2. Company Information

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2. COMPANY INFORMATION

2.1 COMPANY PROFILE

4.1 VENDOR INFORMATION

2.1.1 COMPANY PROFILE TABLE

4.1.1 Vendors must provide a company profile in the table format below.

Delta Dental is pleased to provide our company profile below.

EXHIBIT 2.1-1, COMPANY PROFILE

Question	Response
Company name:	**Delta Dental Insurance Company**
Ownership (sole proprietor, partnership, etc.):	**Delta Dental Insurance Company is a for-profit corporation; its ultimate parent is Delta Dental of California, a nonprofit service corporation.**
State of incorporation:	**Delta Dental Insurance Company is incorporated in the State of Delaware**
Date of incorporation:	**February 9, 1970**
# of years in business:	**46**
List of top officers:	**Joseph F. Ruiz; Doug Konovaloff; Catherine Lackey; Diane Silva**
Location of company headquarters:	**Delta Dental Insurance Company 1130 Sanctuary Parkway, Suite 600 Alpharetta, GA 30009 Phone: 888-858-5252**

Question	Response
Location(s) of the company offices:	**100 First Street** **San Francisco, CA 94105** **11155 International Drive** **Rancho Cordova, CA 95670** **1130 Sanctuary Parkway** **Alpharetta, GA 30009** **5920 South Rainbow Blvd., #10** **Las Vegas, NV 89118** **5073 Ritter Road** **Mechanicsburg, PA 17055**
Location(s) of the office that will provide the services described in this RFP:	**11155 International Drive** **Rancho Cordova, CA 95670** **1130 Sanctuary Parkway** **Alpharetta, GA 30009** **5920 South Rainbow Blvd., #10** **Las Vegas, NV 89118** **5073 Ritter Road** **Mechanicsburg, PA 17055**
Number of employees locally with the expertise to support the requirements identified in this RFP:	**20**
Number of employees nationally with the expertise to support the requirements in this RFP:	**200**
Location(s) from which employees will be assigned for this project:	**11155 International Drive** **Rancho Cordova, CA 95670** **1130 Sanctuary Parkway** **Alpharetta, GA 30009** **5920 South Rainbow Blvd., #10** **Las Vegas, NV 89118** **5073 Ritter Road** **Mechanicsburg, PA 17055**

2.1.2 Foreign Corporation Registration

*4.1.2 **Please be advised**, pursuant to NRS 80.010, a corporation organized pursuant to the laws of another state must register with the State of Nevada, Secretary of State's Office as a foreign corporation before a contract can be executed between the State of Nevada and the awarded vendor, unless specifically exempted by NRS 80.015.*

Delta Dental Insurance Company is registered as Nevada Business ID NV20111274805. We will ensure that all registration requirements meet the necessary standards and/or exemptions as required.

2.1.3 Nevada Business License Number and Legal Entity Name

4.1.3 The selected vendor, prior to doing business in the State of Nevada, must be appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76. Information regarding the Nevada Business License can be located at http://nvsos.gov.

Is "Legal Entity Name" the same name as vendor is doing business as?

If "No", provide explanation.

Delta Dental is appropriately licensed by the State of Nevada, Secretary of State's Office pursuant to NRS76.

Exhibit 2.1-2, Nevada License and Legal Entity Name

Question	Response
Nevada Business License Number:	**NV20111274805**
Legal Entity Name:	**Delta Dental Insurance Company**

Is "Legal Entity Name" the same name as vendor is doing business as?

Yes	X	No	

2.1.4 LICENSING REQUIREMENTS

4.1.4 Vendors are cautioned that some services may contain licensing requirement(s). Vendors shall be proactive in verification of these requirements prior to proposal submittal. Proposals that do not contain the requisite licensure may be deemed non-responsive.

In the exhibit that follows, Delta Dental Insurance Company has included our Certificate of Authority for the State of Nevada Department of Business & Industry Division of Insurance for the purpose of providing Health insurance business within the State of Nevada. This license is sufficient to administer the Dental Benefits for the State of Nevada.

EXHIBIT 2.1-3, NEVADA STATE INSURANCE COMMISSIONER CERTIFICATE OF AUTHORITY

Amended

Certificate of Authority

STATE OF NEVADA
DEPARTMENT OF BUSINESS & INDUSTRY
DIVISION OF INSURANCE
Carson City, Nevada

Nevada ID #: **203** **(prior number I 0222)**

THE **DELTA DENTAL INSURANCE COMPANY**

Incorporated in the State of **Delaware**

Home office at **Wilmington, Delaware**

having duly qualified, is hereby licensed to transact:

**** HEALTH ****

insurance business within the State of Nevada until terminated at the request of the insurer or suspended or revoked by the Commissioner of Insurance.

Dated at Carson City, Nevada this 1st

day of January, 2003

Commissioner of Insurance

2.1.5 PREVIOUS NEVADA CONTRACTS

4.1.5 Has the vendor ever been engaged under contract by any State of Nevada agency?

If "Yes", complete the following table for each State agency for whom the work was performed. Table can be duplicated for each contract being identified.

Has Delta Dental ever been engaged under contract by any State of Nevada agency?

Yes		No	**X**

2.1.6 FORMER STATE OF NEVADA EMPLOYEES

4.1.6 Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

If "Yes", please explain when the employee is planning to render services, while on annual leave, compensatory time, or on their own time?

If you employ (a) any person who is a current employee of an agency of the State of Nevada, or (b) any person who has been an employee of an agency of the State of Nevada within the past two (2) years, and if such person will be performing or producing the services which you will be contracted to provide under this contract, you must disclose the identity of each such person in your response to this RFP, and specify the services that each person will be expected to perform.

Are you now or have you been within the last two (2) years an employee of the State of Nevada, or any of its agencies, departments, or divisions?

Yes		No	**X**

Delta Dental has no employees who are now, or have been within the last two years, an employee of the State of Nevada, or any of its agencies, departments, or divisions.

2.1.7 Significant Contract Failures, Contract Breaches, Civil or Criminal Litigation

4.1.7 Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to your company?

If "Yes", please provide the following information. Table can be duplicated for each issue being identified.

Disclosure of any significant prior or ongoing contract failures, contract breaches, civil or criminal litigation in which the vendor has been alleged to be liable or held liable in a matter involving a contract with the State of Nevada or any other governmental entity. Any pending claim or litigation occurring within the past six (6) years which may adversely affect the vendor's ability to perform or fulfill its obligations if a contract is awarded as a result of this RFP must also be disclosed.

Does any of the above apply to Delta Dental?

Yes		No	**X**

2.1.8 Insurance Requirements (Attachment E, Insurance Schedule for RFP 3290)

*4.1.8 Vendors must review the insurance requirements specified in **Attachment E, Insurance Schedule for RFP 3290**. Does your organization currently have or will your organization be able to provide the insurance requirements as specified in **Attachment E**.*

*Any exceptions and/or assumptions to the insurance requirements **must** be identified on **Attachment B, Technical Proposal Certification of Compliance with Terms and Conditions of RFP**. Exceptions and/or assumptions will be taken into consideration as part of the evaluation process; however, vendors must be specific. If vendors do not specify any exceptions and/or assumptions at time of proposal submission, the State will not consider any additional exceptions and/or assumptions during negotiations.*

*Upon contract award, the successful vendor **must** provide the Certificate of Insurance identifying the coverages as specified in **Attachment E, Insurance Schedule for RFP 3290.***

Does Delta Dental currently have or will Delta Dental be able to provide the insurance requirements as specified in Attachment E?

Yes	**X**	No	

Delta Dental will provide the Certificate of Insurance identifying the coverages as specified in Attachment E, Insurance Schedule for RFP 3290 upon contract award.

