy • Review and provide comments on IEBM deliverables that include references to Arkansas policy • Provides support of test scenario development • Assists with Test Plan deliverable reviews
Timothy F. Masse, MBA, Prosci® CCP, Principal Kim Brandt, MBA, Prosci® CCP, PMP® – Engagement Manager <i>Engagement Management</i>	<p>Tim and Kim will provide engagement management and oversight of our team, including the following:</p> <ul style="list-style-type: none"> • Maintain overall responsibility for the quality of BerryDunn's IV&V services and deliverables • Ensure the full commitment of our firm to this engagement • Provide support for and oversight of our team • Provide subject matter expertise • Participate in meetings and presentations with State leadership and the project management team, as appropriate • As project principal, Tim has overall responsibility for the quality of BerryDunn's services and leveraging the firm's extensive resources as needed for this engagement.

**Due to the current employment status of this consultant, we are unable to name this professional in our response. We would be happy to identify this individual to the State during the evaluation process.*

***BerryDunn anticipates hiring a locally-based resource with State policy knowledge for this position when needed for the project.*

Our IV&V team is not just interested in getting the job done; we care about how we get the job done for the State and DHS. Our firm's core values, such as "team first," "respect for others," and "ethical behavior and fair dealing in all we do" are exemplified in our approach to every engagement. Independence and objectivity are mandated for IV&V suppliers and critical to the success of the State's IEBM project. Trust and credibility are necessary for effective IV&V service. The people we work with—both within our internal team and the DHS client team—matter to us. We will invest time and energy in building trust and credibility with State staff. Our success in this regard is reflected in the fact that our clients regularly invite us back to conduct more work with them. The team members supporting DHS will hold themselves accountable to high standards for performance, and they have a reputation for delivering high-quality work—something our clients, external stakeholders who are involved in our work, and our subcontractors repeatedly tell us.

Key Personnel Resumes



David Lal, PMP®

IV&V Lead

David is a skilled PMP® with experience in Medicaid, IES and the private healthcare industry. David has over 22 years of IV&V experience, which includes providing proactive IV&V services for nearly 10 years to HHS agencies in states such as Illinois, Indiana, New York and North Dakota. Through this work, he brings extensive expertise in project management, requirements definition, system design, development, and testing for large state Medicaid, eligibility, and related HHS systems. With excellent organization and interpersonal communication skills, David works diligently to guarantee all tasks are completed with an efficient and effective outcome that promotes project success.

Key Qualifications

- More than 22 years of IV&V experience
- 10 years of experience working with eligibility systems for state human services programs
- Direct experience leading state Medicaid, IES, and HHS agency projects
- 4 years of experience in collaborating with Deloitte
- 4 years of experience with Deloitte's NextGen Solution IEBM

Relevant Experience

Tech Valley Talent (TVT). (12/2018 to present)

IV&V Practice Director for New York Department of Health IV&V and other stage agency projects (08/2018 to present).

As the IV&V engagement manager and IV&V Practice director, David is responsible for managing all IV&V projects for TVT. In this role, David supports the success of IV&V projects by monitoring and supporting critical aspects of each project, such as, artifact review, federal partners (CMS/FNS and XLC process) collaboration, executive management interaction, technical team guidance, user group communication, vendor management, and project sponsor interaction.

Unified Enterprises, Inc. (09/2017 to 12/2018)

Indiana, Family and Social Services Administration (FSSA) – Indiana Eligibility Determination Services System (IEDSS) Project (09/2017 to 12/2018).

As the IV&V project manager, David was responsible for managing all IV&V activities. In this role, David supported project health monitoring by reviewing major artifacts such as the Master Test Plan, federal partner documents (MEELC, MEET, R1 to R3 and XLC process) requirements, configuration management, design reviews, vendor deliverable reviews, training methodologies and artifacts, and the implementation (go-live readiness) plan. Working with Deloitte and their NextGen Solution IEBM, with Federal Partners (CMS, FNS), and at the steering committee level, David recommended adjustments to the project to help it achieve the pilot date objectives. David provide meaningful project recommendations that were adopted by the project's Steering Committee and helped the project pass the pilot stage and have a successful implementation. The Indiana NextGen Solution IEBM included case management for MES, SNAP, TANF, and local assistance programs.

Tech Valley Talent (11/2014 to 08/2017)**New York, Office of Mental Health (OMH) – Electronic Health Record (EHR) System IV&V Project (11/2014 to 08/2017).**

As the IV&V director, David was responsible for managing all IV&V activities and providing project health updates for OMH's implementation of its new Department of Veterans Affairs VistA EHR system. David was responsible for providing oversight for all IV&V-related activities related to the project, including providing project health recommendations, providing metrics for measuring project health, identifying risks, providing project management guidance (to his team as well as the OMH project team), reviewing vendor deliverables, testing reviews, and conducting pilot assessments. In addition, David was responsible for reviewing the EHR RFP for compliance and best practices.

California, Department of State Hospitals (DSH) (01/2014 to 01/2015)

In his role as the IV&V project manager, David was responsible for providing independent review and oversight of the COTS implementation for a new state hospital staff scheduling system. David worked to develop a successful project plan per the PMBOK, performed earned value evaluations, developed success criteria, assisted with vendor management, oversaw the project for best practices, reviewed Master Test Plan and UAT testing plans, assisted in implementation planning, and developed and delivered executive and stakeholder reports that provided regular and timely project updates.

North Dakota, Department of Health (09/2013 to 02/2014)

In his role as the IV&V SME, David performed IV&V oversight functions for the ACA implementation, (MES and IES) ensured industry best practices were followed, provided guidance to staff, reviewed project artifacts, reviewed project work plans and schedule, provided guidance, developed the IV&V reporting, evaluated the planning and implementation of ACA, and provided subject matter expertise for all IV&V functions. David's role also included developing and conducting executive steering committee presentations. In addition, David helped promote project success by providing support and guidance related to collaborating with federal partners such as CMS and the U.S. Department of Agriculture (USDA).

Blue Shield of California (05/2012 to 08/2013)

As the portfolio manager with the PMO, David provided PMO support for 18 ICD-10 conversion projects. His duties included executive reporting, milestone and dependency management, project management support, vendor management, testing support, developing standards, conducting weekly meetings, providing status reporting, and identifying and successfully resolving issues and risks. In this role, David also worked with federal partners, such as CMS and the Centers for Disease Control and Prevention (CDC) for ICD10 code changes.

Illinois, Department of Healthcare and Family Services (HFS) (07/2011 to 03/2012)

In his role as the IV&V and senior project manager for the Illinois IES Planning Project for the ACA, David was responsible for initiating, planning, executing, and managing the project, including scope development, project schedule, as well as budget management and delivery. In addition, David worked with the HFS to replace existing MMIS architecture, supported the development of the RFP for the new \$190 million IES, developed requirements and evaluation criteria for the MMIS and IES (also for the Illinois' SNAP and TANF legacy benefits management process), developed an IAPD, conducted infrastructure assessments, provided vendor management, and assisted Illinois with interfacing the new

IES with the Health Exchange. David also supported the Deloitte NextGen solution implementation as part of the vendor management team.

David was also responsible for directing all project activities, completing weekly and monthly status reports, managing/mitigating project issues and risks, and conducting regular meetings with key federal and state David's role also included interfacing with federal agencies such as CMS and FNS, helping to steer the project to completion, and working with IEDSS vendor executives to improve vendor relationships. David promoted project success by serving as a mentor to the project team, as chief adviser to the Steering Committee, and as an active member of the Executive Steering Committee.

Ernst & Young (10/2010 to 08/2011)

Florida, Child Support Enforcement Services. In his role as the IV&V SME with Ernst and Young, David provided in-depth subject matter expertise on the selection of a new Early Learning Child Development System. David validated Florida's readiness for the project; reviewed and validated RFP requirements for a new Early Learning Child Development System; ensured test cases were written to validate requirements; created and verified user cases; verified testing methodologies using IEEE standards; reported inconsistencies to project directors; and attended management meetings to provide verification results.

California, Mental Health Services Division (MHSD) (05/2008 to 04/2010)

David served as the IV&V director in supporting MHSD in reviewing and validating implementation for a COTS application to replace the existing Medicaid claims billing system. He provided IV&V services such as providing status reports; validating the WBS, project management plans, and project schedule; and advising the state project managers during testing and implementation.

California, Department of Transportation (DOT) (07/1997 to 01/2005)

In his role as the IV&V director, David provided IV&V support for several DOT projects. For the DOT's statewide \$100 million, three-year, wide-area network infrastructure project, David provided IV&V oversight for over 40 staff members for this project in a matrix environment and a team of vendors. David also worked with the state PMO that involved multiple agencies and district offices.

Education and Memberships

BS, Economics – University of London

BS, Mathematics – University of London

Certified Project Management Professional® (PMP®), Project Management Institute® (PMI®)

References for David Lal:



Confidential Resource

IV&V SME (Testing Analyst)

This professional is a solution and project manager with more than 15 years of IT and public sector experience, including over 10 years in the State of Indiana. This consultant focuses on quality, solution development, implementation, and deliverables. This resource's assignments have included program and technical procurements, contract management, and small to mid-level software implementation for both private and public sectors. This professional brings comprehensive expertise in IV&V, project management, procurement, requirements development and management, business process modeling and design, and testing and quality Management. This resource is experienced in agile, waterfall and hybrid SDLC methodologies.

Key Qualifications

- 4 years of experience with state human services eligibility systems
- 2 years of IV&V experience
- 11 years of experience supporting the success of Indiana state agencies
- 1 year of experience working with Deloitte
- 2 years of experience with the Deloitte NextGen Solution IEBM

Relevant Experience

First Data Government Solutions (09/2017 to present)

State of Indiana, Division of Family Resources (DFR): *Indiana Eligibility Determination Services System (IEDSS), IV&V (09/2017 to present).*

This professional currently serves as IV&V interim project manager for Indiana's \$550,000,000 IEDSS eligibility replacement project. In this role, this consultant is responsible for project deliverables and analysis of risk, as well as testing and production data surrounding incidents, defects, and workarounds for the IEDSS NextGen Solution IEBM.

CSG Government Solutions (8/2016 to 9/2017)

State of Missouri, Department of Social Services: *Missouri Eligibility Determination and Enrollment System (MEDES), PMO (11/2016 to 5/2016).*

In the role of business analyst, this consultant supported the project manager and PMO activities for this important state eligibility and enrollment system project. This consultant also participated in stakeholder and project interviews covering many aspects of the IBM Curam eligibility system project.

State of Ohio, Ohio Department of Medicaid: *Procurement for System Integrator (SI) Module, PMO (6/2017 to 9/2017).*

As a technical analyst, this consultant provided technical support in aligning SI RFP requirements to the Medicaid Enterprise Certification Toolkit (MECT). This work included writing and validating RFP content, as well as contributing to the Data Management Strategy, and acting as the primary author of Technical Architectural Strategy, which are required documentation for MITA maturity.

netlogx (05/2015 to 08/2016)

State of New Mexico, Human Services & Department of Child Support and MMIS Project Management Office: *SME for MMIS SI Module, (5/2015 to 10/2015).*

As procurement SME in the Child Support System and MMIS replacement (MMISR), this consultant developed the RFP scope of work and supporting documentation for the procurement of the SI module. In addition, this consultant also supported business and technical requirements activity for the MMIS replacement procurement.

State of Indiana, Indiana Office of Technology: *Project Manager for Machine Data and Event Correlation, Implementation (11/2015 to 8/2016).*

This consultant served as the project manager for the Hadoop Platform and ELK Stack implementation project to implement enhanced data analytics. In this role, this consultant served as the liaison between the prime vendor and IOT.

State of Indiana (02/2006 – 05/2015)

State of Indiana, Family and Social Services Administration: *Various positions (02/2006 to 05/2015).*

This consultant held multiple positions during his time and the State of Indiana, Family and Social Services Administration. This consultant's role included monitoring technology solutions and standards for six Indiana psychiatric hospitals and serving as chair of the Technology Subcommittee for the Indiana State Hospital System Integration Council. In the role of contract manager, this professional monitored the integrity of the contracting process and conducted contract planning, including requests for information (RFI), RFPs, bid quotes, and ongoing policy and financial management. In addition, this resource served as a senior application systems developer.

Education

BA, Business Management, Marion College

Certified Hadoop Essentials

References for Confidential Resource:



Andrea Thrash, PMP®

IV&V SME (Business Analyst)

Andrea Thrash, local to Little Rock, Arkansas, is a PMP®-certified project manager with over 25 years of experience in project management and business process engineering. She has a strong background in system development and implementation, as well as industry experience in healthcare, insurance, and government. She is versatile in leading technical (SDLC), business, and methodology related projects, bringing a balance of technical, business, critical thinking, and relationship building to successfully execute strategic initiatives. In addition to her successful project and program management background, her experience includes leading Business Analyst (BA) and Quality Assurance (QA) teams, defining, implementing and monitoring best practices, and subcontractor management. Andrea possesses knowledge of Medicaid business and IT practices with a broad understanding of current healthcare initiatives.

Key Qualifications

- Certified Project Management Professional®
- Strong project and program management proficiencies
- Experience with Medicaid Eligibility & Enrollment
- Successful track record with quality governance and risk mitigation
- Proven success in supporting Arkansas DHS
- Local to Pine Bluff, Arkansas

Relevant Experience

Murphy USA (09/2016 to 06/2019)

Andrea served as a program manager in various capacities at Murphy USA. She led a corporate risk mitigation project that led to identifying business functionality and processes that are expected to provide an \$800K savings over two years. Prior to this, she was responsible for the implementation of a Data Warehouse where she built and managed the development and QA teams, and implemented processes for development, support, and maintenance. This led to Andrea providing management for the development of analytics dashboards and reports for the newly developed loyalty program. These dashboards provided immediate access to data allowing executive leadership to make fast, informed decision on the program rollout. Throughout these projects, Andrea managed project teams comprised of in-house talent and multiple vendor partners including onshore, near-shore and offshore resources.

Rose International/BerryDunn (04/2016 to 06/2016)

Andrea was hired for a three-month contract to support BerryDunn's IV&V activities on the State of Missouri MEDES project and BerryDunn's certification efforts for West Virginia's MMIS Certification project.

State of Missouri, Department of Social Services – MEDES Project, IV&V, (04/2016 to 06/2016).

To support the success of BerryDunn's IV&V team and the Missouri's eligibility and enrollment determination system (MEDES), Andrea evaluated project documentation for completeness, traceability, compliance, and risk flags. Based on her analysis, she formulated improvement recommendations and risk mitigation options. Additionally, Andrea participated in developing weekly and monthly reporting to the state and CMS.

State of West Virginia, Department of Health and Human Resources (DHHR) – MMIS Certification, (04/2016 to 06/2016).

As part of BerryDunn's team, Andrea implemented process improvements and introduced project management proficiencies including development of project tasks and action item management.

EngagePoint (12/2012 to 05/2015)

State of Missouri – Medicaid Project, (02/2015 to 05/2015).

For the State of Missouri, Andrea conducted an assessment of business requirements/analysis and Change Control processes. This entailed recommending process and resource changes, which streamlined efficiency and productivity and reduced staff by 1.5 FTE.

State of Arkansas Department of Human Services – Medicaid Eligibility and Enrollment System, (01/2013 to 01/2015).

Andrea worked as a project manager and business analysis manager with Arkansas' eligibility and enrollment system, where she defined and implemented project processes for newly formed project team including business requirements/analysis, testing, defect management, scope and change control. Her position also required managing a multi-vendor Business Analyst Team to ensure all requirements and functional design documentation for the Cúram software met state and federal healthcare mandates. She was responsible for end-to-end requirements and integration into the eligibility and enrollment system and interface to MMIS, and for working with stakeholders to define scope and timeline for development and implementation of system features.

Colonial Life & Accident Insurance Company (09/2002 to 08/2011)

On various consulting projects for Colonial Insurance, Andrea served as a senior project manager, program manager, and business analyst.

As a senior project manager, she was responsible for the company's highest priority projects including TIBCO BPM implementation, telephony implementation using I3 software, growth initiatives, and sales and marketing tools. She provided project governance for development of a BPM customer solution that drove a 25% efficiency improvement for the business.

She also served as program manager for the company's 2010 seven strategic growth initiatives. During this time, she managed development of a business case and prototype for a new innovative user interface concept for the next generation work management system/BPM platform using Microsoft UI pivot technology. She also led the successful development of a new marketing presentation tool using outside vendors.

Prior to 2010, she led multiple projects in the developmental cycles of a \$45MM enterprise-level, web-based insurance enrollment system and its offline counterpart. Her responsibilities ranged from strategic planning, program and project management, PMO development, leading business analysts and managing the quality assurance efforts. Many of the projects she managed were within the enrollment system program, related to the initial design and flow, price quote, electronic signature process, product portfolio, and the offline component with data synching. She also introduced and implemented business processes, use cases, documentation templates and methodologies that served as process guidelines for a project team spanning multiple departments. This led to an iterative and more agile development process and was adopted throughout the PMO and IT organizations.

Cook Systems International (10/1999 to 10/2001)

State of Arkansas Department of Information Systems – Workforce Investment Act Project, (10/1999 to 10/2001).

Responsible for development of a web-based client-server application to support the Workforce Investment Act of 1998 (WIA), Andrea managed a diverse project team ranging from 15 to 35 members throughout the project lifecycle. Project was delivered on time and within budget guidelines.

Education and Memberships

BA, Accounting, Ouachita Baptist University

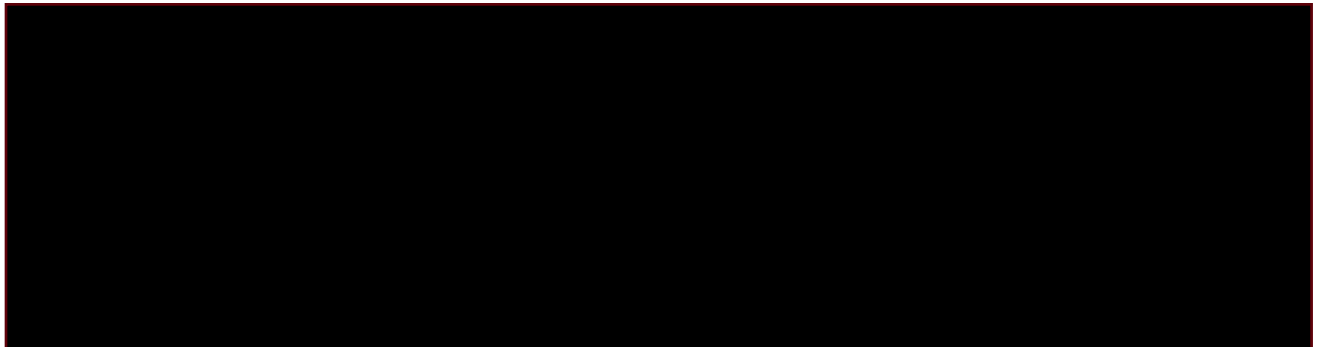
Certified Project Management Professional® (PMP®), Project Management Institute® (PMI®)

Certified Trainer MPG (Managing Personal Growth), Blessing & White Consultants

Train-the-Trainer Graduate – NYNEX Business Center Learning Network

References for Andrea Thrash

Below, we have provided three references that can speak to Andrea's performance on her most recent projects. We would be happy to provide additional references for Andrea if needed as part of the State's



9.3.2 - Provide justification for any team members who will support this project from remote offices and explain what methods of communication, travel, and oversight will ensure the remote employee(s) perform their roles effectively.

BerryDunn has successfully worked with clients in all 50 states. We pride ourselves on being readily available to our clients when needed—as our previous clients and references (provided in Section 9.1.6 of our response) will attest to—and we believe in performing work off-site when appropriate to maximize cost savings for our clients and minimize disruption to their regular operations.

We understand that the nature of advisory services requires building strong relationships, and we acknowledge that doing so requires spending face-to-face time with project team members. Therefore, we have planned for our work to be performed on-site at DHS headquarters in Little Rock, Arkansas; at our offices in Portland, Maine, and Phoenix, Arizona; or off-site at our team members' office locations, based on the nature of the activity and interaction needed with DHS staff and other stakeholders.

