



## ORIGINAL PROPOSAL

TO CONDUCT A NEEDS ASSESSMENT FOR THE PUERTO RICO  
DEPARTMENT OF HEALTH MONEY FOLLOWS THE PERSON LONG  
TERM SERVICES SUPPORT ASSESSMENT (LTSS)

Submitted by:  
Estudios Técnicos, Inc.

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División de Análisis y Política Social

February 23, 2024

Response to:

**RFP 2024-PRMP-MFP-LTSS-002**  
Puerto Rico Department of Health

DEPARTAMENTO DE  
**SALUD**



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February 23, 2024

Puerto Rico Department of Health  
Medicaid Program,  
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World Plaza – 12th Floor (Suite 12)  
San Juan, Puerto Rico 00918  
ATTN: Elizabeth Otero-Martínez

To whom it may concern:

*Estudios Técnicos, Inc.* (ETI), is pleased to submit to your consideration this proposal in response to the Request for Proposals process 2024-PRMP-MFP-LTSS-002 for conducting a Long-Term Services Support Needs Assessment, as part of the Money Follows the Person Program (MFP).

Given the demographic transition that Puerto Rico has undergone and the growth in the population of elderly and people with disabilities, research efforts such as this one assume vital importance in understanding and addressing gaps in the service provision system.

ETI is a private consulting, research, and technical assistance firm established in 1995, which is certified by the Puerto Rico Minority Supplier Development Council. Our firm has the experience, financial capacity, human resources, and infrastructure necessary to effectively support the Puerto Rico Department of Health (PRDoH) in this endeavor. ETI possesses a wealth of expertise in implementing the methodologies required by the PRDoH, particularly in conducting needs assessments and projects involving vulnerable populations. We are committed to adhering to the highest ethical standards and have a demonstrated understanding of and sensitivity to cultural competency. Our approach includes strategies for effectively engaging with the diverse communities in the Archipelago. We have a Teamed up with Truenorth, a firm that has been working actively with the Puerto Rico Medicaid Program (PRMP) in various initiatives.

We appreciate the opportunity of presenting this proposal and remain available should you require any additional information. For those purposes you may contact us at 787-751-1675 or by email at [acox@estudios tecnicos.com](mailto:acox@estudios tecnicos.com).

Sincerely,

Anitza María Cox Marrero, Esq. M.Ed.  
Director  
Social Analysis and Policy Division

## EXECUTIVE SUMMARY

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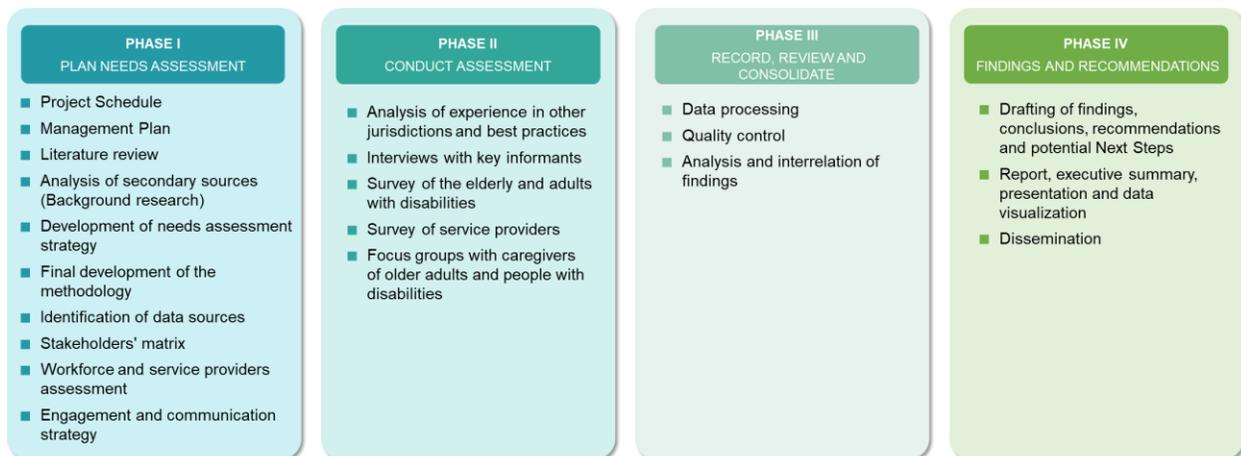
This proposal is submitted in response to the Request for Proposals process 2024-PRMP-MFP-LTSS-002 from the Department of Health of the Government of Puerto Rico, which seeks to engage research professionals to conduct a Long-Term Services Support Needs Assessment as part of the Money Follows the Person Program (MFP). MFP is a federally funded program aimed at helping individuals transition from institutional settings, such as nursing homes or other long-term care facilities, to their communities. The program is designed to enhance the choice and independence of people receiving long-term care services.

Estudios Técnicos, Inc. (ETI), is a private consulting, research, and technical assistance firm, established in Puerto Rico in 1985 (Registration Number 60775). ETI is certified by the Puerto Rico Minority Supplier Development Council. The firm has the experience, financial capacity, human resources, and necessary structure to support the PR Department of Health in this endeavor. Since its establishment over 38 years ago, ETI has completed more than 3,500 projects on a wide range of topics, including research that has served as the basis for the development, implementation, and evaluation of public policies and programs. It has an interdisciplinary team of 38 professionals with extensive experience in research, economic and social analysis, program evaluation, geo-referenced information systems, statistical and econometric analysis, and federal compliance, among other areas. Additionally, it has its own fieldwork unit comprised of over 50 surveyors and fieldworkers, who are certified for conducting research with human subjects (PHRP Protecting Human Research Participants).

The work of ETI has been recognized at the federal level on multiple occasions as a best practice. Two recent examples include the Puerto Rico Early Childhood Needs Assessment conducted in 2020 for the Administration for the Comprehensive Care and Development of Children (*ACUDEN* for its Spanish Acronym), which was recognized as one of the top five studies in the nation presented as part of the PDG Birth to 5 Program, and a Comprehensive Community Assessment carried out for *Fundación para el Desarrollo del Hogar Propio*, which was identified by the Regional Head Start Office as a

case example. The methodology developed by the ETI for this study was incorporated into a technical assistance pilot project for states through the Economic and Public Policy Research, Donahue Institute at the University of Massachusetts. Also, ETI has conducted several needs assessments for the PR Department of Health (PRDoH), including studies for the Ryan White Part B program and the HIV/STD Prevention Division, which involved multiple tasks within a short period of time. Similarly, the needs of the elderly population are a topic that ETI has extensively worked on, with one of the most recent projects being conducted for AARP on broadband access among the elderly population and its implications across various dimensions, including health.

For the purposes of this project, ETI proposes an approach based on the most recent literature on the subject and the company's experience in similar projects. Specifically, our proposal incorporates a participatory multi-method research approach, based on the Witkin and Allscheid (2000) model. Tasks will be organized into four main phases as shown in the following illustration.



ETI is committed to ensure a comprehensive and culturally sensitive approach to the island wide LTSS Needs Assessment taking into consideration the diverse cultural landscape, particularly within Puerto Rico and its island municipalities. The evaluators team is fully bilingual with understanding of the Puerto Rican culture and ample experience with the target populations. The firm is committed to adhering to the highest ethical standards. Our approach includes strategies for effectively engaging diverse

cultures and communities within Puerto Rico. ETI takes very seriously compliance with research processes. Our resources are trained prior to all engagements, all processes are piloted, and quality control protocols are incorporated in interviewing and surveying processes.

## FIRM/ORGANIZATION INFORMATION

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### PURPOSE, MISSION, AND VISION

Estudios Técnicos, Inc. is a private consulting, planning and research firm founded in 1985 and certified by the Puerto Rico Minority Supplier Development Council. Its mission is to contribute to the social and economic development of Puerto Rico through research, studies, and technical assistance to entities in both the public and private sectors. The operations of ETI are based on honesty, ethics, a sense of responsibility, commitment, and equality of opportunities and development. These values are applied to each of the projects that the firm undertakes to achieve excellence and quality in the service being offered. Since its establishment over 38 years ago, ETI has completed more than 3,500 projects on a wide range of topics, including research that has served as the basis for the development, implementation, and evaluation of public policies and programs.

The firm is organized into seven work groups that interact with each other depending on the needs of each project. Additionally, the firm has Geotécnika, Inc., dedicated to Geographic Information Systems, and recently acquired Consumer at Site, a company dedicated to consumer experience auditing and evaluation. In 2001, the company established the Estudios Técnicos Foundation, a non-profit corporation through which support is provided to the Third Sector and the Public Sector on issues of social and economic development. The complete organizational chart is included as an attachment.

FIGURE 1: ORGANIZATIONAL CHART



The divisions that will mainly be involved in the needs assessment include:

**Social Analysis and Policy:** This group's work focuses on social needs, program design and evaluation, and social policy issues. The group has a specialized unit in compliance and evaluation of federally funded programs. Recent experiences of this group include a study conducted for AARP on broadband access for the elderly in Puerto Rico, a Needs Assessment of Persons living with HIV for the Department of Health, and Community Assessments conducted for over seventeen (17) recipients and subrecipients of the Head Start Program. The group is coordinated by Anitza María Cox Marrero, M.Ed.

**Statistics and Fieldwork Division:** Responsible for collecting and statistically analyzing information using various quantitative research techniques, including surveys, censuses, and field observation. This Team is currently collaborating with the University of Michigan and Brown University on research projects. The team is coordinated by Carlos Torija, statistician.

**Economic Analysis and Policy:** This group is responsible for economic projections among other economic policy issues. It was responsible for reviewing the statistical procedures of the Puerto Rico Department of Labor related to employment and unemployment estimates in Puerto Rico, as part of a project sponsored by the Bureau of Labor Statistics. In 2020, it conducted a study on human capital for the Fiscal Oversight Board (2020), aimed at serving as a first step towards the development of a human capital public policy in Puerto Rico. The group coordinator is Leslie Adames, M.A.

**Data Analytics Division:** Responsible for all aspects related to data integration and analysis. It works with data management for the development of indexes, predictive models, metrics, and visualizations. The group recently completed an analysis of the fiscal condition of hospitals in Puerto Rico. The division coordinator is Roberto López, M.A.

For purposes of this project Estudios Técnicos, Inc. is joining efforts with **Truenorth Corporation**, the Caribbean's leading business transformation firm serving large enterprise and government clients. **Truenorth** leads change and strives to earn trust. Its core values guide its team of over 450 professionals to deliver the right business solution. Since its inception in the year 2001, they have grown steadily to become the leader in the provision of consulting services in the region. According to the prestigious publication Caribbean Business, Truenorth has a solid client portfolio distributed among its four (4) distinct business divisions which include:

**Management Consulting Division**, managed by Mr. Fabian Fejgielman, is organized under the brand name Vision Point. The Management Consulting Division has various principals and managers administering a varied staff of professionals and offers Management Consulting, Project Management, IT Strategy services, Revenue Assurance Services, Process related services, Business Process Outsourcing Services, and Call Center Services.

**Technology Division**, managed by Mr. William Roman, is organized under the brand name Stable Point. This division enjoys a close working relationship with IBM, VMWare, Microsoft, and AWS, as the key partners of the division, and offers a vast array of technology services ranging from mainframe upgrades, service/help desk management, technology management, Disaster Recovery strategies, business continuity, all type of Cloud solutions and many others.

**Software Division** is managed by Mr. Gabriel Fernandez and is organized under the brand name Code Point. This division enjoys a close working relationship with Microsoft and offers a wide array of software offerings including custom application development.

**Customer Experience Division** is managed by Mr. Carlos Fernández and is organized under the brand name Consumer Experience Point. A cloud-based state-of-the-art Customer Experience Operation that leverages Technology and Teamwork to generate measurable performance improvement moving from a customer service experience to a Total Engagement Experience.