2.1.9 COMPANY BACKGROUND/HISTORY

4.1.9 Company background/history and why vendor is qualified to provide the services described in this RFP. Limit response to no more than five (5) pages.

Delta Dental's response is presented on the following pages.

Delta Dental is pleased to offer services to the State of Nevada that will enable the DHCFP to advance its goals for improving the oral health of recipients of the Nevada DBA program. Our technical proposal features the following:

- ***A commitment to providing quality dental health care services to low-income Nevadans in the most efficient manner;***
- ***A solution that provides equal access to dental care to recipients at an affordable cost;***
- ***A strong Nevada presence covering 137,000 lives, with an office in Las Vegas; supported by Delta Dental team members nationwide specializing in all aspects of dental benefit administration and***
- ***A contract fulfilled by Delta Dental – the nation's largest stand-alone dental insurer – that has the resources and clinical expertise to successfully collaborate with DHCFP, the dentist community and other professional organizations to address recipient needs.***

As the DHCFP's dental partner, Delta Dental will provide eligible recipients with high-quality, comprehensive and accessible dental care. We offer an extensive choice of network dentists, provider access, an exceptional approach to service, and unparalleled Medicaid dental expertise. Our network of credentialed dentists, one of the largest in the nation, continues to grow in all regions. A recognized national leader in dental benefits administration, Delta Dental unquestionably offers the DHCFP the best value and the lowest-risk solution of any potential contractor, making us the best possible choice for the Nevada DBA contract.

Delta Dental's founding principle and continuing mission is to improve the oral health of all individuals. In our more than 40 years of experience serving publicly funded programs, Delta Dental has acquired a clear understanding of the unique needs of underserved populations and has worked tirelessly with recipients, families and providers to promote utilization of covered benefits with an emphasis on preventive care education and services. Our extensive presence and experience in the commercial dental marketplace complement our unique government marketplace expertise and afford us the opportunity to access dentists who might not otherwise be amenable to network participation. Within this section, we explain the background and history of our company and why we are qualified to provide the services described in the RFP. We commit wholeheartedly to meeting or exceeding both the RFP requirements and the DHCFP's expectations for the contract.

For thousands of businesses and government programs across the country, Delta Dental and dental coverage are synonymous. We are one of the nation's largest dental health carriers. Our wide array of indemnity, PPO and DHMO plans cover 34.5 million people in commercial and government programs. Since our founding in 1955, Delta Dental has been a recognized industry leader, offering innovative programs designed to control costs and ensure high-quality dental care. Delta Dental administers dental benefits programs nationwide. Our enterprise forms one of the nation's largest integrated dental benefits systems under unified management.

Delta Dental Insurance Company is the corporate entity that will contract with the DHCFP to provide dental coverage to Nevada DBA program recipients. Incorporated in 1970, Delta Dental Insurance Company is a Delaware stock corporation that administers dental benefit plans in Alabama, Florida, Georgia, Louisiana, Montana, Nevada, Texas and Utah. We are headquartered in Alpharetta, Georgia, and we underwrite and administer

traditional fee-for-service and dental health maintenance organization (DHMO) dental products to businesses and employees nationwide, offering an innovative mix of plan options and benefit levels that enables us simultaneously to contain costs and deliver high-quality dental coverage.

Delta Dental Insurance Company underwrites and administers dental service plan products for government and commercial customers across the nation. It is licensed in 32 states (including Nevada), plus the District of Columbia, Puerto Rico and the Virgin Islands. It is a member of an insurance holding company system under the ultimate control of Delta Dental of California, a nonprofit service corporation directed by a 15-member board of directors, which provides unified management services under the leadership and direction of Mr. Anthony Barth, President and Chief Executive Officer. Delta Dental Insurance Company, Delta Dental of California and all affiliates of the holding company system (referred to throughout this proposal jointly as Delta Dental) share enterprise-wide practices, resources and personnel. Delta Dental Insurance Company is licensed under the Nevada Insurance Code to provide dental services for this RFP. All information submitted in this proposal applies to Delta Dental Insurance Company and Delta Dental of California collectively.

Joseph Ruiz, Group Vice President of Government Programs (GP), Delta Dental Insurance Company, will provide the executive leadership to the well-qualified team of experienced start-up and operations staff assembled for this contract. His team will be backed by a corporate-level commitment of clinical, administrative and financial resources and a single point of accountability for the Nevada DBA contract. As our senior executive for this contract, Mr. Ruiz has access to the highest levels of corporate involvement, decision-making and support. He brings outstanding communication and leadership skills, as well as a committed and experienced management team, to our Nevada DBA organization.

Mr. Ruiz directs the administration of dental benefits for the following government programs:

- ***California Medicaid Dental (Denti-Cal) Program (since 1974);***
- ***Utah Medicaid Dental Services Program (since 2013);***
- ***San Mateo Healthy Kids (since 2007);***
- ***Partnership Health Plan of California (since 2005);***
- ***San Francisco Healthy Kids (since 2002);***
- ***San Diego Neighborhood House Association (since 2001);***
- ***Tricare Retiree Dental Program (TRDP) (since 1997);***
- ***Federal Employee Dental Program (since 2014);***
- ***Veteran's Administration Dental Insurance Program (VADIP) (since 2014);***
- ***Public Health Services' Active Duty Dental Plan (since 2013) and***
- ***Office of the Comptroller of the Currency (OCC) Dental Plan (since 2015).***

Mr. Ruiz will utilize all necessary resources from throughout our enterprise in order to meet and exceed contract requirements. We have multiple service locations, and can shift workload (particularly in the areas of enrollment and billing, underwriting, case management, quality management, administration of enrollee grievances and provider disputes and financial reporting) to alternate locations based on increased volumes, unanticipated or catastrophic events or during peak enrollment periods. Provider

network development and management for the Nevada DBA program will be performed in Nevada.

Delta Dental performed successfully under this structure for six years while providing and administering dental benefits for the Texas Children's Health Insurance Program (CHIP) Dental Services Program. We previously served as a dental plan for the Florida Healthy Kids program, using this same structure to successfully deliver services to enrolled children. This structure also has enabled us to deliver outstanding services to a variety of major commercial customers, such as AARP. Since 1974, Delta Dental of California has served as the fiscal intermediary and administrator for the State of California's Medi-Cal dental program (commonly known as Denti-Cal). From 1998 through 2013, Delta Dental of California also provided dental coverage for California's CHIP, known as the Healthy Families program. Delta Dental possesses the requisite background, experience and expertise to provide the DHCFP with the best possible business solution for the Nevada DBA program.

Delta Dental is a financially strong, stable and reliable dental partner. We bring to the DHCFP the breadth of our dental benefits industry expertise, our many years of Medicaid and CHIP experience and six decades of dental program and dental insurance operations experience nationwide. We offer the DHCFP the following advantages:

- ***We provide a stable, comprehensive network of qualified dentists with broad geographic access, specialty services and reserve capacity.***
- ***We actively manage each of our dental networks – including the network proposed for the Nevada DBA program – to create, monitor and maintain an environment in which recipients can conveniently access quality dental services.***
- ***We have established long-term relationships and communications with the Nevada dental provider community through our commercial and employer dental plans. DHCFP can rely on us to inform participating providers of changes as they occur and to obtain their buy-in.***
- ***We know how to professionally assess and take on risk in a win-win partnership with our customers and can responsibly perform all contract-required activities.***
- ***We are a trusted business partner that consistently demonstrates our ability to meet required contract service levels. We possess the expertise necessary to implement contract requirements and manage our own performance using best-in-class tools.***

Over Delta Dental's long history, we have evolved into a company decidedly dissimilar from most for-profit dental insurers. The cumulative years of experience of our management, professional and paraprofessional staff, combined with our institutional expertise and understanding of Medicaid and CHIP dental programs, have been major contributors to the stability and respect enjoyed by the programs we administer.

