



HENRY McMASTER  
GOVERNOR

February 8, 2021

The Honorable Brian D. Lamkin  
State Inspector General  
111 Executive Center Drive, Suite 204  
Columbia, South Carolina 29210-8416

Dear Inspector General Lamkin:

This is a formal request for an investigation and analysis of the State Accident Fund ("SAF") pursuant to section 1-6-30 of the South Carolina Code of Laws.

My office recently received one or more inquiries or complaints regarding the SAF that included allegations regarding a procurement arrangement in which the director's spouse was engaged, directly or indirectly, as a project manager or third-party consultant. In response to the same, my staff attempted to validate or corroborate the allegations but did not have sufficient information to do so at that time. Accordingly, on or about January 26, 2021, my counsel contacted the SAF's director, Amy V. Cofield, in an effort to address these concerns and confirm whether there was, in fact, any such arrangement. During the course of this conversation, Director Cofield confirmed that her husband, Mr. Jimmy Terrapin, had been retained as a contractor for Globalpundits and that her husband was currently assisting the SAF as a project manager.

As a result of the aforementioned communications with Director Cofield, and based on the additional details provided regarding the arrangement, my staff subsequently requested that the State Fiscal Accountability Authority ("SFAA") search for the relevant procurement-related documentation. On Friday, February 5, 2021, SFAA's general counsel provided my counsel with a January 8, 2021 Job Order between SAF and Globalpundits, which confirms that Director Cofield's spouse, Mr. Terrapin, was recently engaged by Globalpundits as a project manager for the SAF and specifies the terms of the third-party consulting arrangement. A copy of the Job Order is enclosed herewith for your review.

Based on the foregoing information and the enclosed documentation, I issued Executive Order No. 2021-09 earlier today, removing Ms. Cofield, effective immediately, from the office of director of the SAF. However, because this arrangement raises broader questions and concerns, I hereby request that you and your office initiate a thorough inspection and review of this matter

The Honorable Brian D. Lamkin

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and the SAF. During the course of this review, should you determine that there is reasonable cause to believe that fraud, waste, abuse, mismanagement, misconduct, or wrongdoing has occurred or is occurring in connection with the SAF, please be advised that you must report the suspected conduct to me in accordance with section 1-6-40(A) of the South Carolina Code of Laws. Likewise, pursuant to section 1-6-40(B) of the South Carolina Code of Laws, in the event you determine that there is reasonable cause to believe that a crime has occurred or is occurring, please note that you must report the conduct to the appropriate state or federal law enforcement agencies and prosecuting authorities that have jurisdiction over the matter.

As you may know, I have called on the General Assembly to strengthen the statutory definition on what constitutes “lobbying” with regard to influencing or communicating with state agencies on various actions, to include procurement-related matters. The enclosed documentation raises similar, and significant, ethical concerns and further underscores the need for greater transparency and accountability. To this end, during the course of your investigation of this matter and review of the SAF’s practices in this regard, I request that you and your office “recommend policies and carry out other activities designed to deter, detect, and eradicate fraud, waste, abuse, mismanagement, misconduct, violations of state or federal law, and wrongdoing.” S.C. Code Ann. § 1-6-30(2).

Should you have any questions, please do not hesitate to contact me. Thank you in advance for your assistance with this matter and for your continued service to the State of South Carolina.

Yours very truly,

A handwritten signature in blue ink, appearing to read "Henry McMaster", is written over a light blue horizontal line.

Henry McMaster

Enclosure

cc w/ enc: State Fiscal Accountability Authority



## JOB ORDER

Contract Description: Third Party Consulting  
Solicitation Number: 5400015645

Job Location /Address:	SAF / 800 Dutch Square Blvd, Columbia, SC 29210
Using Governmental Unit:	South Carolina State Accident Fund
Contractor:	Globalpundits
Contract Number:	5400015645
Project Name:	Third Party Consulting
Total Job Order Price:	\$150.00 per hour x 4,000 hours = \$600,000.00
UGU Purchase Order Number:	

This Job Order is issued against the Contract identified by number above. Definitions provided in the Contract apply to this Job Order. You agree to comply with all terms of the Contract identified above, the terms of which supersede any terms in this Job Order. The solicitation's Default clause and Termination for Convenience clause shall apply to each Job Order as if it were a separate contract. The terms of this Job Order supersede the terms of any exhibit attached to this document.

Exhibit 1 – JOR, including attached SOW

Exhibit 2 – JOQ

Exhibit 3 – Negotiated Changes to the JOQ

By signing this Job Order, you represent that you have read and understand the JOR and that your JOQ was made in compliance with the Solicitation. You agree to perform all work outlined in the Exhibits for the Total Job Order Price stated above. The term of this Job Order shall begin [insert Commencement Date] and conclude on [insert Estimated Project Completion Date].

### Certification

With regard to this Job Order, you hereby certify that you have complied with Regulation 19-445.2165 (no gifts to agencies) and with the following clauses: "Certification Regarding Debarment And Other Responsibility Matters (Jan 2004)," "Disclosure of Conflicts of Interest or Unfair Competitive Advantage" (Feb 2015)," and "Ethics Certificate (May 2008)". For purposes of applying these clauses for this certification, your Job Order Quote is an offer, this Job Order is an award of a contract, and the date of this Job Order will be deemed to be the date for the "posting of a final statement of award" and "the Opening Date."

