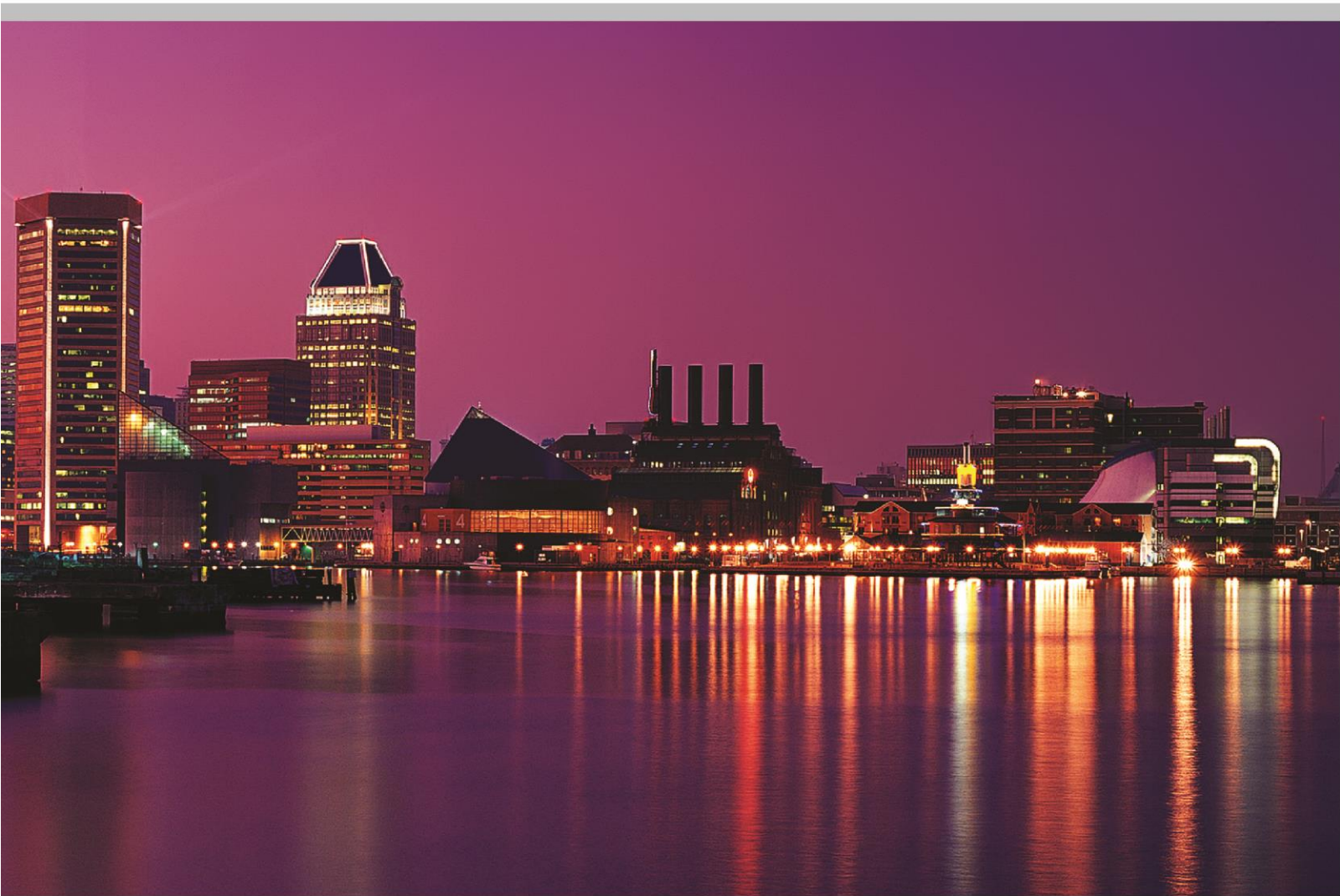


Response to

The United States, the Mayor and City Council of
Baltimore, and the Police Department of Baltimore City for

Baltimore Police Department Monitoring Application

Due: June 8, 2017





June 2, 2017

Puneet Cheema
Trial Attorney
Civil Rights Division
U.S. Department of Justice
601 D Street NW
Washington, DC 20579
puneet.cheema2@usdoj.gov

Erin Sher Smyth
Purchasing Agent for Baltimore City
231 E. Baltimore Street – 3rd Floor
Baltimore, MD 21202
Erin.Sher@baltimorecity.gov

Re: Baltimore Police Department Monitoring Application

Dear Mr. Cheema and Ms. Smyth:

BITHGROUP Technologies is delighted to submit this proposal to provide Monitoring Services in evaluating BPD and the City's implementation of the Consent Decree. For this important project, we have selected an outstanding team whose members have the necessary skills and experience that will enable us to successfully deliver highly qualified and capable service to the City of Baltimore and the US Department of Justice over the life of this program.

We are teaming with one of our longstanding business partners, Hughes Barney Investigations, LLC, who brings extensive policing investigative skills, community outreach and knowledge of local, state and federal laws. We are also working with professors from both the University of Maryland and Morgan State University who have expertise in the criminal justice arena and civil rights legal area.

BITHGROUP Technologies, Inc. is proud of our performance on a variety of local, state, federal and private contracts. BITHGROUP has been providing program and project management and oversight as well as independent validation and verification for a full-spectrum of projects for the State of Maryland and the City of Baltimore to include projects for the Mayor's Office, Baltimore Police Department, Department of Human Resources and Maryland State Department of Education. Founded in 1992 and headquartered in Baltimore, BITHGROUP is a State of Maryland CATS Master Contractor, a certified Minority Business Enterprise (MBE) and a graduate of the SBA 8(a) program.



Thank you so much for your consideration.

Sincerely,

Harry Holt, Jr.
Vice President of Operations
BITHGROUP Technologies, Inc.



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1. Executive Summary

The BITHGROUP Technologies, Inc. is a certified Minority Business Enterprise (MBE) based in Baltimore, Maryland. Our team has over 20 years of proven experience with successful projects in both State of Maryland and Baltimore City. During that time, we have been involved in a project where we established a community resource center and went out into the community to inform them about changes with technology and how it would impact them. Our President and CEO has been involved in many initiatives in the city to enhance economic opportunities for the minority business community in the city and the state. Therefore, we know the diverse communities within Baltimore. We are well qualified to assist in your monitoring efforts to assess and report on the implementation of the Consent Decree regarding the Police Department of Baltimore City (BPD).

We are teaming with one of our longstanding business partners Hughes Barney Investigations, LLC who brings extensive policing investigative skills, community outreach and knowledge of local, state and federal laws. Both the University of Maryland and Morgan State University are partners and have extensive expertise in the criminal justice arena and civil rights legal area.

For this program, Our team will assist the United States, the Mayor and City Council of Baltimore, and the Police Department of Baltimore City (collectively, “the Parties”) in evaluating the BPD and the City’s implementation of the Consent Decree. We will do this by assessing and reporting whether the requirements of the Consent Decree have been implemented, and whether this implementation is “resulting in constitutional and effective policing, professional treatment of individuals, and increased community trust...”.

Specifically, the BITHGROUP Team will do the following:

- Assist in achieving compliance with the Consent Decree by offering technical assistance, issuing recommendations, providing information to and soliciting information from the public, and preparing public reports on the Consent Decree implementation on a semi-annual basis.
- Work closely with the BPD and its staff to ensure full and effective compliance under the consent decree.
- Generate documentation including project plans, monthly reports and other documents to ensure successful implementation and compliance with the Consent Decree.
- Conduct weekly, monthly, and quarterly meetings as needed and agreed-upon with stakeholders.
- Conduct communications and outreach to include police officers, public and related stakeholders. Tools will include in-person meetings, website and surveys, as needed.
- Measure outcomes and compliance with the Consent Decree.
- Conduct a comprehensive re-assessment two years after the consent decree has been in place.
- Submit an annual budget for monitoring the Consent Decree.

The TBG Monitoring Team consists of highly qualified individuals. The senior positions will be filled by individuals with more than 30 years of experience in policing and in project management. Many of our team members have advanced degree and more than 20 years of project management, community outreach, data analysis, civil rights and policing. Under TBG contract management, each team member’s unique



capabilities will be utilized. We also have plans to add additional team members to our team who we will recruit from the local community, as required.

We believe there are three differentiating factors that qualify The BITHGROUP Team to meet the needs of City and the Department of Justice. They are (1) our proven ability to manage and execute complex projects using an integrated approach, (2) our experienced resources, and (3) our knowledge of Baltimore City and our ability to connect to the community and build a bridge between the Baltimore City Police Department and the Greater Baltimore Community at large.



2. Response to Scope of Work

Responses to the RFA shall include references to the requirements outlined in Paragraphs 8-27 above and detailed descriptions of how candidates will meet those requirements.

- a. An overview for how BPD will reach Full and Effective Compliance with all Material Requirements of the Consent Decree within five years, including a schedule with specific deadlines for the upcoming year and a general schedule for successive years;*
- b. A review and approval process for all BPD actions that are subject to review and approval by DOJ and or the Monitor;*
- c. An explanation for how the Monitor will assess compliance with the material requirements of the Consent Decree;*
- d. A description of outcome assessments and compliance reviews that will be used to assess compliance with the Consent Decree, including a general description of the methodologies used;*
- e. A schedule for conducting all outcome assessments and compliance reviews, taking into account that the data and technology necessary to conduct the assessments or reviews may be currently unavailable;*
- f. A process for sharing the results of all outcome assessments and compliance reviews with the parties, including all source data and information analysis, and a complete and detailed explanation of any conclusions;*
- g. Delineation of the roles and responsibilities of the Monitor's team members, including identifying a Deputy Monitor with authority to act in the Monitor's absence, lead members who have primary responsibility for each section of the Consent Decree, and specifying whether the Monitor has delegated approval authority to a team member in their area of primary responsibility;*
- h. A protocol for communication, engagement, and problem solving with BPD and DOJ; and*
- i. Identification of any documents that must be preserved beyond the requirements of applicable retention policies.*

Response to Requirements in Paragraphs 8-27 RFA

(8). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will assist the Court and the Parties in evaluating the BPD and the City's implementation of the Consent Decree. We will do this by assessing and reporting whether the requirements of the Consent Decree have been implemented, and whether this implementation is "resulting in constitutional and effective policing, professional treatment of individuals, and increased community trust...".

(9). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will assist in achieving compliance with the Consent Decree by offering technical assistance, issuing recommendations, providing information to and soliciting information from the public, and preparing public reports on the Consent Decree implementation on a semi-annual basis.

(10). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will work closely with the BPD and its staff to ensure full and effective compliance under the consent decree. We will make a plan that provides a clear, unified structure and framework for the day-to-day and week-to-week implementation that the constituents from across the Baltimore City community will need to undertake to ensure that the Decree is ensuring officer safety, public safety, and constitutional policing in a manner that is consistent with the values of Baltimore City's diverse communities.

(11). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team's monitoring plan will be a mixture of a project implementation plan and an agenda. The plan will outline the framework – informed by the Team's experience with policing, civil rights, monitoring, data analysis and project management and our specific sense of the dynamics in Baltimore City – for ensuring that the progress is swift, reforms are real, and everyone involved understands what is being worked on, and when, as the year unfolds.



(12). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will develop annual monitoring plans. We will have the first plan completed within the first 90 days of the appointment.

(13). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team’s monitoring plan will include the following:

- a. An overview for how BPD will reach Full and Effective Compliance with all Material Requirements of the Consent Decree within five years, including a schedule with specific deadlines for the upcoming year and a general schedule for successive years;
- b. A review and approval process for all BPD actions that are subject to review and approval by DOJ and or the Monitor;
- c. An explanation for how the Monitor will assess compliance with the material requirements of the Consent Decree;
- d. A description of outcome assessments and compliance reviews that will be used to assess compliance with the Consent Decree, including a general description of the methodologies used;
- e. A schedule for conducting all outcome assessments and compliance reviews, considering that the data and technology necessary to conduct the assessments or reviews may be currently unavailable;
- f. A process for sharing the results of all outcome assessments and compliance reviews with the parties, including all source data and information analysis, and a complete and detailed explanation of any conclusions;
- g. Delineation of the roles and responsibilities of the Monitor’s team members, including identifying a Deputy Monitor with authority to act in the Monitor’s absence, lead members who have primary responsibility for each section of the Consent Decree, and specifying whether the Monitor has delegated approval authority to a team member in their area of primary responsibility;
- h. A protocol for communication, engagement, and problem solving with BPD and DOJ; and
- i. Identification of any documents that must be preserved beyond the requirements of applicable retention policies.