We owe our continued success to our seasoned management team and production staff – individuals who, over the years, have come to thoroughly understand each and every aspect of the Medicaid and CHIP programs. Delta Dental possesses a blend of expertise, understanding and proven history that makes us the best possible choice going forward, in partnership with the DHCFP, to meet program goals and objectives – and to institute a collaborative, successful relationship that offers the best value and the lowest risk. We commit unconditionally to meeting both the RFP requirements and the DHCFP's expectations.

Delta Dental of California, our ultimate parent and our partner in administering the Nevada DBA contract, has unparalleled experience managing large-scale dental contracts. The company administers indemnity, preferred provider and DHMO plans for 34.5 million people in commercial and government programs across the nation. Customers include more than 10,000 public sector and commercial groups, including labor unions, aerospace and defense contractors, hospital systems, educational and financial institutions and high-technology companies. As testimony to the strength and stability of the organization, 97.9% of Delta Dental of California's customers (employer groups and other commercial organizations) renewed their contracts in 2015. Delta Dental of California also has decades of experience in delivering services to enrollees of government dental health programs. The company serves more than 13.1 million California Medicaid beneficiaries through the Denti-Cal program, thereby offering the DHCFP 41 years of experience in administering one of the largest Medicaid dental programs in the nation. Our organizational structure offers the DHCFP two key advantages:

- ***We have taken the best practices of all of our affiliated companies and integrated them into our enterprise to raise the bar on our already high standards for quality dental care, cost management and professional service.***
- ***Our combined resources have enabled us to implement new processes separately or simultaneously in different geographic locations, improving services while reducing cost.***

Delta Dental sets the standard for access to high-quality dental care. For more than a decade, we have made a significant investment in Quality Management (QM), reflecting our company's ongoing commitment to successfully delivering superior, cost-effective services. Today Delta Dental's QM processes conform to world-class specifications for services and systems. As an example of the results of our individual and collective commitment to continuous improvement, our California Medicaid Dental Program (Denti-Cal) was initially certified to ISO 9001:2000 standards in March 2007. We were recertified to ISO 9001:2008 standards in March 2010 and again in March 2013, and we have been recognized for our work in this area with the California Awards for Performance Excellence (CAPE) with the California Prospector Award. We plan to be certified to the ISO 9001:2015 standard by 2018.

Delta Dental focuses on continuous performance improvement in all of our business processes in order to provide superior customer service and we consider retention of our customers to be the best measure of our success. Our 97.9 percent enrollee retention rate and our 94 percent enrollee satisfaction rate are clear endorsements of our high quality service levels, our expertise and our many years of experience.

Delta Dental has earned a solid reputation as a full-service dental health care administrator, underwriter and claims processor by consistently delivering excellent, cost-effective services while maintaining a strong financial position. Our enterprise added more than two million new enrollees in 2015. Our general reserves – more than $906 million – are more than adequate to meet our obligations and regulatory guidelines. We also have one of the industry's highest ratios of net worth to incurred risk dental claims and a longstanding reputation for the integrity of our financial management. In July 2016, A.M. Best Company affirmed a the financial strength rating of A (Excellent) with a "stable" outlook for both Delta Dental Insurance Company and Delta Dental of

California, our parent organization. The figures reported in Delta Dental Insurance Company's financial statements and those of our parent company, Delta Dental of California, confirm our strong financial position and validate our financial solvency. The following are highlights from Delta Dental's most recent audited, consolidated financial statements for the period ending December 31, 2015:

- ***Administrative expenses were 11% of our total revenues.***
- ***Cash and cash equivalents and marketaable securities totaled more than $1.6 billion, 71% of total assets.***
- ***The ratio of total liabilities to total assets was 1:1.70.***
- ***Our 2015 financial results exceeded 2014, with a 13% increase in general reserves.***

In 2015, our enterprise processed nearly 44.7 million claims for our combined programs with an accuracy rate of 99.5 percent, saving a record $4.4 billion for our customers, almost 25 percent of the dollar amount submitted for payment. We provide this information to assure the DHCFP that selecting Delta Dental means choosing a financially sound and well-managed company.

Delta Dental has a diverse list of clients, both small and large, with whom we partner to provide dental services. Our clients include large private enterprise employee benefit programs, state and federal government programs serving children and adults. For example:

- ***Under our State of California Department of Personnel Administration account, Delta Dental provides dental benefits to more than 537,000 State employees, retirees and eligible family members.***
- ***Delta Dental's commercial client list, which includes more than 10,000 groups covering 16.4 million PPO and Premier enrollees and more than 2.1 million DHMO enrollees nationwide, continues to grow. We and our subsidiaries offer a spectrum of arrangements to meet the varied needs of our clients, from administrative services-only products to fully insured dental plans, including traditional indemnity fee-for-service and managed care dental plans.***
- ***The U.S. Department of Defense contracts with Delta Dental's Federal Government Programs to administer the TRICARE Retiree Dental Program (TRDP) with 1.5 million covered lives nationwide.***

Our corporate charter includes expanding dental care availability to previously uninsured populations, a goal we strive to achieve through the programs we offer. Our commitment to improved oral health is expressed not only through the programs we administer but also through our philanthropic entities, the Delta Dental Community Care Foundation and our Health, Education and Research Fund. In 2015, Delta Dental contributed more than $4 million in cash and services across the nation through these entities, providing support to community health programs, dental scholarships and dental-related research, and assisting dental schools with worthy projects. The Delta Dental Community Care Foundation awarded $80,000 to eight Nevada dental clinics in 2016, grants designed to help improve the oral health of underserved children and adults, particularly in rural locations where access to dental care may be limited.

2.1.10 LENGTH OF TIME PROVIDING SERVICES

4.1.10 Length of time vendor has been providing services described in this RFP to the public and/or private sector. Please provide a brief description.

In 1955, when dental services were still considered uninsurable, representatives from the International Longshoremen's and Warehousemen's Union-Pacific Maritime Association (ILWU-PMA) approached the California Dental Association (CDA) with funds to create a children's dental program for 1,800 dependent children. The agreement between the ILWU-PMA and the CDA became the foundation for a new nonprofit corporation, California Dental Service – the company that today is Delta Dental of California (Delta Dental), the parent organization of Delta Dental Insurance Company. We are proud that over 60 years later, the children of ILWU-PMA members continue to receive their dental benefits through Delta Dental programs, clearly demonstrating our ability to satisfy our customers over the long term.

Delta Dental soon expanded our insured dental programs to other commercial and government clients, and through the years, we have grown to become a recognized industry leader known for our innovative programs designed to control costs and ensure high-quality dental care. Our reputation has been borne out by our excellent performance record in delivering first-class services for an impressive list of premier clients.

Delta Dental has 41 years of experience in the administration of programs similar to the Nevada DBA program. The contracts listed in Exhibit 2.1-5, Examples of Delta Dental Medicaid/CHIP Contracts, below, are representative of Delta Dental's capability to fulfill the commitments made in this proposal.