We understand that DHS places importance on being on-site to support this project and we have planned for BerryDunn team members to be on-site frequently throughout this project. For example, Andrea Thrash, our IV&V SME, will be on-site full-time except for state holidays listed in Section 1.32 of the State's RFP, or other mutually agreed upon times, for the duration of the contract. In addition, at least two of our three key personnel will be regularly on-site to help promote the success of this project and ensure that DHS is receiving the services and high quality deliverables expected from the IEBM IV&V vendor.

We will collaborate with DHS to develop and publish an agreed-upon monthly calendar of on-site time so that DHS staff know which BerryDunn team members will be on-site when.

We will effectively bridge any distance gaps by providing DHS with the proper balance of on-site and off-site work to fulfill project needs and encourage success. We regularly use teleconferencing, videoconferencing, and web-based project management tools throughout our projects to support collaboration and communication. All of our consultants are provided with the necessary technology to enable them to work effectively, regardless of their location, and they are accustomed to working with clients and team members across the country.

Oversight of all off-site work will be provided by our engagement management team that includes Tim Masse, project principal, and Kim Brandt, engagement manager. Tim and Kim will monitor the performance of each member of our project team throughout the course of the engagement to help ensure that our project team's performance meets BerryDunn's and DHS' expectations. For example, Tim and Kim will conduct regular onsite visits of the project and the BerryDunn project team. We are accustomed to managing teams of BerryDunn employees and

We know that completing projects requires more than just what is learned in project management training—getting stakeholders involved and committed requires strong consulting and facilitation skills, empathy, and above all, respect.

subcontractors and have established processes for integrating subcontractors into our project team so that our team structure will be “seamless” to DHS.

Ensuring we meet or exceed our clients’ expectations is of utmost importance to us, and we are happy to further discuss our on-site availability with DHS at any point.

9.3.3 - Describe how your company will support this project with additional IV&V team members as requested by DHS.

BerryDunn’s people differentiate us from our competitors. We hear this feedback consistently from our clients, whose repeated selection of our services is a testament to their satisfaction with our firm, team members, and proven ability to provide additional resources and expertise at any point during a project.

DHS will benefit from BerryDunn’s deep bench strength of more than 180 consultants and a wide network of subcontractors that will be available to support the evolving needs of both DHS and the IEBM project. We have easily and efficiently supported the staffing needs of our HHS agency clients for the past 25 years – including on IV&V projects in states such as Maine, Maryland, Missouri, New Hampshire, and Ohio. When we receive a request for additional services or expertise on a current project, we identify team members based on several factors, including (but not limited to):

- The nature of the work to be performed
- The level of commitment requested (e.g., full-time, part-time)
- The consultant's other commitments
- Specific certifications and/or areas of expertise
- The timing and duration of the project

You can be confident in our ability to manage and assign the right resources based on your unique needs at any point during our role as the IV&V vendor on the IEBM project. Our internal resource manager monitors staff allocations across all of our projects, tracks staff availability, and provides information to our management team to help identify qualified project resources. In addition, our management team members communicate regularly about staff workloads and commitments to help ensure that resources can be available to support the changing needs of both BerryDunn project teams and our clients.

9.3.4 - Provide a detailed organizational profile for this project which shall include, at a minimum, the following:

- Company Name
- Name of Parent Company (if applicable)
- All Proposed Personnel by Job Title
- Lines of Supervision
- Number of Full Time Employees
- Number of Years in Business
- Number of Years Vendor (Prime) has been providing the type of services specified in the RFP
- Number of Employees providing the type of services specified in the RFP
- Headquarters in the USA
- Locations in the USA
- Office Servicing this account location



Berry Dunn McNeil & Parker, LLC (BerryDunn) is a certified public accounting and consulting firm with a Government Consulting Practice dedicated to serving state, local, and quasi-governmental agencies. We were formed in 1974 and have experienced sustained growth throughout our 45-year history. Our firm provides a full range of professional services, including IT and management consulting; tax, audit, and accounting services; and wealth management services. BerryDunn employs more than 460 staff members (including over 180 in our Government Consulting Group), and has a long and successful history of working with state and local agencies across the country in support of IT and management initiatives. Our team members bring valuable perspective from their experiences providing IV&V, QA, project management, and business and technical consulting services for a range of projects.

BerryDunn is headquartered in Portland, Maine, and serves clients nationally through our seven office locations shown in Figure 18 on the next page. The State's IEBM project will be supported by mid-west based consultants, and primarily serviced from our Portland, Maine and Phoenix, Arizona offices.

Figure 18: BerryDunn Office Locations

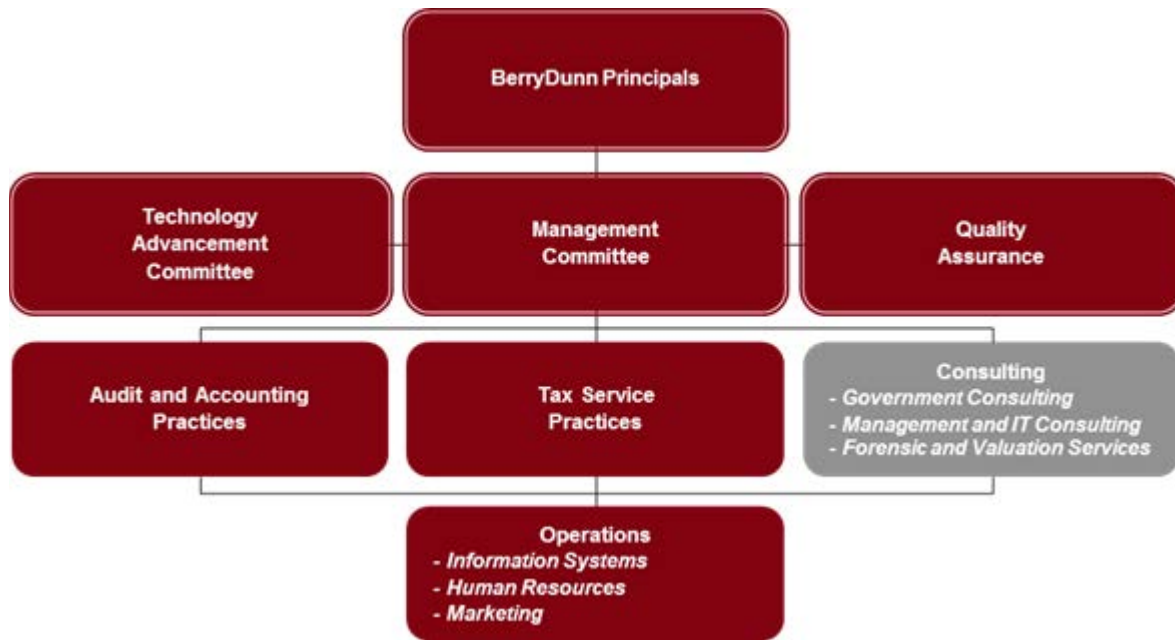
BerryDunn has offices throughout the country.



The State and DHS will benefit from the experience BerryDunn brings to this project, gained through our work with more than 300 state, local, and quasi-governmental clients across the country – this includes **providing IV&V services to state HHS agencies for more than 20 years**. We have a deep understanding of state, county, and municipal operations, allowing us to provide unparalleled expertise and unique insights.

Figure 19 on the next page illustrates the organizational structure of our firm, reporting lines, and how our consulting team fits into the overall structure.

Figure 19: BerryDunn Firm Organizational Structure
BerryDunn's consulting team is a key component of the firm.



As with all BerryDunn projects, an engagement management team including a firm principal (Tim Masse) and an engagement manager (Kim Brandt) will perform oversight of the BerryDunn project team and reinforce the highest quality of our services. Both Tim and Kim are consultants with the Government Consulting Group and have worked together on multiple state HHS agency projects.

Figure 20 on the next page, highlights areas of specialization and expertise for BerryDunn's Government Consulting Group.

Figure 20: BerryDunn Areas of Specialization and Expertise
BerryDunn brings the depth of expertise and experience needed to support the State's success.



BerryDunn has helped state HHS clients—just like DHS—solve some of their biggest challenges, including modernizing, enhancing, and transforming HHS programs and systems. For example, we have worked with state HHS clients such as:

- Arizona Health Care Cost Containment System
- Colorado DHS
- Hawaii DHS
- Maine DHHS
- Massachusetts HIX/IES Entities
- Missouri DSS
- New Hampshire DHHS
- New Jersey Division of Medical Assistance and Health Services
- New Mexico Human Services Department
- Ohio Department of Medicaid
- West Virginia DHHR, BMS

Through BerryDunn's more than 20 years of combined experience in working with HHS agencies in providing the services illustrated above, combined with the experience our team brings working with Deloitte and the NextGen Solution IEBM, we bring the expertise and experience needed to help ensure DHS achieves its IEBM project goals. **Beyond our experience, we will also support your success because of our independence from hardware, software, and IT system vendors, which enables our project team to provide the State with objective, unbiased recommendations that are in your best interest.**

9.3.5 - Provide a staff continuity plan outlining the Vendor's approach to maintain the level of staffing proposed. The plan shall include at a minimum the following:

- Vendor's policies and plans for maintaining continuity of personnel assignments throughout the performance of any contract resulting from this RFP
- Vendor's contingency plans to avoid and minimize the impact of any unexpected personnel changes.
- Vendor's planned backup resources for key personnel

BerryDunn and are proposed engagement management team are committed to maintaining our IV&V project team throughout our contract with the State, and we believe that this is an important way to help ensure we develop a trusted advisor relationship with the State and more importantly – promote the success of the IEBM implementation. Our engagement management team will make every attempt possible to maintain the project team that we have proposed from project inception to project closeout. This allows us to truly understand DHS, its organizational culture, operations, and the IEBM project so that we may provide meaningful and actionable IV&V services that support the needs of DHS and this project. Continuity also minimizes the time required of DHS personnel to introduce a new member of the engagement team to the IEBM project.

BerryDunn has always made it a top priority to retain our experienced staff. Because of this focus, we consistently measure well below industry averages for consultant turnover. This low turnover is due in part to our ability to provide the right resources to the right project, and our deep commitment to providing learning and development resources for our consulting team. All of our personnel are required to complete at least 120 hours of continuing professional education every three years, which contributes to their proficiency. Members of our Government Consulting Group meet or exceed this requirement by completing both technical and industry-specific educational programs each year.

We believe it is important that DHS understands we have qualified resources from our Government Consulting Group to step in if needed – including for unexpected personnel changes. Should the need to replace key personnel arise during a project, we will notify DHS of this need in writing and provide the opportunity for DHS to review resumes for proposed replacements, conduct interviews if desired, and approve replacements. All requests for substitutions will provide an explanation of the circumstances necessitating the proposed substitutions, a resume of the proposed substitute, and any other information requested by DHS to make a determination as to the appropriateness of the proposed substitution. We understand from the State's RFP that all replacement personnel must have skills DHS agrees are equal to or superior to the individual(s) being replaced.

In the event we need to draw upon backup staff, we have developed processes and systems to provide all project team members with the information they need to gain an understanding of the history of the project and quickly get up to speed on the current status of the project. This helps to ensure that staffing transitions are as seamless as possible for DHS.

During the past 25 years of providing consulting services to HHS agency clients, we have successfully staffed every project, provided backup personnel when necessary, and adjusted staffing levels as needed based on the needs of our clients and their projects.

We encourage DHS to contact our references provided in Section 9.1.6 of our response. Specifically, West Virginia can speak to our ability in providing professional and highly qualified resources to a range of projects from 2003 through to today, Missouri DSS can speak to our ability to provide qualified IV&V resources to the MEDES project since 2013, and Ohio can speak to our ability to provide a range of qualified IV&V and certification experts to the ODM modular OMES project since 2017.

Great Work for Great Clients

We will work hard during this project to make sure that DHS has a positive experience with BerryDunn and our ability to provide the IV&V staff you need both now and throughout the IEBM project. As further testament to our ability to provide qualified, stable project teams, the results of our 2018 client satisfaction survey, independently conducted each year by Portland Research Group, show that we continue to delight our clients in a variety of ways, with our Net Promoter Score—measuring how likely BerryDunn clients are to recommend us to their colleagues—achieving the highest score Portland Research Group has ever seen for this metric. The following, shown in Figure 21, are other key metrics from these results:

Figure 21: BerryDunn Client Satisfaction Metrics
BerryDunn provides clients with the highest quality of service and deliverables.



Appendix A – Additional Project Team Member Resumes

A.1 – SME Resumes



Matt Bria, CISSP, PMP®, PCI-QSA **IT Security SME**

Matt is an experienced information security and technology leader, and a subject matter expert in information security and governance. Matt has served as the project manager and senior security consultant on MARS-E assessments for the states of Minnesota and West Virginia and as senior consultant for Missouri and Indiana's MARS-E assessments for the past two years.

He possesses a strong knowledge and understanding of project management, security analytics, ERP security, network and cloud security, security architecture, security governance, risk assessments, and compliance. Matt has firsthand experience building and managing security processes that enable organizations to meet their business objectives while ensuring security needs are incorporated into business processes.

Relevant Experience

BerryDunn (September 2016 to present)

Minnesota Information Technology Services – *Independent Security and Privacy Controls Assessment (April 2018 to June 2018, March 2019 to June 2019).*

Matt serves as the project manager and senior security consultant for the annual CMS MARS-E assessment of the Minnesota eligibility enrollment system (METS). In this role, Matt serves as the primary point of contact for the State and leads all engagement activities for the MARS-E assessment. Matt leads all on-site data collection and technical testing activities.

Indiana Department of Family & Social Service – *Independent Security and Privacy Controls Assessment (April 2019 to May 2019).*

Matt served as the senior security consultant on the annual MARS-E assessment for Indiana's MARS-E assessment. In this role, Matt provided security subject matter expertise and performed analysis of the MARS-E controls.

Missouri Department of Social Services – *Independent Security Assessments (ISAs) for Missouri Eligibility Determination and Enrollment System (MEDES) (January 2018 to April 2018, February 2019 to March 2019)*

For the past two years, Matt has served as the senior security consultant on the annual MARS-E assessment for the Missouri (MEDES) system.

West Virginia Department of Health and Human Resources (DHHR) – *Eligibility and Enrollment Independent Security and Privacy Controls Assessment (January 2017 to July 2017).*

Matt served as the project manager and senior security consultant for the West Virginia E&E Independent Security and Privacy Assessment project. The independent assessment was being completed against the CMS MARS-E v2.0 framework.

Metropolitan Government of Nashville and Davidson County (Metro), TN – Information Security Program Development (January 2017 to present).

Matt serves as the program manager and senior security consultant for Metro, concentrating on Risk Management, Incident Response, and Payment Card Industry (PCI) program development activities.

TBC Corporation (September 2006 to August 2016)

As the director of IT Security, Matt was responsible for all aspects of enterprise-wide security and enterprise production change management for a multi-billion dollar retail and wholesale organization. He had direct management of a team responsible for enterprise security architecture, identity and access management, intrusion detection and analysis, multi-factor authentication, advanced malware detection, security analytics, forensics, DLP, incident response, and endpoint protection. In addition, Matt was responsible for the implementation of enterprise-wide security metrics and security policies, and chaired the executive security steering committee. Key accomplishments include:

- Establishing a security governance structure and framework, as well as an enterprise security awareness program, for the entire organization
- Providing security guidance and support for over 40 e-commerce and branded websites
- Chairing the executive security steering committee
- Establishing vulnerability management, patch management, external risk, and penetration testing programs
- Implementing and managing an enterprise SIEM, identity, and governance management solution; an IPS, multi-factor authentication solution; and a web-filtering solution for all corporate, wholesale, and retail locations
- Leading procurement activities, the vendor selection committee, and the implementation of an enterprise identity and access management solution that allowed for the provisioning and maintenance of 10K+ user base, and 3K+ retail and wholesale locations

GTECH Corporation West Greenwich (June 1999 to June 2006)

As a project manager and software engineer, Matt provided project management for complex multi-tiered implementations consisting of software development, marketing, new communications networks, and web-based system architecture. He led all project meetings with SMEs/leads from each discipline: software, infrastructure, finance, product development, training, and marketing. He led cross-organizational efforts defining change management, issue tracking systems, operational procedures, and training needs.

Additionally, Matt developed stored procedures, triggers, scripts, performance tuning, and reports to enhance and support a complex multi-tiered system with Sybase database for multiple lottery project implementations. He also administered and configured the Sybase SQL Server and the Sybase Replication Server. He provided engineering support of quality assurance testing, functional requirement specifications, data dictionaries, white papers, and project plans.

Education and Memberships

BS, Management Information Systems, Salve Regina University

Certified Information Systems Security Professional (CISSP)

Payment Card Industry Qualified Security Assessor (PCI-QSA)

Certified Project Management Professional® (PMP®), Project Management Institute® (PMI®)



Chris Davis, Prosci® CCP Certification SME

Chris is a senior consultant with BerryDunn's Medicaid consulting practice, with a focus on policy and independent verification and validation. He has experience working within state government, including serving as an intern with the Ohio State House of Representatives.

Relevant Experience

BerryDunn (08/2017 to present)

Ohio Department of Medicaid (ODM) – Ohio Medicaid Enterprise System (OMES) IV&V Services (08/2017 to present).

ODM is implementing its vision for a modular MMIS in the Ohio Medicaid Enterprise System project and BerryDunn is providing IV&V support. Chris serves as a senior consultant on the project, helping to provide ODM with crucial project health analysis; budget, schedule, and scope analysis; and risk and issue tracking for the Ohio Medicaid program as a whole.

Puerto Rico Medicaid Program (PRMP) – Enterprise Objective Monitoring and Control (EOMC) Services (07/2019 to 08/2019).

PRMP requested that BerryDunn provide EOMC services in support of the certification and maintenance and operations for the Puerto Rico Medicaid Management Information System (PRMMIS). Chris provides certification subject matter expertise, including outcomes-based certification efforts. For this project, Chris served as part of team that is supporting the Medicaid Management Information System (MMIS) Certification Final Review (R3) for four modules, including Data Warehouse, Encounter Processing, Enterprise, and Program Integrity.

Missouri Department of Social Services – Missouri Medicaid Enterprise (MME) PMO Engagement (05/2018 to 06/2018).

Chris provided federal certification and IV&V services subject matter expertise on the MMIS Procurement and Replacement Program Project Management Services project. For this project, Chris served as part of the team that is providing project management services for the MO HealthNet Division (MHD) Business Intelligence Solution/Enterprise Data Warehouse Solution and Program Integrity Solution implementations.

New Hampshire Department of Health and Human Services (DHHS) – MMIS and Fiscal Agent Services Assessment and Strategy Project (05/2018 to 06/2018).

Chris provided federal regulatory and certification subject matter expertise on the MMIS and Fiscal Agent Services Assessment and Strategy Project. For this project, Chris served as part of the team that is assessing the performance and capabilities of the State's MMIS and fiscal agent services relative to current industry systems and standards, and developing potential MMIS re-procurement options for the State to consider for the future.

Ohio House of Representatives (12/2016 to 07/2017)

As a congressional intern, Chris assisted in the research for and drafting of position papers of policy initiatives for a democratic member of the Ohio House of Representatives. He drafted speeches, questions, and policy talking points for committee meetings and public events; created coordinated constituent outreach plans by identifying policy areas and interested parties; drafted press releases for issuance through relevant media outlets including both traditional and social media platforms; and tracked legislation in key policy areas and identifies House members for bipartisan legislative efforts.

Progressive Corporation (05/2008 to 12/2016)

Chris served as a member of the contact center leadership for Progressive, ensuring the efficient operation of the contact center and team environments. This included implementing new department and company policies and procedures, implementing new technology, identifying trends in customer relations for the purposes of providing feedback to company leadership to better overall customer experience, identifying areas of opportunity for contact center representatives and providing real time feedback, and providing technical expertise and assistance to contact center representatives to ensure consistency and accuracy in a highly regulated environment. In addition, he served as a technical and situation expert for team members and peers within the direct reporting department.

