

BEST AND FINAL OFFER (BAFO) - PRICE SCHEDULE

RFP 14-X-23110

AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)

Refer to RFP [Section 3.0](#) (Scope of Work) for task requirements and deliverables, [Section 4.4](#) (Organizational Support and Experience), and [Section 6.7.2](#) (Bidder's Price Schedule) for additional information regarding this Price Schedule. Failure to submit all information required will result in the proposal being considered non-responsive.

Bidder's Name: AED Inc.

POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
1	Partner/Principal/Director	\$ 151.76	\$ 153.28	\$ 154.81
2	Program Manager	\$ 136.88	\$ 138.25	\$ 139.63
3	Project Manager	\$ 120.75	\$ 121.96	\$ 123.18
4	Subject Matter Expert	\$ 114.25	\$ 115.40	\$ 116.55
5	Supervisory/Senior Consultant	\$ 110.48	\$ 111.59	\$ 112.70
6	Consultant	\$ 95.33	\$ 96.28	\$ 97.25
7	Associate/Staff	\$ 72.45	\$ 73.17	\$ 73.91
8	Administrative Support Staff	\$ 54.92	\$ 55.47	\$ 56.03

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
9	Other Direct Costs	N/A	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- * The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

Bidder's Name: _____

POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
11	Partner/Principal/Director	\$	\$	\$
12	Program Manager	\$	\$ 136.88	\$
13	Project Manager	\$	\$	\$
14	Subject Matter Expert	\$	\$	\$
15	Supervisory/Senior Consultant	\$	\$	\$
16	Consultant	\$	\$	\$
19	Associate/Staff	\$	\$	\$
18	Administrative Support Staff	\$	\$	\$

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
19	Other Direct Costs	N/A	N/A	N/A
20	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- * The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

Bidder's Name: _____

POOL 3: INTEGRITY MONITORING/ANTI-FRAUD

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
21	Partner/Principal/Director	\$	\$	\$
22	Program Manager	\$	\$	\$
23	Project Manager	\$	\$	\$
24	Subject Matter Expert	\$	\$	\$
25	Supervisory/Senior Consultant	\$	\$	\$
26	Consultant	\$	\$	\$
27	Associate/Staff	\$	\$	\$
28	Administrative Support Staff	\$	\$	\$

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
29	Other Direct Costs	N/A	N/A	N/A
30	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- * The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

REQUEST FOR QUOTATION FOR:

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY
(HURRICANE SANDY)**

**VOL II(a) -
Technical Proposal**

SUBMITTED TO:
STATE OF NEW JERSEY
DIVISION OF PURCHASE AND PROPERTY



SUBMITTED BY:
CORPORATE OFFICE: 6525 BELCREST ROAD, SUITE 426
HYATTSVILLE, MARYLAND 20782
101 HUDSON, 21ST FLOOR, JERSEY CITY, NJ 07302



May 31, 2013

State of New Jersey
 Department of the Treasury Department of the Treasury
 Division of Purchase and Property
 Trenton, New Jersey 08625-0230

**Re: Program and Process Management Auditing
 (Pool 1)**

Dear Sir or Madam:

AED Inc. (AED) is pleased to submit qualifications for the **Program Mgmt. Auditing, Grant Mgmt., Integrity Monitoring/Anti-Fraud Services (Pool 1) for the State of New Jersey (New Jersey)**. AED is a Professional Services firm, with both Federal and State experience and with an office in Jersey City, NJ. We are also NJ DBE certified and small business certified, providing New Jersey agencies the flexibility to receive multi-discipline professional services. Founded in 1991, AED (22 years in business) is a solutions-driven, professional services and information technology firm that delivers high quality, cost-effective services to public and private clients.

AED's Corporate Headquarters are located in Hyattsville, MD, with a project office in Jersey City, NJ located at 101 Hudson Street. We are easily accessible at all corporate levels. Our clients are consistently pleased with our ability to manage multiple projects and resources simultaneously. AED is reliable, consistent, and solution-oriented. We have successfully managed contracts in which we are able to provide the necessary, and often surge, resources in a timely manner.

For this effort, AED has selected the following firms to round out our Respondent Team ensuring the State of New Jersey they will have the most experienced and well-rounded Team possible, with a confidence that any and all projects are tackled in an efficient and cost-effective manner.

AED Team – Pool 1 – Subcontracting matrix

Firm	Role	Small Business Category	Office Locations
AED Inc. - (Prime Consultant)	Program Management & Professional Services	Category III	Jersey City, NJ Hyattsville, MD
Techno Consult, Inc. - Subconsultant	Engineering Inspections & Cost Estimating	Category II	Princeton, NJ
Nishuane Group, LLC - Subconsultant	Urban Planning & Land use development	Category I	Montclair, NJ
4Ward Planning, LLC - Subconsultant	Land Use and Program Analysis	Category I	Hopewell, NJ



The AED Team's key discriminators include:

- **Familiarity with Federal and State programs.** Multiple members of our team, including the Prime (AED) have provided professional program management consulting and/or support to agencies (HUD, FEMA) and more specifically, Community Development Block Grant Program (CDBG) and reporting.
- **Proven reliability and technical competency.** Our commitment to total solutions for every client has led to the award of multiple open-end consulting, construction management, cost estimating, professional services, technical services, and inspection contracts. Our management and technical experience is a key element in delivering complex solutions.
- **Depth of qualified people.** AED is committed to providing clients with the right professionals at the required locations to ensure success of each task. Our key personnel, including our sub consultants have performed the requisite services on efforts similar in size and scope to the State of New Jersey. We have a strong bench of qualified program and project managers, estimators, inspectors, etc. with reach-back to dedicated, well-experienced corporate professionals.
- **A multi-discipline team.** AED's team of appropriately registered and certified professionals enables us to draw upon resources and knowledge that quickly and cost-effectively **delivers high-quality** results. We put great effort and thought in to each and every project we take on and it shows in our quality of work and in customer satisfaction.

We look forward to the opportunity to further discuss our qualifications and the many services that AED can provide to the State of New Jersey. Please do not hesitate to contact me at 301-683-2112 (office) or 202-285-1751 (mobile) if you should need any additional information or find that you have any questions regarding our submission. Thank you for the opportunity and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Reginald E. Waters', with a stylized flourish at the end.

Reginald E. Waters
President

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Management Overview

AED is a full-service professional services firm with over 120 seasoned professionals with expertise and are appropriately registered. For more than twenty-years, AED has provided high-quality, effective program management services to its clients. The firm has the depth of talent, experience and resources to provide solutions to the most complex Program Management projects, uniquely providing its clients with the accessibility and responsiveness usually associated with larger firms. The Key Personnel that we bring to the table are superior in their field, and are accessible professionals with a very high regard for client satisfaction and meeting both federal and state guidelines and reporting requirements. Upon award, Ms. Barbara Blake-McLennon will be the Project Manager/Point of Contact for the State on all projects falling under the contract. She, in conjunction with other Key Personnel (listed below), and integrated with a robust team of highly-qualified team members and professionals solidify our breadth and depth of experience both at Program Management, and/or on other large projects similar to the State's requirement.

Key Personnel

Ms. Barbara Blake-McLennon, Passaic, NJ, will be the Project Manager responsible for overseeing and coordinating the efforts of AED's Team on a day-to-day basis for assigned projects and work authorizations. She has 12 plus years of experience in planning and implementing Housing and Community Development Programs. She will report to the Principal-In-Charge, Mr. Reginald Waters, AED President and act on behalf of the AED team as the liaison to other team members, the State and its designated representatives, and project stakeholders. Both Ms. Blake-McLennon and Mr. Waters will work closely to continuously serve the State of New Jersey in these capacities for the duration of the contract.

Ms. Roberta Horsely will also serve in a key role for this contract acting as a Budget and Grant compliance specialist between the AED Lead team and State's assistance programs staff. Due to her extensive, long-term experience with both DRGR program and program integrity assistance.

Ms. Precious Brannon will also serve in a key role for this contract acting as Community Planning and Development Specialist between the AED Lead team and State's assistance programs staff. Due to her extensive, long-term experience with both DRGR Grant Reporting and Systems Training (HUD) and Community Development Block Grant (CDBG) programs.

Mr. Phillip Love will also serve in a key role for this contract acting as day-to-day program specialist between the AED team and the State's assistance programs staff. Due to his extensive, long-term experience and familiarity with Disaster Assistance (Serving during Hurricanes Gustav, Ike, Irene, Lee) and working with both Federal and State personnel and facilities, this role will provide a more efficient and smooth communication and transfer of information among all parties concerned.

The AED Team's approach to the State's needs relies heavily on open communication between our Team and all members of the State. The Team's collective and individual, experiences include inspection services, land use planning and analysis important to effective program management throughout New Jersey.

Our Team

Organized into Practice Areas of professionals to coordinate outstanding Program Management solutions, the Team's mission is to provide high-quality Program Management services that will be delivered to the State of New Jersey in a prompt, efficient, cost-effective way. AED and its subs, to include: Techno-Consult, Inc., Nishuane Group, LLC and 4Ward, LLC will collaboratively work with the State to give a total solution package. An introduction to each of our sub consultants, most of whom are local, is provided in the next section "Project Team Organization".

Proximity of the Firms

A key discriminator for our Team is our proximity to the State. All work on this contract will be performed at office locations in the State of New Jersey. Our team's history of performing work in the region, as well as our national track record, gives us a unique advantage to firms of the State. Our team's close familiarity with the type of proposed projects and our array of program management and federal program experiences provide us with the competitive advantage necessary to manage multiple projects in a timely manner, quality fashion and within budget.

Performance Highlights

The AED Team's key discriminators include:

- **Familiarity with Federal and State programs.** Multiple members of our team, including the Prime (AED) as an incumbent, have provided professional program management consulting and/or support to agencies (HUD, FEMA) and more specifically, Community Development Block Grant Program (CDBG) and reporting.
- **Proven reliability and technical competency.** Our commitment to total solutions for every client has led to the award of multiple open-end consulting, construction management, cost estimating, professional services, technical services, and inspection contracts. Our management and technical experience is a key element in delivering complex solutions.
- **Depth of qualified people.** AED is committed to providing clients with the right professionals at the required locations to ensure success of each task. Our key personnel, including our sub consultants have performed the requisite services on efforts similar in size and scope to the State of New Jersey. We have a strong bench of qualified program and project managers, estimators, inspectors, etc. with reach-back to dedicated, well-experienced corporate professionals.
- **A multi-discipline team.** AED's team of appropriately registered and certified professionals enables us to draw upon resources and knowledge that quickly and cost-effectively **delivers high-quality** results. We put great effort and thought in to each and every project we take on and it shows in our quality of work and in customer satisfaction.

Contract Management

AED understands the nature of task order contracts. We have provided services under numerous such contracts and have well-established processes for task order management. This process includes proposal planning, preparation, and submission; task order initiation and work plan development; task order execution; and task order completion. We also apply our tools to help manage AED's task orders. These tools will include our Task Order Management Handbook, Task Order Proposal Guidelines and Checklist, Task Order Manager Assignment Letter, Task Order Personnel Requisitions, Deliverable Tracking System, Task Order Status Reports, and AED's project management reporting system.

These tools have enabled AED to manage the ebb and flow of task order activity in our contracts, maintain common standards across all task orders, and ensure responsive service to task order project staffs within our client organizations. Using these tools, AED will process task orders, including activities in the planning and implementation phases. We are experienced in providing fast response to immediate needs. On one IDIQ contract we had eight Task Orders under which we provided twenty three (23) Contract Specialists to various MCSC Programs in Quantico, Virginia. On another BPA we had six Task Orders under which we performed concurrently under. On another IDIQ contract we had four Task orders we performed simultaneously. We have successfully managed up to 25 Task Orders, all being performed simultaneously.

AED Contract Management is headed by our in-house Contracts Manager, Jennifer Friest, CFCM.

Capabilities

AED is pleased to submit to the State of New Jersey this Capabilities Statement for Program Management and Process Improvement Services. AED is well qualified to support the State of New Jersey in their process improvement and organizational development requirement. Our core competencies are procurement, program management, business process reengineering and training.

AED has a proven and successful track record in staffing and managing organizational development, policy and operations support efforts for numerous federal agencies. We have been successful in providing the human capital for support to Department of Defense (DOD) Agencies including the Marine Corps Systems Command (MCSC), Army ITEC4, Defense Contract Management Agency, (DCMA), Defense Logistics Agency (DLA), Defense Threat Reduction Agency (DTRA), Defense Finance and Accounting Services (DFAS) and the Office of the Undersecretary of Defense, Defense Acquisition Regulation Office.