Example of one section of the Monitoring Plan Format

1. Community Oversight Task Force			
Milestone	Responsible Stakeholders	Deliverable	Deadline
Establishing a Community Oversight Task Force			

(14). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will conduct quarterly in person meetings with different Baltimore neighborhoods. We will establish a Website and will



post our proposed budget accounting of our expenditures. We will also reach out to the police officers and maintain communication with their representatives on a monthly weekly basis.

(15). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will provide the City and BPD with technical assistance to ensure that they are successful implementing the Consent Decree. Our team has a great deal of experience with policing, training and community engagement to share.

(16). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will make recommendations as to how to measure outcomes compliance with the consent decree.

(17). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will formulate measures and compliance assessments and conduct qualitative and quantitative assessments to measure progress to reach the consent decree.

(18). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will produce monthly reports that will include the following:

Work Conducted	Period	Technical Assistance Provided	Upcoming Period Work
BPD and City progress implementing Consent Decree	Obstacles	Methodology	Findings and Outcomes

Sample Weekly Monitoring Report

Key Provisions	Full and Effective Compliance	In Progress	Not Yet Started
Community Oversight Task Force			
Community Policing and Engagement			
Stops, Searches, Arrest and Interactions			
Impartial Policing			
Responding to and Interacting with People with Behavioral Health Disabilities or in Crisis			
Use of Force			
Interactions with Youth			
Transportation of Persons in Custody			



First Amendment Protected Activities			
Handing of Reports of Sexual Assault			
Technology			
Supervision			
Misconduct Investigations and Discipline			
Coordination with Baltimore City School Police Force			
Recruitment, Hiring and Retention			
Implementation and Enforcement of Consent Decree			

(19). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will conduct a comprehensive re-assessment two years after the consent decree has been in place. This will be conducted every two years. We will highlight the greatest achievements and the areas of greatest concern.

(20). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will submit an annual budget for monitoring the Consent Decree.

(21). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will communicate with the parties weekly about the status of the Consent Decree.

(22). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will meet with the BPD officers about the Consent Decree to hear their issues and concerns regarding the implementation.

(23). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will only make public statement to the extent permitted by the terms of the Consent Decree and will testify in proceedings only as provided in the Consent Decree.

(24). The BITHGROUP Technologies Baltimore City Police Department Monitoring Team will maintain the highest ethical standards.



3. Personnel and Current Time Commitments

a. The names of the individuals and/or subcontractor consultants who would comprise the team;

Name	Role
Dale Hughes Sr.	Monitor
Harry Holt	Deputy Monitor
Mike Bozeman	Director of Implementation
Doris Stewart Cutler	Director of Community Engagement
Kendall Foster	Director of Outcome Measures
Mike Smith	Monitoring Team
Mike Bozeman	Monitoring Team
Wendy Bozeman	Monitoring Team
Joe Twiggs	Monitoring Team
Doris Stewart Cutler	Monitoring Team
Gigi Hughes	Monitoring Team
Serena Trent- Speight	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Legal Consultants
University of Maryland Criminology Department	Legal Consultants
Morgan State University Criminal Justice Department	Legal Consultants

b. A summary of the relevant background of each team member;

Name	Relevant Background
Dale Hughes Sr.	Over 42 years of experience including 20 years in law enforcement and investigations. Office of Internal Affairs as an investigator all with the DC Metropolitan Police Department.



Harry Holt	Over 33 years of experience including 15 years in community based work-force development educational programs. Extensive experience working with diverse groups and a large amount of his professional experience has been in Baltimore City.
Mike Bozeman	Experienced with implementing innovative investigative techniques and community- based initiatives. Including many years served as a policeman for Prince George’s County Police Department.
Doris Stewart Cutler	Accomplished spokesperson and gender advocacy thought leadership and community outreach experience. Non-profit development and operational management with 20 years of Law Enforcement experience.
Kendall Foster	Experience with analyzing and proposing policy solutions and ideas of best strategies for pertinent educational equality issues. Facilitated and supported program evaluation projects for achievement programs.
Mike Smith	Former Baltimore City Police Department member. (Retired)
Robert Wallace	Successful business man who has been engaged within the Baltimore City community his entire life. Over 40 years of involvement in the Baltimore City communities.
Wendy Bozeman	Experienced working with diverse communities as it relates to employment, job placement, job coaching and creating maintaining and measuring outcomes and producing quarterly reports.
Joe Twiggs	Over 10 years of investigative experience along with 22 years of law enforcement experience.
Gigi Hughes	Over 10 years of investigative experience.
Serena Trent-Speight	Over 5 years of fiscal management experience.
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Monitoring Team
To Be Hired locally	Legal Consultants
University of Maryland Criminology Department	Legal Consultants
Morgan State University Criminal Justice Department	Legal Consultants

c. The internal organization of the team, including the areas of responsibility for each member;



Name	Responsibility
Dale Hughes Sr.	Monitor (Lead Investigator)
Harry Holt	Deputy Monitor (Project Oversight)
Mike Bozeman	Director of Implementation
Doris Stewart Cutler	Director of Community Engagement
Kendall Foster	Director of Outcome Measures
Mike Smith	(Investigator)
Robert Wallace	Project Oversight
Wendy Bozeman	(Community Outreach)
Joe Twiggs	(Investigator/Implementation)
Gigi Hughes	(Investigator/Implementation)
Serena Trent Speight	(Fiscal maNAGEMENT/Reporting)
To Be Hired locally	Monitoring Team (Community Outreach)
To Be Hired locally	Monitoring Team (Community Outreach)
To Be Hired locally	Monitoring Team (Investigation)
To Be Hired locally	Monitoring Team (Investigation)
To Be Hired locally	Monitoring Team (Implementation)
To Be Hired locally	Monitoring Team (Implementation)
To Be Hired locally	Monitoring Team (Outcome/Measures)
To Be Hired locally	Monitoring Team (Outcome/Measures)
To Be Hired locally	Legal Consultants
University of Maryland Criminology Department	Legal Consultants
Morgan State University Criminal Justice Department	Legal Consultants

- d. A description of all other current employment, projects, or other professional undertakings for each team member, noting the team member's time commitments for each; and

Name	Time Commitment
Dale Hughes Sr.	Full-Time
Harry Holt	Part-time
Mike Bozeman	Full-Time



Doris Stewart Cutler	Part-Time
Kendall Foster	Full-Time
Mike Smith	Full-Time
Robert Wallace	Part-Time
Wendy Bozeman	Part-Time
Joe Twiggs	Full-Time
Gigi Hughes	Part-Time
Serena Trent Speight	Part-Time
To Be Hired locally (Community Outreach)	Full-Time
To Be Hired locally (Community Outreach)	Part-Time
To Be Hired locally (Investigation)	Full-Time
To Be Hired locally (Investigation)	Part-Time
To Be Hired locally (Implementation)	Full-Time
To Be Hired locally (Implementation)	Part-Time
To Be Hired locally (Outcome/Measures)	Full-Time
To Be Hired locally (Outcome/Measures)	Part-Time
To Be Hired locally (Lawyer)	Full-Time
University of Maryland Criminology Department	Part-Time
Morgan State University Criminal Justice Department	Part-Time

- e. Team members' status, if any, as a small, local, woman-owned, or minority-owned business, and what percentage of the Monitor's total work for which they will be responsible. If any team members have received certification or official confirmation of such status, they should specify the agency or authority that has granted certification.

BITHGROUP Technologies (40%)	Minority Owned Business Baltimore City Certified MDOT Certified Pursuing Hub-zone Certification
Hughes Barney Investigations (50%)	Women-Owned Business SDB MDOT DBE
Legal Consultants (10%)	State Universities



4. Qualifications

Monitor applications should specify each team member's qualifications per Paragraphs 25-27, including background information; experience in each of the areas of expertise identified in Paragraph 26, as applicable, with reference to corresponding subparagraphs; and any other relevant experience.

BITHGROUP Technologies, Inc. has selected an outstanding team whose members have the necessary skills and experience that will enable us to successfully deliver professional services and solutions to the City of Baltimore and the US Department of Justice over the life of this program. BITHGROUP leverages our in-house capabilities in public procurement experience, knowledge of stakeholders, and proven success working with public agencies. BITHGROUP has created a pool of like-minded, complementary partners that have expertise in evaluating implementation of community programs related to civil rights and community policing. As the prime, BITHGROUP's successful past performances and qualifications for delivering quality services, will demonstrate not only our ability to manage and coordinate projects but also showcase our dedication to working with local small minority businesses and the community.

On the following page is a chart demonstrating each Team Member's qualifications relevant to Paragraphs 25-27.



Monitoring Team Members	Qualifications per Paragraphs 25-27 of RFA																	
	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r
Dale K. Hughes, Sr. (Former/Retired Law Enforcement)	X	X				X		X		X		X		X	X			X
Jeannette Hughes (CEO)	X		X					X									X	X
Doris D. Cutler (Former/Retired Law Enforcement)	X	X		X		X		X	X	X		X		X	X		X	X
Tonce A. Cutler, Sr. (Former/Retired Law Enforcement)	X	X				X		X		X		X		X	X			X
Joseph F. Twiggs II (Former/Retired Law Enforcement)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
William O. Scott (Former/Retired Law Enforcement)	X	X								X		X						X
Michael Bozeman (Former/Retired Law Enforcement)	X	X				X		X		X								
Wendy Bozeman Civil rights liaison and community outreach specialist																		
Kendall J. Foster Public Policy & law; data collection & analysis																		
Legal (TBD)																		
Serena Speight Reporting					X			X			X					X	X	X



5. Prior Experience and References:

Monitor applications should list current or recent experience (within the last 10 years) for each team member that is relevant to the monitoring duties specified by the RFA, with reference to the numbered paragraph that corresponds to the relevant current or recent experience. This information should include references for each project listed, and, if available, examples of non-confidential work product that is similar to the materials required for this project.

BITHGROUP Technologies, Inc. has selected an outstanding team whose members have the necessary skills and experience that will enable us to successfully deliver professional services and solutions to the City of Baltimore and the US Department of Justice over the life of this program. BITHGROUP leverages our in-house capabilities in public procurement experience, knowledge of stakeholders, and proven success working with public agencies. BITHGROUP has created a pool of like-minded, complementary partners that have expertise in evaluating implementation of community programs related to civil rights and community policing. As the prime, BITHGROUP's successful past performances and qualifications for delivering quality services, will demonstrate not only our ability to manage and coordinate projects but also showcase our dedication to working with local small minority businesses and the community.

a. Firm Profiles and Experience

BITHGROUP Technologies, Inc.



Established in 1992 by Robert L. Wallace, current President and CEO, BITHGROUP Technologies is a certified Minority-Owned Business (MBE) with the State of Maryland and the City of Baltimore.

Headquartered in Baltimore, Maryland, the company has provided IT and project management services to commercial, educational and government organizations for the last 25 years.

Over the last 25 years our company has built up a strong and consistent reputation for delivering quality and cost-competitive information technology and engineering services. While our clients are diverse and cut across multiple industries and governmental jurisdictions, many of our strongest past performances have been performed for Maryland State Agencies and for the City of Baltimore.

BITHGROUP Technologies, Inc.'s founder and CEO, Robert L. Wallace, is an internationally known and respected entrepreneur, business consultant, and published author. He has advised mayors, governors, and corporate executives on technology implementation, enterprise architectures, system development, Y2K preparation, and strategies for maximizing operating efficiencies and governmental operations via strategic investments in technology. He is the immediate past chairman of the State of Maryland Information Technology Board (ITB), which advises the Governor and the State CIO on information technology matters. He also serves as IT Consultant to the Information Technology Board (ITB) of Baltimore City Government. As a member of the Governor's Advance Technology Commission for the State of Maryland, Mr. Wallace helped to chart a framework for the flourishing of the Hi-Tech economy in Maryland. This commission worked to identify the strengths and weakness of Maryland's business climate, assessing successful initiatives in other pro-business states and submitted detailed recommendations to the Governor for further



growth in Maryland's Hi-Tech economy. Wallace has earned special recognition from local, state, national and international governments for his work in technology implementation and small business development. Robert is a recognized expert in the areas of business economics, entrepreneurship, intrapreneurship, and urban economic development.

