

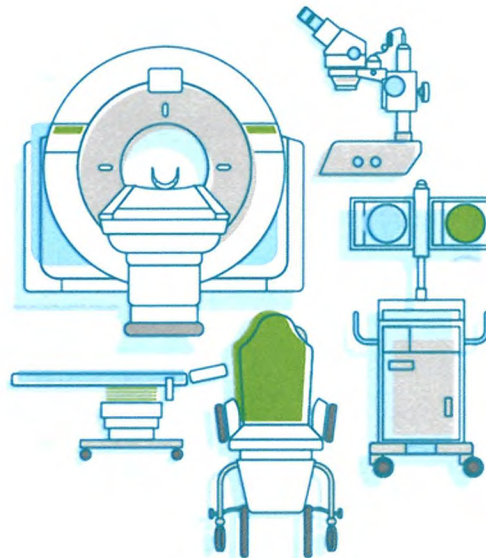
Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022

ATTN:
Elizabeth Otero Martinez
268 Luis Muñoz Rivera Ave.
World Plaza – 12th Floor (Suite 12),
San Juan, Puerto Rico 00918

Submitted by:
Deloitte Consulting LLP
350 Carlos Chardon Ave
Suite 700,
San Juan, PR 00918

Attachment B: Title Page, Vendor Information, Executive Summary, Subcontractor Letters, and Table of Contents

This section will provide instructions to vendors on what to include for the title page, vendor information, executive summary, how to include subcontractor letters, and table of contents.



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

1. Title Page

The vendor should include a title page stating the vendor’s intent to bid for this RFO. The vendor’s response should include a Title Page; Table of Contents; Executive Summary; and vendor contact and location information.


The vendor should include the following cover letter, signed in blue ink by an authorized signatory legally binding the vendor and include it in the labeled “Original Proposal.”

The vendor should provide the following information regarding the person responsible for completing of the vendor response. This person should also be the person PRMP should contact for questions and/or clarifications.

Name	<u>Angel L. Quiñones Cardona</u>	Phone	<u>+1.732.586.4689</u>
Address	<u>350 Carlos Chardon Ave. Suite 700</u>	Fax	<u>+1.877.286.9480</u>
	<u>Hato Rey, San Juan, PR, 00918</u>	Email	<u>aquinonescardona@deloitte.com</u>

Subject to acceptance by PRMP, the vendor acknowledges that by submitting a response and signing in the space indicated below, the vendor is submitting a formal offer to meet that which is being requested within this RFO.

In addition to providing a signature to Section 6.5: Disclosure of Proposal Contents in the RFO, failure to sign the Submission Cover Sheet or signing it with a false statement shall void the submitted response or any resulting contracts.

 / 3/18/2022

Original signature of Signatory Authorized to Legally Bind the Company/ **Date**

Name (Typed or Printed)	<u>Angel L. Quiñones Cardona</u>
Title	<u>Principal</u>
Company Name	<u>Deloitte Consulting, LLP</u>
Physical Address	<u>Torre Chardon, 350 Carlos Chardon Ave.</u>
	<u>Hato Rey 2140, Suite 700</u>
	<u>San Juan, Puerto Rico, 00918</u>
State of Incorporation	<u>Puerto Rico</u>

By signature hereon, the vendor certifies that:

1. All statements and information prepared and submitted in response to this RFO are current, complete, and accurate.
2. The vendor's response meets the requirement of this RFO.
3. The vendor will comply with all federal and Commonwealth laws, rules, and regulations that are in force currently or anytime during the term of a resulting contract.
4. The vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. PRMP will hold "confidential" all response information, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals. All other information associated with the RFO, including but not limited to, technical scores and reasons for disqualification, will not be available until after the contract has been awarded in accordance with the laws of Puerto Rico.
5. The company represented here is an authorized dealer in good standing of the products and services included in this response.
6. The vendor, any subcontracting partners, and its proposed resources are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any federal, state, or local governmental entity; are in compliance with the Commonwealth's statutes and rules relating to procurement; and are not listed on the federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for federal procurement are listed at <https://sam.gov/content/home>.
7. Prior to award, the vendor affirms it will have all current approvals, licenses, or other qualifications needed to conduct business in Puerto Rico.

2. Vendor Information

The vendor should complete the following information in the subsections below:

- Primary point of contact for any questions pertaining to the vendor's payment address
- Address to which PRMP should send legal notices for any potential future agreements

1. Payment Address

In the table below, the vendor should provide the name, title, and address to which PRMP should direct payments for the goods and services within this RFO.

Table 1: Payment Information

Payment Information			
Name:	Angel L. Quiñones Cardona	Title:	Principal
Address:	Torre Chardon, 350 Carlos Chardon Avenue, Hato Rey-2140, Suite 700		
City, State, and Zip Code:	San Juan, Puerto Rico, 00918		
Phone:	+1.732.586.4689	Fax:	+1.877.286.9480
Email:	aguinonescardona@deloitte.com		

2. Legal Notice Address

In the table below, the vendor should provide the name, title, and address to which PRMP should send legal notices.

Table 2: Legal Notice Information

Legal Notice Information			
Name:	Angel L. Quiñones Cardona	Title:	Principal
Address:	Torre Chardon, 350 Carlos Chardon Avenue, Hato Rey-2140, Suite 700		
City, State, and Zip Code:	San Juan, Puerto Rico, 00918		
Phone:	+1.732.586.4689	Fax:	+1.877.286.9480
Email:	aguinonescardona@deloitte.com		

3. Executive Summary

This section should be a brief (one [1] to three [3] page) summary of the key aspects of the vendor's Technical Proposal. The Executive Summary should include an overview of the vendor's qualifications, approach to delivering the goods and services described in the RFO; time frame for delivering the goods and services; the proposed team; and the key advantage(s) of the vendor's proposal to PRMP.

The management of the Medicaid Enterprise System (MES) program at state Medicaid agencies introduces two challenges — the *scale and complexity* of the technology design, development, implementation (DDI) and the *integration*. The key, foundational success factor for the evolution of an MES program depends upon the project management office (PMO) having the capability to manage these complex engagements. The challenges span across the management, organizational change, systems delivery, and technology aspects of these programs. To support the achievement of Puerto Rico Medicaid Program's (PRMP) goals, the MES program clearly demands a structured PMO methodology and process.

Addressing the scale and integration complexity requires a successful PMO. Throughout our response we highlight the key advantages of why Deloitte is the right partner to work with PRMP on this critical MES initiative:

- **Proven Program and Project Management methods and tools** for managing and delivering large-scale, multi-vendor programs throughout the Medicaid lifecycle (see our approach on the following page, Figure 1)
- **Depth of experience in Medicaid, MES, IE, HIX, and HHS** for leading practices, awareness of systems delivery, relevant reforms, and policy trends
- **A dedicated team that knows the PRMP** — a team that you know and can trust, including personnel experienced in working with Puerto Rico, local resources, and Spanish speakers
- **Deep commitment to the success and wellbeing of Puerto Rico and your beneficiaries**

As you read our proposal, we know you will validate that Deloitte has the breadth and depth of capabilities to deliver effective PMO support to the Puerto Rico Department of Health and the Medicaid Program. We know your environment, your challenges and unique circumstances, allowing us to start delivering value on Day 1. Our proposal outlines our plan to deliver the requirements of this RFO by working side by side with PRMP for the next two years.

Over the past year you have seen our teams in action and you know how we have delivered and exceeded your expectations on critical strategic initiatives with our support in the response to Congressional Requirements established for PRMP on PL:116-94.

When times get tough, we have repeatedly demonstrated that we are your ally, trusted partner, and will do whatever it takes to help you achieve success.

Deloitte's Program and Project Management Approach

To drive efficiencies in program delivery, respond to program and policy changes, and facilitate timely resolution of issues, risks, and action items for the PRMP MES engagements, a disciplined, mature and proven project management approach is required. Deloitte has an industry-leading methodology called **Program Management Exponential (PM^x)** that is built from Project Management Body of Knowledge (*PMBOK[®] Guide*) principles, as well as our own successful practices and experience on extensive program and project management work with Federal and State clients.

PM^x focuses on program management maturity, design, execution, governance, and continuous improvement for results, as outlined below:

Program Management Exponential (PM^x) enables government agencies to realize the full-potential of their large, transformational investments

PM^x offers the following program management solutions that will be tailored to meet the unique needs of the PRPM:

- **Program Management Maturity:** Evaluate program management needs and PMO maturity; the implement results-focused practices to address maturity assessment gaps and increase PMO effectiveness
- **Program Management Design:** Design and implement results-focused and clearly defined roles and responsibilities
- **Program Management Execution:** Execute the program's strategy by implementing and executing program and project management processes
- **Governance for Results:** Apply design principles to establish effective governance, program operations, and decision management

Program Management Design and Program Management Execution will be tailored to meet PRMP-specific needs

The Program Management Maturity and Governance for Results solution sets can be leveraged to help define the roadmap for PRMP process improvement and value-added services

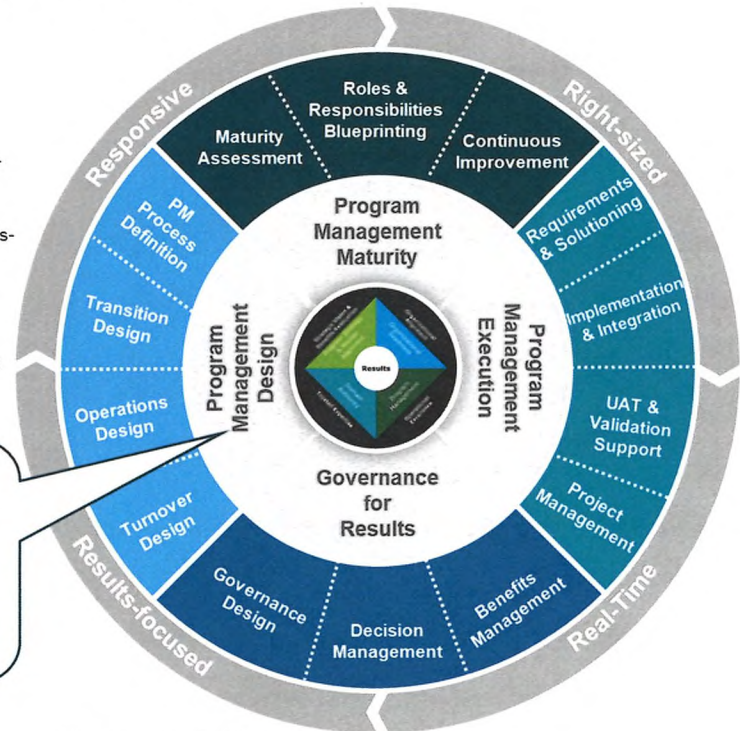


Figure 1: Program Management Exponential (PMx) Methodology

PM^x will serve as our foundational framework for PRMP with defined processes, templates, guidelines, and other assets to guide our team and support PRMP and the Implementation Vendors to implement process improvements and achieve PMO maturity. PM^x is comprehensive and extensive, but it is also a flexible framework that provides the right methods and *PMBOK[®] Guide*-aligned processes to direct an organization toward achievable improvement and results-oriented outcomes no matter where it stands in terms of PMO and Governance maturity, or what pressing PMO needs must be addressed.

As part of our response, in **Attachment F Statement of Work**, we will reference specific PM^x components relevant to each of the thirteen (13) project management requirement areas. Our deep systems integration (SI) experience has informed our PMO approach for proactively managing multiple stakeholders and their solutions. We have found that other PMO vendors tend to rely too heavily on general theory. A Deloitte PMO does not just collect issues and risks, we proactively and collaboratively identify solutions and mitigate risks early to keep the program on track.

Depth in MES, Medicaid Operations, Integrated Eligibility (IE) and HIE

Our approach incorporates investments in industry standards and leading practices, developed over more than 50 years, into a MES Community of Practice. Deloitte has consistently worked with many states in a multi-vendor environment to successfully manage and deliver large health and Medicaid transformation projects.

Serving Health & Human Services

- Working with **47 of the 50 states** over the last 50 years
- Serving the public sector as a leading strategy and integration firm and the world's largest professional services organization

- Deloitte's Medicaid Enterprise Systems experience
- Deloitte's Integrated Eligibility experience
- Deloitte's HIE experience

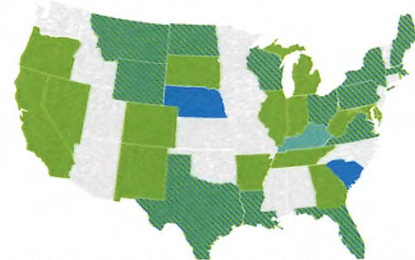


Figure 2: Deloitte's Experience in Health & Human Services

Key Examples:

- Currently working with Ohio Department of Medicaid (ODM) as the Systems Integrator (SI) to modernize the Medicaid Management Information System (MMIS) with the objective of implementing a centralized technical solution for integrating the module interfaces
- Launched the first modular MES implementation in Wyoming where we are the PMO and SI vendor for their MEMS equivalent program
- Worked with Montana's MES as the SI was responsible of all integration activities

Additionally, our team has significant experience working with, and for, players like Gainwell, Conduit, and Truven among other vendors. This experience means we are best able to work with the MES Vendors you choose. *These experiences will be leveraged as we deliver your PRMP MES PMO.*

A dedicated and experienced team that knows the PRMP

We are bringing back team members that have worked with PRMP in very successful engagements, including Angel Quiñones Cardona, Tito Torres, Carlos Cruz, Maria Fendrich, and others listed in our Staffing Plan, who have worked with you on a number of innovative and transformation efforts and more recently the successful Congressional Requirement Implementation. In addition, our proposed project team includes leading professional

We have established the standards and processes and set up successful engagements and tools for PRMP. We plan to build upon these capabilities to further industrialize your processes on a continuous improvement arc.

Deep Commitment to Puerto Rico and the success of the Department of Health and the Medicaid Program

Deloitte and Puerto Rico have a long history of collaboration spanning many years. We have had a local presence for the past 50 years with our office located in Hato Rey, San Juan. The Government of Puerto Rico has trusted us to deliver some of your toughest system, program, and operating model transformations.

We are invested in your success. What matters to you matters to us. We are invested in seeing your transformation become a reality because we are part of the community and have had the opportunity to understand your vision, programs, stakeholders, challenges, and desired outcomes.

4. Subcontractor Letters

MJM CONTIGO, LLC
 7B Asch Loop
 Bronx, NY 10475
 March 18,2022

Deloitte Consulting, LLP
 Torre Chardon,
 350 Carlos Chardon Avenue
 Hato Rey-2140, Suite 700
 San Juan, Puerto Rico 00918

This letter is to confirm MJM CONTIGO, LLC’s commitment to Deloitte and the government of Puerto Rico that all work committed to will be performed to the best of our ability. The work will be based on our years of experience and detailed knowledge of the Medicaid Program regarding federal regulations as well as our experience and knowledge of the Puerto Rico Medicaid program and the Puerto Rico health care system. MJM CONTIGO, LLC will provide guidance and technical assistance regarding all Medicaid federal regulations to assist the team in meeting compliance with all federal regulations. We will serve as subject matter experts (SMEs) for the Deloitte team and the Government of Puerto Rico.

MJM CONTIGO, LLC will provide expertise and advice focused on government health insurance programs paying specific attention to Medicaid, CHIP and Medicare programs as directly related to the needs of the government of Puerto Rico. MJM CONTIGO, LLC is committed to helping address funding, and service inequities resulting from differences in Medicare, Medicaid and CHIP program as they uniquely apply to Puerto Rico. The main point of contact is listed in the table below:

Table 3: MJM CONTIGO, LLC Contact Information

MJM CONTIGO, LLC Contact Information			
Name:	Mr. Michael J. Melendez	Title:	MSW, Principal
Email:	mjmcontigollc@gmail.com		
Federal Tax ID	82-4774260	DUNS Number	105724373
Address:	7B Asch Loop Bronx, NY 10475		
Website	https://mjmcontigollc.com		

This is to confirm that the consultants at MJM CONTIGO, LLC have read and understand the RFO and that we will comply with all the requirements. We also confirm that we will maintain any and all permits, licenses, and certifications requirements to perform our portion of the work. MJM CONTIGO, LLC as a subcontractor commits to performing all work as identified associated with our role as SME if Deloitte is selected as the vendor.

Sincerely,



Michael J. Melendez, MSW, Principal

5. Table of Contents

This section should contain a table of contents. The table of contents should include all parts of the proposal, including response forms, and attachments, identified by section and page number. The Table of Contents should also include a Table of Tables, Table of Figures, etc.

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6. Disclosure of Statements

All vendors, selected for negotiation by PRMP, will be given equivalent information concerning cost negotiations. All cost negotiations will be documented for the procurement file. Additionally, PRMP may conduct target pricing and other goods or services level negotiations. Target pricing may be based on considerations such as current pricing, market considerations, benchmarks, budget availability, or other methods that do not reveal individual vendor pricing. During target price negotiations, vendors are not obligated to reduce their pricing to target prices, but no vendor is allowed to increase prices.

All materials submitted to PRMP in response to this RFO shall become the property of the Government of Puerto Rico. Selection or rejection of a response does not affect this right. By submitting a response, a vendor acknowledges and accepts that the full response contents and associated documents will become open to public inspection in accordance with the laws of Puerto Rico. If a vendor determines there is a "Trade Secret" contained in the proposal, the vendor must send a written notification to the Solicitation Coordinator when submitting the proposal to prevent public disclosure of the "Trade Secret." A redacted version of the technical proposal must be provided to PRMP at the time of proposal submission if there are "trade secrets" the proposing Vendor wishes to not be made public.

A redacted proposal should be provided separately from the technical and cost envelopes and should be in addition to (not in place of) the actual technical or cost proposal. PRMP will keep all response information confidential, including both technical and cost information, during the evaluation process, except for the questions and answers before the submittal of proposals.

Upon completion of response evaluations, indicated by public release of a Notice of Award, the responses, and associated materials will be open for review on the website or at an alternative 45 location as defined by PRMP. Any trade secrets notified by the vendor to the Solicitation Coordinator will be excluded from public release.

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

Deloitte Consulting, LLP

(Company)

Angel L. Quiñones Cardona, Principal

(Representative Name, Title)

+1.732.586.4689 / +1.866.803.5381

(Contact Phone/Fax Number)

3/18/2022

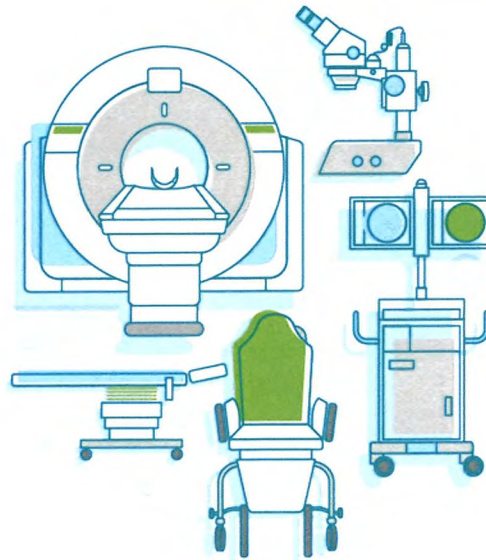
(Date)



(Signature)

Attachment C: Vendor Qualifications and Experience

This section will provide instructions to vendors to complete information required for the organizational overview, corporate background, experience in the public sector, and certifications.



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

1. Organization Overview

This section of the vendor's Technical Proposal should include details of the vendor and subcontractor overview. The vendor's Technical Proposal should include: organization overview, corporate background, vendor's experience in the public sector, and certifications.

1.1 Organization Overview

Provide all relevant information regarding the general profile of the vendor.

Table 4: Vendor Overview

Vendor Overview	
Company Name	Deloitte Consulting LLP
Name of Parent Company (If Applicable)	Deloitte Touche Tohmatsu Limited (DTTL)
Industry (North American Industry Classification System [NAICS])	541611 – Administrative Management and General Management Consulting Services
Type of Legal Entity	Limited Liability Partnership
Company Ownership (e.g. Private/Public, Joint Venture)	Private
Number of Full-Time Employees	Deloitte has an estimated 121,000+ employees serving clients across the continental U.S. and Puerto Rico
Last Fiscal Year Company Revenue	Deloitte Consulting's 2021 revenue was \$23.2 Billion. Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact Janet Lewell, Chief Financial Officer of Deloitte LLP, at (212) 436-5655 or Anissa Nelson-Carlisle, Chief Accounting Officer of Deloitte LLP, at (615) 259-1823.
Last Fiscal Year Company Net Income	Deloitte's net income is not publicly disclosed. Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact Janet Lewell, Chief Financial Officer of Deloitte LLP, at (212) 436-5655 or Anissa Nelson-Carlisle, Chief Accounting Officer of Deloitte LLP, at (615) 259-1823.
Percentage of Revenue from State and Local Government Clients in the United States and its territories	The percentage of revenue for State and Local Government Clients is 5.25% or approximately \$1.22B
Percentage of Revenue from IT Design and Implementation Services	Deloitte Consulting's technology work for State and Local Government Clients is approximately 14% or \$2.77B
Number of Years in Business	176 years as Deloitte was founded in 1845
Number of Years Vendor has been Providing the Type of Services Specified in the RFO	Deloitte has been providing these types of services for approximately 40 years
Number of Employees Providing the Type of Services Specified in the RFO	Deloitte has an estimated 26,000+ employees serving U.S. State Governments
Headquarters in the United States	30 Rockefeller Plaza, New York, NY, 10112-0015, United States
Locations in the United States	126 offices in the United States

1.2 Subcontractor Overview

If the proposal includes the use of subcontractor(s), provide all relevant information regarding each subcontractor. This section may be duplicated in its entirety and a page created per subcontractor included.

Table 5: Subcontractor Overview

Subcontractor Overview	
Company Name	MJM CONTIGO, LLC
Name of Parent Company (If Applicable)	MJM CONTIGO, LLC
Industry (North American Industry Classification System [NAICS])	524298
Type of Legal Entity	Sole Proprietor Limited Liability Corporation
Company Ownership (e.g. Private/Public, Joint Venture)	Private Sole Proprietor
Number of Full-Time Employees	2
Last Fiscal Year Company Revenue	\$170,000
Last Fiscal Year Company Net Income	\$80,000
Percentage of Revenue from State and Local Government Clients in the United States and its territories	90%
Percentage of Revenue from IT Design and Implementation Services	0
Number of Years in Business	3 ½
Number of Years Vendor has been Providing the Type of Services Specified in the RFO	3 ½
Number of Employees Providing the Type of Services Specified in the RFO	2
Headquarters in the United States	7B Asch Loop Bronx, NY 10475
Locations in the United States	7B Asch Loop Bronx, NY 10475

2. Mandatory Qualifications

This section details the mandatory qualifications. The vendor must complete this section to demonstrate that it has the experience needed to meet the requirements in this RFO. The table below lists each mandatory qualification, the vendor must note whether it meets the qualification and provide narrative demonstrating fulfillment of the requirement. The vendor must list each project experience separately and completely every time it is referenced.

Table 6: Mandatory Qualifications

Mandatory Qualification Item(s)	Vendor Meets?		Provide a Brief Narrative to Demonstrate Fulfillment of Requirement
The vendor must have at least six (6) years of experience in establishing and maintaining a project management office of similar size, scope, and complexity as described in this RFO	<input checked="" type="checkbox"/> YES	NO	Deloitte has over 40+ years of experience working with clients in the US establishing and executing Program Management Offices to manage mission critical State and Local Health Care engagements. We have served hundreds of PMO engagements both in the Government and Commercial sectors that are of similar size, scope and complexity as that required within this RFO.
The vendor must demonstrate at least three (3) years' experience in Medicaid and Health and Human Services.	<input checked="" type="checkbox"/> YES	NO	Deloitte has over 50+ of experience working in Medicaid and Health and Human Service agencies. We have worked with 28 of the 50 states (56%) in the establishment of their Integrated Eligibility Systems, many of these engagements included DDI and M&O. We have worked with over 4 states and PR in Medicaid Transformation engagements where we have helped states address specific operating challenges, congressional requirements and re-designs related to the operation of their Medicaid programs. Deloitte has also been a pioneer in the MES Modularity SI and PMO work since CMS announced their move to MES Modularity in 2015. We have worked with 7 states in MES since 2017 – 5 as the MES SI with PMO services, 3 for MES Data Warehouse (DW) and 1 state where we have done both SI and DW. Deloitte's experience in Medicaid, MES, IE and HHS is unparalleled and we are seen as a market leader in the HHS space.
The vendor must include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor's ability to perform the scope of work described in the RFO. Vendors may only use one (1) reference per project performed.	<input checked="" type="checkbox"/> YES	NO	As part of our response to this RFO in section 9, we have provided references of projects over the past 3 years where we demonstrate our ability to perform the scope of services required in this RFO. We have provided the following references for your review and consideration: <ol style="list-style-type: none"> 1. State of Montana – Department of Public Health and Human Services (DPHHS) – MPATH – Montana's Medicaid Modernization 2. State of Wyoming - Department of Health (WDH) – MES Systems Integration 3. Puerto Rico - Central Office for Recovery, Reconstruction and Resiliency (COR3) – Crisis Recovery PMO

3. Existing Business Relationships with Puerto Rico

Describe any existing or recent (within the last five [5] years) business relationships the vendor or any of its affiliates or proposed subcontractors have with PRMP, and/or Puerto Rico's municipalities

Deloitte and Puerto Rico have a long history of collaboration spanning many years. The Government of Puerto Rico has trusted us to deliver some of your toughest system, program, and operating model transformations. We are invested in your success. What matters to you matters to us. We are invested in seeing your transformation become a reality because we are part of the community and have had the opportunity to understand your vision, programs, stakeholders, challenges, and desired outcomes. The figure below shows a timeline of Deloitte's legacy and commitment in Puerto Rico.

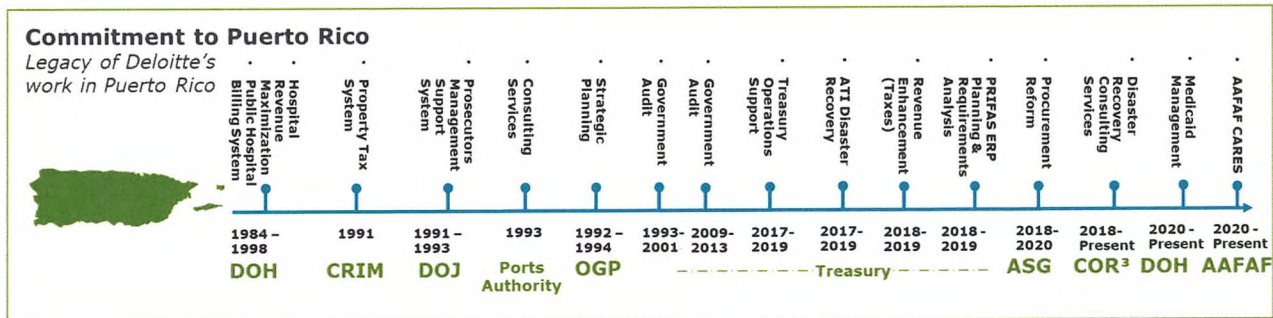


Figure 3: Deloitte's Commitment to Puerto Rico

1. Puerto Rico Department of Health

Deloitte was engaged by the Puerto Rico Department of Health, Medicaid (PRDOH) in September 2020, to help identify best practices for Medicaid Management in order to meet the goal of compliance with Congressional Requirements to enhance the Medicaid program in the areas of: Contract Reform & Oversight, Program Integrity, and Financial Reporting.

These enhancements and their related reporting initiatives were required by H.R. 1865, which was signed into law as P.L. 116-94 in December 2019. P.L. 116-94 provides Puerto Rico with additional federal funding for its Medicaid program, and includes 13 Congressional Requirements for Puerto Rico to comply with in order to remain eligible for the enhanced federal funds.

Deloitte has led the PMO and engagement for the completion of the Congressional Requirement initiatives. We have worked hand in hand with the Department of Health, PRMP, ASES and other stakeholders. We know your organization and are ready to embark on this important initiative.

2. Puerto Rico Central Office for Recovery, Reconstruction, and Resilience (COR³)

Deloitte, as part of a three-year engagement effort, built the PR Support team from 3 members to over 100 and has worked on many workstreams for COR3 including Project Management, Compliance, Closeout, Strategy, Finance Support and FWA. We have:

- Supported COR³ with PMO and GPR Strategy without Strategic Support Group providing oversight for all internal workstreams within the agency and outreach support.
- Managed the Compliance processes within COR³ and helped establish the compliance workstream for COR³

- Developed and implemented processes, tools, templates, and communications to complete Closeout reviews and prepare Closeout packets used to process funding for Hurricanes Irma and María
- Submitted small and large Category A, B, and Z projects for Closeout to COR³, most of which required a full
- Our Compliance team developed 14 chapters of policies and procedures, executed Subrecipient agreements, performed Subrecipient monitoring, and setup a fraud hotline.
- Our Stakeholder Outreach team advised COR³ on how to engage with decision-makers in Washington DC and how to position the recovery in both the short- and long-term.

3. Puerto Rico Fiscal Agency and Financial Advisory Authority (AAFAF)

Deloitte is currently assisting the Puerto Rico Fiscal Agency and Financial Advisory Authority (AAFAF) with the financial management, compliance monitoring, and closeout support for the CRF allocated to Puerto Rico for COVID-19. Puerto Rico was allocated over \$4.7B of COVID grants, which includes funding across over 40+ programs associated with 55+ Private and Public Hospitals, 78 municipalities, and 59+ governmental agencies, among others. Deloitte is providing insight on CRF, ARPA and IJJA policy, other funding streams' policy to assist in the increase of their allocated funding across different funding streams and eligibility of funding to promote compliance.

Through an initial assessment, Deloitte was able to refine their work plan, support their governance and organizational structure, and provide technical assistance where required. In addition to strategy assistance, our team created and is assisting with the closeout process to evaluate expense compliance and supporting documentation.

4. General Services Administration – ASG

Deloitte supported the Administración de Servicios Generales (ASG) from 2018 up to 2020 by developing the Procurement Reform strategy that was geared by the implementation of Strategic Sourcing best practices. As a result, our team helped ASG bring Spend Under Management empowering the agency to realize over \$77M in savings, improving their relationships across its vendors, increasing S2P (Sourcing to Pay) transparency, streamlining their S2P processes, identifying key technological improvement needed to advance their Procurement Reform, and standardizing their processes. The firm helped write the RFPs that drove the first few GPR centralized contracts and helped design the transformation of ASG to lead a Centralized Procurement Operating Model, which included the transformation of frameworks, organizational design, and onboarding and training support.

5. Department of Treasury – Hacienda

Revenue Enhancement (Taxes):

Deloitte assisted Puerto Rico's Treasury Department (Hacienda) from 2018 to 2019 with the ongoing development of work plans to support the implementation and monitoring of the Revenue Enhancement initiatives, better known as the "Revenue Initiative as identified in the Puerto Rico Oversight Management and Economic Stability Act (PROMESA) fiscal plan and certified by the Financial Oversight and Management Board. Our team has supported Hacienda with the Project Management for the Revenue Initiatives aligned with the detailed established within the fiscal plan. Deloitte is also leading the implementation of new initiatives directed towards increasing revenue collections and taxpayer compliance.

Treasury Operations Support

Deloitte supported Hacienda's Treasury department from 2017 to 2019 in centralizing operations, increasing visibility into central government and component unit operations. Key activities included implementing process improvements to establish governance, oversight, and transparency of GPR agency collections; rationalizing bank services and their related fees to understand current state, identify potential cost savings, identify service improvements through bank services evaluation, and assist with documentation of processes and continuous improvements; Centralization and automation of cash management and reporting through optimization of Hacienda and agency bank account structures and improved cash management policies, controls, and digital transparency. The improvements made by Treasury have established fiscal controls and accountability over GPR funds to better report on the financial position and enable improved management oversight over key Treasury functions.

Hacienda IT Transformation

Deloitte supported Hacienda's IT Department (ATI) and its CIO from 2017 to 2019 on improving infrastructure, network, cybersecurity, application/cloud, and IT operations within Hacienda ATI in order to minimize disruptions and gain efficiency. The improvements made by ATI have enhanced the maturity of its data center and enabled GPR data center consolidation. Assessments can be initiated to identify candidates for data center consolidation.

Hacienda PRIFAS

Deloitte supported the Government of Puerto Rico (GPR) from 2018 to 2019 as part of the initiative to better deliver fiscal transparency, with the implementation of a new Enterprise Resource Planning (ERP) solution to replace an antiquated legacy financial system and fragile technology infrastructure. As part of the engagements our team assisted GPR with deployment of Cloud Environments for multiple agencies including Puerto Rico's Treasury Department and ASSMCA, establishing a Consolidated Financial Report. Deloitte also led the design, built, and unit testing efforts of establishing the GRP Finance and Supply Chain data warehouse. Additionally our team documented 2,169 business requirements, defined and mapped 112 future-state business processes and established interfaces with three (3) Banking institutions in Puerto Rico successfully providing daily prior day files, accounting for 1,152 of 1,709 active bank accounts and automated rules for deposits and payments, and monitor agency use of bank accounts.

3.1 Subcontractor Business Relationships - MJM CONTIGO, LLC:

Plan de Salud Menonita

MJM CONTIGO, LLC provided to Plan de Salud Menonita guidance to in regards developing plan leadership focused on federal regulations concerning rates and rate adjustments and reconciliations based on federal regulations. Since 2021, our team of experienced consultants has developed and delivered recommendations and course of action for the client to better understand and manage federal rates and rates adjustments to the benefit plan.

KERR Associates

Since 2018 MJM CONTIGO, LLC has assisted KERR Associates with the developing of a curriculum on federal health insurance programs and their relationship to Puerto Rico. Our team is leading the effort on addressing and navigating the multiple federal disparities in the treatment of federal programs in Puerto Rico versus the continental US.

VARMED Management

Since 2018 MJM CONTIGO, LLC has been providing VARMED Management ongoing Consulting Services on both Medicaid and Medicare Federal Regulations and Policies with the goal of addressing healthcare disparities with the federal funds assigned to Puerto Rico.

4. Business Disputes

Provide details of any disciplinary actions and denote any that are pending litigation or Terminated for Cause or Convenience and associated reasons. Also, denote any other administrative actions taken by any jurisdiction or person against the vendor. List and summarize all judicial or administrative proceedings involving your sourcing activities, claims of unlawful employment discrimination, and anti-trust suits in which you have been a party within the last five (5) years. If the vendor is a subsidiary, submit information for all parent companies. If the vendor uses subcontractors, associated companies, or consultants that will be involved in any phase of this project, each of these entities will submit this information as part of the response.

Deloitte Consulting LLP (“Deloitte Consulting”) is a subsidiary of Deloitte LLP, the U.S. member firm of Deloitte Touche Tohmatsu. Deloitte Touche Tohmatsu is an organization of member firms around the world that provide professional services and advice. In the United States, professional services are provided by the subsidiaries of Deloitte LLP, which include Deloitte Consulting LLP, Deloitte & Touche LLP, Deloitte Financial Advisory Services LLP, and Deloitte Tax LLP, and their subsidiaries (collectively, “Deloitte”).

Deloitte Consulting LLP (“Deloitte Consulting”), as one of the leading providers of consulting services, is routinely involved in complex consulting projects, often involving large-scale systems implementations and multiple service providers. Although we are justifiably proud of our record of client satisfaction, such projects do occasionally give rise to disagreements over contract requirements, and we are occasionally, though rarely, involved in litigation with clients pertaining to our consulting services. We do not believe that such matters will affect our ability to provide consulting services, or that they will affect our ability to serve the Agency in connection with this proposed engagement. Within the last five (5) years, Deloitte Consulting has not been a party to any judicial or administrative proceedings involving anti-trust suits with State or Local Government organizations. Neither Deloitte Consulting nor Deloitte LLP has had any judicial or administrative proceedings involving claims of unlawful employment discrimination in Puerto Rico within the last five (5) years. Deloitte Consulting does not track instances or situations where the client may have canceled projects due to a change in business needs, direction or funding; however, Deloitte Consulting has experienced no terminations for cause of a Deloitte Consulting services engagement by a governmental entity in the last five (5) years.