Education and Memberships

MA Candidate, Public Management, Johns Hopkins University

BA, Political Science, The Ohio State University

AA, General Studies, Lakeland Community College

Prosci® Certified Change Practitioner (CCP)



Amanda Findlay, Prosci® CCP, ECBA™
Eligibility and Enrollment Process SME 1

Amanda is a senior consultant with BerryDunn's Government Consulting Group providing projects support through business analysis, research, fact-finding, requirements gathering, RFP, and project deliverable development. She has a variety of work experience across industries and has performed work in state and international government agencies, health insurance organizations, and corrections.

Relevant Experience

BerryDunn (12/2015 to present)

Hawai'i Department of Human Services Med-QUEST Division (MQD) – Organizational and Business Process Redesign (07/2017 to present).

Amanda is a business analyst for this initiative to review studies, analyze documented operational processes, observe current workflow patterns, conduct interviews with key personnel, and gather information on current barriers to improving efficiency. The project will culminate in process improvement recommendations and strategies to implement proposed changes.

Arizona Department of Economic Security/Division of Developmental Disabilities (ADES/DDD) – Feasibility Study for IT System Upgrade/Replacement (04/2018 to 07/2018).

Amanda served as a business analyst on this engagement, conducting interviews and fact-finding sessions with key personnel, and gathered information on current barriers to improving efficiency. The project will culminate in process improvement recommendations and strategies to implement proposed changes.

West Virginia Department of Health and Human Resources (DHHR) – Income Maintenance Manual Update Project (02/2017 to 07/2017).

As a business analyst on the Income Maintenance Manual (IMM) Update project, Amanda assisted BerryDunn in updating the IMM—a policy and procedures manual used to determine Medicaid, SNAP, and WV WORKS (TANF) eligibility and benefits—for the DHHR. Additional work included verifying that language and policies in the IMM were current and aligned with federal regulations, as well as general project support and business analysis.

Vermont Department of Liquor Control (DLC) – RFP Development, System Selection, Contract Negotiation, and Project Management for Retail and POS Solution (07/2016 to 03/2017).

Amanda served as a business analyst on this POS and Retail Central Office System project, assisting in the development of an RFP for the acquisition of new system. Additional work included support during proposal scoring and evaluation, vendor selection, and contract negotiation.

South Carolina Department of Health and Environmental Control (DHEC) – EHR System Planning and Procurement Assistance (09/2016 to 01/2017).

As a business analyst on BerryDunn's EHR System Planning project, Amanda participated in fact-finding sessions, requirements development, and JRP sessions for the acquisition of a new electronic health records system. Additional work included general project support and relevant business analysis.

Vermont Agency of Human Services (AHS) – Uniform Reporting Requirements and Specialized Programs Project (05/2016 to 10/2016).

Amanda worked with the BerryDunn team to partner with the Vermont AHS on a business process redesign project related to provider data collection and reporting process in preparation for streamlining of

those processes through the use of a health and human services enterprise IT system. Additional work included evaluating and assessing current data collection methods and developing as-is narratives and diagrams to support deliverable development and the to-be, desired state framework, as well as general project support and business analysis.

North Carolina Administrative Office of the Courts (AOC) – e-Courts Strategic Plan (02/2016 to 11/2016).

As a business analyst, Amanda helped conduct an assessment of the AOC's current IT environment and assisted in the development of a comprehensive strategic plan that dictates how to most effectively allocate the AOC's technology resources to a prioritized set of IT initiatives over the next three to five years. In the business analyst role, Amanda participated in fact-finding sessions, information gathering and assessment, current and future state analysis work, and gap analysis assessments, and was involved in general deliverable development throughout the course of the project.

Vermont Judiciary – Next Generation Case Management System (NG-CMS) Planning and Implementation Services (01/2016 to 10/2016).

As a business analyst for this Next Generation System Planning and Implementation engagement, Amanda assisted BerryDunn in gathering and defining high-level requirements for a Case Management System (CMS) for the Vermont Judiciary, in addition to the development of an RFP. Amanda also helped facilitate the development of detailed CMS requirements with Vermont Judiciary staff.

Vermont Agency of Education (AOE) – District Finance System Specifications (04/2016 to 08/2016).

As a business analyst for the Financial System Specifications project, Amanda participated in fact-finding and the development of business rules and cost analysis to help the AOE create specifications for financial software used by the state's supervisory unions and districts to help ensure statewide compliance with reporting requirements.

Georgia Department of Driver Services (DDS) – Card Production Services Procurement Consulting (12/2015 to 06/2016).

As a business analyst, Amanda supported the Card Production System (CPS) Procurement Planning project by documenting and revising detailed requirements for the desired CPS, assessing and developing the as-is and to-be environments for the business process redesign phase of the engagement, and aiding in the creation of an RFP for the procurement of a CPS.

New Mexico Corrections Department (NMCD) – COTS Offender Management System (OMS) Replacement (12/2015 to 05/2016).

As a business analyst, Amanda assisted BerryDunn in gathering and defining high-level requirements for an OMS, assisting with the development and management of the RFP process through vendor negotiation, and facilitating the development of detailed OMS requirements with NMCD staff and the selected OMS vendor.

New Hampshire Department of Revenue Administration (DRA) – Revenue Information Management System (RIMS) Business Requirements and RFP Development (12/2015 to 02/2016).

As a business analyst, Amanda assisted with general project support and deliverable development for the RIMS Business Requirements and RFP Development project, as well as detailed requirements refinement and development.

athenahealth Inc. (06/2015 to 12/2015)

As an operations analyst for revenue, Amanda evaluated and analyzed issues with unresolved medical claims for commercial and government payers. She diagnosed trends across data sets and identified

workflow issues in order to reduce future claim volume, streamline operations, reduce unnecessary expenditures, and increase team-wide productivity and success throughout the revenue cycle.

Maine Department of Corrections (05/2014 to 08/2014)

As a Juvenile Justice Advisory Group (JJAG) assistant, Amanda participated in research, collection, and analysis of data pertaining to the Core Protections of the Juvenile Justice & Delinquency Prevention Act: Jail Removal, Deinstitutionalization of Status Offenders, Sight and Sound Separation, and Disproportionate Minority Contact (DMC). She also merged, restructured, and analyzed Relative Rate Index (RRI) data sets for the DMC Reduction Plan in Maine, generated figures/charts, briefs, and reports on juvenile justice issues in the state, and spearheaded and designed outreach ideas and materials for educational publications/brochures.

Education and Memberships

BA, Government, Colby College

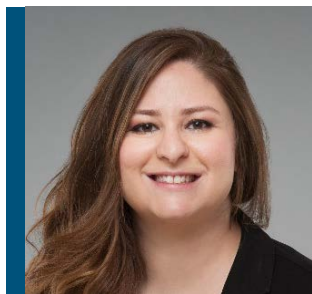
Parliamentary Programme, Scottish Parliament, University of Edinburgh

Prosci® Certified Change Practitioner (CCP)

Entry Certificate in Business Analysis™ (ECBA™)

International Institute of Business Analysis™ (IIBA®)

American Public Health Association (APHA)



Danielle Hay, BS

Eligibility and Enrollment Process SME 2

Danielle is a consultant with BerryDunn's Medicaid practice with a focus on information technology work. She brings four years of experience working with Medicaid/Medicare claims in Texas, New Jersey, and Arizona as well as technical skills in database development, including designing relational databases, developing front-end systems, utilizing C# programming, and building programs to individual specifications also to include responsive web design and mobile application development.

Relevant Experience

BerryDunn (06/2017 to present)

Hawai'i Department of Human Services Med-QUEST Division (MQD) – Organizational and Business Process Redesign (07/2017 to present).

Danielle is a business analyst for this initiative to review studies, analyze documented operational processes, observe current workflow patterns, conduct interviews with key personnel, and gather information on current barriers to improving efficiency. The project will culminate in process improvement recommendations and strategies to implement proposed changes.

Arizona Department of Economic Security/Division of Developmental Disabilities (ADES/DDD) – Feasibility Study for IT System Upgrade/Replacement (02/2018 to 06/2018).

Danielle served as a business analyst assisting in the assessment of the current technical solution as well as the development of recommendations for short- and long-term options to modernize the IT solution currently in use for tracking long-term care for the DDD.

New Jersey Division of Medical Assistance and Health Services – MMIS Implementation and Certification Leverage and Reuse Project (06/2017 to 01/2018).

Danielle served as certification project coordinator for the New Jersey MMIS replacement project. She worked closely with the State managers, the system vendor, and IV&V to assist in planning for the certification of the replacement MMIS using the latest federal rules and regulations published by CMS. Her work included coordinating with a team of subject matter experts in the review of State policies and system requirements for alignment to certification criteria as well as system documentation that provides evidence of compliance for each of the certification checklist items. Danielle also worked to support the New Jersey ITO testing team as a claims subject matter expert.

United Healthcare (09/2013 to 06/2017)

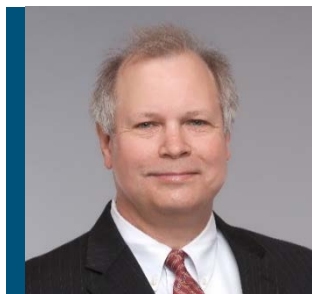
As a claims analyst, Danielle provided expertise and general claim support by reviewing, researching, investigating, processing, and adjusting Medicaid/Medicare claims out of New Jersey, Texas, and Arizona. Different Medicaid claims types include but are not limited to skilled nursing/long term care, dialysis, coordination of benefits, authorization, duplicate/corrected, maternity, labs, etc. She authorized appropriate payments or referred claims to the proper department for further review, identified trends within claims and provided reports as necessary, and consistently met established productivity, schedule adherence, and quality standards. She maintains a thorough understanding of Medicaid and Medicare reimbursement protocols as well as billing and coding terminology. Danielle consistently conducted Medicaid contract assessments to be able to calculate co-payments or other patient responsibilities and determine discrepancies in provider information or eligibility. Danielle also provided organizational support

to include meetings, conference calls, trainings or any updates regarding changes to any Medicaid claim processes and procedures.

Education and Memberships

BS, Computer Information Systems, WP Carey School of Business, Arizona State University

Associate Degree, Business, Paradise Valley Community College



Jim Strassenburgh, BA

Solution/Systems Architecture SME

Jim is a skilled senior consultant with BerryDunn's Government Consulting Group. He has over 20 years of IT experience and a rare combination of skills gained from working with large-scale systems architecture projects, serving as operations technical lead for critical financial infrastructure on Wall Street, and founding a software development company to build high availability and DevOps products. Over the past six years, Jim has focused on healthcare systems, working with BerryDunn on several state Medicaid IV&V projects.

Relevant Experience

BerryDunn (02/2013 to present)

Massachusetts HIX/IES Entities – IV&V Services (05/2014 to present).

Jim serves as IV&V technical lead for Massachusetts' HIX/IES implementation, with responsibility for CMS formal and boundary testing; blueprint testing; review and validation of major vendor releases; architecture review and other technical content; and engaging with vendors, senior Massachusetts leadership, and architects. Activities include bringing online and heading an Architecture Review Board (ARB) for the program, Co-author of the program's System Architecture Document (SAD), and recently completed the co-authoring of the program's Security Incident Response Plan.

Maryland Health Benefit Exchange – IV&V for Maryland's HBE Implementation (02/2013 to 04/2014).

As IV&V technical lead, Jim assessed technical aspects of Maryland's HIX/IES implementation, tracked progress, developed risks and issues, innovated traditional IV&V work by creating deep-dive sessions and architecture flows, supported CMS attestations (reports) and Blueprint certifications, served as technical liaison, and worked to build strong relations across various stakeholders and vendors.

Missouri Department of Social Services – Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services (5/2014 to 07/2014).

Jim conducted a systems architecture review of the MEDES reporting, including high-level infrastructure, data flows, and system artifacts. In addition, he reviewed IBM's systems architecture report, observed required testing activities, and provided feedback as part of the IV&V Monthly Report.

MetroSource, Corp. (1995 to 2012)

Jim founded this hybrid consulting and software development company, providing systems architecture, data center virtualization, and business continuity services, including development of systems infrastructure documentation for performance engineering environment for Paychex and an after-hours trading system for Japan to support a high-volume retail equity trading system. Jim also designed and implemented the high-availability architecture for AT&T's Internet service, WorldNet.

Rochester Institute of Technology (01/2010 to 12/2011)

Jim served as the enterprise project manager in building a shared services computing model and the construction of a new green data center facility for one of the largest private universities in the country. In this role, he developed new service processes and chargeback models based on shared services; developed formal RFIs and RFPs; provided budgeting and financial modeling, including return-on-investment assessments; developed a disaster recovery solution; and assessed security infrastructure, including IPS/IDS, security compliance, and firewall defense-in-depth designs.

Xerox (05/2008 to 06/2009)

As data center infrastructure architect for the Oracle Competency Center, Jim developed enterprise Service Oriented Architecture (SOA) platform using an Oracle SOA stack; assisted in deploying new enterprise provisioning, alarming, and ticketing services; and conducted a company-wide assessment of VMware infrastructure of Europe and North American data centers. Jim also was lead Xerox architect on the IT outsourcing project—a \$350M program initiative.

NYFIX, Inc. (01/2000 to 07/2006)

As Vice President for Systems and Systems Architecture, Jim was responsible for all new project initiatives, core infrastructure technology, including management of all infrastructure operations. Operations involved responsibility of supporting for over 65% of all order flow and executions to the New York Stock Exchange (NYSE); management of infrastructure security; compliance with Security Exchange Control infrastructure requirements; and management of multiple generations of data center technology change, including three data center migrations.

Education and Memberships

BA, Philosophy, St. Lawrence University

A.2 - Engagement Management Team Resumes



Timothy F. Masse, MBA, Prosci® CCP **Project Principal**

Tim is a Principal in our firm and leads BerryDunn's Government Consulting Group. He has 30 years of experience consulting in the areas of strategic business and technology planning, independent project oversight, operational planning, business process improvement, procurement and vendor negotiations, and change management. Tim has provided project leadership

for projects with state health and human service agencies in Arizona, Connecticut, Louisiana, Maine, Massachusetts, Missouri, New Hampshire, Vermont, and West Virginia.

Relevant Experience

BerryDunn (1991 to present)

New Mexico Human Services Division – Health and Human Services (HHS) 2020 Project Support (08/2016 to present).

BerryDunn provides support to the HHS 2020 project – New Mexico's modular MMIS replacement project. As project principal, Tim brings his MMIS experience in project management, system architecture, and implementation to oversee BerryDunn's team.

Missouri Department of Social Services – Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services (07/2013 to present).

As the project principal for BerryDunn's IV&V engagement for MEDES, Tim oversees our team's work for this modified agile SDLC project. BerryDunn reviews the project and reports on project issues and risks, offering recommendations to address issues and mitigate risks. BerryDunn also conducts reviews of the project in preparation for CMS Gate Reviews.

Massachusetts HIX/IES Entities – IV&V Services (10/2012 to present).

As project principal and contract manager for BerryDunn's IV&V engagement for Massachusetts' HIX/IES implementation, Tim oversees the quality of all services and deliverables provided by our team to the Commonwealth, provides oversight of subcontractors, ensures the full commitment of our firm, and provides subject matter expertise on Medicaid, MITA, project management, IV&V, and large-scale implementation oversight.

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

Tim oversaw BerryDunn's project team for New Jersey's MMIS implementation, overseeing the quality of the team's services and deliverables. This included leveraging our experience in West Virginia to support New Jersey's MMIS certification.

Maine Department of Health and Human Services (DHHS) – IV&V and QA Services (04/2008 to 06/2012).

Tim oversaw BerryDunn's contract to provide IV&V, QA, and technical assistance for the MaineCare Management Information System and Fiscal Agent Solution (MMIS/FAS) development, implementation, and certification. This included providing ongoing monitoring of project tasks; identifying risks and issues and developing mitigation strategies monitoring vendor and State project personnel, communications, and activities overseeing the quality of all services and deliverables provided by our team to DHHS as well as

our subcontractors and providing subject matter expertise on Medicaid, MITA, project management, IV&V, and large-scale system implementation oversight.

West Virginia Bureau for Medical Services (BMS)

- *Data Warehouse / Decision Support System (DW/DSS) Project Management (07/2011 to 06/2012).*
BerryDunn led the Bureau's Data Warehouse/Decision Support System re-procurement, including developing the RFP, and assisting with the procurement. We also provided project management during the implementation.
- *PPACA Planning, Analysis, and Implementation Support (05/2010 to 06/2012).*
BerryDunn was hired by the Bureau to assist with navigating the requirements of the healthcare reform law, including the PPACA, the Health Care and Education Reconciliation Act of 2010 (HCERA), and the Manager's Amendment to HR 3590. The purpose of this project was to determine the impact of this legislation on West Virginia's Medicaid policy, processes, budget, and communication, and plan the response to become compliant with the applicable provisions of the healthcare reform law (e.g., identify necessary changes to business processes). BerryDunn continues to provide ongoing consulting services to the State related to PPACA and healthcare reform.
- *Project Management of MMIS Procurement, DDI, and Certification (04/2008 to 06/2012).*
In 2008, BerryDunn was hired to analyze the current MMIS and Fiscal Agent operations, develop an APD and RFP for the MMIS re-procurement, and provide project management through the procurement and implementation.
- *State Medicaid Health IT Planning and Health Care Reform Consulting (09/2010 to 02/2011).*
BerryDunn led the development of West Virginia's SMHP and Health IT I-APD as required by the ARRA HITECH Act. Tim provided leadership in the development of the State's vision and objectives, along with subject matter expertise to our team and the State, and overseeing the quality of services provided to the State.
- *Portfolio Governance and Project Management Office.*
BerryDunn led the development of a PMO and assisted in establishing a portfolio governance structure and board to manage the Bureau's projects. In addition, we helped the Bureau establish a framework and planning approach to implement a PMO. The PMO is responsible for ensuring that project management standards and protocols are implemented on all Bureau projects. Tim served as Principal for this project.

Vermont Agency of Human Services – Medicaid Enterprise Solution Risk Assessment, Cost Benefit Analysis, and IAPD Development (02/2011 to 04/2011).

Tim oversaw BerryDunn's work to conduct a risk assessment and cost/benefit analysis for the State's Medicaid Enterprise Solution analysis. Additionally, he oversaw the development of Vermont's Medicaid Enterprise Solution I-APD.

Massachusetts Executive Office of Health and Human Services (EOHHS) – State Medicaid Health IT Planning and IAPD Development (10/2010 to 04/2011).

BerryDunn assisted the Massachusetts EOHHS with the development of the Commonwealth's SMHP as required by the ARRA HITECH Act. The SMHP serves as the strategic vision for EOHHS as it moves forward with the development of HIT and HIE activities and became a critical component of the overall Commonwealth HIT Plan. Tim was responsible for ensuring the full commitment of BerryDunn to this project and participated in strategy, planning, and executive oversight meetings with EOHHS and the

Massachusetts eHealth Institute. As a follow-on to this work, BerryDunn led the development of Massachusetts' Health IT I-APD for submission to CMS.

Massachusetts Human Resources Division (HRD) – IV&V for PeopleSoft System Upgrade (09/2009 to 06/2010).

Tim served as project principal of BerryDunn's engagement to provide IV&V services for the HR Department's PeopleSoft v9.0 upgrade project and the time and labor self-service pilot. Our work involved conducting point-in-time IV&V assessments at key points during the upgrade and identifying risks and issues to be addressed in order to keep the project on track and increase the likelihood for a successful upgrade.

Massachusetts Information Technology Division (MassIT) – Independent Project Health Assessments of Capital IT Projects (02/2009 to 04/2009).

Tim served as principal on a project for MassIT where BerryDunn conducted independent "project health assessments" for eight previously approved capital IT projects. The objective of this project was to determine whether each of the projects were on track, progressing successfully toward achieving their business and technical objectives, and being managed in accordance with project management best practices with the appropriate control processes and systems.