SIGNATURE OF PERSON AUTHORIZED TO ENTER A CONTRACT ON BEHALF OF JOB ORDER CONTRACTOR:

By:   
(authorized signature)

Joseph C. DOYLE  
(printed name of person signing above)

Its: Vice President  
(title of person signing above)

Date: 1/6/2021

SIGNATURE OF PERSON AUTHORIZED TO EXECUTE JOB ORDER ON BEHALF OF UGU:

By:   
(authorized signature)

Matthew Hansford  
(printed name of person signing above)

Its: Deputy Director  
(title of person signing above)

Date: 1/6/2021

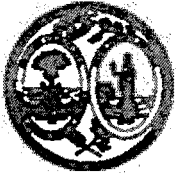
NOT VALID WITHOUT THE FOLLOWING SIGNATURE:

Authorized by SFAA IT Procurement Officer:



Date:

January 8, 2021



## JOB ORDER REQUEST

Contract Description: Third Party Consulting  
Solicitation Number: 5400015645

Job Location /Address:	SC State Accident Fund, 800 Dutch Square Blvd, Columbia
Using Governmental Unit:	SC State Accident Fund
Project Name:	SAF Insurance Software Solution Project Manager
UGU Contact Lead:	Matthew Hansford
Date of Issuance:	10/09/2020
Job Order Quote Due Date:	11/09/2020

**DUTY TO INQUIRE.** You are expected to examine this Job Order Request and its Exhibit(s) thoroughly and to request an explanation of any ambiguities, discrepancies, errors, omissions, or conflicting statements. Your failure to do so will be at your risk. You assume responsibility for any patent ambiguity in the Job Order Request that you do not bring to the UGU's attention.

**UNBALANCED QUOTES.** You warrant that the price offered is not materially unbalanced between portions of the work. A quote is materially unbalanced when it is based on prices significantly less than cost for some work and prices which are significantly overstated in relation to cost for other work, and if there is a reasonable doubt that the bid will result in the lowest overall cost to the State even though it may be the low evaluated bid, or if it is so unbalanced as to be tantamount to allowing an advance payment.

**DISCLOSURE OF CONFLICTS OF INTEREST OR UNFAIR COMPETITIVE ADVANTAGE.** You warrant and represent that your Job Order Quote identifies and explains any unfair competitive advantage you may have in competing for the proposed contract and any actual or potential conflicts of interest that may arise from your participation in this competition or your receipt of a Job Order. The two underlying principles are (a) preventing the existence of conflicting roles that might bias a contractor's judgment, and (b) preventing an unfair competitive advantage. If you have an unfair competitive advantage or a conflict of interest, the state may withhold award of a Job Order. Before withholding award of a Job Order on these grounds, an offeror will be notified of the concerns and provided a reasonable opportunity to respond. Efforts to avoid or mitigate such concerns, including restrictions on future activities, may be considered. Without limiting the foregoing, you represent that your Job Order Quote identifies any services that relate to either the solicitation, this Job Order Request, or the work and that has already been performed by you, a proposed subcontractor, or an affiliated business of either.

### SUBMISSION INSTRUCTIONS

The Statement of Work is attached as Exhibit 1. All JOQs must contain a detailed response to each item outlined in the Statement of Work and include:

- Proposed methodology/work plan
- Discrete tasks and deliverables
- Estimated project timelines
- Proposed personnel resources – designate the number of personnel resources and the personnel category type of each
- Proposed personnel resumes
- Number of hours for each type of personnel resource
- Itemized price by personnel category



# South Carolina State Accident Fund

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Henry D. McMaster  
Governor

Amy V. Cofield, Esq.  
Executive Director

## STATEMENT OF WORK

### 1. Background

The State Accident Fund (SAF) and South Carolina Procurement Services will be releasing a Request for Proposal (RFP) in the very near future that seeks to find a new Workers' Compensation Claims, Policy, and Billing Software Solution to replace SAF's existing systems. This is a very complex I.T./Business implementation of a software system which performs most of the daily functions of the SAF. As a result, the SAF seeks to select the most qualified Project Manager to consult, as SAF deems necessary, regarding the selection and implementation of this software solution. The SAF is the largest workers' compensation carrier in South Carolina and insures approximately 575 state agencies and other local governmental entities.

### 2. Objectives

To advise the SAF in the procurement, implementation, and "go-live" of a new Claims, Policy, and Billing Software Solution.