EXHIBIT 2.1-4, EXAMPLES OF DELTA DENTAL MEDICAID/CHIP CONTRACTORS

	Medicaid/CHIP Program Name	Years of Experience	Number of Enrollees	Number of Providers
1	California Medicaid Dental (Denti-Cal) Program‡	41	~3.1 million	~16,000
2	California Healthy Families Program (CHIP)	16	338,000	9,189
3	Utah Medicaid Dental Services‡	3	~54,000	~900
4	Texas CHIP	6	537,000	4,791
5	Florida Healthy Kids	4	80,000	1,500

‡ Current Delta Dental contracts

Denti-Cal

The State of California Department of Health Care Services (DHCS) is Delta Dental's largest and longest tenured government customer. Delta Dental has continuously served as Denti-Cal's fiscal intermediary since the program's inception in 1974. Under this competitively bid contract with DHCS, Delta Dental provides dental coverage to more than 13.1 million individuals under a shared-risk arrangement. We have consistently administered the program in an efficient and cost-effective manner, delivering high-quality dental care to California's Medicaid beneficiaries while increasing dental provider participation.

As the face of Denti-Cal outreach since 1991, Delta Dental staff have worked closely with schools, social service agencies and other entities that influence the improvement of dental health care in underserved areas. Delta Dental works tirelessly to educate the public about the importance of oral health and to secure funding to increase dental clinic resources and facilities in those areas. Our outreach efforts are supported by established liaisons with dental providers, dental schools, educational institutions and professional associations. Activities range from participation in health fairs and school-based programs to teaming with organizations – such as the American Academy of Pediatric Dentistry and local dental associations – that can disseminate information to those with direct access to Denti-Cal beneficiaries.

Delta Dental has many years of experience in underwriting dental benefits, taking on reasonable risk in a win-win partnership with our customers. In addition, we have managed the Denti-Cal program's multi-billion dollar Pure Premium Fund conservatively and effectively, consistently exercising fiscal prudence and successfully preserving the fund's capital, even during challenging economic periods. In all the audits of the Pure Premium Fund, there have never been any negative findings.

In January 2013, DHCS began efforts to transition approximately 875,000 children from California's CHIP program, known as Healthy Families, into the Medicaid program (Medi-Cal). The transition was implemented in phases over the course of one year. This transition involved one of the largest numbers of individuals ever transferred from a single program into the Denti-Cal program. While some children transitioned into Medi-Cal managed care dental plans, Delta Dental oversaw the integration of more than 680,000 children into the Denti-Cal program. We successfully executed an implementation plan for each phase, conducting extensive provider outreach efforts and closely monitoring provider enrollment to minimize disruption in services and maintain adequate provider networks to ensure ongoing access to care.

California Healthy Families

Delta Dental provided dental coverage for the California Healthy Families program from its inception in July 1998. Delta Dental was selected in part because of our capability to rapidly recruit a network of highly qualified dentists and specialists well within the mandated patient-to-dentist ratio, even in underserved and rural areas. We implemented the program two months after contract award, and it was extremely successful from the outset. We originally implemented the Healthy Families provider network by recruiting 3,768 providers in 1998. Our provider network grew over the life of the contract to over 9,000 dental providers.

A fully insured, at-risk statewide CHIP administered by the State of California's Managed Risk Medical Insurance Board (MRMIB), the program eventually offered enrollees a choice of six dental plans statewide. Throughout the 16 years that Delta Dental served as a dental plan for the program, Healthy Families participants selected Delta Dental more often than any of the other dental plans. The program was merged into the Medi-Cal as part of California's implementation of the Affordable Care Act (ACA). Healthy Families was terminated by the State of California on January 31, 2014 and its members were transitioned into the Medi-Cal program. When the State announced that the program

would end, Delta Dental's plan enrolled 247,519 children, nearly 43% of the statewide CHIP population. Our Healthy Families contract ended as a result of the transition of Healthy Families enrollees to the Medi-Cal program.

During our long tenure with the Healthy Families program, Delta Dental consistently met or exceeded all service standards. California's final annual Healthy Families survey clearly reflected Delta Dental's success in meeting the needs of children enrolled in the program. Of the six available plans, Delta Dental received the highest score in customer satisfaction – 85.5% – while the average score for all six plans was only 71.1%.

Utah Medicaid Dental Services

Delta Dental serves more than 54,000 participants in our Utah Medicaid Dental Services program, which began on September 1, 2013. We are in our third year of operations, with responsibility for underwriting and program administration. Our operations responsibilities include executive oversight, member services, provider services, network management, dental management, quality assurance and utilization review, complaint and grievance resolution, management information systems, accounting and budgeting and program administration. We implemented this contract in a timely, thorough manner and worked closely with our customer, the Utah Department of Health, to address and resolve issues.

Delta Dental implemented a provider network at Go-Live that provided a dental home to each participant with a provider-to-participant ratio of 1:170. Through analysis of the network to identify potential access issues and continued targeted recruiting, Delta Dental increased the provider network by 4% in the first year of the contract. All participants have a dental home primary care dentist, either by choice or assignment.

Other CHIP-Like Programs

Delta Dental also administers the following four county and regional government-based CHIP-like programs. These programs serve approximately 1,830 children who are not eligible for other government dental programs. Each program covers preventive, basic restorative and major restorative services.

- ***San Mateo County Healthy Kids – Covers children of families who do not have access to employer-sponsored health insurance.***
- ***San Diego Neighborhood House Association – Covers Head Start-enrolled children through age 5.***
- ***San Francisco County Healthy Kids – Covers children ages 0–18 who are uninsured and ineligible for Denti-Cal.***
- ***Partnership Health Plan of California – Covers uninsured children up to their 19th birthday in families with income up to 300% of the Federal Poverty Level and uninsured children who are not full-scope Medicaid eligible and do not have share-of-cost Medicaid.***

Delta Dental provides the following services for the above dental plans: participant and provider Call Center, claims adjudication, quality management and quality improvement, member and provider services, credentialing, network analysis, provider directories, finance and accounting, contract administration, data collection and reporting and/or data center operations.

2.1.11 FINANCIAL INFORMATION (SECTION 6)

4.1.11 Financial information and documentation to be included in ***Part III, Confidential Financial Information*** *of vendor's response in accordance with* ***Section 9.5, Part III – Confidential Financial Information****.*

4.1.11.1 Dun and Bradstreet Number

4.1.11.2 Federal Tax Identification Number

4.1.11.3 The last two (2) years and current year interim:

A. Profit and Loss Statement
B. Balance Statement

As requested in RFP Section 9.7, financial information and documentation is included in Section 6, Confidential Financial Information.

2.2 VENDOR INFORMATION SHEET FOR RFP 3290

9.3.1 Vendor information

Vendors must complete and submit a company profile ***Vendor Information Sheet.***

Delta Dental's Vendor Information Sheet is presented on the following pages.

VENDOR INFORMATION SHEET FOR RFP 3290

Vendor Must:

A) Provide all requested information in the space provided next to each numbered question. The information provided in Sections V1 through V6 will be used for development of the contract;

B) Type or print responses; and

C) Include this Vendor Information Sheet in Tab III of the Technical Proposal.

V1	Company Name	Delta Dental Insurance Company

V2	Street Address	11155 International Drive

V3	City, State, ZIP	Rancho Cordova, CA 95670

V4	Telephone Number		
	Area Code: 916	Number: 861-2320	Extension:

V5	Facsimile Number		
	Area Code: 916	Number: 631-0574	Extension:

V6	Toll Free Number		
	Area Code:	Number:	Extension:

V7	***Contact Person for Questions / Contract Negotiations, including address if different than above***
	Name: Joseph Ruiz
	Title: Group Vice President Government Programs
	Address: 11155 International Drive, Rancho Cordova, CA 95670
	Email Address: JRuiz@delta.org

V8	Telephone Number for Contact Person		
	Area Code: 916	Number: 861-2320	Extension:

V9	Facsimile Number for Contact Person		
	Area Code: 916	Number: 631-0574	Extension:

V10	***Name of Individual Authorized to Bind the Organization***

	Name: Joseph F. Ruiz	Title: Group Vice President Government Programs

V11	Signature ***(Individual must be legally authorized to bind the vendor per NRS 333.337)***	
	Signature:	Date: 12-12-16

2.3 BUSINESS REFERENCES

4.3 BUSINESS REFERENCES

4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.