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

Tim oversaw BerryDunn's engagement to conduct an independent evaluation of IT projects managed by the North Carolina Office of IT Services' EPMO to determine whether the EPMO's policies, procedures, and practices were significantly improving the likelihood that a given project would be brought in on time and on budget. This included the review of North Carolina FAST (Families Accessing Services through Technologies), a program designed to improve the way North Carolina DHHS and county departments of social services conduct business.

New Hampshire Department of Health and Human Services (DHHS)

- *IV&V for Medicaid Decision Support System (DSS) Implementation (01/2003 to 06/2005).*
BerryDunn provided IV&V services for the design, development, and implementation of New Hampshire's Medicaid DSS. As project principal, Tim oversaw the project team, ensured sufficient firm resources were provided to the team, reviewed project deliverables, and provided subject matter knowledge and support.
- *Project Management for Enterprise Data Warehouse Project (09/2001 to 03/2002).*
BerryDunn assisted the New Hampshire DHHS with the development of requirements for an Enterprise Data Warehouse. This included the development of business and technical recommendations for 24 user-defined reports; leading joint application design work sessions; and analyzing system-wide data models, data dictionaries, and system specification documents. Tim served as Project Principal for this engagement.

Education and Memberships

MBA, Bentley College

BS, Economics, University of New Hampshire

Prosci® Certified Change Practitioner (CCP)



Kim Brandt, MBA, PMP®, Prosci® CCP
Engagement Manager

Kim is a results-oriented, energetic, hands-on professional with more than 25 years of experience in a large MMIS healthcare application. Over the past five years, Kim has developed her knowledge in a modern Integrated Eligibility System. Her broad range of technical and leadership expertise is coupled with strong project management proficiencies and highly effective communication skills. She has made significant contributions in all phases of program and project management including requirements gathering, scope definition, planning, budgeting, resource allocation, monitoring, change and risk management, and subcontractor oversight. Kim possesses thorough knowledge of Medicaid business and IT practices with a broad understanding of current healthcare initiatives.

Relevant Experience

BerryDunn (05/2014 to present)

Missouri Department of Social Services – Missouri Eligibility Determination and Enrollment System (MEDES) IV&V Services (05/2014 to present).

Kim serves as the project manager for BerryDunn's IV&V project for the MEDES project. She leads a team that assesses MEDES project health, reviews project deliverables, evaluates MEDES progress against Centers for Medicare & Medicaid Services' (CMS') Medicaid Eligibility & Enrollment Toolkit (MEET) requirements, produces IV&V progress reports, identifies potential risks and issues, and offers recommendations for mitigation.

Infocrossing, a Wipro Company (2006 to 2014)

Kim served as the director of business development for Infocrossing, where she was accountable for developing the first strategic Account Plan for Infocrossing's Missouri business unit. She provided tactical direction to strategic consultants and local lobbyist firm, resulting in legislative support for new business opportunities.

Prior to this position, she served as the director of information technology, managing technical and non-technical IT Department of both FTE and contractor staff. She was responsible for IT budget and financial results, and for the successful delivery of SLAs of all systems, project management organization (PMO), and network components of the Missouri Medicaid Fiscal Agent Account.

Verizon/Infocrossing (2002 to 2006)

Kim worked as a systems manager for the Verizon Health Care Division before it was acquired by Infocrossing in 2004. She managed technical and non-technical System Department, responsible for managing the departmental budget and performance objectives. She also managed multi-million dollar organization projects, contributing to business effectiveness and efficiency; enabled software development life cycle process improvements by introducing project management proficiencies; implemented resource, project, and finance forecasting models; led and participated in strategic planning efforts of Account; and successfully managed budget reductions with IT Department.

GTE Data Services (1988 to 2002)

Kim held multiple positions during her years with GTE Data Services. As a project manager, she provided leadership, direction, and guidance in the delivery of a comprehensive disaster recovery capability for the

Missouri MMIS. She managed a project team responsible for Y2K remediation efforts of the Missouri MMIS system, and developed and documented project management methodologies for use by the Systems Department. The project team that she led successfully established technical solutions for BAU and enhancement requirements during the Missouri Medicaid RFP process.

While serving as a systems supervisor, Kim generated revenues in excess of \$5.1 million for successfully managing a 30+-member project team during critical phase of the Missouri Managed Care enhancement. She controlled, managed, and approved the development and maintenance activities of the Missouri MMIS through the supervision of systems personnel; assisted in the development of a Year 2000 testing tool (waY2Kool) estimated to save hundreds of man-hours in the Missouri Medicaid Y2K project; and stimulated a 5- to 12-person technical team in delivering quality modifications to the Missouri MMIS.

Kim also served as a project lead / interim systems supervisor for GTE, where she led and supervised a technical team of 5 – 10 people. She developed time lines and detailed work plans in conjunction with team members and supervised many full development life cycle projects, which included delivery and production support.

As a systems analyst, Kim was responsible for system development life cycle on maintenance and modification activities to the Missouri MMIS. She participated as a lead project team member in a major enhancement rewrite of claim adjudication processing, and assisted in the 1993 Missouri Medicaid RFP process.

Kim began as a programmer analyst for GTE Data Services, responsible for system development life cycle on maintenance and modification activities to the Missouri MMIS. She was also responsible for various take-over activities of the Missouri MMIS from incumbent Fiscal Agent, and performed programming functions using COBOL, CICS, VSAM, TOS/ISPF, FILE-AID, SYNC SORT, IDCAMS, ABEND-AID, JCL, and SAS.

Kansas City Power & Light (1986 to 1988)

As a programmer analyst, Kim performed programming functions using COBOL, CICS, VSAM, TOS/ISPF, FILE-AID, and SYNC SORT.

Education and Memberships

MBA, William Woods University

BS, Computer Information Systems, Central Missouri State University

Certified Project Management Professional® (PMP®), Project Management Institute® (PMI®)

Prosci® Certified Change Practitioner (CCP)

Publications and Presentations

MMIS Testing, Without Getting Testy, Presentation for MESC 2016, Co-presented with Diane Delisle (State of New Hampshire), Steven J. Esposito (SLI Global Solutions), Laura Hall (Cognosante), Mark Joyce (SLI Global Solutions), and Stephen Oshinsky (State of Mississippi), 8/18/2016

Appendix B – Draft IV&V Work Plan

WBS	Task Name	Duration	Start	Finish
1	Arkansas IV&V Services for Integrated Eligibility and Benefit Management (IEBM)	284 days	Wed 1/1/20	Fri 2/12/21
1.1	Milestone: IV&V Services Project Start - Contract Execution	0 days	Wed 1/1/20	Wed 1/1/20
1.2	Phase 1: IV&V Services Project Initiation	40 days	Wed 1/1/20	Thu 2/27/20
1.2.1	Milestone: Start of IV&V Services Project Initiation Phase	0 days	Wed 1/1/20	Wed 1/1/20
1.2.2	Task 1: Conduct IV&V Services Introductory Meeting	30 days	Wed 1/1/20	Wed 2/12/20
1.2.2.1	Task 1.1: Conduct IV&V Services Introductory Meeting	1 day	Wed 1/1/20	Wed 1/1/20
1.2.2.2	Task 1.2: Schedule IV&V Services Project Kickoff	1 day	Wed 1/1/20	Wed 1/1/20
1.2.2.3	Task 1.3: Request existing AR IEBM documentation	1 day	Wed 1/1/20	Wed 1/1/20
1.2.2.4	Task 1.4: Performance Bonds	30 days	Wed 1/1/20	Wed 2/12/20
1.2.2.4.1	Task 1.4.1: Acquire Performance Bonds	10 days	Wed 1/1/20	Tue 1/14/20
1.2.2.4.2	Task 1.4.1: Deliver Performance Bonds	0 days	Tue 1/14/20	Tue 1/14/20
1.2.2.4.3	Task 1.4.2: State Review	10 days	Wed 1/15/20	Wed 1/29/20
1.2.2.4.4	Task 1.4.2: Apply Revisions	5 days	Thu 1/30/20	Wed 2/5/20
1.2.2.4.5	Task 1.4.3: State Re-review	5 days	Thu 2/6/20	Wed 2/12/20
1.2.2.4.6	Deliverable: Approval of FINAL Delivery of Performance Bonds	0 days	Wed 2/12/20	Wed 2/12/20
1.2.3	Task 2: Onboarding of IV&V Staff	40 days	Wed 1/1/20	Thu 2/27/20
1.2.3.1	Task 2.1: Onboarding of IV&V Staff	40 days	Wed 1/1/20	Thu 2/27/20
1.2.3.1.1	Task 2.1.1: Onboard IV&V Staff	20 days	Wed 1/1/20	Wed 1/29/20
1.2.3.1.2	Task 2.1.2: Deliver IV&V Organization Chart	0 days	Wed 1/29/20	Wed 1/29/20
1.2.3.1.3	Task 2.1.3: State Review	10 days	Thu 1/30/20	Wed 2/12/20
1.2.3.1.4	Task 2.1.4: Apply Revisions	5 days	Thu 2/13/20	Thu 2/20/20
1.2.3.1.5	Task 2.1.5: State Re-review and Approval	5 days	Fri 2/21/20	Thu 2/27/20
1.2.3.1.6	Deliverable: Approval of FINAL IV&V Organization Chart	0 days	Thu 2/27/20	Thu 2/27/20
1.2.3.2	Task 2.2: IV&V Staff Continuity Plan	36 days	Wed 1/1/20	Fri 2/21/20
1.2.3.2.1	Task 2.2.1 Develop IV&V Staff Continuity Plan	10 days	Wed 1/1/20	Tue 1/14/20
1.2.3.2.2	Task 2.2.2 Schedule walkthrough of IV&V Staff Continuity Plan	1 day	Wed 1/15/20	Wed 1/15/20
1.2.3.2.3	Task 2.2.3 Review of IV&V Staff Continuity Plan by EM/PM	1 day	Thu 1/16/20	Thu 1/16/20
1.2.3.2.4	Task 2.2.4: Respond to Feedback/Submit for QA	1 day	Fri 1/17/20	Fri 1/17/20
1.2.3.2.5	Task 2.2.5: Review by QA and Apply Editing	1 day	Tue 1/21/20	Tue 1/21/20
1.2.3.2.6	Task 2.2.6: Deliver IV&V Staff Continuity Plan	1 day	Wed 1/22/20	Wed 1/22/20
1.2.3.2.7	Task 2.2.7: Conduct walkthrough of IV&V Staff Continuity Plan	1 day	Thu 1/23/20	Thu 1/23/20
1.2.3.2.8	Task 2.2.8: State Review	10 days	Fri 1/24/20	Thu 2/6/20
1.2.3.2.9	Task 2.2.9: Apply Revisions	5 days	Fri 2/7/20	Thu 2/13/20
1.2.3.2.10	Task 2.2.10: State Re-review and Approval	5 days	Fri 2/14/20	Fri 2/21/20
1.2.3.2.11	Deliverable: Approval of FINAL IV&V Staff Continuity Plan	0 days	Fri 2/21/20	Fri 2/21/20

WBS	Task Name	Duration	Start	Finish
1.2.4	Task 3: Develop Initial IV&V Project Plan	36 days	Wed 1/1/20	Fri 2/21/20
1.2.4.1	Task 3.1 Develop initial IV&V Project Plan	10 days	Wed 1/1/20	Tue 1/14/20
1.2.4.2	Task 3.2 Schedule walkthrough of initial IV&V Project Plan	1 day	Wed 1/15/20	Wed 1/15/20
1.2.4.3	Task 3.3 Review of initial IV&V Project Plan by EM/PM	1 day	Thu 1/16/20	Thu 1/16/20
1.2.4.4	Task 3.4: Respond to Feedback/Submit for QA	1 day	Fri 1/17/20	Fri 1/17/20
1.2.4.5	Task 3.5: Review by QA and Apply Editing	1 day	Tue 1/21/20	Tue 1/21/20
1.2.4.6	Task 3.6: Deliver draft of initial IV&V Project Plan	1 day	Wed 1/22/20	Wed 1/22/20
1.2.4.7	Task 3.7: Conduct walkthrough of initial IV&V Project Plan w/ Sta	1 day	Thu 1/23/20	Thu 1/23/20
1.2.4.8	Task 3.8: State Review	10 days	Fri 1/24/20	Thu 2/6/20
1.2.4.9	Task 3.9: Apply Revisions	5 days	Fri 2/7/20	Thu 2/13/20
1.2.4.10	Task 3.10: State Re-review and Approval	5 days	Fri 2/14/20	Fri 2/21/20
1.2.4.11	Deliverable: Approval of FINAL Initial IV&V Project Plan	0 days	Fri 2/21/20	Fri 2/21/20
1.2.5	Task 4: Prepare for IV&V Services Project Kickoff	30 days	Wed 1/1/20	Wed 2/12/20
1.2.5.1	Task 4.1: Perform initial review of existing AR IEBM documentati	20 days	Wed 1/1/20	Wed 1/29/20
1.2.5.2	Task 4.2: Develop IV&V Services Project Kickoff Presentation	5 days	Wed 1/1/20	Tue 1/7/20
1.2.5.3	Task 4.3 Review of Project Kickoff Materials by EM/PM	1 day	Wed 1/8/20	Wed 1/8/20
1.2.5.4	Task 4.4: Respond to Feedback/Submit for QA	1 day	Thu 1/9/20	Thu 1/9/20
1.2.5.5	Task 4.5: Review by QA and Apply Editing	1 day	Fri 1/10/20	Fri 1/10/20
1.2.5.6	Task 4.6: Deliver draft of IV&V Services Project Kickoff Presenta	1 day	Mon 1/13/20	Mon 1/13/20
1.2.5.7	Task 4.7: Schedule walkthrough of IV&V Services Project Kickoff	1 day	Tue 1/14/20	Tue 1/14/20
1.2.5.8	Task 4.8: State Review	10 days	Wed 1/15/20	Wed 1/29/20
1.2.5.9	Task 4.9: Apply Revisions	5 days	Thu 1/30/20	Wed 2/5/20
1.2.5.10	Task 4.10: State Re-review and Approval	5 days	Thu 2/6/20	Wed 2/12/20
1.2.5.11	Deliverable: Approval of FINAL IV&V Services Project Kicko	0 days	Wed 2/12/20	Wed 2/12/20
1.2.6	Task 5: Conduct IV&V Services Project Kickoff	3 days	Thu 1/30/20	Mon 2/3/20
1.2.6.1	Task 5.1: Conduct IV&V Services Project Kickoff Meeting	1 day	Thu 1/30/20	Thu 1/30/20
1.2.6.2	Task 5.2: Apply Revisions to IV&V Services Project Kickoff Pres	2 days	Fri 1/31/20	Mon 2/3/20
1.2.6.3	Deliverable: Deliver FINAL IV&V Services Project Kickoff Pr	0 days	Mon 2/3/20	Mon 2/3/20
1.2.7	Task 6: Prepare IV&V Services Deliverable Templates	32 days	Wed 1/1/20	Fri 2/14/20
1.2.7.1	Task 6.1: IV&V Services Project Management Plan Template	30 days	Wed 1/1/20	Wed 2/12/20
1.2.7.1.1	Task 6.1.1: Develop Template	10 days	Wed 1/1/20	Tue 1/14/20
1.2.7.1.2	Task 6.1.2: Deliver draft of IV&V Services Project Management Plan Template	1 day	Wed 1/15/20	Wed 1/15/20
1.2.7.1.3	Task 6.1.3: Conduct walkthrough of deliverable	1 day	Thu 1/16/20	Thu 1/16/20
1.2.7.1.4	Task 6.1.4: State Review	10 days	Fri 1/17/20	Fri 1/31/20
1.2.7.1.5	Task 6.1.5: Apply Revisions	5 days	Mon 2/3/20	Fri 2/7/20
1.2.7.1.6	Task 6.1.6: State Re-review and Approval	5 days	Thu 2/6/20	Wed 2/12/20
1.2.7.1.7	Deliverable: Approval of FINAL IV&V Services Project Management Plan Template	0 days	Wed 2/12/20	Wed 2/12/20
1.2.7.2	Task 6.2: IV&V Monthly Assessment Report Template	32 days	Wed 1/1/20	Fri 2/14/20
1.2.7.2.1	Task 6.2.1: Develop Template	10 days	Wed 1/1/20	Tue 1/14/20

WBS	Task Name	Duration	Start	Finish
1.2.7.2.2	Task 6.2.2: Deliver draft of IV&V Monthly Assessment Report	1 day	Wed 1/15/20	Wed 1/15/20
1.2.7.2.3	Task 6.2.3: Conduct walkthrough of deliverable	1 day	Thu 1/16/20	Thu 1/16/20
1.2.7.2.4	Task 6.2.4: State Review	10 days	Fri 1/17/20	Fri 1/31/20
1.2.7.2.5	Task 6.2.5: Apply Revisions	5 days	Mon 2/3/20	Fri 2/7/20
1.2.7.2.6	Task 6.2.6: State Re-review and Approval	5 days	Mon 2/10/20	Fri 2/14/20
1.2.7.2.7	Deliverable: Approval of FINAL IV&V Monthly Assessment Report Template	0 days	Fri 2/14/20	Fri 2/14/20
1.2.7.3	Task 6.3: IV&V Information Technology Governance Committee Report Template	32 days	Wed 1/1/20	Fri 2/14/20
1.2.7.3.1	Task 6.3.1: Develop Template	10 days	Wed 1/1/20	Tue 1/14/20
1.2.7.3.2	Task 6.3.2: Deliver IV&V Information Technology Governance Committee Report Template	1 day	Wed 1/15/20	Wed 1/15/20
1.2.7.3.3	Task 6.3.3: Conduct walkthrough of deliverable	1 day	Thu 1/16/20	Thu 1/16/20
1.2.7.3.4	Task 6.3.4: State Review	10 days	Fri 1/17/20	Fri 1/31/20
1.2.7.3.5	Task 6.3.5: Apply Revisions	5 days	Mon 2/3/20	Fri 2/7/20
1.2.7.3.6	Task 6.3.6: State Re-review and Approval	5 days	Mon 2/10/20	Fri 2/14/20
1.2.7.3.7	Deliverable: Approval of FINAL IV&V Information Technology Governance Committee Report Template	0 days	Fri 2/14/20	Fri 2/14/20
1.2.7.4	Task 6.4: IV&V Issue Risk Template	32 days	Wed 1/1/20	Fri 2/14/20
1.2.7.4.1	Task 6.4.1: Develop Template	10 days	Wed 1/1/20	Tue 1/14/20
1.2.7.4.2	Task 6.4.2: Deliver IV&V Risk Report Template	1 day	Wed 1/15/20	Wed 1/15/20
1.2.7.4.3	Task 6.4.3: Conduct walkthrough of deliverable	1 day	Thu 1/16/20	Thu 1/16/20
1.2.7.4.4	Task 6.4.4: State Review	10 days	Fri 1/17/20	Fri 1/31/20
1.2.7.4.5	Task 6.4.5: Apply Revisions	5 days	Mon 2/3/20	Fri 2/7/20
1.2.7.4.6	Task 6.4.6: State Re-review and Approval	5 days	Mon 2/10/20	Fri 2/14/20
1.2.7.4.7	Deliverable: Deliver & Obtain Approval of IV&V Risk Report Template	0 days	Fri 2/14/20	Fri 2/14/20
1.2.7.5	Task 6.5: IV&V Issues Log Template	32 days	Wed 1/1/20	Fri 2/14/20
1.2.7.5.1	Task 6.5.1: Develop Template	10 days	Wed 1/1/20	Tue 1/14/20
1.2.7.5.2	Task 6.5.2: Deliver IV&V Issues Log Template	1 day	Wed 1/15/20	Wed 1/15/20
1.2.7.5.3	Task 6.5.3: Conduct walkthrough of deliverable	1 day	Thu 1/16/20	Thu 1/16/20
1.2.7.5.4	Task 6.5.4: State Review	10 days	Fri 1/17/20	Fri 1/31/20
1.2.7.5.5	Task 6.5.5: Apply Revisions	5 days	Mon 2/3/20	Fri 2/7/20
1.2.7.5.6	Task 6.4.6: State Re-review and Approval	5 days	Mon 2/10/20	Fri 2/14/20
1.2.7.5.7	Deliverable: Approval of FINAL IV&V Issues Log Template	0 days	Fri 2/14/20	Fri 2/14/20
1.2.8	Milestone: Completion of IV&V Services Project Initiation Phase	0 days	Thu 2/27/20	Thu 2/27/20
1.3	Phase 2: IV&V Services Project Planning	62 days	Wed 1/1/20	Mon 3/30/20
1.3.1	M: Start of IV&V Services Project Planning Phase	0 days	Wed 1/1/20	Wed 1/1/20
1.3.2	Task 7: IV&V Services Initial Deliverables	62 days	Wed 1/1/20	Mon 3/30/20
1.3.2.1	Task 7.1: IV&V Services Project Management Plan	32 days	Thu 2/13/20	Mon 3/30/20
1.3.2.1.1	Task 7.1.1: Develop IV&V Services Project Management Plan	10 days	Thu 2/13/20	Thu 2/27/20
1.3.2.1.2	Task 7.1.2: Deliver draft IV&V Services Project Management Plan	1 day	Fri 2/28/20	Fri 2/28/20
1.3.2.1.3	Task 7.1.3: Conduct walkthrough of deliverable	1 day	Mon 3/2/20	Mon 3/2/20