4.1 Subcontractor Business Disputes

MJM CONTIGO, LLC has not been a party to any judicial or administrative proceedings involving anti-trust suits with State or Local Government organizations nor, has had any judicial or administrative proceedings involving claims of unlawful employment discrimination in Puerto Rico within the last five (5) years. MJM CONTIGO, LLC does not track instances or situations where the client may have canceled projects due to a change in business needs, direction or funding; however, MJM CONTIGO, LLC has experienced no terminations for cause of a MJM CONTIGO, LLC consulting services engagement by a governmental entity in the last five (5) years.

5. References

The vendor must provide references for projects completed in the past. PRMP may conduct reference checks to verify and validate the past performance of the vendor and its proposed Subcontractors.

5.1 Vendor (Prime) References Form

Include at least three (3) references from projects performed within the last three (3) years that demonstrate the vendor’s ability to perform the scope of work described in this RFO. PRMP prefers references from three (3) different clients/projects to demonstrate experience; however, this is a not a requirement.

The vendor should include a project description, contract dates, and contact information (customer points of contact, addresses, telephone numbers, and email addresses). The vendor should explain whether it performed the work as a prime contractor or as a subcontractor.

In accordance with the requested information, Deloitte is providing four (4) business references that attest to the commitment to our clients and our dedication to deliver transformational excellence.

Deloitte’s referenced projects include initiatives delivered in the Department of Public Health and Services in Montana, the Department of Health in Wyoming, the Central Office for Recovery, Reconstruction and Resilience in Puerto Rico, and the Defense Health Agency. In the table below, we identify how each of the highlighted references demonstrate experience in the services requested in the RFO Statement of Work (SOW) requirements and support our position as the best partner for PRMP.

References Aligned with Statement of Work Requirements

Table 7: Alignment of References to RFO SOW

Statement of Work Requirement				
Approach to Scope and Requirements Management and Expertise	✓	✓	✓	✓
Approach to Deliverables Management and Expertise	✓	✓	✓	✓
Approach to Time and Schedule Management and Expertise	✓	✓	✓	✓
Approach to Human Resources Management and Expertise	✓	✓	✓	✓
Approach to Risk and Issues Management and Expertise	✓	✓	✓	✓
Approach to Budget and Cost Management and Expertise	✓	✓	✓	✓
Approach to Integration Management and Expertise	✓	✓		✓
Approach to Testing Management and Expertise	✓	✓		

Statement of Work Requirement				
Approach to Quality Management and Expertise	✓	✓	✓	✓
Approach to Communications Management and Expertise	✓	✓	✓	✓
Approach to Change Management and Expertise	✓	✓	✓	✓
Approach to Certification Management and Expertise	✓	✓		
Approach to Transition to Maintenance and Operations Management	✓	✓		✓

1. Reference 1: State of Montana- Department of Public Health and Human Services (DPHHS)

Table 8: Reference 1 DPHHS

Reference 1: State of Montana – Department of Public Health and Human Services (DPHHS)	
Vendor Information	
Vendor Name: Deloitte Consulting LLP	Contact Name: Jason Reese
	Contact Phone: 412.266.4785
Customer Information	
Customer Organization: State of Montana- Department of Public Health and Human Services (DPHHS)	Contact Name: Shellie McCann
	Contact Title: MPATH Project Director
Customer Address: 7 West 6th Avenue, Suite 2B Helena, MT 59601	Contact Phone: 1.406.841.5025
	Contact Email: rmccann@mt.gov
Project Information	
Total Vendor Staff:	25
Project Objectives: The MPATH Program is a series of projects to implement modules and services to replace the State of Montana’s aging legacy Medicaid Management Information System (MMIS). DPHHS will obtain discrete modules that support the Department’s business needs, project guiding principles, and align with the CMS Final Rule for Mechanized Claims Processing and Information Retrieval Systems.	
Project Description: The State of Montana, Department of Public Health and Human Services (“State” or “Department”) sought a Contractor to provide Systems Integration Services to support Montana’s Medicaid modernization effort. <ul style="list-style-type: none"> o The Systems Integration Services module is part of the overall MPATH program to replace aging legacy components of the Montana Healthcare Programs enterprise. 	
Vendor’s Involvement: <ol style="list-style-type: none"> I. Deloitte implemented HealthInteractive™ as a systems integration architecture in support of modular MES modernization. II. Deloitte was the system integrator responsible of all systems integration activities. This included providing the core IS platform, project management, governance, module integration and solution development. <ol style="list-style-type: none"> a. We conducted DDI, Implementation and O&M services. Deloitte led and coordinated testing activities for module integration. b. Montana’s integration platform included an ESB, IAM, MFT, ECM, MDM, ODS, and Integrated Customer Access Portal (ICAP). 	

Reference 1: State of Montana – Department of Public Health and Human Services (DPHHS)				
<ul style="list-style-type: none"> c. We integrated the following modules: Legacy MMIS, Care Management, Member Management E&E (Eligibility & Enrollment), and the Data Warehouse, and we are in the process of integrating with the HIE and Provider Management modules. d. We implemented 100+ interfaces that are mix of APIs and file transfers. e. We are currently implementing FHIR Provider Directory APIs. 				
Project Benefits:				
The overall goal of the Montana Program for Automating and Transforming Healthcare project is to implement components and services that improve access to healthcare and treatment outcomes for Montanans. The modularity blueprint is founded on a strategy that utilizes a flexible enterprise technology platform which leverages solutions and services that provide the State of Montana the ability to more effectively meet current business objectives and provide a platform to support the evolving complexities of Montana Healthcare Programs.				
Key Personnel				
Name: Will Carroll		Role: Contract Manger		
Name: Jason Reese		Role: Project Manager		
Name: Val Lacasse		Role: Integration Manager		
Name: Vijit Bansal		Role: Testing Manager		
Project Measurements:				
Estimated Project One-Time Costs: \$58,750,000		Actual Project One-Time Costs: Same		
Reason(s) for change in one-time cost: <i>Not Applicable</i>				
Original Value of Vendor's Contract: \$58,750,000		Actual Total Contract Value: Same		
Reason(s) for change in value: <i>Not Applicable</i>				
Estimated Start & Completion Dates:	From:	October 2018	To:	Ongoing
Actual Start & Completion Dates:	From:	October 2018	To:	Ongoing
Reason(s) for the difference between Estimated and Actual Dates: <i>Not Applicable</i>				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities: Not Applicable, Deloitte was the Prime vendor for this engagement. Deloitte did not use any subcontractors to deliver this initiative.				

2. Reference 2: Wyoming Department of Health (WDH)

Table 9: Reference 2 WDH

Reference 2: Wyoming Department of Health (WDH)		
Vendor Information		
Vendor Name: Deloitte Consulting LLP	Contact Name:	Reese, Jason jreese@deloitte.com
	Contact Phone	412.266.4758
Customer Information		
Customer Organization: Wyoming Department of Health (WDH)	Contact Name:	Jesse Springer
	Contact Title:	Medicaid Technology and Business Operations Unit Manager
Customer Address: 6010 Yellowstone Rd, Suite 210 Cheyenne, WY 82009	Contact Phone:	1.307.777.8048
	Contact Email:	jesse.springer@wyo.gov

Reference 2: Wyoming Department of Health (WDH)	
Project Information	
Total Vendor Staff:	143
Project Objectives:	
<p>With State Medicaid Agencies moving towards modular Medicaid Enterprise System (MES), Wyoming has been a frontier, with their Wyoming Department of Health (WDH) having a bold vision of replacing their monolithic Medicaid Management System (MMIS) to a modular Medicaid Enterprise System (MES) named Wyoming Integrated Next Generation System (WINGS). The modernization effort, called Wyoming Integrated Next Generation System (WINGS), involves replacing systems through the procurement and installation of eight component modules: provider enrollment, claims processing, data warehousing, reporting, program integrity, pharmacy benefit manager, provider call center, third party liability, system integration, electronic visit verification and care case management.</p>	
Project Description:	
<ul style="list-style-type: none"> - Deloitte implemented HealthInteractive™ as a systems integration architecture in support of modular MES modernization - Deloitte was the system integrator responsible of all systems integration and data warehouse activities. This included project management, governance, module integration and solution development. We conducted DDI, Implementation and O&M services. - Deloitte implemented HealthInteractive as the integration platform, which uses cloud-based, SaaS, and COTS products based on SOA and open API principles. - The Wyoming integration platform included an ESB, BRE, IAM, MDM, and Master Person/Organization Index. - We integrated with the following modules: legacy MMIS, Data Warehouse, Fraud, Waste, and Abuse (FWA), EHR, Provider Management, Member Management (Eligibility & Enrollment), and Pharmacy. We are in the process of integrating with the Electronic Visit and Verification (EVV) and the claims/financial modules. - We implemented 100+ interfaces that are mix of APIs and file transfers 	
Vendor's Involvement:	
<p>Wyoming Department of Health selected Deloitte Consulting as the vendor for System Integrator – Enterprise Service Bus (SI-ESB) module for its WINGS implementation. For this implementation, Deloitte deployed their cutting-edge Medicaid System Integration SaaS platform HealthInteractive™. HealthInteractive™ was developed using industry leading COTS products and is hosted in a commercial cloud environment and delivered as managed service. The SI-ESB platform includes an Enterprise Service Bus (ESB), Operational Data Store (ODS), Master Data Management (MDM), Reference Data Management (MDM), Security Access Management, MITA Aligned APIs, File Transfer System, advanced monitoring, and reporting tools. The SI-ESB platform support data exchanges through both file transfers and real-time web services. Right from the inception, Deloitte applied their proven project management methodology MES Lifecycle Management (MLM) and templates to establish project management and communication standards across all stakeholder in the WINGS enterprise.</p> <p>Apart from WINGS SI-ESB module, Deloitte was contracted to provide Enterprise Data warehousing module and Fraud Waste Abuse Analytics module.</p>	
Project Benefits:	
<p>By transforming their legacy MMIS system to more modern Medicaid Enterprise System, WDH has ensured that the health care needs of Wyoming citizens are delivered effectively. Several years ago it became quite clear to the state officials that there was a need to replace their outdated technology, which was inefficient to modify and had high maintenance and operation costs, with a new modular system built on latest technologies, that could last for decades. Designed to reduce the administrative burden on medical providers and lower costs for the state, the transformation is the first of its kind performed by any State Medicaid Agencies. The new system replaced Wyoming's legacy Medicaid Management Information System (MMIS), which had been used since 1993 as the financial and accounting system for paying medical, dental, vision and waiver provider claims. With the new system, ongoing programs and federal and state legislative changes in healthcare policy will be delivered more effectively and efficiently to citizen of Wyoming. Wyoming providers can also now enter claims for payment processing in real time, allowing for quick corrections, thereby ensuring quick payments for the services they have provided.</p>	
Key Personnel	
Name: Thomas Beck	Role: Contract Manager
Name: Jason Reese	Role: Project Manager

Reference 2: Wyoming Department of Health (WDH)				
Name: Azeez Abdul	Role: Security Manager			
Name: Dilip Ganesan	Role: Functional Manager			
Name: Sreejith Menon	Role: Quality Assurance Manager			
Name: Aradhna Kapoor	Role: Solution Architect			
Project Measurements:				
Estimated Project One-Time Costs: \$49.5MM	Actual Project One-Time Costs: ~\$49.8MM			
Reason(s) for change in one-time cost:				
<ul style="list-style-type: none"> Client's request for additional scope/change orders. 				
Original Value of Vendor's Contract: \$49.5MM	Actual Total Contract Value: ~\$49.8MM			
Reason(s) for change in value:				
<ul style="list-style-type: none"> Client's request for additional scope/change orders. 				
Estimated Start & Completion Dates:	From:	Nov 2017	To:	Ongoing
Actual Start & Completion Dates:	From:	Nov 2017	To:	Ongoing
Reason(s) for the difference between Estimated and Actual Dates				
<i>Not Applicable</i>				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities:				
Not Applicable, Deloitte was the Prime vendor for this engagement. Deloitte did not use any subcontractors to deliver this initiative.				

3. Reference 3: Central Office for Recovery, Reconstruction and Resiliency (COR³)

Table 10: Reference 3 (COR3)

Reference 3: Central Office for Recovery, Reconstruction and Resiliency (COR3)		
Vendor Information		
Vendor Name: Deloitte Risk and Financial Advisory	Contact Name:	Timothy Hurley
	Contact Phone	617.437.2656
Customer Information		
Customer Organization: Central Office for Recovery, Reconstruction and Resiliency (COR ³)	Contact Name:	Karla Fraguada
	Contact Title:	Former Deputy Director (PMO Contact)
Customer Address: Suite 210 50 State Road #165 Buchanan Sector, Amelia Industrial Park Guaynabo, PR 00968	Contact Phone:	787.407.1019
	Contact Email:	karlamfm@gmail.com
Project Information		
Total Vendor Staff:	135	
Project Objectives:		
<ul style="list-style-type: none"> The Program Management Office (PMO) assisted COR³'s by focusing on the design / implementation of the agency's strategic priorities in association with the infrastructure and technology expenditures necessary for the future operating structure. The PMO approach leveraged a project management framework with a focus on technology-driven project assurance, as well as implementation of new infrastructure, technologies, and the processes to support these implementations. 		

Reference 3: Central Office for Recovery, Reconstruction and Resiliency (COR3)

- The PMO was integrated with GPR Strategic priorities and initiatives and reports directly to the COR³ Executive Director. On the Executive Director's behalf, the PMO drove the coordination of COR³ organic resources, other government agency representatives, and COR³ contracted resources.

Project Description:

The Deloitte PMO was established to assist the COR³ Office of the Government of Puerto Rico with disaster recovery and infrastructure rebuild following hurricanes that devastated the island. The PMO supported both the internal Deloitte workstreams and COR³ operations across workstreams for the government agency and vendors supporting the agency.

The PMO resided as a special staff section of the Office of the Chief of Staff (CoS) for COR³. The Responsibilities of the PMO included, but were not limited to:

- Program management across the COR³ workstreams, working with the COR³ CoS, to provide project tracking and close out of tasks to each workstream supporting COR³ projects and tasks, which enabled recovery efforts.
- Working with the CoS to coordinate weekly meetings and produce briefing materials, written documents, dashboards, or other materials for meetings, briefings, or external engagements.
- Building out project templates and managing a PMO Portal (an online tool to track and monitor assigned tasks, projects, due outs, and decisions for COR³ leadership).
- Coordinating and consolidating products, deliverables, and tasks between COR³ leadership and subordinate workstreams and across vendors to enable COR³ tasks to be completed on-time and to standard.
- Coordinating and delivering weekly project updates to the COR³ CoS and Executive Project Updates every two weeks to the Deputy Director of COR³. These updates included an executive summary, workstream updates, and updates to the Risks, Actions, Issues and Decisions (RAID) log.
- Daily support to CoS COR³.
- Support, advice, and training to the COR³ CoS (executive coaching).

The PMO also coordinated internal Deloitte Workstream Support. The responsibilities included, but were not limited to:

- Coordinating and leading weekly briefings on workstream activities.
- Developing and producing briefing templates for workstreams.
- Conducting resource management for Deloitte and assisting with onboarding to COR³ project.
- Managing collaborative PMO tools and secure file sharing.

Vendor's Involvement:

- Built the operational governance model, cadence structure, and standard work to drive a coordinated front focused on executing program delivery.
- Worked closely with workstream leaders and the client to address program roadblocks, leverage collaboration opportunities, address gaps and risks, augment workstream structure when needed, and drive a culture focused on continuous improvement and program execution.
- Leveraged a project management framework with a focus on technology-driven program realization, project assurance, as well as implementation of new infrastructure, technologies, and the processes to support these implementations.

Project Benefits:

- Agency-wide program management
- Governance to vendor reporting with uniform format for accessible consumption of weekly briefings on COR³
- Streamlined support requests among teams that move tasks toward completion with minimal managerial intervention

Key Personnel

Name: Angel L. Quiñones Cardona	Role: Project Executive
Name: Gilberto Torres	Role: Project Manager
Name: Sadruddin Ali	Role: PMO Lead
Name: Enrique Such	Role: PMO Manager
Name: Devon Briggs	Role: PMO Deputy

Reference 3: Central Office for Recovery, Reconstruction and Resiliency (COR3)					
Name: Abel Montes		Role: PMO Analyst			
Name: Pedro Rodriguez		Role: PMO Analyst			
Project Measurements:					
Estimated Project One-Time Costs: \$31.6M		Actual Project One-Time Costs: \$53,343,304.24			
Reason(s) for change in one-time cost:					
Client required incremental services beyond the ones proposed but within the scope of the procurement and contract.					
Original Value of Vendor's Contract: \$31.6M		Actual Total Contract Value: \$53,343,304.24			
Reason(s) for change in value:					
Client required incremental services beyond the ones proposed but within the scope of the procurement and contract					
Estimated Start & Completion Dates:		From:	6/07/2018	To:	6/30/2021
Actual Start & Completion Dates:		From:	6/7/2018	To:	12/31/2021
Reason(s) for the difference between Estimated and Actual Dates					
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities:					
Not Applicable, Deloitte was the Prime vendor for this engagement. Deloitte did not use any subcontractors to deliver this initiative.					

4. Reference 4: Defense Health Agency (DHA) Solution Delivery Division (SDD)

Table 11: Reference 4 – DHA - SDD

Reference 4: Defense Health Agency (DHA) Solution Delivery Division (SDD)		
Vendor Information		
Vendor Name: Deloitte Consulting LLP		Contact Name: Laura Baker
		Contact Phone: 1.571.292.6691
Customer Information		
Customer Organization: Defense Health Agency (DHA) Solution Delivery Division (SDD)		Contact Name: Loye Brown
		Contact Title: Business Staff Branch Chief
Customer Address: 5109 Leesburg Pike, Sky 6 Suite 301 Falls Church, VA, 22041		Contact Phone: 1.703.882.3865
		Contact Email: Loye.v.brown.civ@mail.mil
Project Information		
Total Vendor Staff:	50+ Deloitte professionals	
Project Objectives:		
The Solution Delivery Division (SDD), within the Defense Health Agency, Health Information Technology Directorate, was organized in May 2015 to combine the Defense Health Services Systems and the Defense Health Clinical Systems. SDD merged together functionally aligned program executive offices to create a single end user focused organization consisting of seven branches: Program Support, User Integration, Customer Deployment Support, Electronic Health Record Core, Care & Benefits Integrated Systems, Clinical Support, and EHR Modernization. The DAD IO/J6 and SDD Program Support Services team plays a vital role in SDD's success by providing skilled resources and structure to sustain and enhance all product-lines.		
Project Description:		
<ul style="list-style-type: none"> Measurement & Analysis Support: In order to enable the client's successful management of a diverse portfolio of systems, Deloitte delivers a variety of analytical services. Deloitte supports the SDD 		

Reference 4: Defense Health Agency (DHA) Solution Delivery Division (SDD)

performance measurement process through a series of quarterly metrics reviews, helping PMs and Functional Area leads better understand and more effectively manage SDD processes.

Deployment Operations Support: The Deployment Operations Team (DepOps) provides subject matter expertise and execution on the deployment, training, and implementation of all enterprise clinical information management systems within the Military Health System (MHS) Garrison environment.

- **Schedule Management Support:** Deloitte provides overarching programmatic guidance and support to each of the three Program Management Offices (EHR Core, Clinical Benefits Information System (CBIS), and Clinical Support) under SDD.
- **Test Management - Project Coordinator Support:** Deloitte supports Government lead(s) by managing and reviewing the efforts of the testing team and providing weekly updates.
- **Requirements Management Support:** Requirement's team provides requirement management and development support across all systems within EHR-Core and Care and Benefits. For systems within sustainment the team maintains a completed Requirements Traceability Matrix (RTM) to demonstrate traceability between high level functional requirements and technical requirements.
- **Contracting Management Support:** Deloitte supports all SDD contract management processes including contract management, deliverables tracking, performance management, contract financial management, and ad hoc consulting.
- **Budget Management Support:** Deloitte's primary responsibility is to update the Checkbook and Spend Plan. The Checkbook is an Excel spreadsheet that lists each SDD project's "bank balance," and then its respective debits that consume its funding.
- **Defense Travel System and Government Purchase Card Support:** Deloitte manages SDD's DTS for all travelers and serves as the subject matter expert for all travel requirements for military and civilians.
- **Portfolio Management Support:** With respect to the "Select" phase, Deloitte supports the individual Project Managers requirement to develop contracts that include cost, schedule and performance criteria that are monitored throughout the life of the contract after it has been awarded. For the "Control" and "Evaluate" phases, we work with Portfolio Management (PmCR) to ensure that the project investments' Exhibit 300s are current and up-to-date.
- **Project Management Support:** Deloitte provides various types of business operations and program management support for both the EHR Core and Care & Benefits Program Management Office. Our team of qualified professionals are responsible for the traditional aspects of project management, including cost, schedule, performance, risk identification, quality and communication. The teams utilize accepted DHA tools to monitor and manage project performance, generate detailed reporting and continually assess project and program-level risks and issues.
- **Project Coordinator Support:** Deloitte provides portfolio management support to the Government lead to gain control over IT investments to ensure meaningful value is delivered to the SDD program management office.
- **Agile Project Management:** The Deloitte team implemented a lean agile framework from a best of market selection of fundamentals from Scrum, Scaled Agile Frameworks (SAFe), and Xtreme Programming (XP). Our Agile IT built a cross functional working groups to strategize the delivery of working software to production using incremental Sprints of two to four weeks.
- **Federal Information System Controls Audit Manual (FISCAM) Support Services:** Deloitte supports the CM team to ensure that the CHCS releases are properly recorded and processed.

Vendor's Involvement:

- Deloitte has delivered true innovation to the client's measurement & analysis capabilities. To date, the firm has introduced the client to more robust analytical tools (i.e. R) in order to mature the client's capability to understand and analyze high-volume IT operational datasets. Deloitte has also enhanced the client's ability to consume performance data, transforming what was a set of static recurring data reports into an interactive dashboard that can be tailored in real time to address the perspectives of a variety of different stakeholders.
- Successfully managed hundreds of GFE transfers with 100% accountability in compliance with compliance with DoD 5000.64 - Accountability and Management of DoD Equipment and Other Accountable Property, DoD, and 5015.2 - DoD Records Management Program.

Reference 4: Defense Health Agency (DHA) Solution Delivery Division (SDD)				
<ul style="list-style-type: none"> Coordinated with Government and private facilities managers to resolve facilities related building issues (lighting, HVAC, power, etc.) resulting in an operational status that is 100% available, pleasant, and supports the mission of the SDD. Deloitte has greatly enhanced our clients schedule management capability resulting in increased accuracy, efficiency, and overall utility of the IMS. To date, our team has introduced the client to more industry leading practices, tools, and techniques in order to transform the client’s schedules from a static reporting tool to more dynamic models that can be used to analyze a project’s current trajectory, identify key schedule drivers and impacts, and the corresponding corrective steps (if needed). Automated business rules related to our change control process using the CM tool. This has greatly optimized the change control workflow, allowing predeterminations to be made by stakeholders of changes meant to be implemented on a particular application. Adopted and embraced agile methodology in software development, and have modified workflows in the CM tool related to change control in order to meet the cadence of product teams use Scrum Technique and Agile development methods. Provided acquisition packages that are fair to the vendors, but also protect the government Developed an invoice approval process that avoids interest payments and gets the vendors their money in 30 days after their invoices are submitted. Developed a Checkbook and Spend Plan that covers \$700M of contracts, including linked formulas and sum tabs 				
<p>Project Benefits: As the prime awardee on the DAD IO/J6 and SDD Program Support Services contract, Deloitte BOPMSS team plays a vital role in overseeing 50+ healthcare IT systems for the Military Health System (MHS). These mission critical applications enable delivery of healthcare and benefits to +9M Service Members and their families from the battlefield to the home front. Deloitte provides SDD Information Management / Information Technology (IM/IT) services across an entire portfolio of IT systems, all in various stages of the system development lifecycle, including net new application development initiatives. Deloitte supports a variety of functions, such as, but not limited to: configuration management, requirements management, assist with acquisition planning processes and services, financial services, deployment activities and other business, technical and administrative activities.</p>				
Key Personnel				
Name: Chris Ensign		Role: Managing Director		
Name: Laura Baker		Role: Senior Manager		
Project Measurements:				
Estimated Project One-Time Costs: \$148.7M		Actual Project One-Time Costs: \$148.7M		
Reason(s) for change in one-time cost: Not Applicable				
Original Value of Vendor’s Contract \$148.7M		Actual Total Contract Value \$148.7M		
Reason(s) for change in value: Not Applicable				
Estimated Start & Completion Dates:	From:	Dec 2015	To:	Ongoing
Actual Start & Completion Dates:	From:	Dec. 2015	To:	Ongoing
Reason(s) for the difference between Estimated and Actual Dates Not Applicable				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities: Not Applicable, Deloitte was the Prime vendor for this engagement. Deloitte did not use any subcontractors to deliver this initiative.				

5.2 Subcontractor References (If Applicable)

MJM Contigo, LLC is a consulting firm that specializes in government health insurance programs under the leadership of Michael J. Melendez, LMSW. For the last 3 years our team has offered guidance specific to Medicaid, CHIP and Medicare programs for governments, health care providers, health insurance companies, and entities interested in expanding and improving the health care market in the US Territories. Our referenced projects include initiatives delivered in clients such as Plan de Salud Menonita, KEER Associates, and Varmed Management providing consulting services and helping them navigate federal regulations.

1. Subcontractor Reference 1 – Plan de Salud Menonita

Table 12: Subcontractor Reference 1 - Plan de Salud Menonita

Reference 1: Plan De Salud Menonita				
Vendor Information				
Vendor Name: MJM CONTIGO, LLC		Contact Name:	Michael Melendez	
		Contact Phone:	917.880.7376	
Customer Information				
Customer Organization: Plan De Salud Menonita		Contact Name:	William Ruiz	
		Contact Title:	Chief Administrative Officer (CAO)	
Customer Address: #400 Ave. Américo Miranda Edificio Alianza COSVI, Piso 3, San Juan, PR 00927		Contact Phone:	787.675.7829	
		Contact Email:	william.ruiz@planmenonita.com	
Project Information				
Total Vendor Staff:	2			
Project Objectives: Consulting Services regarding Managed Care Rates and rate adjustments				
Project Description: Consulting Services specific to rates and federal regulations				
Vendor's Involvement: Conference calls with Plan de Salud Menonita leadership to discuss concerns and provide recommendations				
Project Benefits: Help plan leadership in addressing rates and rates adjustment concerns				
Key Personnel				
Name: Michael Melendez		Role: Provided review of federal regulations and provided recommendations as to possible courses of action		
Name: John Guhl		Role: Provided review of federal regulations and provided recommendations as to possible courses of action		
Project Measurements:				
Estimated Project One-Time Costs: \$9,000		Actual Project One-Time Costs: \$9,000		
Reason(s) for change in one-time cost: No change in costs				
Original Value of Vendor's Contract: \$9,000		Actual Total Contract Value: \$9,000		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	8/1/2021	To:	9/30/2021

Reference 1: Plan De Salud Menonita				
Actual Start & Completion Dates:	From:	8/1/2021	To:	9/30/2021
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities: MJM CONTIGO, LLC was the prime vendor for this engagement.				

2. Subcontractor Reference 2 – KERR Associates, Inc.

Table 13: Subcontractor Reference 2 - KERR Associates, Inc.

Reference 2: KERR Associates, Inc (CMS Consortium Administrator Medicare Health Plans Former RoleRetire)				
Vendor Information				
Vendor Name: MJM CONTIGO, LLC	Contact Name:	Michael Melendez		
	Contact Phone:	917.880.7376		
Customer Information				
Customer Organization: KERR Associates, Inc (CMS Consortium Administrator Medicare Health Plans)	Contact Name:	James T. Kerr		
	Contact Title:	CEO (Retired CMS Administrator		
Customer Address: 1045 Glen Cove Ave Roslyn Harbor, NY 11576	Contact Phone:	917.292.5174		
	Contact Email:	jamestkerr@att.net		
Project Information				
Total Vendor Staff:	1			
Project Objectives: Work as co-consultant with KERR Associates on federal Health Insurance programs				
Project Description: On going initiatives, currently developing a curriculum on federal health insurance programs and their relationship to Puerto Rico				
Vendor's Involvement: Consultant and co-author				
Project Benefits: As co-consultants we are seeking to address federal disparities in the treatment of federal programs in Puerto Rico.				
Key Personnel				
Name: Michael Melendez	Role: Consultant / Advisor			
Project Measurements:				
Estimated Project One-Time Costs: \$0 – N/A	Actual Project One-Time Costs: \$0 – N/A			
Reason(s) for change in one-time cost: Work done on a Pro Bono Basis				
Original Value of Vendor's Contract: \$0		Actual Total Contract Value: \$0		
Reason(s) for change in value: N/A				
Estimated Start & Completion Dates:	From:	1/1/2018	To:	Present
Actual Start & Completion Dates:	From:	1/1/2018	To:	Present

Reference 2: KERR Associates, Inc (CMS Consortium Administrator Medicare Health Plans Former RoleRetire)
Reason(s) for the difference between Estimated and Actual Dates: N/A
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities: MJM CONTIGO, LLC was the prime vendor for this engagement.

3. Subcontractor Reference 3 – Varmed Management

Table 14: Subcontractor Reference 3- Varmed Management

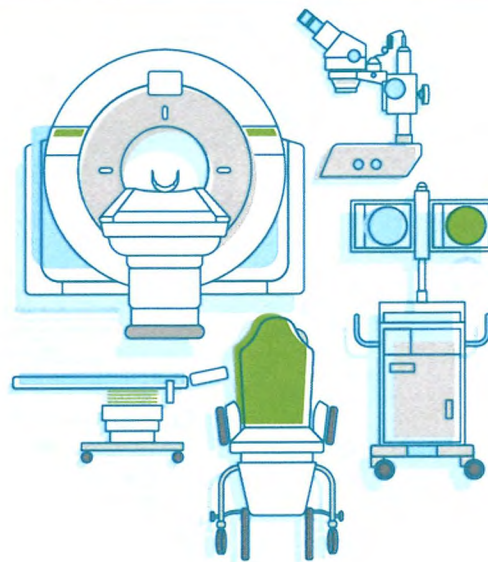
Reference 3: Varmed Management				
Vendor Information				
Vendor Name: MJM CONTIGO, LLC		Contact Name:	Michael Melendez	
		Contact Phone:	917.880.7376	
Customer Information				
Customer Organization: Varmed management		Contact Name:	Dr Jose J Vargas Deleon	
		Contact Title:	President strategic health systems chief medical advisor	
Customer Address: 550 Avenida Constitution Apt 604 San Juan Puerto 00901		Contact Phone:	787.692.6354 787.778.5353	
		Contact Email:	drjjvargas@gmail.com	
Project Information				
Total Vendor Staff:	1			
Project Objectives: Ongoing Consulting and advice on Federal Health Insurance programs				
Project Description: Consulting Services on an as needed basis				
Vendor's Involvement: Provide consulting services on Medicaid and Medicare focused on federal regulations and policies				
Project Benefits: Assist Dr. Vargas as he works on addressing healthcare disparities in federal funding associated with Puerto Rico				
Key Personnel				
Name: Michael Melendez		Role: Consultant		
Project Measurements:				
Estimated Project One-Time Costs: \$0		Actual Project One-Time Costs: \$0		
Reason(s) for change in one-time cost: Advice provided on a Pro Bono basis				
Original Value of Vendor's Contract: \$0		Actual Total Contract Value: \$0		
Reason(s) for change in value: Advice provided on a Pro Bono basis				
Estimated Start & Completion Dates:		From:	1/1/2018	To: Present
Actual Start & Completion Dates:		From:	1/1/2018	To: Present
Reason(s) for the difference between Estimated and Actual Dates: N/A				
If the vendor performed the work as a subcontractor, the vendor should describe the scope of subcontractor activities: MJM CONTIGO, LLC was the prime vendor for this engagement.				

Attachment D: Project Organization and Staffing

This section will provide instructions to vendors to submit their overall approach to staffing the project using **Attachment D: Project Organization and Staffing**.

Instructions: Staffing strategies are to be employed by the vendor to help ensure all requirements and service levels are met to the satisfaction of PRMP. The evaluation of the vendor's staffing approach shall be based on the ability of the vendor to satisfy the requirements stated in this RFO. Therefore, the vendor should present detailed information regarding the qualifications, experience, and expertise of the proposed staff and an Initial Staffing Plan. For ease of formatting and evaluation, **Attachment D: Project Organization and Staffing** provides the required outline for the vendor's response to staffing. The vendor's response to the following should not exceed 25 pages, excluding key personnel resumes and the forms provided in this attachment.

Please refer to **Appendix 3: Staff Qualifications, Experience, and Responsibilities** of the RFO for the details pertaining to staff qualifications, experience, and responsibilities.



Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022

1. Initial Staffing Plan

As part of the vendor's bid response, the vendor should provide an Initial Staffing Plan. In addition to the requirements described in **Attachment E: Mandatory Requirements** the vendor's narrative description of its proposed Initial Staffing Plan should include the following:

- A description of the vendor's proposed project team that exhibits the vendor's ability and capability to provide knowledgeable, skilled, and experienced personnel to accomplish the Scope of Work (SOW) as described in this RFO.
- Organization charts for the project showing both the vendor staff and their relationship to PRMP staff that will be required to support the project. The organization chart should denote all key staff and non-key positions for this project, and a summary of each key staff member's responsibilities.
- Identification of subcontractor staff, if applicable.

1.1 Organization Structure

Deloitte brings to PRMP a project team with the right blend of experience that meets and exceeds all the requirements in the RFO. We have assembled a qualified, seasoned, and well balanced team with experience working collaboratively with PRMP. Our team has the necessary capabilities in MES, PMO and Governance to successfully deliver the project.

Deloitte is well positioned to provide the organizational resources to deliver services as outlined in the RFO. Deloitte has selected personnel for this engagement with strong experience working on large, complex health IT projects for multiple states. Deloitte possesses the full continuum of service capabilities to successfully and efficiently complete the scope of work requested by PRMP and scale if needed (please refer to Section 1.4 below for Staffing Scaling Requirements).

Deloitte's proposed team includes the following key roles for all phases of the project:

Key ePMO Staff

- Account Manager
- Lead Project Manager
- Business Lead/Subject Matter Experts (SMEs)
- Business Analyst(s)

Project Staff

- 7 Strategic Advisors / SME(s)
- 1 Project Manager
- 1 Business Lead(s) / SME(s)
- 3 Business Analyst(s)

Resource Pool with additional personnel available to supplement the project, if needed

- 4 Project Manager(s)
- 4 Business Lead(s)
- 15 Business Analyst(s)

1.2 Organizational Charts

The following organizational chart depicts the proposed project teams between Deloitte and PRMP for a successful project delivery, it includes our Deloitte PRMP Project Team including our Key Personnel, Project Personnel, Executive Support, and supplemental resource pool for the project. The chart also includes a detail of the collaboration between Deloitte and PRMP Staff,

identifying the ideal resources and points of contacts for project success, transparency, and alignment to meet project objectives. For executive support, we have added several leadership positions (Strategic Advisor section) to provide guidance and the subject matter knowledge that is needed on engagements.

We are also engaging with MJM CONTIGO, LLC as our subcontractor who will be providing two (2) Strategic Advisors (Michael Melendez and John Guhl) with experience and detailed knowledge of the Medicaid Program regarding federal regulations, the Puerto Rico Medicaid Program, and the Puerto Rico HEALTH CARE SYSTEM.