Since 2009, Truenorth has been working actively with the Puerto Rico Medicaid Program (PRMP) in various initiatives such as process optimization, capacity analysis, strategic planning, process management, and software development. The firm was involved with the operation, project management, and implementation of the official Eligibility and Enrollment platform MEDITI. It had 700+ users and it was implemented in 80+ regional PRMP offices. In addition, Truenorth has been consistently providing support to the Puerto Rico Health Insurance Administration (ASES for its Spanish Acronym) for nearly four years as the Enrollment Counselor of the Government of Puerto Rico's Vital Health Plan. In this capacity, Truenorth offers assistance and guidance to over 1.3 million beneficiaries of the Puerto Rico government plan who have been deemed eligible by PRMP.

## DESCRIPTION OF RELEVANT QUALIFICATIONS AND EXPERIENCE

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### EXAMPLES OF SIMILAR PROJECTS

As mentioned, since its establishment in 1985, the Estudios Técnicos, Inc. has carried out over 3,500 projects, several of which are similar to the type of study requested by the Department of Health, including work in the Islands Municipalities of Vieques and Culebra. Some examples illustrating this experience are included in this section.

ETI is committed to ensure a comprehensive and culturally sensitive approach to the island wide LTSS Needs Assessment taking into consideration the diverse cultural landscape, particularly within Puerto Rico and its island municipalities. The evaluators team is fully bilingual with understanding of the Puerto Rican culture and ample experience with the target populations. Furthermore, the team is certified for conducting

research with human subjects (PHRP Protecting Human Research Participants) and adheres to the highest standards of ethics.

The projects presented as an example also entailed the use of research participatory and empowerment approaches and different engagement strategies.

**Health and Well-being Study in Puerto Rico (2023)**, for the US Department of Agriculture. ETI was contracted by Westat & Insight to collaborate on the study, which aims to describe levels of food security, health, and well-being in PR. ETI collaborated in the design and was responsible for the implementation of fieldwork (surveying a sample of 9,100 households and conducting in-depth interviews with 144 individuals).

**Comprehensive Community Needs Assessments** and updates for more than seventeen (17) recipients and subrecipients of the Early Head Start and Head Start Program. This type of study is conducted in compliance with the applicable regulations of the program in 45 CFR 1302.11, and includes population and enrollment estimates, family surveys, in-depth interviews with opinion leaders, consultations with employees, inventories of community resources, among others.

**Needs assessment on early childhood in Puerto Rico, 2020**. Carried out for ACUDEN, as part of the requirements of a federal grant to support the development of a plan for an integrated service system. The assessment included an analysis of the context, an inventory of economic resources, an analysis of the legal and public policy framework, consultations with families, focus groups with children, surveys of service providers, and in-depth interviews with opinion leaders. The study was recognized as one of the top five among the states.

**Needs assessment study for the CSBG program administered by ODSEC, 2022** – As part of the study, a multidimensional poverty and inequity index developed by the team of economists at Estudios Técnicos, Inc. was updated. In addition, in-depth interviews were conducted with community leaders across the island, surveys of program beneficiaries, focus groups with residents of communities with high levels of vulnerability, among other tasks.

**Socioeconomic study for the Department of Education, 2004, 2007, 2010, 2013, 2016, 2019 & 2022.** ETI has been contracted by the PR Department of Education and the US Department of Agriculture on seven occasions to conduct the study used to determine the funding allocation for meals for students in the school system. The study is conducted every three years and involves approximately 3,000 students around the island. In all instances, the study has been accepted without reserves by the Federal Government.

**Needs Assessment of the area of services of *Centros Sor Isolina Ferré (2023)*.** The study was conducted through a participatory research approach and included a representative sample of the service area of the organization as well as the analysis of secondary sources of Information.

**Studies and development of plans for the PR Department of Health including, among others:**

- Puerto Rico Surveillance, Prevention, and Treatment HIV Integrated Plan (2017-2021 & 2022-2026).
- Implementation of the Puerto Rico Surveillance, Prevention, and Treatment HIV Plan (2017-2021 & 2022-2026). ETI collaborates with the Department in implementing activities related to training, coordinating a Public Policy Committee, and a Services Directory, among other activities.
- Need Assessment of the Population Living with HIV, 2023.
- HIV Prevention Needs Study, 2023 (in progress), for the Department of Health.
- Sexually Transmitted Infections (STIs) Prevention Needs Assessment in Puerto Rico, 2021-2022
- Viral Hepatitis Prevention Needs Assessment 2022

**Census and Needs Assessment of families with children in Early Age, Vieques.** In 2022 Estudios Técnicos, Inc. conducted a census in the Island Municipality of Vieques for a Head Start Recipient. To be culturally sensitive to the population of Vieques, the firm integrated residents of the island in the team, who worked in collaboration with the firm's field work staff.

**Study on non-profit organizations in Puerto Rico** (1996, 2002, 2007, 2015, 2016 & 2022) for a group of foundations. This study constituted the first study to provide a profile of the Third Sector in Puerto Rico and measure its economic impact. As a result, legislative pieces aimed at addressing the areas of highest priority found in the study were outlined. Another product of the study is a directory of services and non-profit entities in Puerto Rico.

**Technical assistance to non-profit entities, municipalities, and public agencies in the management and implementation of activities related to federally funded programs**, including disaster recovery funds:

- Emergency Solutions Grant, US Department of Housing and Urban Development
- HIV Prevention, Centers for Disease Control and Prevention
- Ryan White Part B, Integrated Planning, Health Resources and Services Administration (HRSA)
- Continuum of Care, US Department of Housing and Urban Development
- Juvenile Justice and Delinquency Prevention (JJDP) Act, Office of Juvenile Justice and Delinquency Prevention
- Community Services Block Grant (CSBG), Administration for Children and Families
- Childcare Program, Administration for Children and Families
- Disaster Recovery Program, US Department of Housing and Urban Development
- Community Development Block Grant, US Department of Housing and Urban Development
- HOME Program, US Department of Housing and Urban Development
- Housing Opportunities for Persons Living with AIDS (HOPWA), US Department of Housing and Urban Development

- Neighborhood Stabilization Program, US Department of Housing and Urban Development
- Section 108 Loan Guarantee Program, US Department of Housing and Urban Development
- Victims of Crime Act (VOCA), Office of Justice Programs, US Department of Justice

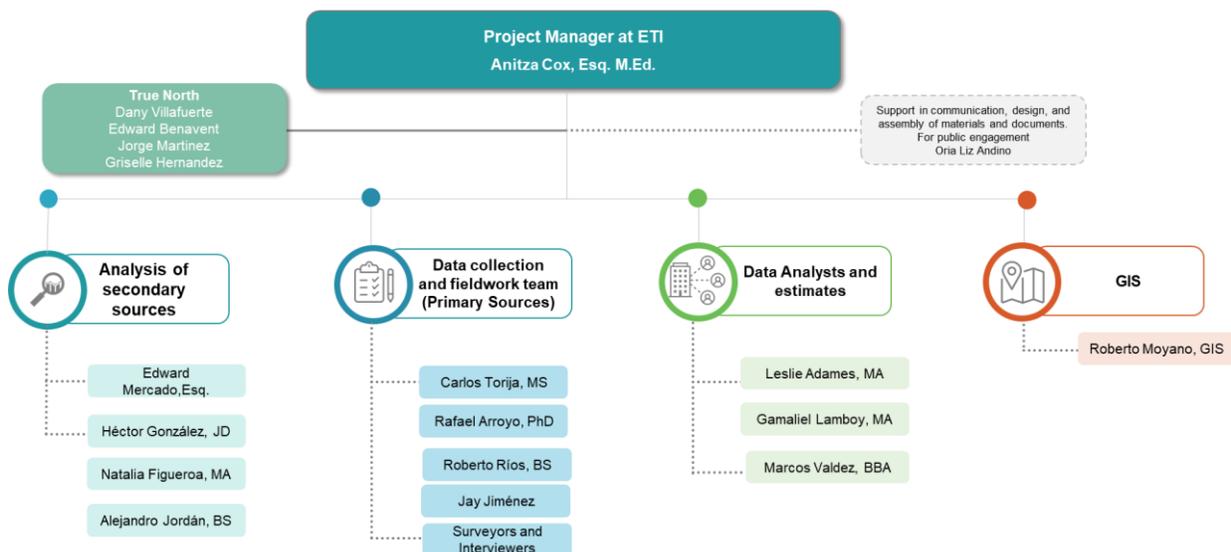
**EVIDENCE OF ORGANIZATIONAL CAPACITY**

LEADERSHIP AND KEY PROJECT STAFF

Estudios Técnicos, Inc. has an interdisciplinary team of 38 professionals with extensive experience in research, economic and social analysis, program evaluation, geographic information systems, statistical and econometric analysis, and federal compliance, among other topics. Additionally, it has its own fieldwork unit comprised of over 50 surveyors and fieldworkers, who are certified for conducting research with human subjects (PHRP Protecting Human Research Participants).

For the purposes of this project, ETI will designate a team composed mainly of the following individuals:

FIGURE 2: PROJECT TEAM



**Anitza Cox, Esq., M.Ed:** Lawyer. Director of the Social Analysis and Policy Division. She holds a bachelor's degree in communications and a master's degree in education with a concentration in instructional design, both from the University of the Sacred Heart. She completed her law degree at the University of Puerto Rico and a graduate certification in Community Development and Public Administration from Rutgers University, Camden. In addition to her work at ETI, she has been in the academia for over 20 years. She is currently a professor at the Graduate School of Public Administration at the University of Puerto Rico, Rio Piedras Campus, where she teaches courses on research, program evaluation, and external resources, among others. Additionally, she provides a pilot course at the University of the Sacred Heart on Strategic Philanthropy, sponsored by The Philanthropy Lab in Texas. Anitza Cox will be the **Project Manager**.

**Carlos Torija, MS: Chief Statistician.** Director of the Statistics Division. He graduated from the Complutense University in Madrid with a degree in Statistics and Operations Research. He also holds a master's degree in applied economics and another in Current Methods of Applied Statistics from UNED in Spain. Additionally, he completed postgraduate studies in Advanced Methods of Applied Statistics and Statistical Survey Design and Treatment at the University and Business Foundation in collaboration with UNED. He also completed a course on Information Quality Control at the Statistics University School of the Complutense University of Madrid.

**Rafael Arroyo, MA, Ph.D.:** Qualitative Data Researcher. He has over fifteen (15) years of experience in the design and execution of projects that require the implementation of qualitative research techniques. He completed his Ph.D. in social psychology at the University of Puerto Rico.

**Leslie Adames, MA:** Economist. Director of the Economic Analysis and Policy Division. He worked for 13 years as an economist for Santander Securities and Banco Santander Puerto Rico, where he conducted analysis of the economy of Puerto Rico and the United States and directed the "Capital Planning" area at the bank. During 2002-2004, he was part of the economic advisors' team of the Governor's Office and served as an economics

professor at the Polytechnic University of Puerto Rico and the University of Puerto Rico. Currently, he is a member of the Board of Directors of the Puerto Rico Institute of Statistics.

**Edward A. Mercado Sanabria, JD, MPA:** Consultant. Collaborates in the Social Analysis and Policy Division. He holds a bachelor's degree in criminal justice with a concentration in Forensic Psychology, a Juris Doctor from the UPR Law School, and a master's degree in Public Administration with a specialization in Public Management from the University of Puerto Rico. He has experience in projects in the public, private, and non-profit sectors including technical assistance to federal programs, public policy issues, strategic planning, needs assessments, citizen participation plans, and program evaluation and monitoring.

**Roberto Moyano, M.S.:** Cartographer. He holds a Bachelor's degree in Geography from the University of Puerto Rico, Rio Piedras Campus. His training in Geography is focused on remote sensing and cartography. He has advanced studies in GIS techniques in Spain. Prior to joining the firm, he worked at the EPA on the development of maps of environmentally sensitive areas.

**Gamaliel Lamboy, B.Sc.:** Senior Analyst. He is part of the Economic Analysis and Data Analytics group. He has participated in multiple initiatives, including public and private sector public policy and economic impact projects, including the most recent review of Guidelines for establishing child support payments. He has studies in Economics and Mathematics.

**Roberto Ríos, BA.:** Fieldwork team supervisor. Mr. Ríos holds a bachelor's degree in Sociology from the University of Puerto Rico. He has over 10 years of experience in supervising, managing, and quality control in data collection processes.