Project Commencement Date: 01/01/2021

Estimated Project Completion Date: 12/31/2022

### 3. Scope

The Contractor shall:

1. Have a minimum of five (5) years of successful Information Technology Project Management experience including, but not limited to, the successful implementation and "go live" of an insurance, claims, policy, and billing software solution for a medium to large sized insurance company or insurance pool;
2. A medium to large sized insurance company is defined as having a minimum of \$50 Million Dollars in annual premium;



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3. Provide examples of work described in #1 above;
4. Provide a detailed description of your company, including size, number of employees, number of offices providing Information Technology Project Management services and locations, which of these offices will be directly involved in providing Project Management for SAF, primary business/main business activities, length of time you have been in the business of providing Information Technology Project Management, current number of clients being serviced and any other descriptive material;
5. Provide your proposed team structure for this account (include an organizational chart). Include the names, titles, biographies, availability, and responsibilities of staff that will be assigned to this Contract. Include proposed team's biographies/resumes, list of all current clients;
6. Provide a detailed description of your company's qualifications and experience in performing Information Technology Project Management for a state fund or other similar insurance group. Include a listing of clientele for whom your company has provided similar services in the past three (3) years. The listing should include company names and addresses, contact names and telephone numbers and dates of contract periods for SAF to contact for references;
7. Has a client terminated your services in the past three years? If so, provide the names, addresses, contact names and telephone numbers and dates of contract periods for all clients that have terminated;
8. Is your organization affiliated with, related to, or a subsidiary of another organization? If yes, identify your parent organization(s) and each affiliated or related business entity and specify the nature of such affiliation(s) or relationship(s);
9. Describe current licensure and accreditations. Provide names, titles and credentials of staff (including, but not inclusive, management, professional, clinical, technical and support);
10. Provide a brief narrative of your company's stability and financial strengths. Please include your most recent audited financial statement and annual report;
11. Provide a description of your company's experience with other AASCIF members, past or current;
12. Provide information on any pending or prior lawsuits, current litigation, regulatory



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- inquiries, or other legal actions involving your firm. Explain their expected impact or outcome;
13. Have at least five (5) years of prior PM experience in insurance system integration projects and large scale data analysis;
  14. Coordinate with selected vendor and SAF management to develop a project implementation plan including but not limited to milestone dates, weekly objectives, working groups, and tasks list;
  15. Manage and direct the work of the selected vendor to ensure completion of all milestone dates and successful "go-live" of all selected systems;
  16. Assist with coordinating assignments between SAF staff and the selected vendor in all project activities required for configuration and the ongoing maintenance of the system;
  17. Ensure that all assigned installation projects are handled properly in accordance with SAF policies and procedures, are timely completed, and are completed in accordance with budget;
  18. Provide a South Carolina Project Manager that is available to meet in person with SAF staff at least one (1) day per week at the SAF office in Lexington, SC;
  19. Provide administrative and day-to-day management of Project Manager (s) and associated staff's daily needs;
  20. Assign at least one (1) person (other than the PM) to serve as the Executive Contact who will work to resolve problems, provide necessary reports and respond to service quality issues and/or problems within twenty-four (24) hours. The Executive Contact will be responsive to the SAF Director;
  21. Provide easily accessible toll-free customer support Monday through Friday, 8:00 am to 5:00 pm Eastern Standard Time, and designate staff to be available, 24 hours per day – 7 days per week, to resolve any emergency issues;
  22. Respond to all inquiries within 24 hours;
  23. Disclose anything that may create a conflict or appearance of a conflict of interest for the duration of the contract;
  24. Attend all meetings between the SAF and selected vendor. Meetings will be held at the SAF offices in Lexington, SC;
  25. Provide a written summary to SAF Management every seven (7) days detailing the work completed during the prior seven (7) days and the plan for work for the next seven (7) days;



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26. Verify programming of systems installed by selected vendor, including remedying any programming issues before acceptance by SAF;
27. Plans and organizes acceptance of installation project by the SAF, ensuring system functionality and customer satisfaction;
28. Maintain a process that recognizes that Federal and State laws prohibit the selected vendor from disclosing non-public personal information to nonaffiliated third parties unless otherwise permitted or required by law. "Non-public personal information" is information that personally identifies an individual and which is not otherwise available to the public and as otherwise defined by federal and state privacy laws. Non-public personal information includes both financial and Protected Health Information ("PHI");
29. Maintain a process to protect the confidentiality of all information provided to it by the SAF, obtained from or on behalf of the SAF, in performing the above-mentioned service obligations to SAF (collectively "SAF's Confidential Information"). This includes, but is not limited to, non-public personal information and PHI. The Contractor further agrees to not disclose any such information outside the Contractor's organization except as explicitly authorized in writing by SAF. If the Contractor is required to disclose any such information by law or any court or other legal authority, or by subpoena or discovery in a lawsuit, the Contractor may make only those disclosures which its lawyers conclude are necessary to comply with the disclosure requirement. However, the Contractor will notify the SAF prior to such disclosure so that the SAF may seek an appropriate remedy to prevent or limit the disclosure;
30. Maintain a process to restrict access to all of the SAF's Confidential Information obtained from or on behalf of the SAF to only those individuals in the organization that require such information in order to perform the service obligations to the SAF. The Contractor will maintain practices and procedures to protect the confidentiality of all the SAF's Confidential Information obtained from or on behalf of the SAF and to allow the SAF, with reasonable notice, to audit the Contractor's practices and procedures for protecting such information;
31. Maintain a process to implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity and availability of the SAF's Confidential Information, including, but not limited to, PHI held by the Contractor, and to prevent Use and/or Disclosure of the SAF's Confidential Information other than as provided for in this