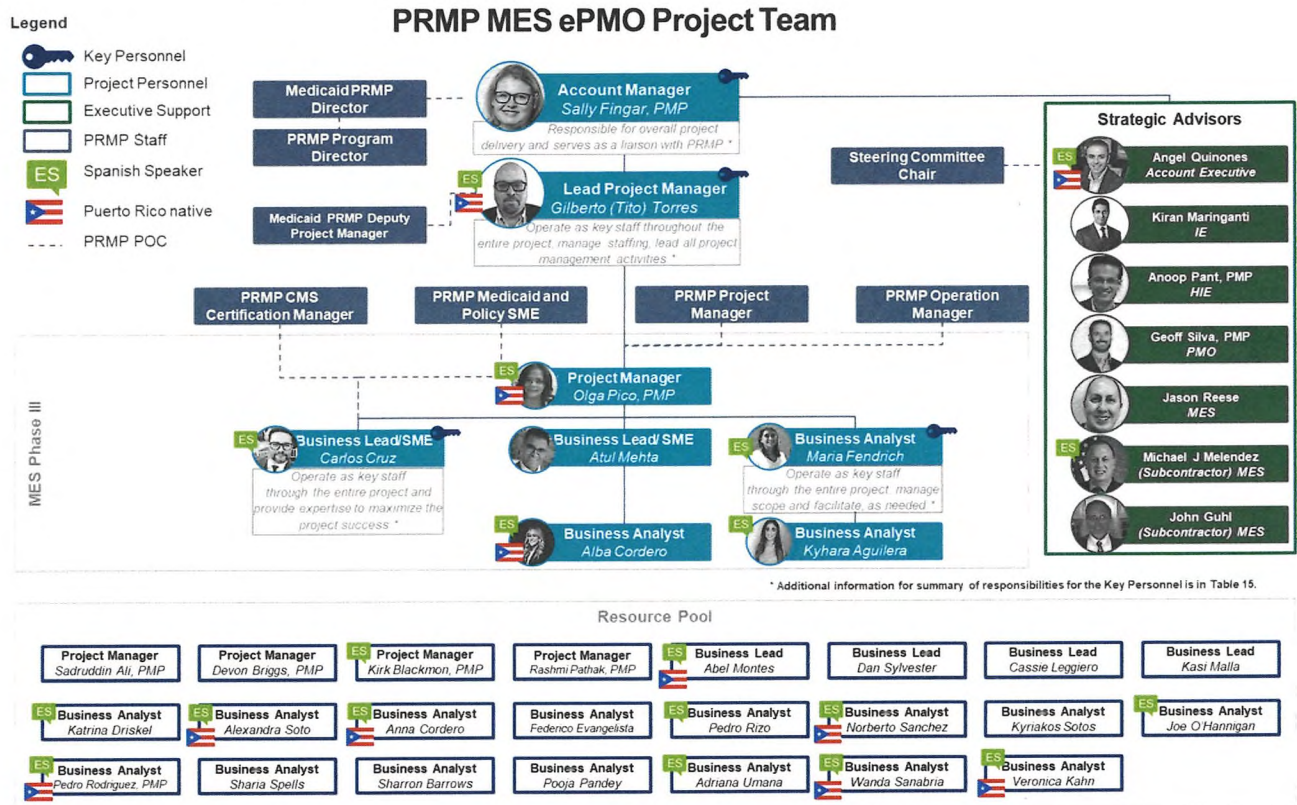


Figure 4: PRMP MES ePMO Project Team

1.3 Summary of Responsibilities for Key Personnel

The table below outlines each of the Deloitte Key Personnel with a Summary of Responsibilities per role.

Table 15: Key Personnel Responsibilities

Key Staff	Role	Summary of Responsibilities
Sally Fingar	Account Manager	<ul style="list-style-type: none"> The Account Manager is responsible for overall project delivery and liaison with PRMP during all stages of the contract. The Account Manager will attend meetings and hearings in person, upon PRMP request. The Account Manager is responsible for establishing and maintaining a positive client relationship.

Key Staff	Role	Summary of Responsibilities
		<ul style="list-style-type: none"> The Account Manager will be direct contact to Medicaid PRMP Director and PRMP Program Director. The Account Manager is expected to be a key staff position throughout the entire contract term. The Account Manager will delegate authority to the Account Executive / Strategic Advisor, when unavailable. The Account Manager will proactively engage our listed Strategic Advisors throughout the project as needed to support the success of the engagement.
Gilberto (Tito) Torres	Lead Project Manager	<ul style="list-style-type: none"> The Lead Project Manager will direct, manage and oversee solution implementation PMO. The Lead Project Manager will be the direct contact with PRMP Deputy Project Manager and lead the Project Manager and engagement team. The Lead Project Manager will be in charge of staffing and will work with the Account Manager and Account Executive to ensure all staffing levels are filled with the highest standards. The Lead Project Manager is expected to be a key staff position throughout the entire contract term.
Carlos Cruz	SME/Business Lead	<ul style="list-style-type: none"> The Key SME/Business lead will operate as key staff and subject matter expert leading team on the assigned scope of work throughout the entire project lifecycle. The Key SME/Business lead will provide expertise in various project service areas to ensure project success. The Key SME/Business lead will provide direction to the project team to ensure compliance with scope, requirements and certification for enhanced operational funding. The Key SME/Business lead will work with the Account Manager to ensure that the Strategic Advisors/SMEs' direction, expertise and input is included in deliverables throughout the engagement.
Maria Fendrich	Business Analyst	<ul style="list-style-type: none"> The Key business analyst will operate as key staff on the assigned scope of work throughout the entire project lifecycle. The Key business analyst will support the Lead Project Manager and the Project Manager in all activities to manage the project and The Key business analyst will work with the Business Leads and SMEs to ensure all deliverables are completed with the highest standards. The Key business analyst will provide expertise throughout the project lifecycle, most specifically in project management and financial systems. The Key business analyst will manage project scope, facilitate meetings and will be responsible for all documentation. The Key business analyst will be responsible for identifying and tracking action items, risks and project issues. The Key business analyst will work on the identified tools – Jira and SharePoint – throughout the engagement.

1.4 Staffing Scaling Requirements

Deloitte’s organizational structure provides our project management team with direct access to the breadth and depth of our firm’s capabilities while providing direct oversight by our firm’s senior leadership. As Deloitte’s Lead Client Service Partner for the Government of Puerto Rico, Angel Quiñones Cardona has direct decision-making authority to commit resources to the PRMP engagement.

Deloitte’s mature processes for planning, acquiring, and managing project resources will facilitate our ability to handle sudden and unexpected increases in staffing needs. The foundation of our staffing plan is our experience in staffing and managing our other MES projects of similar nature.

We use this staffing data as input to our plan, providing the basis for developing the staffing estimates for this engagement with PRMP. Complemented by additional staff dedicated to the engagement as outlined in our organizational chart and supported by a nimble and flexible staffing approach to fulfill additional demand as needed from our network of more than 130,000 Deloitte Consulting practitioners. This enables us to bring on subject matter specialists with the required skills during the project phase where they are requested and needed. This approach benefits PRMP with access to the full skill set needed, for the changing needs of the engagement. In addition, Deloitte implements processes to continually monitor and adjust staffing levels throughout the engagement.

Deloitte acknowledges our understanding to maintain required staffing levels for key personnel. If there are staffing changes for the key personnel positions, Deloitte utilizes our resource management procedures to identify replacements and will inform of the desired substitution to PRMP for approval. Deloitte will provide a mutually agreed timeline for PRMP to review the recommended replacement and provide their acceptance. Following any notification that PRMP is not approving the recommended substitute, Deloitte will submit the name and required information of another substitute to PRMP. Upon PRMP approval, Deloitte will onboard the selected individual to the engagement.

If Deloitte receives any notice from PRMP to rotate key personnel providing services under this contract, Deloitte will discuss the individual staff concerns with PRMP. Once PRMP's concern is confirmed and understood, we will promptly execute our resource acquisition process. We will request assistance from our human resource managers to locate qualified, skilled staff. Deloitte will remedy any staffing deficiency by selecting the most qualified candidate, submitting the required documentation to PRMP for approval.

2. Use of PRMP Staff

Describe the business and technical resources PRMP should provide to support the development, review, and approval of all deliverables as well as the staff necessary to help ensure successful completion of this project. Specifically, the vendor should address the following:

- The key PRMP roles necessary to support project deliverables and scope of work.
- The nature and extent of PRMP support required in terms of staff roles and percentage of time available.
- Assistance from PRMP staff and the experience and qualification levels of required staffing.

PRMP may not be able or willing to provide the additional support the vendor lists in this part of its Proposal. The vendor therefore should indicate whether its request for additional support is a requirement for its performance. If any part of the list is a requirement, PRMP may reject the vendor’s proposal if PRMP is unwilling or unable to meet the requirements.

In this subsection, we recommend the business and technical resources PRMP should provide to support the development, review, and approval of all deliverables as well as PRMP staff necessary to help make certain of successful completion of this project.

We are proposing PRMP staff to work with each of our personnel levels: Executive Support, Key Personnel and Project Personnel. Figure 4 in the above section, shows a visual representation of our combined Deloitte and PRMP team.

The following table depicts the key PRMP roles necessary to support the project deliverables, the nature of PRMP support requested, the qualifications, and the points of contact with Deloitte personnel.

Assistance from PRMP

Table 16: Requested Assistance from PRMP Staff

Key PRMP Role	Assistance from PRMP	Experience/Qualifications	% of time/week
Steering Committee Chair	Deloitte’s Account Manager and/or Strategic Advisors / Executive Support SMEs will interact with the proposed PRMP Steering Committee Chair (i.e., Secretary of Health) to request assistance in the following: <ol style="list-style-type: none"> 1. Endorse and communicate the mission, vision, and value of the project to PRMP vendors and agencies articulating expected support and alignment to project objectives 2. Provide project oversight, timely decisions, and approvals as/when requested to support project progress 	Not applicable	5%
Medicaid PRMP Director	<ul style="list-style-type: none"> • Enable and endorse collaboration with supporting vendors and agencies • Provide guidance and support to the PRMP Program and Project Manager(s) so that project deliverables are met 	Not applicable	10%
PRMP Program Director	<ul style="list-style-type: none"> • Provide oversight for the solution implementation program • Provide oversight to Operations 	Not applicable	30-50%

Key PRMP Role	Assistance from PRMP	Experience/Qualifications	% of time/week
Medicaid PRMP Deputy Project Manager	<ul style="list-style-type: none"> Provide implementation leadership and serve as single point of contact to Deloitte Project Manager 	Medicaid knowledge Project Management knowledge	50-75%
PRMP CMS Certification Manager	<ul style="list-style-type: none"> Provide CMS Certification knowledge and leadership and serve as single point of contact for the Deloitte Business Leads 	CMS Certification Knowledge	25-50%
PRMP Medicaid and Policy SME	<ul style="list-style-type: none"> Provide Medicaid and Policy knowledge and leadership and serve as single point of contact for the Deloitte Business Leads 	Medicaid knowledge PRMP policies knowledge	25-50%
PRMP Project Manager	<ul style="list-style-type: none"> Provide project management alignment and serve as a single point of contact for the Deloitte Project Manager Make certain of PRMP implementation readiness 	Medicaid knowledge Project Management knowledge	25-50%
PRMP Operations Manager	<ul style="list-style-type: none"> Provide Operations leadership and serve as single point of contact for the Deloitte Business Leads Make certain of PRMP implementation readiness 	Medicaid knowledge PRMP policies knowledge	25-50%

3. Key Staff, Resumes, and References

Key staff consist of the vendor’s core project team for the project. These resources are responsible for providing leadership and creating the standards and processes required for the various projects the e-PMO Vendor will help support. Resumes for key staff named in the Vendor’s proposal should indicate the staff’s role and demonstrate how each staff member’s experience and qualifications will contribute to this contract’s success.

Due to the nature of the work, PRMP is requesting a scaled staffing approach so that ePMO staffing levels can easily flex in accordance with short and long-term project needs. Vendors should show that they are able to provide staffing levels as described in Section 3.1.

PRMP has identified two distinct staffing groups and has identified example roles which at a minimum will be required to ensure ongoing ePMO success. Key Staff, including resumes and references, should be included in the Vendor’s proposal for the MMIS Phase III project and the continuation of the MEDITI3G project. In addition, the Vendor should demonstrate its ability to quickly add additional resources through resumes and staff profiles that could be available upon request from PRMP.

These roles that PRMP expects the Vendor to propose are:

Key ePMO Staff

- Account Manager
- Lead Project Manager
- Business Lead/Subject Matter Experts (SMEs)
- Business Analyst(s)

Project Staff for each project

- Business Lead(s) / SME(s)
- Project Manager
- Business Analyst(s)

The ePMO Vendor must staff each project with at least one (1) resource who is fully bilingual in Spanish and English. Additionally, at least one key staff must be fluent in both Spanish and English. Additional qualifications, experience, and responsibilities for each key staff role are defined in **Appendix 3: Staff Qualifications, Experience, and Responsibilities**.

3.1 Resumes

PRMP considers the staff resumes (especially key project staff) as a key indicator of the vendor’s understanding of the skill sets required for each staffing area and their ability to perform them. The vendor should complete the table below and include resumes of all the individuals who are being initially proposed. Each resume must not exceed three (3) pages and must demonstrate experience relevant to the position proposed. If applicable, resumes should include work on projects cited under the vendor’s corporate experience, and the specific functions performed on such projects. Copies of diplomas, licenses, and credentials are encouraged but are not required, and are not subject to the 3-page limit. Clearly identify which of the staff listed are designated as key staff.

As shown in the table below, the Deloitte team has demonstrated project experience for all the roles detailed in the RFO. Additionally, for project scaling, we have a strong resource pool of local and bilingual team members that are available to work on site at PRMP offices located in San Juan, Puerto Rico, if needed.

Personnel Experience in Proposed Role

Table 17: Personnel Experience in Proposed Role

Name	Proposed Role	Experience in Proposed Role
Sally Fingar, PMP	Key Account Manager	21+ years of experience in Health and Human Services, including over 6 years overseeing the implementation of a statewide system that services more than 4,000 end users and serves more than 1.3 million individuals across critical safety-net programs: Medicaid; SNAP; TANF; and Employment Related Day Care. She is certified in Project Management (PMP) and also holds a Professional in Health Information Technology certification (CPHIT).

Name	Proposed Role	Experience in Proposed Role
Gilberto (Tito) Torres	Key Lead Project Manager	30+ years of experience in Project Management, including serving as the Program Manager for the implementation of the Puerto Rico Medicaid Management Information System (MMIS), E&E System, and conversion of eligibility systems to use the MAGI rules for eligibility determination. Bilingual resource.
Carlos Cruz	Key Business Lead/ SME	15+ years of experience in the healthcare and financial industries with demonstrated prior experience as a business lead/SME, working directly with Puerto Rico Medicaid. Bilingual resource.
Maria Fendrich	Key Business Analyst	3+ years of experience in business analysis and developing financial models, with additional experience working with the Commonwealth of Puerto Rico. Bilingual resource.
Angel Quiñones Cardona	Account Executive/ SME	26+ years of experience leading large-scale engagements and delivering critical projects in the Commonwealth of Puerto Rico, with extensive experience in information systems planning, compliance and operations assessment / improvement engagements. Bilingual resource.
Kiran Maringanti	IE SME	15+ years of experience in delivering large, complex systems integration projects for state government clients, including the implementation of Deloitte's Health Insurance Exchange (HIE) and Integrated Eligibility solutions.
Anoop Pant, PMP	HIE SME	20+ years of experience as a certified Project Management Professional (PMP), delivering large-scale solutions for states, including the State of Ohio. Anoop also has direct experience working with Deloitte's Health Insurance Exchange offering.
Geoff Silva, PMP	PMO SME	21+ years of Information Technology Project Management experience, including leading requirements, design, development, and testing teams of various sizes. PMP and Scrum certified.
Jason Reese	MES SME	15+ years of experience managing the design, development, and implementation of enterprise technology solutions for the Health and Human Services industry, specifically state government clients.
Michael Melendez	Subcontractor MES SME	23+ years of experience in Medicaid program regulations for US Territories and health care systems, including Puerto Rico Medicare systems.
John Guhl	Subcontractor MES SME	25+ years of experience working on various state and US Territory Medicaid programs, including directing the NJ Medicaid program for 4 years and consulting on Puerto Rico Medicaid program integrity.
Atul Mehta	Business Lead/ SME	10+ years of experience in healthcare IT and financial services, and specializes in MMIS and IE systems.
Olga Pico-Fazzi, PMP	Project Manager	30+ years of Information Technology and Project Management experience with a PMP certification. She has experience managing MES projects during her tenure at a leading health care company. Olga is a Systems Information professional with strong experiences with systems database administration and networks. Bilingual resource.
Albamarie Cordero	Business Analyst	3+ years of experience in business analysis with experience in financial, healthcare insurance, and supply chain industries. She has experience as a business analyst gathering requirements and performing business assessments for MES/MMIS projects. Bilingual resource.
Kyhara Aguilera	Business Analyst	1+ year of experience in business analysis, with experience implementing a Medicaid enterprise with the Commonwealth of Puerto Rico. Bilingual resource.

Name	Proposed Role	Experience in Proposed Role
Sadrudin Ali, PMP	Project Manager	20+ years of experience in Project Management, including large Health Technology implementations, Technology Transformation, Business Process Reengineering, Technology Strategy, and Data Management.
Devon Briggs, PMP	Project Manager	8+ years of experience in Project Management for large-scale implementations with specific Medicaid experience that includes working on a statewide MMIS implementation and assisting a state Medicaid agency in developing a \$1B program.
Kirk Blackmon, PMP	Project Manager	20+ years of experience in healthcare consulting, business development, and Medicaid Enterprise Systems implementation. PMP certified and a bilingual resource.
Rashmi Pathak, PMP	Project Manager	16+ years of experience Implementing Systems Integration for a variety of states and has a PMP certification.
Abel Montes	Business Lead	14+ years of experience overseeing the design and implementation of policies and procedures, organizational design, financial process establishment, and compliance monitoring, including with the Commonwealth of Puerto Rico. Bilingual resource.
Kasi Malla	Business Lead	10+ years of experience in Data Warehousing, Business Intelligence applications, and project management within the healthcare industry.
Dan Sylvester	Business Lead	15+ years of experience in the areas of training, large-scale system implementation and information systems adoption in an Agile environment, change management, project planning, and Project Management.
Cassie Leggiero	Business Lead	10+ years of experience in organizational change management, human centered design and leadership training for state governments, including working closely with large-scale technology implementations throughout the entire system development lifecycle to develop and provide training and operational support.
Pedro Rodriguez, PMP	Business Analyst	2+ years of experience in business analysis, with specific experience in process improvement and project management for PRMP. Bilingual resource.
Federico Evangelista	Business Analyst	2+ years of experience in business analysis with specific experience in testing applications and creating project instructions and documentation.
Kyriakos Sotos	Business Analyst	7+ years of technology consulting experience supporting state agencies with implementations for Medicaid Enterprise Solutions, Integrated Eligibility systems, and Health Insurance Exchanges.
Alexandra Soto	Business Analyst	7+ years of experience in business analysis with specific experience in process engineering, especially with the Commonwealth of Puerto Rico. Bilingual resource.
Anna Cordero-Boyle	Business Analyst	4+ years of experience in business analysis in the healthcare industry with specific experience in organization change management. Bilingual resource.
Pedro Rizo	Business Analyst	2+ years of experience in business analysis with specific experience in EHR implementations with state governments. Bilingual resource.
Veronica Hahn	Business Analyst	2+ years of experience in Project Management with experience managing multi-million dollar implementation projects. Bilingual resource.
Adriana Umana-Lizano	Business Analyst	5+ years of experience in project and change management with specific experience in process analysis of IT systems. Bilingual resource.
Norberto Sanchez	Business Analyst	12+ years of experience in process improvement in the healthcare industry and providing project management support. Bilingual resource.

Name	Proposed Role	Experience in Proposed Role
Wanda Sanabria	Business Analyst	25+ years of experience in business analysis, specifically in software quality assurance and project management. Bilingual resource.
Sharia Spells	Business Analyst	10+ years of experience as a change management professional with an aptitude for communications strategy, organizational culture transformation, and training strategy and delivery.
Shannon Barrows	Business Analyst	10+ years of experience as a transformational leader and manager skilled in change management and creative problem-solving.
Joe O'Hannigan	Business Analyst	15+ years of experience in strategic planning, organizational change management, strategic communications, workforce transition, and leadership development. Bilingual resource.
Pooja Pandey	Business Analyst	5+ years of experience as a knowledgeable IT Test Engineer with a focus on performing quality control activities for Medicare Enterprise Services (MES).

Alignment of Deloitte’s Personnel

Additionally, the following table includes a cross reference of each proposed personnel (including key, non-key and additional resource pool) and past experience related and necessary to complete the requirements presented by the RFO. The experience highlighted includes areas such as MES, PMO, Health Services, and bilingual resources.

Table 18: Alignment of Deloitte Personnel with RFO

Deloitte Personnel	MES	PMO	Health Services	Puerto Rico Gov. Experience	Bilingual
Sally Fingar 	✓	✓	✓		
Gilberto (Tito) Torres   	✓	✓	✓	✓	✓
Carlos Cruz  	✓		✓	✓	✓
Maria Fendrich  	✓		✓	✓	✓
Atul Mehta	✓		✓		
Angel Quiñones Cardona  	✓	✓	✓	✓	✓
Kiran Maringanti		✓	✓		
Anoop Pant, PMP	✓	✓	✓		
Geoff Silva, PMP		✓	✓		

Deloitte Personnel	MES	PMO	Health Services	Puerto Rico Gov. Experience	Bilingual
Jason Reese	✓	✓	✓		
Michael Melendez  (Subcontractor)	✓		✓	✓	✓
John Guhl (Subcontractor)	✓	✓	✓	✓	
Olga Pico-Fazzi  	✓	✓	✓	✓	✓
Albamarie Cordero  	✓	✓	✓	✓	✓
Kyhara Aguilera 		✓	✓	✓	✓
Abel Montes  		✓		✓	✓
Sadrudin Ali, PMP		✓	✓	✓	
Devon Briggs, PMP	✓	✓	✓	✓	
Kirk Blackmon, PMP 	✓	✓	✓		✓
Rashmi Pathak, PMP	✓	✓	✓		
Abel Montes  		✓		✓	✓
Dan Sylvester	✓		✓		
Cassie Leggiero			✓		
Kasi Malla		✓	✓		
Pedro Rodriguez, PMP  		✓	✓	✓	✓
Federico Evangelista		✓			
Kyriakos Sotos	✓	✓	✓		
Alexandra Soto  		✓		✓	✓
Anna Cordero-Boyle  		✓	✓	✓	✓



Deloitte Personnel	MES	PMO	Health Services	Puerto Rico Gov. Experience	Bilingual
Pedro Rizo 	✓	✓	✓	✓	✓
Veronica Hahn  		✓			✓
Adriana Umana-Lizano 		✓			✓
Norberto Sanchez  		✓	✓		✓
Wanda Sanabria  		✓			✓
Sharia Spells		✓			
Shannon Barrows		✓			
Joe O'Hannigan 		✓			✓
Pooja Pandey	✓	✓	✓		

3.2 Key Staff Resumes

We proudly present the resumes of our proposed key staff, demonstrating specific experience and skills that PRMP identifies as necessary to complete the work and meet project demands and deadlines successfully and efficiently.

Sally Fingar, Account Manager

Table 19: Sally Fingar, Key Account Manager Resume

		Key Personnel Name	Role	Bilingual	Years of Experience
		Sally Fingar, PMP	Account Manager	No	21+ years

TOP QUALIFICATIONS

- Drove the development a Strategic Plan for a large State-level Eligibility, Enrollment, and Retention System that outlines priorities for the system and organization to focus on, track progress and measurements.
- Led the development of innovative ideas for changes and enhancements to a large State-level Eligibility, Enrollment, and Retention System to curate health innovation and policy topics top of mind in the marketplace and bring together State and business sponsors for strategic discussions.
- Led and executed business operations readiness activities for a large health system that included the development of new business processes and work models in response to a new integrated technology system.
- Led the development of new Medicaid System RFP, facilitated vendor selection process, and oversaw the implementation of new Medicaid Management Information System (MMIS) in the capacity of Quality Assurance vendor.
- Primary Project Manager for State Medicaid Rate Reform project with the goal of identifying cost savings and program efficiencies.
- Primary project manager for several state health and human services system projects to plan and execute business and workforce transformation initiatives.

EDUCATION / CERTIFICATIONS

- Bachelor of Arts, Organizational Communication, Outside Concentration in Business Administration (BA), Computer Science, Pepperdine University
- Formal Project Management training through ESI/George Washington University
- Formal Agile Training
- Certified in Project Management (PMP) from the Project Management Institute (PMI)
- Certified Professional in Health Information Technology (CPHIT)

RELEVANT EXPERIENCE

State of California, California Healthcare Eligibility, Enrollment, and Retention System (CalHeers), Innovation and Strategic Planning Lead

- CalHEERS is the consolidated system support for eligibility, enrollment, and retention for the California Health Benefit Exchange (also known as Covered California), Medi-Cal, and Healthy Families. The system was implemented in response to the ACA and offers eligibility, enrollment, and related functions for the State's individual marketplace (unsubsidized and subsidized) and State's Medicaid population. Deloitte maintains, operates, and enhances the CalHEERS system to continuously improve user experience, efficiently operate the technology platform and system performance as well as perform program support

services, including Project Management and associated functions (risks, issues, etc); Change Management; Communications; Audit Support Services; etc.

- Role: As the Innovation & Strategic Planning Lead, responsible for working with State technology and business Sponsors to share innovative ideas for consideration as changes and enhancements to the CalHEERS system are made and curate health innovation and policy topics top of mind in the marketplace and bring together State and business sponsors for strategic discussions. Sally was also key driver for the development of the CalHEERS Strategic Plan that outlines priorities for the CalHEERS system and organization to focus on, track progress and measurements.

State of Oregon, Department of Human Services (ODHS), Business Operations Implementation Services Lead

- Oregon DHS engaged Deloitte to design, develop and implement a new Integrated Eligibility system to support human and social services programs. The system was successfully implemented statewide in March 2021 to more than 4,000 end users and serves more than 1.3M individuals across critical safety-net programs
- Role: As the Business Operations Implementation Services Lead, responsible for leading and executing business operations readiness activities. Operations readiness activities included the development of new business processes and work models in response to a new integrated technology system; development and execution of communications related to the system rollout; development and implementation of an adoption framework to respond to change management needs as a result of data; development and rollout of readiness checklists focused on seamless operations day 1 of go-live.

State of Montana, Department of Public Health and Human Services (DPHHS), Project Manager

- The Human and Community Services Division (HCSO) of the DPHHS engaged Deloitte to plan and execute business and workforce transformation initiatives that will enable HCSO to create a better experience for staff and for the people they serve.
- Role: As the Project Manager, responsible for managing the day-to-day relationship, developing project approaches, mentoring junior team members, delivering the weekly status report to the Steering Committee and presenting key work products to the client.

State of Michigan, Department of Health and Human Services (MDHHS), Project Manager

- Deloitte was engaged to identify potential barriers associated with the MDHHS vision of moving to a person-centered integrated service delivery model. This initiative was identified as a result of a major department merger between the Department of Community Health (Medicaid department) and the Department of Human Services to form the new Michigan DHHS.
- Role: As the Project Manager, responsible for managing the day-to-day relationship, developing project approaches for review and input with client, leading analysis of policy barriers and identifying potential policy solutions. Presented recommended policy solutions to MDHHS leadership.

State of Wisconsin, Department of Health Services (DHS), Project Manager



- The State of Wisconsin, Department of Health Services undertook a Medicaid Rate Reform project to identify more than \$415M All Funds (\$136.6 GPR) in savings over the State biennium (SFY 10 & SFY 11). The Rate Reform project needed to address the short term need to achieve the savings target but to also set the stage for addressing long-term reform initiatives.
- Role: Project Manager responsible for day-to-day client relationship and coordinating all project activities.
- Developed project work plan, provided biweekly status report on project activities for the Medicaid CFO and Medicaid Director. Assisted in facilitating advisory group meetings with Providers, Advocates, and HMO CEOs. Collected and kept track of more than 500 ideas generated, coordinated analysis process that looked at spend, impact to Members, policy and State Plan Amendment changes, and system impacts. Develop web survey deployed to more than 30,000 Provider mailboxes

State of Wisconsin, Department of Health Services (DHS), Project Manager

- In February 2005, the State of Wisconsin began the design, development, and implementation of a new Medicaid Management Information System (MMIS) and Fiscal Agent operations. The new MMIS replaced a legacy MMIS. Deloitte was contracted to act as the State's Quality Assurance, Project Management, and Technical Advisor during the implementation.
- Role: Managed a team of 15 people acting as the State's Quality Assurance and Project Management vendor for the implementation of a new MMIS.

Gilberto Torres, Lead Project Manager  

Table 20: Gilberto Torres, Key Lead Project Manager Resume

	 Key Personnel Name	Role	Bilingual	Years of Experience
	Gilberto Torres	Lead Project Manager	Yes	30+ years

TOP QUALIFICATIONS

- Served as the project manager for multiple State Medicaid projects across Puerto Rico and various other states
- Served as program manager for the implementation of the Puerto Rico Medicaid Management Information System (MMIS), E&E System, and conversion of eligibility systems to use the MAGI rules for eligibility determination
- Facilitated multiple State Medicaid projects by organizing and managing team work activities and establishing project governance structures
- Engaged with senior Puerto Rico Department of Health and with multiple levels of the Government of Puerto Rico to assist in the determination of Medicaid policy

EDUCATION / CERTIFICATIONS

- Bachelor of Arts (BA) Management Information Systems / Finance, Marquette University

RELEVANT EXPERIENCE

Puerto Rico Medicaid – Congressional Requirements, Project Manager

- Served as Project Manager to assist in the development of policy guidance and recommendations for the Department of Health in response to requirements established by Congress and CMS related to Contract Transparency and Reform, Program Integrity, Oversight of the Managed Care Entities and Management of Payments. Facilitated conversations with multiple levels of the Government of Puerto Rico to assist in determination of Medicaid policy. Prepared materials and gathered information in support of efforts to increase Medicaid funding and significantly transform funding of Puerto Rico’s program.

Puerto Rico Disaster Recovery –COR3, Project Lead

- Led Compliance Workstream and a group of 25 staff to streamline the service, refine scope, and provide effective compliance support to help the Commonwealth of Puerto Rico in the Recovery efforts from Hurricane Irma and Maria. Served as a Project Manager to support executive leadership manage personnel resources and work activities consistent with approved project plans.

New York Non Profit Agency, Project Manager

- Worked as the Project Manager on the initial phase of revamping the implementation of an Electronic Record Management system. Led the engagement and team of staff to define the Project Charter, Validation of Requirements, Development of the Project Plan, and establishing the project governance structure for the engagement in New York City.



Puerto Rico Department of Health, MMIS, E&E, and MAGI Program Manager

- Served as Program Manager for the implementation of the Medicaid Management Information System (MMIS), E&E System, and conversion of eligibility systems to use the MAGI rules for eligibility determination. Led development and submission of multiple Planning Documents whereby the state received funding for implementation of the MMIS. Coordinated the development of multiple state plan amendments for Medicaid Director

Carlos Cruz, SME / Business Lead



Table 21: Carlos Cruz, Key SME Business Lead Resume

	 Key Personnel Name	Role	Bilingual	Years of Experience
	Carlos Cruz	SME/ Business Lead	Yes	15+ years

TOP QUALIFICATIONS

- Served as Specialist as part of Puerto Rico Medicaid project for over 3 years
- Coordinated and managed quality management and deliverable review process across multiple projects in Puerto Rico
- Facilitated discussions and meetings between multiple groups of stakeholders

EDUCATION / CERTIFICATIONS

- Bachelor of Science (BS) in Finance, University of Puerto Rico
- Lean Office Assessment and Implementation (Six Sigma Yellow Belt)
- Certified Quality Retirement Services Professional
- Series 6 License (Oriental Group)

RELEVANT EXPERIENCE

Puerto Rico Medicaid Program, Business Systems Analysis Specialist

- Served as an Independent Verification & Validation (IV&V) consultant for Puerto Rico's MMIS Medicaid project. Supported large-scale IT projects and directly supported project meetings through scheduling, distributing documentation, publishing meeting minutes to facilitate stakeholder communications. Coordinated and conducted reviews for project deliverables and managed invoicing for IV&V, Puerto Rico MMIS, and contract procurement. Conducted Systems Integration Testing and User Acceptance Testing for Puerto Rico MMIS.

Puerto Rico Medicaid Program, MMIS Project Coordinator and Financial Point of Contact

- Advised the Medicaid Director on all financial reporting matters for the Puerto Rico MMIS and Federally Qualified Health Centers (FQHCs). Reviewed and assessed proposals for all MMIS and E&E projects. Led the procurement of IV&V MMIS project and was responsible for the accounting of Payment Management System for FQHCs. Conducted reviews to identify and document non-compliance with local and federal regulations.

American Health Care, Key Account Executive for Hospitals and Special Accounts

- Developed strong relationships with key stakeholders across various accounts to negotiate competitive pricing. Presented new lines of health care products to stakeholders



Florida Enterprise Data Warehouse, Project Lead

- Served as the project lead for dependency management of the Florida Enterprise Data Warehouse (EDW) project. Led project onboarding and offboarding and developed processes for facilitating meetings, capturing notes and action items, and distributing key artifacts to maintain strong stakeholder relations. Provided quality assurance management knowledge to review key client deliverables. Trained and developed processes for transferring knowledge from PMO contractor to organization PMO team resources and new hires.

Maria Fendrich, Key Business Analyst



Table 22: Maria Fendrich, Key Business Analyst Resume

	 Key Personnel Name	Role	Bilingual	Years of Experience
	Maria Fendrich	Business Analyst	Yes	3+ years

TOP QUALIFICATIONS

- Served as Business Analyst for previous Puerto Rico Medicaid and other health organization projects
- Developed financial models for various State health programs
- Developed business analysis tools to streamline reporting processes
- Facilitated discussions and meetings between multiple groups of stakeholders

EDUCATION / CERTIFICATIONS

- Bachelor of Business Administration (BBA), Actuarial Science and Risk Management & Insurance, University of Wisconsin - Madison

RELEVANT EXPERIENCE

Commonwealth of Puerto Rico Medicaid Program Review, Business Analyst

- Supported Financial Reporting team to bring Puerto Rico in compliance with CMS and Congressional requirements based on the Further Consolidated Appropriations Act (H.R. 1865). Developed business analysis tools to streamline reporting processes, assess the EAP program, and developed quarterly reports for external stakeholders.

Center for Medicare & Medicaid Services, Business Analyst

- Conducted analysis of Medicare Advantage bids, using business analytic tools to analyze development of manual rates for Part D plans. Facilitated communications between external stakeholders to improve methodology of Medicare Advantage bids. Enhanced understanding of development of manual rates through written correspondence and writing passing comments for bids.

Wisconsin Cooperative – Value-Based Care Technical Assistance, Consultant

- Designed value-based contract for Wisconsin Health under the supervision of CMS. Built business analysis model in excel for to analyze various scenarios and facilitate stakeholder understanding of potential gains and losses under contract provisions.

University of Washington Medical Center, Pricing Analyst

- Supported development and implementation of a rational and defensible pricing methodology that considers system cost and revenue goals, consistency across facilities, market tolerance, transparency, and process efficiency. Modeled and scoped different parameters and defined assumptions to set pricing model for the upcoming fiscal year in conjunction with target market strategy. Shaped and managed completion of key deliverables and coordinated with project stakeholders to ensure alignment of deliverable with client needs. Prepared and posted documentation appropriately to meet project milestones and deadlines.

Key Personnel Qualifications

In the table below, Deloitte describes how our key personnel meets the additional qualifications, experience, and responsibilities presented in **Appendix 3: Staff Qualifications, Experience, and Responsibilities**.