*4.3.2 Vendors must provide the following information for **every** business reference provided by the vendor and/or subcontractor:*

The "Company Name" must be the name of the proposing vendor or the vendor's proposed subcontractor.

2.3 BUSINESS REFERENCES

4.3 BUSINESS REFERENCES

4.3.1 Vendors should provide a minimum of three (3) business references from similar projects performed for private, state and/or large local government clients within the last three (3) years.

*4.3.2 Vendors must provide the following information for **every** business reference provided by the vendor and/or subcontractor:*

The "Company Name" must be the name of the proposing vendor or the vendor's proposed subcontractor.

*4.3.3 Vendors must also submit **Attachment F, Reference Questionnaire** to the business references that are identified in **Section 4.3.2**.*

4.3.4 The company identified as the business references must submit the Reference Questionnaire directly to the Purchasing Division.

*4.3.5 It is the vendor's responsibility to ensure that completed forms are received by the Purchasing Division on or before the deadline as specified in **Section 8, RFP Timeline** for inclusion in the evaluation process. Reference Questionnaires not received, or not complete, may adversely affect the vendor's score in the evaluation process.*

4.3.6 The State reserves the right to contact and verify any and all references listed regarding the quality and degree of satisfaction for such performance.

In this section, Delta Dental has provided eight business references from similar projects performed for private, state and/or large local government clients within the last three years. For each of these business references, we have provided all RFP-required information.

The business references we have provided are as follows:

- ***TriCare Retiree Dental Program (TRDP)***
- ***Veterans Affairs Dental Insurance Program (VADIP)***
- ***Federal Employees Dental Program (FEDP)***
- ***American Casino & Entertainment Properties***
- ***Southwest Gas***
- ***Pinnacle Entertainment Inc.***
- ***Utah Medicaid Dental Services Program***
- ***California Medi-Cal Dental Program (Denti-Cal)***

We also have submitted Attachment F, Reference Questionnaire to each of the business references we have identified. We understand and acknowledge that each of these eight business references must submit the Reference Questionnaire directly to the Purchasing Division. We also understand and acknowledge that it is Delta Dental's responsibility to ensure that all completed forms are received by the Purchasing Division on or before the deadline as specified in RFP Section 8, RFP Timeline, for inclusion in the evaluation process. We understand and acknowledge that Reference Questionnaires not received, or not complete, may adversely affect our score in the evaluation process.

We understand and acknowledge that the State reserves the right to contact and verify any and all of our references regarding the quality of, and degree of satisfaction with, our performance.

TriCare Retiree Dental Program (TRDP)

Reference #:	**1**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**TriCare Retiree Dental Program (TRDP)**		
[redacted]			
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Veterans Affairs Dental Insurance Program (VADIP)

Reference #:	**2**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**Veterans Affairs Dental Insurance Program (VADIP)**		
[redacted]			
[redacted]	[redacted]		
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[redacted]	[redacted]		
[redacted]	[redacted]		
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Federal Employees Dental Program (FEDP)

Reference #:	**3**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**Federal Employees Dental Program (FEDP)**		
[redacted]			
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[redacted]	[redacted]		
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American Casino & Entertainment Properties

Reference #:	**4**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**American Casino & Entertainment Properties**		
[redacted]			
[redacted]	[redacted]		
[redacted]	[redacted]		
[redacted]	[redacted]		
[redacted]	[redacted]		
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Southwest Gas

Reference #:	**5**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**Southwest Gas**		
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[redacted]	[redacted]		
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Pinnacle Entertainment Inc.

Reference #:	**6**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**Pinnacle Entertainment Inc.**		
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[redacted]	[redacted]		
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Utah Medicaid Dental Services Program

Reference #:	**7**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**Utah Medicaid Dental Services Program**		
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California Medi-Cal Dental Program (Denti-Cal)

Reference #:	**8**		
Company Name:	**Delta Dental**		
Identify role company will have for this RFP project (Check appropriate role below):			
X	***VENDOR***		***SUBCONTRACTOR***
Project Name:	**California Medi-Cal Dental Program (Denti-Cal)**		
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2.4 STAFF RESUMES

4.4 VENDOR STAFF RESUMES

*A resume must be completed for each proposed key personnel responsible for performance under any contract resulting from this RFP per **Attachment G, Proposed Staff Resume**.*

In this section, Delta Dental has provided a resume for each of seven proposed key personnel who will be responsible for performance under any Nevada DBA contract that results from this RFP. Each of the seven resumes has been completed using the RFP-required form, Attachment G, Proposed Staff Resume. Our remaining key Nevada DBA positions will be filled following contract award; at which time we will submit a completed Attachment G for each additional key personnel we propose.

The seven proposed key personnel whose resumes we have provided below include:

- ***Joseph F. Ruiz***
- ***Doug Konovaloff***
- ***Catherine Lackey***
- ***Diane Silva***
- ***Darlene Gillespie***
- ***Marti White***
- ***Clay Shomaker***

PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Joseph F. Ruiz***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Group Vice President, Government Programs***			
# of Years in Classification:	***3***	**# of Years with Firm:**		***3***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Joseph Ruiz, Group Vice President, Government Programs, has more than 25 years of health insurance experience, including numerous executive-level positions, as well as serving as president of his own consulting firm. In his current position, he leads an organization of 600 associates providing coverage to more than 13.1 million Medicaid beneficiaries. Prior to joining Delta Dental, Mr. Ruiz was vice president and general manager of group business for Anthem Blue Cross. He has a strong track record of developing and implementing innovation health care solutions and possesses a broad range of experience, including Medicaid health care plan leadership. He received his undergraduate degree in business and an MBA degree in finance from California Lutheran University.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Group Vice President, Government Programs, Delta Dental of California, Rancho Cordova, CA, 2013-Present

- Provides leadership and strategy for Government Programs
- Has full profit and loss responsibility and direct line management of all claims, customer service, finance, dental management, information technology, regulatory compliance, lobbying and public policy, internal audit, sales and marketing and contract procurement functions
- Maintains and manages executive level relationships with government customers
- Developed and implemented processes to ensure Delta Dental could accommodate and sustain growth levels resulting from Medicaid expansion
- Implemented significant efficiency initiatives to reduce administrative expense, streamline operations and provide more effective and streamlined service to state clients

Owner, Joe Ruiz Consulting Services, Thousand Oaks, CA, 2011-2013

- Delivered management consulting services, specializing in enhancing administrative and operational processes to more efficiently manage costs; developing and implementing new markets and products, including specialty/ancillary products (dental and life insurance), and self-funded group health products; developing and implementing strategies to drive incremental profit; and strategic planning

Anthem Blue Cross/WellPoint, Inc., Newbury Park, CA, 1998-2010

Vice President and General Manager, 2006-2010

- Had full profit and loss responsibility for Anthem's Small Group and Mid Market health insurance business, overseeing all aspects of a division generating approximately $4 billion in annual revenue with over 70,000 groups
- Responsible for strategic planning, business development, membership results, product development/implementation, legal compliance, operations and health care reform compliance
- Successfully executed Small Group turnaround strategies in product design, internal processes and agent/broker relationships, resulting in membership growth and operating income
- Designed and implemented new products and revisions to existing products to address evolving market demands, economic conditions and competitive factors
- Developed strategies to effectively position Anthem to capitalize on market leading position to ensure membership growth and margin expansion in a post health care reform market
- Member of the California Executive Leadership team
- Member of multiple committees, including Actuarial and Underwriting; Legal, Regulatory and
- Public Policy and Hospital, Physicians and Consumer Relations
- Executive sponsor of SOMOS, WellPoint's corporate diversity initiative