**Oria Andino, BBA.:** Publications and communications. She obtained her degree in Management from the University of Puerto Rico, Rio Piedras Campus. She is in charge of the publications produced by the company and the new housing database of Estudios Técnicos, Inc. She provides technical and research support, mainly in the areas of Social Analysis and Policy and Economic Analysis and Policy.

**Marcos A. Valdez Cuello, BBA:** Data Visualization. He holds a bachelor's degree from the Faculty of Business Administration of UPR with concentrations in Economics, Finance, and Information Systems. He has experience in creating models for analytical purposes using different programming languages and tools such as Python, R, and SQL. Currently, he develops and manages infrastructure for data management, communication, and visualization.

**Natalia S. Figueroa Emanuelli, MBA** - Holds a bachelor's degree in economics and a Master of Business Administration, both from the Río Piedras Campus of the University of Puerto Rico. Additionally, she has over ten years of experience in the field of consulting, specializing in social and economic public policy issues.

True North will be appointing a team composed primarily of the following staff:

**Dany Villafuerte** has over 25+ years of experience in the consulting industry. He is responsible for assisting clients across various industries, including utilities, insurance, healthcare, banking, government, distribution, and manufacturing. His areas of expertise include Project Management, Strategic Planning, IT Auditing & Regulatory Compliance, Process Reengineering, and General Consulting. He brings a wealth of experience and knowledge to complex projects and assessments, and he is committed to delivering high-quality services that meet the unique needs of each client. He is a Certified Information System Auditor (CISA). He is a member of the Information Systems Audit and Control Association (ISACA) and was for three (3) years the Director of the Academic Relations and Private Corporate Liaison Committee of the Puerto Rico Chapter. Also, he is a member of the InfraGard Program of the Puerto Rico Chapter. Furthermore, he possesses a master's degree in industrial engineering and has provided services within Puerto Rico, Perú, Costa Rica, Dominican Republic, and New York.

**Edward Benavent** is an experienced vision planning and repositioning professional with more than 35 years of experience and a successful management record in Marketing Communications, Customer Engagement, and Contact Center. His expertise lies in designing the optimal Consumer Journey, converting it into a superior Customer

Experience that fosters unwavering loyalty. Key successful factors have been a commitment to measurement, and consistently tracking performance and results to ensure continuous improvement and optimal outcomes. He strongly believes in the power of innovation to drive positive change within organizations, leading to better outcomes and sustained growth.

**Jorge Martinez** is a professional associated with the areas of Strategic Planning and Management, Organizational Transformation, Change Management, Project Portfolio Management, Program and Project Management, and Information Systems and Technology Management. He has supported clients in managing project and program portfolios with the purpose of achieving strategic objectives and operational and financial goals. Jorge has more than 30 years of work experience and has been in different management roles in project and portfolio management; Technological infrastructure; management, design and development of applications (software), and IS/IT compliance, among others. He has been successful in developing and implementing departmental strategies, improving operational efficiencies and cost control.

**Griselle Hernandez** has over 24 years of experience in project planning and execution for private and government implementation projects. Has proven ability to support multiple projects, coordination with diverse teams' resources, and consistent track record of on-time and on-quality delivery exceeding customer satisfaction. Her depth of knowledge in management techniques ensures projects are implemented within contractual obligations and regulatory requirements. Her strengths include outstanding leadership abilities, organizational development, customer relations, supervision, strategic planning, problem-solving capabilities, and negotiation with business partners and clients.

## REFERENCES

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Included as an Appendix.

## DETAILED SCOPE OF SERVICES

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### RESEARCH APPROACH

According to the request for proposals, the needs assessment requested is carried out within the framework of the MFP Program planning process and aims to “provide the Centers for Medicare and Medicaid Services (CMS) and key stakeholders with an overview of local policy, systems, and environmental change strategies currently in place and help to identify areas of opportunities. With this data collected for the assessment, an operational protocol (OP) will be created to implement MFP in Puerto Rico communities” (p.5). In this context, the assessment must include all populations that may need community based LTSS, such as the elderly (60+) living in the community, elderly in nursing facilities (60+), adults with disabilities (21+), caregivers, and providers (government agencies, non-profit agencies, direct service workers and case workers). In particular, the study must gather input for these target populations in Puerto Rico, including the main island's urban and rural locations, as well as the island municipalities of Vieques and Culebra, regarding the following topics:

- Eligibility levels,
- Services needed,
- Service delivery modes,
- Access Challenges,
- Opportunities,
- Provider capacity, and
- Priorities for capacity building.

To meet these objectives, ETI understands that it is necessary to implement a methodological approach that recognizes the importance of:

- Maintaining continuous and close communication between the consulting team and the personnel of the Department of Health and the MFP Advisory Committee, so that the research responds to the agency's and program's information needs.
- Combining different sources and methods of gathering information that allow for input from various target populations while facilitating the process of contrasting and validating findings.
- Having an interdisciplinary team that can address and manage the different themes to be addressed in the research.
- Developing protocols for data collection and management of information to ensure data confidentiality.
- Working with the highest standards of ethics in accordance with culturally sensitive approaches.

Based on these considerations, the project team recommends the use of a multi-method participatory evaluation approach, [REDACTED]

[REDACTED] This approach will also allow for the gathering of information from various segments of the population and stakeholders, and to contrast and validate findings. Furthermore, the team understands this model is suitable for the research process as it is predicated on providing relevant information for decision-making regarding the design and provision of services and considers the different levels that influence the needs of individuals, in this case, the population of older adults, adults with disabilities, caregivers, among others.

## PHASES AND TASKS

Based on the recommended approach, the project will be organized in four phases. The following sections present the recommended tasks for each phase and their associated products.



### *Phase I: Plan need assessment (Work plan)*

#### **Tasks**

This phase consists of three major types of tasks: tasks related to the organization and final design of the methodology, those related to the inventory of service providers and stakeholders (including the engagement strategy) and an analysis of secondary sources.

As part of the initial exploration and organization, the final strategy and methodology will be developed, including the final project schedule, and management plan. The team will initially conduct a review of secondary sources, including previous research, applicable program standards, and available statistics and databases. Additionally, it is recommended to convene an initial meeting with the MFP Project Lead and Advisory Committee to discuss information needs, work plan, and proposed methodology.

The final design of the methodology will include the evaluation strategy, research questions and objectives, operational definition of concepts and constructs to be evaluated, description of methods and samples, data sources and data gathering tools (questionnaires, question guides, among others).

Data gathering tools will be developed in Spanish and English and will comply with ADA (Americans with Disabilities Act) regulations to ensure accessibility for individuals with disabilities, including making the service content accessible to people with visual, auditory, or other impairments. Data collectors will be trained during this phase on the methodology, tools, and applicable research protocols. Also, data gathering instruments will be validated during this phase through a pilot test to ensure internal coherence, test the logistics proposed for its implementation, and to ensure that the questions are understood and culturally sensitive.

During this phase, the team will also develop an inventory of service providers and related workforce and a matrix or inventory of stakeholders who should be represented in the populations to be consulted as part of the assessment. The team, [REDACTED]

As a final task of this phase, the team will conduct an analysis of statistics and secondary sources of information. This includes a descriptive analysis of the demographic profile of the elderly population and adults with disabilities and their health status. For this purpose, various sources of information will be used including, the Behavioral Risks Factor Surveillance System (BFRSS), internal data from the PRMP, [REDACTED]

[REDACTED] Estudios Técnicos, Inc. has experienced that conditions of greater vulnerability are observed in the field than those derived from Census information.

The analysis to be conducted as part of this tasks will thus include the following aspects that will be complemented by the information gathered through primary sources:

- Puerto Rico population overview.
- Literature review of target population (e.g., sociodemographic profile, HCBS needs).
- Federal Funding of Medicaid in Puerto Rico.
- Medicaid in Puerto Rico (eligibility and benefits).
- LTSS System Infrastructure in Puerto Rico.
- Current LTSS Service and System Capacity in Puerto Rico.
- Partner agencies for LTSS in Puerto Rico.

### **Deliverables**

Progress report including:

- Project Schedule / management plan
- Study methodology
- Design of data collection instruments
- Stakeholders matrix
- Inventory of service providers
- Contact and data management protocols
- Engagement Plan
- Analysis of secondary sources (Background research)

*Phase II: Conduct Assessment*

**Tasks:**

**Analysis of experience in other jurisdictions and best practices** - as part of this task, jurisdictions in the United States comparable to Puerto Rico where the Program has been successfully implemented will be identified to have information to develop assumptions for estimating the potential utilization of Medicaid-funding LTSS in Puerto Rico. Likewise, the team will conduct a case study analysis to identify best practices observed in the different jurisdictions.

**Interviews with key informants** - [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] These are in-depth interviews that allow gathering information from individuals whose experience and preparation qualify them to provide an informed opinion on the subject under study. [REDACTED]  
[REDACTED]

[REDACTED] The selection of key informants will be made in close consultation with the MFP Project Lead and Advisory Committee.

The type of sampling that would be used will be non-probabilistic by judgment and quota. That is, representatives of opinion leaders from the different stakeholder groups identified as part of phase 1 will be sought. It is understood approximately 50 people would be interviewed as part of this task. It should be mentioned, however, that as the research progresses, other stakeholder groups may emerge, or the number of interviews may increase. The advantage of this type of methodology is precisely that it allows the flexibility to incorporate other informants into the process. For the analysis of the data that emerges

from this task, our team will use the content analysis technique supported by the InVivo application. This, although part of a preliminary analysis based on the frequency of responses, allows organizing the discourse of the interviewees into discussion categories, which are supported by direct quotes from the participants.

**Survey of the elderly and adults with disabilities** - One of the core tasks of the needs assessment is the survey of adults aged 60 and over living at home and in nursing home facilities, and people with disabilities over 21 years of age or those in charge of them. To this end, it is proposed to conduct a survey of these two groups that is representative of the population of Puerto Rico and by region. It should be noted that the sample would be probabilistic, stratified with random selection. Based on the characteristics of the population, it is recommended to work with a sample size of 1,600 people. 800 individuals, elderly people over 60 years of age and people with disabilities living at home, and 800 individuals living in nursing homes. This would yield a margin of error of +2.8% for the entire sample at a confidence level of 95%. In the case of the segments of individuals living at home and at nursing homes, the margin of error would be +3.5% at a confidence level of 95%.

[REDACTED]

Estudios Técnicos' staff will use computer-assisted systems (which helps to maintain greater control during the data collection process). [REDACTED]

[REDACTED] As an additional product of the survey, a

visualization of the survey results will be developed that the Department's team can use on a day-to-day basis, with information that can be viewed by different demographic and geographic variables.

**Survey of service providers** - As part of the tasks, it is recommended to conduct a web survey with telephone follow-up of service providers of the population of adults aged 60+ and nursing homes. Through this task, the aim is to obtain information about the workforce, the needs they observe in the population and in the service delivery system, as well as the challenges they face and areas where they believe capacity building is a priority. The design of the sample will be based on the inventory conducted in Phase I. Thus, the size and type of sample will be determined based on the size and characteristics of the identified services providers. The questionnaire will be programmed using the web survey application, Question Pro, and the data will be processed using the statistical application SPSS. Follow-up will be done by telephone and through web reminders.

**Focus groups with caregivers of older adults and people with disabilities** (informal care givers and family members and care givers who are health and social services professionals) - As a complementary source to collect information, it is recommended to conduct at least eight focus groups to have information from the family members of older adults and people with disabilities and professional caregivers. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Generally, the groups consist of about 8-12 people, representative of the target group being pursued. As with in-depth interviews, the information derived from focus groups will be analyzed using the content analysis [REDACTED].

## **Deliverables**

During this phase the PRDoH will receive a progress report with the description of the samples accomplished and the most relevant aspects related to this phase.

### *Phase III. Record, Review and consolidate data*

#### **Tasks**

During this phase the team will work with the processing, quality control of the data generated and the interrelation of findings. As mentioned in a previous section Estudios Técnicos, Inc. works with computer assisted systems for data gathering. Information derived from qualitative methods [REDACTED], while [REDACTED]

[REDACTED] Each mentioned research method will yield a set of data that will provide the basis to identify gaps and have an in-depth understanding of the needs related to the LTSS. In this phase, the team will apply the triangulation technique to interrelate findings.