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Agreement and as mandated by the Privacy Standards, the Electronic Transactions Standards, and the Security Standards promulgated under the Administrative Simplifications subtitle of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA");

32. Agree that a breach of the foregoing obligations of confidentiality and non-disclosure may give rise to an irreparable injury to the SAF and the State of South Carolina, for which they will not be adequately compensated through monetary damages. Accordingly, the SAF and the State of South Carolina may seek (without the posting of any bond or other security) injunctive relief against any such breach, in addition to any other legal and equitable remedies which may be available, and the Contractor consents to the obtaining of such injunctive relief;
33. The State shall be entitled to audit the books and records of the Contractor to the extent that such books and records relate to the performance of the work. Such books and records shall be maintained by the Contractor for a period of three years from the date of final payment under the Contract and by any subcontractor for period of three years from the date of final payment under the subcontract, unless a shorter period is otherwise authorized in writing by the Chief Procurement Officer. The SAF shall decide if audit is to occur on State or Contractor premises. The SAF shall not incur any expenses related to such audit.



# South Carolina State Accident Fund

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## 4. Requirements

The Contractor will be required to:

1. Have a minimum of five (5) years of successful Information Technology Project Management experience including, but not limited to, the successful implementation and "go live" of an insurance, claims, policy, and billing software solution for a medium to large sized insurance company or insurance pool;
2. Have at least five (5) years of prior Technology Project Management experience in insurance system integration projects and large scale data analysis;
3. Work, in conjunction with SAF staff, to serve as Project Manager during the selection and implementation of a new claims, policy, and billing hosted software solution;
4. Work with SAF and selected vendor to select appropriate project milestones and projected milestone completion dates;
5. Work with SAF to ensure the selected vendor and SAF staff are completing necessary daily tasks to meet larger project milestones;
6. Provide SAF the necessary guidance to complete the project, on-time, under budget, and to "go-live" with all three (3) systems working cohesively and according to the SAF's desired specifications;
7. Provide the same high-quality customer service, provided by SAF, to all known stakeholders involved in the project;
8. Adhere to pre-approved billing hours during duration of the project;
9. Maintain and protect the confidentiality of SAF's data.



# South Carolina State Accident Fund

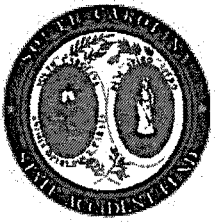
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## 4.1. Tasks

1. Take part in the procurement process by being a SME (Subject Matter Expert) that is available for consultation, as required by the SAF, to assist with the selection of the most qualified insurance software solution.
2. Work with the SAF and the selected vendor to create an implementation plan, milestone objectives, milestone dates, and any other planning the Contractor deems necessary to the completion of the project:
3. Deliver a Project Management Update (in e-mail form) every fourteen (14) days to SAF detailing the Contractor's and selected vendors activity of the last fourteen (14) days and what is expected to occur over the next fourteen (14) days. The Contractor must complete this report every two weeks until the selected solution has a successful implementation.
4. Meet in-person every thirty (30) days with the SAF to discuss overall status of the project and the projected implementation timeline;



# South Carolina State Accident Fund

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## **4.2. Desired Skills and Knowledge**

1. At least five (5) years of experience in Information Technology Project Management pertaining to insurance claims, policy, and billing software. The Contractor must have successful experience managing an insurance software solution for a medium to large insurance group. The said experience must include the successful "go-live" of a selected software solution.
2. Have at least five (5) years of prior work experience in insurance system integration projects and large scale data analysis;
3. Have at least five (5) years of experience in Information Technology Program Management;
4. Have a least five (5) years of successful experience managing and migrating a large data set.



**Globalpundits**

**Job Order Request  
Globalpundits Response to**



**Third Party Consulting  
Solicitation Number: 5400015645  
Matthew Hansford  
mhansford@saf.sc.gov**

**Project Name: SAF Insurance Software Solution Project  
Manager**

**Globalpundits Technology Consultancy Inc. dba Globalpundits  
4715D Sunset Blvd, Lexington, SC 29072  
www.globalpundits.com  
803-354-9400  
ATTN: Joe Doyle, Vice President  
joe@globalpundits.com**



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## **Proposed methodology/work plan**

Mr. Terrapin has over 30 years of Information Technology experience which includes project management, program management, vendor relationship management, Federal Government program (TRICARE) experience and asset management that included several offshore technical teams. In his career, Mr. Terrapin has managed large projects for the federal government that included converting the TRICARE claims processing system to handle the new HIPAA 837 5010 format. This project spanned 2 years with a budget of \$3M dollars and a mandated implementation date set forth by TRICARE. He also managed the expansion of the ICD-9 billing code to the new ICD-10 code. This effort took 1 ½ years with an estimated budget of over \$2M dollars and required Mr. Terrapin to manage cross team coordination with the entire TRICARE technical staff. Both projects required in-depth data analysis, data mapping, and large data conversion were necessary within the claims & billing systems. Both projects were implemented successfully on time and within the budgeted dollars.