Table 23: Key Personnel Qualifications

Key Personnel	Proposed Role	Qualifications	How our personnel meets your qualifications
Sally Fingar	Account Manager	1. A minimum of eight (8) years of demonstrated experience in project management for a State Medicaid Agency with operations similar to PRMP, a large healthcare provider management organization of a similar size, or an organization of comparable size	<ul style="list-style-type: none"> Sally has over 8 years of demonstrated experience in project management for a State Medicaid Agency with operations similar to PRMP through her work as a project lead on health services projects in California, Montana, Maine, Connecticut, Indiana, and other states Additionally, Sally is Certified Professional in Health Information Technology (CPHIT)
		<ul style="list-style-type: none"> A minimum of three (3) years of demonstrated experience in project management 	<ul style="list-style-type: none"> Sally has over 10 years of demonstrated experience in project management through her work on various Medicaid and health services projects in California, Montana, Maine, Connecticut, Indiana, and other states
		<ul style="list-style-type: none"> A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience) 	<ul style="list-style-type: none"> Sally has a Bachelor's Degree in Organizational Communication from Pepperdine University
		<ul style="list-style-type: none"> Knowledge of Project Management standards and best practices including PMBOK 	<ul style="list-style-type: none"> Sally has knowledge of Project Management standards and best practices, including PMBOK, through her certification and professional affiliation with the Project Management Institute (PMI) Sally holds a Project Manager Professional (PMP) Certification
Gilberto (Tito) Torres	Lead Project Manager	<ul style="list-style-type: none"> A minimum of five (5) years of demonstrated experience in project management for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size 	<ul style="list-style-type: none"> Tito has over 5 years of demonstrated experience in project management for a State Medicaid Agency with operations of a similar size to PRMP through his work as a project manager for New York Non Profit Agency and his work directly with PRMP as a project manager for MMIS, E&E, and MAGI
		<ul style="list-style-type: none"> A minimum of three (3) years of Demonstrated experience in project management 	<ul style="list-style-type: none"> Tito has over 5 years of demonstrated experience in project management through his work as a project manager for a Puerto Rico Medicaid Congressional Requirements project
		<ul style="list-style-type: none"> A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience) 	<ul style="list-style-type: none"> Tito has a B.A. in Management Information Systems and Finance from Marquette University
		<ul style="list-style-type: none"> A certification in project management, preferably from the PMI® 	<ul style="list-style-type: none"> Tito does not have a PMI certification but has extensive experience in project management

Key Personnel	Proposed Role	Qualifications	How our personnel meets your qualifications
		<ul style="list-style-type: none"> Knowledge of Project Management standards and best practices including PMBOK 	<ul style="list-style-type: none"> Tito has knowledge of project management standards and best practices, including PMBOK, through his work as a project manager on projects with Puerto Rico Department of Health and the State of New York
Carlos Cruz	Business Lead/SME	<ul style="list-style-type: none"> A minimum of five (5) years of demonstrated experience in area of expertise that the role is performing 	<ul style="list-style-type: none"> Carlos has over 5 years of demonstrated experience working as a business lead and SME for healthcare and financial information systems through his work as a project coordinator for Puerto Rico MMIS Medicaid project and a business systems analyst specialist for Puerto Rico Medicaid
		<ul style="list-style-type: none"> A minimum of three (3) years of demonstrated experience in business lead/SME support for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size 	<ul style="list-style-type: none"> Carlos has over 3 years of demonstrated experience in business lead/SME support for a State Medicaid Agency with operations of a similar size to PRMP through his work as a business systems analyst specialist with Puerto Rico Medicaid
		<ul style="list-style-type: none"> A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience) 	<ul style="list-style-type: none"> Carlos has over 4 years of related work experience through his work with Puerto Rico Medicaid and American Health Care
Maria Fendrich	Business Analyst	<ul style="list-style-type: none"> A minimum of two (2) years of demonstrated experience in business analysis for a State Medicaid Agency with operations of a similar size to PRMP or a large healthcare provider management organization of a similar size 	<ul style="list-style-type: none"> Maria has over 2 years of demonstrated experience in business analysis for a State Medicaid Agency with operations of a similar size to PRMP through her work with the State of Wisconsin and Puerto Rico Medicaid Program
		<ul style="list-style-type: none"> A minimum of one (1) year of demonstrated experience in Business analysis/project support for a project management office or similar engagement 	<ul style="list-style-type: none"> Maria has over 1 year of demonstrated experience in business analysis/project support for a project management office through her work as a business analyst for the Center for Medicare & Medicaid Services and the Commonwealth of Puerto
		<ul style="list-style-type: none"> A minimum of a bachelor's degree (a bachelor's degree can be replaced with an additional four (4) years related experience) 	<ul style="list-style-type: none"> Maria has a B.B.A. in Actuarial Science and Risk Management and Insurance
		<ul style="list-style-type: none"> At least one (1) Business Analyst proposed must have experience with implementation of a system financial module similar to the scope of the MMIS Phase III implementation (the first project the vendor will be assigned to) 	<ul style="list-style-type: none"> Maria has experience with implementation of a system financial module similar to the scope of the MMIS Phase III implementation through her work in developing a pricing strategy for the University of Washington Medical Center

Non-Key Personnel Profiles

In addition to the key personnel, the following profiles represent the remaining personnel in our organizational chart (including SMEs, Strategic Advisors, Project Managers, and Business Leads/Analysts) and introduces the deep resource pool of qualified and experienced professionals readily available to support and scale on PRMP needs, if necessary.

1. Angel L. Quiñones Cardona, SME

Personnel Name	Role	Bilingual	Years of Experience
Angel L. Quiñones Cardona	SME / Advisor	Yes	26+ years

TOP QUALIFICATIONS

Principal with more than 26 years of consulting experience serving the Government and Public Services (GPS) Industry at Deloitte Consulting. He has led large-scale engagements for the entire system development lifecycle, quality assurance, strategic information systems planning, compliance and operations assessment / improvement engagements. His industry experience has included the delivery of projects for Health and Human Services, Finance & Administration, Homeland Security & Emergency Preparedness, Justice & Public Safety, Transportation, Labor & Human Resources, and Education clients. Angel has led the Electronic Health Records market for the GPS Industry and served as the Lead Consulting Partner for the State of New York. He is currently delivering critical projects in the Commonwealth of Puerto Rico and is the Lead Consulting Partner for the Commonwealth of Puerto Rico, the State of Delaware, and is the Core Business Operations Center Offering Portfolio Lead for our US Delivery Centers.

2. Anoop Pant, PMP, HIE SME

Personnel Name	Role	Bilingual	Years of Experience
Anoop Pant	SME / Advisor	No	20+ years

TOP QUALIFICATIONS

Anoop has 20 years of experience managing large scale solutions for State Governments and is a certified Project Management Professional (PMP). He has worked in several Health and Human Services domains such as Integrated Eligibility, Medicaid Work Requirements, Health Insurance Exchange, Home and Community Based Services, Workforce Development, and Workers' Compensation. Anoop led a team to implement a cloud-based solution for one of the largest Health Information Exchanges in the country. On his latest engagement, Anoop is leading a team to modernize Ohio's Medicaid Enterprise Systems landscape.

3. Geoff Silva, PMP, PMO SME

Personnel Name	Role	Bilingual	Years of Experience
Geoff Silva	SME / Advisor	No	22+ years

TOP QUALIFICATIONS

Geoff has over 22 years of Information Technology experience that includes leading requirements, design, development, and testing teams of various sizes. He has hands-on experience with full product lifecycle development from business strategy formulation through solutions engineering, integration, testing, and maintenance. Geoff has extensive project management experience with object-oriented analysis, design, and development using standard design patterns, methodologies, and tools in enterprise web applications in J2EE environments. He has been

responsible for project planning, risk identification and mitigation, as well as budget tracking and status reporting. He is a certified Project Management Professional (PMP) as well as a Certified Scum Master (CSM).

4. Dr. Kiran Maringanti, IE SME

Personnel Name	Role	Bilingual	Years of Experience
Dr. Kiran Maringanti	SME / Advisor	No	15+ years

TOP QUALIFICATIONS

Kiran Maringanti is a well-established leader with more than 15 years of proven experience in delivering large complex systems integration projects for State Government clients. For the past 9 years, he has been working with CHFS in implementing Deloitte's Health Insurance Exchange, Integrated Eligibility solutions and Health Information Exchange solutions. Kiran brings to CHFS a unique blend of knowledge in Project Management, and Enterprise Application Integration enabling him to drive the successful implementation of modular MEMS. In the past, Kiran has worked with different industries (manufacturing, aerospace, etc.) in streamlining their Supply Chain Operations using Information Technology. Kiran also worked as a research fellow which involved teaching, conducting research and publishing with a focus on Enterprise Application Integration.

5. Jason Reese, MES SME

Personnel Name	Role	Bilingual	Years of Experience
Jason Reese	SME / Advisor	No	xx+ years

TOP QUALIFICATIONS

Jason Reese has over 15 years of experience focusing on the design, development, and implementation of systems modernization projects for the Health and Human Services industry, specifically for Medicaid programs. Jason has held key positions on projects, most recently serving as the Project Manager for the Montana MPATH Systems Integration Services Module project, Project Manager for the Wyoming WINGS SI/ESB project, and the Project Manager for the Montana CHIMES EA integrated eligibility project. These roles have helped Jason develop expertise in Human Services and State Health Technology policies and business processes and an understanding of the integration of business and technology to deliver business efficiencies for program delivery and increased accuracy of benefit determinations for state government clients. Project experience has allowed Jason to develop excellent communication and leadership skills and a strong technology knowledge base, which he has used to deliver exceptional client service

6. Michael Melendez, MES SME (Subcontractor)

Personnel Name	Role	Bilingual	Years of Experience
Michael Melendez	SME / Advisor	Yes	23+ years

TOP QUALIFICATIONS

Michael Melendez brings over 23 years of experience in working with a variety of state and US Territory Medicaid programs. Michael specializes in the differences between how the federal Medicaid programs regulations are different for the US Territories and the impact these differences have for the health care systems as well as the US citizens that reside there. He currently works with Deloitte to assist Puerto Rico to meet all 13 of the requirements included in U.S.P.L. 116-94. Additionally, Michael is the former Associate Regional Administrator in the Division of Medicaid and Children's Health Operations (DMCHO) in the New York Regional Office of the Centers for Medicare & Medicaid Services Consortia for Medicaid and Children's Health Operations, where he provided leadership to the federal team in the oversight of State agencies in program development, implementation, and maintenance, monitoring and financial reporting of federal finances and execution of state agency activities regarding Medicaid, the Children's Health Insurance Program (CHIP) and the Affordable Care Act (ACA).

7. John Guhl, MES SME (Subcontractor)

Personnel Name	Role	Bilingual	Years of Experience
John Guhl	SME / Advisor	No	25+ years

TOP QUALIFICATIONS

John is an experienced consulting professional, bringing over 25 years of industry experience to Medicaid projects. John currently works with Deloitte to assist Puerto Rico to meet all 13 of the requirements included in U.S.P.L. 116-94. Prior to consulting, John was the Financial Branch Manager for CMS Region II, where he supervised 18 staff directly in the financial oversight of New York, New Jersey, Puerto Rico and U.S. Virgin Islands Medicaid and Children's Health Insurance Programs (CHIP). In his role he was responsible for the review and approval of the quarterly financial reports (CMS-64, CMS-37, CMS-21 and CMS-21B); review of all state plan and waiver amendments; developing, monitoring and scoring staff performance; issuing deferring unsupported federal funds / disallowing unallowable federal funds; resolve OIG audits and single state audits (A-133); and much more. These efforts brought Puerto Rico an additional

\$200 million and U.S. Virgin Islands an additional \$20 million (during the period under review, USVI's annual federal allotment was \$12M).

8. Olga M. Pico-Fazzi, PMP, Project Manager



Personnel Name	Role	Bilingual	Years of Experience
Olga M. Pico-Fazzi, PMP	Project Manager	Yes	30+ years

TOP QUALIFICATIONS

Olga is an experienced and certified Project Manager, exposed to diverse fields, such as healthcare in the public and private sectors, medical patient records, insurance, billing, and extensive experience within banking areas such as: Operations, Marketing and Finance. Olga has gathered experience managing MES projects for a large healthcare company. Additionally, she has extensive experience in re-engineering analysis or assessment of operational procedures and in the design of new and improved workflow systems for optimum efficiency and productivity. She is also an experienced System Information Professional with strong exposure from large to small-scale information systems database administration and networks.

9. Atul Mehta, Business Lead/ SME

Personnel Name	Role	Bilingual	Years of Experience
Atul Mehta	Business Lead/ SME	No	13+ years

TOP QUALIFICATIONS

Atul is a Functional/Technology Senior in System Integration practice and is focused on public sector/state governments. He has more than 10 years of experience in healthcare IT, financial services and specializes in MMIS and IE systems. Along with the implementation experience he also brings with him an understanding of project assessment to enable teams to make timely and informed decisions based on well researched recommendations. Atul is an outcomes-based resource and has focused on CMS certification, Quality Assurance (QA) and Independent Verification and Validation (IV&V) having worked with multiple states. Atul is currently leading a team assisting a key state government client with their Management Administrative Reporting Subsystem (MARS) UAT.

10. Albamarie Cordero, Business Analyst



Personnel Name	Role	Bilingual	Years of Experience
Albamarie Cordero	Business Analyst	Yes	8+ years

TOP QUALIFICATIONS

Albamarie has over 8 years of demonstrated experience in the IT and services industry. She is skilled in Strategy Enablement, Process Optimization, and Systems Implementation through strong Analysis and Project Management skills. She has experience as a business analyst gathering requirements and performing business assessments for MES/MMIS projects. Albamarie has worked in complex transformations, including ERP, HRIS, and WMS implementations, as well as software development. Albamarie holds a Bachelor's in economics and MBA with experience in financial, healthcare insurance, and supply chain industries.

11. Kyhara Aguilera, Business Analyst



Personnel Name	Role	Bilingual	Years of Experience
Kyhara Aguilera	Business Analyst	Yes	1+ year

TOP QUALIFICATIONS

Kyhara is currently an advisory consultant supporting the Commonwealth of Puerto Rico Department of Health (PRDOH) in the effort to comply with 13 Congressional Requirements and implement a Medicaid enterprise with structures for robust contract oversight, program integrity, and data transparency. She is currently spearheading the development of Payment Error Rate Measurement (PERM) and Medicaid Eligibility Quality Control (MEQC) preparatory plans for the upcoming CMS cycles designing training materials, workstream workplans, kick-off decks, roadmaps, and Standard Operating Procedure (SOP) program guides as well as managing PMO reporting, tracking, and collaboration tools: daily action items tracker, weekly/monthly progress reporting, plans and milestone requirement tracker, client meetings coordination, onboarding, and newsletters.

12. Sadruddin Ali, PMP, Project Manager

Personnel Name	Role	Bilingual	Years of Experience
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Sadrudin Ali	Project Manager	No	20+ years
TOP QUALIFICATIONS			

Sadrudin has 20+ years of experience in project management, technology transformation, business process reengineering, technology strategy, and data management for large scale global implementation in Government and Public Services (GPS) and Financial industries. He has experience in leading PMO for multi-vendor, complex, and large-scale healthcare projects. He also led implementation of multiple large healthcare projects as Project Manager and is very proficient with all aspects of system development life cycle (SDLC). In addition, Sadrudin brings his experience of Puerto Rico as he was the project manager for the PR COR3 project. Sadrudin is also PMP certified from the Project Management Institute (PMI).

13. Devon Briggs, PMP, Project Manager

Personnel Name	Role	Bilingual	Years of Experience
Devon Briggs	Project Manager	No	10 years
TOP QUALIFICATIONS			

Devon Briggs brings 10 years of public sector experience in areas of project management, Medicaid, and strategic planning. Recently, Devon was the Deputy Project Manager in Puerto Rico overseeing 140 Deloitte team members across a variety of workstreams in support of GRP disaster recovery efforts. Devon's Medicaid experience includes working on a statewide MMIS implementation, assisting a State Medicaid agency in developing a \$1B program for a specialized population, and providing program management to a State Medicaid agency to support the Administration's strategic policy initiatives. Devon is PMP certified and holds an MBA in Healthcare Administration.

14. Rashmi Pathak, PMP, Project Manager

Personnel Name	Role	Bilingual	Years of Experience
Rashmi Pathak	Project Manager	No	12+ years
TOP QUALIFICATIONS			

Rashmi Pathak has 12+ years of experience implementing systems integration and transformation projects for Public Sector, State and Government clients. She has deep expertise in managing diverse teams through the entire systems development life cycle. She has extensive experience leading business development efforts for public sector clients, including Maryland, Rhode Island, Massachusetts, Alabama, Kentucky, Illinois and Washington DC. She has deep expertise and hands-on experience managing IT projects and all phases of the systems development lifecycle, including but not limited to Business Process Redesign, Requirements Management, Change Management, Reporting, System Design, Testing, Training and Implementation. She also has experience managing projects implementing Agile development methodology. She is PMP certified and has successfully applied and demonstrated her Project Management and Client Management skills across various projects and industries. She has managed a wide range of Educational, HealthCare, Marketing and Management Projects.

15. Kirk Blackmon, PMP, Project Manager



Personnel Name	Role	Bilingual	Years of Experience
Kirk Blackmon	Project Manager	Yes	20+ years
TOP QUALIFICATIONS			

Kirk has more than 20 years of experience in the public sector, focused on government health care consulting, business development, and Medicaid Enterprise Systems implementation. He is PMP certified and brings a strong technical background, rooted in state government system integration and MES projects, where he has consistently and effectively utilized the standard principles and guidelines of the *PMBOK® Guide* for managing projects.

Most recently, Kirk has led the integration team for the state of Montana MES system integration project, leveraging his robust industry experience and functional knowledge to monitor progress, deliver innovative solutions, and coordinate with state agencies throughout the Medicaid Enterprise Systems implementation.

16. Kasi Malla, Business Lead

Personnel Name	Role	Bilingual	Years of Experience
Kasi Malla	Business Lead	No	10 years
TOP QUALIFICATIONS			

Kasi has over ten years of experience in implementing Data warehousing and Business intelligence applications. He has been a project manager, data integration lead, quality assurance lead and operations and support lead during the strategic assessment and implementation of various enterprise data warehouses. He has worked in Healthcare & Lifesciences and Energy sector.

17. Abel Montes, Business Lead



Personnel Name	Role	Bilingual	Years of Experience
Abel Montes	Business Lead	Yes	14 years

TOP QUALIFICATIONS

Abel Montes-Aldarondo is a Project Delivery Manager in the Crisis Management practice in Puerto Rico. Abel has over 14 years of experience leading a variety of crisis recovery, and audit and risk-related engagements. Among his professional contributions, Abel had a multifaceted role overseeing the design and implementation of policies and procedures, organizational design, financial process establishment, and compliance monitoring for a key state recovery organization in Puerto Rico. In addition, he has led multiple internal and external audits, IT risk assessments, cyber and information security assessments, project governance and other IT-related consulting services for multinational organizations in the Government & Public Services; Healthcare; Consumer; and Financial Services industries in the United States and Puerto Rico. Abel's experience includes regulations, standards, and leading practices pertaining to Titles 2 and 44 of the Code of Federal Regulations, Sarbanes-Oxley Act, SSAE 18/SSAE 16/SAS 70, COSO, and ISO 27001/27002.

18. Daniel Sylvester, Business Lead

Personnel Name	Role	Bilingual	Years of Experience
Daniel Sylvester	Business Lead	No	15 years

TOP QUALIFICATIONS

Dan has fifteen years of experience in the areas of training, large-scale system implementation and information systems adoption in an agile environment, change management, project planning, and project management. He has served in a variety of professional environments and collected a broad range of skills in financial analysis and management consulting. He possesses a strong understanding of operational organization, end-user training, change management, and process development and documentation. Dan's previous clients included the Centers for Medicare and Medicaid Services.

19. Cassie Leggiero, Business Lead

Personnel Name	Role	Bilingual	Years of Experience
Cassie Leggiero	Business Lead	No	10+ years

TOP QUALIFICATIONS

Cassie is an experienced human capital consultant with over 10 years of experience in organizational change management, human centered design and leadership training for state governments. This includes working closely with large scale technology implementations throughout the entire system development life cycle to develop training and operational support. She is passionate about her work within public sector and has thoroughly enjoyed working for health and human service and workforce clients in Kentucky, Pennsylvania, Virginia, and Ohio. She has experience as a Change Management lead including communications, change agent and training workstreams.

20. Pedro Rodriguez, PMP, Business Analyst



Personnel Name	Role	Bilingual	Years of Experience
Pedro Rodriguez	Business Analyst	Yes	2+ years

TOP QUALIFICATIONS

Pedro is a Project Manager with experience in Strategic Planning, Crisis Management, Process Improvement, Sourcing to Pay (S2P), Project Management, and System Engineering. Pedro recently supported the State-wide Puerto Rico Procurement Centralization by designing the requirements for a Technological Implementation, by designing the Space

Plan of the new building of the agency, by implementing Project Management leading practices on the execution of the Strategic Sourcing plan, and by assessing and providing process improvement solutions to the centralized Requisitioning and Purchase Order processes. He brings to bear this experience as we evaluate Contracts and Contracting Reform for PRMP.

21. Federico Evangelista, Business Analyst

Personnel Name	Role	Bilingual	Years of Experience
Federico Evangelista	Business Analyst	No	2+ years

TOP QUALIFICATIONS

Federico has over two years of experience as a Business Technology Analyst with a background in agile methodology. Federico’s project experience includes leading client demos, managing Kanban boards, testing applications, creating project instructions and documentation, and communicating with clients daily.

22. Kyriakos Sotos, Business Analyst

Personnel Name	Role	Bilingual	Years of Experience
Kyriakos Sotos	Business Analyst	No	7+ years

TOP QUALIFICATIONS

Kyriakos has over 7 years of technology consulting experience, focusing on health and human services engagements. This experience has involved supporting state agencies with implementations for Medicaid Enterprise Solutions, Integrated Eligibility systems, and Health Insurance Exchanges. As a release manager and functional lead, Kyriakos has led teams through large-scale implementation efforts in various workstreams. Kyriakos possesses strong client relationship, communication, and leadership skills, as well as the ability collaborate effectively within large teams across modules and tracks.

23. Alexandra Soto Jimenez, Business Analyst  

Personnel Name	Role	Bilingual	Years of Experience
Alexandra Soto Jimenez	Business Analyst	Yes	7+ years

TOP QUALIFICATIONS

Alexandra is a Senior Consultant with experience working for both Government and Private sector clients, specializing in IT Strategy. Alexandra has 7 years of experience in IT strategy definition and enablement, process re-engineering and software procurement and implementation. She is originally from Puerto Rico and has been supporting the Government of Puerto Rico engagements since 2018, within her role Alexandra frequently engages with key stakeholders and has helped develop key client relationships. Alexandra holds a bachelor’s degree of Science in Business Management from Babson College, focused on Entrepreneurship and Economics.

24. Anna Cordero-Boyle, Business Analyst  

Personnel Name	Role	Bilingual	Years of Experience
Anna Cordero-Boyle	Business Analyst	Yes	3+ years

TOP QUALIFICATIONS

Anna is a Health Technology Consultant with experience in Organizational Change Management. Anna joined Deloitte in February 2019. Prior to Deloitte, Anna’s professional experience included Project Management and Organizational Change Management. Anna has a Bachelor of Science in Business Administration from Duquesne University with a concentration in Marketing and Supply Chain Management. Anna’s first engagement at Deloitte was supporting project management in the Department of Treasury in the Government of Puerto Rico. As a native Spanish speaker, within her

role Anna frequently engaged with key stakeholders and developed key client relationships. In her latest role, Anna is responsible for leading organizational change management activities for a Massachusetts state agency within the Executive Office of Health and Human Services.

25. Pedro Rizo, Business Analyst 

Personnel Name	Role	Bilingual	Years of Experience
Pedro Rizo	Business Analyst	Yes	2+ years

TOP QUALIFICATIONS

Pedro has over two years’ experience in EHR implementations with state governments as part of the Project Management and testing teams. His project work has included project management, testing support, and managing of the Jama and Jira testing tools. Prior to Deloitte, he conducted research in robotic systems such as UAS (Unmanned Aerial Systems) and in Machine Learning related theories and algorithms. Pedro holds a Master of Science in Engineering in Systems Engineering with a focus in Data Science and a B.S. in Electrical Engineering with a focus on Robotics.

26. Veronica Hahn, Business Analyst  

Personnel Name	Role	Bilingual	Years of Experience
Veronica Hahn	Business Analyst	Yes	2+ years

TOP QUALIFICATIONS

Veronica is an accomplished Project Management professional with a combination of project scheduling, project controls and project management expertise. She is knowledgeable and resourceful with a comprehensive and diverse background of project management experiences. She has worked in the Aerospace, Defense, Railway Transportation and manufacturing fields on major projects that value from \$2M to an excess of \$2B.

27. Adriana Umana-Lizano, Business Analyst 

Personnel Name	Role	Bilingual	Years of Experience
Adriana Umana-Lizano	Business Analyst	Yes	5+ years

TOP QUALIFICATIONS

Adriana is an Industrial Engineer with experience in IT Project and Change Management related roles, customer relationship and consumer goods marketing; she’s oriented to provide a great experience to customers through process analysis and improvement and creative thinking. Furthermore, she enjoys working with her team in improving their satisfaction and well-being, bringing successful results to both companies and employees.

28. Norberto Sanchez, Business Analyst  

Personnel Name	Role	Bilingual	Years of Experience
Norberto Sanchez	Business Analyst	Yes	12+ years

TOP QUALIFICATIONS

Norberto is a skilled professional who takes a process driven approach to enhance customer satisfaction by collaborating with business stakeholders, conducting root cause analysis, and applying continuous improvement methods to optimize operational efficiency. He is adept at managing multiple projects simultaneously and bringing them to a timely completion while maintaining high quality standards. With over 12 years of experience working in the healthcare industry, Norberto is familiar with the constant fluctuating of requirements and competing priorities.

29. Wanda Sanabria, Business Analyst  

Personnel Name	Role	Bilingual	Years of Experience
Wanda Sanabria	Business Analyst	Yes	25+ years

TOP QUALIFICATIONS

Wanda Sanabria is a seasoned Software Quality Assurance and Project Management professional. Wanda has experience as a Business Analyst and in resource management and staffing, and 25 years of experience in the IT Industry overall. Her biggest passion is an exceptional ability to collaborate across organizations, manage on and off-site staff across multiple locations, and work effectively with multi-functional teams to achieve and sustain high-quality services and product delivery consistency. Wanda holds a Top Secret Clearance and an IRS Public Trust Security Clearance. She is currently serving as the Engagement Data Manager (EDM) for an IRS contract.

30. Sharia Spells, Business Analyst

Personnel Name	Role	Bilingual	Years of Experience
Sharia Spells	Business Analyst	No	15+ years

TOP QUALIFICATIONS

Sharia Spells is an experienced change management professional with an aptitude for communications strategy, organizational culture transformation, and training strategy and delivery. Sharia is passionate about Diversity, Equity, and Inclusion and connects people through genuine interactions where everyone feels a sense of belonging and purpose. Sharia improves client employee work performance through the development and delivery of internal and external communications.

31. Shannon Burrows, Business Analyst

Personnel Name	Role	Bilingual	Years of Experience
Shannon Burrows	Business Analyst	No	10 years

TOP QUALIFICATIONS

Shannon Burrows is a highly dedicated transformational leader, writer, creative change agent, and speaker skilled in change management and creative problem-solving. A Human Capital Organization Transformation Senior Solution Specialist, Shannon applies her Master of Science degree in Creativity Studies and Change Leadership and experience in software quality assurance to drive quality deliverables and solutions to her clients. Her energy, attention to detail, and education in psychology enable Shannon to collaborate with diverse teams and projects.

32. Joe O'Hannigan, Business Analyst 

Personnel Name	Role	Bilingual	Years of Experience
Joe O'Hannigan	Business Analyst	Yes	25+ years

TOP QUALIFICATIONS

Joe has experience in strategic planning, organizational change management, strategic communications, workforce transition, client relationship management, talent management, and leadership development. Joe has a focus in stakeholder engagement, strategic planning, and effective change management to actualize the improvements required to fully attain his clients' goals. He possesses strong analytical and problem-solving skills, and he has proven to be an effective communicator, team leader, and advisor to senior-level clients.

33. Pooja Pandey, Business Analyst

Personnel Name	Role	Bilingual	Years of Experience
Pooja Pandey	Business Analyst	No	5+ years

TOP QUALIFICATIONS

Pooja has over 5 years of experience as a knowledgeable IT Test Engineer with a focus on performing quality control activities for Medicare Enterprise Services (MES). His areas of expertise include creating well-structured test plan, test strategy and execution plan and has strong knowledge on Load Runner Enterprise (LRE), Web Services testing, Extract Transform and Load (ETL) and Master Data Management (MDM) testing, developing automation scripts using Unified Functional Testing (UFT) and Selenium. Pooja is well versed with Agile Scrum and Hybrid models and in-depth understanding of SOA Testing and Methodologies.

Key Personnel References

The following table details the requested contact and project information for each of the key staff. Each proposed key staff has two (2) references that can attest to the skills and qualifications necessary for each role.

References: Sally Fingar

Table 24: Key Personnel Reference Form: Sally Fingar

Key Personnel Reference Form: Sally Fingar					
Key Personnel Name:	Sally Fingar		Proposed Role:	Account Manager	
Reference 1					
Client Name:	Wisconsin Department of Health Services		Client Address:	Wisconsin	
Contact Name:	Jim Jones		Contact Title:	Retired Medicaid Director	
Contact Phone:	609-669-0729		Contact Email:	jim.jones@jjonesconsult.com	
Project Name:	Two Projects for Wisconsin Department of Health Services working with Jim Jones: (1) Medicaid Rate Reform Project and (2) Medicaid Management Information System Replacement		Start Date:	02/2005	End Date: 09/2009
<p>Project 1 Description: The State of Wisconsin, Department of Health Services undertook a Medicaid Rate Reform project to identify more than \$415M All Funds (\$136.6 GPR) in savings over the State biennium (SFY 10 & SFY 11). The Rate Reform project needed to address the short term need to achieve the savings target but to also set the stage for addressing long-term reform initiatives. Project goals included: Using a team approach to engage Provider Associations and Advocacy Groups in recommendations to improve Medicaid program performance; Aligning payment structures to provide incentives for successful health outcomes and build on Medicaid quality improvement efforts; Encouraging value-driven health care, incentive based policies and procedures by reducing utilization of discretionary, low-value health care services and increasing access to necessary high-value health care services; Reducing or eliminating payments for errors, complications, and less cost effective procedures; Ensuring no one Provider group is singled out for rate reductions and all Provider groups are part of the budget solution; and implementing reform without being overly disruptive for Members, Providers, and Managed Care Organizations</p> <p>Project 2 Description: The State of Wisconsin, Department of Human Services began the design, development, and implementation of a new Medicaid Management Information System (MMIS) and Fiscal Agent operations. The new MMIS replaced a legacy MMIS that had been in operation for more than 20 years. Deloitte was contracted by the Department to act as the State's Quality Assurance, Project Management, and Technical Advisor during the implementation.</p> <p>Project 1 Role: Project Manager responsible for day-to-day client relationship and coordinating all project activities. Developed project work plan, provided biweekly status report on project activities for the Medicaid CFO and Medicaid Director. Assisted in facilitating advisory group meetings with Providers, Advocates, and HMO CEOs. Collected and kept track of more than 500 ideas generated, coordinated analysis process that looked at spend, impact to Members, policy and State Plan Amendment changes, and system impacts. Develop web survey deployed to more than 30,000 Provider mailboxes and available to the Public on the Department's website. Project has resulted in achieving savings target and preparing a roadmap for implementation of short term savings and long term reform ideas.</p> <p>Project 2 Role:</p>					

Key Personnel Reference Form: Sally Fingar

Project Manager responsible for a team of 15 persons acting as the State's Quality Assurance and Project Management vendor for the implementation of a new MMIS. The new MMIS included all functions to process claims and manage members that receive Medicaid and other State Health Program assistance. Responsibilities included serving as DHS' point of contact and managing the overall Deloitte Project team. Reviewed all vendor Project Management deliverables (work plan, risk plan, issue management, scope control) to requirements, design, development, testing, and implementation deliverables. Deliverables included Joint Application Design (JAD) documentation, General and Detailed System Design documents, Risk Management Plans, Provider Communication Plans, and Testing Results. Prepared Advanced Planning Document (APD) updates for submission to CMS by the State. Facilitated weekly status meetings with the State and participated in weekly status meetings with the implementation vendor. Prepared biweekly status reports to the State Project Manager and Monthly executive status reports to DHS executive management including the Medicaid Director and Department Secretary. The Deloitte team was responsible for planning and executing the User Acceptance Testing of the new MMIS which included preparing work plans, writing and executing more than 8,000 test cases, preparing status reports on testing metrics, and overseeing more than 30 State testing resources. Played a significant role with implementation planning including cutover plans, readiness checklists, and logistical preparation for go-live activities. The new MMIS was successfully implemented in November 2008.

Reference 2

Client Name:	Oregon Department of Human Services (ODHS)	Client Address:	Oregon
Contact Name:	Kim Fredlund	Contact Title:	Retired Eligibility Transformation Director
Contact Phone:	503-851-2606	Contact Email:	Fredlund2@comcast.net
Project Name Oregon ONE System Implementation (Integrated Medicaid, SNAP, TANF and Employment Related Day Care Eligibility System)	Start Date: 10/2016	End Date:	MM/YYYY

Project Description:
Oregon Department of Human Services (ODHS) engaged Deloitte to design, develop and implement a new Integrated Eligibility system to support human and social services programs. The system was successfully implemented statewide in March 2021 to more than 4,000 end users and serves more than 1.4 individuals across critical safety-net programs (Medicaid, SNAP, TANF, and Employment Related Day Care). The project is currently in the Maintenance and Operations (M&O) Phase.

Project Role and Responsibilities:
As the Business Operations Implementation Services Project Manager, responsible for leading and executing business operations readiness activities for the new Medicaid and other Human Services Integrated Eligibility System. Operations readiness activities included the development of new business processes and work models in response to a new integrated technology system; development and execution of communications related to the system rollout; development and implementation of an adoption framework to respond to change management needs as a result of data; development and rollout of readiness checklists focused on seamless operations day 1 of go-live. In addition to the specific Business Operations Services, Sally was responsible for Weekly status reporting to project leadership, reporting to Executive Steering Committee and responsible for the development, quality, and submission of more than 15 deliverables.

References: Gilberto (Tito) Torres

Table 25: Key Personnel Reference Form: Gilberto (Tito) Torres

Key Personnel Reference Form: Gilberto (Tito) Torres					
Key Personnel Name:	Contact Name:	Gilberto Torres	Proposed Role:	Lead Project Manager	
Reference 1					
Client Name:	Commonwealth of Kentucky – Cabinet for Health and Families	Client Address:	275 E. Main St. Frankfort, KY 40621		
Contact Name:	Jennifer Harp	Contact Title:	IT Executive Advisor		
Contact Phone:	502.320.9094	Contact Email:	Jennifer.harp@ky.gov		
Project Name: Kentucky Health		Start Date:	08/2017	End Date:	01/2019
Project Description: Kentucky Health which entailed the implementation of Kentucky’s Section 1115 Waiver is referred to as Kentucky HEALTH: Helping to Engage & Achieve Long Term Health					
Project Role and Responsibilities: Gilberto was one of the PMO leads for the engagement serving as liaison between the Engagement Project team and the Engagement client leadership. Gilberto lead the establishment of the PMO and its management during the engagement.					
Reference 2					
Client Name:	Central Office for Recovery Reconstruction and Resiliency for Puerto Rico – COR ³	Client Address:	Suite 210 50 State Road #165 Buchanan Sector, Amelia Industrial Park Guaynabo, PR 00968		
Contact Name:	Sebastian Batista Bustelo	Contact Title:	Closeout Director		
Contact Phone:	787.642.1954	Contact Email:	sbatista@cor3.pr.gov		
Project Name: COR3 Closeout		Start Date:	03/2018	End Date:	Present
Project Description: COR3 manages the reconstruction, recovery and resiliency efforts for PR for the recovery of Hurricane Irma, Maria, Earthquakes and COVID 19. The agency performs all of the Grant Management functions for FEMA Recipient and Subrecipients including Grant Closeouts.					
Project Role and Responsibilities: Deloitte works with COR3 to perform PW closeouts and Gilberto leads PMO efforts for the engagement.					