WBS	Task Name	Duration	Start	Finish
1.3.2.1.4	Task 7.1.4: State Review	10 days	Tue 3/3/20	Mon 3/16/20
1.3.2.1.5	Task 7.1.5: Apply Revisions	5 days	Tue 3/17/20	Mon 3/23/20
1.3.2.1.6	Task 7.1.6: State Re-review and Approval	5 days	Tue 3/24/20	Mon 3/30/20
1.3.2.1.7	Deliverable: Approval of FINAL IV&V Services Project Management Plan	0 days	Mon 3/30/20	Mon 3/30/20
1.3.2.2	Task 7.2: Knowledge of DHS Functional Requirement	34 days	Wed 1/1/20	Wed 2/19/20
1.3.2.2.1	Task 7.2.1: Develop Knowledge of DHS Functional Requirement Presentation	30 days	Wed 1/1/20	Wed 2/12/20
1.3.2.2.2	Task 7.2.2: Schedule Knowledge of DHS Functional Requirement Presentation Meeting	1 day	Wed 1/1/20	Wed 1/1/20
1.3.2.2.3	Task 7.2.3: Conduct Knowledge of DHS Functional Requirement Presentation	1 day	Thu 2/13/20	Thu 2/13/20
1.3.2.2.4	Deliverable: Deliver & Obtain Approval of Knowledge of DHS Functional Requirement	3 days	Fri 2/14/20	Wed 2/19/20
1.3.2.3	Task 7.3: Knowledge of the Arkansas IEBM	43 days	Wed 1/1/20	Tue 3/3/20
1.3.2.3.1	Task 7.3.1: Develop Knowledge of the Arkansas IEBM Presentation	39 days	Wed 1/1/20	Wed 2/26/20
1.3.2.3.2	Task 7.3.2: Schedule Knowledge of the Arkansas IEBM Presentation Meeting	1 day	Wed 1/1/20	Wed 1/1/20
1.3.2.3.3	Task 7.3.3: Conduct Knowledge of the Arkansas IEBM Presentation	1 day	Thu 2/27/20	Thu 2/27/20
1.3.2.3.4	Deliverable: Deliver & Obtain Approval of Knowledge of the Arkansas IEBM	3 days	Fri 2/28/20	Tue 3/3/20
1.3.3	Milestone: Completion of IV&V Services Project Planning Phase	0 days	Mon 3/30/20	Mon 3/30/20
1.4	Phase 3: IV&V Project Execution and Monitor & Control	284 days	Wed 1/1/20	Fri 2/12/21
1.4.1	Milestone: Start of IV&V Services Project Execution Phase and Monitoring & Control Phase	0 days	Mon 3/30/20	Mon 3/30/20
1.4.2	Task 8: Manage IV&V Services / Engage in Oversight Activities	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.1	Task 8.1: Document Transparency	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.2	Task 8.2: Meeting and Interviews	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.3	Task 8.3: Systems Development and Life Cycle Gate Reviews	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.4	Task 8.4: Project Management Support	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.5	Task 8.5: Modular Development	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.6	Task 8.6: Ongoing IV&V Activities	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.7	Task 8.7: CMS-requested Testing	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.8	Task 8.8: Update the IV&V Project Plan	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.9	Task 8.9: United States Food and Drug Administration FNS Requirements	252 days	Wed 1/1/20	Wed 12/30/20
1.4.2.10	Task 8.10: Annual update of IV&V Project Plan (by May 15 of each year)	252 days	Wed 1/1/20	Wed 12/30/20
1.4.3	Task 9: IV&V Monthly Assessment Report	276 days	Mon 1/6/20	Fri 2/5/21
1.4.3.1	Task 9.1: Prepare and Deliver IV&V Monthly Assessment Report	44 days	Mon 1/6/20	Mon 3/9/20
1.4.3.1.1	Task 9.1.1: Develop IV&V Monthly Assessment Report-January	20 days	Mon 1/6/20	Mon 2/3/20
1.4.3.1.2	Task 9.1.2: Review by EM/PM	1 day	Tue 2/4/20	Tue 2/4/20
1.4.3.1.3	Task 9.1.3: Respond to Feedback/Submit for QA	1 day	Wed 2/5/20	Wed 2/5/20
1.4.3.1.4	Task 9.1.4: Review by QA and Apply Editing	1 day	Thu 2/6/20	Thu 2/6/20
1.4.3.1.5	Task 9.1.5: Deliver draft IV&V Monthly Assessment Report-January	1 day	Fri 2/7/20	Fri 2/7/20
1.4.3.1.6	Task 9.1.6: State Review	10 days	Mon 2/10/20	Mon 2/24/20

WBS	Task Name	Duration	Start	Finish
1.4.3.1.7	Task 9.1.7: Apply Revisions	5 days	Tue 2/25/20	Mon 3/2/20
1.4.3.1.8	Task 9.1.8: State Re-review and Approval	5 days	Tue 3/3/20	Mon 3/9/20
1.4.3.1.9	Deliverable: Approval of FINAL IV&V Monthly Assessment	0 days	Mon 3/9/20	Mon 3/9/20
1.4.3.2	Task 9.2: Prepare and Deliver IV&V Monthly Assessment Report-February	44 days	Mon 2/3/20	Fri 4/3/20
1.4.3.2.1	Task 9.2.1: Develop IV&V Monthly Assessment Report-February	20 days	Mon 2/3/20	Mon 3/2/20
1.4.3.2.2	Task 9.2.2: Review by EM/PM	1 day	Tue 3/3/20	Tue 3/3/20
1.4.3.2.3	Task 9.2.3: Respond to Feedback/Submit for QA	1 day	Wed 3/4/20	Wed 3/4/20
1.4.3.2.4	Task 9.2.4: Review by QA and Apply Editing	1 day	Thu 3/5/20	Thu 3/5/20
1.4.3.2.5	Task 9.2.5: Deliver draft IV&V Monthly Assessment Report-February	1 day	Fri 3/6/20	Fri 3/6/20
1.4.3.2.6	Task 9.2.6: State Review	10 days	Mon 3/9/20	Fri 3/20/20
1.4.3.2.7	Task 9.2.7: Apply Revisions	5 days	Mon 3/23/20	Fri 3/27/20
1.4.3.2.8	Task 9.2.8: State Re-review and Approval	5 days	Mon 3/30/20	Fri 4/3/20
1.4.3.2.9	Deliverable: Approval of FINAL IV&V Monthly Assessment	0 days	Fri 4/3/20	Fri 4/3/20
1.4.3.3	Task 9.3: Prepare and Deliver IV&V Monthly Assessment Report-March	50 days	Mon 3/2/20	Fri 5/8/20
1.4.3.3.1	Task 9.3.1: Develop IV&V Monthly Assessment Report-March	26 days	Mon 3/2/20	Mon 4/6/20
1.4.3.3.2	Task 9.3.2: Review by EM/PM	1 day	Tue 4/7/20	Tue 4/7/20
1.4.3.3.3	Task 9.3.3: Respond to Feedback/Submit for QA	1 day	Wed 4/8/20	Wed 4/8/20
1.4.3.3.4	Task 9.3.4: Review by QA and Apply Editing	1 day	Thu 4/9/20	Thu 4/9/20
1.4.3.3.5	Task 9.3.5: Deliver draft IV&V Monthly Assessment Report-March	1 day	Fri 4/10/20	Fri 4/10/20
1.4.3.3.6	Task 9.3.6: State Review	10 days	Mon 4/13/20	Fri 4/24/20
1.4.3.3.7	Task 9.3.7: Apply Revisions	5 days	Mon 4/27/20	Fri 5/1/20
1.4.3.3.8	Task 9.3.8: State Re-review and Approval	5 days	Mon 5/4/20	Fri 5/8/20
1.4.3.3.9	Deliverable: Approval of FINAL IV&V Monthly Assessment	0 days	Fri 5/8/20	Fri 5/8/20
1.4.3.4	Task 9.4: Prepare and Deliver IV&V Monthly Assessment Report-April	51 days	Wed 4/1/20	Thu 6/11/20
1.4.3.4.1	Task 9.4.1: Develop IV&V Monthly Assessment Report-April	24 days	Wed 4/1/20	Mon 5/4/20
1.4.3.4.2	Task 9.4.2: Review by EM/PM	1 day	Tue 5/5/20	Tue 5/5/20
1.4.3.4.3	Task 9.4.3: Respond to Feedback/Submit for QA	1 day	Wed 5/6/20	Wed 5/6/20
1.4.3.4.4	Task 9.4.4: Review by QA and Apply Editing	1 day	Thu 5/7/20	Thu 5/7/20
1.4.3.4.5	Task 9.4.5: Deliver draft IV&V Monthly Assessment Report-April	1 day	Fri 5/8/20	Fri 5/8/20
1.4.3.4.6	Task 9.4.6: State Review	10 days	Mon 5/11/20	Fri 5/22/20
1.4.3.4.7	Task 9.4.7: Apply Revisions	5 days	Tue 5/26/20	Mon 6/1/20
1.4.3.4.8	Task 9.4.8: State Re-review and Approval	5 days	Tue 6/2/20	Mon 6/8/20
1.4.3.4.9	Deliverable: Approval of FINAL IV&V Monthly Assessment	3 days	Tue 6/9/20	Thu 6/11/20
1.4.3.5	Task 9.5: Prepare and Deliver IV&V Monthly Assessment Report-May	45 days	Fri 5/1/20	Mon 7/6/20
1.4.3.5.1	Task 9.5.1: Develop IV&V Monthly Assessment Report-May	21 days	Fri 5/1/20	Mon 6/1/20
1.4.3.5.2	Task 9.5.2: Review by EM/PM	1 day	Tue 6/2/20	Tue 6/2/20
1.4.3.5.3	Task 9.5.3: Respond to Feedback/Submit for QA	1 day	Wed 6/3/20	Wed 6/3/20
1.4.3.5.4	Task 9.5.4: Review by QA and Apply Editing	1 day	Thu 6/4/20	Thu 6/4/20
1.4.3.5.5	Task 9.5.5: Deliver draft IV&V Monthly Assessment Report-May	1 day	Fri 6/5/20	Fri 6/5/20
1.4.3.5.6	Task 9.5.6: State Review	10 days	Mon 6/8/20	Fri 6/19/20
1.4.3.5.7	Task 9.5.7: Apply Revisions	5 days	Mon 6/22/20	Fri 6/26/20

WBS	Task Name	Duration	Start	Finish
1.4.3.5.8	Task 9.5.8: State Re-review and Approval	5 days	Mon 6/29/20	Mon 7/6/20
1.4.3.5.9	<i>Deliverable: Approval of FINAL IV&V Monthly Assessment Report-May</i>	0 days	Mon 7/6/20	Mon 7/6/20
1.4.3.6	▲ Task 9.6: Prepare and Deliver IV&V Monthly Assessment Report-June	49 days	Mon 6/1/20	Fri 8/7/20
1.4.3.6.1	Task 9.6.1: Develop IV&V Monthly Assessment Report-June	25 days	Mon 6/1/20	Mon 7/6/20
1.4.3.6.2	Task 9.6.2: Review by EM/PM	1 day	Tue 7/7/20	Tue 7/7/20
1.4.3.6.3	Task 9.6.3: Respond to Feedback/Submit for QA	1 day	Wed 7/8/20	Wed 7/8/20
1.4.3.6.4	Task 9.6.4: Review by QA and Apply Editing	1 day	Thu 7/9/20	Thu 7/9/20
1.4.3.6.5	Task 9.6.5: Deliver draft IV&V Monthly Assessment Report-June	1 day	Fri 7/10/20	Fri 7/10/20
1.4.3.6.6	Task 9.6.6: State Review	10 days	Mon 7/13/20	Fri 7/24/20
1.4.3.6.7	Task 9.6.7: Apply Revisions	5 days	Mon 7/27/20	Fri 7/31/20
1.4.3.6.8	Task 9.6.8: State Re-review and Approval	5 days	Mon 8/3/20	Fri 8/7/20
1.4.3.6.9	<i>Deliverable: Approval of FINAL IV&V Monthly Assessment Report-June</i>	0 days	Fri 8/7/20	Fri 8/7/20
1.4.3.7	▲ Task 9.7: Prepare and Deliver IV&V Monthly Assessment Report-July	47 days	Wed 7/1/20	Fri 9/4/20
1.4.3.7.1	Task 9.7.1: Develop IV&V Monthly Assessment Report-July	23 days	Wed 7/1/20	Mon 8/3/20
1.4.3.7.2	Task 9.7.2: Review by EM/PM	1 day	Tue 8/4/20	Tue 8/4/20
1.4.3.7.3	Task 9.7.3: Respond to Feedback/Submit for QA	1 day	Wed 8/5/20	Wed 8/5/20
1.4.3.7.4	Task 9.7.4: Review by QA and Apply Editing	1 day	Thu 8/6/20	Thu 8/6/20
1.4.3.7.5	Task 9.7.5: Deliver draft IV&V Monthly Assessment Report-July	1 day	Fri 8/7/20	Fri 8/7/20
1.4.3.7.6	Task 9.7.6: State Review	10 days	Mon 8/10/20	Fri 8/21/20
1.4.3.7.7	Task 9.7.7: Apply Revisions	5 days	Mon 8/24/20	Fri 8/28/20
1.4.3.7.8	Task 9.7.8: State Re-review and Approval	5 days	Mon 8/31/20	Fri 9/4/20
1.4.3.7.9	<i>Deliverable: Approval of FINAL IV&V Monthly Assessment Report-July</i>	0 days	Fri 9/4/20	Fri 9/4/20
1.4.3.8	▲ Task 9.8: Prepare and Deliver IV&V Monthly Assessment Report-August	49 days	Mon 8/3/20	Fri 10/9/20
1.4.3.8.1	Task 9.8.1: Develop IV&V Monthly Assessment Report-August	25 days	Mon 8/3/20	Fri 9/4/20
1.4.3.8.2	Task 9.8.2: Review by EM/PM	1 day	Tue 9/8/20	Tue 9/8/20
1.4.3.8.3	Task 9.8.3: Respond to Feedback/Submit for QA	1 day	Wed 9/9/20	Wed 9/9/20
1.4.3.8.4	Task 9.8.4: Review by QA and Apply Editing	1 day	Thu 9/10/20	Thu 9/10/20
1.4.3.8.5	Task 9.8.5: Deliver draft IV&V Monthly Assessment Report-August	1 day	Fri 9/11/20	Fri 9/11/20
1.4.3.8.6	Task 9.8.6: State Review	10 days	Mon 9/14/20	Fri 9/25/20
1.4.3.8.7	Task 9.8.7: Apply Revisions	5 days	Mon 9/28/20	Fri 10/2/20
1.4.3.8.8	Task 9.8.8: State Re-review and Approval	5 days	Mon 10/5/20	Fri 10/9/20
1.4.3.8.9	<i>Deliverable: Approval of FINAL V&V Monthly Assessment Report-August</i>	0 days	Fri 10/9/20	Fri 10/9/20
1.4.3.9	▲ Task 9.9: Prepare and Deliver IV&V Monthly Assessment Report-September	48 days	Tue 9/1/20	Fri 11/6/20
1.4.3.9.1	Task 9.9.1: Develop IV&V Monthly Assessment Report-September	24 days	Tue 9/1/20	Mon 10/5/20

WBS	Task Name	Duration	Start	Finish
1.4.3.9.2	Task 9.9.2: Review by EM/PM	1 day	Tue 10/6/20	Tue 10/6/20
1.4.3.9.3	Task 9.9.3: Respond to Feedback/Submit for QA	1 day	Wed 10/7/20	Wed 10/7/20
1.4.3.9.4	Task 9.9.4: Review by QA and Apply Editing	1 day	Thu 10/8/20	Thu 10/8/20
1.4.3.9.5	Task 9.9.5: Deliver draft IV&V Monthly Assessment Report-September	1 day	Fri 10/9/20	Fri 10/9/20
1.4.3.9.6	Task 9.9.6: State Review	10 days	Mon 10/12/20	Fri 10/23/20
1.4.3.9.7	Task 9.9.7: Apply Revisions	5 days	Mon 10/26/20	Fri 10/30/20
1.4.3.9.8	Task 9.9.8: State Re-review and Approval	5 days	Mon 11/2/20	Fri 11/6/20
1.4.3.9.9	<i>Deliverable: Approval of FINAL IV&V Monthly Assessment Report-September</i>	0 days	Fri 11/6/20	Fri 11/6/20
1.4.3.10	Task 9.10: Prepare and Deliver IV&V Monthly Assessment Report-October	47 days	Thu 10/1/20	Tue 12/8/20
1.4.3.10.1	Task 9.10.1: Develop IV&V Monthly Assessment Report-October	23 days	Thu 10/1/20	Mon 11/2/20
1.4.3.10.2	Task 9.10.2: Review by EM/PM	1 day	Tue 11/3/20	Tue 11/3/20
1.4.3.10.3	Task 9.10.3: Respond to Feedback/Submit for QA	1 day	Wed 11/4/20	Wed 11/4/20
1.4.3.10.4	Task 9.10.4: Review by QA and Apply Editing	1 day	Thu 11/5/20	Thu 11/5/20
1.4.3.10.5	Task 9.10.5: Deliver draft IV&V Monthly Assessment Report-October	1 day	Fri 11/6/20	Fri 11/6/20
1.4.3.10.6	Task 9.10.6: State Review	10 days	Mon 11/9/20	Mon 11/23/20
1.4.3.10.7	Task 9.10.7: Apply Revisions	5 days	Tue 11/24/20	Tue 12/1/20
1.4.3.10.8	Task 9.10.8: State Re-review and Approval	5 days	Wed 12/2/20	Tue 12/8/20
1.4.3.10.9	<i>Deliverable: Approval of FINAL IV&V Monthly Assessment Report-October</i>	0 days	Tue 12/8/20	Tue 12/8/20
1.4.3.11	Task 9.11: Prepare and Deliver IV&V Monthly Assessment Report-November	48 days	Mon 11/2/20	Tue 1/12/21
1.4.3.11.1	Task 9.11.1: Develop IV&V Monthly Assessment Report-November	24 days	Mon 11/2/20	Mon 12/7/20
1.4.3.11.2	Task 9.11.2: Review by EM/PM	1 day	Tue 12/8/20	Tue 12/8/20
1.4.3.11.3	Task 9.11.3: Respond to Feedback/Submit for QA	1 day	Wed 12/9/20	Wed 12/9/20
1.4.3.11.4	Task 9.11.4: Review by QA and Apply Editing	1 day	Thu 12/10/20	Thu 12/10/20
1.4.3.11.5	Task 9.11.5: Deliver draft IV&V Monthly Assessment Report-November	1 day	Fri 12/11/20	Fri 12/11/20
1.4.3.11.6	Task 9.11.6: State Review	10 days	Mon 12/14/20	Tue 12/29/20
1.4.3.11.7	Task 9.11.7: Apply Revisions	5 days	Wed 12/30/20	Tue 1/5/21
1.4.3.11.8	Task 9.11.8: State Re-review and Approval	5 days	Wed 1/6/21	Tue 1/12/21
1.4.3.11.9	<i>Deliverable: Approval of FINAL IV&V Monthly Assessment Report-November</i>	0 days	Tue 1/12/21	Tue 1/12/21
1.4.3.12	Task 9.12: Prepare and Deliver IV&V Monthly Assessment Report-December	47 days	Tue 12/1/20	Fri 2/5/21
1.4.3.12.1	Task 9.12.1: Develop IV&V Monthly Assessment Report-December	23 days	Tue 12/1/20	Mon 1/4/21
1.4.3.12.2	Task 9.12.2: Review by EM/PM	1 day	Tue 1/5/21	Tue 1/5/21
1.4.3.12.3	Task 9.12.3: Respond to Feedback/Submit for QA	1 day	Wed 1/6/21	Wed 1/6/21
1.4.3.12.4	Task 9.12.4: Review by QA and Apply Editing	1 day	Thu 1/7/21	Thu 1/7/21