Mr. Terrapin also has a solid background in vendor relationship management. These vendor engagements handled acquisitions for both technical resources and software packages to support the current business needs. Vendors were required to meet weekly to discuss milestone dates, project plans, and deliverables to ensure the implementations were staying on schedule. Mr. Terrapin was also required to report a weekly status and handle Q&A sessions with the executive leadership team.

## **Discrete tasks and deliverables:**

1. **Take part in the procurement process by being a SME (Subject Matter Expert) that is available for consultation, as required by the SAF, to assist with the selection of the most qualified insurance software solution.**
2. **Work with the SAF and the selected vendor to create an implementation plan, milestone objectives, milestone dates, and any other planning the Contractor deems necessary to the completion of the project:**
3. **Deliver a Project Management Update (in e-mail form) every fourteen (14) days to SAF detailing the Contractor's and selected vendors activity of the last fourteen (14) days and what is expected to occur over the next fourteen (14) days. The Contractor must complete this report every two weeks until the selected solution has a successful implementation.**
4. **Meet in-person every thirty (30) days with the SAF to discuss overall status of the project and the projected implementation timeline;**



Globalpundits

## **Estimated project timelines:**

**Project Commencement 01/01/2021**

**Estimated Project Completion Date: 12/31/2022**

## **Proposed personnel resources:**

**Software Solution Project Manager**



## Proposed personnel resume:

### Homer James (Jimmy) Terrapin

121 Driftwood Dr. Lexington, SC 29072 (803) 586-9081

#### SUMMARY

A senior information technology professional with more than 30 years of experience in project management, IT leadership, and software development. He has provided solution delivery for business process and technology improvements. He has led multiple enterprise development and implementation projects and is adept at formulating technical resolutions for business issues and opportunities.

#### EXPERIENCE

BCBSSC – Application Development Senior Analyst

10/2020 – present

- Currently reviewing the EDIG X12 file intake processes to identify inefficient & erroneous logic
- Designing automated processes to resolve the issues identified with the X12 files
- Monitoring the AIX servers daily for errors
- Correcting X12 files sent in by the Trading Partners to ensure these files will process through the system
- Cross training the distributed team on mainframe technologies and processes

#### Technologies:

Windows Servers, AIX Servers, Power Shell, VM Ware

#### Methodologies:

Agile and Scrum

BenefitFocus – Program Manager

10/2019 – 5/2020

- Managed several projects using Agile/Scrum for our MarketPlace and Enrollment platforms
- Responsible for managing one of our datacenter transitions from AWS to an on-prem solution
- Responsible for maintaining our DataHub warehouse using SQL Server Management Studio (SSMS) and SQL Server Integrated Services (SSIS)
- Built and ran T-SQL scripts to deliver data for our end users
- Converted several SmartSheet reports to Power BI to reduce costs

#### Technologies:



Globalpundits

SQL Server, SSMS, SSIS, Power BI, T-SQL, SmartSheet, Jira, Confluence, Sharepoint, MS Teams, MS Project, MS One Drive

**Methodologies:**

Agile and Scrum

**T M Floyd - Consultant**

11/2018 – 10/2019

Worked on site at SCDHHS as Acting Program Manager for the Medicaid Enterprise System (MES)

- Responsible for overseeing the buildout of the MES to support the SCDHHS technical and delivery vision
- Help design our analytics strategy using Tableau as the data gathering engine
- Built Power BI dashboards for the end users
- Acted as the Scrum Master for the 3 Agile teams until hiring a full time Scrum Master
- Responsible for the interviewing, hiring, and firing of the technical team that supports the MES
- Responsible for vendor oversight as it relates to software to support the MES and resources that bring the technical skills needed to support software solution delivery
- Work closely with internal and external business owners to understand their needs and worked with the business analyst to translate into technical requirements
- Work closely with the enterprise architects, technical architects, and solution architects to understand system and design limitations for business requirements
- Produce monthly status reports that are sent to CMS to show the progress on the Medicaid rewrite
- Ensure training is procured and administered for the MES team to advance their technical knowledge to support the future technologies used within the MES applications
- Responsible for updating the Enterprise Advanced Planning Document which is sent to CMS to acquire federal funding for the MES program. The MES program was funded 90% by the Fed.
- Monitored and reported on KPIs weekly & monthly to upper management:
  - Files/records received from AppleOne, SCEIS, and Active Directory
  - Processing time per file through MarkLogic harmonization
  - Record matching process error rate per file

**Technologies:**

MarkLogic no-SQL, Apache Nifi, Oracle Fusion Middleware, Jira, Gherkin, Jenkins, Confluence, Sharepoint, Slack, Splunk, Tableau for analytics and data mining, Power BI

**Methodologies:**

SDLC/Waterfall, Agile and Scrum

**Colonial Life/UNUM - Technology Capability Manager (TCM) -**

5/2016 – 11/2018

- Responsible for overseeing two Agile teams that were responsible for developing and maintaining mainframe and distributed code that supported the other technical delivery areas within Colonial Life
- Acted as Scrum Master when needed, conducting daily standups or backlog grooming activities
- Worked very closely with our legal department, data compliance, and senior leadership to define GDPR & PII fields needed in the TDM obfuscation project
- Evaluated vendors in the TDM space and selected the best fit for an enterprise strategy