References: Carlos Cruz

Table 26: Key Personnel Reference Form: Carlos Cruz

Key Personnel Reference Form: Carlos Cruz					
Key Personnel Name:	Contact Name:	Carlos Cruz	Proposed Role:	SME	
Reference 1					
Client Name:	Puerto Rico Medicaid Program	Client Address:	San Juan, PR		
Contact Name:	Ricardo Colon Padilla	Contact Title:	Ex-Director of Medicaid Puerto Rico		
Contact Phone:	787.630.2555	Contact Email:	rcolonpadilla@gmail.com		
Project Name: PRMMIS		Start Date:	04/2013	End Date:	12/2016
Project Description: MMIS Implementation					
Project Role and Responsibilities: MMIS Project Coordinator and Financial Point of Contact					
Reference 2					
Client Name:	NTT Data	Client Address:	El Paso TX		
Contact Name:	Kevin Swihart	Contact Title:	Deputy Project Manager/ Sr. Technical Consultant		
Contact Phone:	816.714.9503	Contact Email:	swihartkc@gmail.com		
Project Name: PRMMIS Phase 1 & 2 IV&V Enrollment & Eligibility IV&V		Start Date:	01/2017	End Date:	12/2019
Project Description: PRMMIS Phase 1 & 2 implementation Enrollment & Eligibility implementation					
Project Role and Responsibilities: IV&V consultant for the Puerto Rico Enrollment & Eligibility System IV&V consultant for the PRMMIS system implementation					

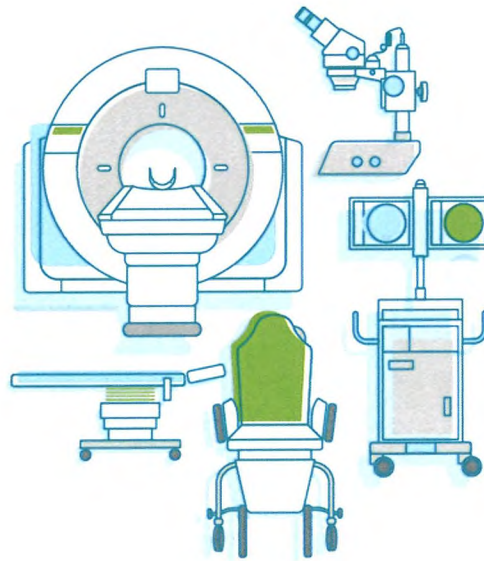
References: Maria Fendrich

Table 27: Key Personnel Reference Form: Maria Fendrich

Key Personnel Reference Form: Maria Fendrich					
Key Personnel Name:	Contact Name:	Maria Fendrich	Proposed Role:	Business Analyst	
Reference 1					
Client Name:	Common Ground Health Care	Client Address:	120 Bishops Way Ste 150, Brookfield, WI 53005		
Contact Name:	Brian McDonald	Contact Title:	Chief Business Development Officer		
Contact Phone:		Contact Email:	Bmcdonald@commongroundhealthcare.org		
Project Name: Value Based Contracting	Start Date:	08/2021	End Date:	11/2021	
Project Description: Aiding CGHC to assess and develop value-based contracts with varying provider partners					
Project Role and Responsibilities: Developed an excel model to illustrate the potential financial impact of a value-based agreement for a health plan. Also articulated nuanced components of the contract in a concise manner to the client's CEO and leadership team, leading the client to be comfortable in Deloitte's recommendations.					
Reference 2					
Client Name:	University of Washington Medicine	Client Address:	S Lake Union N-134, Seattle, WA 98195		
Contact Name:	Doug Forbes	Contact Title:	Analyst, Chargemaster Operations		
Contact Phone:		Contact Email:	dforbes@uw.edu		
Project Name: FY23 Strategic Pricing	Start Date:	11/2021	End Date:	02/2022	
Project Description: Benchmark current prices and create pricing strategy for next fiscal year, delivering final prices and revenue model					
Project Role and Responsibilities: Owned key deep-dive analyses that led to informed, strategic pricing decisions for a provider client. Effectively communicated complex analytics in a simple manner to the Director of Pharmacy and pricing team. Helped lead to a projected \$30M in net revenue while maintaining the client's compliance and enterprise goals regarding price transparency.					

Attachment E: Mandatory Requirements Attestation

This section will provide instructions to vendors to respond to mandatory requirements as an attachment titled **Attachment E: Mandatory Requirements**.



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

1. Mandatory Requirements

Instructions: The mandatory requirements must be met by the vendor as a part of the submitted proposal. Failure on the part of the vendor to meet any of the mandatory requirements may result in their disqualification of the proposal at the sole discretion of PRMP. The term "must" stipulates and identifies a mandatory requirement. The vendor is to demonstrate compliance with mandatory requirements in their proposal. If the vendor's proposal meets the mandatory requirements, the vendor's proposal may be included in the cost evaluation of this RFO. For mandatory requirements that involve documentation, vendors should include that documentation with their technical proposal. Any documentation for mandatory requirements not supplied with their technical proposal must be submitted before contract execution. When appropriate, the vendor's proposal must provide narrative responses addressing the area listed below:

1. The vendor must provide the right of access to systems, facilities, data, and documentation to PRMP or its designee to conduct audits and inspections as is necessary.

Response: Deloitte can provide such access to project specific systems, data and documentation to PRMP or its designee to conduct audits and inspections as necessary at mutually agreeable times.

2. The vendor must support PRMP's requests for information in response to activities including, but not limited to:

- a. Compliance audits
- b. Investigations
- c. Legislative requests

Response: Deloitte can support the PRMP requests for information in response to the activities mentioned above, and that fall within the anticipated scope of services or as otherwise agreed.

3. The vendor must provide authorization from a parent, affiliate, or subsidiary organization for the PRMP to have access to its records if such a relationship exists that impacts the vendor's performance under the proposed contract.

Response: There are no such relationships that exist that would impact the performance under the proposed contract, except in cases where Deloitte Consulting may use an affiliate as a subcontract to provide services. In such a case the access clauses of the resulting contract would apply to the affiliate.

4. The vendor must agree to comply with current and future PRMP and federal regulations as is necessary to support this RFO

Response: Deloitte will comply with any applicable current and future PRMP and federal regulations in our support to establish the Enterprise Program Management Office, as may exist at the time of this proposal or as evaluated through change control.

5. The vendor must help ensure that all applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 United States Code (U.S.C.) §794d, and 36 Code of Federal Regulation (CFR) 1194.21 and 36 CFR 1194.22.

Response: Deloitte certifies that applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with Section 508 of the Rehabilitation Act of 1973, as amended by 29 U.S.C. §794d. Deloitte also certifies that applications inclusive of internet, intranet, and extranet applications associated with this contract are compliant with 36 CFR Part 1194.21 Software Applications and Operating Systems and with 36 CFR 1194.22 Web-Based Intranet and Internet Information and Applications.

6. The vendor must perform according to approved SLAs and identified KPIs with associated metrics in the areas listed in Appendix 2: Service-Level Agreements and Performance Standards.

Response: Deloitte plans to comply with the SLA performance requirements in the delivery of the required services, as may be clarified during negotiations of the resulting contract.

7. The vendor must initially submit and then update deliverables as is detailed within the RFO, as is necessary for project success, and at the request of PRMP.

Response: Deloitte agrees to submit and update as necessary the deliverables as detailed within the RFO.

8. The vendor must submit updated deliverables for PRMP's approval based on the Project Schedule and Work Plan.

Response: Deloitte will submit updated deliverables for PRMP's approval as outlined in the Project Schedule and Work Plan.

9. The vendor must provide a drug-free workplace, and individuals must not engage in the unlawful manufacture, distribution, dispensation, possession, abuse, or use of a controlled substance in the performance of the contract. (Drug-Free Workplace Act of 1988)

Response: Deloitte will comply with maintaining a drug-free workplace and our individuals will not engage in any unlawful activities.

10. The vendor must comply with federal Executive Order 11246 related to Equal Employment Opportunity Act, the Clean Air Act, and the Clean Water Act.

Response: Deloitte will comply with the applicable federal laws and regulations outlined in RFO in the performance of this contract, including the following:

- Executive Order 11246 related to Equal Employment Opportunity
- Clean Air Act
- Clean Water Act

11. The vendor must perform all work associated with this contract within the continental United States (U.S.) or U.S. Territories.

Response: Whether our staff members work onsite or remote to support the project our staff members will work within the continental U.S. or U.S. Territories. When our Key Staff members are working onsite, our team will continue to use the office space provided by PRMP.

12. The vendor must serve as a trusted partner to PRMP and represent PRMP's interests in all activities performed under the resulting contract.

Response: Deloitte will serve as a trusted partner to PRMP and will represent PRMP's interest in all activities performed during the duration of contract as may be appropriate for our designated role.

13. The vendor must serve as a trusted partner to MES Vendors in alignment with the requirements set forth in this RFO.

Response: Deloitte will serve as a trusted partner to MES vendors as detailed in the requirements set forth in this RFO as may be appropriate for our designated role.

14. The vendor must, at a minimum, include the standard invoice package contents for PRMP, including, but not limited to:

- An authorized representative of the contracted party must sign an itemized description of services rendered for the invoice period. Additionally, the vendor must include a written certification stating that no officer or employee of PRMP, its subsidiaries, or affiliates, will derive or obtain any benefit or profit of any kind from this vendor's contract. Invoices that do not include this certification will not be paid
- Provide PRMP with a summary, for time and materials related costs, of hours for services rendered inside and outside Puerto Rico as well as outside Puerto Rico for each vendor resource
- Provide PRMP with a list of all deliverables and project services completed within an invoice period, as well as evidence that the PRMP has accepted and approved the work
- Provide PRMP with three (3) physical and one (1) electronic invoice packages in support of the PRMP's review and approval of each invoice
 - Invoice Package #1 – Original Signature
 - Invoice Packages #2 - #3 – Hard Copy
 - Invoice Package #4 – Electronic

Response: Deloitte will, at minimum, include the standard invoice package content for PRMP as described in this RFO.

15. The vendor must use industry-standard project management standards, methodologies, and processes to help ensure the project is delivered on time, within scope, within budget, and in accordance with PRMP's quality expectations. PRMP utilizes the Project Management Institute® (PMI®) Project Management Body of Knowledge (PMBOK®) methodology.

Response: Deloitte will use industry standard project management standards, methodologies and practices as a vendor to PRMP. Please refer to Attachment F: Response to Statement of Work Sections 1: Approach to Scope and Requirements Management and Expertise, Section 3: Approach to Time and Schedule Management and Expertise & Section 6: Approach to Budget and Cost Management and Expertise, for in depth details of compliance with the PMBOK methodology.

16. The vendor must provide increased staffing levels if requirements, timelines, quality, or other standards are not being met, based solely on the discretion of and without additional cost to PRMP.

In making this determination, PRMP will evaluate whether the vendor is meeting deliverable dates, producing quality materials, consistently maintaining high quality and production rates, and meeting RFO standards without significant rework or revision.

Response: Deloitte will staff the pursuit of establishing and Enterprise Project Management Office to effectively meet requirements, project deadlines, quality metric and quality deliverables accordingly. Our approach to staffing the initiative is outlined in Attachment D: Project Organization and Staffing. Any increase in staffing levels will be discussed with PRMP and evaluated via project change control. In the event the above requirements are not being met, we plan to adjust staffing levels as necessary to meet our commitments.

17. The vendor must agree that PRMP retains ownership of all data, procedures, applications, licenses, and materials procured or developed during the contract period.

Response: Per the terms of the resulting contract, Deloitte agrees that PRMP will retain ownership of the above mentioned work products procured and/or developed during the contract period, as may be clarified for any third party or pre-existing work products.

18. The vendor must provide evidence that staff have completed all necessary forms prior to executing work for the contract.

Response: We agree to provide evidence of completion of all necessary forms prior to any execution of work for the contract.

19. The vendor staff must not have the capability to access, edit, and share personal information data, with unauthorized solution users, including but not limited to:

- Protected Health Information (PHI)
- Personally Identifiable Information (PII)
- Financial Transaction Information
- Social Security Administration (SSA) data including, but not limited to: family, friends, and acquaintance information

Response: Deloitte staff will not have the capability to access, edit and share personal information data with unauthorized users, including PHI, PII, FIT, and SSA information.

Each Deloitte team member is trained upon hiring and then annually about these requirements and the importance of protecting personal information during the course of our work.

By signing below, I certify that I have reviewed these Mandatory Requirements in their entirety and agree that the vendor meets, and will continue to meet, each of these Mandatory Requirements in full.

Deloitte Consulting LLP
(Company)

Angel L. Quiñones Cardona, Principal
(Representative Name, Title)

+1.732.586.4689/ +1.877.286.9480
(Contact Phone/Fax Number)

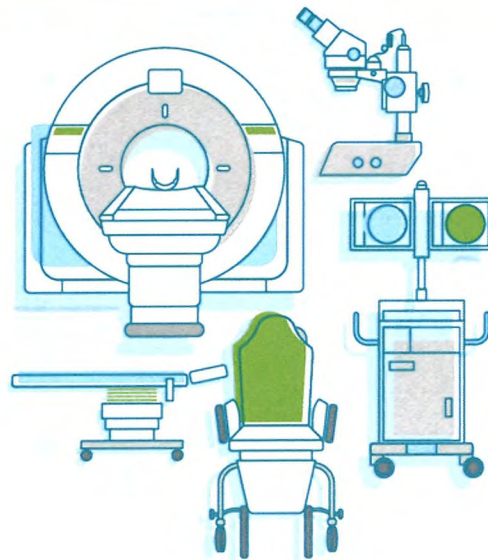
3/18/2022
(Date)


(Signature)

Attachment F: Response to Statement of Work

This section will provide instructions to vendors to respond to the requested services detailed in this RFO.

Instructions: The responses to each part of the statement of work are required as part of the submitted proposal. Responses will be scored as part of the Technical Proposal Evaluation. The text response to each section in this Attachment must be one (1) page or less. The vendor may also add up to an additional one (1) page of images or diagrams for each response. Responses beyond one (1) page of text and two (2) pages including images and diagrams will not be reviewed.



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

1. Approach to Scope and Requirements Management and Expertise

Throughout our experience managing successful projects, Deloitte know’s that successful scope management requires an unambiguous definition of the work agreed to be performed; then diligent monitor, control and reporting on a weekly basis, timely communications, and an effective change management program upholding the agreed upon scope. Deloitte will work with PRMP to manage Implementation Vendor baseline scope and control what is included for each project, as well as any changes requested. Deloitte will monitor and control compliance with approved requirements and provide the following:

- Develop the Scope Management Plan section in the ePMO Project Management Plan (PMP)
- Implement Atlassian Jira (Jira) as the common tool to document, monitor and control, and manage individual Implementation Vendor and overall PRMP scope at the Program level
- Review the change control program and implement improvements, in collaboration with PRMP
- Determine the scope and requirements metrics to provide in regular status reporting
- Maintain and control relevant scope and requirements records and documentation, as necessary

Our approach for requirements management (RM) is documented in a Requirements Management Plan (RMP) that describes the specifics for performing these activities, including how key stakeholders will be engaged. While a RMP is not an ePMO RFO defined deliverable, we recommend that the program consider creating one to standardize how PRMP solution requirements will be documented, verified, managed, and traced throughout the program lifecycle.

In working with a number of clients across the health and human services (HHS) industry, we have found that a robust, easily configurable and accessible toolset is key to achieving successful requirements management. Deloitte has selected Jira as the requirements tool we will implement as the PRMP ePMO vendor. Jira offers integrated requirements management features such as Requirements and Test Management, which enables effective connections with those critical project activities for seamless traceability. Disjointed, cumbersome applications can jeopardize the program’s ability to consistently monitor scope and maintain continuous traceability with defined requirements.

The diagram below shows the key objectives of our PM^x requirements management process which we will tailor to meet PRMP-specific needs with the Implementation Vendors:



Figure 5: PRMP ePMO Requirements Management Approach

Program-level RM tracks the bi-directional traceability of requirements from project-to-program-to-enterprise and addresses requirements interdependencies between projects. Deloitte will work with PRMP to promote consistent requirements management through the following activities:

- Enforce adherence to standard PRMP processes, including: elicitation; analysis and specification guidelines; format (e.g., use cases and/or “shall” statements for vendors developing using Agile approaches) and quality
- Establish a standard Requirements Traceability Matrix (RTM) and reporting approach using Jira as the requirements and testing tool (please see the diagram below)
- Collaborate with the Implementation Vendor test managers to help confirm requirements verification and traceability, and include requirements gap analysis activities where needed
- Confirm bi-directional traceability between program-level capabilities, high-level business requirements and project-level requirements, and manage cross-project dependencies
- Determine whether Implementation Vendor solutions comply with federal and Puerto Rico laws and regulations, MITA standards and conditions, and criteria for federal-enhanced funding, including new Puerto Rico or federal guidance and their potential system impact

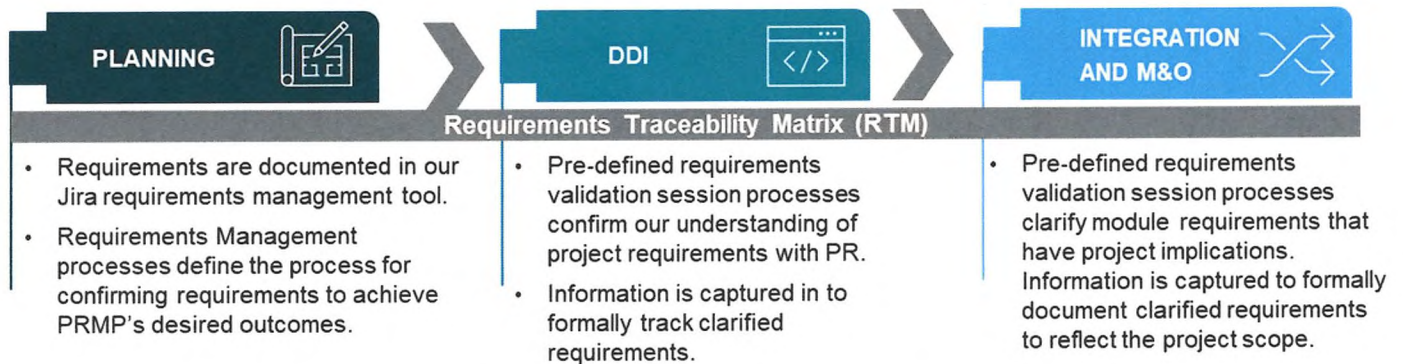


Figure 6: Lifecycle Requirements Traceability with Atlassian Jira, a Robust RTM

2. Approach to Deliverables Management and Expertise

In Deloitte’s PM^x methodology, a deliverable is a work product or group of work products that is formally reviewed and approved by the client. Once a deliverable is client approved, it is baselined and subject to change control.

Project deliverables should be aligned with their respective contractual obligations, as well as with relevant predecessor deliverables and/or inputs, establishing alignment and preventing scope creep and/or deliverable gaps. Properly managing deliverables is essential to the success of each PRMP project. Deloitte’s PM^x standard deliverable management process is illustrated below:

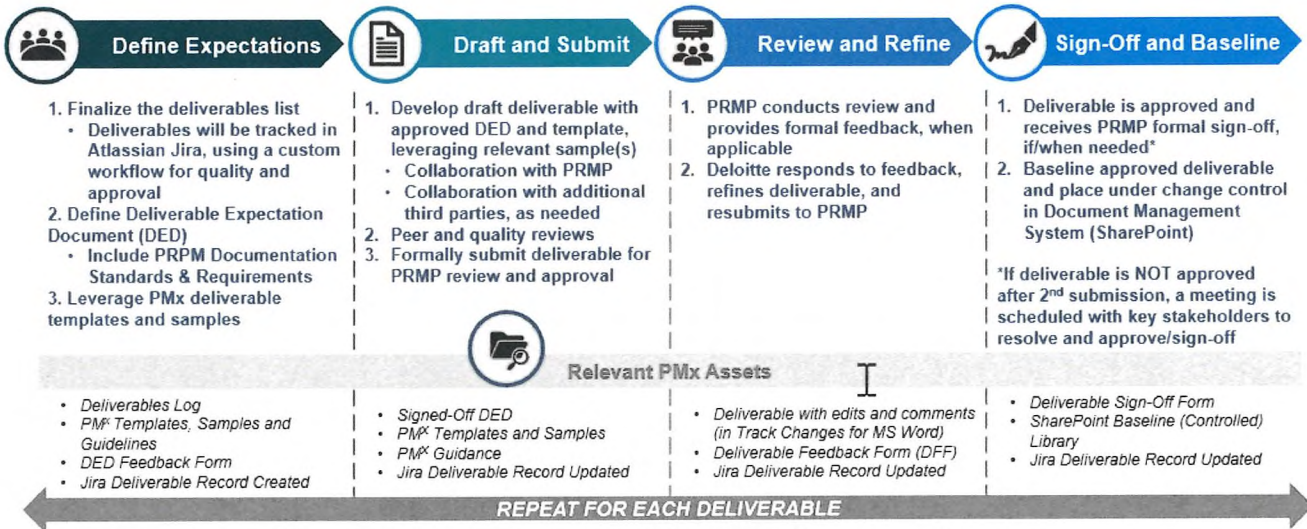


Figure 7: Deloitte’s PM^x Standard Deliverable Management Process

Deloitte’s PM^x methodology includes a repository of pre-populated *PMBOK® Guide*-standard document templates, as well as leading practice samples to accelerate deliverable and document creation. PM^x also provides procedures to guide the tracking, updating, maintenance and versioning of document deliverables. Deloitte will provide the following as part of deliverable management for this ePMO Project:

- Define the Deliverable Expectation Documents (DEDs) for ePMO deliverables that meet the RFO requirements
- Define the Deliverable Management Plan section in the ePMO Project Management Plan (PMP) and a Documentation Management Plan section in the ePMO PMP defining the processes, roles and responsibilities, and tool(s) that will be used to effectively manage and control all PRMP project-related deliverables and artifacts
- Work with PRMP to define the standard deliverable status reporting content and metrics to be tracked and reported through regular status meetings and reports
- Monitor and control all CRAID (i.e., Change Request, Risk, Action Item, Issue, or Decision) items related to PRMP project deliverables or artifacts, and escalate when necessary
- Provide PRMP and Implementation Vendors guidance regarding deliverable, artifact, or document templates, standards, or samples, supporting deliverable or artifact development as needed
- Work with PRMP to monitor and manage Implementation Vendor compliance with PRMP deliverable timelines and due dates, version control, and content requirements, as well as ensure that all material changes are controlled through the formal Change Management process

For deliverable tracking throughout the document deliverable lifecycle, from creation to review, approval, and baselining, we plan to use Jira to monitor and control deliverables for the PRMP, as well as all CRAID items documented and managed at the program level.

Deloitte will support Implementation Vendors following the deliverable standards, including meeting acceptance criteria for completed project deliverables and adhering to the PRMP change management process and protocols when trying to implement a change to a baselined deliverable under change control.

Deloitte will address all the vendor team tasks specified in **Table 4 of Section 4. Statement of Work** in the RFO. We provide a structured and thorough deliverable management process that enables a mature, consistent process of creating, submitting, accepting, and maintaining deliverables and documentation required of the PRMP Implementation Vendors.

3. Approach to Time and Schedule Management and Expertise

Deloitte understands that a successful time and schedule management program will provide PRMP projects with the direction to complete their work on time, within budget, and with acceptable quality. The program includes:

- A Program Roadmap, or one-page Gantt chart, that covers the PRMP timeline and objectives
- An ePMO Project Work Plan covering the schedule for the specific activities and deliverables of the ePMO which will be developed, reviewed, approved and baselined; then maintained, following the same work planning standards as all the other PRMP schedules
- A “Master Project Schedule” or Integrated Master Schedule (IMS) that documents the resources, dependencies, schedule, and planned efforts for the integrated activities and tasks needed to achieve program objectives
- Implementation Vendor Detailed Plans will be developed and baselined at the beginning of each project or phase, and updated weekly to reflect progress and adjustments

The graphic below illustrates the relationship between the time and schedule plans described above:

Project Planning Ecosystem

The project planning ecosystem is the master plan, IWP, detailed plans, and their relationships.

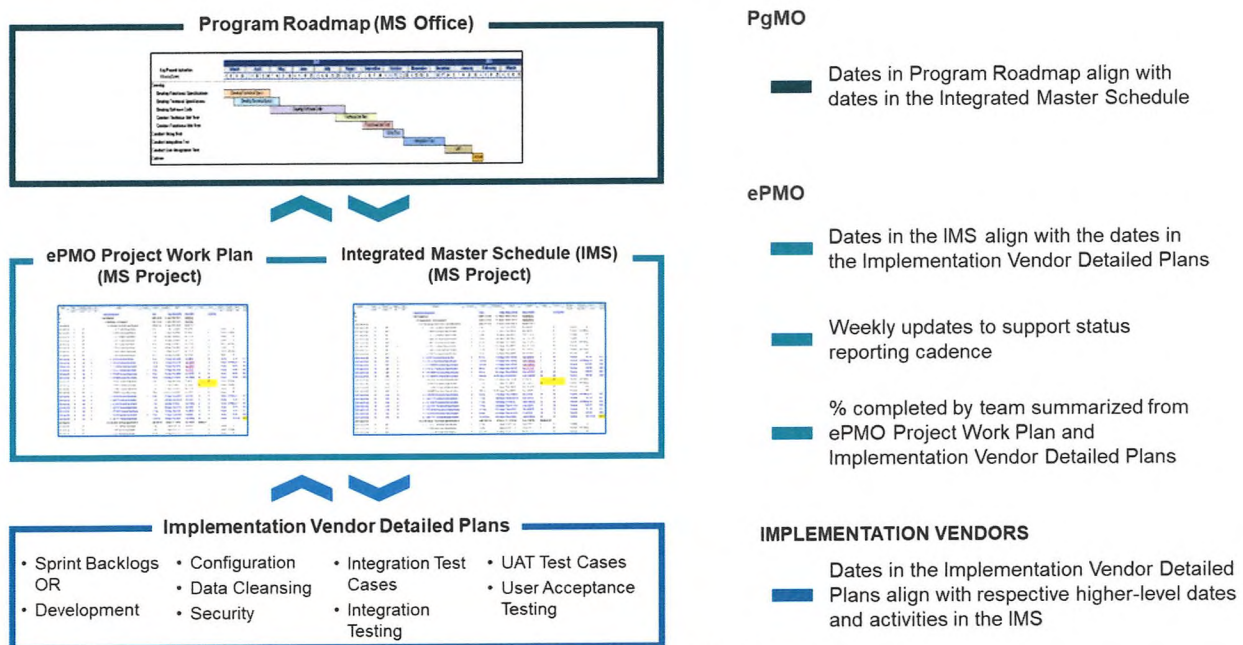


Figure 8: Project Schedule Ecosystem

Based on *PMBOK® Guide* principles, Deloitte will develop the Schedule Management Plan section of the ePMO Project Management Plan using the following PM^x schedule management standards:

- Program Roadmap exists for the full program timeframe
- IMS Standards:
 - Developed and maintained in rolling-wave fashion, with details covering the current phase
 - Deliverable and MS Project based
 - Adheres to the PRMP standard Work Breakdown Structure (WBS)

- Includes work estimates, dependencies, and resources assigned
- The Program Roadmap, IMS, ePMO Project Work Plan and Implementation Vendor Detailed Plans are reviewed, approved, and baselined to track progress and performance versus baselines
- Tasks are published, progress is updated, and performance is analyzed and reported weekly
- MS Project will be configured to support PRMP schedule tracking and reporting requirements

All PRMP work plans will follow the standards above as well as the project schedule management framework from our PM^x methodology below:

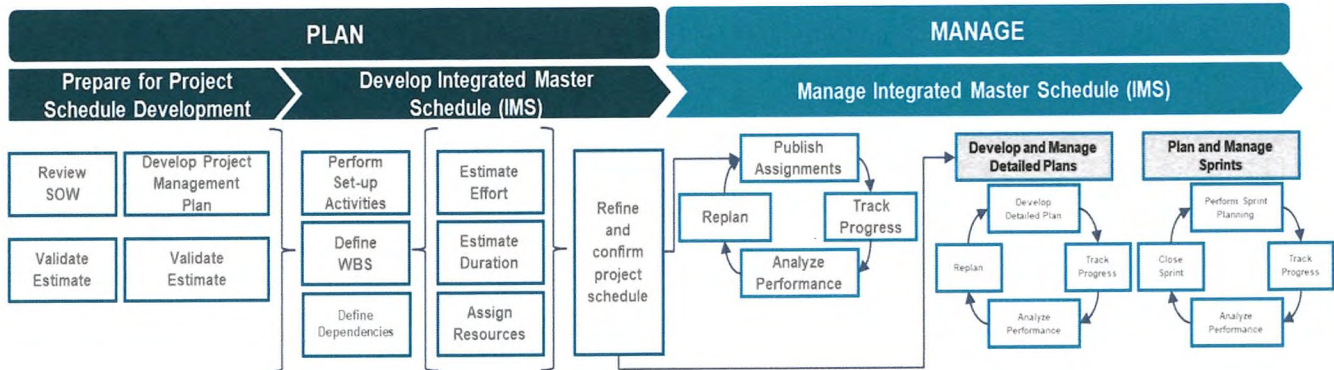


Figure 9: PM^x Project Schedule Management Framework

Deloitte will develop the ePMO Project Work Plan in the ePMO Project Management Plan, and the IMS in collaboration with PRMP. We will monitor and control Implementation Vendor compliance with the established work planning standards when reviewing their Detailed Plans as inputs into the IMS, and also monitor them to meet all the PMO Vendor Team Tasks in **Table 5 of Section 4 SOW** of the RFO.

It will be a significant effort to align all Implementation Vendors and stakeholders on the right level of detail to include in the IMS, but our experience shows this an essential step to developing a successful IMS. We have developed and managed integrated schedules with many of our MES clients, and identified and mitigated integration risks that would not have been found without an effective IMS.

Our goal for schedule reporting is to provide insights into program progress and performance against baseline schedules, including project milestones, interim phase gate reviews, deliverables, and resources. We have successfully used this approach in a number of state MES projects where we perform PMO functions, providing valuable reporting to both the client and Implementation Vendors. Using IMS to see shifts in all timelines is an important monitoring and transparency tool for overall program success.

4. Approach to Human Resources Management and Expertise

Deloitte knows that having the correct number of skilled resources is key to any successful project. Staffing the right personnel on a project has direct impact on the ability to stay on schedule and budget. Deloitte will work with PRMP to develop the Staffing Management Plan (SMP) section of the ePMO PMP to define the effective acquisition, onboarding and training, management and roll-off of program and project team members for PRMP, for both the ePMO team and Implementation Vendors.

We will develop a SMP to describe how staff will be screened for a project, the number of staff members needed for all phases of the project, and how staff members are on- and off-boarded. This plan supplements the ePMO PMP and is intended to be a living document. The document is updated as needed and includes an organizational chart for the project.

Within the SPM, the Resource Allocation Matrix (RAM), defines the roles required and total number of hours needed for the project. The matrix is updated regularly to reflect the project’s progress, forecasts, and needs. Deloitte will work with PRMP to create the Labor Resources and RAM components of the SMP which identifies resource needs for all initiatives. We will also continuously work with PRMP to identify any potential staffing shortages, as well as actions to mitigate and resolve any staffing issues.

As ePMO, Deloitte will also closely monitor any Implementation Vendor resource management or staffing issues, and work with PRMP to determine appropriate corrective actions when needed.

Details on the sections and topics included in our SMP are further described below:

Table 28: Staffing Management Plan

Sections	Description	Example of Topics Included
Labor Resources	Describes the labor resources (people) needed for the project	<ul style="list-style-type: none"> Detail how the staffing levels shall achieve consistent, dependable service regardless of changes that may influence work volume Detail differentiated by Deloitte staff, subcontractor staff (if applicable), and PRMP staff Identify activities to properly plan and manage labor resources
Resource Allocation Matrix (RAM)	A dynamic document used to facilitate the planning, acquisition, and monitoring and control needs	<ul style="list-style-type: none"> Identify the roles and responsibilities by resource type as well as FTE allocation for all personnel Staffing levels, estimated by resource type by phase Identify total hours expended, per phase or effort, for the entire project
Project Team Training and Skills Acquisition	Identifies skills necessary for the project, gaps in the project team’s skills, and a training plan to close the gaps	<ul style="list-style-type: none"> Assessment of skills required for project roles Identify gaps in skills from the project team Determine how to address gaps through training with training log Used to plan, schedule, and monitor team skills
Project Policies and Procedures	Policies, procedures, and expectations for all personnel, and contractor resources, during the key project	<ul style="list-style-type: none"> Building access and project security policies and expectations Expectations regarding onsite time and remote working Health and safety procedures Deloitte project data privacy and PII compliance requirements Project time reporting process
RACI Matrix	Living document that defines the responsible, accountable, consulted, and informed (RACI) project contacts	<ul style="list-style-type: none"> The RACI Matrix will be updated as new team members and vendors come and go throughout the PRMP program lifecycle The RACI Matrix is a separate ePMO Deliverable (Deliverable #12 in the Appendix 1: Deliverables Dictionary) outside of the ePMO PMP
On/Off boarding	Explains the on-boarding and off-boarding process	<ul style="list-style-type: none"> Process and checklist for on-boarding Process and checklist for off boarding
Non-Labor Resources	Describes the non-labor resources needed (i.e. work environment, computers, etc.)	<ul style="list-style-type: none"> Project teamwork environment standards Non-Labor resource allocation matrix

5. Approach to Risk and Issues Management and Expertise

Deloitte will work with PRMP to develop a Risk and Issues Management Plan that is aligned with PRMP’s project management methodology, including the Corrective Action Plan (CAP) methodology and PRMP-approved response times for escalation scenarios. Deloitte will also leverage additional, relevant processes or tools offered in PM^x that PRMP agrees can enhance the PRMP project management methodology. Deloitte tracks the identification and analysis of risks and the development of risk responses using tailored fields and workflows within the Jira tool. When a risk is identified, Deloitte transitions it into an issue and manages the issue through its life cycle within Jira until closed.

Documenting, tracking, and mitigating risks/ issues across the program is critical for success. Striking the balance between all risks and only those that could potentially impact other vendors or the program success as a whole should be raised to the enterprise level. This allows for appropriate determination of impact and focus on the mitigation efforts and contingency plans to be employed.

We will use Jira to document and manage PRMP CRs and CRAID to closure. Jira will also be used for PRMP deliverable management status tracking and reporting, as well as the PRMP RTM. Jira will serve as the “single source of truth” for ePMO tool needs, including the Risk and Issue Register that all relevant PRMP stakeholders will be able to access.

Risk Management

Risk management will follow the industry standard high-level steps illustrated below:



Figure 10: Risk Management Methodology

During step 2 Analyze, a risk severity score will be calculated as probability (likelihood) x impact. Deloitte’s standard 5-level risk scoring matrix, which has been effectively used with PRMP on the Congressional Requirements engagement, is provided below:

Impact	Probability				
	1-Low	2-Low/Medium	3-Medium	4-Medium/High	5-High
5-High	Low (5)	Medium (10)	High (15)	High (20)	High (25)
4-Medium/High	Low (4)	Medium (8)	Medium (12)	High (16)	High (20)
3-Medium	Low (3)	Medium (6)	Medium (9)	Medium (12)	High (15)
2-Low/Medium	Low (2)	Low (4)	Medium (6)	Medium (8)	Medium (10)
1-Low	Low (1)	Low (2)	Low (3)	Low (4)	Low (5)

Score	Severity
1-5	Low
6-12	Medium
13-25	High

Figure 11: Standard Risk Impact/ Probability Matrix

Based on the risk severity score analysis, an appropriate risk response and contingency plan for the highest severity risks will be developed, based on the *PMBOK® Guide* risk response strategies.

The relevance and severity of a program risk can change throughout the project lifecycle, risks need to be continuously monitored and updated, including cancelling risks that are no longer relevant or have been realized (meaning they could now be issues), adding newly identified risks, or changing the risk response and contingency plans for an existing risk where its probability and/or impact has changed. These changes are identified through regular risk review meetings with the right cross-section of project stakeholders, an important aspect of effective risk management.

Issue Management

Issues identified on projects blocking progress or degrading quality need to be documented, assigned to the appropriate project team member(s) for resolution, and escalated based on their priority assessment. Deloitte’s PM^x issue priority rating matrix is provided below:

Deloitte’s PM ^x issue priority rating matrix			
Low	Medium	High	Critical
<ul style="list-style-type: none"> The issue has minimal impact and should be addressed as cost and schedule permits 	<ul style="list-style-type: none"> The issue is negatively impacting the project and should be addressed, monitored, and controlled using regular project issue management processes 	<ul style="list-style-type: none"> The issue is negatively impacting the project significantly (for example, cost overruns or milestone delays) and must be addressed as soon as possible 	<ul style="list-style-type: none"> The issue is jeopardizing overall project objectives and must be addressed immediately

Figure 12: Deloitte’s PMx Issue Priority Rating Matrix

The resolution to a project issue may require a CR and will need to follow the Change Management Plan processes and protocols to get the CR approved for implementation.

Program Risks and Issues

Deloitte will work PRMP to remain aligned on enterprise risks and issues identified through program management activities and collaborate with PRMP to determine appropriate response/mitigation strategies and contingency plans accordingly. Deloitte will also monitor and control the Implementation Vendors and their adherence to the standards and protocols defined in the Risk and Issues Management Plan, including all PMO Vendor Team Tasks defined in **Table 7 of Section 4. SOW of the RFO.**

6. Approach to Budget and Cost Management and Expertise

Deloitte's PM^X methodology is built from a *PMBOK® Guide* foundation and enhanced with proven practices and learnings gained from our vast HHS project experiences with a majority of states in the USA.