WBS	Task Name	Duration	Start	Finish
1.4.3.12.5	Task 9.12.5: Deliver draft IV&V Monthly Assessment Report-December	1 day	Fri 1/8/21	Fri 1/8/21
1.4.3.12.6	Task 9.12.6: State Review	10 days	Mon 1/11/21	Fri 1/22/21
1.4.3.12.7	Task 9.12.7: Apply Revisions	5 days	Mon 1/25/21	Fri 1/29/21
1.4.3.12.8	Task 9.12.8: State Re-review and Approval	5 days	Mon 2/1/21	Fri 2/5/21
1.4.3.12.9	Deliverable: Approval of FINAL IV&V Monthly Assessment Report-December	0 days	Fri 2/5/21	Fri 2/5/21
1.4.4	Task 10: IV&V Monthly Information Technology Governance Committee Report	284 days	Wed 1/1/20	Fri 2/12/21
1.4.4.1	Task 10.1: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-January	51 days	Wed 1/1/20	Fri 3/13/20
1.4.4.1.1	Task 10.1.1: Develop IV&V Monthly Information Technology Governance Committee Report-January	27 days	Wed 1/1/20	Fri 2/7/20
1.4.4.1.2	Task 10.1.2: Review by EM/PM	1 day	Mon 2/10/20	Mon 2/10/20
1.4.4.1.3	Task 10.1.3: Respond to Feedback/Submit for QA	1 day	Tue 2/11/20	Tue 2/11/20
1.4.4.1.4	Task 10.1.4: Review by QA and Apply Editing	1 day	Wed 2/12/20	Wed 2/12/20
1.4.4.1.5	Task 10.1.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-January	1 day	Thu 2/13/20	Thu 2/13/20
1.4.4.1.6	Task 10.1.6: State Review	10 days	Fri 2/14/20	Fri 2/28/20
1.4.4.1.7	Task 10.1.7: Apply Revisions	5 days	Mon 3/2/20	Fri 3/6/20
1.4.4.1.8	Task 10.1.8: State Re-review and Approval	5 days	Mon 3/9/20	Fri 3/13/20
1.4.4.1.9	Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-January	0 days	Fri 3/13/20	Fri 3/13/20
1.4.4.2	Task 10.2: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-February	49 days	Mon 2/3/20	Fri 4/10/20
1.4.4.2.1	Task 10.2.1: Develop IV&V Monthly Information Technology Governance Committee Report-February	25 days	Mon 2/3/20	Mon 3/9/20
1.4.4.2.2	Task 10.2.2: Review by EM/PM	1 day	Tue 3/10/20	Tue 3/10/20
1.4.4.2.3	Task 10.2.3: Respond to Feedback/Submit for QA	1 day	Wed 3/11/20	Wed 3/11/20
1.4.4.2.4	Task 10.2.4: Review by QA and Apply Editing	1 day	Thu 3/12/20	Thu 3/12/20
1.4.4.2.5	Task 10.2.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-February	1 day	Fri 3/13/20	Fri 3/13/20
1.4.4.2.6	Task 10.2.6: State Review	10 days	Mon 3/16/20	Fri 3/27/20
1.4.4.2.7	Task 10.2.7: Apply Revisions	5 days	Mon 3/30/20	Fri 4/3/20
1.4.4.2.8	Task 10.2.8: State Re-review and Approval	5 days	Mon 4/6/20	Fri 4/10/20
1.4.4.2.9	Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-February	0 days	Fri 4/10/20	Fri 4/10/20
1.4.4.3	Task 10.3: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-March	55 days	Mon 3/2/20	Fri 5/15/20
1.4.4.3.1	Task 10.3.1: Develop IV&V Monthly Information Technology Governance Committee Report-March	31 days	Mon 3/2/20	Mon 4/13/20
1.4.4.3.2	Task 10.3.2: Review by EM/PM	1 day	Tue 4/14/20	Tue 4/14/20
1.4.4.3.3	Task 10.3.3: Respond to Feedback/Submit for QA	1 day	Wed 4/15/20	Wed 4/15/20
1.4.4.3.4	Task 10.3.4: Review by QA and Apply Editing	1 day	Thu 4/16/20	Thu 4/16/20

WBS	Task Name	Duration	Start	Finish
1.4.4.3.5	Task 10.3.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-March	1 day	Fri 4/17/20	Fri 4/17/20
1.4.4.3.6	Task 10.3.6: State Review	10 days	Mon 4/20/20	Fri 5/1/20
1.4.4.3.7	Task 10.3.7: Apply Revisions	5 days	Mon 5/4/20	Fri 5/8/20
1.4.4.3.8	Task 10.3.8: State Re-review and Approval	5 days	Mon 5/11/20	Fri 5/15/20
1.4.4.3.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-March</i>	0 days	Fri 5/15/20	Fri 5/15/20
1.4.4.4	Task 10.4: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-April	53 days	Wed 4/1/20	Mon 6/15/20
1.4.4.4.1	Task 10.4.1: Develop IV&V Monthly Information Technology Governance Committee Report-April	29 days	Wed 4/1/20	Mon 5/11/20
1.4.4.4.2	Task 10.4.2: Review by EM/PM	1 day	Tue 5/12/20	Tue 5/12/20
1.4.4.4.3	Task 10.4.3: Respond to Feedback/Submit for QA	1 day	Wed 5/13/20	Wed 5/13/20
1.4.4.4.4	Task 10.4.4: Review by QA and Apply Editing	1 day	Thu 5/14/20	Thu 5/14/20
1.4.4.4.5	Task 10.4.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-April	1 day	Fri 5/15/20	Fri 5/15/20
1.4.4.4.6	Task 10.4.6: State Review	10 days	Mon 5/18/20	Mon 6/1/20
1.4.4.4.7	Task 10.4.7: Apply Revisions	5 days	Tue 6/2/20	Mon 6/8/20
1.4.4.4.8	Task 10.4.8: State Re-review and Approval	5 days	Tue 6/9/20	Mon 6/15/20
1.4.4.4.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-April</i>	0 days	Mon 6/15/20	Mon 6/15/20
1.4.4.5	Task 10.5: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-May	50 days	Fri 5/1/20	Mon 7/13/20
1.4.4.5.1	Task 10.5.1: Develop IV&V Monthly Information Technology Governance Committee Report-May	26 days	Fri 5/1/20	Mon 6/8/20
1.4.4.5.2	Task 10.5.2: Review by EM/PM	1 day	Tue 6/9/20	Tue 6/9/20
1.4.4.5.3	Task 10.5.3: Respond to Feedback/Submit for QA	1 day	Wed 6/10/20	Wed 6/10/20
1.4.4.5.4	Task 10.5.4: Review by QA and Apply Editing	1 day	Thu 6/11/20	Thu 6/11/20
1.4.4.5.5	Task 10.5.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-May	1 day	Fri 6/12/20	Fri 6/12/20
1.4.4.5.6	Task 10.5.6: State Review	10 days	Mon 6/15/20	Fri 6/26/20
1.4.4.5.7	Task 10.5.7: Apply Revisions	5 days	Mon 6/29/20	Mon 7/6/20
1.4.4.5.8	Task 10.5.8: State Re-review and Approval	5 days	Tue 7/7/20	Mon 7/13/20
1.4.4.5.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-May</i>	0 days	Mon 7/13/20	Mon 7/13/20
1.4.4.6	Task 10.6: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-June	54 days	Mon 6/1/20	Fri 8/14/20
1.4.4.6.1	Task 10.6.1: Develop IV&V Monthly Information Technology Governance Committee Report-June	30 days	Mon 6/1/20	Mon 7/13/20
1.4.4.6.2	Task 10.6.2: Review by EM/PM	1 day	Tue 7/14/20	Tue 7/14/20
1.4.4.6.3	Task 10.6.3: Respond to Feedback/Submit for QA	1 day	Wed 7/15/20	Wed 7/15/20
1.4.4.6.4	Task 10.6.4: Review by QA and Apply Editing	1 day	Thu 7/16/20	Thu 7/16/20
1.4.4.6.5	Task 10.6.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-June	1 day	Fri 7/17/20	Fri 7/17/20

WBS	Task Name	Duration	Start	Finish
1.4.4.6.6	Task 10.6.6: State Review	10 days	Mon 7/20/20	Fri 7/31/20
1.4.4.6.7	Task 10.6.7: Apply Revisions	5 days	Mon 8/3/20	Fri 8/7/20
1.4.4.6.8	Task 10.6.8: State Re-review and Approval	5 days	Mon 8/10/20	Fri 8/14/20
1.4.4.6.9	<i>Deliverable: Deliver & Obtain Approval of the IV&V Monthly Information Technology Governance Committee Report-June</i>	0 days	Fri 8/14/20	Fri 8/14/20
1.4.4.7	Task 10.7: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-July	52 days	Wed 7/1/20	Mon 9/14/20
1.4.4.7.1	Task 10.7.1: Develop IV&V Monthly Information Technology Governance Committee Report-July	28 days	Wed 7/1/20	Mon 8/10/20
1.4.4.7.2	Task 10.7.2: Review by EM/PM	1 day	Tue 8/11/20	Tue 8/11/20
1.4.4.7.3	Task 10.7.3: Respond to Feedback/Submit for QA	1 day	Wed 8/12/20	Wed 8/12/20
1.4.4.7.4	Task 10.7.4: Review by QA and Apply Editing	1 day	Thu 8/13/20	Thu 8/13/20
1.4.4.7.5	Task 10.7.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-July	1 day	Fri 8/14/20	Fri 8/14/20
1.4.4.7.6	Task 10.7.6: State Review	10 days	Mon 8/17/20	Fri 8/28/20
1.4.4.7.7	Task 10.7.7: Apply Revisions	5 days	Mon 8/31/20	Fri 9/4/20
1.4.4.7.8	Task 10.7.8: State Re-review and Approval	5 days	Tue 9/8/20	Mon 9/14/20
1.4.4.7.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-July</i>	0 days	Mon 9/14/20	Mon 9/14/20
1.4.4.8	Task 10.8: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-August	54 days	Mon 8/3/20	Fri 10/16/20
1.4.4.8.1	Task 10.8.1: Develop IV&V Monthly Information Technology Governance Committee Report-August	30 days	Mon 8/3/20	Mon 9/14/20
1.4.4.8.2	Task 10.8.2: Review by EM/PM	1 day	Tue 9/15/20	Tue 9/15/20
1.4.4.8.3	Task 10.8.3: Respond to Feedback/Submit for QA	1 day	Wed 9/16/20	Wed 9/16/20
1.4.4.8.4	Task 10.8.4: Review by QA and Apply Editing	1 day	Thu 9/17/20	Thu 9/17/20
1.4.4.8.5	Task 10.8.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-August	1 day	Fri 9/18/20	Fri 9/18/20
1.4.4.8.6	Task 10.8.6: State Review	10 days	Mon 9/21/20	Fri 10/2/20
1.4.4.8.7	Task 10.8.7: Apply Revisions	5 days	Mon 10/5/20	Fri 10/9/20
1.4.4.8.8	Task 10.8.8: State Re-review and Approval	5 days	Mon 10/12/20	Fri 10/16/20
1.4.4.8.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-August</i>	0 days	Fri 10/16/20	Fri 10/16/20
1.4.4.9	Task 10.9: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-September	53 days	Tue 9/1/20	Mon 11/16/20
1.4.4.9.1	Task 10.9.1: Develop IV&V Monthly Information Technology Governance Committee Report-September	29 days	Tue 9/1/20	Mon 10/12/20
1.4.4.9.2	Task 10.9.2: Review by EM/PM	1 day	Tue 10/13/20	Tue 10/13/20
1.4.4.9.3	Task 10.9.3: Respond to Feedback/Submit for QA	1 day	Wed 10/14/20	Wed 10/14/20
1.4.4.9.4	Task 10.9.4: Review by QA and Apply Editing	1 day	Thu 10/15/20	Thu 10/15/20
1.4.4.9.5	Task 10.9.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-September	1 day	Fri 10/16/20	Fri 10/16/20
1.4.4.9.6	Task 10.9.6: State Review	10 days	Mon 10/19/20	Fri 10/30/20

WBS	Task Name	Duration	Start	Finish
1.4.4.9.7	Task 10.9.7: Apply Revisions	5 days	Mon 11/2/20	Fri 11/6/20
1.4.4.9.8	Task 10.9.8: State Re-review and Approval	5 days	Mon 11/9/20	Mon 11/16/20
1.4.4.9.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-September</i>	0 days	Mon 11/16/20	Mon 11/16/20
1.4.4.10	Task 10.10: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-October	51 days	Thu 10/1/20	Mon 12/14/20
1.4.4.10.1	Task 10.10.1: Develop IV&V Monthly Information Technology Governance Committee Report-October	27 days	Thu 10/1/20	Fri 11/6/20
1.4.4.10.2	Task 10.10.2: Review by EM/PM	1 day	Mon 11/9/20	Mon 11/9/20
1.4.4.10.3	Task 10.10.3: Respond to Feedback/Submit for QA	1 day	Tue 11/10/20	Tue 11/10/20
1.4.4.10.4	Task 10.10.4: Review by QA and Apply Editing	1 day	Thu 11/12/20	Thu 11/12/20
1.4.4.10.5	Task 10.10.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-October	1 day	Fri 11/13/20	Fri 11/13/20
1.4.4.10.6	Task 10.10.6: State Review	10 days	Mon 11/16/20	Mon 11/30/20
1.4.4.10.7	Task 10.10.7: Apply Revisions	5 days	Tue 12/1/20	Mon 12/7/20
1.4.4.10.8	Task 10.10.8: State Re-review and Approval	5 days	Tue 12/8/20	Mon 12/14/20
1.4.4.10.9	<i>Deliverable: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-October</i>	0 days	Mon 12/14/20	Mon 12/14/20
1.4.4.11	Task 10.11: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-November	53 days	Mon 11/2/20	Tue 1/19/21
1.4.4.11.1	Task 10.11.1: Develop IV&V Monthly Information Technology Governance Committee Report-November	29 days	Mon 11/2/20	Mon 12/14/20
1.4.4.11.2	Task 10.11.2: Review by EM/PM	1 day	Tue 12/15/20	Tue 12/15/20
1.4.4.11.3	Task 10.11.3: Respond to Feedback/Submit for QA	1 day	Wed 12/16/20	Wed 12/16/20
1.4.4.11.4	Task 10.11.4: Review by QA and Apply Editing	1 day	Thu 12/17/20	Thu 12/17/20
1.4.4.11.5	Task 10.11.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-November	1 day	Fri 12/18/20	Fri 12/18/20
1.4.4.11.6	Task 10.11.6: State Review	10 days	Mon 12/21/20	Tue 1/5/21
1.4.4.11.7	Task 10.11.7: Apply Revisions	5 days	Wed 1/6/21	Tue 1/12/21
1.4.4.11.8	Task 10.11.8: State Re-review and Approval	5 days	Wed 1/13/21	Tue 1/19/21
1.4.4.11.9	<i>Milestone: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-November</i>	0 days	Tue 1/19/21	Tue 1/19/21
1.4.4.12	Task 10.12: Prepare and Deliver IV&V Monthly Information Technology Governance Committee Report-December	52 days	Tue 12/1/20	Fri 2/12/21
1.4.4.12.1	Task 10.12.1: Develop IV&V Monthly Information Technology Governance Committee Report-December	28 days	Tue 12/1/20	Mon 1/11/21
1.4.4.12.2	Task 10.12.2: Review by EM/PM	1 day	Tue 1/12/21	Tue 1/12/21
1.4.4.12.3	Task 10.12.3: Respond to Feedback/Submit for QA	1 day	Wed 1/13/21	Wed 1/13/21
1.4.4.12.4	Task 10.12.4: Review by QA and Apply Editing	1 day	Thu 1/14/21	Thu 1/14/21
1.4.4.12.5	Task 10.12.5: Deliver draft IV&V Monthly Information Technology Governance Committee Report-December	1 day	Fri 1/15/21	Fri 1/15/21
1.4.4.12.6	Task 10.12.6: State Review	10 days	Mon 1/18/21	Fri 1/29/21
1.4.4.12.7	Task 10.12.7: Apply Revisions	5 days	Mon 2/1/21	Fri 2/5/21
1.4.4.12.8	Task 10.12.8: State Re-review and Approval	5 days	Mon 2/8/21	Fri 2/12/21

WBS	Task Name	Duration	Start	Finish
1.4.4.12.9	Milestone: Approval of FINAL IV&V Monthly Information Technology Governance Committee Report-December	0 days	Fri 2/12/21	Fri 2/12/21
1.4.5	Task 11: IV&V Risk Report	279 days	Wed 1/1/20	Fri 2/5/21
1.4.5.1	Task 11.1: Prepare, Maintain, and Deliver IV&V Risk Report-January	47 days	Wed 1/1/20	Mon 3/9/20
1.4.5.1.1	Task 11.1.1: Develop IV&V Risk Report-January	22 days	Wed 1/1/20	Fri 1/31/20
1.4.5.1.2	Task 11.1.2: Review by EM/PM	1 day	Tue 2/4/20	Tue 2/4/20
1.4.5.1.3	Task 11.1.3: Respond to Feedback/Submit for QA	1 day	Wed 2/5/20	Wed 2/5/20
1.4.5.1.4	Task 11.1.4: Review by QA and Apply Editing	1 day	Thu 2/6/20	Thu 2/6/20
1.4.5.1.5	Task 11.1.5: Deliver draft IV&V Risk Report -January	1 day	Fri 2/7/20	Fri 2/7/20
1.4.5.1.6	Task 11.1.6: State Review	10 days	Mon 2/10/20	Mon 2/24/20
1.4.5.1.7	Task 11.1.7: Apply Revisions	5 days	Tue 2/25/20	Mon 3/2/20
1.4.5.1.8	Task 11.1.8: State Re-review and Approval	5 days	Tue 3/3/20	Mon 3/9/20
1.4.5.1.9	Deliverable: Approval of FINAL IV&V Risk Report -January	0 days	Mon 3/9/20	Mon 3/9/20
1.4.5.2	Task 11.2: Prepare, Maintain, and Deliver IV&V Risk Report-February	44 days	Mon 2/3/20	Fri 4/3/20
1.4.5.2.1	Task 11.2.1: Develop IV&V Risk Report-February	20 days	Mon 2/3/20	Mon 3/2/20
1.4.5.2.2	Task 11.2.2: Review by EM/PM	1 day	Tue 3/3/20	Tue 3/3/20
1.4.5.2.3	Task 11.2.3: Respond to Feedback/Submit for QA	1 day	Wed 3/4/20	Wed 3/4/20
1.4.5.2.4	Task 11.2.4: Review by QA and Apply Editing	1 day	Thu 3/5/20	Thu 3/5/20
1.4.5.2.5	Task 11.2.5: Deliver draft IV&V Risk Report -February	1 day	Fri 3/6/20	Fri 3/6/20
1.4.5.2.6	Task 11.2.6: State Review	10 days	Mon 3/9/20	Fri 3/20/20
1.4.5.2.7	Task 11.2.7: Apply Revisions	5 days	Mon 3/23/20	Fri 3/27/20
1.4.5.2.8	Task 11.2.8: State Re-review and Approval	5 days	Mon 3/30/20	Fri 4/3/20
1.4.5.2.9	Deliverable: Approval of FINAL IV&V Risk Report -February	0 days	Fri 4/3/20	Fri 4/3/20
1.4.5.3	Task 11.3: Prepare, Maintain, and Deliver IV&V Risk Report-March	50 days	Mon 3/2/20	Fri 5/8/20
1.4.5.3.1	Task 11.3.1: Develop IV&V Risk Report-March	26 days	Mon 3/2/20	Mon 4/6/20
1.4.5.3.2	Task 11.3.2: Review by EM/PM	1 day	Tue 4/7/20	Tue 4/7/20
1.4.5.3.3	Task 11.3.3: Respond to Feedback/Submit for QA	1 day	Wed 4/8/20	Wed 4/8/20
1.4.5.3.4	Task 11.3.4: Review by QA and Apply Editing	1 day	Thu 4/9/20	Thu 4/9/20
1.4.5.3.5	Task 11.3.5: Deliver draft IV&V Risk Report -March	1 day	Fri 4/10/20	Fri 4/10/20
1.4.5.3.6	Task 11.3.6: State Review	10 days	Mon 4/13/20	Fri 4/24/20
1.4.5.3.7	Task 11.3.7: Apply Revisions	5 days	Mon 4/27/20	Fri 5/1/20
1.4.5.3.8	Task 11.3.8: State Re-review and Approval	5 days	Mon 5/4/20	Fri 5/8/20
1.4.5.3.9	Deliverable: Approval of FINAL IV&V Risk Report -March	0 days	Fri 5/8/20	Fri 5/8/20
1.4.5.4	Task 11.4: Prepare, Maintain, and Deliver IV&V Risk Report-April	48 days	Wed 4/1/20	Mon 6/8/20
1.4.5.4.1	Task 11.4.1: Develop IV&V Risk Report-April	24 days	Wed 4/1/20	Mon 5/4/20
1.4.5.4.2	Task 11.4.2: Review by EM/PM	1 day	Tue 5/5/20	Tue 5/5/20
1.4.5.4.3	Task 11.4.3: Respond to Feedback/Submit for QA	1 day	Wed 5/6/20	Wed 5/6/20
1.4.5.4.4	Task 11.4.4: Review by QA and Apply Editing	1 day	Thu 5/7/20	Thu 5/7/20