BITHGROUP's Related Past Performance

The BITHGROUP team has considerable experience in project management and evaluation. BITHGROUP Technologies provided services to the Information Technology Board (ITB) of Baltimore City. We developed a multi-year Strategic Information Technology Plan. This critical plan represented the collaborative data gathering efforts and comprehensive analysis of all 46 city agencies and departments. Data gathering methods included: JAD sessions, one-on-one interviews, group interviews, questionnaires, industry analysis, and comparable city analysis. A comprehensive documentation of the City's IT infrastructure ensued followed by the detailed drafting of technology plans to accommodate the City's future growth and expansion. Project required citywide planning, analysis, documentation, and administration services for the City of Baltimore.

The select projects below demonstrate BITHGROUP's ability to successfully lead large- and small-scale projects to intended outcomes that meet the goals and objectives of each unique project. Our demonstrated experience working with the City of Baltimore includes the following select engagements:

Y2K Preparation BITHGROUP Technologies led the City of Baltimore's Y2K consulting project for City of Baltimore. Work entailed designing Y2K strategy, implementation of strategy, design, development, and staffing Y2K command center, testing and risk management. Managed major BPR project for \$30 million Geographical Information System (GIS) in the Department of Public Works.

Information Technology Board (ITB) BITHGROUP Technologies provided consulting services to the Information Technology Board (ITB) of the City of Baltimore. Advise the Mayor and his executives on critical information technology initiatives that impact the citizens of Baltimore City. Led effort to conduct Business Process Reviews for the implementation of Oracle ERP system for city government and Baltimore Public School System. BITHGROUP also provided consulting services in the initial research and design for Mayor O'Malley's CitiStat system. Additionally, provided executive management and oversight of the Baltimore's first thoroughly researched information technology strategy plan, which has served as a guide for new and exciting citywide technology deployments.

Mayor's Office of IT Support BITHGROUP has provided a range of business re-engineering solutions to the City of Baltimore Mayor's Office of Information Technology. Our analyst has performed the following key tasks:

- Assisting in the implementation of a video conference solution for the Police Commissioner to maximize communication.
- Overseeing a massive email migration of nearly 3,000 users from GroupWise to Exchange. The purpose of the migration was to bring the Police Department under the same mail system as the City of Baltimore to improve speed and reliability.
- Managing a migration from an outdated Novell network to a Microsoft domain and merging with the City of Baltimore's Microsoft Network and becoming a child domain under them. We will maintain the administrative side of our network.





- Currently involved in moving Police Department servers to a complete Virtual environment to share with Baltimore City. For this project, we use a Cisco UCS, which allows all the Department’s servers to be virtualized on one large server, thereby greatly reducing power consumption and hardware costs and to allow for easy upgrade of the virtual servers.

Hughes Barney Investigations, LLC





Hughes Barney is a Woman-Owned Small Business (WOSB) that provides discreet, thorough, systematic inquiries into such matters as frameworks, environments, credentials and qualifications. We diligently research pertinent information and facts which enables clients to resolve issues, evaluate, select or eliminate prospective or current employees. HBI assists clients in working through Integrity Issues in order to uncover, solve and limit internal loss within the business or organization.

HBI Related Past Performance

Customer	Project Description
Omniplex World Services 	April 2002 – Present Hughes Barney Investigations is responsible for conducting and completing for multiple Federal Agencies, full scope background investigations inclusive of, but not limited to: verification of employments past and present, education, credentials, professional licenses, along with personal and social frameworks. Investigations included utilizing, researching and examining criminal and civil records at local, State and Federal levels.
Systems Applications And Technology Inc. 	October 2000 – June 2002 Hughes Barney Investigations was responsible for performing and completing single scope background investigations including precise, detailed and extensive pre-employment screening for all public safety positions within Prince George’s County, Maryland.



<p>Sears Roebuck Company</p> 	<p>September 1996 – December 1999 Hughes Barney Investigations Senior Management was the Lead Asset Protection Investigator of a \$35MM facility overseeing the security coordinator and maintenance of \$12MM in wholesale inventory. Responsible for investigating internal theft as well as obtaining affidavits for arrest warrants and criminal summons. Hughes Barney Investigations Senior Management was also credited for creating strategies for reducing internal and external thefts.</p>
<p>Metropolitan Police Department Washington, D.C.</p> 	<p>May 1975 – August 1996 Hughes Barney Investigations was assigned to <i>Patrol Division</i> responding to major incidents as well as conducting onsite investigations. <i>Auto Theft Unit</i> maintained 80% + recovery rate. <i>District Detective</i> maintained a 50%+ closure rate that was coordinated with local and federal agencies, managing an average of 10 investigations per week. <i>Office of Internal Affairs</i> Lead Investigator of misconduct leading to disciplinary action or criminal prosecution concerning all D.C. employees and contractors.</p>



b. Team Member Prior Experience

Below is a summary of Team Member qualifications, followed by resumes that provide additional detail of Team Members' backgrounds, skills and capabilities.

Name	Relevant Background
Dale Hughes Sr.	Over 42 years of experience including 20 years in law enforcement and investigations. Office of Internal Affairs as an investigator all with the DC Metropolitan Police Department.
Harry Holt	Over 33 years of experience including 15 years in community based work-force development educational programs. Extensive experience working with diverse groups and a large amount of his professional experience has been in Baltimore City.
Mike Bozeman	Experienced with implementing innovative investigative techniques and community- based initiatives. Including many years served as a policeman for Prince George's County Police Department.
Doris Stewart Cutler	Accomplished spokesperson and gender advocacy thought leadership and community outreach experience. Non-profit development and operational management with 20 years of Law Enforcement experience.
Kendall Foster	Experience with analyzing and proposing policy solutions and ideas of best strategies for pertinent educational equality issues. Facilitated and supported program evaluation projects for achievement programs.
Mike Smith	Former Baltimore City Police Department member. (Retired)
Robert Wallace	Successful business man who has been engaged within the Baltimore City community his entire life. Over 40 years of involvement in the Baltimore City communities.
Wendy Bozeman	Experienced working with diverse communities as it relates to employment, job placement, job coaching and creating maintaining and measuring outcomes and producing quarterly reports.
Joe Twiggs	Over 10 years of investigative experience along with 22 years of law enforcement experience.
William O. Scott	Former/Retired Law Enforcement with 43 years of experience related to security, policing and investigations.
Gigi Hughes	Over 10 years of investigative experience.
Serena Trent-Speight	Over 5 years of fiscal management experience.
Tonce Cutler	43+ years of experience in security and police work.



DALE K. HUGHES, MONITOR

PROFESSIONAL SUMMARY

Mr. Hughes has more than 42 years of experience, including 20 years in law enforcement and investigations, earning extensive investigative experience in automobile thefts in TAC Undercover Unit, serving as a District Level Detective, District Homicide Investigator and in the Office of Internal Affairs as an Investigator, all with the DC Metropolitan Police Department. He retired in good standing.

His experience includes working as a Federal Background Investigator under an Intelligence Agency since 2002 through Omniplex World Services, Omnisec Investigations, in Chantilly VA. A former Background Investigator for Systems Applications and Technology (SA-TECH), he focused on the hiring of Police and Fire Departments for Prince George's County Maryland.

SKILLS SUMMARY

- Experienced law enforcement professional
- Experienced Detective for over in complex criminal investigations
- Conduct investigations for all victims of robberies and business establishments
- Conduct investigations for missing persons
- Conduct investigations for high profile cases
- Collect evidence and prepare affidavits and testimonies for all levels of judicial proceedings
- Collect information from victims/witnesses to properly investigate criminal cases
- Collaborate with other jurisdictions and agencies in Washington DC, Virginia and Maryland as well as the Federal Government
- Conduct extensive investigations involving domestic violence
- Conduct investigations of violent crimes
- Skilled at coordinating, organizing and participating in joint task forces with many local jurisdictions with whom I maintain professional contacts
- Received numerous training certifications from the Metropolitan Police Department and others
- Outstanding interview and interrogative skills
- Excellent oral, written and computer skills
- Possess extensive knowledge and techniques in laws of arrest, search and seizure, rules of criminal procedure and court decisions with the ability to interpret and apply them to criminal investigations of the D.C. Laws and Procedures for criminal investigations
- Extensive knowledge of **WALES, NCIC, NLETS, COLUMBO, JUSTIS and LEO (Federal Investigative Tools and Procedures) CJIS-(Criminal Justice Information System)**

EDUCATION & CERTIFICATIONS

Metropolitan Police Department
Investigators School Spring of 1988

Metropolitan Police Department Sex
Crimes Investigation School : Fall of 1989

Metropolitan Police Department Homicide
Investigations School: Fall of 1992

CJIS (Criminal Justice Information System)
Live Scan Fingerprint Certifications:
IDENTIX May 2010

CJIS (Criminal Justice Information System)
Live Scan Fingerprint Certifications: CROSS
MATCH March 2012

District of Columbia Teachers College,
1976



RELATED EXPERIENCE

Omniplex World Services, April 2002 – Present

Hughes Barney Investigations Senior Management was contracted to be responsible for conducting and completing for multiple Federal Agencies, full scope background investigations inclusive of, but not limited to: verification of employments past and present, education, credentials, professional licenses, along with personal and social frameworks. Investigations included utilizing, researching and examining criminal and civil records at local, State and Federal levels.

Systems Applications and Technology, Inc., October 2000 – June 2002

Hughes Barney Investigations Senior Management was contracted to be responsible for performing and completing single scope background investigations including precise, detailed and extensive pre-employment screening for all public safety positions within Prince George's County, Maryland.

Sears Roebuck and Company, September 1996 – December 1999

Hughes Barney Investigations Senior Management was the Lead Asset Protection Investigator of a \$35MM facility overseeing the security coordinator and maintenance of \$12MM in wholesale inventory. Responsible for investigating internal theft as well as obtaining affidavits for arrest warrants and criminal summons. Hughes Barney Investigations Senior Management was also credited for creating strategies for reducing internal and external thefts.

Metropolitan Police Department, Washington, D.C., May 1975 – August 1996

Hughes Barney Investigations Senior Management assigned to Patrol Division responding to major incidents as well as conducting onsite investigations. Auto Theft Unit maintained 80% + recovery rate. District Detective maintained a 50%+ closure rate that was coordinated with local and federal agencies, managing an average of 10 investigations per week. Office of Internal Affairs Lead Investigator of misconduct leading to disciplinary action or criminal prosecution concerning all D.C. employees and contractors.



HARRY HOLT, DEPUTY MONITOR

PROFESSIONAL SUMMARY

Mr. Holt is a strategic business manager with a demonstrated record of success and diverse high impact in project management for both for-profit and not-for profit organizations, such as IBM/Price Waterhouse, BITHGROUP Technologies and INROADS. Mr. Holt has a strong record as Project Manager, gifted in aligning people, programs and business objectives to create high-performing, collaborative teams. An expert in the methodologies, best practices, and benchmarks of process engineering, Mr. Holt is instrumental in aligning businesses with information technology applications. Mr. Holt is a certified change integration and business process consultant and is versed with Change Readiness and Organizational Structure and the development of systems implementation plans. Mr. Holt has exceptional communication and interpersonal skills marked by personable and respectful interaction with colleagues and clients. Mr. Holt has worked with BITHGROUP Technologies for 20 years.

EDUCATION & COURSEWORK

ABD, Human Resource Management/Organizational Behavior, George Washington University, Washington, DC, 2004

Masters of Business Administration in General Management, Dartmouth College, Hanover, New Hampshire, 1991

Bachelors of Science in Chemical Engineering, Brown University, Providence, Rhode Island, 1984

CAREER HIGHLIGHTS

- Led several organizational transitions, including creating regional office and office shutdowns.
- Established Mid-Atlantic Regional Board of Directors to increase engagement and retention of clients within Mid-Atlantic Region.
- Created training and development practice for a small business that services both private sector and government clients
- Conducted business process re-engineering training for employees across the country and internationally
- Guided the team to roll-out distributed data-processing system to enhance customer service across the country for an insurance company

RELATED EXPERIENCE

In his prior role as the Director of Training and Development at BITHGROUP, Mr. Holt developed and implemented software training for the Department of Community and Housing Development for the State of Maryland. He was also responsible for training between 80 to 100 users around the state. Providing on-going user support to end-users working with the Hancock Energy Software. In this role he also established an Energy Technical Training Program designed to instruct participants on conducting detailed energy audits.