In addition, we provide successful support to various Department of Homeland Security (DHS) agencies. These DHS agencies include DHS Headquarters Office of Intelligence and Analysis, DHS Headquarters, Office of the Chief Information Officer, the Customs and Border Protection (CBP) Secure Borders Initiative (SBI^{net}) program, the Customs Modernization Program, Cargo Management Systems Program, and Border Patrol Air and Marine initiatives. We support the

DHS Coast Guard (CG) Office of Command, Control, Computers, Communication, Information Technology (C4&IT), and the Fast Response Cutter B Class (FRC-B) major systems acquisition. We provided operational support to DHS Federal Emergency Management Agency (FEMA); and also provided policy support to DHS Transportation Security Administration (TSA).

We also provide support to various civilian agencies as well, including the U.S. Department of Education, Federal Student Aid Division and the Department of Interior, Minerals Management Services. We provided operational support to the Department of the Treasury, Bureau of Engraving and Printing and the U.S. Office of Personnel Management.

AED has provided support for the rulemaking process at the Office of Secretary of Defense level to policy development at the divisional/unit/functional level. Our personnel have assisted organizations in implementing management control processes that support the strategy and align business processes with the strategy. We have assisted new organizations in the design, development and implementation of procedures and processes, and we have conducted business process reengineering for established organizations. We are skillful in translating the organization's strategy into understandable goals and objectives, which are then communicated to everybody in the organization in a manner that they can understand.

Our personnel have experience and expertise in utilizing the balanced scorecard to define strategy in terms of key business objectives with agreed targets for reaching such objectives in a set period and communicating the objectives to all persons involved. The balanced scorecard cascades the agency's strategic plan and objectives to procurement divisional/unit/functional objectives, to the individual procurement employee's performance standards and objectives. This enables understandable information to be communicated to all employees on all levels of the organization.

For example, AED developed a roadmap and integrated program schedule for a DHS Acquisition Directorate. This Roadmap/ Schedule incorporated visions, strategies, goals, "as-is" to "to-be" analysis, achievement indicators, milestones, and a list of tasks, with associated timeliness and accountable persons. AED developed, maintained and facilitated the roadmap which delivered detailed information about the how to make the organization's vision reality. Completing this assisted in bringing the organization into the desired scenario in the future for the organization.

For the Defense Acquisition Regulation Office (DARS) AED drafted DOD (DFARS) and Federal (FAR) acquisition policy and provided case management support services. In performing this support, AED was required to review and research DARS historical records and case history files that led to drafting and promulgating existing as well as former DOD acquisition policy. Based on the case history review, and on associated summaries of the FAR Team and DFARS Committee report recommendations, AED then drafted new FAR and DFARS language, presented the recommended change to the DAR Council, published the language in the Federal Register, made accepted recommended changes to the regulatory language, presented the final version to the DAR Council, and prepared approved regulations for publication including editing language and ensuring accuracy for publication and drafting Federal Register notices to reflect approved regulatory changes.

Defense Finance and Accounting Service (DFAS) tasked AED to perform an independent assessment of the DFAS Contract Reconciliation Process and recommend process improvements. The impetus for this independent analysis and the resulting recommendation was the DFAS Internal Review of the program. AED's team reviewed the following documents in performing this task: reconciliation program documents, the internal review report, Office of Federal Procurement Policy (OFPP) papers, General Accounting Reports (GAO) audits, contracts, best practices, working papers, position descriptions, contractor submissions, course curricula, DFAS regulations and guidelines as well as other Governmental and commercial directives.

The Defense Threat Reduction Agency (DTRA) contracted with AED to conduct an independent assessment of their three government credit card programs: International Merchant Purchase Authorization Card (IMPAC); DoD Government Travel Charge Card; and the Corporate Card. The goal of the assessments was to determine if the Card Programs were operating at maximum efficiency and if there were appropriate internal management controls for the program. We provided a draft and final report which contained the results of our review, identified deficiencies and made recommendations for improvements in the following areas: card policies and procedures; internal management controls oversight of card activity; card training program; card payment processing; and reducing the number of cardholders for the agency.

Process Improvement Capabilities

AED has provided numerous government agencies, with expert advice in major core areas in support of various government programs. AED has conducted studies, analyses and reports documenting proposed developmental, consultative or implementation efforts. Our specialists have provided expert advice and assistance in the areas of strategic, business and action planning and high performance work. Our Business Process Specialists have performed organizational and process improvement assessments and systems alignment and implementation. They have conducted cycle time studies, and developed performance measures and indicators. We have significant experience conducting program audits and evaluations. Additionally, AED has designed, developed and conducted customized training.

AED has experience providing federal agencies process definition, process analysis, process design and process documentation support. The outcome of our support is to strengthen the organization via the establishment of a foundation that is based on documented plans processes and procedures. Our knowledgeable personnel are highly experienced in providing expert advice, assistance, guidance, and counseling in support of federal agencies.

Our business process improvement capabilities include, but are not be limited to: flowcharting the process, gathering process cost and quality information; establishing measurement points and feedback loops; qualifying the process; developing and implementing improvement plans; reporting efficiency, effectiveness, and change status; and ensuring process adaptability.

AED's program managers are experienced in project requirements definition, planning and scheduling of tasks, developing of Work Breakdown Structures, communications, status and

Earned Value reporting, performance metrics reporting, identification and mitigation of risks and implementing project repositories. Our program manager's have broad experience in managing projects in a variety of government agency cultures and situations and are adept at maintaining close and continuous communications with the government on all project issues. AED is uniquely qualified to provide this support in an efficient and effective manner due to our extensive knowledge of the business process reengineering, change management, process definition, and "best practices" techniques for efficient and effective delivery of program management support requirements.

AED assists organizations in establishing and executing an effective set of streamlined processes leading to the delivery of quality products and services that meet desired quality standards. Streamlining involves trimming waste and excess, attending to the minute details that lead to improved process performance and quality. Streamlining includes eliminating bureaucracy and duplication, simplification and process cycle time reduction, error proofing and standardization, and automation and/or mechanization.

AED assists organizations in becoming a process driven organization and in positioning itself for future process assessment. A process-driven organization naturally causes the focus to be on satisfied stakeholders and successful outcomes. Process documentation, an important output of process definition, will help agency stakeholders and others understand the process and enables the process owner to share the process and better perform their jobs.

Business Process Management is a core competency that exists within a process driven organization. It represents a deeply rooted capability for continuously defining, analyzing, innovating and improving process both inside the organization as well as those that span across business partners. Developing these process definition services within agency will result in a complete, usable set of process assets such as policies, procedures, standards, guidelines, and templates that allow the organization to achieve more consistent results and provides a strong foundation for continued process improvement.

AED provides support in establishing an understanding of the current process documentation state and document this as the baseline for the improvement. This information supports the process definition and improvement planning and prioritizing process, and it is used to track and verify the impact of the improvement activities. AED gathers the information to make up the baseline utilizing the established inventory of agency process documentation. The information is a snapshot of the organization's process documentation and provides insight and data of the organization's strengths and weaknesses relative to its current process documentation and management practices.

AED performs assessments of process definition and documentation needs. This includes reviewing current vision statements and process improvement business focuses and collecting any current needs identification documents. It also includes interviewing key management stakeholders and other staff, and reviewing prior organizational assessment results. In conducting the assessment, AED summarizes key business issues and describes what the motivations are to improve. We summarize current business needs to determine those that can

be fully or partially satisfied through a process improvement program. It also includes an identification of all existing/and or anticipated improvement initiatives in agency, either internally or externally driven. From this, AED initiates the vision of the organization's desired state of processes and establish goals and objectives for the improvement program. The information is usually presented in a briefing, and includes a description of the method used to establish the baseline and the data sources. It includes findings and recommendations, describing the organization's strengths and improvement opportunities.

AED has performed gap analyses for federal agencies to develop a more complete understanding of the improvement program needs. In performing the gap analysis, the current state and the desired future state are defined. These organizational states are used to develop high-level improvement recommendations. AED also performs benchmark studies and gathers information and data on what achievements "Best in Class" organizations are accomplishing. We review other organizations' guiding principles for process improvement. Our Specialists develop and recommend strategies to interact with other related programs and initiatives (within the organization, within other Government Agencies, within industry).

AED assists in the development of a prioritized plan for completing process documentation requirements. The goals for improved processes are prioritized, the definition of new processes/sub-processes are established, and the target state for process documentation are defined. The process documentation includes drawing the process model, and evaluating and selecting the methods and tools to be used in the improved process.

The activities are prioritized on the basis of key business issues, organizational business needs, etc. In addition, an estimate is developed of the resource investments required for each project to complete and deploy the process improvement project throughout the organization. The selection criteria to the improvement action items, which are prioritized, to determine which areas will be targeted for improvement.

The aim is to identify areas for improvement, and set qualitative goals and quantitative improvement targets. The activity identifies and prioritizes the improvement areas based on assessment output (strong and weak areas of process), improvement goals (organization's needs), effectiveness measures (process needs), industry norms and benchmarks (external references), and risks related to either not achieving the stated goals or failure of improvement actions. Once the prioritized action list has been completed, specific goals for each priority area are developed, such as target effectiveness values, capability profiles for the process, or as a combination of both. The goals need to be based on organization's needs and they need to be verifiable and objectively measurable. Risks should be taken into account in this step as well, and the targets should be reasonably achievable.

AED develops plans for ongoing management of process definition and improvement activities. The objective is to come up with a common strategy as far as the process improvement actions are concerned, for all existing or planned improvement efforts, including the overall process improvement program office. This way the various initiatives can be brought in line, possibly overlapping actions can be coordinated. This benefits the organizational elements that are

affected by various initiatives, as the amount of change and chaos from having multiple players in the same field can be minimized. This also benefits the initiatives by creating synergy and decreasing the resistance to changes.

The following organizational roles take part in the process improvement effort: Senior management, Process Improvement Program, Process Improvement Project, Process Owners and Organizational Units.

The plan for ongoing management of the process improvement addresses various planning activities covering a wide range of activities, through strategies to communication, from improvement action plans or tactical plans, to rollout plans. These planning activities address issues such as goals, resources, priorities, selection criteria and so forth. The planning forms a backbone for decision-making and for focusing and monitoring the activities of the process definition program and as such are essential tools for the management of the overall program. The plan will address staffing the process definition and improvement program and ensuring the proper resources are assigned to the proper organizational entities.

The management plan would include procedures for monitoring the process definition and improvement program so management keeps track of where the program is going at the moment. Management should review the progress in its periodical meetings and evaluate if the program is doing the right thing, doing it the right way, whether the expected benefits are being achieved, and if the improvement actions or projects are on schedule. A good measurement system needs to be in place for this evaluation, or otherwise the management must rely on subjective descriptions that may or may not be accurate. One level of evaluation includes quantitative issues such as schedules, milestones, process performance and quality and a second level deals with broader and more qualitative issues, such as business values, competitive factors, market conditions, and so forth. The objective is to ensure that process improvement activity is consistent with objectives, plans are being followed and progress is being made.

The planning function of the process improvement is an iterative activity that extends throughout the life of the improvement program, starting from the definition of goals and covering all steps in the improvement cycle model. The first planning activity is setting the context and overall goals of process improvement. The second is a strategic plan to achieve the goals, owned by the improvement program management. The third is a tactical plan, guiding individual improvement actions at the operational level and is the responsibility of improvement project management.

Regular reviews of process improvements are done at all management levels to ensure that the improvement program is effective, plans are adequate and followed, measurements are appropriate, adequate and indicate satisfactory progress, process assessments are conducted when needed and the risks are managed. In addition the goals should be reviewed regularly and need to reflect any changes in the organization's needs. Measuring process improvement shows quantitatively the current status of processes and practices and how effective the current processes are for meeting the organization's needs and business goals. The current processes can also be compared against a general understanding of industry best practices.

AED will provide support in developing and executing a rollout strategy and plan to implement the new processes. The rollout plan will include the definition of change management maps to manage the journey from the existing process to the new process. The change from one process to an entirely new process can be painful if it is not managed carefully. If the change is not communicated, the process may not be adopted. Staff will resist the change if they do not understand the benefits to them or if the new process is not explained fully before the change. At a minimum, an effective rollout plan includes a communication plan, a timeline for implementation, and a process for evaluating and revising the program. The communication plan describes the strategy and tools that will be used to educate employees on the purpose and processes of the new processes. Communication may occur in written documents as well as in training sessions. The timeline gives employees an idea of how long it will take to implement. Communicating an accurate timeframe is important for setting realistic expectations. Finally the rollout plan should include an evaluation process where participants can give feedback on the new process as a whole, and how the program can be revised appropriately. The plan will include what training they need, what tools and methods to acquire, installation steps, and information on how to get support, etc. The rollout strategy and the plan template are developed after the solution has been piloted and the resources needed have been identified.