## **Deliverables**

Deliverables include descriptive and inferential analysis of the information.

### *Phase IV. Finding and recommendations*

#### **Tasks**

The team will work with the final report during this phase. Considering the set of findings and conclusions, the current needs of the population, training needs of human resources, and other recommendations will be described in order of priority for consideration in the planning and implementation of the Program. The report will emphasize on presenting the information for:

- Barriers, challenges, and possible solutions.
- Analysis of current workforce trends as well as future projections.
- Synthesis of research and stakeholder outreach.

## Deliverables

The final deliverable of the Assessment will be a detailed report that summarizes information in a format agreed upon during the contract negotiation process with the input received from the tasks proposed. The report will be available in English and Spanish and will include, among other topics: barriers, challenges, and possible solutions; analysis of current workforce trends as well as future projections; synthesis of research and stakeholder outreach.

The team will also create a data visualization tool, a summary in PPT format and an executive summary in English and Spanish in a publication format for its dissemination among interest groups.

Estudios Técnicos, Inc. will be available for presentations where their assistance is required. In this final stage ETI will do a transition of the assessment related information, including passing to the MFP Team the evaluation data, results, findings, and raw data.



## Appendix A

Documents of the corporations

TO CONDUCT A NEEDS ASSESSMENT FOR THE PUERTO RICO DEPARTMENT OF HEALTH MONEY  
FOLLOWS THE PERSON LONG TERM SERVICES SUPPORT ASSESSMENT (LTSS)  
**RFP 2024-PRMP-MFP-LTSS-002**



## Appendix B

Vendor ad subcontractor reference forms: Project Descriptions of Similar Projects



TO CONDUCT A NEEDS ASSESSMENT FOR THE PUERTO RICO DEPARTMENT OF HEALTH MONEY  
FOLLOWS THE PERSON LONG TERM SERVICES SUPPORT ASSESSMENT (LTSS)  
RFP 2024-PRMP-MFP-LTSS-002

[REDACTED]				
[REDACTED]				
<b>Key Personnel</b>				
[REDACTED]		[REDACTED]		
[REDACTED]		[REDACTED]		
<b>Project Measurements:</b>				
[REDACTED]		[REDACTED]		
[REDACTED]				
[REDACTED]				
[REDACTED]		[REDACTED]		
[REDACTED]				
[REDACTED]				
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]				



TO CONDUCT A NEEDS ASSESSMENT FOR THE PUERTO RICO DEPARTMENT OF HEALTH MONEY  
FOLLOWS THE PERSON LONG TERM SERVICES SUPPORT ASSESSMENT (LTSS)  
RFP 2024-PRMP-MFP-LTSS-002

Key Personnel				
[REDACTED]		[REDACTED]		
[REDACTED]		[REDACTED]		
[REDACTED]		[REDACTED]		
Project Measurements:				
[REDACTED]		[REDACTED]		
[REDACTED]				
[REDACTED]				
[REDACTED]		[REDACTED]		
[REDACTED]				
[REDACTED]				
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]				



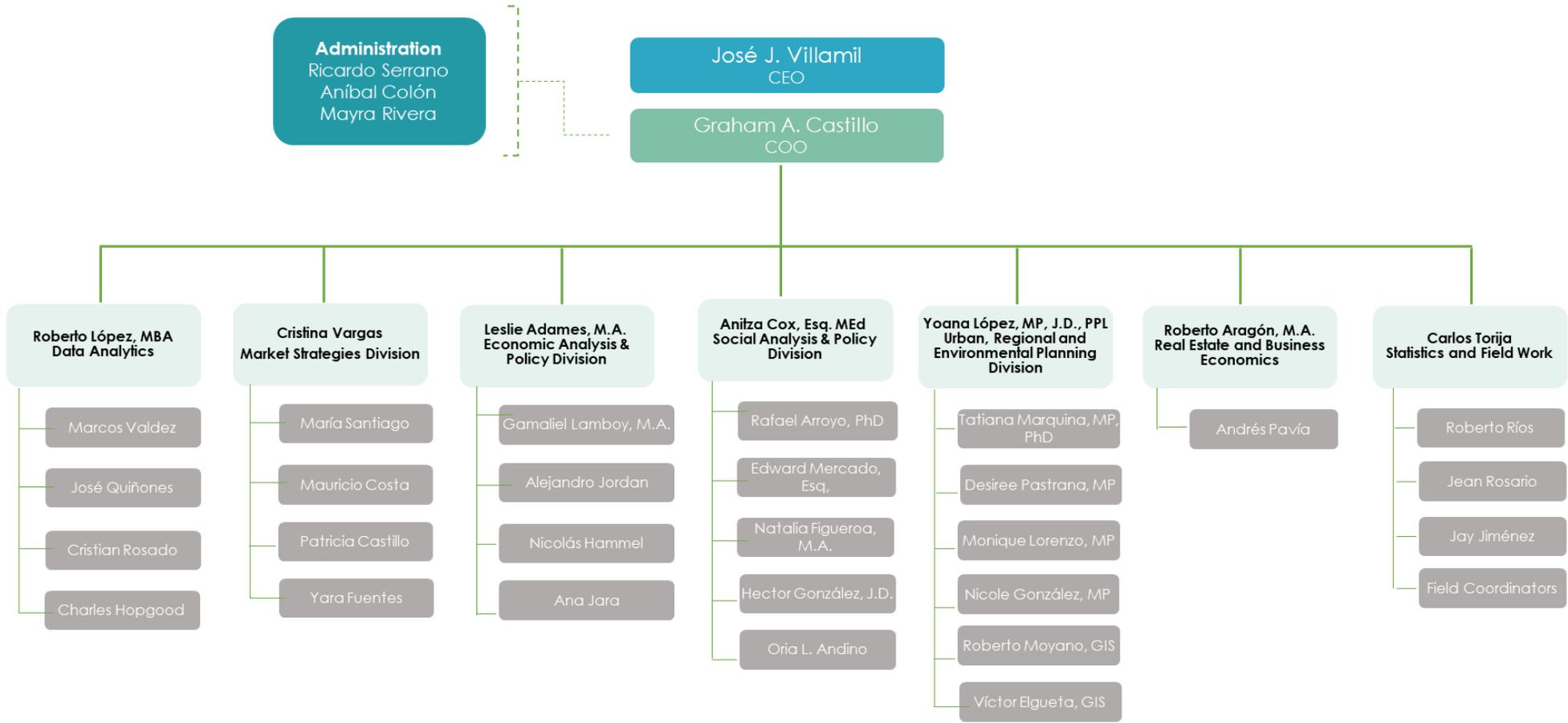




## Appendix C

Organizational Chart

# ORGANIZATIONAL CHART





## Appendix D

Qualifications of Team / Resumes/CVs of Key Personnel

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## Anitza María Cox-Marrero, Esq.

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### EDUCATIONAL BACKGROUND:

#### **Graduate Community Development Certificate**

Rutgers University, Camden  
2015

#### **Juris Doctor**

#### **School of Law**

University of Puerto Rico  
2010  
Admitted to the Bar (#18950)

#### **Graduate courses in Organizational Psychology**

Interamerican University  
Metro Campus, Puerto Rico  
2004-2006

#### **Masters Degree in Instructional Design**

#### **School of Educational Technology and Instructional Systems**

University of the Sacred Heart  
Santurce, Puerto Rico  
2003

#### **Bachelor in Communications**

University of the Sacred Heart  
Santurce, Puerto Rico  
June, 1998

### PROFESSIONAL EXPERIENCE:

#### **Estudios Técnicos, Inc.**

Social Policy and Research Division, Director

1995 – Present

Director for 15 years of the Division of Social Policy and Research of Estudios Técnicos, Inc. (Puerto Rico's leading economic, social and planning consulting firm). Responsible for community action plans, need assessments, public involvement plans, evaluations, technical assistance, and field work coordination for projects related to the Government and the Non Profit Sector. Have coordinated projects which involve the evaluation and design of public policies and plans, in the areas of health (HIV prevention, care and treatment), social services, community development, housing for special populations and juvenile delinquency. Currently provides technical assistance to several governmental agencies and top NPOs in areas of compliance and program design.

## **EXAMPLES OF RECENT EXPERIENCE:**

- Study of the social and economic impact of nonprofit organizations in Puerto Rico (1996, 2002, 2007, 2015 & 2022)
- Coordination of project and design of processes for CDBG-Disaster Recovery Funds (CDBG-DR) & Disaster Recovery Enhanced Fund (DREF), 2009 funds allocation
- Development of processes for the implementation of federally-funded programs, for housing and infrastructure activities, including:
  - Community Development Block Grant, US Department of Housing and Urban Development
  - Emergency Solutions Grant, US Department of Housing and Urban Development
  - Continuum of Care, US Department of Housing and Urban Development
  - Neighborhood Stabilization Program, US Department of Housing and Urban Development
  - Section 108 Loan Guarantee Program, US Department of Housing and Urban Development
- Custom designed program analytical tools - Developed several tools to gauge program performance and compliance issues. i.e NSP program income, Disaster Recovery, ESG and NSP3 record keeping checklists.
- Design of the Center for Social Innovation, an initiative of the Government of Puerto Rico to address the recommendations of capacity building (regarding municipalities and non-profit organizations) included in the Report of the President's Task Force on Puerto Rico's Status and the State Housing Plan: 2014-2018.
- Development of the Puerto Rico Juvenile Information Sharing System, developed for a group of governmental agencies that work with juvenile delinquency, as an initiative of the Federal Department of Justice.
- Coordination of the development of the Puerto Rico Integrated HIV Surveillance, Prevention and Care Plan 2016 – The plan was developed as part of the requirements of the federal agencies that grant funds for purposes of HIV surveillance, prevention and care in Puerto Rico. Work was based on a community participatory approach, including HRSA and CDC recipients and sub-recipients, Persons Living with HIV and other stakeholders, in order to develop an integrated plan and establish the basis of a proper structure that would facilitate its implementation.
- Evaluation of the implementation of the School Improvement Grant Program in Puerto Rico (2013-2017)
- Socio-economic Study for the Dept. of Education and the USDA, 2004-2019.
- Evaluation of Judicial Proceedings in cases dealing with mistreatment or violence against children, 2006, for the Courts Administration under the Federal Court Improvement Program.

### **University of Puerto Rico**

Professor, Public Administration

2018-present

In charge of offering graduate courses in the Graduate School of Public Administration, Río Piedras campus on: Research, Program Evaluation, External Resources, and Theory and Practice of the Third Sector.

### **University of Puerto Rico**

Professor, Continuing Education and Professional Studies Division

2021-present

In charge of the design and facilitation of the courses of a certification on access and compliance of federal funds for nonprofit organizations

### **Rutgers University, Camden (Puerto Rico Project)**

Professor

2016

In charge of offering the post graduate course on Alternative Development Strategies for Distressed Cities.

### **University of the Sacred Heart, Santurce**

Professor

2005-2021

In charge of offering post graduate courses as part of the Graduate Program on Administration of Nonprofit Organizations.

Courses: Legal Aspects of Nonprofit Management; Strategic Planning; Program Evaluation; Research, International Experiences

### **Interamerican University, Bayamón**

Professor

2000-2006

Responsible for courses related to Research, Communication, Preproduction and Planning, Administration of Media Center, and Video Production for Educational Purposes.

### **Independent Producer and Publicist**

1996 – 1999

Provide advertising and production services for domestic and international clients. Investigate, design and execute marketing and promotion strategies for established brands and new product launching utilizing print, broadcast and cinema mediums. Actively participate in public messages in conjunction with the University of the Sacred Heart. Also involved in the production of institutional material for the Smithsonian Tropical Research Institute at Panamá.