For the IT Strategic Plan developed for the City of Baltimore Information Technology Department, Mr. Holt was a Subject Matter Expert as well as project lead on this engagement with the City of Baltimore. The objective of this project was to provide the strategic direction for the City for its future technology management and development.



Prior to that role, Mr. Holt served as the Regional Director at Inroads Mid-Atlantic Region. INROADS is an international career development organization with 4,000 interns working for over 600 companies in the United States, Canada and Mexico each summer. In fiscal, year 2008, INROADS reported assets of around \$24 million. Mr. Holt provided general management and operational support for the Mid-Atlantic Region which is comprised of Virginia, Washington, DC, Maryland, Delaware, Eastern and Central Pennsylvania and Southern New Jersey. In this capacity, Mr. Holt managed a \$1.8 million dollar budget covering all operational responsibilities for the region, which includes managing a staff of nine employees working in offices in three different states. Responsible for coaching and advising 285 interns within the region and maintaining corporate relationships with 80 different sponsoring companies. He also managed a regional board of directors consisting of vice-presidents, partners and directors from major corporations such as Lockheed Martin, Northrop Grumman, Marriott International KPMG, PWC, Northern Trust, Washington Gas, Verizon and Alstom Power to assist with oversight of region and alignment with national organization. Mr. Holt executed over twenty training and development workshops annually and was responsible for recruitment of over 500 intern candidates from colleges and universities national on an annual basis.



MICHAEL BOZEMAN

PROFESSIONAL SUMMARY

- Recognized Leadership – Founder/CEO of Life Skill Enrichment programs. Former Head Basketball Coach at the George Washington University. A successful history implementing innovative investigative techniques, life-coaching, recruiting, and community-based initiatives.
- Program Management - Direct large programs to ensure budget/resource management, adherence to policy and guidelines, cross-functional support and alignment and overall effectiveness.
- Performance Management – Ongoing assessment of program performance. Evaluate controls, metrics and key performance indicators that would affect future support and funding.
- Skilled Communicator – Motivate diverse individuals to achieve group and individual goals within any setting of the community.

EDUCATION

BA Sociology, 1988, Fairleigh Dickinson University, Teaneck, NJ

Prince George' County Police, PG County, MD, Trained Mediator, Investigator, PD Academy, Hostage Negotiator

RELATED EXPERIENCE

ADC, Washington, D.C. 2014-Present

Contract Background Investigator

Research and investigate background information of applicants for government agencies. Top secret clearance credentialed through: Department of Defense, CIA and Homeland Security-U.S. Immigration and Customs Enforcement. Duties include:

- Conduct confidential and time-sensitive Subject and Source interviews
- Research, confirm and report background information of diverse individuals
- Comply with various credential qualification requirements

Community Enhancement Consortium, LLC., Waldorf, MD 2012 – 2016

Chief Executive Officer

Executive Director of Company that establishes multi-level enrichment program geared to empower participants with value-added life skills and experiences to maximize their potential. Recruited and managed a team of Specialists to facilitate execution of life skills workshops. Evaluated programs to ensure effectiveness of developmental initiatives. Designed programs and events for participants to demonstrate understanding of skill development. Negotiated contracts with specialists, facilities, vendors and participants and established partner relationships.

Contemporary Family Services, Inc., Washington, D.C. 2014 - 2017

Community Service Worker

Taught and counseled life skills to individuals in the mental health community. Researched and assessed client's mental health condition. Coordinated mental health support services. Devised treatment plan to support life skills and address mental health diagnosis. Liaise daily mental health treatments and interventions.



The George Washington University, Washington, D.C. 2008 – 2012

Head Women's Basketball Coach

Led a NCAA – Division I Women's basketball program. Planned, directed and controlled all aspects of athletic program, coordinating communications and resources with other university stakeholders, boosters and alumni. Managed and reconciled \$10 million budget. Led national scouting and evaluation of talent. Facilitated marketing and community relations efforts. Provided leadership to team of coaches and staff.

The George Washington University, Washington, D.C. 2005 - 2008

Assistant Head Coach

Designed offensive strategies: implemented new offensive schemes & plays. Led player skill-development: improving overall skill set of the team. Opponent scouting, prepared and presented scouting reports. Recruited using nationwide network to enhance George Washington's access to the nations top-rated players.

The Alexandria Office of Human Rights, Alexandria, VA 2003-2005

Investigator

Conducted interviews and investigations of complaints of civil rights discrimination and mediated employer/employee disputes. Document conclusions of investigations based on current case law. Trained city employees/employers to recognize and avoid discriminatory behavior.

Bishop McNamara High School, Forestville, MD 1999 - 2005

Head Coach

Hired and organized the coaching staff. Managed program budget and fundraising. Recruited perspective student/athletes and supervised player development. Monitored student/athletes academic progress.

Prince George's County Police Department, PG County, MD 1988-1996

Corporal

Police Officer, Detective, Hostage Negotiator, Narcotics Investigator, and Community Oriented Policing Officer. Enforced the laws of the United States, Prince George's County and the State of Maryland.



DORIS STEWART CUTLER, DIRECTOR OF COMMUNITY ENGAGEMENT

PROFESSIONAL SUMMARY

Visionary, passionate professional with track record of success in nonprofit development and operational management. Former Law Enforcement Detective with results-orientated approach and exceptional problem solving and time management skills. Possesses solid nonprofit management and customer service experience, 20 years of Law Enforcement experience and numerous years in retail, management and general office skills. Entrepreneurial leader and exceptional communicator; interacts effectively with diverse populations.

Accomplished Spokesperson and Gender Advocacy Thought Leadership: Presents on women's empowerment, gender advocacy, sexual assault, domestic and family violence. Served as domestic violence advisor to the DC Commission for Women. Delegate to UN Gender Equity and Governance Conferences in the Americas, Gender and Economic Development CIFAL Atlanta. Nationwide speaking engagements in faith-based community, grassroots nonprofits, local hospitals, colleges, universities and government agencies addressing intimate partnership violence issues. Served on the Metropolitan Police Department's Violence Against Women Advisory Committee and Internal Violence Against Women Work Group. Developed and implemented model mentoring program in multiple sites in the District of Columbia. Founding member of "Breaking the Silence East of the River", a Women Empowered Against Violence (WEAVE) Committee.

RELATED EXPERIENCE

Hughes Barney Investigations, LLC, Largo, Maryland – Director of Security Services
2016 – Present

Collaborate with departmental managers, security supervisors and administrative staff to create budgets and develop business, site and security plans. Responsible for researching, writing and monitoring contracts and grants, as well as security operations, security guards, field supervisors and investigators. Implement security policies, regulations, rules as well as make sure the office and site environments are safe for staff, clients and visitors.

EDUCATION & TRAINING

University of The District Of Columbia, Washington, DC
MS, Homeland Security (pending)
BA, Administration of Justice
AA, Law Enforcement

FEMA/Emergency Management Institute (EMI)
Certifications:

- Fundamentals of Emergency Management IS-00230.d
- Incident Command System, ICS 100
- National Incident Management System, NIMS
- Intrastate Mutual Aid

Maurice T. Turner Jr. Institute of Police Science,
Washington, DC

Certificate/Certifications:

- Federal and Municipal laws of arrest search and seizure
- Executive & Personal Security Detail Techniques
- Principles of Investigations
- Vehicle Skills & Defensive Driving
- Hazardous Material Handling
- Surveillance & Counter Surveillance Strategies and Techniques
- Intelligence & Counterintelligence
- Evidence Collection
- Recovery Offensive/Defensive Tactics
- Emergency Response Techniques
- Communications (Verbal, Non-Verbal & Written)
- Property Recovery and Preservation
- Detective School Certification
- Basic Investigations Training & Certification
- Dynamics of Interview, Interrogations & Hostage Negotiations
- Child Interview Certification
- Cultural Diversity & Sensitivity Training
- Child Abuse & Neglect Investigation Training
- Domestic Violence & Sexual Assault Training
- CPR-Cardiopulmonary Resuscitation
- WALES-Washington Area Law Enforcement System
- WACCIS-Washington Area Criminal Computer Information System
- NCIC-National Crime Information System
- Weapon Training Certification (Glock 17/19- 9 mm)



- Build and maintain client/customer relationships
- Monitor the security guard sites/locations, evaluate acquisition and develop strategic plans for new and current projects
- Spearhead new business start-ups with Field Operations, Scheduling staff
- Ensuring financial targets and other agreed targets are met in the area security
- Reviewing working practices to ascertain if it is successful and if not, devise an alternative
- Making sure safety and HR regulations are followed for guard and security staff and services
- Keep employees motivated and organizing appropriate training
- Ensure the business operates within the company's mission statement
- Work with leadership and senior management to get the best performance from staff
- Monitor and oversee the field investigators and follow up reports.
- Review and approve reports and equipment needs

ELITE HR and Security Guard Staffing Services, Washington, DC– Director 2015 – 2016

Responsible for both short-term and long-term human resources planning, management and effectiveness of the company. Prepared budgets and ensure fiscal management of expenses within approved budget constraints. Major areas of responsibility and management were, but not limited to, benefits and leave administration, workers compensation, employment, wage and salary administration, employee/labor relations, and organizational development. Worked closely with the client Human Resources and the Area Managing Director to implement, achieve and maintain their hiring goals and objectives. Ensured that the Human Resources/Labor Relations needs for the company and client associates were efficiently met and that cost effectiveness and human capital was maximized.

- Develops organization strategies by identifying and researching human resources issues; contributing information, analysis, and recommendations to organization strategic thinking and direction; establishing human resources objectives in line with organizational objectives.
- Implements human resources strategies by establishing company accountabilities, including talent acquisition, staffing, employment processing, compensation, health and welfare benefits, training and development, records management, safety and health, succession planning, employee relations and retention, AA/EEO compliance, and labor relations.
- Manages human resources operations by recruiting, selecting, orienting, training, coaching, counseling,
 - and disciplining staff; planning, monitoring, appraising, and reviewing staff job contributions; maintaining
 - compensation; determining production, productivity, quality, and customer-service strategies; designing systems; accumulating resources; resolving problems; implementing change.
- Develops human resources operations financial strategies by estimating, forecasting, and anticipating requirements, trends, and variances; aligning monetary resources; developing action plans; measuring and analyzing results; initiating corrective actions; minimizing the impact of variances.
- Accomplishes special project results by identifying and clarifying issues and priorities; communicating and coordinating requirements; expediting fulfillment; evaluating milestone accomplishments; evaluating optional courses of action; changing assumptions and direction.



- Supports management by providing human resources advice, counsel, and decisions; analyzing information and applications. Guided management and employee actions by researching, developing, writing, and updating policies, procedures, methods, and guidelines; communicating and enforcing organization values.
- Complies with federal, state, and local legal requirements by studying existing and new legislation; anticipating legislation; enforcing adherence to requirements; advising management on needed actions.
- Updates job knowledge by participating in conferences and educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

Divine Images Network, Washington, DC – Executive Director
2015

2004 –

Ensures ongoing local programmatic excellence, rigorous program evaluations and consistent quality of finances, administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the organizations strategic goals. Managed client, operational and project needs, issues, and challenges.

- Actively engaged and energized the organization’s nonprofit volunteers, board members, event committees, alumni, partnering organizations, and funders. Developed, maintained and supported a strong Board of Directors: serve as ex-officio of the board, most committees, seek and built board involvement with strategic direction for both ongoing local operations as well as for the national rollouts.
- Lead, coached, developed, and retained the organizations nonprofit's high-performance senior management team ensure effective systems to track scaling progress, and regularly evaluate program components, to measure successes could be effectively communicated to the board, funders, and other constituents.
- Designed the national expansion and completed the strategic business planning process for the program expansion into new markets. Build partnerships in new markets, established relationships with the funders, political and community leaders at each expansion site. Was an external local and national presence that published and communicated program results with an emphasis on the successes of the local program as a model for regional and national replication. Was responsible for all grant management and reporting requirements for the organizations program and planning.