- Worked closely with the product owners and Scrum Masters to understand and prioritize work for the teams, helped build out logical design of solutions with the technical teams, ensured impediments were removed, and helped with the various ceremony's teams attended
- Worked closely with business owners to understand the business needs and worked with the business analyst to translate into technical requirements
- Worked with enterprise architects, technical architects, and business architects to understand system and design limitations for business requirements
- Worked with the business partners and technical teams on RPA tasks to include design, build, and implement scripts using Pega automation
- Performed monthly 1x1 coaching and career path development sessions for each member of the staff
- Responsible for mid-year and year-end performance evaluations
- Assigned point of contact for a staffing effort that would see 30 onshore and offshore technical resources for two major projects within the Colonial Life delivery space
- Worked to get partners assigned to the system, acquired any necessary technical equipment and software, and ensured VM pool access was granted to the offshore partners and that performance was adequate
- Built training sessions to ensure knowledge transfer to partners was occurring

**Technologies:**

COBOL, JCL, MVS, IMS DB/DC, DB2, SQL, C#, Jira, Gherkin, PEGA (RPA), Selenium, Jenkins, VUE.JS, JAVA, ASP .Net, Agile Central

**Methodologies:**

Agile, SAF and Scrum

**BlueCross BlueShield of South Carolina/TRICARE - Application Dev Manager      7/2002 - 5/2016**

- Promoted to the application manager over the front-end claims staff in 2002
- Managed a staff of 15 technical staff members supporting our CICS, COBOL, IMS, DB2, and EDI applications. These team members represented two distinct teams: data source and claims inquiry
- Managed a staff of 8 system solution designers who were responsible for overseeing the technical design for each work effort within TRICARE
- Managed staff responsible for receiving claims from various channels, DDE, HIPAA 837 P & I, into the TRICARE claims system and ensured that each claim passed a rigorous edit process prior to claims adjudication
- Worked with the TRICARE contracts requiring extensive meetings with internal teams (DBAs, network, SOA, EDI, and app dev) to understand business requirements in the published RFPs
- Experienced in designing, implementing, and supporting enterprise-grade technical solutions meeting complex business requirements
- Responsible for performing annual performance reviews, interfacing with internal and external customers to satisfy data requests and answer technical questions, providing RFP reviews and responses, representing TRICARE at the ASC X12 conferences held every four months, and ensuring on-time delivery for each project and work effort assigned to staff
- Promoted to application manager over the informational reporting group in TRICARE in 2002
- Managed eight technicians and was responsible for monitoring and assigning work for each staff member



## Globalpundits

- Monitored hours and dates for each work effort to ensure on-time delivery
- Met with internal operations staff and external primes to satisfy data requests and answer technical questions
- Managed several very large projects that exceeded 2 years in duration for our TRICARE contracts:
  - ICD-9 to ICD-10 drug code expansion
  - HIPAA 837 4010 to 5010 guide changes
  - 837 front-end editor changes from Sybase to TIBCO
- Assisted several of the teams assigned to the RFP process for new contracts
- Was on the internal team that helped TRICARE earn CMMI Level 3 through documenting our repeatable processes and capturing the needed artifacts for:
  - Change Management
  - Risk Management
  - Resource Management
- Monitored and reported on KPIs weekly & monthly to the Federal Government:
  - Number of EDI 837 claims received per day
  - Number of paper claims received per day
  - Claim errors reported by error type
  - Number of claims adjudicated and paid in 24 hours
  - Number of outstanding claims not paid broken out in 30 days, 45 days, & 60-day increments

### Technologies:

CICS, COBOL, JCL, MVS, IMS DB/DC, DB2, SQL, EDI X12, Data Warehouse

### Methodologies:

SDLC/Waterfall

### Senior Mainframe Programmer, BlueCross BlueShield of South Carolina 9/2001 – 7/2002

- Hired by the TRICARE division of BCBSSC as a technician in the data warehouse group and was responsible for the technical aspects for a server-based product called BusinessObjects
- Designed and built DB star schemas to support the reporting and data analytics for the business
- Used advanced SQL to gather data
- Maintained APS code on the mainframe for nightly batch processes
- Built and maintained the ETL processes used to load the Data Warehouse

### Technologies:

CICS, COBOL, JCL, MVS, IMS DB, DB2, SQL, Informatica, ETL

### EDUCATION

BA, Business Administration, Southern Wesleyan University

AS, Data Processing, Midlands Technical College



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## Number of hours for each type of personnel resource:

Estimated Hours: 4,000 hours

## Itemized price by personnel category:

Software Solution Project Manager: \$150.00 per hour

## Scope:

1. Have a minimum of five (5) years of successful Information Technology Project Management experience including, but not limited to, the successful implementation and "go live" of an insurance, claims, policy, and billing software solution for a medium to large sized insurance company or insurance pool; Mr. Terrapin has more than 30 years' experience in Project Management, IT Leadership and software development to include multiple assignments at BCBS, SCDHHS, BenefitFocus and Colonial Life/Unum.
2. A medium to large sized insurance company is defined as having a minimum of \$50 Million Dollars in annual premium; BCBS, BenefitFocus and Colonial/Unum all meet this criterion.
3. Provide examples of work described in #1 above; Mr. Terrapin worked multiple assignments at BCBS, SCDHHS, BenefitFocus and Colonial Life/Unum.
4. Provide a detailed description of your company, including size, number of employees, number of offices providing Information Technology Project Management services and locations, which of these offices will be directly involved in providing Project Management for SAF, primary business/main business activities, length of time you have been in the business of providing Information Technology Project Management, current number of clients being serviced and any other descriptive material; Globalpundits has provided IT Consulting and Staff Augmentation services for over 20 years. Globalpundits has over 100 current consultants supporting approximately 20 clients. Globalpundits has offices in Lexington, SC, Aiken, SC and Cincinnati Ohio. Globalpundits has had over 100 project management resources supporting BCBS, State of SC, Savannah River Remediation, Dominion Energy, Boeing, HP, Harso Rail, Xylem, Clemson University, Yale University, College of Charleston and others.
5. Provide your proposed team structure for this account (include an organizational chart). Include the names, titles, biographies, availability, and responsibilities of staff that will be assigned to this Contract. Include proposed team's biographies/resumes, list of all current clients; Globalpundits Team: Homer James (Jimmy) Terrapin, SAF Software Solution Project Manager. Joe Doyle, Vice President will be the Program Manager in support of this contract.
6. Provide a detailed description of your company's qualifications and experience in performing Information Technology Project Management for a state fund or other similar insurance group. Include a listing of clientele for whom your company has provided similar services in the past three (3) years. The listing should include company names and addresses, contact names and telephone numbers and dates of contract periods for SAF to contact for references; See #4. BCBS, Wendy Upham, Program Manager, 803-264-3178, Since 2008, State of SC Cynthia Holt 208-914-5760 since 2006, Savannah River Nuclear Solutions, Sheri Alexander Procurement 803-952-9576 since 2008, Harso Rail Troy Penny CIO 803-920-4146 since 2015.



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7. Has a client terminated your services in the past three years? If so, provide the names, addresses, contact names and telephone numbers and dates of contract periods for all clients that have terminated; **No Clients have terminated Globalpundits services in the past three years.**
8. Is your organization affiliated with, related to, or a subsidiary of another organization? If yes, identify your parent organization(s) and each affiliated or related business entity and specify the nature of such affiliation(s) or relationship(s); **No**
9. Describe current licensure and accreditations. Provide names, titles and credentials of staff (including, but not inclusive, management, professional, clinical, technical and support); **Globalpundits has multiple Project Managers with their PMP certifications. Globalpundits other technical resources have technical certifications and licenses that are applicable to their respective expertise.**
10. Provide a brief narrative of your company's stability and financial strengths. Please include your most recent audited financial statement and annual report; **Globalpundits was founded in 2000 and has over 100 consultants currently supporting approximately 20 clients. Globalpundits has no debt. Attached are most recent financial statements.**
11. Provide a description of your company's experience with other AASCIF members, past or current; **Globalpundits has supporting multiple SC State Agencies to include not limited to DOI, DOR, DOA, DHHS, DHEC, DEW, DOT, DOE, and SCRS.**
12. Provide information on any pending or prior lawsuits, current litigation, regulatory inquiries, or other legal actions involving your firm. Explain their expected impact or outcome; **Globalpundits has never had any lawsuits, Litigation or regulatory inquires.**
13. Have at least five (5) years of prior PM experience in insurance system integration projects and large-scale data analysis; **Mr. Terrapin has more than 30 years of prior PM experience in insurance system integration projects and large-scale data analysis.**
14. Coordinate with selected vendor and SAF management to develop a project implementation plan including but not limited to milestone dates, weekly objectives, working groups, and tasklist; **Mr. Terrapin is very capable of performing all of these tasks.**
15. Manage and direct the work of the selected vendor to ensure completion of all milestone dates and successful "go-live" of all selected systems; **Mr. Terrapin is very capable of performing all of these tasks.**
16. Assist with coordinating assignments between SAF staff and the selected vendor in all project activities required for configuration and the ongoing maintenance of the system; **Mr. Terrapin is very capable of performing all of these tasks.**
17. Ensure that all assigned installation projects are handled properly in accordance with SAF policies and procedures, are timely completed, and are completed in accordance with budget; **Mr. Terrapin is very capable of performing all of these tasks.**
18. Provide a South Carolina Project Manager that is available to meet in person with SAF staff at least one (1) day per week at the SAF office in Lexington, SC; **Mr. Terrapin is very capable of performing all of these tasks.**
19. Provide administrative and day-to-day management of Project Manager (s) and associated staff's daily needs; **Mr. Terrapin is very capable of performing all of these tasks.**
20. Assign at least one (1) person (other than the PM) to serve as the Executive Contact who will work to resolve problems, provide necessary reports and respond to service quality issues and/or problems within twenty-four (24) hours. The Executive Contact will be responsive to the SAF



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Director; Joe Doyle, Vice President will serve as the Executive Contact / Program Manager to resolve any problems.