## **CERTIFICATIONS AND LICENSES**

*PR Bar, License #18950*

## **CONTINUING EDUCATION:**

### ***GMBok Training***

National Grants Management Association  
June 13-14, 2023

### ***Continuing education credits in law***

*72 credits in* Subjects related to:

Family affairs  
Administrative Law  
Civil Procedure  
Obligations and Contracts  
Ethics  
2017-2023

### ***Resiliency Academy***

*National Disaster Resiliency Competition*  
US Department of Housing and Urban Development  
The Rockefeller Foundation  
Chicago, 2015

### ***Resiliency Academy***

*National Disaster Resiliency Competition*  
US Department of Housing and Urban Development  
The Rockefeller Foundation  
Atlanta, 2014

### **Public Relations and Nonprofit Organizations**

Center for Economic Development  
University of Mayaguez  
2009

### **Fiduciary Duties of a Board of Directors**

Asesores Financieros Comunitarios  
2009

### **Community Leadership Development Community Development and the Environment**

*Neighborhood Reinvestment Training Institute*  
2001

## **Health as a social Investment**

*Organización Internacional de la Salud (UIPES)*

La Habana, Cuba

2000

## **HONORS:**

Cum Laude, University of Puerto Rico, School of Law, 2010

Summa Cum Laude, 1998 and 2003

Academic Excellence Distinction, highest overall GPA for 1998 graduating class

Academic Distinction, highest overall GPA in Communications Department, 1998

PremioPórtico, 1996-1998

Dean's List 1996-1998

## **OTHER PUBLICATIONS:**

“La situación de las niñas en el sistema de justicia juvenil”,  
Revista de Derechos Humanos y Transformación de Conflictos,  
Universidad del Sagrado Corazón, IV Volumen (2012).

## **ORGANIZATIONS:**

### **American Evaluators Association**

Member

### **National Grant Management Association, Puerto Rico Chapter**

Member

### **Comisión del Gobernador para Fomentar el Voluntariado y el Servicio Comunitario**

FORMER CHAIR 2017-2018

### **Fundación Comunitaria de Puerto Rico**

Member of the Board of Directors

### **Internet Society**

Puerto Rico Chapter

Member of the Board, former President

### **Fundación Estudios Técnicos, Inc.**

Chairwoman Board of Directors

### **Sales and Marketing Association**

Member

# Carlos V. Torija Rodríguez de Liébana

**Statistician**

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## **QUALIFICATION SUMMARY**

Is the firm's statistician with degrees in Statistics and Operations Research from the Universidad Complutense in Madrid, Spain. He has completed post graduate courses on Quality Control in Information Systems at the same university. He completed a course at UNED, in Spain, which qualifies him as an expert on sample survey design. He has been in charge, since 1995 of the design and selection of samples, and supervising all data entry, processing, and interpretation processes.

## **PROFESSIONAL EXPERIENCE**

1995– Present: Statistician, Estudios Técnicos, Inc., San Juan, P.R.

## **EDUCATION**

- Universidad Complutense de Madrid (España) Graduate. Estadísticas y en Investigación Operativa.
- Degrees in Statistics and Operations Research. Both titles from Universidad Complutense, Madrid, Spain. A course in Data Quality Control from la Escuela Universitaria de Estadística, de la Universidad Complutense, Madrid, Spain.
- He received a professional certification as Expert in Design and Processing of Surveys and Opinion Polls from the University UNED (Madrid, Spain) in collaboration with the Business-University Foundation (Madrid, Spain).
- He received a professional certification as Expert in Advanced Methods in Applied Statistics from the University UNED (Madrid, Spain) in collaboration with the Business-University Foundation (Madrid, Spain).

# Rafael Arroyo Morales, Phd.

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**Montebello Estates, Trujillo Alto, PR 00976 | 787-407-1629 | rarroyo@estudios tecnicos.com**

Social Community Psychologist organized with experience in working with programs and communities. Oriented in teamwork to solve tasks.

## **EXPERIENCE**

### **1996 to present**

Analyst – Consultant in Social Analysis – Estudios Técnicos, Inc.

Social research work in a multidisciplinary company. Work on identifying the needs of groups or communities to search for potential courses of action. Evaluations and support for service programs in the formative and summative compliance. Use of primary and secondary sources with qualitative and quantitative research techniques.

### **2013-2015**

Lecturer Professor – University Professor – Metropolitan University (UMET)

Preparation of syllables for each course taught, teaching courses and student assessments, evaluating student performance through written assignments and exams.

### **2012-2014**

Lecturer Professor – University Professor – Interamerican University of Puerto Rico

Preparation of syllables for each course taught, teaching courses and student assessments, evaluating student performance through written assignments and exams.

## **EDUCATION**

### **May 2012**

Postgraduate concentration in Industrial Psychology – Interamerican University of Puerto Rico

### **May 2007**

Doctorate in Social Community Psychology – University of Puerto Rico

## **SKILLS**

Planning and coordination of teamwork  
Personnel skills development  
Development of research instruments  
Report writing and data presentation  
Presentation of findings to interest groups

Conducting in-depth interviews  
Conducting focus groups  
Proficient in qualitative and quantitative analysis  
Proficient in the use of research programs Excel,  
SPSS, NVivo

# Leslie J. Adames López, MA

## Economic Analysis and Policy Division Director

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### EDUCATION

University of Connecticut, Graduate School of Economics, Storrs, CT, 9/96-6/99 Master of Arts in Economics  
Doctoral Studies: Economic Development, Monetary Policy, International Finance Awarded with the Predoctoral Fellowship

University of Puerto Rico, Río Piedras, PR, 8/94-6/99 Master of Arts in Economics

University of Puerto Rico, Río Piedras, PR, 8/90-6/94 Bachelor of Arts in Economics. Magna Cum Laude

### TEACHING EXPERIENCE

School of Management, Polytechnic University of Puerto Rico, San Juan, Puerto Rico. Lecturer III, 8/99 – 7/07  
Taught macroeconomic, microeconomics, marketing and managerial economics.

Department of Finance, University of Puerto Rico, Río Piedras, Puerto Rico  
Instructor, 12/99-12/00. Taught Money and Banking.

Department of Economics, University of Puerto Rico, Río Piedras, Puerto Rico  
Instructor, 12/99-12/00. Taught Money and Banking, Microeconomics and Macroeconomics.A.

### PROFESSIONAL EXPERIENCE

**Estudios Técnicos, Inc., Hato Rey, PR.** Economist, 12/03-7/07. Director, Economic Analysis and Policy, 3/21-Present

**Banco Santander Puerto Rico**, Hato Rey, PR. Capital Planning Manager / Economist, 2014

- Enhanced the bank's capital assessment processes including the implementation of a new methodology to define capital expectation components and for the recalibration of capital metrics targets and limits.
- Identified and adopted as part of the capital assessment process a group of early warning indicators to signal deterioration in the entity's capital position.
- Drafted monthly and quarterly reports to monitor the Puerto Rico's economic environment and the bank's capital, liquidity and risk position.
- Conducted SWOT analysis and identified potential capital actions based on the bank's current and expected capital position as part of the strategic planning process.
- Designed specific idiosyncratic risk scenarios adopted in the capital stress test exercise.
- Developed non-model approaches to forecast and stress test the bank's loan and deposit balances.
- Coordinated review and challenge sessions of the bank's stress test results.
- Responsible of identifying and presenting RWAs optimization opportunities, capital preservation initiatives, and capital actions proposals for approval of the ALCO, Risk Committee, and the Board of Directors.
- Conduct quarterly peers' profitability analysis and determine what the bank's return on risk adjusted capital should be by line of business in order to improve its return on tangible common equity.
- Prepare and discuss with the Board of Directors, regulators, credit rating agencies, and Puerto Rico's Family of Fund Board of Directors special reports on the island's economic, political, and financial situation.
- Lecturer in Santander Learning certification programs and in internal off-site.

**Office of the Governor of the Commonwealth of Puerto Rico**, San Juan, PR. Deputy Advisor, 7/02-12/03

**H. Calero Consulting Group, Inc.**, Hato Rey, PR. Economist, 10/00-7/02

- Conducted feasibility studies for the establishment and expansion of shopping centers, ambulatory surgery centers, drug stores, reference laboratories, radiology facilities and rehabilitation homes.
- Elaborated economic damages and litigation support reports.
- Prepared market research, feasibility studies, and an economic impact analysis.

# Edward A. Mercado Sanabria, Esq., MPA

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## EDUCATIONAL BACKGROUND:

### **Master of Public Administration - Specialization: Public Management**

University of Puerto Rico Graduate School of Public Administration  
Río Piedras Campus  
December 2019

### **Juris Doctor**

University of Puerto Rico School of Law  
Río Piedras Campus  
May 2013

### **Bachelor of Arts in Criminal Justice - Major: Forensic Psychology**

University of Puerto Rico  
Carolina Campus  
August 2010

## PROFESSIONAL EXPERIENCE:

### *Estudios Técnicos, Inc.*

Social Analysis and Policy Division, Researcher/Consultant  
2018 – Present

Collaborates in projects of public, private, and nonprofit sectors including public policy issues, strategic planning, need assessments, public involvement plans, evaluations, technical assistance, monitoring, and field work (interviews, surveys, and focus groups).

## EXAMPLES OF RECENT EXPERIENCE INCLUDE:

- Assisting in developing policies and procedures and provide technical assistance for implementation of federally funded programs for housing, infrastructure, and fiscal recovery activities, including:
  - Community Development Block Grant, US Department of Housing and Urban Development
  - Community Development Block Grant - Coronavirus, US Department of Housing and Urban Development
  - Emergency Solutions Grant, US Department of Housing and Urban Development
  - Emergency Solutions Grant - Coronavirus, US Department of Housing and Urban Development
  - Continuum of Care, US Department of Housing and Urban Development
  - Neighborhood Stabilization Program, US Department of Housing and Urban Development
  - Section 108 Loan Guarantee Program, US Department of Housing and Urban Development

- HOME Investment Partnerships Program, US Department of Housing and Urban Development
- HOME - American Rescue Plan, US Department of Housing and Urban Development
- Housing Trust Fund, US Department of Housing and Urban Development
- Coronavirus State Fiscal Recovery Fund under the American Rescue Plan Act of 2021, US Department of the Treasury
  
- Develop federal funds proposals, needs assessment studies, and provide technical assistance for Head Start and Early Head Start Programs of multiple municipalities and non-profit organizations, 2018-Present
  
- Coordination and development of activities and tasks of the Perinatal Infections Prevention Board, Department of Health, 2020 - Present
  
- Coordinate and conduct monitoring of Community Services Block Grant (CSBG) Program for the Office of Socioeconomic and Community Development (ODSEC, as its Spanish acronym), 2023 - Present
  
- Needs Assessment Study of Children and Youth from 6 to 18-Years-Old for Boys and Girls Clubs of Puerto Rico, 2023
  
- Coordination of activities of the Puerto Rico Viral Hepatitis Elimination Committee – Assisting the Committee in developing the Puerto Rico Viral Hepatitis Elimination Plan 2023-2027, Department of Health, 2023
  
- Coordination of activities to develop and assist in developing the Puerto Rico Integrated HIV Surveillance, Prevention and Care Plan 2022-2026, Department of Health, 2022
  
- Coordination of activities of the Puerto Rico Integrated HIV Surveillance, Prevention and Care Plan 2017-2021 – Assisting the Multisectoral Committee of Public Policy in HIV Related Affairs to develop strategies to address public policy barriers. Moderating educational conferences for health professionals and the community, Department of Health, 2018-2022
  
- Needs Assessment Study of CSBG Program for ODSEC, 2022
  
- Needs Assessment Study about Early Childhood in Puerto Rico for ACUDEN, Department of the Family, 2020
  
- Study to Determine the Preparation Level of Proyecto ENLACE del Caño Martín Peña and Fideicomiso de Tierra del Caño Martín Peña to Access and Manage Disaster Recovery Federal Funds, 2019-2020

- Socio-economic Study of School Lunch Program for the Department of Education, 2019

**University of Puerto Rico, Río Piedras Campus**

Research & Teaching Assistant

2018-2019

Collaborate with Dr. César A. Rey Hernández in research projects about human trafficking, government, policy, poverty, and education. This included research, editing articles, preparing presentations, and elaborating public policy summaries.

**University of Puerto Rico, Medical Sciences Campus**

**Center for Sociomedical Research and Evaluation**

Interviewer

2015-2016

Interview persons living in prison and persons with an HIV positive diagnosis about their health conditions.