The improvement actions are then planned in more detail (at tactical level) as projects or actions to be carried out within the organization. The organization should evaluate different scenarios on how to carry out the actions to find which actions provide most synergy and best serve the organization's needs. Each action plan needs to cover goals, targets, organization (responsibilities), initial cost, benefit and schedule estimations, and risks to products and to the organization, including implications of schedule changes.

Throughout the process improvement process, AED solicits input and participation from numerous stakeholder groups and advisors and facilitate team-building sessions as required. These processes require the joint action of work groups, self-directed teams, steering committees, task forces, high performance teams process improvement teams, and integrated product teams. AED provides communication and facilitation services to make meetings more efficient and productive, reducing the costs of meetings and workshops and speeding the results of the agency's goals and objectives.

AED's facilitators work closely with the agency to clarify the requirements for the various meeting/workshop and to prepare an appropriate strategy. AED also helps our clients plan: meeting date/location; attendance; assigned roles and responsibilities of attendees; materials/equipment needed; and communications with participants concerning meeting times and locations.

AED supports the defined governance structure for process approval and the initiation and management of process action teams. The infrastructure team members, are representatives drawn from all parts of the organization, including managers and practitioners, will be responsible for implementing all the process improvement tasks in the organization. AED will provide coordination support to the program governance and infrastructure.

Examples of Related Past Performance

AED has conducted studies, performed analysis and prepared reports for organizational improvement efforts. The AED staff has many years of experience and a vast background in performing dedicated and adhoc research, analysis, and tracking, the development of white papers, decision papers, assessments, briefings, and other documentation on program or project management related issues. Research is often garnered from agency historical information, from government and private industry, as well as, academia and research institutes to ensure the highest standard and most complete possible results. From this research, AED has authored White Papers with detailed information, and/or Decision Papers providing the pros and cons of specific research to define and reach a logical decisive conclusion.

In supporting DHS Customs and Border Protection (CBP) Acquisition Asset Management (AAM) Director, AED conducted research and prepared white papers on program issues. Examples of topics on which AED authored white papers were: Boards of Survey process; Acquisition and Disposal of Computers; Capitalization Guidelines and Thresholds; Accountable Property Guidelines and Thresholds; Safeguarding Customs Personal Property; Transition of Personal Property Resulting from Department of Homeland Security Reorganization; Basic SAP Logistics Processes and Procedures for Border Patrol (i.e. procurements, transfers, sales, disposals, assets maintenance, etc.).

AED researched, analyzed, and prepared a report addressing the potential use of RFID (Radio Frequency Identification) technology in the U.S. Customs and Border Protection Asset Management Program to include an initial pilot program for Fleet Management. This technology identifies unique items using radio waves. A reader communicates with a tag, which holds digital information in a microchip. It has one or more antennas, which emit radio waves and receive signals back from the tag.

The National Contract Management Association contracted with AED to write a more extensive *Guide to the Contract Management Body of Knowledge (CMBOK)*. The purpose of this guide is to help direct and inform certification candidates and interested others, and will serve as documentation for the extent of the contract management profession. The guide provides further definition of the field of contract management, the practice(s), the definitions, and the processes of contract management. It defines the contract and provide a step-by-step explanation of its life cycle, from its planning and administration to its close-out or termination. It also provides these procedural steps for both federal and commercial contract management processes and procedures. AED recently completed this guide, which will be used to further advance the profession.

The Contract Management Institute (CMI) contracted with AED to design and develop a survey instrument to study and analyze the performance metrics and performance evaluation systems by which organizations measure the performance of contract managers and purchasing professionals today, as well as what standards might be appropriate to use in the future. An important objective of this survey research was to draw from a broad spectrum of respondents

to include not only active practitioners but others with valuable insights and perspective, such as educators, consultants, lawyers, and those working in the various disciplines that support the profession. AED utilized research materials (e.g., publications, articles, reports) to develop and design the survey instrument and distribution list. The survey was mailed to approximately 3,200 individuals in the public and private sectors. AED performed in-depth analyses of the data and developed conclusions. The findings from this report are considered standards for the profession.

AED developed the U.S. Customs and Border Protection, Asset Management Division “Envisioning the Future” briefing presented at the National Asset Management Conference in 2005. AED also developed and provided significant revisions to the CBP Personal Property Handbook. We developed and proposed industry best practices, researched FMR requirements and guideline revisions necessary for the USCS Personal Property Management Handbook rewrite. This effort included working on revisions of Customs and Border Protection forms.

AED also prepared a “Library” of all handbooks to be sent to field offices as part of the database of procedures for staff to provide consistency in daily operations and field questions. AED developed “Project Management” books for the current major projects and for “Business Cases” to serve as a quick reference guide in managing major projects.

AED has played a significant role in providing CBP the analytical support base addressing programmatic issues comprehensively and systematically. Working with CBP functional stakeholders, AED project analysts collect, analyze, and assess data on program performance, structure information to facilitate decision making, and develop program management tools and processes within the AAM Directorate at headquarters. Key services provided by AED include program analysis and evaluation studies, performance measurement systems design, survey research, database development, organizational analyses, and design of cooperative problem solving processes.

AED has provided expert guidance and support to CBP as well, for responses to Congressional Inquiries, Freedom of Information Requests, Responses to the Office of Inspector General.

AED has extensive experience in performing Strategic and Business Action Planning. For the CBP Acquisition Asset Management Directorate, AED maintained and coordinated the Strategic Roadmap, or Strategic Plan, which reflected conceptually how the program should evolve to become a world-class property management operation. The roadmap started with eleven key principles of effective property management, and identifies high-level issues that needed to be addressed to drive performance improvement throughout the personal property management functions of Customs. The AED team performed an analysis of the current Strategic Plan, and utilizing their extensive experience in both government and commercial sector property and inventory management the team built a Tactical Plan.

The Tactical Plan included identifying processes that required review and analysis, what processes were dependent on predecessor’s which are dependent on upgraded tools, and building all the requirements into a plan that identifies details in a logical progression and with a

definitive timeline. The Tactical Plan identified a timeline for review, analysis and reengineering for policy, roles and responsibilities of individuals and organizations, identification of organizational objectives and goals, development of metrics, reporting and data gathering requirements, acquisition methodologies, and documentation development.

For the Department of Labor, AED conducted a Strategic Situational Assessment. This assessment consisted of sizing up the agency's internal strengths, and limitations, and its external opportunities and challenges. It allowed for a quick overview of the organization's strategic situation. The analysis was grounded on the principle that strategy must produce a strong fit between an organization's internal capability (its strengths and limitations) and its external situation (reflected in part by its opportunities and challenges). The Situational Assessment considered: (1) what internal strengths the agency had to build an attractive strategy around (2) what internal limitations made it vulnerable such that an attractive strategy needed to correct (3) what external opportunities did the agency have the skills and resources to exploit with a chance of success and (4) what challenges the agency management should be worried most about, and a good defense needed to be formulated. The Situational Assessment was a working document, generated from review of agency documents, focus group meetings and literature search. It was further refined as a result of the Field Interviews, Program Manager Interviews and the Executive Strategic Planning Sessions. The Situational Assessment allowed the agency management to identify the important strategic issues they needed to address in forming an overall game plan for the organization. The primary consideration was to determine whether the present strategy was adequate in light of internal limitations and the driving forces at work in the environment and how closely the present strategy is geared to the agency's future key success factors. The Situational Assessment was mapped to the agency vision statement to ensure a linkage to the desired future state of agency.

For programs in their planning stages, our staff is experienced in assisting in the development and implementation of management plans and procedures for all functional areas of the program. AED has provided organizational consulting in work and goal definition, documenting estimates for planning, tracking and controlling programs; planning and documenting commitments and identifying program alternatives and constraints. We have developed a variety of database software applications and excel spreadsheets for customers to track planned costs versus actual costs and to forecast the effects of cost changes. These tools are used to revise cost estimates, provide budget updates, recommend corrective actions, and provide estimates at completion. AED has provided support in the development of baseline plans to manage and administer projects on a day-to-day basis.

AED provided planning support for the Secure Borders Initiative *SBI*net Program. This program is designed to increase the electronic security surveillance capabilities for the U.S. borders. AED is provided support in the development of the Source Selection Plan. AED also assisted in setting up program and contract operations procedures and processes for the Program Office, providing support in developing an Earned Value Measurement System, and assisting in ensuring acquisition tools are available to execute necessary contracting actions in support of Project Delivery Teams. AED has been supporting this program since 2004.

AED conducted organizational analysis and evaluation studies to support the improvement of the execution of the Customs and Border Protection (CBP) Asset Acquisition Management (AAM) Office mission. AED reviewed the existing organizational structure, processes, procedures and documentation in the Asset Acquisition Management Directorate. We reviewed organizational approaches for executing the asset management mission in support of OMB Circular A-11 and Department of Treasury guidelines. Using our Business Process Reengineering Methodology, AED produced drafts of the Asset Management Charter and the Property Control Directive. The effort included developing property policies, procedures and performance measures to determine the validity and effectiveness of process improvements and to ensure the continuous management emphasis on property management and control. The performance measures were multi-level and supported strategic goals and objectives.

Another example of AED's experience in conducting organizational assessments is the effort we performed for the Defense Finance and Accounting Service. AED reviewed and analyzed Defense Finance Accounting Service (DFAS) acquisition processes and procedures for the purpose of achieving substantial improvement in quality, performance and cost. Using our Business Process Reengineering Process Methodology, AED analyzed, designed, developed and implemented improved procedures for the acquisition organization. AED facilitated and provided analytical support for the DFAS acquisition processes both at the enterprise level, and at the level of specific DFAS business and product lines. The activities performed integrated assessments of processes, supporting technologies and tools, and personnel/human resources and recommended and implemented improvements. The acquisition analysis and process improvement involved the following areas: Acquisition Process Reviews, Acquisition/Process Assessment, Planning, and Performance.

An additional example of our experience in conducting organizational assessments is our efforts supporting the Customs Modernization Program (CMO). AED provides acquisition support to the CMO, delivering the life cycle of procurement, from conception through contract closeout. In providing this acquisition support, AED provides assessments of processes for the purpose of improving the quality of acquisition, policy and information support services to their clients; the organizational efficiency and effectiveness; and customer service while ensuring that all applicable Federal procurement regulations are followed. Our methodology has included establishing a baseline of the current organization, identifying strengths and weaknesses, and providing recommendations for improvement. AED has recommended best practices and streamlined procedures that ensure increased productivity, customer satisfaction and agency mission support. AED has drafted policies, procedures and general guidance to the PMO.

As a product of the process improvement analyses AED performed for CBP, AED recommended and supported the implementation of an agency-wide Bulk Fuel Program. Under the auspices of this program, CBP will procure bulk fuel and fuel services from the Defense Logistics Agency at a cost-plus rate AED also assisted CBP in identifying requirements for necessary for implementation of the Memorandum of Agreement with DLA, and updated and validated the DOD-required CBP, Agency Activity Codes

CBP also contracted with AED to provide process improvement support for their effort to modernize and upgrade the management policies, processes and procedures of their Personal Property Program. AED was responsible for drafting standard operating procedures to identify appropriate asset records and to develop procedures for the manual and/or systematic reclassification of asset records. A finding resulting from AED's process analyses was the need for CBP, CIS, and ICE to develop a working partnership to verify and validate DODAAC records. AED assisted in making the partnership come to fruition.

AED has significant experience in systems alignment. One very relevant example of this experience is AED's efforts supporting the implementation of SAP in the CBP Asset Management area. The majority of the administrative systems that supported the budgeting, procurement, property management, and financial accounting of CBP assets were over 15 years old and outdated. Over time, multiple tracking systems had been developed, each adequately tracking only the property type for which it was developed with those that do "interface" with each other doing so via manual process(es). Access to a consolidated view of Property Data did not exist, either on line or via reporting. CBP determined that SAP's R/3 Enterprise Resource Planning software was the technological solution for a more cost effective, scalable, streamlined business process. AED assisted in the design, development and implementation of the plan to migrate 13 legacy property systems to a single overall Property Management System Architecture – SAP. AED often served as a liaison between the software integrator and the CBP Asset Management Directorate to ensure procedures would be present to permit adequate inventory controls and records for all CBP property.