Metropolitan Police Department (MPD), Washington, DC– Detective Grade II
2004

1989 -

As a duly sworn appointed officer of MPD assigned to the Seventh District Station, East of the Anacostia River my position was established by an act of United State Congress for the purpose of the preservation of peace, protection of life and property, prevention of crime, arrest of violators of the law, protection of the President of the United States and other governmental officials in the United States and all other duties designated by the Mayor of the District of Columbia, Chief of Police and/or



their designees. Beyond street patrol, I also served as a plain clothes officers, station desk sergeant, training instructor, general and family violence detective before advancing to the assistant to the Special Programs Manager in the Office of Organizational Development in the Office of the Chief of Police.

- Appointed to the Department's first Violence Women's Unit as a Detective. Worked with little to no supervision and conducted various investigations, applied for a vast number of warrants that led to numerous arrests for a variety of violent crimes both felonies and misdemeanors.
- Specialized in family violence crimes, sexual assault, child abuse and neglect. Acquired a good working knowledge of the DC/MD/VA laws both local and federal as well as developed an excellent relationship with Superior Court, Office of Corporation Counsel and the United States Attorney's Office of the District of Columbia.
- Assisted with research, writing, revising and the implementations of training curriculums related to policies and procedures for the Family Violence, Sexual Assault, and Special Victims Unit.
- Facilitated training through the departments Institute of Police Science for new recruits, officers and detective's recertification. Served on the Department's Violence Against Women Advisory Committee and Internal Violence Against Women Work Group investigating allegations of policy and procedure violations related to the handling of family violence, child abuse and neglect cases for both citizens and various outside agencies.

PUBLICATIONS/PRESENTATIONS

100 Words of Wisdom for Women: A 31-Day Exercise in Empowerment _ Day 13

Howard University "A Call to Action II Preventing Violence Against Women: Exploring Viable Solutions for the New Millennium"

George Mason University Symposium: "Domestic Violence & Guns: Law Enforcement Who Confront this Pervasive Problem"

Salvation Army Harbor Light Center: "Women In Recovery"

HONORS/AWARDS

JUSTICE FOR VICTIMS OF CRIME AWARD - U.S. Attorney's Office for the District of Columbia

WORKING WOMEN AWARD - WJLA-TV and the Washington Toyota Dealers

COPS ON CALL: DOMESTIC VIOLECE AWARENESS AWARD - Street Law, Inc.

PROFESSIONAL AFFILIATIONS

Affiliations/Board Memberships/Advisory Participation DC Commission for Women • Washington Area Women's Foundation • National Association of Female Executives • National Council of Negro Women • Black Women's Health Imperative • National Organization of Black Women in Law Enforcement • National Federation of Coaches • University of District of Columbia Criminal Justice Association • National Association of Blacks in Criminal Justice.



Kendall Foster Director of Outcome Measures

EDUCATIONAL BACKGROUND

University of Maryland - College Park, MD

Bachelor of Arts – Sociology | Concentration: Public Policy and Law (Feb 2016)

TECHNICAL SKILLS

Research Skills: SPSS Statistical Software, Programming, Data Visualization, Data Interpretation, Data Curating, Grant Writing, Fact-Checking, Microsoft Excel, Primary & Secondary Research, Independent & Collaborative Research, Survey Development and Implementation, Data Collection, Sample Management, Interviewing, K-12 & Higher Education Research, Program Management, Program Support, Logistics Management, Note taking

Analysis: Research Design & Analysis, Root Cause Analysis, Demographic Analysis, Quantitative & Qualitative Analysis, Program Evaluation, and Regression Analysis, Microsoft Office: Word, Access, and Outlook.

Programming Languages: STATA, SAS, R.

RESEARCH, DATA, AND PROGRAM SUPPORT EXPERIENCE

EXPERIENCE

St. Michaels Inc. – Independent Consultation April 2017 - Present

Consultant – Program Support Specialist/Proposal Writer Woodbridge, Virginia

- Provide expert consultation and program support to the National Geospatial-Intelligence Agency's (NGA) Emerald project via St. Michael's Inc.
- Assist in the development, completion, and submission of staffing proposals for financial and acquisition IC programs.
- Drafted, revised, and successfully submitted over 50 individual FTE's, assisted in all program components relevant to staffing proposals, successfully submitting over 10 completed staffing proposals for NGA's Emerald Project.
- Conduct research and communicate with potential candidates to improve resume proposals, lead the verification process for over 10 staffing proposals to ensure accurate and succinct information regarding potential candidates.

Young Invincibles – Washington, D.C

June

2015 - August 2015

YI Scholar (Data and Research Analyst: Policy Internship) Washington, D.C

Identified, analyzed, and proposed policy solutions and ideas of best strategies for pertinent education equality issues.

- Conducted root cause analyses in which the findings were included in 3 publications; summarized over 75 articles and research papers for Lumina grant proposal that values over \$95,000; updated weekly unemployment rate report data logs; provided preliminary research



support on various short-term and long term projects; revisit hypothesis to ensure grounded research.

- Assessed and evaluated large data sets and interpreted findings used to inform published editorials, policy briefs, research papers, presentations, and training materials; authored 2 web publications focused on best educational practices, Pell Grant access, and the economic implications of major choice.
- Worked independently and with a team to report and communicate policy recommendations and research findings to the executive director of the YI team, fellow research analysts, and external stakeholders.
- Served as primary correspondent during YI hosted forums, events, webinars, and on-site workshops; communicated and advised student leaders and organizations via YI student and community engagement and outreach initiatives.
- Attended legislative hearings and reported findings; identified appropriate mechanisms and best practices for implementing policies regarding higher education; corresponded with congressional representatives to communicate and convey research findings regarding constituents' stance on key issues in higher education.

African American Studies Department - University of Maryland

August 2013 - May 2014

Program Support/Assistant Survey Manager/Research Assistant

College Park, Maryland

- Facilitated and supported program evaluation projects for 7 academic achievement programs in Howard County middle schools.
- Provided program support for several survey management projects with competing deadlines; conducted program support actions including: proofreading, note taking, and research support; performed administrative tasks (i.e. organizing student records, data curating, scheduling meetings, and assisting Interim Dean of the African American Studies department with logistics for annual obligations.
- Drafted technical reports and developed presentations based on survey data; survey development and implementation, monitoring of data collection; and sample management.
- Managed education research team by delegating tasks, organizing workflow, and scheduling deadlines.
- Assisted in the life cycle cost analyses of projects; performed cost benefit or economic evaluations of current or projected programs.

RESEARCH PUBLICATIONS

Allison, T., **Foster, K.**, Mugglestone, C. (2015) "Major malfunction: racial and ethnic disparities in what students study". *Younginvincibles.org*. {Web Publication}

Foster, K. (2015) "A few ways to start closing racial disparities in higher education". *Empower Magazine* {Web Publication}

Foster, K. (2014) "Effects of racial crime typification on educational outcomes: A quantitative analysis on black adolescent males' education ideology. University of Maryland Sociology Department, College Park, MD {Thesis}



WENDY V. BOZEMAN, MONITORING TEAM

PROFESSIONAL SUMMARY

Experienced working with diverse communities as it relates to employment, job placement, job coaching and creating maintaining and measuring outcomes and producing quarterly reports.

RELATED EXPERIENCE

Contemporary Family Services, Inc. February 2014 - Present
Independent Contractor

Lead Supported Employment Specialist- Established employer database; Implemented program used to match employer needs with employee's skill sets; Provided ongoing vocational supports (i.e., vocational assessments, job development, job placement, job coaching, etc.) and Employment Retention Services; Supervised a team of Employment Specialist, created and maintained measurable outcomes and quarterly reports.

TIP (Transition Independence Process) Facilitator- Implemented an evidence-supported practice to address the needs of young adults with emotional and behavioral difficulties; Enhance young persons competencies to assist them in achieving greater self-sufficiency and confidence; Utilize information and data from Strength Discovery and functional assessment methods; Teach the individual meaningful life skills relevant to the young people across Transition Domains; Assist participants develop skills to self-management, emotional regulation, problem-solving techniques, self-advocacy and self-evaluation.

Program Director of the Workforce Development Hospitality TAY Program- created hospitality curriculum and taught soft skills to prepare participants to secure employment in the hospitality industry; Implemented 8-month program for young adults (18-25) teaching job readiness including life skills, interviewing techniques and assisting with job placement; Collaborated in securing a partnership with The Carolina Kitchen Restaurant that employed program participants.

21st Century Expo Group April 2011 – August 2014
Project Manager

Coordinated details and every step of the event set-up process; Interfaced with customers in person, electronically and via phone regarding details of their events and exhibit requirements; Interface with various internal departments from operations to sales and be able to communicate effectively; Interface with outside preferred vendors to accomplish event goals; Following each job through proposal, design, contract, production, graphics, service requirements, transportation and invoicing keeping all departments touching the project advised of updates/status.

Georgetown University Conference Center March 1997- June 1999
Executive Assistant

Assist Hotel General Manager with incoming and outgoing correspondence; Develop and maintain positive working relationships with support team to reach common goals and listen and respond appropriately to the concerns of other employees; Attend and take meeting minutes and distribute throughout appropriate departments; Create and maintain computer and paper based filing and organizational systems for records, reports and documents; Prepare letters, memos, and other documentation using word processing, spreadsheets, database or presentation software, Operate standard office equipment; Document and communicate all guest request/complaints to appropriate personnel and greet all guest entering the office.

EDUCATION & CERTIFICATIONS

Office of Human Rights, Washington, DC
September 2016
Human Rights Liaison
Dept. of Behavior Health, Washington, DC
November 2015
TIP Facilitator
Fairleigh Dickinson University, Teaneck, NJ
May 1988



JOSEPH F. TWIGGS II, MONITORING TEAM

PROFESSIONAL SUMMARY

Mr. Twiggs is an experience investigative professional with more than 33 years of experience in law enforcement and more than 10 years in investigations, including special investigations.

RELATED EXPERIENCE

Executive Protection Agent/Driver/Project Manager:

3.9 years-US Safety & Security, LLC (3/09-Present)

Experienced Investigator:

3.1 years-US Investigation Services, Inc. (5/07-6/10)

Law Enforcement:

22 years-Metropolitan Police Department (4/84-6/06)

Military:

6 years-United States Marine Corps (Reserve) (9/82-9/88)

EDUCATION & CERTIFICATIONS

Twenty-four (24) quarter hour credits toward major in Public Administration and Justice Planning, University of the District of Columbia, Washington D.C. (8/85-12/87)

Forty (40) quarter hour credits toward major in Criminal Justice, American University, Washington D.C. (1/81-12/83)

Fifteen (15) quarter hour credits, Virginia State University, Petersburg, Virginia (9/80-12/80)

Professional/Investigative Experience:

- 1.10 yrs-Agent Assigned to Executive Protection, Driver and Project Manager for Corporate Executives and Executive Affairs (3/09 Present)
- 3.7 yrs-Special Investigator Assigned as an Experienced Field Investigator for Department of Defense, NRO, SBA, ICE, USCP Contracts (5/07-Present)
- 5 yrs-Officer Assigned to Special Operations Division/Special Events Unit Assigned to Presidential and Foreign Dignitary Protection (5-01-6/06)
- 1 yr-Detective Assigned to Second District/Violent Crimes (3/00-5/01)
- 6.5 yrs-Detective/Agent Assigned to the Office of Internal Affairs (9/93-3/00)
- 6.5 yrs-Detective Assigned to the Intelligence Division/Organized Crime Branch/Intelligence Liaison for Federal Agencies and Dignitary Protection (4/87-9/93)
- 3 yrs-Officer Assigned to the First District (4/84-4/87)

INVESTIGATIVE TRAINING/SEMINARS/PROFESSIONAL DEVELOPMENT:

- US investigations Inc., Experienced Investigator (160 hours), June 2007
- Metropolitan Police Department, Motor Patrol Operations (160 hours), May 2001
- Metropolitan Police Department, Crimes Against Children (80 hours), October 23, 2000
- Prince George's County Police Department, National Institute for Truth Verification/Computer Voice Stress Analyzer (48 hours), November 16, 1998
- Department of Justice, United States Attorney's Office, Ethics for Law Enforcement (8 hours), September 10, 1998
- Metropolitan Police Department, Surveillance & Platform Operations (80 hours), August 3, 1998
- Metropolitan Police Department, Diversity/Sensitivity Training (8 hours), May 27, 1998