**Solo Practitioner Attorney at Law**

2014-2018

Provide counseling to clients about general legal matters. Prepare and/or revise contracts and legal documents.

**HONORS:**

Summa Cum Laude, University of Puerto Rico, Río Piedras Campus, 2019

Cum Laude, University of Puerto Rico, School of Law, 2013

Magna Cum Laude, University of Puerto Rico, Carolina Campus, 2010

# Roberto E. Moyano Flores

## GIS Specialist

### EDUCATION

Master in Geographic Information Systems, Pontifical University of Salamanca, Madrid campus, 2007-2008.

Bachelor's degree in Geography. University of Puerto Rico, 2002 - 2006.

### WORK EXPERIENCE

Estudios Técnicos, Inc., San Juan  
GIS Analyst, 2006 to present

Environmental Protection Agency, Region 2, GIS Technician, 2006

Resource Center for Science and Engineering, University of Puerto Rico  
Assistant Buyer, 2003 - 2006

Mr. Moyano works in the planning division, and he is also the firm's Cartographer. His areas of specialization include spatial analysis, remote sensing, and location intelligence. He has worked with various municipalities in areas of urban planning and land use. At the state level he has been instrumental in several management plans for natural protected areas. He supports many initiatives in the firm requiring the georeferencing of information for tracking, analysis, or compliance purposes.

### ACCOMPLISHMENTS:

Led a team to identify structures that were in the maritime zone using remote sensing and field visits deploying mobile data collection.

Provides GIS support in the development of socioeconomic indexes.

Developed a data mapping and visualization tool to internally manage FEMA data on the damages caused by Hurricane María.

### RELEVANT PROJECT EXPERIENCE:

GIS and Data Analyst, Multi-Hazard Mitigation Plan for the municipality of Aguadilla, September 2017. Mr. Moyano is leading a team that identified threats and hazards in the municipality of Aguadilla. As part of the data gathering step, he led a participatory mapping exercise to identify hazards at the neighborhood level and incorporate them in the analysis. Leveraging geospatial analytics, the team has identified, among other, population as well as critical infrastructure at risk.

### MEMBERSHIPS & AFFILIATIONS

North American Cartographic Information Society (NACIS)

# GAMALIEL LAMBOY RODRÍGUEZ

## DATA ANALYST

### EDUCATION

BA in Economics, University of Puerto Rico, San Juan  
August 2007 — May 2011  
Concentration in economic development and econometrics

BA in Pure Mathematics, University of Puerto Rico, San Juan  
August 2011 — May 2013  
Concentration in statistics and numerical analysis

### WORK EXPERIENCE

Senior Economist & Data Analyst at Estudios Técnicos, Inc., San Juan  
June 2020 — Present  
In charge of developing and implementing a wide assortment of statistical models.  
Proficiency with cost-benefit analyses, policy studies and impact simulations and statistical models.

Junior Economist at Estudios Técnicos, Inc., San Juan  
June 2012 — June 2019)

### PROFILE

- Currently develops simulations, statistical models, and forecasts for economic analysis, public policy, and industry impacts.
- 7+ years experience in Input-Output modeling and industry impact estimates.
- 5+ years experience in Risk modeling, including micro-simulations and stress testing.
- Proficiency in a vast assortment of statistical, modeling, and analytical tools, including several machine learning tools such as classification trees and random forests, big data analysis, Bayesian models, Markov Chain Monte Carlo Simulations, VARMA and SEM models, PCA and Factor Analysis, Least Angle Regression, etc.
- Proficiency in a variety of programming tools and models, including over 9 years experience in R programming, 2 years experience in C++11 and C++17 programming, And 1 year experience in Python 3, Common Lisp, and Excel VBA scripting languages.

# ROBERTO RÍOS HERNÁNDEZ

## PROFILE

A highly ethical individual with a strong desire to succeed both professionally and personally in a position that requires excellent communication skills and a professional attitude.

I want to be part of a community with mutual respect and where each positive contribution is valued.

I am looking forward to working in a place where tasks are always required to be carried out efficiently and in harmony.

I am proactive and organized, with a passionate commitment to the job.

## SKILLS

- Interpersonal communication skills
- Strong modeling skills and an ability to present and intuitively explain complex scenario analysis.
- Strong leadership skills with the ability to motivate and guide teams towards achieving project objectives.
- Knowledge of administrative procedures and problem-solving

## EDUCATION

### **University of Puerto Rico, (UPR) Carolina Campus, 2006**

Diploma. Bachelor of Criminal Justice (BBA) with a major in Social Science Law & Society.

### **Correctional Department, San Juan, P.R, 2004**

University Internship, Technical Work in Socio-Penal Matters

## WORK EXPERIENCE

### **Estudios Técnicos, Inc. -Supervisor, 2010 – Present**

#### **Responsibilities & Achievements:**

#### ***Supervision and Leadership:***

Provide effective leadership and supervision to field teams, ensuring adherence to project timelines, quality standards, and safety protocols.

Mentor and train field staff to enhance their skills, productivity, and professional development.

#### ***Project Coordination:***

Act as a central point of contact for project coordination, liaising between clients, project managers, and field teams to ensure seamless project execution.

Develop and implement project plans, schedules, and resource allocation strategies to optimize project outcomes.

#### ***Administrative Management:***

Manage payroll activities, including timekeeping, payroll processing, and employee compensation, to ensure accurate and timely payments.

Oversee administrative tasks such as scheduling, logistics coordination, and procurement of necessary resources for field operations.

***Data Collection and Analysis:***

Conduct comprehensive surveys, interviews, and studies in various field settings to gather relevant data for statistical analysis and research purposes.

Utilize advanced data collection techniques and tools to ensure the accuracy, reliability, and validity of collected data.

**Inmotion Promotions & Events -Supervisor, 2008- 2012**

Successfully coordinated and executed a diverse range of events, including product launches, corporate conferences, promotional campaigns, and community outreach initiatives, exceeding client expectations and achieving positive feedback.

Implemented efficient event planning processes and streamlined logistical workflows, resulting in cost savings, and improved operational efficiency.

Led a highly effective event team, fostering a collaborative and supportive work environment that contributed to enhanced team morale and performance.

## QUALIFICATION SUMMARY

Research assistant, publications, and communications. Obtained her degree in Management from the University of Puerto Rico, Rio Piedras Campus. Responsible for the publications produced by the company and the new housing database of the firm. Provides technical and research support, mainly in the areas of Social Analysis and Policy and Economic Analysis and Policy.

## EDUCATION

Courses leading to a professional certificate in Graphic Design, in progress. University of the Sacred Heart, 2024

B.B.A., Business Management, Marketing. University of Puerto Rico, Rio Piedras Campus, 1991.

## WORK EXPERIENCE:

### **Estudios Técnicos, Inc. 1996- present**

- Coordinates and supervises the production of the Construction and Sales Activity Report, a detailed report on new housing projects. Provides technical and research support and analysis on projects related to the Real Estate industry. In charge of the new housing database of Estudios Técnicos, Inc.
- Responsible for the preparation of digital designs of presentations, reports and economic publications produced by the company; as well as graphic and informative pieces such as flyers, two-pagers and infographics, among others.
- Provides technical and research support, mainly in the areas of Social Policy and Analysis and Economic Policy and Analysis.

### **Estudios para Negocios, Inc. 1992- 1996**

- Research and management. In charge of the administrative area of the firm. Development of operational studies for credit unions.

## CERTIFICATIONS & SKILLS:

Market strategies and social media for Business. Asociación de Industriales de Puerto Rico.

Microsoft 365 and Adobe packages

# Marcos A. Valdez Cuello

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Calle Unión 666, Cond St Joseph Apt 8, San Juan, Puerto Rico 00907 | 787-365-1327 | marcosvaldez26@gmail.com

## Objective

- Provide a combination of analytical and theoretical skills in different areas into the company. Complete work tasks with high motivation and quality that could bring growth and excellence into the company. Develop myself in a professional environment that will shape me as professional to complete the objectives and goals to the highest standards. Bring into a company my insight and drive to achieve better than expected results by letting my work speak for itself. Being able to provide dynamic and respectful work environment with coworkers and team members that could drive personal, professional and company growth.

## Experience

### DATA SCIENTIST | ESTUDIOS TÉCNICOS, INC | JANUARY 2020 - CURRENT

- More responsibilities were added to the last role. That included the development of different products from its ETL process and the selection and development of analysis to obtain insight from data. Overseeing analysis selection for products, KPI and measurement development for answering questions and problem solving. Applied more processes for statistical analysis as principal component deputation. Manage the automation of different processes and provide replicability in different environments.

### DATA ANALYST AND JUNIOR RESEARCHER | ESTUDIOS TÉCNICOS, INC | DECEMBER 2018 – DECEMBER 2019

- Completed data analysis tasks on economic, real estate and census data. Worked with local and Federal API resources to obtain data. Build visualization platforms for data analysis on Power BI. Shaped acquired data in tabular and relationship models for graphic and visual representation. Assists on existing data structures within the company.

### ROOFING SPECIALIST | DURASEAL ROOFING | MAY 2016 TO DECEMBER 2018

- Stated as regular crew worker and acquire the owner confidence into doing specific technical jobs. Assist the project manager in his tasks. Assisted with my insights for work situations and problems to achieve solutions from my acquired knowledge. Accomplished project goals and objectives to costumers and management expectations.

### PRACTICE/INTERN | COFFEC (LENDREAMS) | FEBRUARY 3– FEBRUARY 17, 2017

- Credit Officer Intern. I analyzed financial statements of companies and the income tax return and credit reports of individuals. Handled and prepared presentation for the credit committee to expose the findings and conclusion to grant a loan.

## Skills & Abilities

### DATA ANALYTICS

- Knowledge on usage and implementation on various programming languages and environments for analysis which include SQL, R, Python, Power BI and Tableau. The creation of processes to connect to APIs and apply an ETL process for acquiring meaningful and clean data to be used for projections. Applied statistical models of projections using moving average, simple and multivariate linear regressions with PLS and principal components.

### TEAM PLAYER & COMMUNICATION

- From sport to academic and professional environments I have participated in different group dynamics giving me the tools for developing strong links, communication channels and sympathy within the group members providing a successful and satisfactory outcome.
- Bilingual (Spanish and English)

### PROGRAMING & DATA BASE

- Knowledge on programing languages as Visual Basic, C#, C++, Web Development with Bootstrap integration & Developed of Desktop Application. Knowledge of SQL and Oracle APEX for data base management and creation. Programming experience on R applied for statistics. Experience in developing and delivering Power BI solutions.

## Education

### **BACHELOR OF BUSINESS ADMINISTRATION | 2019 | UNIVERSITY OF PUERTO RICO, RÍO PIEDRAS**

- Major I: Economics; Major II: Information Technology; Major III: Finance
- Related coursework: Managerial Economics. The development of an updated economic vulnerability index for the towns in Puerto Rico geographic area using an older index after hurricane Maria. Financial projections for business. Marketing plan. Design of Local Area Networks. Analysis of Information Systems. Developing and programming. Bloomberg Terminal. Completed major oriented courses for the statistics major, which include Multivariable Analysis and Predictive Models.
- Member of Statistics and Information Systems Student Association (AEESCI for the acronym in Spanish)

**Natalia Figueroa Emanuelli, MBA**

138 Ave. Winston Churchill MSC 409, San Juan, Puerto Rico 00926-6023

787-636-5351, nsfe.2008@gmail.com

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**OBJECTIVE**

To contribute, individually and as a team, to achieve the goals of the organization and diversify my knowledge of different areas of business administration and entrepreneurship.

**WORK EXPERIENCE**

**July 2019- Present**

**Independent Consultant**

- Prepare and teach workshops about e-commerce (Shopify) on how to start selling online and fulfillment, how to pitch your business, digital marketing, and the importance of a brand. *List of hosted workshops is available upon request.*
- Personalized coaching for e-commerce and entrepreneur development.

**February 2015- Present**

**Aguja Local: [www.agujalocal.com](http://www.agujalocal.com) - Owner and Founder**

Online clothing store that showcases local and emerging designers. I choose the designers and clothes for the platform, create the marketing campaigns, manage inventory and fulfillment, and run the social media and coordination of events, among many others.