AED supported Customs in establishing a plan of action and associated timelines for the conversion of the Personal Property Data to SAP. There were a number of data, structure, policy and process issues that needed to be resolved as a part of the transition and importation of data. Some of these issues included capitalized dollar thresholds, dollar value and valuation issues of property carried in different transactional system(s), and matching data fields (property codes vice FSL Nouns, field sizes, nomenclature, etc). In addition, with the creation of the Department of Homeland Security, several outside organizational elements were transferred into the former Bureau of Customs. This transfer included over 135,000 line items of property from Immigration Naturalization Service (INS), which the new organization (Customs and Border Protection (CBP)) began managing.

The AED Specialists immediately recognized the problem associated with this transfer, specifically that the date that CBP became managing these property items was the same date as the "Go Live" date of the new SAP property system. With configuration of the new system already frozen and available resources fully utilized, accepting the data on the transitioning property was not an option. Since the data had to reside in a location where the CBP could use it to manage the inventory, a viable alternative had to be determined. After evaluating available options AED's staff determined that an Oracle database with minimal functionality to support audit and accountability requirements was the best alternative. AED presented a high level plan through a series of briefings, and the Office of Information Technology agreed that a Web enabled Oracle Database would be built. AED designed, developed, managed and maintained this Oracle Database that served as an interim tool to track property lines. AED led the team through the

series of processes associated with building the database, including development of the Users Requirements and Functional Requirements Documents, which detail business rules, data mapping, functionality, roles and responsibilities etc. AED's staff also coordinated with INS to resolve issues with data transfer, including mapping, selecting data fields, importing data samples for testing, and obtaining documentation including tables and data dictionaries/schemas. AED also held numerous briefings with management and end users to ensure all concerned parties were comfortable with the concept, and understood all associated costs and risks. It also included training of the users and initial data upload. After the transfer of data took place AED maintained the database on a daily basis.

AED has performed studies on ways to compress cycle times for improvements in effectiveness, efficiency and quality. This included preparing a process map for each activity. To redesign the process all non-value-added activities were eliminated, business value-added activities were minimized, and real value-added activities were streamlined. For example, AED performed a performance audit of Inventory processes to ensure the highest possible performance and shortest cycle times

AED has significant experience in developing and implementing processes that reduce critical cycle times and enhance program and mission performance for various federal agencies. As an example, For the Fleet Management Branch, AED designed, developed, and implemented a database program (Data Matrix) that is used to track various data elements of the Agency Vehicle Fleet. This database tracks the age, vehicle identification number, depreciation rate, sunk cost, mileage and in excess of seventy other data categories. The program provides data in excess of 200 combinations of data as a result of using the sort and filter options in excel. This program also includes a section that weighs the financial data, projected miles, projected life, life cost, terrain and the location by assigning a score based on the importance of the issue and then provides a forecast as to retain, replace, reassign or retire the vehicle based on the overall total. In addition, AED developed a "Vehicle Snap Shot" analysis tool that utilizes the same database as the Data Matrix database program, but analyzes a single vehicle by a standard set of criteria so all vehicle comparisons are equal.

AED has significant experience in providing support to CBP to measure performance. As part of developing the partnership agreement between CBP Fleet Management Branch and Federal Prison Industries it was necessary to establish performance metrics to measure the accuracy of the data entered and managed by the Unicor-Federal Prison Industries. AED developed a Random Audit Process where the Fleet Management Branch randomly selects 25% of the total keystrokes entered into VMIS. A spreadsheet downloaded from SAP will be used to match against the keystrokes entered into VMIS. The metrics developed, measures the accuracy of the keystrokes entered by Federal Prison Industries. This process measured and monitored service.

Throughout the support we provide to various federal agencies, AED is continually called upon to develop and implement performance measures and indicators. AED has assisted the government in initiating a performance measurement reporting process in an effort to continuously monitor program costs, scope, and schedule. Under this process, AED developed performance measure templates that captured the performance measurements and key issues.

Another example of AED's experience in this area is our efforts in developing performance metrics for the Secure Borders Initiative (SBInet) requirement. These metrics are intended to incorporate Earned Value Management as a tool in measuring not only the source selection process, but especially in measuring contractor performance throughout the life of the program.

AED has assisted the government in initiating performance measurement reporting processes for CBP Property Control Improvements in an effort to continuously monitor program costs, scope, and schedule. Under these processes, AED develops performance measure templates that capture the performance measurements and key issues. These performance metrics can be reported at least monthly, or more often as warranted.

AED has substantial experience in utilizing and conducting cycle time studies, and developing processes and techniques used to obtain program status and performance data. AED has developed various databases for compiling data, templates and procedures for status reporting, progress reporting, forecasting, performance reviews, variance analysis, trend analysis and earned value analysis.

AED has experience in performing program audits, reviews and evaluations for federal agencies. AED served as expert during CBP Asset Management Inventory and Audits, performing reviews and validations of the inventory results. When the annual inventory resulted in incorrect or invalid data existing within SAP AED personnel would conduct additional research and problem resolution.

In all cases, AED becomes familiar with and has a basic understanding of the work sites, organizational structure, their operating environments and business practices as they relate to the subject matter to be taught so we can ensure that the personnel have the training necessary to perform their job effectively and efficiently.

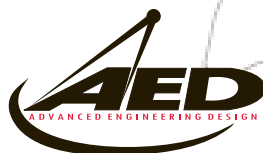
AED personnel are extremely knowledgeable and experienced in performing organizational consulting federal agencies, resulting in more efficient and effective program performance. AED's experience in performing organizational consulting and program management for supporting complex, mission critical programs such as the Cargo Management Systems Program, Secure Borders Initiative, and the CBP AAM Directorate Vehicle Fleet program, provides us with the insight necessary to assemble a team with the full range of organizational consulting abilities required for the State of New Jersey.

REQUEST FOR QUOTATION FOR:

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY
(HURRICANE SANDY)**

**VOL II(b) -
Organizational
Support and
Experience**

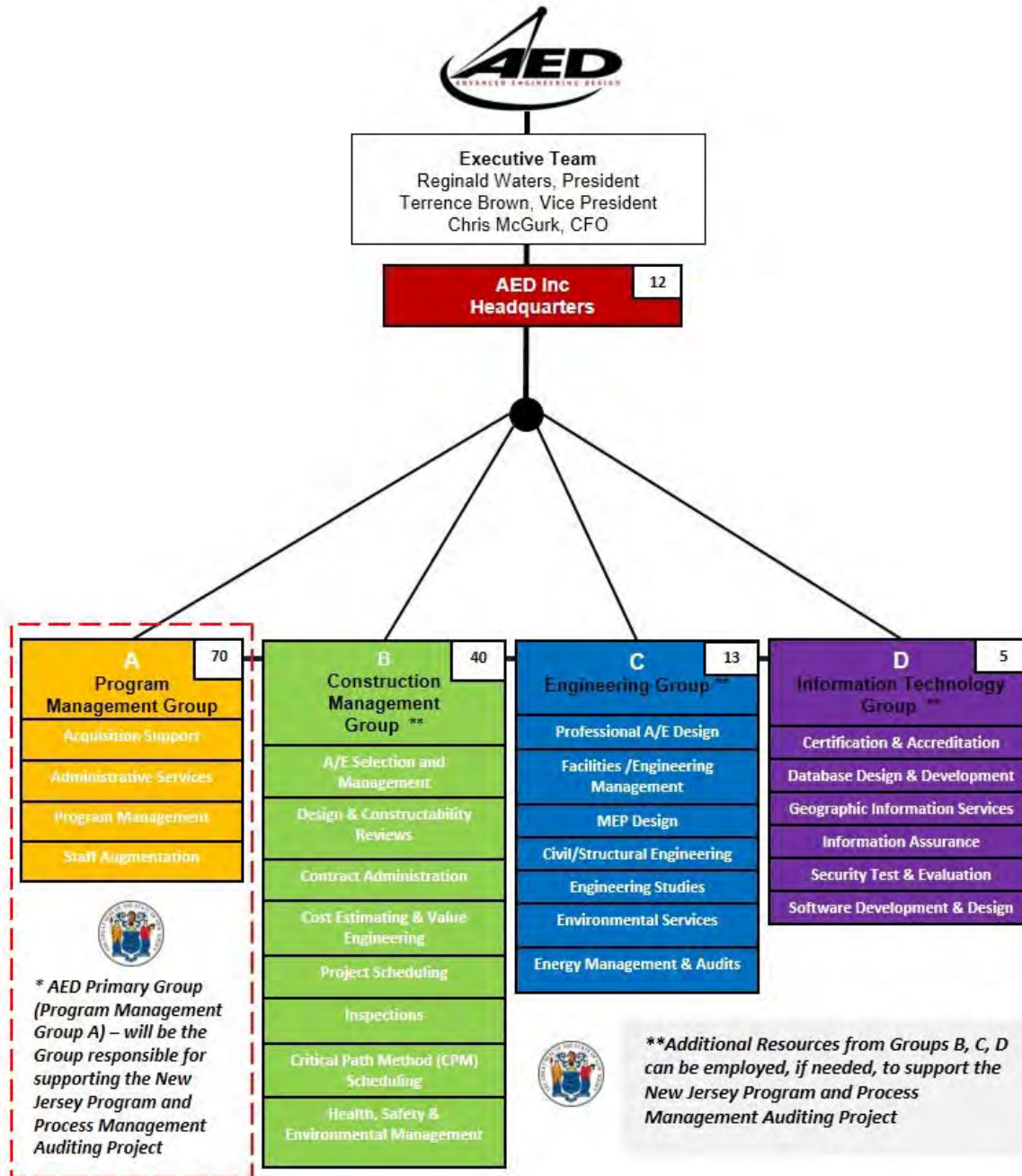
SUBMITTED TO:
STATE OF NEW JERSEY
DIVISION OF PURCHASE AND PROPERTY



SUBMITTED BY:
CORPORATE OFFICE: 6525 BELCREST ROAD, SUITE 426
HYATTSVILLE, MARYLAND 20782
101 HUDSON, 21ST FLOOR, JERSEY CITY, NJ 07302

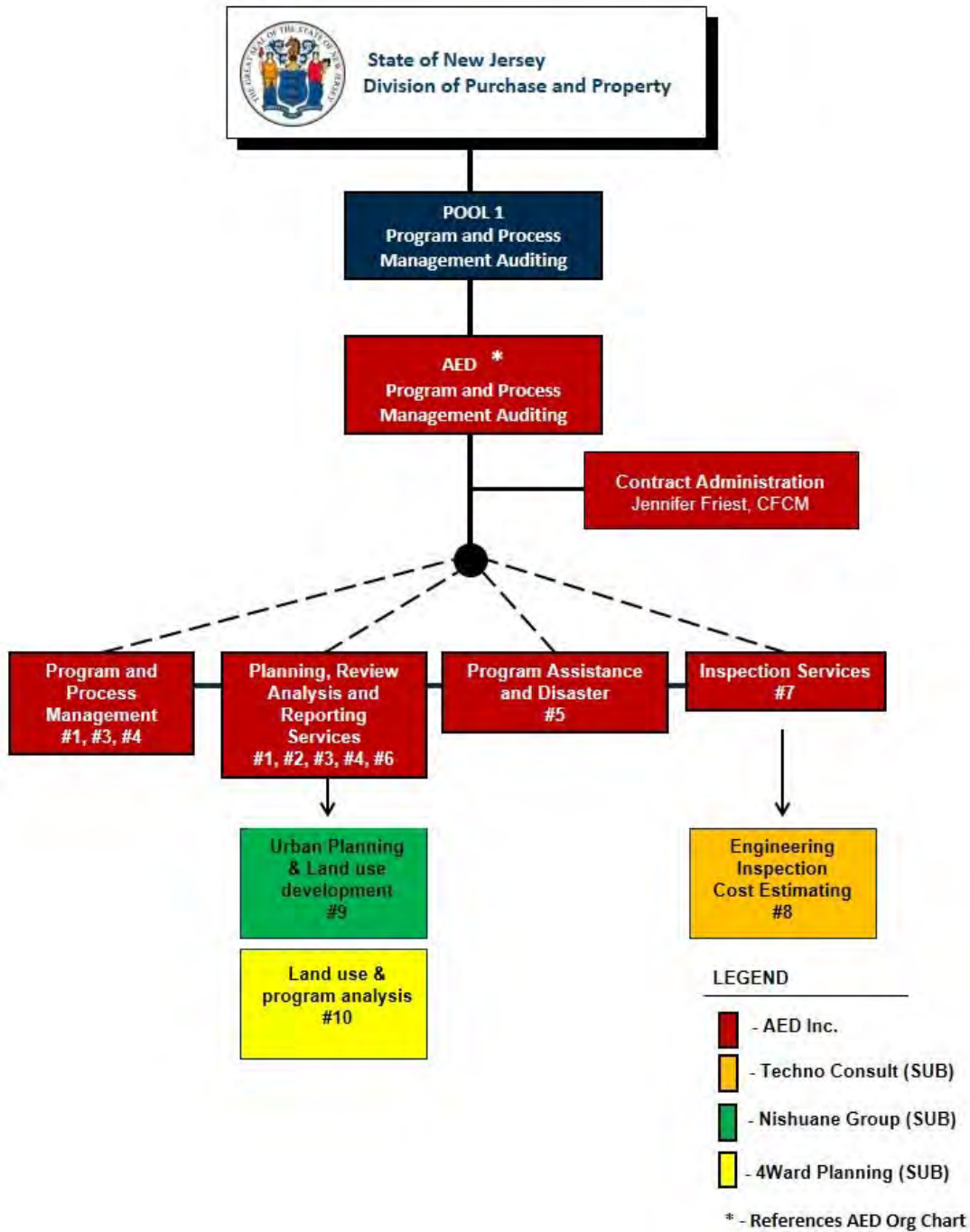
AED Organizational Chart

The AED organizational chart can be seen below:



AED Project Organizational Chart

The AED project organizational chart for this project can be seen below:



PREQUALIFICATION POOLS: AUDITING AND OTHER RELATED SERVICES
IN SUPPORT OF DISASTER RECOVERY (HURRICANE SANDY)

Resource Matrix

A resources matrix can be found can be seen below:

#	Name	Role	Years of Experience (EXP)	Firm	Federal & State EXP	HUD EXP	FEMA EXP	CDBG EXP
1	Barbara Blake-McLennon	Program Operations - Coordinator of Monitoring and Evaluations	12+ years	AED	X	X		X
2	Precious Brannon	Program operations, planning and reporting	7+ years	AED	X	X		X
3	Pauline High	Strategic Planning and Research	15+ years	AED	X	X		X
4	Roberta Horsley	Budget & Program Compliance	12+ years	AED	X	X		
5	Phillip Love	Assistance Program Specialist - Disaster Assistance Employee (Gustav, Ike, Irene, Lee)	8+ years	AED	X		X	
6	Jarrell Nowlin	Program operations lead, planning consultant	10+ years	AED	X		X	
7	Edwin "Chuck" Schanne	Disaster Inspections	4+ years	AED	X		X	
8	Khalid Mallick, PE	Engineering Inspections & Cost Estimating	15+ years	Techno Consult (Subconsultant)	X			
9	Michele Delisfort, PP/AICP	Urban Planning & Land use development	12+ years	Nishane Group (Subconsultant)	X			
10	Todd J. Poole	Land Use and Program Analysis	12+ years	4Ward Planning (Subconsultant)	X			

Resumes

The resumes for this project can be seen on the following page(s).



BARBARA BLAKE-MCLENNON

Title/Role:

Education:

Passaic County Community College
2012

Paterson, New Jersey, Passaic
County

Sociology Fall/2011-Spring 2012. 86
credits.

Graduate. Liberal Arts: Sociology
Degree

Sociology Fall/2010-Spring 2011.

Honors Student Scholarship, High
GPA

Honors Student Fall/2009-

Spring/2010. Scholarships, (A.S.)

Associates Science Degree
Program.

Liberal Arts Fall/1988-Spring 1989.

Accounting/economics Fall/1982-
Spring 1983.

Passaic County Technical and
Vocational High School

1982

Wayne, New Jersey, Passaic
County

High School Diploma. All required
coursework with a concentration in
Data Processing.

Member / Affiliations:

Experience / Qualifications

Managerial experience: in planning and implementing Housing and Community Development Programs. These programs have been designed to eliminate slum blight, to increase the affordable housing stock and to increase the expansion of several social services programs.

PROFESSIONAL SUMMARY:

Proficient knowledge of local, state and federal
Generate reports and analysis in the federal Program rules and regulations

for the CDBG, reporting system.

HOME, HOPWA, ESG, HPRP, NSP and
STATE

Prepare legal contracts, municipal resolutions for
RCAProgram/the departments/division/agencies.

Strong verbal communication skills and leader-
Draft/review/negotiate/record contracts.

ship abilities, as well as outstanding interpersonal IDIS, DRGR,
SAGE systems knowledge.

Proficient in Microsoft Office Suite: Word,
Excel,

Record keeping and file maintenance.

PowerPoint, Outlook Express. Data Entry.

Assist the underwriter in determining project feasibility. Filing,
10-key, Calculator and Typing (55 wpm)

PROFESSIONAL SKILLS:

Ability to effectively communicate with executive level
purchasing agents, architects, builders and home owners in
determining their fundamental reasoning for purchasing and/or
specifying specific products. Acute people skills with special
attention focused on the customer's wants and needs and ability
to purchase within their respective budget. Persistent follow-up
and self- dedication for ultimate satisfaction and achievement.



Diverse knowledge of building components, systems, and construction techniques.

PROFESSIONAL ACCOMPLISHMENTS:

City of Passaic Department of Community Development **June 2011 to Current**
City of Passaic, New Jersey / Coordinator of Monitoring and Evaluations

Prepare written agreements and contracts for housing projects. Responsible for conducting field inspections, and reviewing the progress of development projects. Acts as Liaison in the Department Director's absence during board and municipal departments meetings for which the goal had been to coordinating activities to eliminate blight and to create more affordable housing projects/units and programs within the municipal jurisdiction. Provide recommendations for demolition of structures identified as being unfit for human habitation. Train, guide and supervise work assignments for staff. Review work performance of staff. Prepare status reports, completion reports and beneficiary data for all projects entered into IDIS (Integrated Disbursement Information System); which is a federal reporting system. A working knowledge of the Federal and State Programs (CDBG, HOME, ESG, HPRP, NSP, HOPWA, and (State) RCA, DCA, COAH and Balance Housing. Data Entry

City of Paterson Department of Community Development
January 2006 to May 2011
City of Paterson, New Jersey
Housing Director

Created and coordinated new housing development/redevelopment projects. Developed a comprehensive housing plan (Action and CAPERS) reports to be submitted annually to the office of HUD (Housing and Urban Development). Provided reporting data to the State of New Jersey Department of Community Affairs (DCA) for the RCA (Regional Contribution Agreement) projects/programs. Managed a staff of ten (10) on the daily responsibilities of operating and administering federal and state grant programs. Monitoring, reviewing, evaluating, and determining the process of productivity for said plans of development/redevelopment projects and plans alteration as necessary. Developed good working relationships with key stakeholder in the community such as the CHDO (Community Housing Development Organization), provide for-profit developers, and municipal council members. Developed a good working relationship with HUD and State on NJ COAH agency.

City of Paterson/Department of Community Development
December 2002 to January 2006
City of Paterson, New Jersey
Housing Coordinator

Prepared written agreements and contracts for housing projects. Responsible for conducting field inspections and reviewing development projects progress. Act as Liaison in Director's absence during boards and municipal departments meetings in the pursuit of coordinating activities to eliminate blight and create more affordable housing projects. Provide recommendations for eliminate blight and create more affordable housing projects. Provide recommendations for demolition of buildings unfit for human habitation. Train, guide and supervise work assignments to staff. Review work performance of staff.



Prepared reports. Instruct staff in setting up, closing out and approving the submission of beneficiary data for projects in the IDIS system. A working knowledge of Federal Programs (CDBG, HOME, ESG, HPRP, NSP and HOPWA); as well as of the State (RCA and Balance Housing) Programs.



ROBERTA N. HORSLEY

Title/Role:

Education:

- MBEC (candidate), Business Ethics & Compliance, Forensic Accounting (concentration) New England College of Business & Finance, Boston, MA
- M.B.A., Executive, Baruch College, City University of New York, New York, NY
- B.S., Criminal Justice, Nova Southeastern University, Fort Lauderdale, FL

SUMMARY OF QUALIFICATIONS:

MANAGEMENT

Over 11 years of experience managing teams
Conducting appraisals, coaching, counseling, training, interviewing, hiring, promotion, termination
Implementing team performance standards and productivity objectives
Establishing and assigning workload and queues
Preparing management progress/performance reports

SKILLS DEVELOPMENT & TRAINING

Certified Trainer: Problem Solving, Supervision, Team Building, Customer Service
Over six years of experience in developing basic skills programs and skill assessments; facilitation and platform delivery; and client development: consumer products,



education, governmental agencies, healthcare, insurance, pharmaceutical, judicial, and manufacturing

Software & Accounting Systems

Proficient with Microsoft Office: Word, Excel, powerpoint, Access, Outlook

Proficient with Oracle and Yardi Accounting Software; Siebel data management

PROFICIENT WITH FEDERAL PAYMENT SYSTEMS: eloccs, IDIS, DRGR, FEMA, HHS, ASAP

- Regulatory Agency Interface
- U.S. Department of Labor
- U.S. Department of the Interior
- U.S. Department of Health and Human Services
- U.S. Department of Transportation
- U.S. Department of Housing and Urban Development
- U.S. Federal Communications Commission

BUDGET & PROGRAM COMPLIANCE

- Over 12 years of experience program compliance and auditing
- Verifying allowable costs and expenses
- Rejecting/approving program requests/applications
- Reviewing requests/applications for completeness and accuracy
- Verifying source documentation in all requests
- Evaluating entity, services, and discount eligibility
- Tracking and monitoring budgets
- Tracking and monitoring program status/performance
- Preparing performance reports
- Certifying financial reports
- Creating regulatory matrixes
- Developing quality control checklists
- Reporting compliance deficiencies
- Recommending corrective actions
- Developing policies and procedures
- Developing “best practices”
- Reviewing contracts and letters of agreements
- Interpreting federal rules and regulations
- Working with federal regulators

Finance & Accounting

- Over five years of experience in grants accounting (accounts receivable)
- Preparing down requests/packages
- Drawing down capital and operating funds
- Journalizing transactions
- Identifying and reclassifying misclassifications
- Preparing grant/bank reconciliations
- Initiating ACH payments



- Preparing budget forecasts/projections
- Conducting variance analyses
- Preparing financial reports

PROFESSIONAL SUMMARY:

2009 – 2012	TAMPA HOUSING AUTHORITY, ACCOUNTING & FINANCE – GRANTS ACCOUNTANT
2007 – 2009	TAMPA HOUSING AUTHORITY, ACCOUNTING & FINANCE – GRANTS ANALYST
2007 – 2007	HIATUS – RELOCATED TO FLORIDA
2006 – 2007	CITY OF ATLANTA, PARKS DESIGN – GRANTS ANALYST
2004 – 2006	HIATUS – RELOCATED TO GEORGIA
2000 – 2004	NECA, UNIVERSAL SERVICE – REGIONAL MANAGER, PROGRAM INTEGRITY ASSURANCE
1998 – 2000	NECA, UNIVERSAL SERVICE – PROGRAM AUDITOR, PROGRAM INTEGRITY ASSURANCE
1991 – 1998	CAREERTRAX, INC. – DIRECTOR, PROGRAMS
1991 – 1991	CITY OF NEW YORK, REAL PROPERTY – DIRECTOR, OPERATIONS
1987 – 1991	NEW YORK CITY TRANSIT AUTHORITY, ENGINEERING – DIRECTOR, ADMIN & BUDGETS
1985 – 1987	NEW YORK CITY TRANSIT AUTHORITY, ENGINEERING & CONSTRUCTION – SPECIAL

CERTIFICATION(s):

Johns Hopkins University; 1982
Howard Community College; 1981-1982
Certificate, Master of Site Management Excellence,
Training Certification Program, Digital Equipment Corporation; 1990
Certification, Certified Access Control Specialist; 2002
Certification, Certified Customer Relations Mgr, US DOD, FGGM, MD; 2004
Certification, Certified Software Engineer- Practice US DOD, FGGM, MD; 2006
Protected Critical Infrastructure Information (PCI) Program
User Certification, Certification, Department of Homeland Security; 2010



PAULINE HIGH

Title/Role:

Education:

North Carolina Central
University 8-2003 to 5-2006
MPA- Public Administration
Durham, NC

North Carolina Central
University 8-1999 to 5-2003
BA- Political Science

Other Training: Housing and
Urban Development Training:
One of eight recipients of
graduate fellowship in the
entire state of North Carolina to
receive this merit based
fellowship. This fellowship that
prepared future managers for
state and local government by
allowing recipients to work in
state and local government in
various roles. My fellowship
focus was on community and
economic development,
intergovernmental
management and human
resource development.

SUMMARY OF QUALIFICATIONS:

The ideal position would allow me to utilize my leadership skills, budget skills, human resources skills, consulting skills, government administration skills, research analysis, interpersonal relations, growth management, and communication, both oral and written.