Within PM^X, Cost Management defines the processes for budgeting, monitoring, and controlling project costs to allow for a project to be completed within its approved budget and includes the following activities:

- **Establish Budget:** Establish the original budget for both project labor and non-labor costs. The original budget represents the project's cost baseline that is used to measure project progress and cost performance against project execution.
- **Manage Budget:** Update actual project costs, compare them to the project's baseline budget, and determine action items to address any significant variances currently experienced or forecasted for the future. In addition, review and analyze impact and costs of CRs on the budget

Deloitte will develop the Cost Management Plan section of the ePMO Project Management Plan to address the items defined in **Appendix 1 Deliverables Dictionary** in the RFO.

In addition, similar to the cost and budget management activities Deloitte is currently performing for the Puerto Rico Disaster Recovery Relief projects, with our vendor reference COR3, Deloitte will work with PRMP to provide the following support from Finance and Program Management perspectives:

Finance

- **Request and Tracking of Costs:** Assist PRMP Finance by executing processes to track costs
- **Accounting and Financial Reporting Support:** Support critical accounting and financial reporting processes by designing and preparing financial reporting and budget packages, budget vs. actual analyses; and supporting key accounting activities. Serve as liaison on Finance matters, including financial reports, processing payments, and solving challenges with other departments and/or vendors
- **Annual and Multi-Year Budgets & Cash Flow Projections:** Advise and provide support in the preparation of annual and multi-year budget and cash flow projections, budget vs. actual analyses, and cash flow burn rate analyses

Program Management

- **ePMO Cost and Budget Management Support:** Provide cost and budget management support to weekly, monthly, and other reporting requirements, CRAID management and proper escalation and conflict resolution. Promote a culture focused on continuous improvement and program execution
- **Address Program Roadblocks Proactively:** Work closely with PRMP and the Implementation Vendors to resolve program roadblocks, address gaps and risks, augment workstream structure when needed, and drive a culture focused on transparency, continuous improvement, and program execution
- **Develop Uniform Reporting:** Deploy Jira as the standard tool for program CRAID, deliverables, RTM and testing results to all Implementation Vendors and relevant stakeholders, allowing for consistent tracking of statuses, action items, deliverables, issues, and risks

We will work with PRMP to determine the right level of detail and reporting for the ePMO project, as well as what will be appropriate from a cost management standpoint for the Implementation Vendor projects. An illustrative sample vendor budget tracking spreadsheet is shown below:

Puerto Rico Medicaid Program Financial Actuals vs. Budget Tracking as of: 01/31/2022												
Vendor Info	Vendor Invoices to PRMP					Task Order (TO) Budget by Vendor					Summary	
Name	Invoice #	Hours	Bill Rate	Fees	Expenses	Hours	Bill Rate	Fees	Expenses	TO Total	TO Date	Variance
TOTALS:		10,500		\$877,500	\$22,500	10,500		\$870,000	\$13,000	\$883,000		\$17,000
Vendor 1	101	5000	80	\$400,000	\$15,000	4500	80	\$360,000	\$10,000	\$370,000	3-Jan-2022	\$45,000
Vendor 2	102	3500	85	\$297,500	\$5,000	4000	85	\$340,000	\$2,500	\$342,500	31-Dec-2021	(\$40,000)
Vendor 3	103	2000	90	\$180,000	\$2,500	2000	85	\$170,000	\$500	\$170,500	3-Jan-2022	\$12,000
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0
				\$0				\$0		\$0		\$0

Sample For Illustrative Purposes Only

Figure 13: Sample Vendor Budget vs. Actuals Tracking Report

7. Approach to Integration Management and Expertise

Deloitte’s experience in the MES, IE and HIE space has shown us how critical integration is to all aspects of overseeing a Medicaid program, whether it’s connecting disparate MES modules or developing an integrated project management approach. Deloitte understands how to collaborate with state, government and vendor entities, and we look forward to partnering with you to establish program-wide collaboration, transparent project reporting, and common tools and processes to achieve successful module integration, and ultimately, CMS certification of PRMP MES modules. The figure below highlights benefits to our approach.

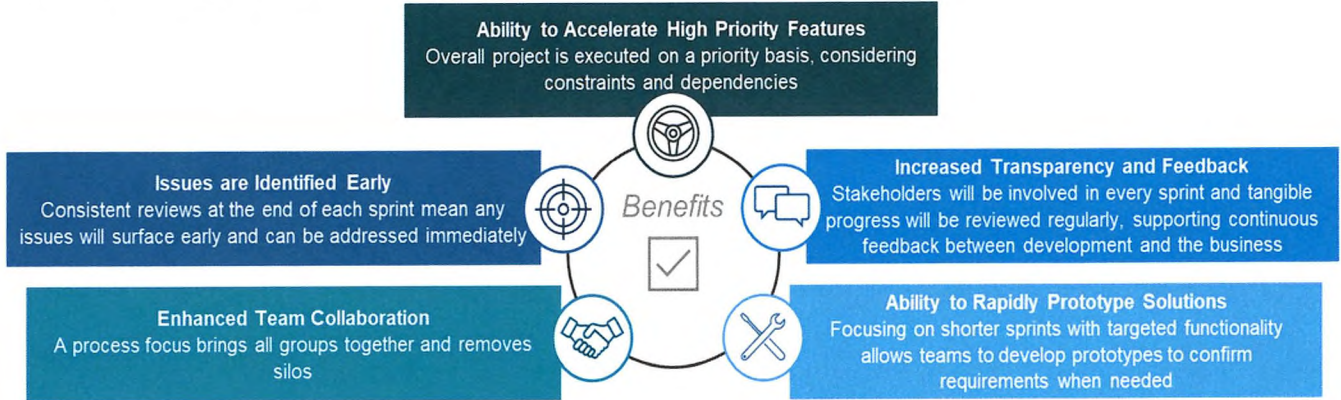


Figure 14: Integration Benefits

Deloitte will work with PRMP to define the PRMP MES WBS for the IMS, as well as another standard WBS for the Implementation Vendors to build consistent Detailed Plans that feed into the IMS. Deloitte will also work with PRMP to refine and enhance the PRMP CRAID controls to fully support the PRMP Implementation Vendor work and other module integration activities. Program CRAID management processes and tools will be defined in the ePMO Project Management Plan. As previously mentioned, the CRAID tool for the PRMP ePMO will be Jira.

To facilitate management of the weekly and monthly status reporting, including the Monthly CMS Project Status Report, Deloitte will work with PRMP to develop reporting processes, sharing sample reporting formats to report on MES module and integration progress. Three sample module integration status reports and roadmap are shown below as examples of the types of reports that can be created:

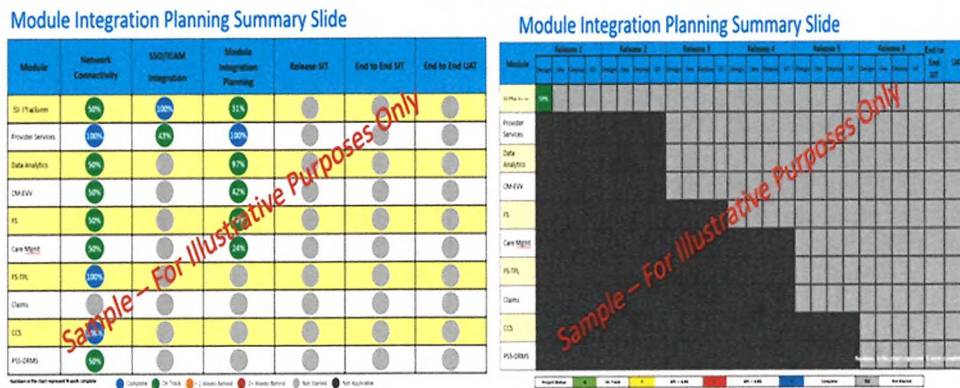


Figure 15: Sample Vendor MES Module Integration Planning Status Reports

8. Approach to Testing Management and Expertise

As the ePMO, Deloitte will monitor and track all testing phases, including unit, system, user acceptance, regression, integration, security, and performance. Deloitte will work with PRMP and Implementation Vendors to define the standard test management processes, tools and reporting requirements that vendor teams will follow for consistency and transparency. Deloitte will review testing schedules, provide inputs and measures to successfully complete testing on time, review test execution results, coordinate and manage User Acceptance Testing (UAT) logistics, oversee defect management processes and reporting, and provide regular updates to keep the PRMP updated regarding testing status. Deloitte will assist in conflict management among vendors related to testing issues and provide required support to the PRMP when making test-related decisions.

To provide an enterprise view and governance framework for all Implementation Vendors, Deloitte will develop a Master Test Management Plan that defines the overall test management purpose, assumptions, and scope for each test phase, as well as the plan sections described below:

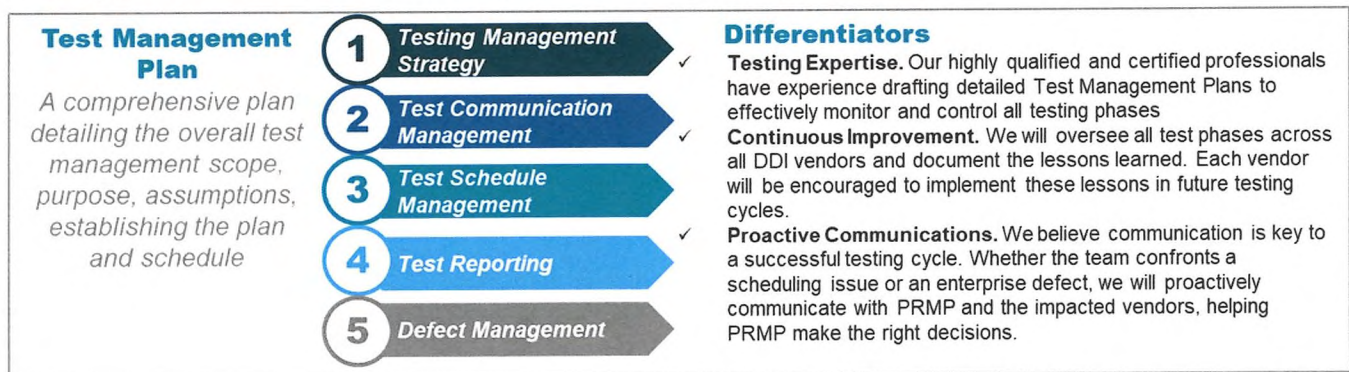


Figure 17: PMX Test Management Plan

Test Management Strategy: Describes the testing strategy, test data management process, testing standards, verification approach, non-testable requirements plan, test technique and methods, and results documentation by reviewing the phase-specific test plans: unit test plan with documentation; system integration test plan (including security, regression, and other specialized testing); interface and services test plan; performance and load test plan; and user acceptance test plan, including the plan to translate UAT test cases into Spanish and sharing with PRMP

Test Communication Management: Defines the communication plan for testing, including documenting test deliverables and their submission cadence, and providing lists of appropriate stakeholders for each test phase, as well as follow-up and escalation steps. The plan will also define the required test meetings, such as Defect Triage, Test Reports review, UAT kickoff meeting, etc., and include the required stakeholders for each meeting. Deloitte will provide communications support and assistance with any escalated testing conflicts

Test Schedule Management: Defines how each test phase’s schedule will be reviewed and analyzed to determine if the test phase is on track to complete in its defined timelines. Deloitte will promptly raise the risks or delays identified in the testing schedule and work with the PRMP and the vendor to apply corrective actions. Deloitte will also track the impact of any defect on the ongoing testing schedule and communicate promptly with PRMP if there is any enterprise impact; we will also identify PRMP and/or business owner resources to assist in the testing efforts

Test Reporting: Deloitte will define all formal test reports that need to be shared with the appropriate PRMP stakeholders, including the Test Progress Report, Defect Tracking Report, Test Phase Sign-off

Report and other agreed-upon testing report artifacts. Deloitte will then work to help ensure that all targeted stakeholders receive the required reports on time and in the approved format

Defect Management: Defines the defect resolution process. Defects are tracked using factors including priority, category, type, project module, functional area, initiator, and impact area. Jira will be used for defect management, from identification through resolution. Jira will be accessible to PRMP and module vendors and provides transparency at all levels of the project. Deloitte will coordinate with the Implementation Vendors for collective root cause analysis, which should provide efficacious resolutions for any testing issues identified. Deloitte will also work with the implementation vendors to develop release plans to implement permanent fixes for identified issues

9. Approach to Quality Management and Expertise

Deloitte’s PM^X methodology promotes the delivery of high-quality solutions by providing checks and balances against project management and delivery standards throughout the program and project lifecycles. Our Quality Management Framework includes the following:

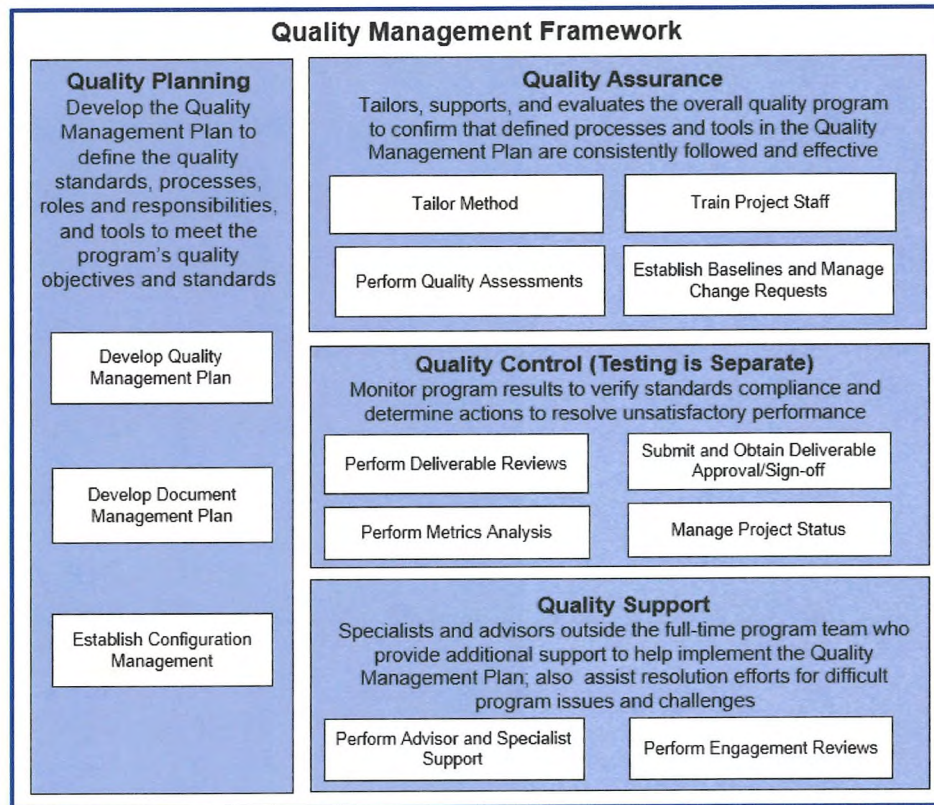


Figure 18: PMX Quality Management Framework

Deloitte will develop the Quality Management Plan (QMP) section of the ePMO Project Management Plan based on the Framework above and describing how the ePMO will perform tasks to monitor quality, verify and validate deliverables against acceptance criteria, and assess project processes and assets against PRMP standards and objectives. Quality management also measures program performance and reports metrics against established thresholds to effectively monitor and control the program: these metrics, as well as the processes and tool(s) that will be used to capture, calculate and report them will be defined in the Performance Management Plan section of the ePMO Project Management Plan.

As ePMO for PRMP, Deloitte will oversee adherence to quality standards and guidelines by: reviewing PRMP partner deliverables; confirm that Implementation Vendor teams understand and consistently practice program management standards; and evaluating program quality through metrics tracking, quality assessments, and deliverable reviews (i.e., “peer reviews”). As part of quality management, we will complete post-implementation reviews after each program release to track any outstanding actions and document relevant Lessons Learned. Deloitte maintains a Lessons Learned Log to improve from previous releases and keeps an audit trail of lessons learned, good and bad. The log will be reviewed regularly with PRMP.

Deloitte will provide a bi-weekly Service Level Agreement (SLA) Report on the 1st and 15th of every month detailing Deloitte’s SLA compliance with the ePMO contract, as well as resolution plans and penalties for any non-compliance SLA instances.

Deloitte will also set up monthly ePMO review meetings with PRMP, in all phases of the project, to review progress and confirm that all contractual obligations are being met and the quality of work provided is meeting PRMP standards. Deloitte also conducts internal Engagement Reviews with our client projects to assess whether our project team is on track to fulfill contractual requirements and meet client expectations. As part of these reviews, a Deloitte Principal or Managing Director from outside the project team will complete periodic reviews of the project, including interviews with key members of PRMP. Feedback from these reviews is shared with the project team and is another way we drive quality and transparency in our delivery and meet contractual obligations. The table below summarizes our Quality Management Approach for PRMP:

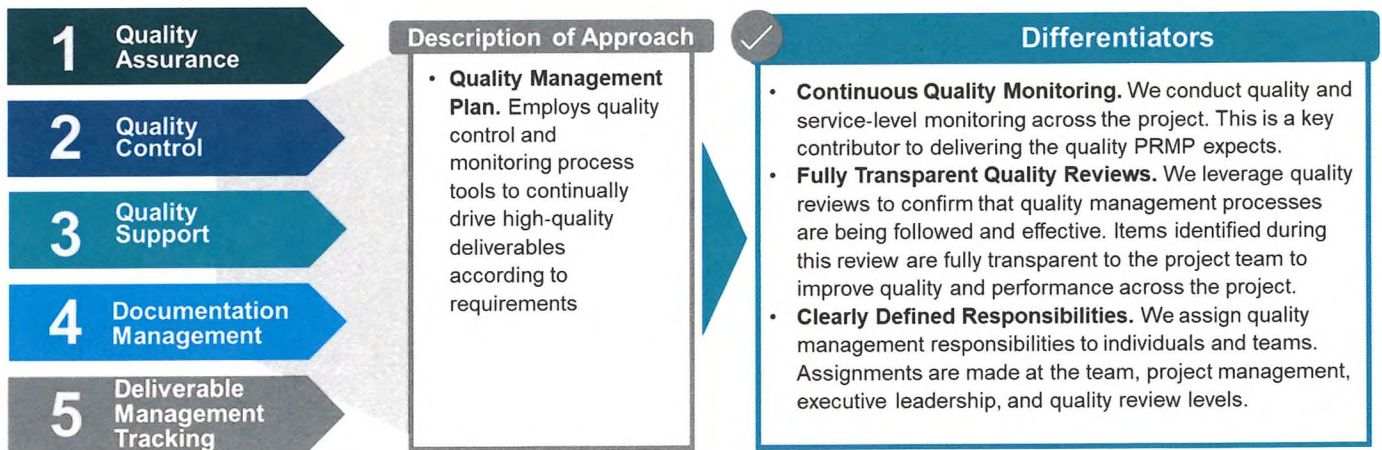


Figure 19: Our Quality Management Approach for PRMP

10. Approach to Communications Management and Expertise

Deloitte will manage formal status reports, informal communications, and stakeholder participation and communications on an ongoing basis. We will provide the following work products:

- Meeting agendas and minutes, as well as weekly and monthly internal status reports
- Input into the Monthly CMS Project Status Reports, using required CMS formats
- Stakeholder Management Plan and Stakeholder Analysis
- Communication Management Plan (CMP)
- Reports and communications for Commonwealth and Federal stakeholders
- Updated documents and Plans, as necessary

We will also monitor and control the following Implementation Vendor project tasks:

- Consistently follow the Communication Management Plan processes and standards, including documenting meeting agendas and minutes
- Support PRMP in responding to requests for reports required by federal or territory-related entities
- Follow PRMP standards for Program CRs and CRAID, as well as program escalation protocols, as defined in the ePMO Project Management Plan
- Support stakeholder coordination, engagement, and satisfaction by ensuring projects maintain open lines of communication and coordination across key project stakeholders
- Increase project manager/executive sponsor satisfaction with related activities as described in the Stakeholder Management Plan and Stakeholder Analysis
- Manage preparation for any state and federal reviews, including but not limited to, helping prepare for the visit, preparing presentation documentation and material, and any other project-related documents needed
- Ensure production and review of materials occurs in a timely and thorough manner, ensuring data reliability. All information requested by federal/state agencies must be reviewed/approved by PRMP personnel who will submit to the requesting agency

The Communication Management Plan will define the program's structure and method of data collecting, screening, formatting, and distributing of program and project information, and include the communication methods and channels to be used. We recognize the importance of transparent communications and open dialogue in a multi-vendor environments. To support this goal, Deloitte's MES practice has established a Community of Clients (CoC) as a forum to facilitate communication and collaboration among Deloitte and its MES clients, including meetings to share industry practices and lessons learned, build general awareness of key accomplishments and developments, and discuss strategies across our MES projects for the mutual benefit of our MES clients.

We will efficiently and effectively support PRMP's reporting needs, whether that be the Monthly CMS Project Status Report, Monthly Project Status Report, Weekly Project Status Report, SLA Report, or others. Specifically, for the Monthly CMS Project Status Report, this is now known as the required monthly project status report under the new Streamlined Modular Certification (SMC) process and is required during the DDI phase (as part of APD/APDU- approval). The figure below highlights the key features of the ePMO Communication Management Plan we will develop for PRMP, as well as the differentiators:

Topics Covered in Communications Plan

Communication Objectives

Types of Communication

Communication Approach

Communication Channels

Communication Tools

Communication Vehicles and Frequency

Description of Approach:

- **Objectives and Goals.** Describes enterprise and stakeholder objectives and goals
- **Communication Guidelines.** Explains the guidelines and standards for various types of communications used in the project
- **Communication Flow Chart.** Outlines the communication channels and how communication flows within the project and across vendors

Differentiators:



Transparency. Our tools and processes are aligned to enable various levels and frequencies of internal and external reporting and to provide complete visibility across the project team.

- **Two-Way Communication.** We define tools, channels, and mechanisms for project stakeholders to provide feedback, voice concerns, and discuss project issues.

Figure 20: Communications Plan Features and Differentiators

11. Approach to Change Management Expertise

Tightly managed Change Management/Control (CM) processes are critical for proper handling of application enhancements and the success of an overall MES implementation. Formal CM must be established and consistently applied to preserve the integrity of project requirements, scope, resources, and schedules. CM is key to keeping a project on schedule and budget, as well as keeping the MES applications stable, available, and responsive. Deloitte will collaborate with PRMP to create a Change Management Plan that clearly defines the breakdown of responsibilities across all stakeholder groups to prevent disjointed or duplicative work when managing project changes.

Deloitte's change management process is based on *PMBOK® Guide* principles and is currently being used in other large-scale MES projects across the nation: i.e., in OH, WY, MT, TN, and VA. Deloitte has consistently met expectations in all phases of our current MES projects as it relates to CM. Deloitte provides the information the client needs to fully understand the impacts of change across a project in each phase. Deloitte will utilize Jira as the a central repository tool for CRs and all documents supporting the CRs including, but not limited to, assessments, reports, metrics, updated documents, and plans. Jira will support maximum transparency and visibility as it allows CRs to be available to team members that require access to this information 24/7/365. In addition, we will conduct weekly progress meetings with Implementation Vendors and PRMP to discuss and document CR status, developments and actions needed.

Managing change in a multi-modular MES is essential to keep the modules aligned. Deloitte brings first-hand experience managing enterprise changes for modular MES implementations. The enterprise CM process we develop for PRMP will include guidance on change documentation, impact assessments, change categorizations, and change authorization. It will be tightly coupled with defect and incident tracking and the enterprise Release Management Plan. Together, enterprise change and release management work to capture the impact of changes on each module, serve as inputs to the review and approval of changes, and coordinate and maintain control over the implementation of each change as it progresses through PRMP test and production environments.

Deloitte will document changes, incidents, defects, and releases in Jira to maintain traceability, identify the changes that resolve incidents and defects, track change approvals, and link approved changes to each PRMP release. We will work with PRMP to develop the ePMO Change Management Plan that defines the governance, roles and responsibilities, processes, policies, procedures and tools required to control and manage changes that impact enterprise solutions throughout the MES program lifecycle.

- **Change Control Board (CCB):** Controls the impact of enterprise changes by requiring analysis and diligence to understand a CR's impact across the program, and aligns changes to releases to provide continuity and predictable change implementation
- **Centralized Change Management:** A centralized repository tool for the entry, assessment, assignment, escalation, documentation, management and reporting of project and program changes. As ePMO, Deloitte will use Jira as the CM tool for PRMP.

The figure below highlights the key features of the Change Management Plan Deloitte will develop as a subsidiary plan to the ePMO Project Management Plan:

Change Management Plan

Establishes the defined process and discipline we apply to quickly identify, document, research and analyze, and communicate changes that may impact the program

Change Management & Escalation Process	Roles & Responsibilities	Tools & Support
<ul style="list-style-type: none"> • Change Management Process: Outlines the project team's agreed-upon change request (CR) process flow 	<ul style="list-style-type: none"> • Stakeholders: Describes each person responsible for each step in the change management process 	<ul style="list-style-type: none"> • Logistics: Describes the logistics needed to carry out the change management process

Differentiators:


- 
Change Control Board (CCB) Function: A PRMP CCB can promote an appropriate level of change by controlling approved CRs to items that are deemed necessary to maintain the integrity and functionality of the PRMES.
- **Centralized Change Management:** A centralized repository tool for the entry, assessment, assignment, escalation, documentation, and reporting of program- and project-related changes. This will be Atlassian Jira for PRMP.
- **Transparency and Visibility:** Our Jira central repository allows for changes to be available to all program members that require access to this information.

Figure 21: Change Management Plan Details and Differentiators

12. Approach to Certification Management and Expertise

Deloitte has built and maintained strong relationships with Medicaid programs at the federal level and we coordinate with CMS on its latest thought leadership and requirements. Deloitte is one of the first vendors to complete the new Streamlined Modular Certification (SMC) process with the CMS/MITRE team for its Health Information Analytics Data Warehouse (DW)/Decision Support System (DSS) module implementation for the State of Nebraska. We are also providing certification planning and support activities for 4 systems integration projects in the states of Wyoming, Virginia, Ohio, and Montana. We have deep experience with the Medicaid Enterprise Certification Toolkit (MECT) and Medicaid Eligibility and Enrollment Toolkit (MEET) requirements from implementations of eight Medicaid Management Information Systems (MMIS), 27 state Medicaid eligibility systems, and five health insurance exchanges.

Deloitte will support PRMP and the Implementation Vendors by providing project management support services to help achieve MES certification. *We understand that we will not be primarily responsible for facilitating or executing the certification effort; however, we understand that we will be asked to support PRMP and the Implementation Vendors at times throughout the certification effort.* We have extensive certification management experience and expertise and are eager to collaborate with you to prepare for and execute successful certification reviews through the following activities:

- Certification status meetings with service area teams
- Include key certification activities and milestones in the IMS and ePMO Project Work Plan
- Assist with the development of supporting documents necessary for certification activities, such as Operational Readiness Review (ORR) and Certification Review (CR) presentations
- Regularly updated documents and plans as necessary

Deloitte has established a modern framework for project-wide collaboration, transparent project reporting, and effective tools and processes in support of module integration management and CMS certification of MES modules.

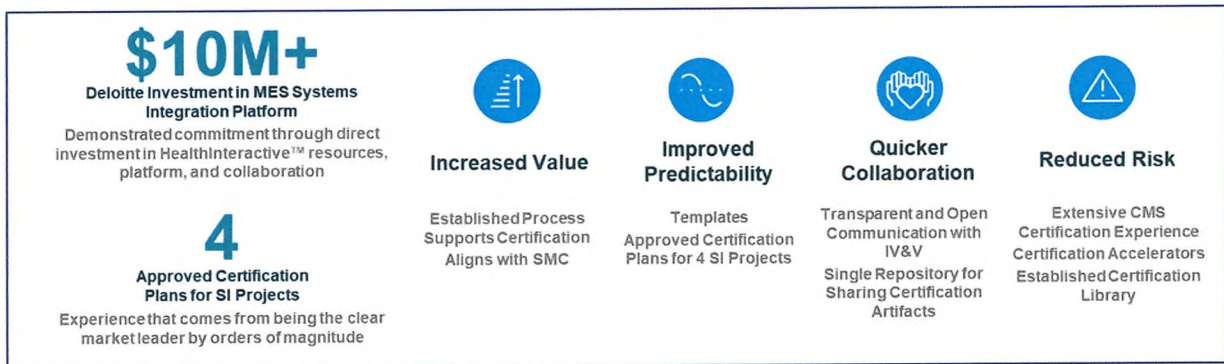


Figure 22: Deloitte Certification Experience and Expertise Summary

CMS-related certification is a focus from day one of our projects. We will work with PRMP and Implementation Vendors, and CMS to make certification activities an integral part of program planning versus an afterthought or a disjointed post-implementation task.

All of our CMS experience and involvement has allowed us to create an effective Outcome-based Evaluation Process that is used to understand the impact and required changes needed to keep MES applications and processes CMS compliant with new requirements and guidelines:

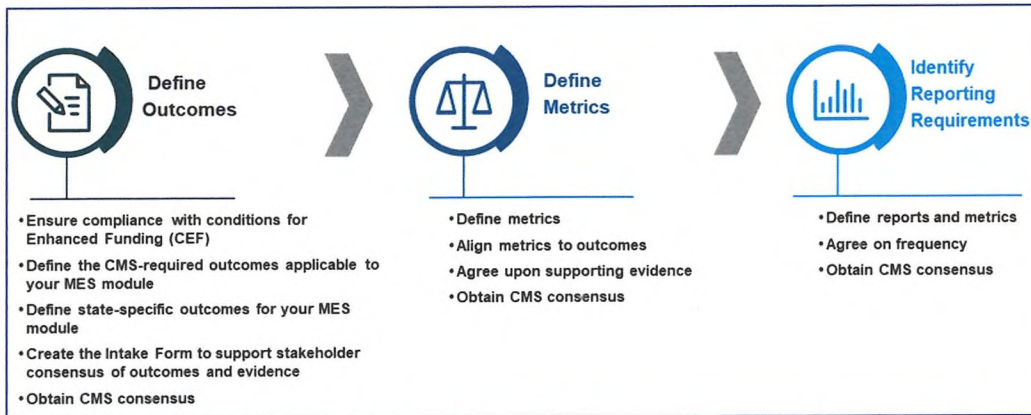


Figure 23: Deloitte’s CMS Outcome-based Evaluation Steps

Deloitte will assist PRMP in achieving certification and meet CMS requirements for enhanced funding. We will also enable effective knowledge transfer at closeout. We will collaborate with PRMP to plan for, monitor progress on, and execute on tasks related to certification. This includes supporting PRMP to align to CMS's new certification process, entitled Streamlined Modular Certification (SMC), which is due to be released as a State Medicaid Director Letter (SMDL) in 2022.

SMC sunsets the existing certification processes known as the MECT and MEET for all MES and leverages similar principles to what was introduced in October of 2019 with Electronic Visit Verification (EVV) Outcomes-Based Certification (OBC). SMC includes a focus on outcomes, indicators of project health, a change in approach to milestone reviews, metrics, and operational reports, among other changes, in its journey towards ultimately enabling OBC for all MES. SMC focuses on the CEF, outcomes, and metrics across three project phases: 1) Planning, 2) Development, and 3) Production.

Deloitte lead will support PRMP across these phases, particularly in Development with the ORR and its heavy focus on testing results. We will also support PRMP in Production with the CR and its heavy focus on metrics.

13. Approach to Transition to Maintenance and Operations Management

Deloitte understands that we will not be primarily responsible for operations of the program; however, we will be asked to monitor and support PRMP and the Implementation Vendors' planning and transition efforts to operations. We will provide the following work products and activities:

- Turnover and Closeout Management Plan
- Transition-related meetings with the project and related agendas and minutes
- Transition-related meetings with decision-makers and related agendas and minutes
- Updated documents and plans as necessary

Deloitte has successfully operated, maintained, and configured information technology systems for hundreds of health organizations, other state Medicaid agencies, private health care payers, providers, and public services programs across the nation. We will provide O&M expertise and support for the PRMP throughout the life of our contract. Deloitte brings a team with extensive experience performing Operations and Maintenance (O&M) of modular enterprise applications in multi-vendor environments and significant Medicaid and MES experience.

We use our PM^X methodology and tools through transition to M&O and support business and technology requirements during that phase. PM^X is built upon the lessons learned from our previous experiences supporting ongoing application integrations. We also leverage Information Technology Infrastructure Library (ITIL) principles, as well as Capability Maturity Model Integration (CMMI[®]) processes to establish effective program governance and address issues that do not clearly fall within a single MES Implementation Vendor's domain. Deloitte's capabilities and experiences across large-scale health and human services data center operations uniquely qualify us to meet ITIL Service domain requirements.

1. Deloitte's Operate Practice

Our Operate Practice has developed process standards that represent a streamlined, industrialized set of guidelines and best practices that deliver business value. Having a stable, mature set of standard business processes helps projects improve quality via reduced # of errors, defects and incidents, lower risks, improved team efficiencies, and better ability to meet or exceed SLA benchmarks. Process standardization can decrease ambiguity and guesswork, guarantee quality, boost productivity, and increase overall confidence in deployed systems and solutions.

2. Continuous Improvement

Deloitte's Continuous Improvement Process (CIP) approach is the cornerstone for creating and maintaining value for PRMP stakeholders through better strategy, design, transition, and operation of services. CIP processes are built on the lessons learned from previous engagements and enable us to identify the key focus areas of improvements from PRMP's perspective for various aspects of MES operations. Deloitte uses a closed-loop feedback system based on the ITIL management improvement model. If there are any issues found in a loop, the team will work on them and resolve them in further ongoing cycles.

3. Deloitte's Transition Approach to M&O

Deloitte's PM^X Transition approach follows a standard transition lifecycle including Plan, Execute, Verify, Cutover, and Final Review stages to transition to M&O. The graphic below summarizes the process:

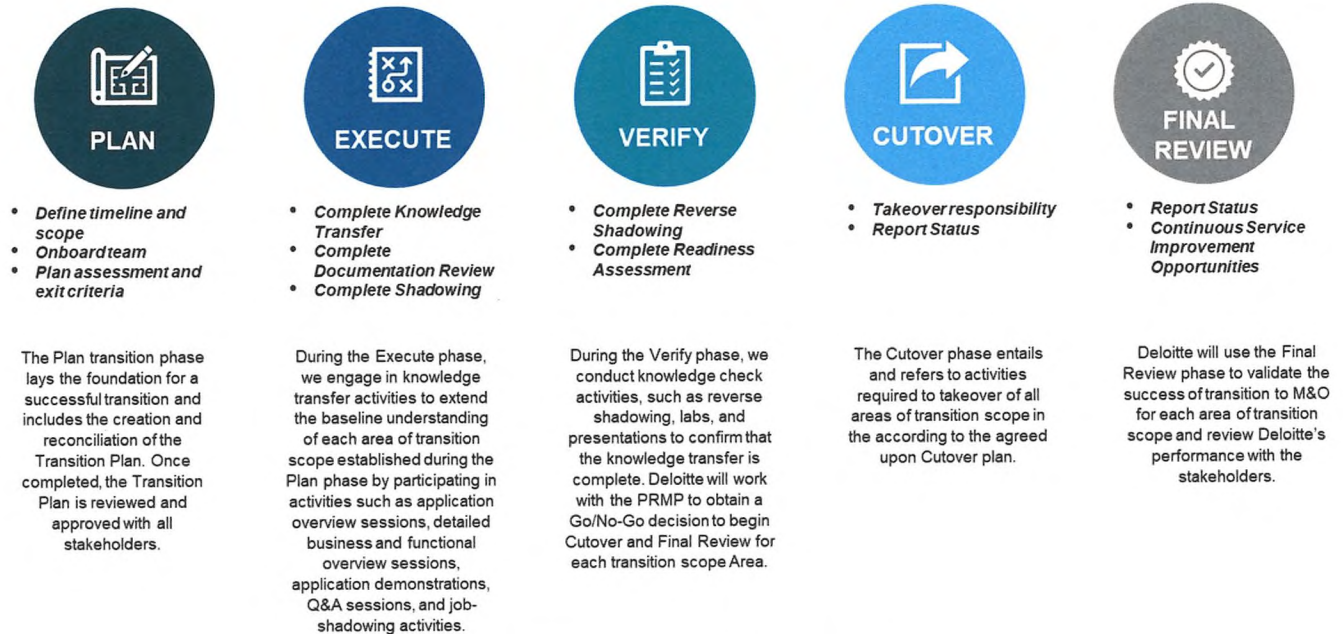
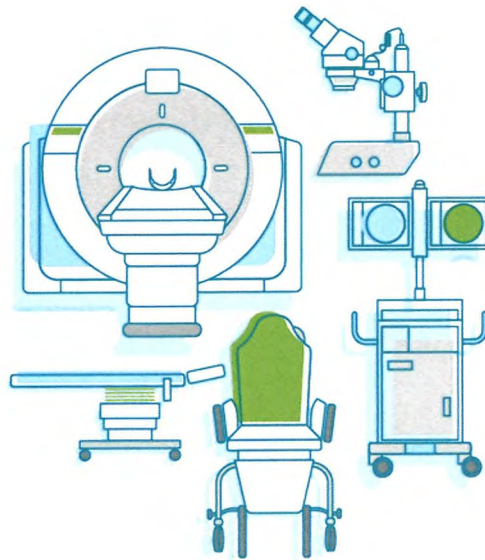


Figure 24: Deloitte's PMX Transition to M&O Phases

**Attachment G:
Terms and Conditions Response**



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

1. Title Page

The vendor should review Attachment G: Terms and Conditions Response signing each provided signature block using blue ink in order to note the vendor's acknowledgment and intent of compliance. The vendor should identify any exceptions to the Terms and Conditions. If exceptions are not noted in Attachment G: Terms and Conditions Response of the RFO but raised during contract negotiations, PRMP reserves the right to cancel the negotiation if, at its sole discretion, it deems that to be in the best interests of PRMP.