Vice President/Executive Sales Lead, Individual and Small Group, Consumer Directed Health Care Products, January-May, 2006

- Successfully led cross-functional, multi-disciplinary teams responsible for all sales planning and strategy development and execution of sales strategy in the Individual and Small Group markets for WellPoint's enterprise wide Consumer Directed Health Plan initiative
- Led cross-functional, multi-disciplinary teams responsible for all sales planning and strategy development efforts and execution of sales strategy for all market segments (Individual, Small Group, Large Group) in Nevada, California and Colorado
- Developed plans and forecasts for all business segments, including Large Group and National Accounts, resulting in WellPoint's most successful new product implementation

Vice President, Individual and Small Group Sales Development, 2005-2006

- Achieved year-over-year sales growth among all Individual and Small Group sales channels
- Developed and implemented Blue Cross of California Individual and Small Group sales model in newly formed WellPoint West Region (Nevada, California and Colorado)
- Achieved 99 percent planning and forecasting accuracy
- Led successful on-time implementation of new product lines in West Individual and Small
- Group markets to further drive membership and margin growth

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Bachelor of Arts, Business Administration, May 1992, California Lutheran University, Thousand Oaks, CA

Master of Business Administration, Finance, May 2003, California Lutheran University, Thousand Oaks, CA

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Not Applicable

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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-PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Doug Konovaloff***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Vice President***			
# of Years in Classification:	***17***	**# of Years with Firm:**		***34***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Doug Konovaloff is the Vice President of Operations for Government Programs. In this role, Mr. Konovaloff provides executive leadership to all of our state government program operations, including Denti-Cal, Utah Medicaid and our Healthy Families programs. He also provides executive leadership for all of our federal government accounts, including:

- TRICARE Retiree Dental Program (TRDP) (since 1997);
- Federal Employee Dental Program (since 2014);
- Veteran's Administration Dental Insurance Program (VADIP) (since 2014);
- Public Health Services' Active Duty Dental Plan (since 2013) and
- Office of the Comptroller of the Currency (OCC) Dental Plan (since 2015).

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Delta Dental of California, Rancho Cordova, CA, 1982-Present

Vice President, Operations, Government Programs, July 2016-Present

- Provides executive leadership to all of our state government program operations, including Denti-Cal, Utah Medicaid and our Healthy Families programs
- Provides executive leadership for all of our federal government accounts, including:
  - TRICARE Retiree Dental Program (TRDP) (since 1997);
  - Federal Employee Dental Program (since 2014);
  - Veteran's Administration Dental Insurance Program (VADIP) (since 2014);
  - Public Health Services' Active Duty Dental Plan (since 2013) and
  - Office of the Comptroller of the Currency (OCC) Dental Plan (since 2015).

Vice President, TRICARE Retiree Dental Programs, 1999-June 2016

- Served on the TRDP Executive Committee, participating in the formulation of Delta Dental policies and monitoring business practices; was responsible for all formal deliverables under the TRDP contract
- Oversaw the management of the following TRDP departments: Systems Development, Operations and Claims, Customer Service (including the Customer Service Center and Special Correspondence Unit), Customer Relations Systems and Training
- Updated and implemented new policies and procedures for these departments
- Led the transition to the TRDP Enhanced Benefits Plan

Director, Federal Marketing, 1992-1999
- Designed, developed and implemented Delta Dental's operations for federal government programs, including the enhanced TRICARE Family Member Dental Plan and the TRICARE Retiree Dental Program
- Coordinated communication programs providing information to DoD officials, congressional staff and industry leaders

Manager, Program Administration, 1990-1992
- Analyzed and prepared corporate budget and related financial reports
- Conducted cost benefit analyses
- Implemented and monitored quality control programs

Senior Financial Analyst, 1987-1990
- Developed and maintained departmental budgets
- Conducted cost benefit analyses
- Designed and implemented efficiency improvement projects

Change, Assessment, Control and Implementation Coordinator, State Government Programs, 1985-1987
- Served as liaison between Delta Dental and California Department of Health Services staff
- Analyzed, developed costs, and implemented all state-directed contract changes

Project Analyst, State Government Programs, 1982-1985
- Performed various quality control, cost benefit analysis and management projects
- Prepared and delivered recommendations to upper management

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Bachelor of Arts, May 1982, Whittier College, Whittier, CA

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Not Applicable

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Catherine Lackey***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***National Operations Director***		
# of Years in Classification:	***1***	**# of Years with Firm:**	***1***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

As the current National Operations Director, Ms. Lackey oversees operations for our Healthy Family plans, Denti-Cal and Utah Medicaid operations. This includes the Call Center; claims processing, data correction, grievances, appeals and fair hearings; provider enrollment; provider networks; customer support and correspondence; provider support and EDI; outreach activities and contract administration. Ms. Lackey has 11 years of health care management experience, including extensive experience in the claims operations, claims processing, customer service and contact center departments within Blue Cross and Blue Shield of Alabama. Ms. Lackey, who holds an MBA degree from the University of Alabama, served in a number of key roles during her tenure with Blue Cross/Blue Shield. She was account executive for Claims Processing, Claims Division Support & Analysis Global Claims Processing and, most recently, Customer Benefit Administration (CBA). In this latter role, she ensured that group and individual health, pharmacy and dental benefits were developed and implemented accurately and timely, in compliance with both federal and state law as well as Blue Shield and Blue Cross Association mandates.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Delta Dental of California, Rancho Cordova, CA, 2015-Present

National Operations Director, 2016-Present

- Manages contract administration and operations for Utah, Medicaid and our Healthy Families plans
- Continues serving as Operations Director for the Denti-Cal program (see next experience entry, below), leading over 300 managers, supervisors and associates in Denti-Cal operations and managing an operating budget of over $12 million.

Operations Director, Denti-Cal Program, 2015-Present

- Manages production and work flow for all Denti-Cal Operations departments including Document Management, Data Correction, Claims Processing, Telephone Service Center, Provider Networks, Provider Enrollment, Provider Support, and Customer Service
- Monitors performance of incoming and outgoing mail departments to ensure that all processing cycle time requirements are met
- Is responsible for budgeting, staffing, training, reporting, inventories and meeting all processing cycle time requirements for all production areas
- Manages all vendors, subcontracts and service agreements

Blue Cross and Blue Shield of Alabama, Birmingham, AL, 2002-2015

Manager, Claims Operations, Customer Benefit Administration, 2012-2015

- Administered CBA operations, managing 68 professional and support staff.
- Oversaw analysis, design and programming of group and individual health, pharmacy and dental benefits for 3.1 million members
- Built collaborative relationships with management, peers and associates within the Claims division, as well as with company business partners
- Served as stakeholder on required implementations, including ICD-10 and health care reform
- Directed corporate strategic objectives for the Claims division, including new provider networks, product development, cost management initiatives and Medicaid development
- Directed business improvement initiatives including benefit maintenance workflow improvements, benefit implementation improvements and benefit booklet creation

Claims Processing Manager, 2008-2012

- Directed and developed seven exempt level associates who provided research and analytical support to all areas of the company
- Managed, created, implemented and supported initiatives affecting members and providers
- Led, facilitated, developed and supported global mandated implementations for the Claims division, such as ICD-10, HIPAA 5010 transactions and health care reform initiatives
- Led, facilitated, developed and supported corporate strategic objectives, including value-based payment and fee schedule initiatives, physician extenders, coding updates, network disruption, business continuity and Pope Technology Center migration
- Led, facilitated, developed and supported claims processing enhancements and corrections and Medicare crossover business.
- Managed and supported group accounts that represented 400,000 members
- Ensured accurate and timely claims processing and inquiry response