**May 2012- Present**

**Estudios Técnicos Inc. – Consultant**

**Division of Social policy and Research**

- Provide technical assistance to state agencies regarding various federal programs, including HUD's CPD programs: CDBG, ESG, HOME and CoC. Responsibilities include research, analysis, reporting, and compliance.
- Collaboration with the government of Puerto Rico with CoC program monitoring of non-profit organizations.

**Division of Economic Analysis and Policy Staff**

- Develop economic models used to predict demand, forecast sales, and the financial performance of new startups.
- Supervise staff that keeps the database up to date and perform quality assurance.
- Proficient in the Geographic Information Systems (GIS) tools that most studies incorporate, such as to define primary market areas, determine density, penetration, and market shares, and forecast demand based on geographic regressions.

**Collaboration with the Marketing strategies Division**

- Coordinate fieldwork and train personnel.
- Tabulate and analyze results of focus groups, interviews, surveys, and mystery shoppers, among others.
- Assemble final documents and presentations for clients.

## EDUCATION

**2013-2016**

### ***Master of Business Administration***

University of Puerto Rico, Río Piedras Campus

**2008-2012**

### ***Bachelor of Arts in Social Science, Economics***

University of Puerto Rico, Río Piedras Campus

## RELEVANT EXPERIENCE

- Developed the Puerto Rico's Consolidated Plan 2014-2019 & 2020-2024, Puerto Rico's Action Plan, and Consolidated Annual Performance and Evaluation Report
- Aided in CDBG-DR & CDBG-CV policies and procedures.
- CoC Program Monitoring, 2017
- Collaboration in the HIV Surveillance, Prevention and Care Plan, 2017-2021
- Evaluation of the 21st Century Community Learning Centers

## AWARDS

2017 EnterPRize Competition by Grupo Guayacán – Aguja Local

- Creative Industries Prize
- Sharing Economy Prize
- Women Entrepreneur in STEAM Prize

## SKILLS & QUALIFICATIONS

### **Computer Skills**

- Microsoft (intermediate to advanced): Word, Power Point, Excel and Outlook
- Adobe Creative Cloud (intermediate)
- InDesign and Photoshop (beginner)
- Business Intelligence (intermediate)
- TIBCO Spotfire and GIS (intermediate)
- ARC Map
- Shopify for e-commerce (expert)

### **Others**

- Large data management, Census data management
- Able to get along well with co-workers. Work effectively with minimum supervision but accept it when implemented.
- Willing to try new things and interested in improving efficiency on assigned tasks.
- Concerned with quality, producing work that is orderly and attractive.
- Ensure tasks are completed correctly and on time.
- Fluent in Spanish and English, written and spoken.
- Excellent attendance record.

## REFERENCES

Available upon request.

## EDUCATIONAL BACKGROUND:

### **Master's degree in industrial engineering**

University of Puerto Rico -- Mayagüez Campus

### **Industrial Engineering Bachelor**

University of Lima, Peru

## PROFESSIONAL EXPERIENCE:

### **Truenorth Corporation**

Principal

Management Consulting Division

Dany Villafuerte has over 25+ years assisting clients in the areas of utilities, insurance, healthcare, banking, government, distribution, and manufacturing with expertise in Project Management, IT Auditing & Regulatory Compliance, Process Reengineering, and Management Consulting.

Example of recent Experience:

- In charge of a multidisciplinary team for provisioning the enrollment counselor services under the government health plan program (VITAL Plan). This service is provided for 1.5 million beneficiaries and key services are:
  - Call Center services.
  - Choice Counseling in person and over the phone
  - Web-based application or platform to support online Choice Counseling and all other requested Enrollment Counselor activities.
  - Online provider search functionality available to the general public (the "Provider Search Portal")
- Satisfaction study of Plan Vital beneficiaries with services from carriers, primary medical groups, and primary care providers.
- Operation, project management, and implementation of the official Eligibility and Enrollment platform MEDITI. Subsequently, in the design, development, and implementation of MEDITI2, which was officially launched and implemented island-wide in July 2017. MEDITI2 was the official E&O Application used by the Medicaid Program to evaluate more than 1.7 million beneficiaries.
- In charge of a team of business analysts and technical consultants to design, implement, and support multiple initiatives focused on the

Technology Transformation of the Puerto Rico Department of Health/Medicaid Program. Some of these initiatives are:

- Implementation and maintenance of the Medicaid Eligibility platforms (MEDITI and MEDITI2)
  - Design, configuration, and implementation of a Virtual Appointment solution
  - Supplier selection and performance monitoring of the Medicaid Program call center
  - Design, development, and implementation of the Fraud and Abuse System and Tools (FAST)
  - Design, development, and implementation of the Management of Quality Control system
  - System Simulation and Assessment to increase the Puerto Rico Poverty Level
  - Process definition and system platform implementation to create a remote eligibility evaluation
  - Capacity analysis and strategy definition to balance eligibility workload
  - Truenorth provided support in the interface between the Fraud and Abuse system and the new E&E system (MEDITI3G).
- Process Optimization and Technology Transformation at Puerto Rico WIC Program:
    - Automation of processes that were carried out manually.
    - New communication mechanisms and service channels for beneficiaries of the Puerto Rico WIC Program
    - Controls to obtain visibility and monitor the performance of the operation.
    - Virtualization of services and processes for participants, merchants, and food distributors
    - New mechanisms to make easy the eligibility evaluation process.
    - Beneficiaries' retention and outreach initiatives
  - Assessment for identification of revenue optimization initiatives at PR Workers Compensation (CFSE). Analysis, identification, and sizing of revenue opportunities to collect over \$120 million per year in insurance premiums due to fraud detection and accuracy of payroll reported by clients.
  - Management of Revenue Assurance Program at PR Electric Power Authority (PREPA). In charge of a multidisciplinary team of senior consultants to define and implement a revenue program focused on re-engineering revenue (energy theft, uncollectable accounts, fraud, incorrect meter setup, and early detection of errors in the billing system, among others).
  - Program management and production support of the Transactional Portal at Puerto Rico Housing Financial Authority. In charge of six (6) business analysts and developers to define, develop, implement, and maintain a transactional portal. This portal supports critical governmental initiatives with financial institutions to promote the real estate industry.

- Management of Revenue Assurance Program at PR Aqueduct and Sewer Authority (PRASA). Program definition (goals and objective, organizational structure, program plan, resources, and tools) to improve collection processes and identify new revenue opportunities.
- Implementation of SAP IS-U at Puerto Rico Aqueduct and Sewer Authority. Project Management for the implementation of SAP IS-U (Industry Standard for Utilities) modules to support all commercial activities. Planning, monitoring, and coordination with multiple contractors to integrate internal and external systems. Supporting during the definition of functional and technical requirements, construction, testing, and deployment phases.
- System Audits for various private and governmental organizations. Assessment and recommendations associated with IT audits and reviews of general controls at multiple organizations such as governmental agencies, insurance companies, and financial institutions. In addition, he worked with multiple regulations such as HIPAA, SOX, PCI, and Rule 76 (Office of Puerto Rico Insurance Commissioner).
- Reengineering of the Property Registry of the Commonwealth of Puerto Rico. Development of a new operational model and implementation of new processes and information technologies to transform and modernize the Property Registry.

#### **Vila del Corral & Company (RSM Puerto Rico)**

Manager

Management Consulting

2000-2006

Responsible for assisting clients across various industries, including utilities, insurance, healthcare, banking, government, distribution, and manufacturing. Some areas of expertise include Project Management, IT Auditing & Regulatory Compliance, Process Reengineering, and Management Consulting.

#### **Intel Puerto Rico**

Industrial Engineer

Manufacturing, Las Piedras Site

Responsible for the optimization and process improvement of SMT lines in the manufacturing of boards. In charge of assessments, quality control, and ergonomics evaluations during the implementation of new products or new technology.

#### **CERTIFICATION:**

**Certified Information System Auditor**

CISA

#### **CONTINUING EDUCATION:**

***Implementing IT Governance***

ISACA, Monterrey, Mexico

October 2007

**Information Technology Audit Practices**

ISACA, Baltimore

June 2005

**R/3 SAP courses of Material Management (MM),  
Finance and Controlling (FI/CO), Sales and  
Distribution (SD)**

San Juan

April-May 2005

**IT Project management**

AMA, Washington DC

June 2003

**Agora System**

CORPME, Madrid, Spain

November 2002

**Oracle Financial 11i**

Caracas, Venezuela

October 2000

**System Manufacturing Division Award, Intel, P.R.,  
July 1999**

**Progress v. 8 System Design and Development**

Lima, Peru

July 1994

**ORGANIZATION:**

**Member of the Information System Audit and Control  
Association**

ISACA

**Director of the Academic Relations and Private  
Corporate Liaison Committee**

ISACA Puerto Rico Chapter.

**Member of the InfraGrad Program**

Puerto Rico Chapter

## Edward A. Benavent

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### Educational Background:

#### **Graduate BS in Marketing and Management**

La Salle University Philadelphia

#### **Internship for High-Potential Talent**

6 months

ASW: Y&R New York

#### **Business Administration**

4-week workshop sponsored by JWT

Duke University

### Professional Experience:

#### **Truenorth Corporation**

Principal / Customer Experience Operations

2020 – Present

A state-of-the-art partnership that leverages technology to generate measurable performance improvement as well as deliver a proactive, interactive experience that builds customer satisfaction and business results.

Example of recent experience:

- Experienced vision planning and repositioning professional with a successful management record in Marketing Communications, Customer Engagement, and Contact Center.
- Designing the optimal Consumer Journey, converting it into a superior Customer Experience that fosters unwavering loyalty. Key successful factors have been a commitment to measurement, and consistently tracking performance and results to ensure continuous improvement and optimal outcomes. I strongly believe in the power of innovation to drive positive change within organizations, leading to better outcomes and sustained growth.

- Customer Experience: 15 years in the contact center industry, has provided expertise in driving exceptional customer service solutions.
- The approach is founded on meticulous market opportunity analysis, allowing the design of tailored solutions that resonate with customer needs and industry trends.
- Pioneering technology innovations within contact center operations have consistently enhanced efficiency and elevated customer satisfaction.

### **Linkactive, Puerto Rico**

EVP/General Manager

2007 – 2019

Earned market leadership by transforming a transaction-driven direct marketing company into a multi-channel communications organization. Through a Brand Team approach transformed “silo” direct marketing capabilities into the premier provider of Integrated Customer Engagement Solutions in Puerto Rico.

Example of Experience:

- Repositioned a stagnant direct marketing company, transforming it into the multicultural operation LinkActiv.
- This strategic move enabled the pursuit of opportunities in the domestic US market, resulting in significant growth with US sales reaching 35% of total revenue and expanding the client portfolio.

### **Leo Burnett, Puerto Rico/ Caribbean**

President

1999 – 2007

Provided the leadership and team building skills to transform Leo Burnett from the number 22 ranked agency in 1999 to a top 5 agency with a creative leadership reputation.

### **JWT Partnership PR/ Caribbean**

Vice President, General Manager

1994 - 1999

Responsible for four communications divisions; Advertising, Promotions & Direct, Public relations, and the Dominican Republic operations with a total staff of 106 professionals. In addition to building the minority relationship with JWT. Executing seamless multi-media marketing solutions.

Example of experience:

- Transformed a confederation of independent communication companies into an Integrated Communications Solutions Group, achieving seamless execution and doubling revenues within three years.
- The success of this transformation led JWT, a minority partner, to acquire 100% ownership of the local operation.

### **YOUNG & RUBICAM**

1981 – 1994

Madrid Spain: Appointed to Client and Marketing Services Director in May 1984, earning new business such as: Colgate, Kraft, Diageo, Searle, Frito Lay, KFC, and Toys 'R Us. Promoted to Madrid's General Manager in October 1989, responsible for a professional staff of 85 people and \$162 million billings. San Juan PR, Client Services responsible for designing marketing and communications solutions for blue chip clients such as Destileria Serralles, Frito Lay, American Home Products

### **ORGANIZATIONS:**

#### **Ronald Mcdonald House Charities**

Board Member 17 years.