2. RFO Terms and Conditions

RFO Terms and Conditions consist of provisions throughout this RFO. Moreover, these provisions encapsulate instructions, State and federal procedures, and PRMP’s expectations of the vendor when submitting a proposal. The vendor should understand and strictly adhere to the RFO Terms and Conditions. Failure to follow any instructions within this RFO may, at PRMP’s sole discretion, result in the disqualification of the vendor’s proposal.

Please provide an authorized signature stipulating the vendor’s acknowledgment, understanding, and acceptance of these RFO Terms and Conditions.

Angel L. Quiñones Cardona  3/18/2022

a. Printed Name / Signature of Authorized Personnel

b. Date

3. Customary Terms and Conditions

The selected vendor will sign a contract with PRMP to provide the goods and services described in the vendor’s response. The following documents shall be included in any contract(s) resulting from this RFO:

- **Appendix 3: Service-Level Agreements and Performance Standards**
- **Appendix 6: Proforma Contract Draft *inclusive of HIPAA Business Associate Agreement***

Please provide a signature stipulating the vendor’s acknowledgment, complete review, and acceptance of these documents.

Angel L. Quiñones Cardona 3/18/2022

 Printed Name / Signature of Authorized Personnel Date

If the vendor is NOT taking exceptions to any of PRMP Customary Terms and Conditions, then the vendor needs to provide a binding signature stipulating its acceptance of these documents. If the vendor is taking exceptions to any of PRMP Customary Terms and Conditions, then the vendor should write ‘Taking Exceptions’ on the line below and should follow the instructions for taking exceptions, as listed in Attachment G: Terms and Conditions Response, Section 6: Exceptions.

Taking Exceptions 3/18/22

 Printed Name / Signature of Authorized Personnel Date

4. Mandatory Requirements and Terms

The following items are Mandatory Terms and Documents. Please be advised, the vendor should provide its affirmative acceptance of these items in order to move forward with consideration under this RFO.

- **Attachment E: Mandatory Requirements**
- Prior to the Contract resulting from this RFO is signed, the successful vendor must be registered with the “Registro Único de Proveedores de Servicios Profesionales” (RUP) from the Puerto Rico General Services Administration (ASG) and with the Puerto Rico Treasury Department (Hacienda) for the collection of sales and use tax (IVU) as a provider (if applicable) in the Internal Revenue Unified System (SURI). PRMP shall not award a contract, unless the vendor provides proof of such registration or provides documentation from the Puerto Rico Treasury Department that the Contractor is exempt from this registration requirement in the SURI system. The foregoing is a mandatory requirement of an award of a contract pursuant to this solicitation. For more information, please refer to the PR Treasury Department’s web site <http://www.hacienda.pr.gov>
- Prior to the Contract resulting from this RFO is signed, the successful vendor must provide a Certificate of Insurance issued by an insurance company licensed or authorized to provide insurance in Puerto Rico. Each Certificate of Insurance shall indicate current insurance coverages meeting minimum requirements as specified by this RFO. A failure to provide a current, Certificate of Insurance will be considered a material breach and grounds for contract termination. A list of the Insurance policies that may be included in this Contract are provided in **Appendix 6: Proforma Contract Draft**.
- A performance bond may be required for this RFO.
- **Appendix 2: Service-Level Agreements and Performance Standards**
- **Appendix 6: Proforma Contract Draft** inclusive of HIPAA Business Associate Agreement

Vendors that are not able to enter into a contract under these conditions should not submit a bid.

Please provide an authorized signature stipulating the vendor’s acknowledgment, understanding, and acceptance of the Mandatory Requirements and Terms stipulated in this section.

Angel L. Quiñones Cardona		3/18/2022
Printed Name / Signature of Authorized Personnel		Date

5. Commercial Materials

The vendor should list any commercial and proprietary materials it will deliver that are easily copied, such as Commercial Software, and in which PRMP will have less than full ownership (“Commercial Materials”). Generally, these will be from third parties and readily available in the open market. The vendor need not list patented parts of equipment.

Response: Deloitte will employ the following Commercial Software during the project engagement

- **Vendor:** Atlassian
 - **Tool:** JIRA
- **Vendor:** Microsoft
 - **Tool:** SharePoint
 - **Tool:** MS Project
 - **Tool:** MS Office Suite (Word, Excel, PowerPoint)

6. Exceptions (if applicable)

The vendor should indicate exceptions to PRMP’s Terms and Conditions in this RFO. Any exceptions should include an explanation for the vendor’s inability to comply with such term or condition and, if applicable, alternative language the vendor would find acceptable. Rejection of PRMP’s Terms and Conditions, in part or in whole, or without any explanation, may be cause for PRMP’s rejection of a vendor’s Proposal. If an exception concerning the Terms and Conditions is not noted in this response template, but raised during contract negotiations, PRMP reserves the right to cancel the negotiation, at its sole discretion, if it deems that to be in the best interests of PRMP.

The terms and conditions of a vendor’s software license, maintenance support agreement, and SLA, if applicable, will be required for purposes of contract negotiations for this project. Failure to provide the applicable vendor terms, if any, as part of the RFO response may result in rejection of the vendor’s proposal.

Instructions: Identify and explain any exceptions to PRMP’s terms and conditions using the tables provided below, adding tables, as needed. If no changes are listed, the vendor is indicating that no changes to the Terms and Conditions are proposed and that the vendor intends to accept them as written if the vendor’s Proposal is selected. Mandatory Requirements and Terms noted in this RFO are non-negotiable.

- o The vendor may add additional tables, as appropriate.
- o Do not submit vendor’s Standard Terms and Contracting Provisions in lieu of stipulating exceptions below.
- o Making revisions to PRMP statutes and regulations is prohibited.
- o PRMP has no obligation to accept any exception(s).

Exception #1 – Interagency services, both parties

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: Proforma Contract Draft:</p> <p>CLAUSES AND CONDITIONS</p> <p>(Page 97-98)</p> <p>2. Interagency Services</p> <p><u>2. INTERAGENCY SERVICES:</u> BOTH PARTIES acknowledge and agree that the contracted services can be rendered to any entity part of the Executive Branch, with which the FIRST PARTY has entered into an interagency agreement or by direct order of the Governor’s Chief of Staff. Said services will be rendered under the same terms and conditions as agreed upon in this Contract.</p>	<p>Please omit “or by direct order of the Governor’s Chief of Staff” or clarify that it would still require an agreement between us and that entity as well for contractual privity. We would require an agreement with whichever entity we would be delivering services to.</p>	<p>CLAUSES AND CONDITIONS</p> <p><u>2. INTERAGENCY SERVICES:</u> BOTH PARTIES acknowledge and agree that the contracted services can be rendered to any entity part of the Executive Branch, with which the FIRST PARTY has entered into an interagency agreement or by direct order of the Governor’s Chief of Staff. Said services will be rendered under the same terms and conditions as agreed upon in this Contract</p>
<p>NOTES/COMMENTS:</p>		

Exception #2 – Timetable and Worksite and Assigned Staff

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: Proforma Contract Draft</p> <p>CLAUSES AND CONDITIONS</p> <p>(Page 98)</p> <p>1. Timetable and work site and assigned staff</p> <p>2. <u>TIMETABLE AND WORK SITE AND ASSIGNED STAFF:</u> The SECOND PARTY will work for the FIRST PARTY on a flexible schedule in its own facilities or those of the FIRST PARTY and complete the enhancements according to the terms stipulated in the proposal. Any change will be notified to the FIRST PARTY.</p>	<p>It is our understanding that portions of the services to be delivered by our remote associates</p>	<p>CLAUSES AND CONDITIONS</p> <p><u>3. TIMETABLE AND WORK SITE AND ASSIGNED STAFF:</u> The SECOND PARTY will work for the FIRST PARTY on a flexible schedule in its own facilities or remotely or those of the FIRST PARTY and complete the enhancements according to the terms stipulated in the proposal. Any change will be notified to the FIRST PARTY</p>
<p>NOTES/COMMENTS:</p>		

Exception #3 – Compensation-invoices

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: Proforma Contract Draft.</p> <p>(Page 99)</p> <p>4. Compensation</p> <p>The FIRST PARTY shall verify the invoices within twenty (20) working days of the receiving date of the invoice and, if they comply with the requirements set forth in this Agreement, it will process the payment to the SECOND PARTY within thirty (30) days of the approval of the invoice. The FIRST PARTY will promptly notify the SECOND PARTY</p>	<p>These edits are to clarify when the clock for submittal of invoices restarts, and that for this project, payment is not conditioned upon acceptance of deliverables.</p>	<p>4. Compensation</p> <p>The FIRST PARTY shall verify the invoices within twenty (20) working days of the receiving date of the invoice and, if they comply with the requirements set forth in this Agreement, it will process the payment to the SECOND PARTY within thirty (30) days of the approval of the invoice. The FIRST PARTY will promptly notify the SECOND PARTY any questions regarding invoices so that the SECOND PARTY can</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>any questions regarding invoices so that the SECOND PARTY can receive timely payment. Any edits or resubmittal of invoices requested by the FIRST PARTY shall restart the clock for time for submittal. The procedure for acceptance of deliverables is defined in the FIFTH CLAUSE, from which invoices must include, as attachments, all receipts of accepted final deliverables as proof of acceptance.</p>		<p>receive timely payment. Any edits or resubmittal of noncompliant invoices requested by the FIRST PARTY shall restart the clock for time for submittal. The procedure for acceptance of deliverables is defined in the FIFTH CLAUSE; however, for the avoidance of doubt, invoicing and payment are not subject to such acceptance procedure, rather invoicing shall be based upon the terms set forth in the applicable SOW.</p>
NOTES/COMMENTS:		

Exception #4 – The Second Party Administrative Policies

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: Proforma Contract Draft.</p> <p>(Page 100)</p> <p>The Second Party Administrative Policies</p> <p>8. The SECOND PARTY is bound by the Administrative Policies established by the FIRST PARTY and it cannot change or act against said policies, without prior approval and permission from the FIRST PARTY</p>	<p>We request that any policies we are obligated to comply with are attached to the agreement.</p>	<p>The Second Party Administrative Policies</p> <p>8. The SECOND PARTY is bound by the Administrative Policies established by the FIRST PARTY and attached hereto as Exhibit [] while performing the services hereunder and it cannot change or act against said policies, without prior approval and permission from the FIRST PARTY.</p>
NOTES/COMMENTS:		

Exception #5 – Negligence or Abandonment

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: ProForma Contract (Page 100)</p> <p>9. Negligence or Abandonment</p> <p>The FIRST PARTY reserves the right to terminate this contract without prior notice or approval, in any case the FIRST PARTY deems that the SECOND PARTY has acted negligently and/or abandoned its duties and/or obligations under this contract. The SECOND PARTY’S negligence and abandonment would be considered just cause for the termination of this contract without being subject to this contract’s RESOLUTION CLAUSE, and the SECOND PARTY’S actions or omissions will relieve the FIRST PARTY from any obligation to the SECOND PARTY or any other party affected by the SECOND PARTY’S actions. The SECOND PARTY will finish all pending matters and jobs at the time of the contract termination without the FIRST PARTY incurring in any responsibility to pay for any additional amounts concerning pending matters or jobs.</p>	<p>These edits are to clarify the scope of this termination right and obligations for payment of services performed</p>	<p><u>9.NEGLIGENCE OR ABANDONMENT:</u> The FIRST PARTY reserves the right to terminate this contract without prior notice or approval, in any case the FIRST PARTY deems that the SECOND PARTY has acted negligently and/or intentionally abandoned its duties and/or obligations under this. SECOND PARTY’S negligence and abandonment would be considered just cause for the termination of this contract without being subject to this RESOLUTION CLAUSE, and the actions or omissions will relieve the FIRST PARTY from any obligation to the SECOND PARTY or any other party affected by the actions for payment for any work after such effective date of termination. The SECOND PARTY will finish all pending matters and jobs at the time of the contract termination and the FIRST PARTY will only be obligated to pay for work performed, including such finished matters and jobs, without the FIRST PARTY incurring in any responsibility to pay for any additional amounts concerning pending matters or jobs work not yet performed as of such termination effective date.</p>
<p>NOTES/COMMENTS:</p>		

Exception #6 – Intellectual Property

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: ProForma Contract (Page 100)</p> <p>8. Intellectual Property</p> <p>11. INTELLECTUAL PROPERTY: BOTH PARTIES agree that any work, report and/or product resulting from the services provided by the SECOND PARTY, including but not limited to studies, research, consultations, or any other shape or form that they may take, will always be the personal and intellectual property of the FIRST PARTY. The FIRST PARTY will not be obligated to pay any monetary amount in addition to the payment specified in the FOURTH CLAUSE of this contract nor it would be in any obligation to the SECOND PARTY as a result of any intellectual rights, services and work performed including, but not limited to studies, research, consultations, or any other shape or form that they may take. The FIRST PARTY is also authorized and has the full right to give the aforementioned work product the official use it deems necessary. The SECOND PARTY may not use work, reports and/or products resulting from services rendered in this contract for any other purposes other than the ones stated in this contract or authorized by the FIRST PARTY.</p>	<p>These edits are to clarify our retaining ownership of our preexisting intellectual property and when and how license to the work product transfers</p>	<p>11. Intellectual Property</p> <p>11. INTELLECTUAL PROPERTY: BOTH PARTIES agree that any work, report and/or product resulting- tangible materials created from the services provided by the SECOND PARTY <u>for delivery to the FIRST PARTY (a “Work Product”)</u> including but not limited to studies, research, consultations, or any other shape or form that they may take, will always be the personal and intellectual property of the FIRST PARTY <u>upon full payment to the SECOND PARTY by the FIRST PARTY for the work giving rise to the applicable Work Product, except for any SECOND PARTY Materials contained therein, defined as works of authorship, materials, information and other intellectual property created by the SECOND PARTY independent from this Agreement, and all modifications and derivatives thereof (collectively, the “SECOND PARTY Materials”)</u>. The FIRST PARTY will not be obligated to pay any monetary amount in addition to the payment specified in the FOURTH CLAUSE of this contract nor it would be in any obligation to the SECOND PARTY as a result of any intellectual rights, services and work performed including, but not limited to studies, research, consultations, or any other shape or form that they may take. The FIRST PARTY is also authorized and has the full right to give the aforementioned work product the official use it deems necessary.</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
		<p>The SECOND PARTY may not use work, reports and/or products resulting from services rendered in this contract for any other purposes other than the ones stated in this contract or authorized by the FIRST PARTY.</p> <p>The SECOND PARTY hereby grants the FIRST PARTY a royalty-free, fully paid-up, worldwide, nonexclusive license to use the SECOND PARTY Materials contained in the Work Product in connection with the use of such Work Product. Except for the foregoing license grant, the SECOND PARTY or its licensors retain all rights in and to all SECOND PARTY Materials. To the extent SECOND PARTY Materials provided hereunder constitute inventory within the meaning of section 471 of the Internal Revenue Code, the SECOND PARTY as agent for Deloitte Consulting Product Services LLC licenses such to the FIRST PARTY on the terms and conditions contained herein.</p>
NOTES/COMMENTS:		

Exception #7 – Resolutions and Termination-General Terms

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: ProForma Contract (Page 101)</p> <p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>This contract may be resolved prior to its termination date by any of the</p>	<p>This edit is to clarify what resolved means in this instance.</p>	<p>This contract may be resolved (terminated early) prior to its termination date by any of the PARTIES, through written notification to the OTHER PARTY, with thirty (30) days previous notice from the date of the intended resolution, with no additional obligations from either PARTY (other than any payment</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>PARTIES, through written notification to the OTHER PARTY, with thirty (30) days previous notice from the date of the intended resolution, with no additional obligations from either PARTY (other than any payment obligations of the FIRST PARTY for any completed Deliverables by the SECOND PARTY and in the case of a termination by the FIRST PARTY hereunder, reimbursement of any wind-down costs (such costs are subject to the FIRST PARTY’S approval) incurred by the SECOND PARTY, as described in Appendix A.</p>		<p>obligations of the FIRST PARTY for any completed Deliverables by the SECOND PARTY and in the case of a termination by the FIRST PARTY hereunder, reimbursement of any wind-down costs (such costs are subject to the approval) incurred by the SECOND PARTY, as described in Appendix A.</p>
<p>Appendix 6: ProForma Contract (Page 101)</p> <p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>In the event that the FIRST PARTY determines that the SECOND PARTY has failed to comply with the conditions of this contract in a timely manner or is in breach of this contract, the FIRST PARTY has the right to suspend or terminate the Services and/or Deliverables set forth under this contract and/or in the applicable Statement of Work, in part or in whole, or at its sole discretion, the FIRST PARTY may require the SECOND PARTY to take corrective action. The FIRST PARTY shall notify the SECOND PARTY, in either instance, in writing by giving thirty (30) calendar days written notice. In case corrective action has been required and is not taken within thirty (30) calendar days, or if such corrective action is deemed by the FIRST PARTY to be insufficient, the Services and/or Deliverables set forth under this contract and/or in the applicable Statement of Work may be terminated in part or in whole.</p>	<p>These edits are to clarify the grounds giving rise to a termination or suspension right.</p>	<p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>In the event that the FIRST PARTY determines that the SECOND PARTY has failed to materially comply with the conditions of this contract in a timely manner or is in material breach of this contract, the FIRST PARTY has the right to suspend or terminate the Services and/or Deliverables set forth under this contract and/or in the applicable Statement of Work, in part or in whole, or at its sole discretion, the FIRST PARTY may require the SECOND PARTY to take corrective action. The FIRST PARTY shall notify the SECOND PARTY, in either instance, in writing by giving thirty (30) calendar days written notice. In case corrective action has been required and is not taken within thirty (30) calendar days, or if such corrective action is deemed by the FIRST PARTY to be insufficient, the Services and/or Deliverables set forth under this contract and/or in the applicable Statement of Work may be terminated in part or in whole</p>
<p>Appendix 6: ProForma Contract (Page 101)</p>	<p>These edits are to afford us the right to cure an alleged breach and to clarify</p>	<p>13. Resolution and Termination:</p> <p>A. General Terms</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>An infraction or failure to comply with the following conditions by the SECOND PARTY shall construe just cause for the termination of this contract by the FIRST PARTY, and the FIRST PARTY shall not be liable for any obligations or responsibilities under this contract other than any payment obligations of the FIRST PARTY for any completed Services and/or Deliverables by the SECOND PARTY:</p>	<p>what below we will agree as a matter of contract constitutes a material breach</p>	<p>An infraction or failure to comply with the following conditions by the SECOND PARTY shall construe just cause for the termination of this contract by the FIRST PARTY, and the FIRST PARTY shall not be liable for any obligations or responsibilities under this contract other than any payment obligations of the FIRST PARTY for any completed Services and/or Deliverables by the SECOND PARTY, if such infraction or failure is not cured within thirty (30) days of receipt of notice describing the infraction or failure to comply, if curable:</p>
<p>Appendix 6: ProForma Contract (Page 101-102)</p> <p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>1. The infringement or infringements by the SECOND PARTY of Act No. 1 of January 3, 2012, as amended, known as the “Puerto Rico Government Ethics Act”, as amended.</p> <p>2. The SECOND PARTY’S uncured material breach of its responsibilities, or the abandonment of its material responsibilities as set forth in CLAUSE ELEVENTH: MATERIAL BREACH OF OBLIGATIONS OR ABANDONNEMENT.</p> <p>3. The non-compliance by the SECOND PARTY of the regulations and procedures established by the FIRST PARTY communicated in writing and with reasonable advance notice to the SECOND PARTY.</p> <p>4. The conviction or the determination of probable cause against the SECOND PARTY for the commission of a crime or offense against the public treasury or government administration or that involves public funds or properties, be it in the federal or state levels.</p>	<p>These edits are to afford us the right to cure an alleged breach and to clarify what below we will agree as a matter of contract constitutes a material breach.</p> <p>As to former subsection 9 specifically, we do not require nor expect to receive any PHI subject to HIPAA for this project so this would be inapplicable.</p>	<p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>1. The infringement or infringements by the SECOND PARTY of Act No. 1 of January 3, 2012, as amended, known as the “Puerto Rico Government Ethics Act”, as amended.</p> <p>2. The SECOND PARTY’S uncured material breach of its responsibilities, or the abandonment of its material responsibilities as set forth in CLAUSE ELEVENTH: MATERIAL BREACH OF OBLIGATIONS OR ABANDONNEMENT.</p> <p>3. The non-compliance by the SECOND PARTY of the regulations and procedures established by the FIRST PARTY communicated in writing and with reasonable advance notice to the SECOND PARTY and set forth in this Agreement.</p> <p>4. The conviction or the determination of probable cause for indictment against the SECOND PARTY for the commission of a crime or offense against the public treasury or government administration or that involves public funds or properties, be it in the federal or state levels.</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>5. If the SECOND PARTY incurs and acts as described in CLAUSE TWENTY THIRD of this contract.</p> <p>6. If the SECOND PARTY is accused, administratively or criminally, or convicted, of the fraudulent acquisition of any credentials.</p> <p>7. If the SECOND PARTY loses its professional license or does not maintain its professional license up to date.</p> <p>8. Cancellation of the professional liability policy of the SECOND PARTY, described in CLAUSE TWENTY NINTH of this contract.</p> <p>9. If the SECOND PARTY violates HIPAA requirements as defined in CLAUSE THIRTEENTH of this contract.</p> <p>10. The Secretary of the Interior shall have the power to terminate this contract at any time.</p> <p>11. The breach of any of the established policies by the Financial Oversight and Management Board related to contractual relations with the Government of Puerto Rico and its instrumentalities, applicable to the SECOND PARTY. (FOMB POLICY: REVIEW OF CONTRACTS of November 6, 2017, modified on April 30, 2021).</p> <p>12. The breach with the provisions of Executive Order OE2021-029 of April 27, 2021 or any subsequent amendment to it when applicable</p>		<p>5. If the SECOND PARTY incurs and acts as described in CLAUSE TWENTY THIRD of this contract.</p> <p>6. If the SECOND PARTY is accused, administratively or criminally, or convicted, of the fraudulent acquisition of any required credentials when applicable.</p> <p>7. If the SECOND PARTY loses its required professional license or does not maintain its required professional license up to date.</p> <p>8. Cancellation of the professional liability policy of the SECOND PARTY, described in CLAUSE TWENTY NINTH of this contract.</p> <p>9. If the SECOND PARTY violates HIPAA requirements as defined in CLAUSE THIRTEENTH of this contract.</p> <p>10. The Secretary of the Interior shall have the power to terminate this contract at any time.</p> <p>11. The breach of any of the established policies by the Financial Oversight and Management Board related to contractual relations with the Government of Puerto Rico and its instrumentalities, applicable to the SECOND PARTY. (FOMB POLICY: REVIEW OF CONTRACTS of November 6, 2017, modified on April 30, 2021).</p> <p>12. The breach with the provisions of Executive Order OE2021-029 of April 27, 2021 or any subsequent amendment to it when applicable</p>
<p>Appendix 6: ProForma Contract (Page 102)</p> <p>13. Resolution and Termination:</p> <p>A. General Terms</p>	<p>This addition is to grant us the right to terminate in the event the department fails to pay invoices in a timely manner.</p>	<p>13. Resolution and Termination:</p> <p>A. General Terms</p> <p>Furthermore, the Governor's Chief of Staff will have the power to terminate this contract at any moment during its term. However, in the case of an immediate termination, reimbursement</p>

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<p>Furthermore, the Governor’s Chief of Staff will have the power to terminate this contract at any moment during its term. However, in the case of an immediate termination, reimbursement of wind-down costs (such costs are subject to the FIRST PARTY’S approval) incurred by the SECOND PARTY as detailed in Appendix A shall be payable.</p> <p>It is expressly agreed upon, that the SECOND PARTY shall complete any work pending at the time of resolution without the FIRST PARTY being obligated to pay or additionally compensate the SECOND PARTY beyond amounts due for the Deliverables received and accepted by the FIRST PARTY.</p>	<p>We would expect to be compensated for work performed through termination, not just accepted work.</p>	<p>of wind-down costs (such costs are subject to the FIRST PARTY’S approval) incurred by the SECOND PARTY as detailed in Appendix A shall be payable. The Second Party may terminate this Agreement upon ten (10) days’ prior written notice in the event of any non-payment of a properly submitted invoice within the time set forth herein for payment, if not paid in full within such notice period.</p> <p>It is expressly agreed upon, that the SECOND PARTY shall complete any work pending at the time of resolution without the FIRST PARTY being obligated to pay or additionally compensate the SECOND PARTY beyond amounts due for the Deliverables received and accepted by the FIRST PARTY. Payment for the work performed through the effective date of termination.</p>
<p>NOTES/COMMENTS:</p>		

Exception #8 – Resolutions and Termination-Termination Assistance

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: ProForma Contract (Page 102)</p> <p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>Within six (6) months of the end of the final term of this Contract, or upon notice of termination of the Contract, whichever is shorter, and without respect to either the cause or time of such termination, the SECOND PARTY will take all necessary measures to facilitate an uninterrupted transition to a successor, to the extent required by the FIRST PARTY based on the Transition Services detailed in Section C. The</p>	<p>These edits are to clarify our obligations during transition.</p>	<p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>Within six (6) months of the end of the final term of this Contract, or upon notice of termination of the Contract, whichever is shorter, and without respect to either the cause or time of such termination, the SECOND PARTY will take all necessary measures to facilitate an uninterrupted transition to a successor, to the extent required by the FIRST PARTY based on the Transition Services detailed in Section C. The SECOND PARTY will, at any time during the six (6) months preceding contract termination, provide such</p>

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<p>SECOND PARTY will, at any time during the six (6) months preceding contract termination, provide such information about the System under this maintenance and operations contract as will be required by the FIRST PARTY and/or the successor for purposes of planning the transition. In addition, the SECOND PARTY will within seven (7) calendar days provide historical records to the FIRST PARTY in a form acceptable to the FIRST PARTY for the preceding years during which the SECOND PARTY was under contract with the FIRST PARTY, and any other information necessary for a seamless transition.</p>		<p>information about the System under this maintenance and operations contract as will be required by the FIRST PARTY and/or the successor for purposes of planning the transition. In addition, the SECOND PARTY will within seven (7) calendar days provide historical records relating to the services to the FIRST PARTY in a form acceptable to the FIRST PARTY for the preceding years during which the SECOND PARTY was under contract with the FIRST PARTY, and any other information necessary for a seamless transition.</p>
<p>Appendix 6: ProForma Contract (Page 103)</p> <p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>1. Stop work under the Contract on the date, and to the extent, specified in the notice.</p> <p>2. Within seven (7) calendar days deliver copies of all subcontracts and all third-party contracts executed in connection with the performance of the Services.</p> <p>3. Within seven (7) calendar days, provide the list of services provided by subcontractors in connection with the performance of the Service including the names of the subcontractors.</p> <p>4. Place no further orders or subcontracts for Services, except as may be necessary for completion of such portion of the work under the Contract that is not terminated as specified in writing by the FIRST PARTY.</p> <p>5. Assign, to the extent applicable or as the FIRST PARTY may require, all subcontracts and all third-party contracts executed in connection with the performance of the Services to the FIRST PARTY and/or a successor</p>	<p>Specifically as to former subsection 2, our subcontractors would not typically be asked to, nor agree, to assignment as they would expect to negotiate an agreement between them and any party.</p> <p>Specifically as to former subsection 5, our subcontractors would not typically be asked to, nor agree, to assignment as they would expect to negotiate an agreement between them and any party.</p>	<p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>1. Stop work under the Contract on the date, and to the extent, specified in the notice.</p> <p>2. Within seven (7) calendar days deliver copies of all subcontracts and all third-party contracts executed in connection with the performance of the Services.</p> <p>3. Within seven (7) calendar days, provide the list of services provided by subcontractors in connection with the performance of the Service including the names of the subcontractors.</p> <p>4. Place no further orders or subcontracts for Services, except as may be necessary for completion of such portion of the work under the Contract that is not terminated as specified in writing by the FIRST PARTY..</p> <p>5. Assign, to the extent applicable or as the FIRST PARTY may require, all subcontracts and all third-party contracts executed in connection with the performance of the Services to the FIRST PARTY and/or a successor provider. Should any subcontractor or third-party require an assignment fee,</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>provider. Should any subcontractor or third-party require an assignment fee, the FIRST PARTY agrees to pay such fee to the subcontractor or third-party</p>		<p>the FIRST PARTY agrees to pay such fee to the subcontractor or third-party</p>
<p>Appendix 6: ProForma Contract (Page 103)</p> <p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>6. Perform, as the FIRST PARTY may require, such knowledge transfer and other services as are required to allow the Services to continue without interruption or adverse effect and to facilitate orderly migration and transfer of the services to the successor.</p>	<p>We will agree to provide these transition services through the date of termination, subject to payment for delivery of such services.</p>	<p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>6. Perform, as the FIRST PARTY may require, such knowledge transfer and other services as are required to allow the Services to continue without interruption or adverse effect and to facilitate orderly migration and transfer of the services to the successor, up to the effective date of termination and subject to payment to SECOND PARTY for such knowledge transfer and other services.</p>
<p>Appendix 6: ProForma Contract (Page 103)</p> <p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>7. Promptly supply all materials necessary for continued operation of the System, including:</p> <ul style="list-style-type: none"> a. Computer programs b. Data files c. User and operations manuals d. System and program documentation e. Training programs related to the operation and maintenance of the System [42 CFR 434.10 (b) & SMM 2082.2] <p>8. Take such action as may be necessary, or as the FIRST PARTY may direct, for the protection and preservation of the property related to this Contract, which is in the possession of the SECOND PARTY and in which the FIRST PARTY has or may acquire an interest, and to transfer</p>	<p>Specifically regarding preservation of property, these edits are to clarify what property specifically must be preserved.</p> <p>These edits are to clarify the rights to seek injunctive relief and other related remedies.</p>	<p>13. Resolution and Termination:</p> <p>B. Termination Assistance</p> <p>7. Promptly supply all materials necessary for continued operation of the System, including:</p> <ul style="list-style-type: none"> a. Computer programs b. Data files, if such files constitute deliverable documentation c. User and operations manuals d. System and program documentation e. Training programs related to the operation and maintenance of the System [42 CFR 434.10 (b) & SMM 2082.2] <p>8. Take such action as may be necessary, or as the FIRST PARTY may direct, for the protection and preservation of the First Party property related to this Contract, which is in the possession of the SECOND PARTY and in which the FIRST PARTY has or may acquired by this Contract an interest, and to transfer that property to the FIRST PARTY or a successor.</p> <p>The SECOND PARTY acknowledges that, if it were to breach, or threaten to</p>

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<p>that property to the FIRST PARTY or a successor.</p> <p>9. Cooperate with the successor SECOND PARTY, other contractors, and the FIRST PARTY in the planning and transfer of operations. The SECOND PARTY acknowledges that, if it were to breach, or threaten to breach, its obligation to provide the FIRST PARTY with the foregoing assistance, the FIRST PARTY might be immediately and irreparably harmed and monetary compensation might not be measurable or adequate. In such circumstances, the FIRST PARTY shall be entitled to obtain such injunctive, declaratory, or other equitable relief as the FIRST PARTY deems necessary to prevent such breach or threatened breach, without the requirement of posting any bond, and the SECOND PARTY waives any right it may have to allege or plead or prove that the FIRST PARTY is not entitled to injunctive, declaratory, or other equitable relief. If the court should find that the 104</p> <p>SECOND PARTY has breached (or attempted or threatened to breach) any such obligations, the SECOND PARTY agrees that without any additional findings of irreparable injury or other conditions to injunctive or any equitable relief, the SECOND PARTY will not oppose the entry of an order compelling its performance and restraining the SECOND</p>		<p>breach, its obligation to provide the FIRST PARTY with the foregoing assistance, the FIRST PARTY might be immediately and irreparably harmed and monetary compensation might not be measurable or adequate. In such circumstances, the FIRST PARTY shall be entitled to obtain seek such injunctive, declaratory, or other equitable relief as the FIRST PARTY deems necessary to prevent such breach or threatened breach, without the requirement of posting any bond., and the SECOND PARTY waives any right it may have to allege or plead or prove that the FIRST PARTY is not entitled to injunctive, declaratory, or other equitable relief. If the court should find that the 104</p> <p>SECOND PARTY has breached (or attempted or threatened to breach) any such obligations, the SECOND PARTY agrees that without any additional findings of irreparable injury or other conditions to injunctive or any equitable relief, the SECOND PARTY will not oppose the entry of an order compelling its performance and restraining the SECOND</p>
<p>NOTES/COMMENTS:</p>		

Exception #9 – Monetary Interest

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 105)</p> <p>14. MONETARY INTEREST</p> <p>The SECOND PARTY certifies that to the best of its knowledge, no official or employee of the SECOND PARTY, nor any member of their family unit has, directly or indirectly, a pecuniary interest in this contract. 106</p> <p>The SECOND PARTY certifies that to the best of its knowledge, no official or employee of the DEPARTMENT OF HEALTH has had during the preceding two (2) years before occupying his current position, any direct or indirect pecuniary interest in this contract.</p> <p>The SECOND PARTY certifies that to the best of its knowledge, there is no family relationship with any of its partners, officials or employees that has decision-making authority or influence or participation in the institutional decision-making process of the FIRST PARTY.</p> <p>The SECOND PARTY certifies that one or some of its officers, directors or employees have a family relation with an official or employee of the FIRST PARTY but the Government Ethics Office issued a waiver. The SECOND PARTY is hereby obligated to inform of any family relationship and name and place of work of said officer or employee, as expressly established in the certification. Copy of the certification and waiver are made part of this contract.</p> <p>The FIRST PARTY certifies that, to the best of its knowledge, no employee or official of the DEPARTMENT OF HEALTH or any member of their family unit has, directly or indirectly, any pecuniary interest in this agreement and that no official or employee of the Executive Branch of the government of the Commonwealth</p>	<p>These edits are to scope the certifications made as to the knowledge of the person executing this agreement.</p>	<p>14. MONETARY INTEREST</p> <p>The SECOND PARTY certifies that to the best of the knowledge of the individual signing for SECOND PARTY, no official or employee of the SECOND PARTY, nor any member of their family unit has, directly or indirectly, a pecuniary interest in this contract other than general compensation from the SECOND PARTY.</p> <p>The SECOND PARTY certifies that to the best of the knowledge of the individual signing for SECOND PARTY, no official or employee of the DEPARTMENT OF HEALTH has had during the preceding two (2) years before occupying his current position, any direct or indirect pecuniary interest in this contract.</p> <p>The SECOND PARTY certifies that to the best of the knowledge of the individual signing for the SECOND PARTY, there is no family relationship with any of its partners, officials or employees that has decision-making authority or influence or participation in the institutional decision-making process of the FIRST PARTY.</p> <p>The SECOND PARTY certifies to the best of the knowledge of the individual signing for the SECOND PARTY that one or some of its officers, directors or employees have a family relation with an official or employee of the FIRST PARTY but the Government Ethics Office issued a waiver. The SECOND PARTY’s representative signing this agreement is hereby obligated to inform of any family relationship and name and place of work of said officer or employee, as expressly established in the certification. Copy of the certification and waiver are made part of this contract.</p> <p>The FIRST PARTY certifies that, to the best of its knowledge, no employee or official of the DEPARTMENT OF HEALTH or any member of their family unit has, directly or indirectly, any</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
		pecuniary interest in this agreement and that no official or employee of the Executive Branch of the government of the Commonwealth
NOTES/COMMENTS:		