WBS	Task Name	Duration	Start	Finish
1.4.5.4.5	Task 11.4.5: Deliver draft IV&V Risk Report -April	1 day	Fri 5/8/20	Fri 5/8/20
1.4.5.4.6	Task 11.4.6: State Review	10 days	Mon 5/11/20	Fri 5/22/20
1.4.5.4.7	Task 11.4.7: Apply Revisions	5 days	Tue 5/26/20	Mon 6/1/20
1.4.5.4.8	Task 11.4.8: State Re-review and Approval	5 days	Tue 6/2/20	Mon 6/8/20
1.4.5.4.9	Deliverable: Approval of FINAL IV&V Risk Report -April	0 days	Mon 6/8/20	Mon 6/8/20
1.4.5.5	Task 11.5: Prepare, Maintain, and Deliver IV&V Risk Report-May	45 days	Fri 5/1/20	Mon 7/6/20
1.4.5.5.1	Task 11.5.1: Develop IV&V Risk Report-May	21 days	Fri 5/1/20	Mon 6/1/20
1.4.5.5.2	Task 11.5.2: Review by EM/PM	1 day	Tue 6/2/20	Tue 6/2/20
1.4.5.5.3	Task 11.5.3: Respond to Feedback/Submit for QA	1 day	Wed 6/3/20	Wed 6/3/20
1.4.5.5.4	Task 11.5.4: Review by QA and Apply Editing	1 day	Thu 6/4/20	Thu 6/4/20
1.4.5.5.5	Task 11.5.5: Deliver draft IV&V Risk Report -May	1 day	Fri 6/5/20	Fri 6/5/20
1.4.5.5.6	Task 11.5.6: State Review	10 days	Mon 6/8/20	Fri 6/19/20
1.4.5.5.7	Task 11.5.7: Apply Revisions	5 days	Mon 6/22/20	Fri 6/26/20
1.4.5.5.8	Task 11.5.8: State Re-review and Approval	5 days	Mon 6/29/20	Mon 7/6/20
1.4.5.5.9	Deliverable: Approval of FINAL IV&V Risk Report-May	0 days	Mon 7/6/20	Mon 7/6/20
1.4.5.6	Task 11.6: Prepare, Maintain, and Deliver IV&V Risk Report-June	49 days	Mon 6/1/20	Fri 8/7/20
1.4.5.6.1	Task 11.6.1: Develop IV&V Risk Report-June	25 days	Mon 6/1/20	Mon 7/6/20
1.4.5.6.2	Task 11.6.2: Review by EM/PM	1 day	Tue 7/7/20	Tue 7/7/20
1.4.5.6.3	Task 11.6.3: Respond to Feedback/Submit for QA	1 day	Wed 7/8/20	Wed 7/8/20
1.4.5.6.4	Task 11.6.4: Review by QA and Apply Editing	1 day	Thu 7/9/20	Thu 7/9/20
1.4.5.6.5	Task 11.6.5: Deliver draft IV&V Risk Report -June	1 day	Fri 7/10/20	Fri 7/10/20
1.4.5.6.6	Task 11.6.6: State Review	10 days	Mon 7/13/20	Fri 7/24/20
1.4.5.6.7	Task 11.6.7: Apply Revisions	5 days	Mon 7/27/20	Fri 7/31/20
1.4.5.6.8	Task 11.6.8: State Re-review and Approval	5 days	Mon 8/3/20	Fri 8/7/20
1.4.5.6.9	Deliverable: Approval of FINAL IV&V Risk Report-June	0 days	Fri 8/7/20	Fri 8/7/20
1.4.5.7	Task 11.7: Prepare, Maintain, and Deliver IV&V Risk Report-July	47 days	Wed 7/1/20	Fri 9/4/20
1.4.5.7.1	Task 11.7.1: Develop IV&V Risk Report-July	23 days	Wed 7/1/20	Mon 8/3/20
1.4.5.7.2	Task 11.7.2: Review by EM/PM	1 day	Tue 8/4/20	Tue 8/4/20
1.4.5.7.3	Task 11.7.3: Respond to Feedback/Submit for QA	1 day	Wed 8/5/20	Wed 8/5/20
1.4.5.7.4	Task 11.7.4: Review by QA and Apply Editing	1 day	Thu 8/6/20	Thu 8/6/20
1.4.5.7.5	Task 11.7.5: Deliver draft IV&V Risk Report -July	1 day	Fri 8/7/20	Fri 8/7/20
1.4.5.7.6	Task 11.7.6: State Review	10 days	Mon 8/10/20	Fri 8/21/20
1.4.5.7.7	Task 11.7.7: Apply Revisions	5 days	Mon 8/24/20	Fri 8/28/20
1.4.5.7.8	Task 11.7.8: State Re-review and Approval	5 days	Mon 8/31/20	Fri 9/4/20
1.4.5.7.9	Deliverable: Approval of FINAL IV&V Risk Report-July	0 days	Fri 9/4/20	Fri 9/4/20
1.4.5.8	Task 11.8: Prepare, Maintain, and Deliver IV&V Risk Report-August	49 days	Mon 8/3/20	Fri 10/9/20
1.4.5.8.1	Task 11.8.1: Develop IV&V Risk Report-August	25 days	Mon 8/3/20	Fri 9/4/20
1.4.5.8.2	Task 11.8.2: Review by EM/PM	1 day	Tue 9/8/20	Tue 9/8/20

WBS	Task Name	Duration	Start	Finish
1.4.5.8.3	Task 11.8.3: Respond to Feedback/Submit for QA	1 day	Wed 9/9/20	Wed 9/9/20
1.4.5.8.4	Task 11.8.4: Review by QA and Apply Editing	1 day	Thu 9/10/20	Thu 9/10/20
1.4.5.8.5	Task 11.8.5: Deliver draft IV&V Risk Report -August	1 day	Fri 9/11/20	Fri 9/11/20
1.4.5.8.6	Task 11.8.6: State Review	10 days	Mon 9/14/20	Fri 9/25/20
1.4.5.8.7	Task 11.8.7: Apply Revisions	5 days	Mon 9/28/20	Fri 10/2/20
1.4.5.8.8	Task 11.8.8: State Re-review and Approval	5 days	Mon 10/5/20	Fri 10/9/20
1.4.5.8.9	Deliverable: Approval of FINAL IV&V Risk Report-August	0 days	Fri 10/9/20	Fri 10/9/20
1.4.5.9	Task 11.9: Prepare, Maintain, and Deliver IV&V Risk Report-September	48 days	Tue 9/1/20	Fri 11/6/20
1.4.5.9.1	Task 11.9.1: Develop IV&V Risk Report-September	24 days	Tue 9/1/20	Mon 10/5/20
1.4.5.9.2	Task 11.9.2: Review by EM/PM	1 day	Tue 10/6/20	Tue 10/6/20
1.4.5.9.3	Task 11.9.3: Respond to Feedback/Submit for QA	1 day	Wed 10/7/20	Wed 10/7/20
1.4.5.9.4	Task 11.9.4: Review by QA and Apply Editing	1 day	Thu 10/8/20	Thu 10/8/20
1.4.5.9.5	Task 11.9.5: Deliver draft IV&V Risk Report -September	1 day	Fri 10/9/20	Fri 10/9/20
1.4.5.9.6	Task 11.9.6: State Review	10 days	Mon 10/12/20	Fri 10/23/20
1.4.5.9.7	Task 11.9.7: Apply Revisions	5 days	Mon 10/26/20	Fri 10/30/20
1.4.5.9.8	Task 11.9.8: State Re-review and Approval	5 days	Mon 11/2/20	Fri 11/6/20
1.4.5.9.9	Deliverable: Deliver & Obtain Approval of the IV&V Risk Report-September	0 days	Fri 11/6/20	Fri 11/6/20
1.4.5.10	Task 11.10: Prepare, Maintain, and Deliver IV&V Risk Report-October	47 days	Thu 10/1/20	Tue 12/8/20
1.4.5.10.1	Task 11.10.1: Develop IV&V Risk Report-October	23 days	Thu 10/1/20	Mon 11/2/20
1.4.5.10.2	Task 11.10.2: Review by EM/PM	1 day	Tue 11/3/20	Tue 11/3/20
1.4.5.10.3	Task 11.10.3: Respond to Feedback/Submit for QA	1 day	Wed 11/4/20	Wed 11/4/20
1.4.5.10.4	Task 11.10.4: Review by QA and Apply Editing	1 day	Thu 11/5/20	Thu 11/5/20
1.4.5.10.5	Task 11.10.5: Deliver draft IV&V Risk Report -October	1 day	Fri 11/6/20	Fri 11/6/20
1.4.5.10.6	Task 11.10.6: State Review	10 days	Mon 11/9/20	Mon 11/23/20
1.4.5.10.7	Task 11.10.7: Apply Revisions	5 days	Tue 11/24/20	Tue 12/1/20
1.4.5.10.8	Task 11.10.8: State Re-review and Approval	5 days	Wed 12/2/20	Tue 12/8/20
1.4.5.10.9	Deliverable: Approval of FINAL IV&V Risk Report-October	0 days	Tue 12/8/20	Tue 12/8/20
1.4.5.11	Task 11.11: Prepare, Maintain, and Deliver IV&V Risk Report-November	48 days	Mon 11/2/20	Tue 1/12/21
1.4.5.11.1	Task 11.11.1: Develop IV&V Risk Report-November	24 days	Mon 11/2/20	Mon 12/7/20
1.4.5.11.2	Task 11.11.2: Review by EM/PM	1 day	Tue 12/8/20	Tue 12/8/20
1.4.5.11.3	Task 11.11.3: Respond to Feedback/Submit for QA	1 day	Wed 12/9/20	Wed 12/9/20
1.4.5.11.4	Task 11.11.4: Review by QA and Apply Editing	1 day	Thu 12/10/20	Thu 12/10/20
1.4.5.11.5	Task 11.11.5: Deliver draft IV&V Risk Report -November	1 day	Fri 12/11/20	Fri 12/11/20
1.4.5.11.6	Task 11.11.6: State Review	10 days	Mon 12/14/20	Tue 12/29/20
1.4.5.11.7	Task 11.11.7: Apply Revisions	5 days	Wed 12/30/20	Tue 1/5/21
1.4.5.11.8	Task 11.11.8: State Re-review and Approval	5 days	Wed 1/6/21	Tue 1/12/21
1.4.5.11.9	Deliverable: Approval of FINAL IV&V Risk Report-November	0 days	Tue 1/12/21	Tue 1/12/21
1.4.5.12	Task 11.12: Prepare, Maintain, and Deliver IV&V Risk	47 days	Tue 12/1/20	Fri 2/5/21

WBS	Task Name	Duration	Start	Finish
1.4.5.12.1	Task 11.12.1: Develop IV&V Risk Report-December	23 days	Tue 12/1/20	Mon 1/4/21
1.4.5.12.2	Task 11.12.2: Review by EM/PM	1 day	Tue 1/5/21	Tue 1/5/21
1.4.5.12.3	Task 11.12.3: Respond to Feedback/Submit for QA	1 day	Wed 1/6/21	Wed 1/6/21
1.4.5.12.4	Task 11.12.4: Review by QA and Apply Editing	1 day	Thu 1/7/21	Thu 1/7/21
1.4.5.12.5	Task 11.12.5: Deliver draft IV&V Risk Report -December	1 day	Fri 1/8/21	Fri 1/8/21
1.4.5.12.6	Task 11.12.6: State Review	10 days	Mon 1/11/21	Fri 1/22/21
1.4.5.12.7	Task 11.12.7: Apply Revisions	5 days	Mon 1/25/21	Fri 1/29/21
1.4.5.12.8	Task 11.12.8: State Re-review and Approval	5 days	Mon 2/1/21	Fri 2/5/21
1.4.5.12.9	Deliverable: Approval of FINAL IV&V Risk Report-December	0 days	Fri 2/5/21	Fri 2/5/21
1.4.6	Task 12: IV&V Issues Log	279 days	Wed 1/1/20	Fri 2/5/21
1.4.6.1	Task 12.1: Prepare, Maintain, and Deliver IV&V Issues Log-January	47 days	Wed 1/1/20	Mon 3/9/20
1.4.6.1.1	Task 12.1.1: Develop IV&V Issues Log-January	22 days	Wed 1/1/20	Fri 1/31/20
1.4.6.1.2	Task 12.1.2: Review by EM/PM	1 day	Tue 2/4/20	Tue 2/4/20
1.4.6.1.3	Task 12.1.3: Respond to Feedback/Submit for QA	1 day	Wed 2/5/20	Wed 2/5/20
1.4.6.1.4	Task 12.1.4: Review by QA and Apply Editing	1 day	Thu 2/6/20	Thu 2/6/20
1.4.6.1.5	Task 12.1.5: Deliver draft IV&V Issues Log-January	1 day	Fri 2/7/20	Fri 2/7/20
1.4.6.1.6	Task 12.1.6: State Review	10 days	Mon 2/10/20	Mon 2/24/20
1.4.6.1.7	Task 12.1.7: Apply Revisions	5 days	Tue 2/25/20	Mon 3/2/20
1.4.6.1.8	Task 12.1.8: State Re-review and Approval	5 days	Tue 3/3/20	Mon 3/9/20
1.4.6.1.9	Deliverable: Approval of FINAL IV&V Issues Log -January	0 days	Mon 3/2/20	Mon 3/2/20
1.4.6.2	Task 12.2: Prepare, Maintain, and Deliver IV&V Issues Log-February	44 days	Mon 2/3/20	Fri 4/3/20
1.4.6.2.1	Task 12.2.1: Develop IV&V Issues Log-February	20 days	Mon 2/3/20	Mon 3/2/20
1.4.6.2.2	Task 12.2.2: Review by EM/PM	1 day	Tue 3/3/20	Tue 3/3/20
1.4.6.2.3	Task 12.2.3: Respond to Feedback/Submit for QA	1 day	Wed 3/4/20	Wed 3/4/20
1.4.6.2.4	Task 12.2.4: Review by QA and Apply Editing	1 day	Thu 3/5/20	Thu 3/5/20
1.4.6.2.5	Task 12.2.5: Deliver draft IV&V Issues Log-February	1 day	Fri 3/6/20	Fri 3/6/20
1.4.6.2.6	Task 12.2.6: State Review	10 days	Mon 3/9/20	Fri 3/20/20
1.4.6.2.7	Task 12.2.7: Apply Revisions	5 days	Mon 3/23/20	Fri 3/27/20
1.4.6.2.8	Task 12.2.8: State Re-review and Approval	5 days	Mon 3/30/20	Fri 4/3/20
1.4.6.2.9	Deliverable: Approval of FINAL IV&V Issues Log -February	0 days	Fri 4/3/20	Fri 4/3/20
1.4.6.3	Task 12.3: Prepare, Maintain, and Deliver IV&V Issues Log-March	50 days	Mon 3/2/20	Fri 5/8/20
1.4.6.3.1	Task 12.3.1: Develop IV&V Issues Log-February	26 days	Mon 3/2/20	Mon 4/6/20
1.4.6.3.2	Task 12.3.2: Review by EM/PM	1 day	Tue 4/7/20	Tue 4/7/20
1.4.6.3.3	Task 12.3.3: Respond to Feedback/Submit for QA	1 day	Wed 4/8/20	Wed 4/8/20
1.4.6.3.4	Task 12.3.4: Review by QA and Apply Editing	1 day	Thu 4/9/20	Thu 4/9/20
1.4.6.3.5	Task 12.3.5: Deliver draft IV&V Issues Log-March	1 day	Fri 4/10/20	Fri 4/10/20
1.4.6.3.6	Task 12.3.6: State Review	10 days	Mon 4/13/20	Fri 4/24/20
1.4.6.3.7	Task 12.3.7: Apply Revisions	5 days	Mon 4/27/20	Fri 5/1/20
1.4.6.3.8	Task 12.3.8: State Re-review and Approval	5 days	Mon 5/4/20	Fri 5/8/20