Board President for 11 years.

#### **SME PR BOARD**

Member 5 years

#### **Board Advertising Agency Association PR**

President, Board of Directors

Member for 11 years

## **EDUCATIONAL BACKGROUND:**

### **Masters Business Administration (MBA)**

Decision and Information Systems, and Operations Management  
Indiana University

### **Master of Engineering Management (MEM)**

Construction and Environmental Management  
Polytechnic University of Puerto

### **Bachelor of Science**

Industrial Engineering  
Universidad de Puerto Rico – Mayagüez

## **PROFESSIONAL EXPERIENCE:**

### **Truenorth Corporation Program Manager**

Jorge is a professional associated with the areas of Strategic Planning and Management, Organizational Transformation, Change Management, Project Portfolio Management, Program and Project Management, and Information Systems and Technology Management. He has supported clients in the management of project and program portfolios with the purpose of achieving strategic objectives and operational and financial goals.

Jorge has more than 30 years of work experience and has been in different management roles in project and portfolio management; Technological infrastructure; management, design, and development of applications (software), and IS/IT compliance, among others. He has been successful in developing and implementing departmental strategies, improving operational efficiencies and cost control.

Example of recent experience:

- Portfolio and project management to support the Liberty Communications company in Latin America and Puerto Rico,

specifically with initiatives supporting the integration of the new mobile business area and its transition with the past services offered by AT&T.

- Assist technology leaders in negotiating the scope of the Transition Service Agreement (TSA) for IT services, leading activities required to close the negotiations and any changes to the TSA after the close of the deal.
- Validate the scenery in alignment with TSA since Day 1.
- Support in the definition of the scope, and planning of work activities before and after the closing of IT project negotiations and dependencies with the functional areas of the business.
- Management of the project portfolio and its initiatives, maintaining communication between the work team, sponsors, integrators, and parties with interest in the project, while also performing the role of project manager in key initiatives.
- Support in the preparation of status reports and ad hoc reports for the Liberty Latin America executive team.
- Up-to-date maintenance of the portfolio of projects, initiatives, and activities in the format and methodology established by the client with the corresponding project managers and escalating if necessary.

Example of experience:

- Experience in establishing governance in project and portfolio management, designing standard procedures and processes, and collaborating with senior leaders and managers in the review, selection, and prioritization of programs, initiatives, and projects in support of local strategy.
- Played the role of Business Process Owner for the standards and processes of the previous point and led/coached the Project Management Office (PMO), the Project Management Community, and the Portfolio Manager Network in the execution of their roles to ensure timely and complete completion of deliverables and realization of agreed business benefits for the projects, programs, and portfolios they represented.
- Designed, implemented, and sustained the use of the visual management system for portfolio management visibility and performance tracking against strategic objectives, and trained

project sponsors, program managers, and project leaders in the activities of resource planning, and identifying and resolving cross-project issues in a timely manner to optimize overall business benefits.

- Managed specific medium to large-sized projects for AstraZeneca (AZ), where the most important was the local planning and implementation of IT infrastructure and customer service outsourcing following AZ's global strategy. Activities covered change management (including impact on employees and end users), due diligence, local resource and service transfer agreements, detailed transition planning, knowledge transfer, implementation, and monitoring of the transition. Global stakeholders and outsourced transition managers (both from AZ and the contractor) recognized that the local implementation in Puerto Rico exceeded expectations and was a complete success in minimizing end-user impact.
- Led the team of contractors responsible for maintaining and supporting existing enterprise business applications and ensured the business was supported and secure as the SAP implementation project progressed.
- Prepared and obtained approval of the strategic plan for the qualification of the IT network and associated infrastructure at all IPR Pharmaceuticals sites (Canovanas, Carolina, and Guayama).
- Led the Qualification project and technical documentation of the system including the preparation of the complete project plan, and request for proposal for the bidding process to identify the qualification contractor.
- Performed Quality Manager duties in IS to ensure IPR Pharmaceuticals met all AstraZeneca guidelines and regulatory requirements related to IT systems.
- Promoted a professional and customer service environment for all helpdesk and PC specialists to evaluate potential solutions against impact on customer service, establish service consistency, and obtain customer feedback and approval of the service provided.
- Led projects for the implementation of maintenance management systems. Designed and developed software components in the areas of Energy Management and Total Productive Maintenance.



**CERTIFICATION AND LICENSES:**

**Portfolio Management Professional (PfMP) /**  
Project Management Institute

**Project Management Professional (PMP)**  
Project Management Institute

**Certified Scrum Product Owner (CSPO)**  
Scrum Alliance

**Licensed Professional Engineer**  
Puerto Rico – License #: 11454PE

**Lean Six Sigma Black Belt**  
Completed education requirements and exam.

# Griselle Hernández

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## EDUCATIONAL BACKGROUND:

### **Master Business Administration (MBA)**

InterAmerican University, Rio Piedra, Puerto Rico

### **Bachelor of Business Administration (BBA)**

University of Puerto Rico, Rio Piedras

## PROFESSIONAL EXPERIENCE:

### **Truenorth Corporation**

Senior Project Manager

December 2017- Present

Griselle Hernandez has over 24 years of experience in project planning and execution for private and government implementation projects. Has proven ability to support multiple projects, coordination with diverse teams' resources, and consistent track record of on-time and on-quality delivery exceeding customer satisfaction.

Example of recent experience:

- As a Project Manager and SME, designs, leads, and implements system solutions. Responsible for the definition of solutions' scope, deliverables, and acceptance criteria to ensure the solution being implemented and services meet customer expectations.
- Managed the Capacity Analysis for the Puerto Rico Department of Health responsibilities included: analysis of data, current processes and systems, and meetings with Medicaid key personnel to determine the optimal need for human resources for the eligibility process.
- Manage the implementation of the ASES VITAL mobile application at the Health Insurance Administration (ASES).

- Manage the implementation of the Mi WICPR mobile application at the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC).
- Manage the implementation for CAVV 24/7 at the Rape Victims Support Center (CAVV).
- Manage and implement the Queue System Solution for key locations in the Medicaid Program.
- Manage and implement Virtual Appointments System at Medicaid Regional Offices. Prepared statistical reports and a dashboard for the Medicaid Executive Team.
- Manage the Queue System Solutions for the Puerto Rico Department of Health. In charge of the implementation of the solutions at 86 WIC (Special Supplemental Nutrition Program for Women, Infants, and Children) clinics, technical consultants to deploy and design.
- Manage the Sarbanes-Oxley (SOX) audit for the telecommunications industry. In charge of implementing IT General Controls and applications controls related to Business Technology, auditing activities, developing responses to audit findings, and leading remediation of audit findings.

### **Netxar Technologies**

Principal Project

Manager/Service Delivery

Manager

2007-2017

As a Principal Project Manager, she was responsible for the direction and creation of the Project Management Office. Manages all project phases including initiating, planning, executing, closing, and controlling outcomes.

Example of Experience:

- Ensures projects comply with budget control processes and metrics.
- Responsible for the Network Operations Center (NOC), service level agreements compliance, and escalation methods.
- Thorough understanding of client business problems and both: (i) demonstrate the commitment to help the client to solve them;

and, (ii) use that knowledge to leverage the attainment of new orders.

### **Unisys Puerto Rico**

Project Manager

2000-2006

As a project manager with Unisys, she was assigned to managing services and customer support agreements in the Global Infrastructure Services Division Meeting Consulting Practice metrics. Acting as an Account Service Manager, she was responsible for leading the largest infrastructure managed services contract in Puerto Rico.

Example of Experience:

- Accountable for customer support processes, which support the line of business product personnel and operations, simplifying the management of multi-vendors in the provision of infrastructure support.
- Responsible for establishing standards and controls for the delivery of infrastructure services such as scheduling of resources, process improvement/optimization, managing escalations, resolution ownership for boundary line issues, customer satisfaction/quality standards, and proactive analysis of service metrics.

### **CONTINUING EDUCATION:**

***ITIL Foundations***

***Six Sigma Green Belt***

***Project Financial Management Workshop***

***Project Estimating Workshop***

***Project Risk Management Workshop***

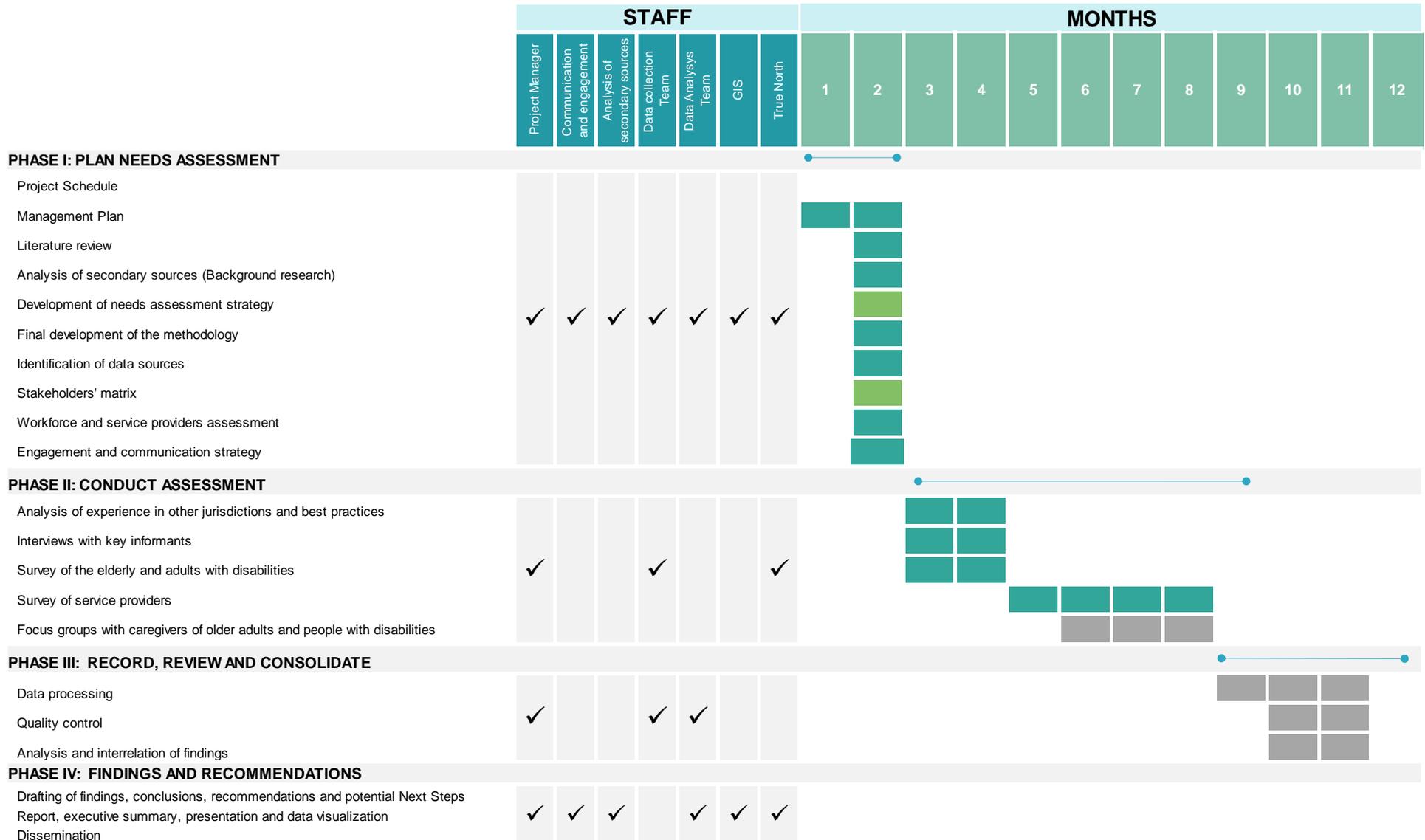
***Building Work Breakdown Structures***



## Appendix E

Project Initial Schedule

## PROJECT SCHEDULE



█ Requires a decision of the PRDoH to approve data gathering tools and engagement and communications strategies and protocol  
 Progress reports every two weeks