- Human Resource Manager, HPMC Consulting
- CD Administrator, City of Rocky Mount
- Compliance Section Chief, North Carolina Department of Commerce
- Planner, City of Greenville
- Recertification Manager, Durham Housing Authority
- Community Development Administrator, City of Jacksonville
- Workforce Development Specialist, Wake County Government, Capital Area Workforce Development Board.
- Dept of Housing and Urban Development, Housing and Urban Development Fellow:
 - Public Housing Division
 - Community Development Division
 - Brownfield Division
- Town of Cary, NC, Analyst
- Intergovernmental Relations Manager Consultant, Housing and Urban Development

TECHNOLOGY SKILLS

10 key calculator, TenMast, PIC, IDIS, ArcView, ArcMap, MapInfo, Lotus Notes, PowerPoint, MS Publisher, MS Office Suite, AS400, MS Excel, MS Access, Outlook, Internet, plotter machines, fax, multi-line phones, printer, scanner, copier, and other office equipment. Con-Plan Management Tool. Housing Pro, HRIS, PeopleSoft.

HUD SYSTEMS:

REAC, PIC, DRGR, SEMAP, RAMPS, IDIS

PROFESSIONAL SUMMARY:

**FEDERAL EMERGENCY MANAGEMENT AGENCY 500 C STREET SW
WASHINGTON, D.C. 20472 APPLICANT ASSISTANCE PROGRAM SPECIALIST
06/01/2006-**

Presently Respond to President declared Disasters as needed. Advise disaster clients to file and follow up on cases, distribute community preparedness information, and literature, file daily reports on any disaster needs and recovery activity. Advise when



areas are accessible, Locate and connect any client who lose contact with their caseworkers. Advise disaster client of deadlines and to appeal cases that further assistance and not sufficient assistance is obtained. Make morning and evening reports to JFO and issue team assignments.

HUMAN RESOURCES IMPLEMENTATION

Developed and set up entire human resource department for municipalities. Created personnel manuals to serve as an orientation guide for new staff. Trained officials on NC employment law, policies and procedures, evaluation methods, customer service training, professional development training, compliance training, risk management, and employee rights. Used model for local government as a guide to set up a human resource department in which can sustain growth. Conducted compensation analyses, including salary and benefit surveys, and makes appropriate recommendations. Performed administrative support duties and assists in the interpretation and application of human resources rules, policies, legislation and MOUs. Developed talent enhancement programs to recruit top notch employees. Selected and developed RFPs to shop for the best benefits for the selected company. Managed all types of professional staffs which included consultants, contractors, office and administrative staff, facility management, housing management, and inter-governmental staff. Conducted salary studies, compensation analysis, addressed payroll issues. Trained payroll staff on ensuring compliance with standard operating procedures and ensuring corrections and proper payment to all personnel and contracted personnel.

NORTH CAROLINA DEPARTMENT OF COMMERCE

Managed the Compliance Division of the North Carolina Department of Commerce, Division of Community Assistance as the Compliance Section Chief. I manage all staff for the Compliance Division as well as the day to day functions of the Compliance Division. Provided strategic planning and policy planning for the North Carolina Department of Commerce, Division of Community Assistance. I managed and review performance of grants, overall division, and special projects. Operated in a number of roles, from facilitator, project team leader, monitor, researcher, writer, advisor, and presenter. I conceptualize complex issues and develop a framework to address those issues through clarifying objectives and measure of successes. Managed over 500 state grantees for NSP 1, CBDG and HOME programs.

COMPLIANCE MANAGEMENT

Designed and refined and operate key monitoring processes for high risk projects and grants for environmental. Worked internally to identify areas to target and developed criteria test called risk assessments to monitor those areas in which work was conducted. Initiated enhancements and preventive actions that prevented the State from excessive payments and potential repayments of federally issued grant funds.

Worked with executive management teams to facilitate training for the internal requirements and worked with external entities to ensure compliance with new metrics and performance indicators. Implemented and operated monitoring and testing programs to provide critical assessments of the Compliance Program with policies and laws. Lead the development of monitoring plans to oversee the areas of risk identified in the risk register, including identification of scope and objectives, applicable



reference. Updated documents, procedures, created procedures that were needed, developed a review schedule, worked closely with consulting agencies and private business to learn and understand business processes as a method to implement those timelines into the newly developed timelines.

Managed and analyze data produced in monitoring programs. Produced reports identifying problem areas by entities and locations. Prepare and submit monitoring reports to the chief operating officials containing a summary of the monitoring activities, findings and recommendations for the review committees. Developed recommendations for improving compliance within internal business teams. Promoted improvement recommendations and gain commitment from business management to implement.

Examined and evaluated company policies and practices through monitoring plans and activities to identify inconsistencies; provide recommendations related to the effectiveness and compliance with regulations and company policies. Identified risks, issues and trends, through monitoring plans and activities that require training and develop Corrective Action Monitoring Plans called CAMPs.

COMMUNITY, HOUSING, ECONOMIC PLANNING AND DEVELOPMENT

Managed the City of Rocky Mount Community Development Division and all staff within the division. Was responsible for the day to day management of the division. Provided oversight and management as the lead entity for the Down East HOME Consortium as the participating jurisdiction. Managed other programs such as NSP 1, Energy Share, HOME and CDBG programs.

Created consolidated plan and other required compliance plans such as analysis to impediments, annual action plans, consolidated annual performance reports (CAPER), and annual performance reports for CDBG state programs and entitlement CDBG communities, throughout the state of North Carolina.

Developed affordable housing projects across the state of North Carolina. Projects include supportive housing, multi-family units, rental units, rehabilitation, and single family homes. Worked with non-profit agencies to develop IDA programs to give residents the ability to save for a home. Provide training to authorities and non-profit agencies on housing counseling, reverse mortgages, fair housing and project reporting.

Managed projects in IDIS, performed IDIS clean-up and printed reports needed for IDIS. Worked closely with non-profits for housing development projects and other CDBG/HOME funded projects. Served on the Continuum of Care working with homeless providers to develop a 10 year homeless plan.

Managed public housing projects and housing projects with the U.S Department of Housing and Urban Development as a HUD Fellow.

STRATEGIC PLANNING AND RESEARCH

Developed both long range and short term planning for communities in Bladen and Columbus County. Created comprehensive capital improvement plans, economic development strategic plans, land use, and zoning ordinances. Performed SWOT analysis to determine needs of communities. Facilitated community meetings to involve citizens in process. Researched best practices for rural development. Networked with various state departments to obtain funding for feasibility study for regional water



systems. Created community surveys for regional water systems in Bladen and Columbus counties. Traveled extensively throughout North Carolina to provide technical assistance to rural areas in North Carolina that lacked capacity to properly plan. Worked on grants for historic preservation of historic homes in southeastern North Carolina. Designed programs to specifically address the needs of special populations such as the elderly. Worked closely with each town to develop specific housing goals to design services to achieve targeted outcomes. Researched and analyzed complex housing issues and developed innovative policies to address issues. Monitored performance subgrantee to service agreements and make recommendations for improved delivery of goods and services. Lead teams of staff and consultants in completing complex interdivisional, high-priority special projects, such as preparing a comprehensive update to the City's General Plan. Participated in the ongoing collection, analysis and review of data related to City infrastructure, land use, population trends, educational needs, open space, environmental concerns, commercial/industrial/housing ratios, affordable housing and historical preservation.

MINORITY CONTRACTING AND SMALL BUSINESS DEVELOPMENT

Served as primary contact for towns for North Carolina Department of Transportation. In this capacity, I monitored progress of local agencies to ensure that NCDOT were in compliance to program and requirements. Provided assistance in grant management to move towns for reinstatement for CHODO grants and repayment options. Served as an advocate for local projects, rural development, and participated in negotiations when appropriate. Developed specifications and prepare requests for proposals and grant applications. Prepared and negotiated contracts for development financing, land acquisition or disposition, technical or administrative assistance, program services, or inter-agency cooperation. Set up workshops and training for minority contractors and small business set ups and administration. Provided technical assistance to minority contractors on contracting and becoming vendors for local government. Ensured fair practices and reviewed and audited information to ensure set aside contract for minority's were meet annually. Managed HUB, MWBE and Section 3 Compliance for local governments in receipt of federal funds from the NC Department of Commerce. Conducted investigations to review third party complaints and also to conduct site visits for compliance with Good Faith Efforts made by local governments.

FINANCE AND FISCAL DEVELOPMENT

Created comprehensive capital budgets for projections for economic development needs for downtown redevelopment plans. Reviewed and researched various projections for fiscal impacts of tourism for small towns. Prepared and maintained CDBG budget and expenditure reports. Prepared CAC funding recommendations to the City Council. Prepared and presented written and oral reports to the City Council and other City Boards and Commissions. Provided project administration assistance to subgrantee agencies funded through federal grants. Developed and managed contracts and budgets for approved projects and services. Prepared necessary reports including program/project planning reports and performance reports. Analyzed and proposed solutions for operational, staff and budget problems and provided oversight to the several departments.

MANAGEMENT, ANALYSIS AND PERFORMANCE ASSESSMENT

Development and implementation of board policy through the development and analysis of agenda items for the Board of Commissioners. Developed memorandums of understanding between



departments and different governmental bodies. Collaborated with departments and task forces on related matters and assisted with complex and sensitive projects, included multi-jurisdictional and multi-departmental projects and economic development. Prepared technical and analytical reports and recommendations for implementation for department, team, and county managers. Coordinated City Council special events and meetings; ensure quality representation of City activities and Council members. Reviewed and summarized miscellaneous reports and documents for compliance and completeness; research and analyze routine administrative projects; prepare first draft reports on routine administrative matters; supervise, train, discipline and evaluate assigned staff; plan, prioritize, assign, and review the work flow of the office. Coordinated project phases, and screens and selects project consultants and evaluates their work. Provided policy and administrative direction to assigned department heads. Attended City Council meetings and made necessary presentations on agenda items. Performed important and difficult public liaison work and public outreach initiatives with considerable citizen involvement. Trained managers on grant writings and additional funding solutions.

Reported to and partnered with the County Managers and another Assistant County Managers to provide vision, leadership and strategic direction for the county's operations. Reported to 33-member board of directors, composed of community leaders in business, labor, education, economic development interests, community-based organizations, & government. Trained boards on board development and effective board management. Communicated effectively while building positive relationships; was able to analyze regional businesses & economic climate, & possess thorough knowledge & understanding of intricacies in operation of "hybrid public entity" that is federally- & state-funded governmental body & 501(c) 3 not-for-profit corporation. Possessed flexibility, commitment, & interest to deal with multicultural communities, equity-based programs, & youth initiatives. Developed new policies to ensure that standards were set to move towns to improving the service capacity levels and service delivery systems. Worked with towns on benchmarking and water feasibility study. Worked on growth management strategies and capacity studies.



PHILLIP L. LOVE

Title/Role:

Education:

- US Army Wireman's School, Ft. Orr, CA. Diploma
- Avon Park High School, Avon Park, FL Diploma

SUMMARY OF QUALIFICATIONS:

Seeking gainful employment with an organization, which I can use my skills, in Criminal Justice, Public Safety and Emergency Management while advancing with the team, as I gain new skills; becoming more valuable to the company.

I have studied, Report Writing, Catastrophic Event Response Planning, and Research Methods in Public Safety, Practical Research Planning, and Design. I have been working and studying in Disaster Service for the past 17 years as a volunteer and staff with VOAD's (Volunteer Organization Aid in Disaster) and with FEMA (Federal Emergency Management Agency) for the last 6 yrs. as a DAE (Disaster Assistance Employee) and now am a Reservist. Served as the Assistant Team Lead during hurricane Gustav, and Ike, Team Lead for DRC's during hurricane Irene, and tropical storm Lee as well as worked as a specialist. I also worked as the Senior Switchboard operator for Headquarters Battery 2/18th FA Ft Sill; have managed kitchens, shelters, drove ERV's (Emergency Response Vehicles) and completed damage assessments for major hurricanes and floods, work train derailments and local disasters and events.

PROFESSIONAL SUMMARY:

**FEDERAL EMERGENCY MANAGEMENT AGENCY 500 C STREET SW
WASHINGTON, D.C. 20472 APPLICANT ASSISTANCE PROGRAM SPECIALIST
06/01/2006-**

Presently Respond to President declared Disasters as needed. Advise disaster clients to file and follow up on cases, distribute community preparedness information, and literature, file daily reports on any disaster needs and recovery activity. Advise when areas are accessible, Locate and connect any client who lose contact with their caseworkers. Advise disaster client of deadlines and to appeal cases that further assistance and not sufficient assistance is obtained. Make morning and evening reports to JFO and issue team assignments.