WBS	Task Name	Duration	Start	Finish
1.4.6.3.9	Deliverable: Approval of FINAL IV&V Issues Log -March	0 days	Fri 5/8/20	Fri 5/8/20
1.4.6.4	Task 12.4: Prepare, Maintain, and Deliver IV&V Issues Log-April	48 days	Wed 4/1/20	Mon 6/8/20
1.4.6.4.1	Task 12.4.1: Develop IV&V Issues Log-April	24 days	Wed 4/1/20	Mon 5/4/20
1.4.6.4.2	Task 12.4.2: Review by EM/PM	1 day	Tue 5/5/20	Tue 5/5/20
1.4.6.4.3	Task 12.4.3: Respond to Feedback/Submit for QA	1 day	Wed 5/6/20	Wed 5/6/20
1.4.6.4.4	Task 12.4.4: Review by QA and Apply Editing	1 day	Thu 5/7/20	Thu 5/7/20
1.4.6.4.5	Task 12.4.5: Deliver draft IV&V Issues Log-April	1 day	Fri 5/8/20	Fri 5/8/20
1.4.6.4.6	Task 12.4.6: State Review	10 days	Mon 5/11/20	Fri 5/22/20
1.4.6.4.7	Task 12.4.7: Apply Revisions	5 days	Tue 5/26/20	Mon 6/1/20
1.4.6.4.8	Task 12.4.8: State Re-review and Approval	5 days	Tue 6/2/20	Mon 6/8/20
1.4.6.4.9	Deliverable: Approval of FINAL IV&V Issues Log -April	0 days	Mon 6/8/20	Mon 6/8/20
1.4.6.5	Task 12.5: Prepare, Maintain, and Deliver IV&V Issues Log-May	45 days	Fri 5/1/20	Mon 7/6/20
1.4.6.5.1	Task 12.5.1: Develop IV&V Issues Log-May	21 days	Fri 5/1/20	Mon 6/1/20
1.4.6.5.2	Task 12.5.2: Review by EM/PM	1 day	Tue 6/2/20	Tue 6/2/20
1.4.6.5.3	Task 12.5.3: Respond to Feedback/Submit for QA	1 day	Wed 6/3/20	Wed 6/3/20
1.4.6.5.4	Task 12.5.4: Review by QA and Apply Editing	1 day	Thu 6/4/20	Thu 6/4/20
1.4.6.5.5	Task 12.5.5: Deliver draft IV&V Issues Log-May	1 day	Fri 6/5/20	Fri 6/5/20
1.4.6.5.6	Task 12.5.6: State Review	10 days	Mon 6/8/20	Fri 6/19/20
1.4.6.5.7	Task 12.5.7: Apply Revisions	5 days	Mon 6/22/20	Fri 6/26/20
1.4.6.5.8	Task 12.5.8: State Re-review and Approval	5 days	Mon 6/29/20	Mon 7/6/20
1.4.6.5.9	Deliverable: Approval of FINAL IV&V Issues Log-May	0 days	Mon 7/6/20	Mon 7/6/20
1.4.6.6	Task 12.6: Prepare, Maintain, and Deliver IV&V Issues Log-June	49 days	Mon 6/1/20	Fri 8/7/20
1.4.6.6.1	Task 12.6.1: Develop IV&V Issues Log-June	25 days	Mon 6/1/20	Mon 7/6/20
1.4.6.6.2	Task 12.6.2: Review by EM/PM	1 day	Tue 7/7/20	Tue 7/7/20
1.4.6.6.3	Task 12.6.3: Respond to Feedback/Submit for QA	1 day	Wed 7/8/20	Wed 7/8/20
1.4.6.6.4	Task 12.6.4: Review by QA and Apply Editing	1 day	Thu 7/9/20	Thu 7/9/20
1.4.6.6.5	Task 12.6.5: Deliver draft IV&V Issues Log-June	1 day	Fri 7/10/20	Fri 7/10/20
1.4.6.6.6	Task 12.6.6: State Review	10 days	Mon 7/13/20	Fri 7/24/20
1.4.6.6.7	Task 12.6.7: Apply Revisions	5 days	Mon 7/27/20	Fri 7/31/20
1.4.6.6.8	Task 12.6.8: State Re-review and Approval	5 days	Mon 8/3/20	Fri 8/7/20
1.4.6.6.9	Deliverable: Approval of FINAL IV&V Issues Log-June	0 days	Fri 8/7/20	Fri 8/7/20
1.4.6.7	Task 12.7: Prepare, Maintain, and Deliver IV&V Issues Log-July	47 days	Wed 7/1/20	Fri 9/4/20
1.4.6.7.1	Task 12.7.1: Develop IV&V Issues Log-July	23 days	Wed 7/1/20	Mon 8/3/20
1.4.6.7.2	Task 12.7.2: Review by EM/PM	1 day	Tue 8/4/20	Tue 8/4/20
1.4.6.7.3	Task 12.7.3: Respond to Feedback/Submit for QA	1 day	Wed 8/5/20	Wed 8/5/20
1.4.6.7.4	Task 12.7.4: Review by QA and Apply Editing	1 day	Thu 8/6/20	Thu 8/6/20
1.4.6.7.5	Task 12.7.5: Deliver draft IV&V Issues Log-July	1 day	Fri 8/7/20	Fri 8/7/20
1.4.6.7.6	Task 12.7.6: State Review	10 days	Mon 8/10/20	Fri 8/21/20
1.4.6.7.7	Task 12.7.7: Apply Revisions	5 days	Mon 8/24/20	Fri 8/28/20
1.4.6.7.8	Task 12.7.8: State Re-review and Approval	5 days	Mon 8/31/20	Fri 9/4/20

WBS	Task Name	Duration	Start	Finish
1.4.6.7.9	<i>Deliverable: Approval of FINAL IV&V Issues Log-July</i>	0 days	Fri 9/4/20	Fri 9/4/20
1.4.6.8	Task 12.8: Prepare, Maintain, and Deliver IV&V Issues Log-August	49 days	Mon 8/3/20	Fri 10/9/20
1.4.6.8.1	Task 12.8.1: Develop IV&V Issues Log-August	25 days	Mon 8/3/20	Fri 9/4/20
1.4.6.8.2	Task 12.8.2: Review by EM/PM	1 day	Tue 9/8/20	Tue 9/8/20
1.4.6.8.3	Task 12.8.3: Respond to Feedback/Submit for QA	1 day	Wed 9/9/20	Wed 9/9/20
1.4.6.8.4	Task 12.8.4: Review by QA and Apply Editing	1 day	Thu 9/10/20	Thu 9/10/20
1.4.6.8.5	Task 12.8.5: Deliver draft IV&V Issues Log-August	1 day	Fri 9/11/20	Fri 9/11/20
1.4.6.8.6	Task 12.8.6: State Review	10 days	Mon 9/14/20	Fri 9/25/20
1.4.6.8.7	Task 12.8.7: Apply Revisions	5 days	Mon 9/28/20	Fri 10/2/20
1.4.6.8.8	Task 12.8.8: State Re-review and Approval	5 days	Mon 10/5/20	Fri 10/9/20
1.4.6.8.9	<i>Deliverable: Approval of FINAL IV&V Issues Log-August</i>	0 days	Fri 10/9/20	Fri 10/9/20
1.4.6.9	Task 12.9: Prepare, Maintain, and Deliver IV&V Issues Log-September	48 days	Tue 9/1/20	Fri 11/6/20
1.4.6.9.1	Task 12.9.1: Develop IV&V Issues Log-September	24 days	Tue 9/1/20	Mon 10/5/20
1.4.6.9.2	Task 12.9.2: Review by EM/PM	1 day	Tue 10/6/20	Tue 10/6/20
1.4.6.9.3	Task 12.9.3: Respond to Feedback/Submit for QA	1 day	Wed 10/7/20	Wed 10/7/20
1.4.6.9.4	Task 12.9.4: Review by QA and Apply Editing	1 day	Thu 10/8/20	Thu 10/8/20
1.4.6.9.5	Task 12.9.5: Deliver draft IV&V Issues Log-September	1 day	Fri 10/9/20	Fri 10/9/20
1.4.6.9.6	Task 12.9.6: State Review	10 days	Mon 10/12/20	Fri 10/23/20
1.4.6.9.7	Task 12.9.7: Apply Revisions	5 days	Mon 10/26/20	Fri 10/30/20
1.4.6.9.8	Task 12.9.8: State Re-review and Approval	5 days	Mon 11/2/20	Fri 11/6/20
1.4.6.9.9	<i>Deliverable: Deliver & Obtain Approval of the IV&V Issues Log-September</i>	0 days	Fri 11/6/20	Fri 11/6/20
1.4.6.10	Task 12.10: Prepare, Maintain, and Deliver IV&V Issues Log-October	47 days	Thu 10/1/20	Tue 12/8/20
1.4.6.10.1	Task 12.10.1: Develop IV&V Issues Log-October	23 days	Thu 10/1/20	Mon 11/2/20
1.4.6.10.2	Task 12.10.2: Review by EM/PM	1 day	Tue 11/3/20	Tue 11/3/20
1.4.6.10.3	Task 12.10.3: Respond to Feedback/Submit for QA	1 day	Wed 11/4/20	Wed 11/4/20
1.4.6.10.4	Task 12.10.4: Review by QA and Apply Editing	1 day	Thu 11/5/20	Thu 11/5/20
1.4.6.10.5	Task 12.10.5: Deliver draft IV&V Issues Log-October	1 day	Fri 11/6/20	Fri 11/6/20
1.4.6.10.6	Task 12.10.6: State Review	10 days	Mon 11/9/20	Mon 11/23/20
1.4.6.10.7	Task 12.10.7: Apply Revisions	5 days	Tue 11/24/20	Tue 12/1/20
1.4.6.10.8	Task 12.10.8: State Re-review and Approval	5 days	Wed 12/2/20	Tue 12/8/20
1.4.6.10.9	<i>Deliverable: Approval of FINAL IV&V Issues Log-October</i>	0 days	Tue 12/8/20	Tue 12/8/20
1.4.6.11	Task 12.11: Prepare, Maintain, and Deliver IV&V Issues Log-November	48 days	Mon 11/2/20	Tue 1/12/21
1.4.6.11.1	Task 12.11.1: Develop IV&V Issues Log-November	24 days	Mon 11/2/20	Mon 12/7/20
1.4.6.11.2	Task 12.11.2: Review by EM/PM	1 day	Tue 12/8/20	Tue 12/8/20
1.4.6.11.3	Task 12.11.3: Respond to Feedback/Submit for QA	1 day	Wed 12/9/20	Wed 12/9/20
1.4.6.11.4	Task 12.11.4: Review by QA and Apply Editing	1 day	Thu 12/10/20	Thu 12/10/20
1.4.6.11.5	Task 12.11.5: Deliver draft IV&V Issues Log-November	1 day	Fri 12/11/20	Fri 12/11/20

WBS	Task Name	Duration	Start	Finish
1.4.6.11.6	Task 12.11.6: State Review	10 days	Mon 12/14/20	Tue 12/29/20
1.4.6.11.7	Task 12.11.7: Apply Revisions	5 days	Wed 12/30/20	Tue 1/5/21
1.4.6.11.8	Task 12.11.8: State Re-review and Approval	5 days	Wed 1/6/21	Tue 1/12/21
1.4.6.11.9	Deliverable: Approval of FINAL IV&V Issues Log-November	0 days	Tue 1/12/21	Tue 1/12/21
1.4.6.12	Task 12.12: Prepare, Maintain, and Deliver IV&V Issues Log-December	47 days	Tue 12/1/20	Fri 2/5/21
1.4.6.12.1	Task 12.12.1: Develop IV&V Issues Log-December	23 days	Tue 12/1/20	Mon 1/4/21
1.4.6.12.2	Task 12.12.2: Review by EM/PM	1 day	Tue 1/5/21	Tue 1/5/21
1.4.6.12.3	Task 12.12.3: Respond to Feedback/Submit for QA	1 day	Wed 1/6/21	Wed 1/6/21
1.4.6.12.4	Task 12.12.4: Review by QA and Apply Editing	1 day	Thu 1/7/21	Thu 1/7/21
1.4.6.12.5	Task 12.12.5: Deliver draft IV&V Issues Log-December	1 day	Fri 1/8/21	Fri 1/8/21
1.4.6.12.6	Task 12.12.6: State Review	10 days	Mon 1/11/21	Fri 1/22/21
1.4.6.12.7	Task 12.12.7: Apply Revisions	5 days	Mon 1/25/21	Fri 1/29/21
1.4.6.12.8	Task 12.12.8: State Re-review and Approval	5 days	Mon 2/1/21	Fri 2/5/21
1.4.6.12.9	Deliverable: Approval of FINAL IV&V Issues Log-December	0 days	Fri 2/5/21	Fri 2/5/21
1.4.7	Task 13: IV&V Support for the CMS MEELC and MEET	275 days	Wed 1/1/20	Mon 2/1/21
1.4.7.1	Task 13.1: E&E IV&V Progress Report-1st Qtr.	85 days	Wed 1/1/20	Thu 4/30/20
1.4.7.1.1	Task 13.1.1: State collect evidence documentation with IV&V assistance	31 days	Wed 1/1/20	Thu 2/13/20
1.4.7.1.2	Task 13.1.2: State updates MEET Checklists with IV&V assistance	31 days	Wed 1/1/20	Thu 2/13/20
1.4.7.1.3	Task 13.1.3: IV&V Reviews evidence documentation	49 days	Wed 1/1/20	Wed 3/11/20
1.4.7.1.4	Task 13.1.4: IV&V updates IV&V portion of Checklists	25 days	Thu 3/12/20	Wed 4/15/20
1.4.7.1.5	Task 13.1.5: Analyze and Prepare E&E IV&V Progress Report for period Jan, Feb, Mar	25 days	Thu 3/12/20	Wed 4/15/20
1.4.7.1.6	Deliverable: Deliver E&E IV&V Progress Report - 1st Qtr.	0 days	Wed 4/15/20	Wed 4/15/20
1.4.7.1.7	Task 13.1.6: CMS/State reviews submitted report	10 days	Thu 4/16/20	Wed 4/29/20
1.4.7.1.8	Task 13.1.7: Conduct Debriefing	1 day	Thu 4/30/20	Thu 4/30/20
1.4.7.2	Task 13.2: E&E IV&V Progress Report-2nd Qtr.	85 days	Wed 4/1/20	Thu 7/30/20
1.4.7.2.1	Task 13.2.1: State collect evidence documentation	30 days	Wed 4/1/20	Tue 5/12/20
1.4.7.2.2	Task 13.2.2: State updates MEET Checklists	30 days	Wed 4/1/20	Tue 5/12/20
1.4.7.2.3	Task 13.2.3: IV&V Reviews evidence documentation	51 days	Wed 4/1/20	Thu 6/11/20
1.4.7.2.4	Task 13.2.4: IV&V updates IV&V portion of Checklists	20 days	Fri 6/12/20	Fri 7/10/20
1.4.7.2.5	Task 13.2.5: Analyze and Prepare E&E IV&V Progress Report for period Apr, May, Jun	23 days	Fri 6/12/20	Wed 7/15/20
1.4.7.2.6	Deliverable: Deliver E&E IV&V Progress Report - 2nd Qtr.	0 days	Wed 7/15/20	Wed 7/15/20
1.4.7.2.7	Task 13.2.6: CMS/State reviews submitted report	10 days	Thu 7/16/20	Wed 7/29/20
1.4.7.2.8	Task 13.2.7: Conduct Debriefing	1 day	Thu 7/30/20	Thu 7/30/20
1.4.7.3	Task 13.3: E&E IV&V Progress Report-3rd Qtr.	86 days	Wed 7/1/20	Fri 10/30/20
1.4.7.3.1	Task 13.3.1: State collect evidence documentation	30 days	Wed 7/1/20	Wed 8/12/20
1.4.7.3.2	Task 13.3.2: State updates MEET Checklists	30 days	Wed 7/1/20	Wed 8/12/20
1.4.7.3.3	Task 13.3.3: IV&V Reviews evidence documentation	50 days	Wed 7/1/20	Thu 9/10/20

WBS	Task Name	Duration	Start	Finish
1.4.7.3.4	Task 13.3.4: IV&V updates IV&V portion of Checklists	20 days	Fri 9/11/20	Thu 10/8/20
1.4.7.3.5	Task 13.3.5: Analyze and Prepare E&E IV&V Progress Report for period Jul, Aug, Sept	25 days	Fri 9/11/20	Thu 10/15/20
1.4.7.3.6	Deliverable: Deliver E&E IV&V Progress Report - 3rd Qtr.	0 days	Thu 10/15/20	Thu 10/15/20
1.4.7.3.7	Task 13.3.6: CMS/State reviews submitted report	10 days	Fri 10/16/20	Thu 10/29/20
1.4.7.3.8	Task 13.3.7: Conduct Debriefing	1 day	Fri 10/30/20	Fri 10/30/20
1.4.7.4	Task 13.4: E&E IV&V Progress Report-4th Qtr.	84 days	Thu 10/1/20	Mon 2/1/21
1.4.7.4.1	Task 13.4.1: State collect evidence documentation	30 days	Thu 10/1/20	Thu 11/12/20
1.4.7.4.2	Task 13.4.2: State updates MEET Checklists	30 days	Thu 10/1/20	Thu 11/12/20
1.4.7.4.3	Task 13.4.3: IV&V Reviews evidence documentation	48 days	Thu 10/1/20	Wed 12/9/20
1.4.7.4.4	Task 13.4.4: IV&V updates IV&V portion of Checklists	20 days	Thu 12/10/20	Fri 1/8/21
1.4.7.4.5	Task 13.4.5: Analyze and Prepare E&E IV&V Progress Report for period Oct, Nov, Dec	25 days	Thu 12/10/20	Fri 1/15/21
1.4.7.4.6	Deliverable: Deliver E&E IV&V Progress Report - 4th Qtr.	0 days	Fri 1/15/21	Fri 1/15/21
1.4.7.4.7	Task 13.4.6: CMS/State reviews submitted report	10 days	Mon 1/18/21	Fri 1/29/21
1.4.7.4.8	Task 13.4.7: Conduct Debriefing	1 day	Mon 2/1/21	Mon 2/1/21
1.4.8	M: Completion of IV&V Services Project Execution Phase and Monitoring & Control Phase	0 days	Fri 2/12/21	Fri 2/12/21
1.5	Phase 4: IV&V Services Project Closeout	137 days	Wed 7/1/20	Fri 1/15/21
1.5.1	M: Start of IV&V Services Project Closeout	1 day	Wed 7/1/20	Wed 7/1/20
1.5.2	Task 14: IV&V Services Exit Transition Plan	61 days	Mon 8/3/20	Tue 10/27/20
1.5.2.1	Task 14.1: IV&V Services Exit Transition Plan Template	26 days	Mon 8/3/20	Tue 9/8/20
1.5.2.1.1	Task 14.1.1: Develop Template	5 days	Mon 8/3/20	Fri 8/7/20
1.5.2.1.2	Task 14.1.2: Deliver IV&V Services Exit Transition Plan Template	0 days	Fri 8/7/20	Fri 8/7/20
1.5.2.1.3	Task 14.1.3: Schedule walkthrough of deliverable	1 day	Mon 8/10/20	Mon 8/10/20
1.5.2.1.4	Task 14.1.4: State Review	10 days	Tue 8/11/20	Mon 8/24/20
1.5.2.1.5	Task 14.1.5: Apply Revisions	5 days	Tue 8/25/20	Mon 8/31/20
1.5.2.1.6	Task 14.1.6: State re-review	5 days	Tue 9/1/20	Tue 9/8/20
1.5.2.1.7	Deliverable: Approval of FINAL IV&V Services Exit Transition Plan Template	0 days	Tue 9/8/20	Tue 9/8/20
1.5.2.2	Task 14.2: IV&V Services Exit Transition Plan	35 days	Wed 9/9/20	Tue 10/27/20
1.5.2.2.1	Task 14.2.1: Develop IV&V Services Exit Transition Plan	10 days	Wed 9/9/20	Tue 9/22/20
1.5.2.2.2	Task 14.2.2: Review by EM/PM	2 days	Wed 9/23/20	Thu 9/24/20
1.5.2.2.3	Task 14.2.3: Respond to Feedback/Submit for QA	1 day	Fri 9/25/20	Fri 9/25/20
1.5.2.2.4	Task 14.2.4: Review by QA and Apply Editing	1 day	Mon 9/28/20	Mon 9/28/20
1.5.2.2.5	Task 14.2.5: Deliver draft IV&V Services Exit Transition Plan	1 day	Tue 9/29/20	Tue 9/29/20
1.5.2.2.6	Task 14.2.6: State Review	10 days	Wed 9/30/20	Tue 10/13/20
1.5.2.2.7	Task 14.2.7: Apply Revisions	5 days	Wed 10/14/20	Tue 10/20/20
1.5.2.2.8	Task 14.2.8: State Re-review and Approval	5 days	Wed 10/21/20	Tue 10/27/20
1.5.2.2.9	Deliverable: Approval of FINAL V&V Services Exit Transition Plan	0 days	Tue 10/27/20	Tue 10/27/20
1.5.3	Task 15: Archive of All IV&V Documents	73 days	Thu 10/1/20	Fri 1/15/21

WBS	Task Name	Duration	Start	Finish
1.5.3.1	Task 15.1: Produce archive of all IV&V documents	73 days	Thu 10/1/20	Fri 1/15/21
1.5.3.2	<i>Deliverable: Deliver archive of all IV&V documents</i>	0 days	Fri 1/15/21	Fri 1/15/21
1.5.4	M: Completion of IV&V Services Project Closeout	0 days	Fri 1/15/21	Fri 1/15/21
1.6	M: IV&V Services Project End	0 days	Fri 1/15/21	Fri 1/15/21