Management Candidate, January-July 2008

- Provided management assistance to account executive section of Claims division and assisted with group implementations; led benefit implementation of two new account executive groups
- Developed and facilitated a benefit implementation tracking and documentation process and site for group accounts, which passed internal audit reviews
- Managed peer units' special group coordinators when acting managers were absent, and served as lead management contact for multiple large group accounts

Customer Contact Team Leader, 2005-2008

- Provided direct supervisory assistance to customer service associates (CSAs) and customers
- Provided customer service assistance to approximately one million members
- Served as liaison to all Blue Cross and Blue Shield of Alabama divisions
- Reviewed and audited customer contracts and created exception payment proposals
- Mentored CSAs, analyzing job performance and helping to achieve higher quality standards

Customer Service Representative/Specialist/Care Coordinator, 2002-2005

- Assisted members and providers with claims and contract benefits
- Performed quality monitoring and coaching for customer service representatives

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Master of Business Administration, May 2008, University of Alabama, Birmingham, AL

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Project Management Professional (PMP); July 2013.
Performance Practitioner (Aubrey); 2010

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Diane Silva***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Chief Financial Officer***			
# of Years in Classification:	***1***	**# of Years with Firm:**		***1***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Diane Silva possesses a BS degree in Finance and Risk Management from Sacramento State University. She is a results-oriented leader with a record of success in fast-paced state agency, nonprofit, Fortune 100 and international organizations. Her skills include partnering finance with core operations to develop highly productive cross-enterprise alliances. Ms. Silva currently oversees, coordinates, analyzes and implements department annual operating and capital budgets. She also prepares forecasts for short and long-term operating results and directs financial planning and analysis functions to ensure timely and accurate reporting of all transactions as defined in division goals.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Delta Dental of California, Rancho Cordova, CA, 2015-Present

Chief Financial Officer

- Provides financial guidance and leadership for state government programs with our Government Programs organization
- Directs financial planning and analysis functions
- Develops and oversees annual department, capital and project budgets; identifies variances and takes corrective action as appropriate
- Prepares forecasts for short and long-term operating results
- Analyzes budget variances for presentation to the vice president and departmental leadership
- Coordinates with corporate finance and other division resources to provide meaningful fact-based analysis and reports to drive efficient and effective decision-making
- Acts as the liaison to corporate finance in coordinating action and resolution for issues that affect profitability; identifies critical issues and trends, makes recommendations and provides guidance and counsel to senior management
- Prepares, presents and manages all financial projections and analysis for departmental projects for assessment by corporate finance; participates in special projects/committees/teams addressing strategic initiatives; provides vice president with analyses requiring higher expertise, confidentiality or sensitive handling

Manager, Financial Planning and Analysis, California Dental Assoc. Sacramento, CA, 2014-2015

- Managed a team of professionals for the California Dental Association (CDA) group of companies, including CDA, CDA Foundation, The Dentists Insurance Company (TDIC), TDIC Insurance Solutions brokerage (TDIC IS) and Rotunda Property Management (RP)
- Developed vast array of financial models
- Developed dashboards and key performance indicator reports
- Managed business intelligence platform
- Managed annual budgeting process for six interdependent companies
- Developed business and profit plans, as well as operating forecasts
- Ensured regulatory reporting compliance
- Led communications with actuarial firm, reinsurance brokers, California Department of Insurance and various vendors
- Developed compensation plans and capital expenditure plans

Education Credit Management Corporation, Mather Park, CA, 2002-2014

Director, Financial Analysis and Research, 2007-2014

- Led team of financial professionals to produce long and short-range forecasting, diversification analytics, operational analytics and analyses to support strategic projects and development opportunities
- Translated multi-faceted financial information into easy-to-understand, highly professional reports and graphs (which were often geared to a less finance-oriented audience)
- Developed corporate-level goals
- Created pay-for-performance incentive programs at the corporate level and for product line programs
- Developed monthly financial and production rolling forecasts (financial, cash and statistical)
- Developed and monitored efficiency objectives
- Led organization-wide projects including, but not limited to, business planning, operational benchmarking, software system development and continued system enhancement
- Prepared quarterly reports to board of directors and executive team, and ad hoc reports to the California Legislature

Manager of Business Analysis, 2004-2007

- Implemented activity-based management/cost accounting tools and balanced scorecard principles to optimize corporate performance and services and to ensure the long-term success of the organization
- Developed and oversaw projects, developed cost benefit scoring model to prioritize the execution of critical projects.

Senior Financial Analyst, 2002-2004

- Developed and managed complex financial models.
- Developed incentive based pilot programs that were approved by the Federal Government.

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Bachelor of Science, Finance and Risk Management, June 1993, California State University, Sacramento, Sacramento, CA

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Corporate Coaching Certification, Academy for Coaching Excellence, Sacramento, CA, 2007

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Darlene Gillespie***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Professional Relations Director, Government Programs***			
# of Years in Classification:	***1.5***	**# of Years with Firm: 23**		

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Ms. Gillespie will serve as director of professional relations and will lead our provider services team for the program. Ms. Gillespie has a substantial background in the administration of state government programs, as well as with dental provider relations and currently serves as Director Professional Services, Government Programs. In her role as the director professional relations for the Nevada DBA Program, she will have primary responsibility for developing and implementing Delta Dental's ongoing strategies to increase provider participation, recruiting and maintaining the provider network and performing all other required provider relations activities. Ms. Gillespie holds an MBA degree and has nearly 23 years of program experience with Government Programs, including 14 years as a manager.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Delta Dental of California, Rancho Cordova, CA, 1994-Present

Professional Relations Director, Government Programs, 2015-Present

- Manages professional relations representative recruiting for government programs provider networks
- Ensures government program provider networks are in compliance with each program's access requirements
- Monitors professional relations representative servicing of provider networks

Account Manager, State Government Programs, 2013-2015

- Served as primary liaison between Delta Dental and government program clients
- Managed and implemented program changes as required by government program clients
- Provided problem resolution for provider claims payment, member enrollment, benefit changes and fee changes
- Ensured government program deliverables were timely and compliant
- Coordinated required periodic compliance audits

Senior Financial Analyst, 2008-2013

- Performed contract financial analysis, including review of service and administrative performance
- Assessed financial and staffing impacts resulting from contract change orders
- Performed financial reporting, invoicing and budgeting for all government programs
- Negotiated subcontract change orders with vendors

- Served as lead for development of pricing proposals

Information Security Officer, 2004-2008
- Developed, implemented and enforced technical, physical and administrative safeguards
- Conducted periodic compliance reviews and internal audits, and coordinated audits with external electronic data processing audits (SAS 70 Audits)
- Ensured compliance with all federal, state and local privacy and security legislation
- Planned, coordinated and executed annual disaster recovery test

HIPAA Implementation Manager, 2002-2004
- Ensured compliance with all federal required Health Information Portability and Accountability Act (HIPAA) rules, including privacy, security transactions and code sets (CDT), and national provider ID

Financial Analyst, 1994-2002
- Responsible for overseeing all finance aspects of California Dental Medicaid (Denti-Cal) contract including, change order pricing proposals, accounts payable, accounts receivable and monthly financial reports, and meeting all contract requirements

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Master of Business Administration, August 2005, University of Phoenix, Sacramento, CA

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Project Management Professional (PMP), July 2014