**TRITON SECURITY 3702 PENDER DRIVE STE 220 FAIRFAX, VA 22030, INC
SECURITY OFFICER 06/06- 6/11; 703/934-6431**

Maintain Log (DAR) Monitor Surveillance Cameras, Access Control, Monitor Parking Violation, Mail Clerk for residential Facilities; maintain a log of activity on the site, and report to the company and Property Mgr., monitor alarms and



detectors and maintain log on their activity.

AMERICAN RED CROSS, 8550 ARLINGTON BLVD. FAIRFAX, VIRGINIA, 22031 EMERGENCY AND INTERNATIONAL SERVICES DISASTER CASEWORKER, 12/ 1999-03/2005 703/5848400

Respond to emergencies that cause people to be displaced due to situations that required assistance. Provide assistance in accordance to ARC 3045, 3046, and 1295 as well as complete damage assessments of the effected properties. Maintain a resource book with current referral information on available resources that clients may need. Maintain a relationship with organizations that can give long-term assistants to those who have difficulties readjusting. Maintain records of expenses and file monthly reports of activities and expenses that were spent for the company or spent funds (Disbursement Orders) on cases by the disaster volunteers (DAT) ect. Treasurer for the International committee, on call to advise and assist DATs, load funds on client assistance cards, or remove them from the card. Assisted in train new volunteers and respond nationally and locally.

CERTIFICATION(s):

- Volunteer Experience:
- Committee for Dignity and Fairness for the Homeless
- National Union for the Homeless
- Community for Creative Non-Violence
- DC EMA
- American Red Cross Disaster Action Team
- American Red Cross DSHR
- DC Emergency Food and Shelter Board
- Father McKenna Center Advisory Board
- National Rainbow Coalition
- Federal Ordinance 920 appointee
- Federal Ordinance 917 appointee
- Winter Haven Hospital Crisis Line



JARRELL NOWLIN

Title/Role:

Education:

Current Training: Currently enrolled (Updating Skillsets) University of Maryland Cyber Security Program Consortium (Major)(ISSE/Cyber Security) , Business Management (Minor). VMWARE, WINDOWS 8, Windows XP, Windows Vista, Hypervisor, Ethics & Technology

SKILLSET:

- Experienced and proficient with:
- Federal Emergency Management Training including IS-1, IS-914, IS-546 and IS-547
- IS Certification and Accreditation in accordance with DOD 5200.40, (DITSCAP).
- LDRPS – Living Disaster Recovery Planning System
- Customer Relations Management (CRM)
- US Department of Defense Architecture Framework (DODAF) Methodology

US Navy, 48AG, CTT2 - Honorable Discharge
Languages: Thai, Russian, Latin

PROFESSIONAL SUMMARY:

INSIGHT GLOBAL VIENNA, VIRGINIA, MD/VA/WASHINGTON, DC AREA
SR. DISASTER RECOVERY CONSULTANT 12/12 TO PRESENT
Assist Commercial Client engaged in US Government Contracts to become compliance with various aspects of the Disaster Recovery Process with creating and implementing disaster recovery plans, testing, implementing, training, planning, exercise development, testing and advocating for Disaster Recovery. Provide Project Management and Planning Support for Disaster Recovery (DR) and Continuity of Operations Planning coordination and planning, budgeting, expectations, requirements, commitment and successful implementation. Attend all DR planning and exercise execution sessions. Develop project plans developed in unison with stakeholders and other internal organizations.

Performed Senior Disaster Recovery Consultation services to create, train, brief, develop, edit, a complete Disaster Recovery Process for an International Company with locations in 85 Countries. Primary emphasis on this contract was responding to an E&Y Audit, review current existing COOP/DR/BR Plans, Identify and create a Corporate Wide Disaster Recovery Policy, Review current documentation, identify way ahead for compliance, process Business Impact Assessments (BIA) and educate the Corporation on Disaster Recovery Methodology/Processes/Procedures including Policy Creation. Business Impact Assessments, Identify Preventive Controls, Develop Recovery Strategies, Develop an IT Contingency Plan, Plan, Test, Train, and conduct exercises, and Plan maintenance.

NOWLIN

ASSOCIATES

WASHINGTON, DC AREA
ALEXANDRIA, VIRGINIA 22304
SR. DISASTER RECOVERY

CONSULTANT

11/10 TO PRESENT

Assist Commercial Clients with creating and implementing disaster recovery plans, testing, implementing, training, advocating for Disaster Recovery, Provide Project Management and Planning Support for Disaster Recovery (DR) and Continuity of Operations Planning coordination



and planning, budgeting, expectations, requirements, commitment and successful implementation. Attend all DR planning and exercise execution sessions. Develop project plans developed in unison with stakeholders and other internal organizations.

DOD - NATIONAL SECURITY AGENCY (NSA)
DISASTER RECOVERY, CONTINUITY OF OPS PLANNING
MISSION ASSURANCE LEAD

FORT MEADE, MD
1/02 TO 10/10

Provided Disaster Recovery, Continuity of Operations Planning, Mission Assurance Lead for Analysis and Production Directorate comprising (18) eighteen Staff Divisions and eighteen Product Lines.

Led, advocated, trained, mentored and represented at working groups Senior Staff in the preparation of their Continuity of Operations Planning, disaster recovery and Mission Assurance needs.

Oversaw communications mechanisms for recall (pager, cell, laptops).

Managed and oversaw quarterly recall list maintenance, generation and management.

Ensured yearly tests are created, maintained and performed. Identifies remote and local disaster recovery locations.

Managed remote and local recovery locations. Performs yearly test with Directorate staffs of the entire Agency.

Managed Tabletop Testing across Agency including functional tests of capabilities.

Worked as part of a team to develop a backup IT Infrastructure and develop a fully functional backup data storage and communications facility.

Represents directorate at Agency wide working groups. Performs FEMA Training, has taken FEMA (Federal Emergency Management Training including IS-546 and IS-547.

Information Systems Security Engineer, ISSE supporting Nine Major Programs including Homeland Defense Information Systems Security Programs.

Served as Executive Staff Officer, Analysis and Production, oversaw the Mission Assurance/COOP Planning activities for all of S2/Analysis and Production.

Booz Allen Hamilton, Inc., ENGINEER Linthicum Heights, MD 1/00 to 1/02

Served as an Engineer developing a Maritime Cryptologic Architecture for the US Navy.

Provided strategic direction for evolution of Cryptologic policy, doctrine, operations and systems for the US Navy with cooperation from the Secretary of Defense C4ISR Architecture Framework; specifically managed and oversaw the Maritime Cryptologic Architecture Technical View and worked on Contracts providing Computer Systems Security Engineering of Classified US Department of Defense Computer Systems.

SAIC, SENIOR SYSTEMS ENGINEER

FALLS CHURCH, VA

8/98 to 7/99

- Served as Technical Liaison and group representation of the Architecture Engineering Group.
- Provided Technical Engineering assistance to the Software Development Team.
- He reports to a Corporate Vice-President. Health Care Technology Contract (2) Senior INFOSEC Systems Engineer. He performs duties with INFOSEC Security Group. Performs IS Certification and Accreditation in accordance with DOD 5200.40, DITSCAP. (3) Deputy



Program Manager manages forty-one technical personnel, administrative and support staff for a complex software system. Another role was Senior Technical Consultant to Staff. I am Hands on Systems Engineer. Requires understanding of the project management skills and be able to display the skills. Understands software development life cycle and project manages a group of individuals from different organizations, coordinates and resolves issues and problems. Conducts meetings, encourages communication between organizations to resolve issues and required to clearly document project team goals. Strong written and communication skills. Utilizes PC tools to manage project information including Win 95, Windows NT, MS Office, MS Project, MS Office 97.Y2K Systems Engineer, Performed Y2K Inventory, Assessment, Detailed Assessment and Remediation for the Health Enterprise Solutions. Contingency Business Planning Engineer, performed Contingency Business Planning for Health Care Finance Administration HCFA to review Medicare and Medicaid contingency plans as required by the General Accounting Office Auditors and senior Staff.

NATIONAL SEMICONDUCTOR CORPORATION

ANNAPOLIS JUNCTION, MD

SENIOR NETWORK ANALYST STAFF

1/98 to 7/98

- Managed and oversaw all computer systems used for the purpose of manufacturing computer chips, including furnaces, optical units, special processors, e-mail, network protocols, stand-alone processors, chemical processors, cluster management, Solaris Systems, stand-alone UNIX Platforms personnel management, proposals, purchasing recommendations, vendor contracts, preventive maintenance, software upgrades, hardware installs, hardware upgrades, contracting for support (hardware/software).
- Managed budget for CAM Department, trained junior personnel, and performed technical presentations.
- Performed and provided network upgrades, technical support and troubleshooting for other manufacturing processes.
- Managed 120 gigabytes of data storage including mirror sets, RAID SETS, device controllers, disk controllers, Engineering Database Support, Y2K Project Manager for CAM, Contract manager for vendors, negotiated contracts and technical support.
- Managed Technical Contractor interface to technical vendor libraries.
- Designed computer rooms and electrical requirements.
- Served as Vaxcluster Manager with VAX/VMS/ALPHA Software. System Internals, troubleshooting, crash analysis, total system support and management. Performs Project Management activities for ten to twelve technical personnel.

EXPERIENCE SUMMARY:

Experienced Disaster Recovery [DR/BR] and Continuity of Operations Professional [COOP]I, Systems Manager, Technical Manager, Consultant, Technical Contributor and past Deputy Program Manager, Certified Department of Defense Architecture Framework (C4ISR) professional with over thirty years of experience including but not limited to: part of Authoring Team for the “Orange Book”, the pre-cursor to the “Common Criteria” Computer Information Systems Security Standards which resulted in the DITSCAP Requirements with customers including Department of Defense,



Intelligence Agencies, The White House, Executive Office of the President, Executive Office of the Vice-President, Office of Management and Budget, Hospitals, Shock Trauma Units, Health Care Vendors (HMO), Major Corporations and Air National Guard. OSHA Trained, FEMA Trained and working knowledge with NIST requirements for Federal customers in support of FISMA, Sarbanes/Oxley, Federal Law, Regulations, (Federal, State and Local), USSID 18, EO 12333, Intelligence Oversight and Compliance, US Federal Law, DOD REG 5240.1R, NTISSD 600, Federal Continuity Directive 1 (FCD1), Federal Executive Branch National Continuity Program and Requirements, Federal Continuity Directive 2 (FCD2), Federal Executive Branch Mission essential Functions and Primary Mission Essential Function Identification and Submission Process. Compliance and continuity of operations plan (COOP), examples include NIST SP 800-34 and FEMA HSEEP. Provides expert consulting services and recommendations regarding techniques to ensure continuous client operations in the event of a small to large scale events which cause a partial or complete loss of capability. Provides recommendations both to improve system and business continuity as well as provide quick and efficient recovery in the event of a disaster.

Defines, develops, and maintains a System Contingency Plan that includes preparedness information and procedures for IT systems, equipment resources. Develops a Disaster Recovery (COOP/DR/BR) requirements document, Identify special contingencies such as natural disasters, intentional threats, power outages, and water damage that may adversely affect the clients IT environment. Develops and maintain a Continuity of Operations (COOP) Exercise Plan that shall be utilized to perform the client's semi-annual COOP Exercises. Experience developing System Contingency Plans

- Experience demonstrating an understanding of both business and technical controls as related to business continuity / disaster recovery
- Utilizes current business continuity tools including LDRPS (SUNGUARD) and techniques to enhance the success of deliverables and services for the client examples include BR/DR Planning Templates, BIA Templates and Questionnaires, Test Training & Exercising (TT&E) Post Mortem Reports, and COOP Planning Templates.
- -Strong teaming and project management skills in guiding resources with confidence on the development and enhancement of plans and the implementation of controls on a timely basis at all levels of the client community, internal and external, business and technical, management to technical resources levels
- Ability to identify areas for improvement in business continuity / disaster recovery processes and act as a facilitator to data center operations personnel on the execution of exercises -Demonstrated ability to perform disaster recovery testing at an alternate sites.
- Working knowledge of NIST requirements for Federal customers in support of FISMA compliance and continuity of operations plan (COOP), examples include NIST SP 800-34 and FEMA HSEEP
- Strong communication skills, verbal and written, with the proven ability to listen and understand a client's needs as well as manage the clients expectations throughout the duration of an engagement Extensive Continuity of Operations (COOP) experience, Business Recovery (BR) and Disaster Recovery (DR) Experience and managed an



organization that had twenty-three divisions serving twenty-four hour worldwide operations. I was completely responsible for all the planning, testing, implementation, maintenance, Business Impact Assessments (BIA), identifying alternate facilities, data recovery, electrical, facilities, “hot/warm/cold” sites operations, contract support, operations, recall lists, DR/COOP/BR management software implementation, pager support, cell-phone support, recall activation processes/procedures, table top exercises, full testing, funding plans, critical employee support, creating testing scenarios (facilities for the families of critical employees). Experienced with Reference Architectures for Cloud Security, Disaster Recovery, Software Engineering, Data Center Management and Infrastructure Security. Identified and purchased Disaster Recovery Software support systems including LDRPS operations, installation and software support. Experienced with creating security patterns, requirements and solution proposals. Working knowledge of USSID 18, EO 12333, Intelligence Oversight and Compliance, US Federal Law, DOD REG 5240.1R, NTISSD 600, Federal Continuity Directive 1 (FCD1), Federal Executive Branch National Continuity Program and Requirements, Federal Continuity Directive 2 (FCD2), Federal Executive Branch Mission essential Functions and Primary Mission Essential Function Identification and Submission Process. Working knowledge and hands-on with the Department of Defense (DOD) 3020.26 (Defense Continuity Program), DoD Instruction 3020.29 (Continuity Program Plans for Defense Intelligence, Counterintelligence and Security Components), DoD Instruction 3020.42 Defense Continuity Plan Development, NSA/CSS policy 1-4. National Security Presidential Directive/NSPD 51 and Homeland Security Presidential Directive/HSPD-20. Served as primary contact for Signals Intelligence Program interaction with staff and Information Assurance Products.