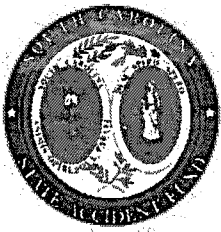
21. Provide easily accessible toll-free customer support Monday through Friday, 8:00 am to 5:00 pm Eastern Standard Time, and designate staff to be available, 24 hours per day – 7 days per week, to resolve any emergency issues; Globalpundits can be reached at 803-354-9400.
22. Respond to all inquiries within 24 hours; Joe Doyle, VP/Program Manager is available at 803-404-0088.
23. Disclose anything that may create a conflict or appearance of a conflict of interest for the duration of the contract; Nothing will create a conflict or appearance of conflict of interest for the duration of the contract.
24. Attend all meetings between the SAF and selected vendor. Meetings will be held at the SAF offices in Lexington, SC; Mr. Terrapin is very capable of performing all of these tasks.
25. Provide a written summary to SAF Management every seven (7) days detailing the work completed during the prior seven (7) days and the plan for work for the next seven (7) days; Mr. Terrapin is very capable of performing all of these tasks.
26. Verify programming of systems installed by selected vendor, including remedying any programming issues before acceptance by SAF; Mr. Terrapin is very capable of performing all of these tasks.
27. Plans and organizes acceptance of installation project by the SAF, ensuring system functionality and customer satisfaction; Mr. Terrapin is very capable of performing all of these tasks.
28. Maintain a process that recognizes that Federal and State laws prohibit the selected vendor from disclosing non-public personal information to nonaffiliated third parties unless otherwise permitted or required by law. "Non-public personal information" is information that personally identifies an individual and which is not otherwise available to the public and as otherwise defined by federal and state privacy laws. Non-public personal information includes both financial and Protected Health Information ("PHI"); Globalpundits will comply.
29. Maintain a process to protect the confidentiality of all information provided to it by the SAF, obtained from or on behalf of the SAF, in performing the above-mentioned service obligations to SAF (collectively "SAF's Confidential Information"). This includes, but is not limited to, non-public personal information and PHI. The Contractor further agrees to not disclose any such information outside the Contractor's organization except as explicitly authorized in writing by SAF. If the Contractor is required to disclose any such information by law or any court or other legal authority, or by subpoena or discovery in a lawsuit, the Contractor may make only those disclosures which its lawyers conclude are necessary to comply with the disclosure requirement. However, the Contractor will notify the SAF prior to such disclosure so that the SAF may seek an appropriate remedy to prevent or limit the disclosure; Globalpundits will comply.
30. Maintain a process to restrict access to all of the SAF's Confidential Information obtained from or on behalf of the SAF to only those individuals in the organization that require such information in order to perform the service obligations to the SAF. The Contractor will maintain practices and procedures to protect the confidentiality of all the SAF's Confidential Information obtained from or on behalf of the SAF and to allow the SAF, with reasonable notice, to audit the Contractor's practices and procedures for protecting such information; Globalpundits will comply.
31. Maintain a process to implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity and availability of the SAF's Confidential Information, including, but not limited to, PHI held by the Contractor, and to prevent Use and/or Disclosure of the SAF's Confidential Information other than as provided for in this



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32. Agreement and as mandated by the Privacy Standards, the Electronic Transactions Standards, and the Security Standards promulgated under the Administrative Simplifications subtitle of the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"); **Globalpundits will comply.**
33. Agree that a breach of the foregoing obligations of confidentiality and non-disclosure may give rise to an irreparable injury to the SAF and the State of South Carolina, for which they will not be adequately compensated through monetary damages. Accordingly, the SAF and the State of South Carolina may seek (without the posting of any bond or other security) injunctive relief against any such breach, in addition to any other legal and equitable remedies which may be available, and the Contractor consents to the obtaining of such injunctive relief; **Globalpundits will comply.**
34. The State shall be entitled to audit the books and records of the Contractor to the extent that such books and records relate to the performance of the work. Such books and records shall be maintained by the Contractor for a period of three years from the date of final payment under the Contract and by any subcontractor for period of three years from the date of final payment under the subcontract, unless a shorter period is otherwise authorized in writing by the Chief Procurement Officer. The SAF shall decide if audit is to occur on State or Contractor premises. The SAF shall not incur any expenses related to such audit. **Globalpundits will comply.**





# South Carolina State Accident Fund

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EXHIBIT 5

Henry D. McMaster  
Governor

Amy V. Cofield, Esq.  
Executive Director

Hi Joe,

Please see the additional terms to the contract. By signing the Job Order Form you also agree to the below;

- 1 – The approved hours for this contract shall not exceed more than 4,000 hours;
- 2 – All work and invoice payments will be tracked on a biweekly basis. All invoices and updates must be submitted (in electronic format) for payment by 5:00pm on the 3<sup>rd</sup> and 18<sup>th</sup> day of each month. All invoices must include the range of the days worked and a Project Management Update. The Project Management Update must include a detailed accounting of each hour worked and what work was completed in each hour. All hours must be documented and detailed before payment can be made;
- 3 – All other deliverables listed in your Job Order Quote (JOQ).