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***X***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Marti White***	**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Manager, Contact Center***		
# of Years in Classification:	***2***	**# of Years with Firm:**	***5***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Ms. White serves as manager of our Contact Center in Alpharetta, Georgia. She has served in this position for two years, and has worked in our Contact Center for more than five years. In her current roll, she manages a $9 million operating budget and leads staff in ensuring a call center operation that is not only efficient and effective, but highly responsive to our members and providers. Ms. White is an enthusiastic and forward-thinking professional with demonstrated management experience within numerous industries. She adapts quickly to change and possesses extensive problem-solving aptitude. She possesses particular expertise in the following areas: workforce management, customer service, conflict resolution and process improvement. She also is a fluent Spanish-speaker.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Delta Dental Insurance Company, Alpharetta, GA, 2011-Present

Manager, Contact Center, 2014-Present

- Manages $9 million operating budget
- Creates process improvement for leadership and representatives for call center productivity
- Provides and implements corrective action plans for performance guarantee groups
- Facilitates and aids audits for governing state compliance and regulatory offices

Contact Center Supervisor, 2013-2014

- Was responsible for providing support to all leadership with adherence and productivity reporting
- Monitored agents in areas of productivity
- Assisted with reducing long calls, hold time, after call time and first call resolution by focused RTA monitoring
- Developed and facilitated special projects that included reducing transfers and average handle time
- Created easier streamline procedures for productivity reporting and IVR/Misrouted call issues
- Directed all Medicaid groups, to include implementation of Utah Medicaid and Health Care Reform
- Interviewed potential Contact Center candidates and evaluated bilingual candidates for language proficiency
- Supervised up to 25 agents to ensure their quality, attendance, and productivity metrics are met

- Delivered coaching and progressive performance management actions to agents
- Ensured compliance with state regulations for printed communications to non-English speaking members

Contact Center Coordinator, 2011-2013
- Solved complex cases for internal and external clients.
- Developed and coached team members as delegated from Contact Center Supervisor

Customer Service Representative II, 2011
- Assisted providers and insured members with dental benefit and claim information.
- Resolved 60+ calls per day while exceeding performance and quality standards

General Manager, Rodeo Entertainment, Atlanta, GA, 2009-2010
- Directed three entertainment arenas with 300 employees, servicing 3,000 patrons weekly.
- Obtained all business, tax and service licensure necessary in three counties and two states
- Contracted and promoted Spanish Billboard Top 50 bands
- Reconciled cash flow with gross earnings of $2 million annually
- Monitored essential sales and ticketing systems to reduce fraud
- Established simplified liquor inventory implemented in each site for loss control, reducing loss by 30%

Director General, Centro de Aprendizaje de Ingles Jutiapa, Jutiapa, Guatemala, 2007-2009
- Trained five teachers in ESL and developed curriculum based on student age group and adult learning
- Arranged sales and support of web application for English proficiency
- Certified 135 learners of advanced proficiency
- Developed panel of volunteers and philanthropist to enable free learning in remote areas of both English and computer skills

Office Manager, Tax Law & Accounting Group, Greenville, SC, 2005-2007
- Processed payroll, bookkeeping, reports and tax payments for over 30 clients
- Prepared individual and business tax returns
- Prepared IRS forms to include Offers in Compromise and Incorporations

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Bachelor of Arts, May 2006, North Greenville University, Tigerville, SC

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Six sigma yellow best, April 17, 2015
TESOL/ESL, February 2005
Notary Public, March 29, 2015

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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PROPOSED STAFF RESUME FOR RFP 3290

A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.

Company Name Submitting Proposal:	***Delta Dental***

Check the appropriate box as to whether the proposed individual is prime contractor staff or subcontractor staff.

Contractor:	***x***	**Subcontractor:**	

The following information requested pertains to the individual being proposed for this project.

Name:	***Paul Clay Shomaker***		**Key Personnel: (Yes/No)**	***Yes***
Individual's Title:	***Claims Processing Manager***			
# of Years in Classification:	***15***	**# of Years with Firm:**		***1***

BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE

Information should include a brief summary of the proposed individual's professional experience.

Clay Shomaker has more than 20 years of experience managing sales, service and claims teams in auto and dental insurance environments.

RELEVANT EXPERIENCE

Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.

Claims Administrator, Delta Dental Insurance Company, Alpharetta, GA, 2015-Present

- Leads 70+ supervisors and associates in the adjudication of dental claims
- Manages claims operations and ensures that claims are processed timely and accurately
- Oversees all group performance metrics to ensure that clients' metrics are met and exceeded

GEICO Insurance Company, Macon, GA, 2002-2015

Medical, Theft & Litigation Manager, 2011-2015

- Led 110+ supervisors & associates in the investigation and resolution of theft, medical and liability claims in litigation for nine states
- Negotiated vendor agreements and managed vendor relationships for cost containment with year-over-year reductions in average costs per Independent Medical Examinations
- Collaborated with fee and staff counsel offices to coordinate the negotiation, defense and settlement of complex coverage and liability cases

Bodily Injury Investigation Manager, 2008-2010

- Led 70+ supervisors and associates in negotiation of bodily injury settlements
- Improved Average Loss Payments year over year while maintaining level inventories
- Improved productivity per examiner by 23% with low examiner turnover

Liability Investigation Manager, 2007-2008

- Led 70+ supervisors and associates in prompt resolution of disputed liability auto claims
- Increased productivity by 40% while maintaining positive customer survey results

Claims Contact Center Manager, 2004-2006

- Led 120+ supervisors and associates in fast track auto claims resolution
- Coordinated hiring and training, reducing associate turnover by 20%
- Improved efficiencies in claims processes with 10% decrease in unit costs

24-hour Sales/Service Manager, 2002-2004
- Led 130+ supervisors and associates servicing new and existing customers
- Improved efficiencies and customer service results

EDUCATION

Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.

Bachelor of Business Administration, May 1994, Georgia College and State University, Milledgeville, GA
Master of Business Administration, August 1995, Georgia College and State University, Milledgeville, GA

CERTIFICATIONS

Information required should include: type of certification and date completed/received.

Senior Claims Law Associate, September 1999

REFERENCES

A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.

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2.5 SUBCONTRACTOR INFORMATION

4.2.1 Does this proposal include the use of subcontractors?

Does this proposal include the use of subcontractors?

Yes		No	X

If "Yes", vendor must:

4.2.1.1 Identify specific subcontractors and the specific requirements of this RFP for which each proposed subcontractor will perform services.

4.2.1.2 If any tasks are to be completed by subcontractor(s), vendors must:

A. Describe the relevant contractual arrangements;

B. Describe how the work of any subcontractor(s) will be supervised, channels of communication will be maintained and compliance with contract terms assured; and

C. Describe your previous experience with subcontractor(s).

4.2.1.3 Vendors must describe the methodology, processes and tools utilized for:

A. Selecting and qualifying appropriate subcontractors for the project/contract;

B. Ensuring subcontractor compliance with the overall performance objectives for the project;

C. Ensuring that subcontractor deliverables meet the quality objectives of the project/contract; and

D. Providing proof of payment to any subcontractor(s) used for this project/contract, if requested by the State. Proposal should include a plan by which, at the State's request, the State will be notified of such payments.

*4.2.1.4 Provide the same information for any proposed subcontractors as requested in **Section 4.1, Vendor Information**.*

*4.2.1.5 Business references as specified in **Section 4.3, Business References** must be provided for any proposed subcontractors.*

4.2.1.6 Vendor shall not allow any subcontractor to commence work until all insurance required of the subcontractor is provided to the vendor.

4.2.1.7 Vendor must notify the using agency of the intended use of any subcontractors not identified within their original proposal and provide the information originally requested in the RFP in ***Section 4.2, Subcontractor Information.*** *The vendor must receive agency approval prior to subcontractor commencing work.*

Delta Dental does not intend to use subcontractors to provide any of the services identified in the RFP.