Exception #10 – Crimes Against the Public Treasury

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract:</p> <p>(Page 107)</p> <p>17. CRIMES AGAINST THE PUBLIC TREASURY</p> <p>The SECOND PARTY certifies that neither it or its shareholders, partners, officials, principal, employees, subsidiaries or its parent company has been convicted or found with probable cause for arrest for any crime against the public treasury, the public faith and duty, nor one that involves public property or funds, whether state or federal.</p> <p>The SECOND PARTY acknowledges its obligation to inform, on a continuous basis and while this contract is on effect, of any circumstance related with the status of an ongoing investigation based on a commission of a crime against the public treasury, the public faith and duty, against government execution or that involves public property or funds, whether state or federal.</p> <p>The SECOND PARTY certifies that ten (10) years prior to the formalization of this contract, it has not been involved in the commission of any crime against the public treasury, the public faith and duty, or one that involves public</p>	<p>These edits are to scope the certifications made as to the knowledge of the person executing this agreement.</p>	<p>17. CRIMES AGAINST THE PUBLIC TREASURY</p> <p>The SECOND PARTY certifies that to the best of the knowledge of the individual signing for SECOND PARTY, neither it or its shareholders, partners, officials, principal, employees, subsidiaries or its parent company has been convicted or found with probable cause for arrest for any crime against the public treasury, the public faith and duty, nor one that involves public property or funds, whether state or federal.</p> <p>The SECOND PARTY acknowledges its obligation to inform, on a continuous basis and while this contract is in effect, of any circumstance related with the status of an ongoing investigation based on a commission of a crime by the SECOND PARTY against the public treasury, the public faith and duty, against government execution or that involves public property or funds, whether state or federal.</p> <p>The SECOND PARTY certifies that to the best of the knowledge of the individual signing for SECOND PARTY ten (10) years prior to the formalization of this contract, it has not been involved in the commission of any crime against the public treasury, the public faith and duty, or one that involves public</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
property or funds, whether state or federal.		property or funds, whether state or federal.
NOTES/COMMENTS:		

Exception #11 – Confidentiality

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 107)</p> <p>18. CONFIDENTIALITY</p> <p>CONFIDENTIALITY: The SECOND PARTY agrees to maintain in strict confidentiality and shall not make public all the SECOND PARTY’S disclosed information related to the services to be rendered under this contract.</p>	<p>This edit is to clarify that if required by law, information can be disclosed.</p>	<p>18. Confidentiality</p> <p>18.CONFIDENTIALITY: The SECOND PARTY agrees to maintain in strict confidentiality and shall not make public all the SECOND PARTY’S disclosed non-public information related to the services to be rendered under this contract, unless required by applicable law, regulation, subpoena, summons of other applicable government or legal processes.</p>
NOTES/COMMENTS:		

Exception #12 – Audits

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 107-108)</p> <p>19. AUDITS</p> <p>AUDITS: The SECOND PARTY agrees to make viable any audits that</p>		<p>19. AUDITS</p> <p>AUDITS: The SECOND PARTY agrees to make viable any audits that the FIRST PARTY and/or the Office of the Comptroller of Puerto Rico may</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>the FIRST PARTY and/or the Office of the Comptroller of Puerto Rico may deem necessary and, accordingly, it must:</p> <ol style="list-style-type: none"> Maintain available for examination by the FIRST PARTY or the Office of the Comptroller of Puerto Rico at all times, all files, documents, books and data pertaining to all matters covered by this contract. Preserve all files and any other document pertaining to this contract for a period of six (6) years after the expiration of this contract. If an audit has been started and it has not been completed at 108 the end of the six (6) years, the files must be preserved until the final results of the audit are issued. 		<p>deem necessary and, accordingly, it must:</p> <ol style="list-style-type: none"> Maintain available for examination by the FIRST PARTY or the Office of the Comptroller of Puerto Rico at all times, all billing, payment, and deliverables files, documents, books and data pertaining to all matters covered by this contract. Preserve all such files and any other document pertaining to this contract for a period of six (6) years after the expiration of this contract. If an audit has been started and it has not been completed at 108 the end of the six (6) years, the files must be preserved until the final results of the audit are issued.
NOTES/COMMENTS:		

Exception #13 – Insurance Policies

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6: 6 Proforma Contract: Insurance Policies</p> <p>(Page 108)</p> <p>21. INSURANCE POLICIES: The SECOND PARTY will maintain in force during the period of this Agreement the following insurance policies:</p> <ol style="list-style-type: none"> Commercial General Insurance with limits non less than \$1,000,000.00. Commercial Auto Liability with limits non less than \$500,000.00 and the following forms: Non-Owned Autos, Hired Autos. Professional Liability Insurance with limits non less than \$500,000.00. <p>The policies must have the following endorsements:</p>	<p>These edits are to make these obligations fit within existing policies we hold and our internal processes.</p>	<p>21. INSURANCE POLICIES:</p> <p>INSURANCE POLICIES: The SECOND PARTY will maintain in force during the period of this Agreement the following insurance policies:</p> <ol style="list-style-type: none"> Commercial General Insurance with limits non less than \$1,000,000.00 per occurrence. Commercial Auto Liability with limits non less than \$500,000.00 per accident and the following forms: Non-Owned Autos, Hired Autos. Professional Liability Insurance with limits non less than \$500,000.00 per claim. <p>The policies must have the following endorsements:</p> <ul style="list-style-type: none"> Naming the DEPARTMENT OF HEALTH of Puerto Rico,

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>8. Naming the DEPARTMENT OF HEALTH of Puerto Rico, as an additional insured.</p> <p>9. Including the Hold Harmless Agreement.</p> <p>10. Policies cannot be cancelled or modified without providing thirty (30) days prior written notice to the DEPARTMENT OF HEALTH, Office of Insurance and Risks (“Oficina de Seguros y Riesgos”), P. O. Box 70184, San Juan, Puerto Rico 00936-8184.</p> <p>Copy of all policies will be part of this Agreement’s file.</p>		<p>as an additional insured on the commercial general liability and auto liability coverages with respect to Second Party’s acts of omissions in performance under this Agreement.</p> <ul style="list-style-type: none"> • Including the Hold Harmless Agreement. • Policies cannot be cancelled or modified without providing thirty (30) days prior written notice to the DEPARTMENT OF HEALTH, Office of Insurance and Risks (“Oficina de Seguros y Riesgos”), P. O. Box 70184, San Juan, Puerto Rico 00936-8184. <p>Copy of all policies will be part of this Agreement’s file.</p>
<p>NOTES/COMMENTS:</p>		

Exception #14 – Responsibility for Tort Damages

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 108)</p> <p>22. RESPONSIBILITY FOR TORT DAMAGES</p> <p>RESPONSIBILITY FOR TORT DAMAGES: The SECOND PARTY will be responsible for any damages and injuries caused by the negligent handling or the abandonment of the responsibilities under this contract, and will thus exempt the FIRST PARTY from any obligation or responsibility from such actions.</p>	<p>These edits are to clarify our responsibility only attaches under the causation scope set forth in the edits.</p>	<p>22. RESPONSIBILITY FOR TORT DAMAGES</p> <p>RESPONSIBILITY FOR TORT DAMAGES: The SECOND PARTY will be responsible for any real or tangible personal property any damages and bodily injuries caused to the extent directly and proximately caused by the negligent handling or the abandonment of the responsibilities under this contract by the SECOND PARTY, and will thus exempt the FIRST PARTY from any obligation or responsibility from such actions.</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
NOTES/COMMENTS:		

Exception #15 – Certification of Sales and Use Tax-SUT

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 110-111)</p> <p>24. Certification of Sales and Use TAX -SUT</p> <p>It is expressly acknowledged that these are essential conditions to this contract, and if the aforementioned certification is not correct at all, or in part, it shall be sufficient cause for the FIRST PARTY to cancel the contract and the SECOND PARTY shall have to repay to the FIRST PARTY any sum of money received under this contract</p>	<p>We request repayment be removed as payment was for services rendered and not based upon a stated outcome/deliverable</p>	<p>24. Certification of Sales and Use TAX -SUT</p> <p>Section 24, Paragraph 8 - It is expressly acknowledged that these are essential conditions to this contract, and if the aforementioned certification is not correct at all, or in part, it shall be sufficient cause for the FIRST PARTY to cancel the contract and the SECOND PARTY shall have to repay to the FIRST PARTY any sum of money received under this contract.</p>
NOTES/COMMENTS:		

Exception #16 – Conflicts of Interest

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 111)</p> <p>25. CONFLICT OF INTERESTS</p> <p>25. CONFLICT OF INTERESTS: The SECOND PARTY acknowledges that in the fulfillment of its professional functions it has the duty to be</p>	<p>This edit is to clarify our duties related to conflicts and that a conflict would need to result in a violation of law to trigger this duty.</p> <p>Specifically as to subparagraph 2, this edit is also to specify what qualifies as a conflict.</p>	<p>25. CONFLICT OF INTERESTS</p> <p>CONFLICT OF INTERESTS: The SECOND PARTY acknowledges that in the fulfillment of its professional functions it has the duty to be completely loyal to the FIRST PARTY, a duty that includes not have any interests that run counter to those of</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>completely loyal to the FIRST PARTY, a duty that includes not having any interests that run counter to those of the FIRST PARTY. These conflicting interests include the representation of clients who have or might have interests that conflict with those of the FIRST PARTY. This duty also includes the unceasing obligation to keep the FIRST PARTY fully informed regarding its relationship with its clients and other third parties, and about any interest that might have an influence on the FIRST PARTY at the moment of awarding the contract or while the contract is in force.</p> <p>The SECOND PARTY certifies that it is not representing, nor will it represent, while this contract is in force, any private interests in cases or matters involving conflicts of interest, or of public policy, against the FIRST PARTY.</p> <p>The SECOND PARTY represents conflicting interests when, in order to benefit a client, it has the duty to promote or advance something which, in fact, it should oppose in the fulfillment of its duty toward another previous, present or potential client. It also represents conflicting interests when its behavior is so described in the ethical standards that are generally accepted in its profession, or in the laws and regulations of the Commonwealth of Puerto Rico.</p> <p>In the matter of contracts with societies and companies, the fact that one of its managers, associates or employees incurs in the conduct described here will constitute an infringement of the ethical clause. The SECOND PARTY will avoid even the impression that a conflict of interest exists.</p> <p>The SECOND PARTY acknowledges the investigatory and supervisory powers of the FIRST PARTY’S head concerning the restrictions included here. If the FIRST PARTY’S head concludes that interests that run counter to those of the FIRST PARTY are present or taking shape he will send a written report to the SECOND PARTY, detailing his or her findings and</p>	<p>In addition, these edits are to clarify only the restrictions in this section are applicable and that the contract would be terminated rather than annulled.</p>	<p>the FIRST PARTY in violation of applicable law. These conflicting interests include the representation of clients who have or might have interests that conflict with those of the FIRST PARTY, in violation of applicable law. This duty also includes the unceasing obligation to keep the FIRST PARTY fully informed regarding its relationship with its clients and other third parties, and about any interest that might have an influence on the FIRST PARTY at the moment of awarding the contract or while the contract is in force.</p> <p>The SECOND PARTY certifies that it is not representing, nor will it represent, while this contract is in force, any private interests in cases or matters involving conflicts of interest, or of public policy, against the FIRST PARTY, as described below.</p> <p>The SECOND PARTY represents conflicting interests when, in order to benefit a client, it has the duty to promote or advance something which, in fact, it should oppose in the fulfillment of its duty toward another previous, present or potential client. It also represents conflicting interests when its behavior is so described in the ethical standards that are generally accepted in its profession, or in the laws and regulations of the Commonwealth of Puerto Rico.</p> <p>In the matter of contracts with societies and companies, the fact that one of its managers, associates or employees incurs in the conduct described here will constitute an infringement of the ethical clause. The SECOND PARTY will avoid even the impression that a conflict of interest exists.</p> <p>The SECOND PARTY acknowledges the investigatory and supervisory powers of the FIRST PARTY’S head concerning the restrictions included here in this section. If the FIRST PARTY’S head concludes that interests that run counter to those of the FIRST PARTY are present or taking shape he will send a written report to the SECOND PARTY, detailing his or her findings and expressing his intention to</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>expressing his intention to annul the contract within a period of thirty (30) days. Within that time span the SECOND PARTY may request a meeting with the FIRST PARTY’S head, in order to present its points of view regarding the determination of conflict of interest; the request will always be granted. If there is no request of a meeting within those thirty (30) days, or in case no agreement is reached in the meeting, this contract will be declared null and void.</p>		<p>terminate the contract within a period of thirty (30) days. Within that time span the SECOND PARTY may request a meeting with the FIRST PARTY’S head, in order to present its points of view regarding the determination of conflict of interest; the request will always be granted. If there is no request of a meeting within those thirty (30) days, or in case no agreement is reached in the meeting, this contract will be terminated by the FIRST PARTY in writing.</p>
<p>NOTES/COMMENTS:</p>		

Exception #17 – Compliance with Act Number 168 of August 12, 2000

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: (Page 112)</p> <p>27. Compliance with Act Number 168 of August 12, 2000</p> <p>When applicable and for the duration of this contract, the SECOND PARTY will maintain the FIRST PARTY informed of any change in its status related to its obligations, if any, in compliance with the provisions of Act No. 168 of August 12, 2000, as amended, known as the "Act for the Enhancement to the Support of the Elderly in Puerto Rico", by which the Program for the Support of the Elderly is established and ascribed to the Child Support Enforcement Administration ("ASUME", for its acronym in Spanish),</p>	<p>We request repayment be removed as payment was for services rendered and not based upon a stated outcome/deliverable</p>	<p>27. Compliance with Act Number 168 of August 12, 2000</p> <p>When applicable and for the duration of this contract, the SECOND PARTY will maintain the FIRST PARTY informed of any change in its status related to its obligations, if any, in compliance with the provisions of Act No. 168 of August 12, 2000, as amended, known as the "Act for the Enhancement to the Support of the Elderly in Puerto Rico", by which the Program for the Support of the Elderly is established and ascribed to the Child Support Enforcement Administration ("ASUME", for its acronym in Spanish), the breach of this clause shall result in immediate termination of this contract. It is expressly acknowledged that the aforementioned certification is an essential condition to this contract, and if it is not accurate at all, or in part, it</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>the breach of this clause shall result in immediate termination of this contract. It is expressly acknowledged that the aforementioned certification is an essential condition to this contract, and if it is not accurate at all, or in part, it shall be sufficient cause for the FIRST PARTY to terminate the contract and the SECOND PARTY shall have to refund to the FIRST PARTY any sum of money received under this contract.</p> <p>_____ The SECOND PARTY certifies and warrants that it is not required to comply with the provisions of Act No. 168 of August 12, 2000, known as the "Act for the Enhancement to the Support of the Elderly in Puerto Rico", by which the Program for the Support of the Elderly is established and ascribed to the ASUME, the breach of this clause shall result in immediate termination of this contract.</p> <p>It is expressly acknowledged that the aforementioned certification is an essential condition of this contract, and if it is not accurate at all, or in part, it shall be sufficient cause for the FIRST PARTY to terminate the contract and the SECOND PARTY shall have to refund to the FIRST PARTY any sum of money received under this contract.</p>		<p>shall be sufficient cause for the FIRST PARTY to terminate the contract and the SECOND PARTY shall have to refund to the FIRST PARTY any sum of money received under this contract.</p> <p>_____ The SECOND PARTY certifies and warrants that it is not required to comply with the provisions of Act No. 168 of August 12, 2000, known as the "Act for the Enhancement to the Support of the Elderly in Puerto Rico", by which the Program for the Support of the Elderly is established and ascribed to the ASUME, the breach of this clause shall result in immediate termination of this contract.</p> <p>It is expressly acknowledged that the aforementioned certification is an essential condition of this contract, and if it is not accurate at all, or in part, it shall be sufficient cause for the FIRST PARTY to terminate the contract and the SECOND PARTY shall have to refund to the FIRST PARTY any sum of money received under this contract.</p>
NOTES/COMMENTS:		

Exception #18 – Certification Regarding Department of Labor and Human Resources Matters

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: : (Page 112-113)</p>	<p>We request repayment be removed as payment was for services rendered and</p>	<p>28.CERTIFICATIONREGARDING DEPARTMENT OF LABOR AND HUMAN RESOURCES MATTERS</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>28.CERTIFICATION REGARDING DEPARTMENT OF LABOR AND HUMAN RESOURCES MATTERS</p> <p>28. CERTIFICATION REGARDING DEPARTMENT OF LABOR AND HUMAN RESOURCES MATTERS: The SECOND PARTY certifies and warrants that at the moment of executing this contract it has paid: <input type="checkbox"/> Unemployment Insurance <input type="checkbox"/> Temporary Disability <input type="checkbox"/> Chauffeur’s Insurance 113</p> <p>It is hereby acknowledged that this is an essential condition for the execution of the contract, and if the previous certification is not correct, in all or in part, shall be sufficient cause for the contracting party to set aside this contract and the SECOND PARTY having to reimburse to the FIRST PARTY all sums of money received under this contract.</p>	<p>not based upon a stated outcome/deliverable</p>	<p>The SECOND PARTY certifies and warrants that at the moment of executing this contract it has paid: <input type="checkbox"/> Unemployment Insurance <input type="checkbox"/> Temporary Disability <input type="checkbox"/> Chauffeur’s Insurance 113</p> <p>It is hereby acknowledged that this is an essential condition for the execution of the contract, and if the previous certification is not correct, in all or in part, shall be sufficient cause for the contracting party to terminate this contract and the SECOND PARTY having to reimburse to the FIRST PARTY all sums of money received under this contract</p>
<p>NOTES/COMMENTS:</p>		

Exception #19 – Compliance with the Federal Health Insurance and Portability and Accountability Act of 1996

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: : (Page 113 – 116)</p> <p>30.Compliance with the Federal Health Insurance and Portability and Accountability Act of 1996</p> <p>The federal law, Health Insurance Portability and Accountability Act of 1996 (known by its acronym, “HIPAA”) and its Privacy and Security Rule</p>	<p>It is our understanding that we will not be handling or have access to PHI, thus this compliance section should be removed.</p>	<p>Intentionally Omitted</p> <p>30.Compliance with the Federal Health Insurance and Portability and Accountability Act of 1996</p> <p>The federal law, Health Insurance Portability and Accountability Act of 1996 (known by its acronym, “HIPAA”) and its Privacy and Security Rule require that any entity that is covered by this statute trains its employees and</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>require that any entity that is covered by this statute trains its employees and establish policies and procedures related to provisions as to privacy, confidentiality and information security requirements regarding patient health information, whether that information is created, stored, managed, accessed or transmitted either on paper or by electronic means.</p> <p>B. HIPAA defines ‘labor force’ as those regular employees, independent contractors, transitory employees, volunteers, students, interns and any person who works in the area assigned by the FIRST PARTY, whether or not that person is compensated for work performed.</p>		<p>establish policies and procedures related to provisions as to privacy, confidentiality and information security requirements regarding patient health information, whether that information is created, stored, managed, accessed or transmitted either on paper or by electronic means.</p> <p>B. HIPAA defines ‘labor force’ as those regular — employees, — independent contractors, — transitory — employees, volunteers, students, interns and any person who works in the area assigned by the FIRST PARTY, whether or not that person is compensated for work performed.</p>
<p>NOTES/COMMENTS:</p>		

Exception #20 – Litigation

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract : (Page 116) 33. LITIGATION 33. LITIGATION: The SECOND PARTY certifies that there is no ongoing civil or criminal action against the Puerto Rico Department of Health or any government agency, office or instrumentality at the moment of this contract signing.</p>	<p>We can only certify as to such actions brought by ourselves.</p>	<p>33. LITIGATION The SECOND PARTY certifies that there is no ongoing civil or criminal action by the SECOND PARTY against the Puerto Rico Department of Health or any government agency, office or instrumentality at the moment of this contract signing.</p>
<p>NOTES/COMMENTS:</p>		

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response

Exception #21 – Clause 41: Certification of Compliance with the Policies Established by The Financial Oversight and Management Board (FOMB)

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: : (Page 118 – 119)</p> <p>Clause 41: Certification of Compliance with the policies established by the financial oversight and management board (FOMB):</p> <p>The SECOND PARTY acknowledges and accepts that if any of the information provided to the FOMB is not complete, precise and correct, will render this Contract null and void and the 119</p> <p>SECOND PARTY will have the obligation to reimburse immediately to the FIRST PARTY any amount, payment or benefit received under this Contract.</p>	<p>If not required by the FOMB regulation, we request the reimbursement portion be removed.</p>	<p>Clause 41: Certification of Compliance with the policies established by the financial oversight and management board (FOMB):</p> <p>The SECOND PARTY acknowledges and accepts that if any of the information provided to the FOMB is not complete, precise and correct, will render this Contract null and void and the 119</p> <p>SECOND PARTY will have the obligation to reimburse immediately to the FIRST PARTY any amount, payment or benefit received under this Contract.</p>

NOTES/COMMENTS:

Exception #22 – Clause 43. Limitation of Liability

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: : (Page 119) Not existing language in current contract language.</p>	<p>We request that this reasonable limitation of liability be inserted.</p>	<p>Notwithstanding anything to the contrary, SECOND PARTY shall not be liable to FIRST PARTY for any claims, liabilities, or expenses relating to this engagement (“Claims”) for an aggregate amount in excess of the amount equal to the fees paid by the FIRST PARTY to SECOND PARTY pursuant to this Agreement, except to the extent resulting from fraud, bad faith, recklessness or intentional misconduct of SECOND PARTY or its subcontractors and except for tort damages for which SECOND PARTY is found responsible for pursuant to Clause 22. Responsibility for Tort Damages, above. In no event shall SECOND PARTY be liable to FIRST PARTY for any consequential, special, indirect, incidental, punitive, or exemplary loss, damage or expense relating to this Agreement.</p>
<p>NOTES/COMMENTS:</p>		

Exception #23 – Warranty

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Appendix 6 Proforma Contract: Not existing language in current contract language.</p>	<p>We request that this warranty be added to specifically state what our warranty obligations are as related to the services.</p>	<p>This is a services engagement. The SECOND PARTY warrants that it shall perform the services in good faith and with due professional care. The SECOND PARTY disclaims all other warranties, either express or implied, including warranties of merchantability</p>

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
		and fitness for a particular purpose.
NOTES/COMMENTS:		

Exception #24 – Business Associate Agreement

Document Title (Reference Specific Contractual Document and Section in Which Exception is Taken)	Vendor’s Explanation (Required for Any Rejection/Exception)	Vendor’s Proposed Alternative Language (If Applicable) Cross-Reference To Specific Section Of Vendor’s Terms, If Any Provided As Part Of The RFO Response
<p>Proforma Contract Appendix B</p> <p>Business Associate Agreement</p>	<p>As noted above, since we will not handle PHI, we believe the BAA is inapplicable.</p> <p>We request that Appendix B (Business Associate Agreement) be stricken in its entirety</p>	<p>In the event of any conflict among the terms of the Agreement (excluding Proforma Contract Appendix B (Business Associate Agreement)) and the terms and conditions of this Proforma Contract Appendix B (Business Associate Agreement), the terms and conditions that are more protective of the PHI shall govern to the extent of that conflict.</p>
NOTES/COMMENTS:		

7. Service Level Agreement

Deloitte has reviewed the Service Level Agreement (SLA) and added our comments to the table below:

Table 29: SLAs, Performance Standards, and Contract Remedies

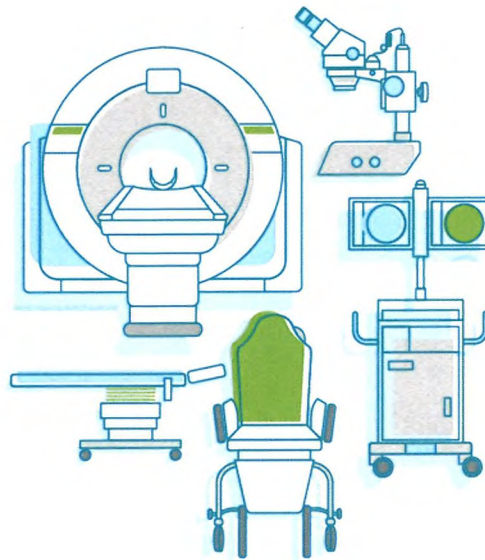
ID	SLA Subject Areas	Performance Standards	Contract Remedies	Proposal Approach
1.	Deliverables	Due dates for acceptance of deliverables will be agreed upon by PRMP and the vendor and finalized in the vendor’s work plan once formally approved by PRMP. The dates for completion of these deliverables will be used as checkpoints for performance monitoring and vendor payments. The vendor’s status reports will provide information on progress toward meeting these deliverable dates.	PRMP shall assess up to \$100 per calendar day per deliverable from the agreed-upon deliverable acceptance date until the date each deliverable receives acceptance from PRMP.	<p><i>Assumption in proposal:</i></p> <p><i>We suggest a 10 business day review timeframe for PRMP and Deloitte should have 5 business days to correct any noted deficiencies per the Deliverable Acceptance terms of the Contract and then a final review timeframe of 5 business days for the PRMP before any credit would apply. We suggest the credits to be capped at \$2000 per Deliverable</i></p>
2.	Turnover	Per this RFO’s Deliverables Dictionary, the Turnover and Closeout Management Plan defines the vendor’s responsibilities related to turnover. Turnover will not be considered complete until the Turnover and Closeout Management Plan and its associated deliverables are accepted by PRMP.	PRMP shall assess up to \$500 per calendar day for each day after the due date that an acceptable Turnover and Closeout Management Plan is not submitted. PRMP shall assess up to \$500 per calendar day for each day after 30 calendar days from the date of the turnover of operations that the Turnover Results Report is not submitted.	<p><i>Assumption in Proposal:</i></p> <p><i>We suggest the due date shall assume the review cycle for Deliverable acceptance as noted for SLA 1.</i></p> <p><i>We suggest the credits to be capped at \$5000 for the plan and \$5000 for the report.</i></p>
3.	Turnover Documentation	<p>The vendor must provide to PRMP or its designee, within seven (7) business days of notice of termination the following information:</p> <p>4. Copies of all subcontracts and third- party</p>	PRMP shall assess up to \$500 for each calendar day beyond the seven (7) business days that all required materials are not delivered by the vendor.	<p><i>Assumption for Proposal :</i></p> <p><i>We would like to clarify the 3rd bullet as a measurement criteria. The first two bullets are not applicable as we will not have any subcontractors.</i></p>

		<p>contracts executed in connection with the services included in this contract</p> <ul style="list-style-type: none"> • A list of services provided by subcontractors, including the names and contact information for the subcontractors • Other documentation as defined by PRMP 		
<p>4.</p>	<p>Email Triage and Acknowledgment</p>	<p>The vendor must triage all inquiries received from PRMP-approved email addresses. All emails received must be acknowledged within twenty-four (24) hours of receipt and resolved within three (3) business days unless otherwise approved by PRMP.</p> <p>The vendor must forward to the designated PRMP staff within one (1) calendar day those inquiries that are either:</p> <ul style="list-style-type: none"> <u>2.</u> Determined to be outside the response scope for the vendor <u>3.</u> Should be handled by PRMP staff <p>Compliance and Calculation:</p> <ul style="list-style-type: none"> <u>2.</u> Acknowledge all emails received within twenty-four (24) hours and resolve all emails within three (3) business 	<p>\$100 per occurrence of an email not being acknowledged within twenty-four (24) hours.</p> <p>\$100 per occurrence of an email resolution not received within three (3) business days.</p> <p>\$100 per occurrence of any emails forwarded to outside the response scope of the vendor within one (1) calendar day.</p>	<p><i>Assumption for Proposal:</i></p> <p><i>The Project Management Plan will define what "inquiries" will be tracked by the parties. Additionally, a definition of resolved will be included.</i></p> <p><i>We suggest credits to be capped at \$2000 per month.</i></p>

		<p>days.</p> <p>3. Forward to PRMP staff within one (1) calendar day emails that are determined to be outside of the vendor's response scope.</p>		
5.	Key Staff	<p>During the entire duration of the contract, keystaff commitments made by the vendor must not be changed without thirty (30) days prior written notice to PRMP unless due to legally required leave of absence, sickness, death, resignation, or mutually agreed-upon termination of employment of any named individual.</p>	<p>Up to a maximum of \$3,000 per occurrence shall be assessed for each key staff person proposed who is changed without proper notice and approved by PRMP for reasons other than legally required leave of absence, sickness, death, or termination of employment.</p>	<i>Agreed – no comment needed</i>
6.	Key Staff Replacement	<p>The vendor will replace key staff in a timely fashion. Replacement of key staff will take place within thirty (30) calendar days of removal unless a longer period is approved by PRMP's authorized representative.</p>	<p>PRMP shall assess up to \$200 per business day for each business day after the initial thirty (30) calendar days allowed in which an acceptable replacement for that key staff position is not provided.</p>	<p><i>Agreed</i></p> <p><i>We suggest credits to be capped at \$2000 for key staff replacement.</i></p>
7.	Meeting Agendas	<p>The vendor will prepare agendas and distribute each agenda and any documents to be addressed at the meeting at least one (1) Business Days before the meeting, unless waived by PRMP. Meeting agendas will include the required information as detailed in this RFO's Deliverables Dictionary.</p>	<p>PRMP shall assess up to \$200 per calendar day for each day an acceptable meeting agenda is not timely received.</p>	<p><i>Agreed</i></p> <p><i>We suggest credits to be capped at \$1000 per meeting agenda.</i></p>

8.	Meeting Minutes	The vendor will publish meeting minutes it attends no later than two (2) Business Days after the meeting, unless waived by PRMP. Meeting minutes will include the required information as detailed in this RFO's Deliverables Dictionary.	PRMP shall assess up to \$200 per calendar day for each day acceptable meeting minutes are not timely received.	<p><i>Agreed</i></p> <p><i>We suggest credits to be capped at \$1000 per meeting minutes.</i></p>
9.	Weekly Project Status Reports	The vendor must provide weekly reports identifying the current status and health of the ePMO's activities, including any project risks and/or issues. See Weekly Project Status Report in Appendix 1: Deliverables Dictionary for further details.	PRMP shall assess up to \$200 per calendar day for each day an acceptable weekly report is not timely received. If the report is received on time but the information reported is inaccurate or incomplete, PRMP shall assess up to \$200 per day until an acceptable report is received.	<p><i>Assumption for Proposal:</i></p> <p><i>The Project Management Plan will define what an acceptable report will consist of and what criteria will be used to determine inaccuracies. We suggest weekly project status report be published no later than time of the weekly status meeting.</i></p> <p><i>We suggest credits to be capped at \$600 per report</i></p>

Appendix 5: Disclosure of Lobbying Activities (Vendor Only)



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

1. Disclosure of Lobbying Activities (Vendor Only)

Deloitte Consulting LLP did not hire any lobbying firm or lobbying firm personnel to perform lobbying activities on its behalf with respect to this Request for Offers (RFO). In addition, to the best of our knowledge, no personnel of Deloitte Consulting LLP engaged in lobbying regarding this RFO. If additional information is required to satisfy this disclosure requirement, please contact Angel Quiñones Cardona



/ 3/18/2022

Original signature of Legal Representative

/ Date

Name

Angel L. Quiñones Cardona

Phone

+1.732.586.4689

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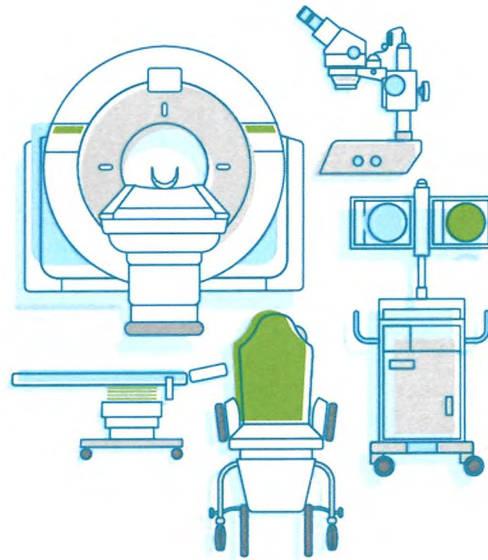
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Appendix 7: Acronyms, Abbreviations and Terms Glossary



**Puerto Rico Department of Health
Puerto Rico Medicaid Enterprise System
Enterprise Project Management Office (ePMO) Vendor
Request for Offers (RFO) – 2021-PRMP-MES-ePMO-003
Technical Proposal
March 18, 2022**

Appendix: 7 Acronyms, Abbreviations and Terms Glossary

Acronym	Term
AAFAF	Agency and Financial Advisory Authority
ASG	Administración de Servicios Generales
ATI	Hacienda's IT Department
BDD	Behavioral Driven Development
CAO	Chief Administrative Officer
CAP	Corrective Action Plan
CCB	Change Control Board
CDR	Critical Design Review
CIO	Chief Information Officer
CM	Change Management
CMMI	Capability Maturity Model Integration
CMP	Communication Management Plan
CoC	Community of Clients
COR3	Central Office for Recovery, Reconstruction and Resiliency
CoS	Chief of Staff
COTS	Commercial Off-The-Shelf
CRs	change requests
CSM	Certified Scum Master
DAI	Defense Agency Initiative
DBITC	Defense Business Information Technology Certification
DDI	Design, Development, Implementation
DepOps	Deployment Operations Team
DHA	Defense Health Agency
DHMS	Defense Healthcare Management Systems
DPHHS	Department of Public Health and Human Services
DPS	Defense Health Agency Procurement Support
DSS	Decision Support System
DTTL	Deloitte Touche Tohmatsu Limited
DW	Data Warehouse

ECM	Enterprise Content Management
EDM	Engagement Data Manager
ERP	Enterprise Resource Planning
ESB	Enterprise Service Bus
ETL	Extract Transform and Load
GPR	Government of Puerto Rico
HRIS	Human Resources Information System
I&O	Infrastructure and Operations
IAM	Identify and Access Management
ICAP	Integrated Customer Access Portal
IE	Integrated Eligibility
IGCE	Independent Government Cost Estimate
IM	Information Management
IMS	Integrated Master Schedule
ITIL	Information Technology Infrastructure Library
JMISO	Joint Medical Information Systems Office
LRE	Load Runner Enterprise
MDM	Master Data Management
MECT	Medicaid Enterprise Certification Toolkit
MEQC	Medicaid Eligibility Quality Control
MES	Medicaid Enterprise System
MFT	Managed File Transfer
MMIS	Medicaid Management Information System
OBC	Outcomes-Based Certification
ODHS	Oregon Department of Human Services
ODM	Ohio Department of Medicaid
ODS	Operational Data Store
ORR	Operational Readiness Review
PERM	Payment Error Rate Measurement
PHI	Protected Health Information

Pii	Personal Identifiable Information
PMBOK	Project Management Body of Knowledge
PMO	Project Management Office
PMP	Project Management Professional
PM*	Program Management Exponential
PRMP	Puerto Rico Medicaid Program
RAID	Risks, Actions, Issues and Decisions
RFO	Request for Offers
RTM	Requirements Traceability Matrix
RUP	Registro Único de Proveedores
SAFe	Scaled Agile Frameworks
SASS	Streamlined Acquisition Strategy Summary
SDD	Solution Delivery Division
SDLC	Software Development Life Cycle
SI	Systems Integrator
SLA	Service Level Agreement
SMC	Streamlined Modular Certification
SMEs	Subject Matter Experts
SOP	Standard Operating Procedure
SPAWAR	Space and Naval Warfare Systems Command
SSA	Social Security Administration
SURI	Internal Revenue Unified System
SW	Software
UFRs	Unfunded Requirement
UFT	Unified Functional Testing
WBS	Work Breakdown Structure
WDH	Wyoming Department of Health
WINGS	Wyoming Integrated Next Generation System
WMS	Warehouse Management System