- New York City Police Department, Internal Affairs Bureau, Integrity Testing/Intelligence Gathering/Police Impersonation and Solicitation/Technical Equipment Training (24 hours), June 19, 1997
- Metropolitan Police Department, Diversity/Sensitivity Training (8 hours), March 4, 1996
- Metropolitan Police Department, Ethics and Corruption Training, (8 hours), February 22, 1996
- Internal Revenue Service, Financial Investigative Techniques (16 hours), February 24, 1994
- Pennsylvania State Police, Cellular Telecommunications Fraud Investigations (16 hours), February 2, 1994
- Metropolitan Police Department, Internal Affairs Investigations (8 hours), February 1, 1994
- Federal Bureau of Investigation, Interview and Interrogation (16 hours), December 16, 1993
- Federal Bureau of Investigation, Violent Crime/Fugitive Apprehension (40 hours), August 23, 1993
- Department of Justice, National Drug Intelligence Center, Nigerian/West African Heroin Trafficking Investigations (24 hours), March 10, 1993
- Mid-Atlantic Great Lakes Organized Crime Law Enforcement Network (MAGLOCLEN), Narcotic Investigations (24 hours), September 11, 1992
- United States Secret Service, Protective Service Operations (16 hours), April 21, 1992
- Alcohol, Tobacco and Firearms, Gang Investigations (40 hours), March 16, 1992
- Department of Justice, National Drug Intelligence Center, Heroin Investigations (40 hours), March 11, 1991
- Metropolitan Police Department, Vice Investigations (40 hours) January 28, 1991
- United States Customs, Nigerian Organized Crime Investigations (24 hours), November 13, 1990
- United States Attorney's Office, Money Laundering Investigations (8 hours), April 10, 1990
- Metropolitan Washington Council of Governments, Narcotic Investigations (24 hours), October 5, 1988
- Metropolitan Police Department, Financial Crime Investigations (16 hours), July 25, 1988
- University of Delaware, Data Processing/Suspect Association Systems (8 hours), February 4, 1988
- Metropolitan Police Department, Sex Crimes Investigations (40 hours), September 18, 1987
- Metropolitan Police Department, Introduction to Data Processing/Personal Computer (96 hours), August 21, 1987
- Metropolitan Police Department, Basic Investigators Course (120 hours), June 19, 1987
- Metropolitan Police Department, Family Crisis Interventions (40 hours), July 8, 1985
- Metropolitan Police Department Training Academy, Recruit Training (657 hours) April 30, 1984
- Department of Navy, Little Creek, Virginia, Intelligence Specialist Training (160 hours), April 4, 1983



WILLIAM SCOTT, MONITORING TEAM

PROFESSIONAL SUMMARY

William Scott has more than 43 years of experience related to security and police work. He received an INTERPOL Outstanding Performance Award.

RELATED EXPERIENCE

The Coleman Group, Inc. Lanham, MD 2008-Present
Fingerprint Training Consultant

Conduct fingerprint training sessions to include: training on fingerprinting techniques, taking ink prints and capturing prints using the LiveScan system.

Glenarden City Police Department, Glenarden, MD

Certified Fingerprint Technician and Administrative Assistant 2006-2007

Police Auditor 2002-2005

Responsible for audit scanning of freight to be delivered by airborne drivers on a daily basis. Facilitated computerized driver reports for review.

U.S. Secret Service, Uniformed Division Retired from Service 1998

Policy Officer 1992-1998

Responsible for the protection of the President and Vice President of the United States and their immediate families, foreign diplomats, embassies and territories and missions in the District of Columbia. Authorized to carry firearms, make arrests for offenses against the United States and the District of Columbia, and other duties as assigned.

Master Patrol Officer Technician 1993-1999

Responsibilities included training new recruits in areas of arrest procedures and papering court cases; field training new officers and retraining veteran officers in areas of difficulty. Also named official certified fingerprinter and member of the United States Secret Service Speakers Bureau.

Magnetometer Advance Officer 1984-1993

Responsibilities included extensive travel within the United States and overseas for the President and Vice President of the United States as well as foreign diplomatic protective details. Prepared detailed advanced reports for all assignments.

Police Officer, White House Branch

Uniformed division assigned to the White House Branch. 1982-1984

Special Police Officer, POTOMAC ELECTRIC POWER COMPANY (PEPCO) 1981-1982

Responsibilities included maintaining the security and welfare of PEPCO's main building, its employees, and visitors of a daily basis. Appointed to Security Control Center Operator; duties included monitoring alarms of generating plants, fire alarms, and surveillance of main PEPCO office facility.

EDUCATION & CERTIFICATIONS

1970-1973, California State University, Los Angeles, CA

1970, Chabot Junior College, Hayward, CA

1968-1970, Sequoia Junior College, Visalia, CA

1968, Francis L. Cardozo High School, Washington, DC



Security Officer Supervisor, Atlas Guard Service 1981-1982

Responsible for the security of government office buildings and employees, and other duties as assigned. Prepared reports for inter-office crimes and investigated activities.

Security Officer, Security Unlimited 1980-1982

Responsible for supervision of five officers and assignment of post. Checked employee credentials.

Recreation Specialist, D.C. Department of Recreation 1968-1983

AWARDS

1985-1997 Outstanding Performance Awards, Recognition Award for INTERPOL



JEANNETTE HUGHES, MONITORING TEAM

PROFESSIONAL SUMMARY

Jeannette Hughes has over 10 years of management and negotiations experience in the healthcare industry and additional 12 years of working and developing business servicing state and local governments as well as private industries. Having served as a Lead Surgical Assistant for two General Surgeons early in her career as well as an OB-GYN Medical Assistant, Mrs. Hughes became instrumental in the corporate cultural paradigm shift when Kaiser Permanente (formerly known as Kaiser Georgetown

Medical Center) first began doing business on the East Coast, specifically the Washington, DC area.

Jeannette Hughes was elected as the first Chief Shop Steward, a position that ignited the drafting of a constitution to create a union at Kaiser. Mrs. Hughes acted as the liaison between senior management and over 300 union workers; she also trained and facilitated union workers on logistical and procedural issues.

Mrs. Hughes has negotiated with Prince George's County School systems, local hospitals and pharmaceutical companies concerning preventative measures, at home services and family inclusive treatment plans. She continues to be a strong activist for special education reform. From her years as a medical

supervisor, liaison for union workers, and candid supporter of adoptive services, Mrs. Hughes brings an assertive management style to Hughes Barney

Investigations, LLC. Since the company's inception, she has communed with local governments and private companies to ensure the success of HBI.

RELATED EXPERIENCE

2005 – Present: President and CEO of Hughes Barney Investigations, her responsibilities includes but not limited to:

- Managing the Day to Day Operations of HBI, LLC including the licensing and standardization of business practices and office procedures.
- Assisting in the development and implementation of Standard Operating Procedures for HBI, LLC.
- Conduct and implement quarterly training of staff and interns.
- Principal Lead with Maryland CJIS (Criminal Justice Information System) for HBI.
- Principal Lead of the Live Scan Department currently servicing over 64 agencies and or companies.
- Oversee staff hiring and internship programs (Criminal Justice) with Bowie State University under Assoc. Professor, Dr. Charles Adams.
- Responsible for procurement and negotiations of contracts with state, public and private sectors.

MARYLAND STATE POLICE LICENSES:

PRIVATE INVESTIGATION AGENCY LICENSE

106-3475

SECURITY GUARD AGENCY LICENSE

106-3475

CORPORATE OFFICER LICENSE

101-20231



SERENA TRENT-SPEIGHT, MONITORING TEAM

PROFESSIONAL SUMMARY

Serena Speight, MBA is an experienced leader with a history of delivering expected results and attaining a high level of client satisfaction in the public and private sectors. A finance manager with over 22 years' experience in setting up and directing accounting departments, system reviews and financial reporting and analysis in accordance with GAAP, GAAS and GAGAS for public and private corporations and small businesses. She is founder and director of Fi-Tech Business Solutions. A consultancy focused on organizational development and advisory services for the middle market and non-profits. Adept at providing clients with extraordinary levels of support and service; the ability to communicate effectively with all organizational levels, while building relationships of trust and enlisting the participation of team members. Through the use of models that support optimum organizational effectiveness and financial accountability. Tenacious, with an adaptive work style, considerable experience in contract/acquisition management, fund/cash flow management, budget analysis, cost control and financing strategies, E-Commerce support, credit analysis, performance reporting, information system implementation and financial analysis. Over twenty years of tax preparation from individual to corporate compliance and tax research. She is a member of the AICPA, Virginia Board of CPA's and American Military Comptrollers.

EDUCATION & CERTIFICATIONS

MS, Accounting & Finance, DeVry University, pending Dec 2017

National Defense University, ICollege, CFO/CIO Leadership Program, Current

Air Command Staff College- currently enrolled

MBA, Management of Information Technology Systems, 2001, New Jersey Institute of Technology, Newark, NJ

BS, Accounting, 1995, Kean University, Union, NJ

SPECIALIZED TRAINING

- Air Force Defense Travel System (ODTA training Certificate and train the trainer program) (2006)
- Air Force Planning, Programming, Budgeting and Execution Course (PPBE) – Certificate received(2006)
- Defense Financial Management Training Course (June 2009)
- Civilian Cyber Fundamentals Course (Feb 2012)
- Appropriation Law
- ITIL training
- Program Management training (DAU)
- Defense Decision Support Course (DDSC)
- Green Belt training
- CYBER 300

RELATED EXPERIENCE

Sr. Program Analyst, GS- 13, Department of the Air Force (Air National Guard), Joint Base Andrews, MD 3/11 to Present

Lead Program Element Monitor, and Sr. Financial Program Manager overseeing the Combat Communication, Engineering Installation and the manpower of the Information Technology System Management programs. Manage budget and requirements team responsible for formulating and validating annual inputs. Created forecast based upon historical behavior and spending. The Cyberspace portfolio supports 105,000 Air National Guard personnel located at 88 main operating units (wings) and 105 Geographically Separated Units (GSU) located in every state and territory.

Results Driven:

- Developed supporting documents and charts, Integrated Master Schedule, and classified Program Element Monitor Parades in support of project funding requirements



- A primary focal point for communicating their assigned program's requirements, funding, health and status to other Program Office (or depot), Congressional Staffers, and appropriate offices within OSD
- Responsible for providing resource assessments and funding analysis concerning the NGB IT portfolio entry into the EITDR, and SNAP IT during the budget cycles
- Advised senior staff on manpower issues, base support planning, and wartime/contingency augmentation
- Coordinated with functional area managers to resolve manpower and organizational issues affecting ANG wings
- Coordinated with manpower and functional leadership to resolve manpower study issues
- Prepare, consolidates, and analyzes financial data and management information systems reports at all command levels in support of the Planning, Programming, Budgeting and Execution System (PPBES) process
- Developing detailed/formulated financial plans and strategies for long range implementation and administration of major mission and operational programs by validating submitted requirements
- Provides justification for costs, publish goals and objectives, and establish priorities necessary to support the organizational mission, plans and procedures (such as manpower requirements, life cycle asset utilization) to NGB A2/3/6 leadership
- Interpreted, synthesized, staffed and presented results and recommendations to senior level military and civilian leadership
- Conducting investment analysis from a hardware and software perspective for the ANG enterprise: working with PM dealing with the configurations and evolution for IT assets, re-capitalization, savings through concepts like regionalization, virtualization, shared assets and cloud capabilities
- Perform in-depth technical market research and analyzed past performance to prepare acquisition planning recommendations and cost analysis
- Delivered cost analysis, developing investment plans, and recommending a best course of action along with suitable alternatives
- Evaluated the impact of emerging technology on business needs and practices, and determined the resources required to meet changing IT needs

Leading People: From Mar 2011 to Apr 2012 assigned as Requirements Branch Chief for A6X, led the branch in interactions with customers and Headquarters Air Force (HAF) counterparts building relationships

- Streamlined the input into NGB Financial Guidance and policy manuals
 - Develop various standard of procedures (SOP) manuals and policies for various programs
 - Developed IT policies and plans to assess impact of changed policy and emerging technology on the organization's current IT plans and programs.
- Project Manager- led efforts to modernize and streamline the current work processes resulting in reduced down time

Building Coalitions: Regularly present oral and written briefing before management, Air Staff Panels and peers. Prepared budget exhibits that are submitted to Congress. Represented the NGB/A6 at OSD/CAPE during the President Budget Review (PBR).