- Experience managing Federal Distribution of Software and Hardware for the US Department of Defense.
- Responsible for all the activities, migrations, upgrade, access, training, software, hardware, tools, products, data retention, physical/operational security procedures, policies, meeting Federal Law compliance, meeting US Congressional Oversight, budget, planning, support staff, programmers, testing, procedures, operations management/guidance and 24/7 full operational capability of the White House Information Technology Staff, reporting to the most Senior Staff of the Executive Office of the President, United States, Clinton Administration for the President’s Term of Office.
- Demonstrated knowledge of System Security implementation for High Risk US Government Computer systems that support Highly Classified US Government Covert/Health/Collection, Collaboration, Weapons, Overhead, Communications and hostile support action requirements. Most of the systems had time critical response times with critical implications to the US Government ability to defend the Nation. Support to these programs generated Highly Classified Letters of Appreciation, Awards with personal letters from US Military Force Commanders.



Project Management Skills:

Project valuation, NPV and ROI calculation, quantitative/qualitative analysis/modeling, forecasting and variance analysis, Capital Expenditures and Operational Expenditure planning, competitive analysis, vendor negotiations and contract adherence. Perform project management throughout life cycle including:

- ☐ Project Integration Management
- ☐ Project Scope Management
- ☐ Project Procurement Management
- ☐ Project Time Management
- ☐ Project Cost Management
- ☐ Project Risk Management
- ☐ Project Quality Management
- ☐ Project Human Resource Management
- ☐ Project Communication Management
- ☐ Methodologies (AGILE, WATERFALL, SPIRAL) Development

Methodologies

- ☐ Analysis of existing development process, communications, reporting procedures and business practices
- ☐ Defect tracking and change management
- ☐ Requirements impact and traceability
- ☐ Product specification, development and QA standards
- ☐ Team workflow and communication procedures
- ☐ Six Sigma and PMI standards
- ☐ SDLC (Systems Development Life Cycle)
- ☐ Top-down Development Model
- ☐ WATERFALL Development

CERTIFICATION(s):

Johns Hopkins University; 1982
Howard Community College; 1981-1982
Certificate, Master of Site Management Excellence,
Training Certification Program, Digital Equipment Corporation; 1990
Certification, Certified Access Control Specialist; 2002
Certification, Certified Customer Relations Mgr, US DOD, FGGM, MD; 2004
Certification, Certified Software Engineer- Practice US DOD, FGGM, MD; 2006
Protected Critical Infrastructure Information (PCII)Program
User Certification, Certification, Department of Homeland Security; 2010



PRECIOUS AUNDREL BRANNON

Title/Role:

Education:

December 2005- Bachelor of Arts in Psychology
Albany State University of Albany, Georgia
March 2009- Masters of Science in Human Services, Counseling Specialization
Capella University of Minneapolis, Minnesota
In Process- PhD in Industrial Organizational Psychology
Capella University of Minneapolis, Minnesota

PROFESSIONAL SUMMARY:

June 2001-September 2001

Company Name- NAJA Associates, of Stone Mountain, Georgia

Position Held- Summer Camp Counselor

Duties Performed- Provided daily care and supervision to youth in foster care programs; coordinated indoor/outdoor recreational activities.

September 2001-December 2001

Company Name- Cool Girls Inc., of Atlanta, Georgia

Intern Coordinator Assistant

Duties Performed- Assisted in the coordination of after-school programs for youth.

November 2002-July 2006

Company Name- Boys & Girls Club of Crisp County, Cordele, Georgia

Unit Director and Organizational Developer

Duties Performed- Provided supervision of the operation and daily programs; supervised staff and youth participants; coordinated indoor/outdoor activities for youth; provided/organized training for staff; coordinated fund raising activities; assisted in budget development/planning; grant writer/researcher

May 2003-September 2009

Georgia Intervention Programs and Services, of Fitzgerald, Georgia

Positions Held- Program Manager and Sr. Case Manager

Duties Performed- Provided oversight of mental health programs; supervised case management team; provided staff trainings; conducted clinical testing; conducted diagnostic/psychological intakes, assessments, evaluations, and discharges; developed treatment plans; provided individual, family, and group counseling; assisted in company financial operations, including grant writing and medical billing.

March 2005-January 2007

**Easter Seals of Southwest Georgia, of Vienna, Georgia
Caregiver**

Duties Performed- Provided care and supervision for physically and developmentally disabled consumers; provided life skills building to consumers; coordinated community activities for consumers.



September 2009- Currently

Company Name- U.S. Department of Housing and Urban Development, Community Planning and Development Division (CPD)

Position Held- Community Planning and Development Specialist

Duties Performed- Research and advise local/state government offices on policy, resource management, and procedural requirements for HUD's grant programs and federal funding; research and analyze problems or issues concerning program requirements for the Neighborhood Stabilization Program (NSP), Special Needs Assistance Programs (SNAPs), Community Development Block Grant (CDBG), CDBG-R, Homeless Prevention Rapid-Rehousing Programs (HPRP), and develop recommendations for solutions; monitor/audit and evaluate grants related to NSP, SNAPs, CDBG, CDBG-R, HPRP program performance; develop guidance on program operations, reporting requirements, and use of HUD IT systems, including DRGR, IDIS, e-Snaps, Microstrategy, and GMP; provide recommendations to Senior CPD level staff, to improve program performance with NSP, SNAPs, CDBG, CDBG-R, and HPRP programs and IT systems.

CERTIFICATION(s):

- CPR/First Aid Certified
- Certified Grants Specialist/Writer
- Certified Court Appointed Special Advocate Volunteer (CASA)
- Certified Cognitive Behavior Therapist
- Certified Motivational Enhancement Therapist
- Certified Juvenile Sex Offender Counselor
- Certified Therapeutic Foster Care Provider
- Certified Mentor
- Certified Trainer/Administrator: Children and Adolescent Functional Assessment (CAFAS) Scale
- IMPACT Certification- Foster Care Provider
- Social and Emotional Development in Young Children Certification
- Professional Training
- (Federal Government Related)
- Basically CDBG (HUD)
- CHDO Basics (HUD)
- Building HOME (HUD)
- SNAPs Workshop (HUD)
- DRGR Grant Reporting and Systems Training (HUD)
- IDIS Online Training for CDBG (HUD)
- Communication and Leadership (HUD/HVU)
- Advancing Your Expertise (HUD/HVU)
- The Fundamentals of Exceptional Customer Service (HUD/HVU)
- Alternative Dispute Resolution/Conflict Resolution Course Evaluation (HUD/HVU)
- Additional training provided by HUD HVU (HUD Virtual University)
- (Mental Health Related)
- Substance Abuse Counseling for Children and Adolescents
- Substance Abuse Treatment for Children and Adolescents
- Person-Centered Therapy Training
- Ethics for Addictive Diseases Service Professionals



- CARF- Behavioral Health and Child and Youth Services
- Pharmacotherapy for Alcohol Abuse and Alcohol Dependence: Integrating New Tools and Practices
- Developing Relationships with Youth Training
- Intensive Family Intervention Training
- (Program Management/Development Related)
- New Professionals Training
- Grant Writing Workshop
- Grant Writing Training
- Budget Writing Training
- Financial Literacy Training
- Consultation Training
- Experience/Skills
- Experience in consulting with organizations/federal agencies for the purposes of Grant Writing, Research,
- and Grant Reviews
- Over 8 years experience in Managing and Directing Community Service and Mental Health Programs
- Computer Programming Skills
- Internet Skills
- Experience/Knowledge and Training with various Governmental Grant Reviewing, Standards, Policies, and
- Procedures
- Professional Member Organizations:
- Member of the Society for Industrial Organizational Psychology
- Member of American Psychological Association
- Combined Federal Campaign, Key Worker



EDWIN C. SCHANNE

Title/Role:

Education:

Bachelor of Arts: Franklin Pierce University, Rindge, NH
Graduated. Dean's List, Biology Degree
Dale Carnegie Institute: Annapolis, MD

Member / Affiliations:

National Home Builders Assoc.(NAHB)
Eastern Shore Builders, Assoc.(ESBA),
Queen Anne's County Chamber of Commerce (QACCC)
Maryland Home Improvement Contractor (MHIC)

Experience / Qualifications

Become a most beneficial asset and top performer to an organization where I could utilize all my professional skills, individualism, and creativity in a team effort to make our organization a top competitor in its industry.

PROFESSIONAL SUMMARY:

Over 25 years of professional accomplishments in the following areas:

Sales/Marketing
Presentation Skills
Territorial Management
Leadership Ability
Product Training
Communication/Computers
Competitive Bidding
Building & Remodeling

PROFESSIONAL SKILLS:

Ability to effectively communicate with executive level purchasing agents, architects, builders and home owners in determining their fundamental reasoning for purchasing and/or specifying specific products. Acute people skills with special attention focused on the customer's wants and needs and ability to purchase within their respective budget. Persistent follow-up and self- dedication for ultimate satisfaction and achievement. Diverse knowledge of building components, systems, and construction techniques.

PROFESSIONAL ACCOMPLISHMENTS:

January 2009 - Present	Independent Contractor / FEMA Disaster Inspections
August 1995 – January 2009	Owner/Manager Chesapeake Sash & Door Co., LLC Chester, MD
Oct. 1991 – June 1995	Regional Manager SNE Enterprises Wausau, WI



April 1990 – October 1991

Territory Manager
Lee Distributing Company
Buffalo, NY

April 1987 – March 1990

Regional Manager
Peachtree Doors, Inc.
Norcross, GA

April 1983 – April 1987

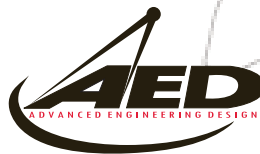
Sales Representative
Velux America, Inc
Wilmington, MA

REQUEST FOR QUOTATION FOR:

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY
(HURRICANE SANDY)**

**VOL III - Section 4
Price Schedule
(Section 4.4.5)**

SUBMITTED TO:
STATE OF NEW JERSEY
DIVISION OF PURCHASE AND PROPERTY



SUBMITTED BY:
CORPORATE OFFICE: 6525 BELCREST ROAD, SUITE 426
HYATTSVILLE, MARYLAND 20782
101 HUDSON, 21ST FLOOR, JERSEY CITY, NJ 07302

PRICE SCHEDULE

RFP 14-X-23110

AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)

Refer to RFP [Section 3.0](#) (Scope of Work) for task requirements and deliverables, [Section 4.4](#) (Organizational Support and Experience), and [Section 6.7.2](#) (Bidder's Price Schedule) for additional information regarding this Price Schedule. Failure to submit all information required will result in the proposal being considered non-responsive.

Bidder's Name: _____

POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
1	Partner/Principal/Director	\$	\$	\$
2	Program Manager	\$	\$	\$
3	Project Manager	\$	\$	\$
4	Subject Matter Expert	\$	\$	\$
5	Supervisory/Senior Consultant	\$	\$	\$
6	Consultant	\$	\$	\$
7	Associate/Staff	\$	\$	\$
8	Administrative Support Staff	\$	\$	\$

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
9	Other Direct Costs	N/A	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- * The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