- Liaison creating opportunities for worked with the business- management staff, vendors of the software application, IT and a SME (This achievement included developing business requirements and processes, assisting in defining the scope and funding strategy)



- Serve as principle IT advisor at meetings for facility design, for military construction programs (major and minor)

Trainer: Trained incoming PEM's, RA's and Information Technology Portfolio managers

Collaboration: Lead various integrated product teams which includes contracting, resource advisors, enterprise management boards and other stakeholders. Provide personnel with performance expectations in meetings and operational requirements

- **Expert in agile and waterfall project management methodologies.** Able to manage large project teams and known for high-quality deliverables that meet or exceed timeline and budgetary targets
 - Mitigated risk factors through careful analysis of financial and statistical data. Set schedules and prioritizing task
- **Worked closely with division managers to analyze business performance and trends monthly (actual to budget)**
- **Worked closely with HAF engine room/SAF CIO to map ANG investments into the EITDR**

12/2005– 10/2007 Budget Analyst/ Contract Administrator (contractor), HAF A3/A5 Pentagon, Washington, DC

- Analyzed budget proposals, financial reports and expenditures, and develop recommendations for budget allowances in preparation to the formulation and justification for input into the POM process
- Monitor/evaluate departmental expenditures to ensure proper allocation of budgeted funds polices adjustments
- Process agency budget revisions
- Draft ordinances, resolutions, and agency receipts memos.
- Identified and corrected travel claim discrepancies, resulting in thousands of dollars in cost saving dramatically improving quality assurance
- Assist in Open document listing (ODL) request as needed, tri- annuals
- Process the creation of budget worksheets and exhibits (exhibit 53 and 300's)
- Compile necessary documentation for annual audit support as needed
- Provided contract and budget management to the Air Staff, Headquarters, Pentagon
- Project lead in the implementation of the Air Force approved database for contract management and finance Comprehensive Cost and Requirement System (CCARS).
- Reconciliation of contracts to requirements, tasks, billings, disbursements, insuring that the contract is ready for closure in accordance with FAR 4.804(a)
- Process improvements which, when combined with DCAA audit improvements and contractor timely submission of final vouchers to expedite contract closeouts
 - Coordinated solicitation packages to include SOWs/PWS (statements of work/performance work specifications), technical evaluation criteria, bid schedules
 - Initiated, analyzed, coordinated, and incorporated recommended modifications to the solicitation package to ensure technical accuracy
 - Coordinated with contracting office to ensure completeness and legal sufficiency

11/2003- 04/2005 Business Manager /Internal Auditor, Washington Group International (WGI), Columbia MD

- Performed complex financial analysis ad hoc basis in support of project management.



- Conducted financial, compliance, information system, and operational audits resulting in improved controls and operating efficiencies to ensure audit readiness
- Objective – Improve performance by re-examining organization goals, documenting and charting the processes and internal controls through use of process mapping
- Established new audit function, developed an audit charter, and an internal audit policy and procedure manual in accordance with GAAP and GAAS
- Hired and supervised staff and developed an internal audit training program to train staff
- Oversaw three Acquisition Analysts to ensure technical documentation is accurate, complete, meets editorial and government specifications, and adheres to standards for quality, format, and style
- Developed audit plans and schedules, assisted in the development of the internal audit policy and procedure manual, and supervised staff auditors on audit engagements
- Partnered with business units to understand business requirements and strategies to create suitable project plans to support the business needs
- Designed and deployed new policies and processes that improved efficiency while reducing volume of mistakes
- Coordinate quarterly process owner certifications, update internal control documentation as needed, and monitor cycle-level controls and process level risks to ensure material processes and controls are incorporated into the compliance process in a timely manner as required by Section 404 of the Sarbanes Oxley Act (SOX)

Select Accomplishments:

- Led the migration of all business units to a single centralized financial and operational support system (OSS), achieving key financial and operational efficiency gains improving overall gross margin by 15% and obtained a leaner operational profile with centralized operations and reduced headcount (over 50%) without disrupting the growth and while increasing customer service levels
- Slashed operational expenses by 40%, maximized efficiencies, and improved support function through the centralization of 7 dispersed business units within a single corporate campus
- Enhanced operational margins by 20% and eliminated the costs of vendors serving as 'Team Lead' for a large-scale migration initiative.
- Coordinated design, development, implementation and enhancement of critical financial applications across diverse platform
- Analyzed impact to financial applications for divestiture of manufacturing division. Led programmers in design and testing interfaces to support new shared services business mode

Additional Experience

Controller, Areawide Electronic Security, (2002-2003)

Recorded and managed daily financial accounting, reporting and financial operations for two different projects and the organization.

- Developed fiscal policies and procedures and maintained all official accounting records in compliance with US GAAP requirements.
- Supervised payroll operations and employee benefits.
- Prepared monthly, quarterly and annual financial management report for the various projects within the organization.
- Generated daily bank deposits, verified balance receipts and reconciled banking transactions for weekly treasury reporting.



- Participated in generating quarterly financial reporting for external audit purposes by consolidating financial reporting from all divisions for management review.
- Coordinated and streamlined quarterly review meetings with executive committee, including improving quality and usefulness of financial and operational reports for decision making

Sr. Project Manager, Contract Administrator, MCI WorldCom (2000-2002)

- Setting project cost, schedule and productivity benchmarks
- Enabling teams to consistently provide contract deliverables
- Creating productive internal and external client relationships
- Leading programs and projects to consistently successful completion
- Managed worldwide complex contracts worth \$250M across divisions supporting various research and development projects
- Provided monthly and quarterly reports to senior management focused on integration of acquisition lifecycle, including basic research to production and test
- Reviewed all files on a regular basis to ensure appropriate documentation provided; prepared documentation and negotiated final settlement and collection of payment for each contract

Financial Manager, Sr. Accountant, Cathedral Healthcare System, (1989-2000)

Managed and coordinated all aspects of patient registration. Oversaw and coordinated the preparation and disposition of timely and accurate transcription. Established and implemented short- and long-range organizational goals. Develop detailed business and financial activity reports for CFO, and provide financial ratios and statistical trending on department growth.

- **Financial Technology:** Challenged to implement decision support/cost accounting system that would accommodate 3,500+ billing/procedural elements in charge master. Completed new technology implementation within one year, including staff training related to software and financial reporting.
- **Turnaround Leadership:** Brought struggling durable medical equipment subsidiary from \$150,000 annual loss position to sustained profitability within two years. Scaled down product offerings, improved inventory controls, shortened billing and collection cycle, and eliminated redundant staff.
- **Cash Management Initiatives:** Reduced billing cycle time by 15 days by simplifying billing process and improving credit / collection policies and procedures. Yielded \$3.0 million in positive cash flow

TECHNICAL PROFICIENCIES

DEAMS, ABSS (Automated Business Service System), **CRIS** (Commander's Resource Integration System, Organizational Travel Administrator of Defense Travel System (**ODTA**) for **DTS, IAPS/BQ, FFMS, CCaR** (Cost Comprehensive and Requirement System) and Wide Area Workflow (**WAWF**), **EITDR, SNAP-IT, DEAMS, ABIDES, RAPIDS, SAP, Oracle Financials., SAS, SPSS, SharePoint, Microsoft Excel, Project, Word and Access**

ACTIVITIES AND HONORS

Serve as Treasury of Board of Directors, Divine Images Network, Inc. 8 years
Member of Virginia Board of CPA's
American Service of Military Comptrollers



TONCE CUTLER, MONITORING TEAM

PROFESSIONAL SUMMARY

A Law Enforcement Professional that possesses a Secret Security Clearance, offering over 25 years of training and experience derived through service in the United States Army and Washington DC Metropolitan Police Department.

Possessing current knowledge of the inner workings of the Metropolitan Police Departments Security Officers Management Branch. An expert in the enforcement of the laws and general orders associated with private security agencies, an expert in use of force investigations (lethal and non-lethal), weapons audits, and oversight investigations. Trained as a first responder with practical application in real world scenarios. Possesses comprehensive background in narcotics, gang investigations, Participated in over 5000 domestic and international personal security details for high ranking government dignitaries to include the President of the United States. Career is supported by Municipal and Federal Law Enforcement Certifications. Serves as the First Sergeant (the primary advisor to the Commander) of a 180 Soldier United States Army National Guard Military Police Company.

EDUCATION & CERTIFICATIONS

Hampton University
80hrs/1980

US Army Military Police School
480hrs/1982

Institute of Police Science (Patrol Officer Training)
480hrs/1989

Institute of Police Science (Investigator/Detective Training)
240hrs/1989-2004

Advanced Leaders Course
160hrs/2009

Warrior Leaders Course
160hrs/2007

Blue Force Tracker
40hrs/2012

NCIC (National Crime Information Center)
1989

WACIIS (Washington Area Criminal Intelligence Information System)
1990

RELATED EXPERIENCE

PROFESSIONAL EXPERIENCE

Professional 50 States Protection of DC, LLC-Washington, DC 2016/01/11-Present

Director of Operations, Current Supervisor Jatona Thompson, (202) 558-2277

- Physical Security Subject Matter Expert-assisted in the planning and supervision of the company's entire security protocol. Managed over 100 employees, at 15 locations, and training
- Developed policy, procedure, and training in Physical Security Access Control, recovery of contraband, and narcotics
- Extensive background in criminal, background and corporate security investigations
- Managed scheduling for over 100 personnel per shift; and 15 direct supervised personnel; responsible for \$20M in issued property and company assets
- Responsible for supervising the management of manned entry and traffic control points; verified visitor identification and granted /denied access, searched vehicles, maintained accountability of all the companies sensitive items
- Developed plans for training and mentored junior managerial personnel



- Company Weapons Custodian-Maryland State Police Regulated Firearms Collector; responsible for acquiring the companies upgrade to semi-auto pistols and registration within the District of Columbia

United States Army/District of Columbia Army National Guard-Multiple Locations 1981 – Present
Military Police-Sergeant First Class, Current Supervisor James Crawford (864) 303-4834

Serves as First Sergeant of a 180 Soldier company. Serves as the primary advisor to the Commander on all enlisted matters. Responsible for providing individual training, enforcing discipline, and resolving Soldier issues across the company. Provide professional noncommissioned officer development and coaches, counsels, and mentors unit Soldiers. Oversee the coordination of training and supervises the execution of the commander's orders to accomplish Police Operations, Detention Operations, Security & Mobility Support, and Police Intelligence Operations. Ensure accountability of resources, equipment, and facilities valued at over \$28,500,000.

Physical Security Subject Matter Expert-assisted in the planning and supervised the security of a 2000 personnel military Forward Operating Training Base that was comprised of a Tactical Command Post, a thousand yard Rotary Winged Landing Zone, and Billeting for members of the International Security Armed Forces along with

Afghan Ranger trainees

- Served as Platoon Sergeant; responsible for supervising, training, and managing the welfare of over 140 personnel daily in support of Operation Enduring Freedom
- Developed policy, procedure, and training for a deployable US Army Military Police Company
- Developed policy, procedure, and training in Physical Security Access Control, recovery of contraband, and narcotics
- Extensive background in criminal, background and corporate security investigations
- Collaborated with international and federal law enforcement agencies including Secret Service, INTERPOL, ISAF, FBI, ATF, DEA
- While deployed managed scheduling for up to 80 direct report personnel per shift; responsible for maintenance and accountability of over \$15M in issued property
- Responsible for the supervising the manning of entry and traffic control points; verified visitor identification and granted /denied access, searched vehicles, maintained accountability of all sensitive items
- Developed plans for training and mentored junior enlisted personnel
- Versed in operating multiple weapons systems including M4, M9, M240B, M249, M2, HK9, HKG36, Glock 9mm, Glock 19, Glock 17,
- Trained in non – lethal weapons and tactics including non-lethal shotgun, rubber bullets, Taser, OC Spray, handcuffs/flex cuffs, X-ray machine monitoring, Magnetometer wand procedures, ASP baton, riot control, and cell extraction techniques

Washington DC Metropolitan Police Department – Washington, DC 1989 –2015
Detective (RETIRED), Current Supervisor Edward Gibson, (202) 671-0500



- Conducted over 10K investigations during 10 years of service as a detective; Credited with over 10K felony arrests over a 26 year career with the Metropolitan Police Department
- Currently a use of force investigator with expertise in lethal and non-lethal use of force investigations, and weapons audits
- Knowledgeable in all the laws that govern private security agencies in the District of Columbia (that are not federal contracted)
- Subject Matter Expert in all the Metropolitan Police Department General Orders pertaining to Private Security Agencies and Range Instructors licensed in the District of Columbia
- Conducted field interviews, recovered evidence, testified in open court proceedings and grand jury hearings
- Conducted surveillance, wiretaps and undercover investigations
- Maintained chain of custody for evidence and property collected
- Worked in collaboration with government agencies including Secret Service, FBI, and ATF
- Provided personal security for Washington DC Mayor and Federal Government officials; blocked vehicle routes, secured perimeters, conducted crowd control, maintained traffic control points, conducted vehicle and personnel searches, conducted security sweeps
- Versed in a variety of law enforcement topics including patrol techniques, street level/ narcotics investigations, gang and undercover investigations, homicide investigations, and assaults/robberies
- Proficient in the operation small arms and military grade weapons



c. References

Team Member	References
<p>Dale K. Hughes, Sr. (Former/Retired Law Enforcement)</p>	<p>Alexandria VA. Fire Department (currently conducting their Background Investigations for approximately 5+ years) Ms. Amanda Jackson; Director HR Mr. Christopher Thompson, Recruitment Division 900 2nd Street, Alexandria, VA. 22314 Ms. Amanda Jackson (O) 703-746-5239 Amanda.Jackson@alexandriava.gov Mr. Christopher Thompson (O) 703-746-5276 Chris.Thompson@alexandriava.gov</p> <p>Omniplex World Services (Investigator Since 2002) 14151 Park Meadow Drive Chantilly, VA. 20151 703-652-3100 Email: corpinquiries@omniplex.com **Please note Inquiries about investigators must go through corporate main number/call center. No direct contact or phone numbers are issued outside of Omniplex. No exceptions.</p> <p>Abercrombie & Associates Mr. Tim Abercrombie, Principal 8609 Second Ave. Suite 507B Silver Spring, MD. 20910 240-462-4681 (Conducting Background investigations for this agency for 5+ years)</p> <p>Metropolitan Police Department Captain Ralph McLean Police headquarters 300 Indiana Ave Rm 5138 202-498-9837</p> <p>Public Safety Investigations Unit Investigator William Valentine 7916 Anchor St. Hyattsville, MD. 20785 301-324-2900</p>
<p>Jeannette Hughes (CEO)</p>	<p>Alexandria VA. Fire Department (currently conducting their Background Investigations for approximately 5+ years) Ms. Amanda Jackson; Director HR Mr. Christopher Thompson, Recruitment Division 900 2nd Street, Alexandria, VA. 22314 Ms. Amanda Jackson (O) 703-746-5239 Amanda.Jackson@alexandriava.gov</p>



	<p>Mr. Christopher Thompson (O) 703-746-5276 Chris.Thompson@alexandriava.gov</p>
<p>Doris D. Cutler (Former/Retired Law Enforcement)</p>	<p>Albert Herring, Esq U.S. Department of Justice 950 Pennsylvania Avenue, NW, Room 3515 Washington, DC 20530-0001 (202) 514-2000 Main (202) 305-1854 Direct</p> <p>Rev. Donald Isaac, Director Office of Mayor’s Religious Affairs 1350 Pennsylvania Avenue, NW, Suite 332, Washington DC 20004 (202) 442-8122 Main</p> <p>Christopher Cummings, Commander Metropolitan Police Department Human Resources Division 300 Indiana Avenue, NW, Room 6061 Washington, DC 20001 (202) 727-4261 Main</p>
<p>Tonce A. Cutler, Sr. (Former/Retired Law Enforcement)</p>	<p>Diane Groomes, Metropolitan Police Department, Assistant Chief of Police, PH (202) 576-6600, diane.groomes@dc.gov</p> <p>Kimberly Chisley-Missouri, Metropolitan Police Department, Assistant Chief of Police, PH Phone: (202) 727-5084, kimberly.missouri@dc.gov</p> <p>John Shelton, Washington Hospital Center, Chief of Police, PH (202) 256-8387, John.shelton@medstar.org</p>
<p>Joseph F. Twiggs II (Former/Retired Law Enforcement)</p>	<p>MPD Zack Scott (Retired MPD Sgt) 300 Indiana Ave. NW Washington DC 20001 202.251.1633 zscott12@verizon.net</p> <p>Executive Protection Agency-US Safety & Security, LLC Joseph Funk (President) 550 M. Ritchie Hwy Suite #127 Severna Park, MD 21146 410.903.1084 jfunk@ussus.us</p> <p>USIS-(Defunct) Sonja Queen-Bostick (Team Leader) 8904 Della Lane</p>



	<p>Fort Washington, MD 301.248.5124 queenie8788@hotmail.com</p>
<p>William O. Scott (Former/Retired Law Enforcement)</p>	<p>Glenarden City Police Department (301) 772-3214 The Colman Group (301) 794-4914 US Secret Service (202) 406-8800</p>
<p>Michael Bozeman (Former/Retired Law Enforcement)</p>	<p>Prince George's County Police Retired-Sgt Gerald Moore 7600 Barlowe Road Palmer Park, MD 20785 240-304-7042</p> <p>ADC LTD NM Marc Boyden, Senior Contract Investigator 909 Virginia St. NE Suite 104 Albuquerque NM 87108 240-882-0035</p> <p>Darlene Shirley, Clinical Manager Contemporary Family Services 3300 Pennsylvania Ave. SE Washington, DC 20020 301-602-4034</p>
<p>Wendy Bozeman Civil rights liaison and community outreach specialist</p>	<p>Contemporary Family Services, Inc. Dr. Charlyne Hayling-Williams, PhD 6323 Georgia Ave., NW #300 Washington DC chayling-williams@contemporaryservices.net 202.957.9856</p> <p>21st Century Expo Group, LLC Dawn Perminter, Customer Service Manager 137 National Plaza, Suite 350 National Harbor, Md 20745 dperminter@21stceg.com 301.213.4523</p>
<p>Kendall J. Foster Public Policy & law; data collection & analysis</p>	<p>Young Invincibles (202) 734-6519 University of Maryland African American Studies (301) 405-1158</p>
<p>Serena Speight Reporting</p>	<p>Department of the Air Force (201) 565-0102 HAF: (202) 223-8222 Washington group international (410) 423-4500</p>



6. Budget

As described in Paragraphs 28-29 of the RFA, and Paragraph 443 of the Consent Decree, Monitor applicants must provide, for at least 5 years, proposed annual budgets for the project based on the above Scope of Work and the requirements of the Consent Decree. Responses to the RFA shall include annual breakdowns of forecasted costs for fulfilling the Monitor's responsibilities as described in Section I, and for achieving Full and Effective Compliance under the Consent Decree. Forecasted costs and proposed annual budgets will be broken down in detail to the extent practicable. Candidates will be mindful that, if selected as Monitor, their proposed budgets are expected to form the basis of their actual budgets, and any departures without reasonable cause will be disfavored.



BITHGROUP Technologies BPD Monitoring Team Budget Year 1	Effort	Project Cost
Activities		
Evaluation of BPD and City Implementation of Consent Decree	312	\$ 54,600.00
Providing Technical Assistance and Recommendations	600	\$ 105,000.00
Soliciting Information from and providing information to the Pu	400	\$ 70,000.00
Preparing Public Reports	480	\$ 84,000.00
Develop Monitoring Plan	400	\$ 70,000.00
Implement Monitoring Plan	1200	\$ 210,000.00
Outcome Assessments and Compliance Reviews	480	\$ 84,000.00
Website Development and Up-keep	480	\$ 84,000.00
Communication and Problem-solving with BPD and DOJ	240	\$ 42,000.00
Document Management	240	\$ 42,000.00
In-Person Public Meetings (Quarterly)	480	\$ 84,000.00
Community Outreach to General Public	360	\$ 63,000.00
Outreach to BPD and their officers	360	\$ 63,000.00
Formulation of Outcome Measures	360	\$ 63,000.00
Reporting (Monthly, Quarterly, Semi-Annually)	360	\$ 63,000.00
Annual Budgets	120	\$ 21,000.00
On-going Communications	360	\$ 63,000.00
Court Appearances	288	\$ 50,400.00
Public Statements	96	\$ 16,800.00
Projected Expenses		\$ 100,000.00
Legal Counsel	240	\$ 42,000.00
Reassessment (After first two years)	0	\$ -
Total Hours	7856	
Total Cost Estimate		\$ 1,474,800.00
Assumptions		
<p><i>We complied our cost estimate based on the number of activities we estimate we will be involved in each month for the first year. Note: For each of the hours estimates we assumed that multiple staff members would be involved in performing these activities and calculated a cumulative hourly rate for the team members involved.</i></p>		



BITHGROUP Technologies BPD Monitoring Team Budget Year 2	Effort	Project Cost
Activities		
Evaluation of BPD and City Implementation of Consent Decree	312	\$ 54,600.00
Providing Technical Assistance and Recommendations	600	\$ 105,000.00
Soliciting Information from and providing information to the Public	400	\$ 70,000.00
Preparing Public Reports	480	\$ 84,000.00
Develop Monitoring Plan	400	\$ 70,000.00
Implement Monitoring Plan	1200	\$ 210,000.00
Outcome Assessments and Compliance Reviews	480	\$ 84,000.00
Website Development and Up-keep	480	\$ 84,000.00
Communication and Problem-solving with BPD and DOJ	240	\$ 42,000.00
Document Management	240	\$ 42,000.00
In-Person Public Meetings (Quarterly)	480	\$ 84,000.00
Community Outreach to General Public	360	\$ 63,000.00
Outreach to BPD and their officers	360	\$ 63,000.00
Formulation of Outcome Measures	360	\$ 63,000.00
Reporting (Monthly, Quarterly, Semi-Annually)	360	\$ 63,000.00
Annual Budgets	120	\$ 21,000.00
On-going Communications	360	\$ 63,000.00
Court Appearances	288	\$ 50,400.00
Public Statements	96	\$ 16,800.00
Projected Expenses		\$ 100,000.00
Legal Counsel	240	\$ 42,000.00
Reassessment (After first two years)	0	\$ -
Total Hours	7856	
Total Cost Estimate		\$ 1,474,800.00
Assumptions		
<p><i>We compiled our cost estimate based on the number of activities we estimate we will be involved in each month for the first year. Note: For each of the hours estimates we assumed that multiple staff members would be involved in performing these activities and calculated a cumulative hourly rate for the team members involved.</i></p>		



BITHGROUP Technologies BPD Monitoring Team Budget Year 3	Effort	Project Cost
Activities		
Evaluation of BPD and City Implementation of Consent Decree	312	\$ 54,600.00
Providing Technical Assistance and Recommendations	400	\$ 70,000.00
Soliciting Information from and providing information to the Public	400	\$ 70,000.00
Preparing Public Reports	480	\$ 84,000.00
Develop Monitoring Plan	400	\$ 70,000.00
Implement Monitoring Plan	800	\$ 140,000.00
Outcome Assessments and Compliance Reviews	480	\$ 84,000.00
Website Development and Up-keep	480	\$ 84,000.00
Communication and Problem-solving with BPD and DOJ	240	\$ 42,000.00
Document Management	240	\$ 42,000.00
In-Person Public Meetings (Quarterly)	480	\$ 84,000.00
Community Outreach to General Public	360	\$ 63,000.00
Outreach to BPD and their officers	360	\$ 63,000.00
Formulation of Outcome Measures	360	\$ 63,000.00
Reporting (Monthly, Quarterly, Semi-Annually)	360	\$ 63,000.00
Annual Budgets	120	\$ 21,000.00
On-going Communications	360	\$ 63,000.00
Court Appearances	288	\$ 50,400.00
Public Statements	96	\$ 16,800.00
Projected Expenses		\$ 100,000.00
Legal Counsel	240	\$ 42,000.00
Reassessment (After first two years)	600	\$ 105,000.00
Total Hours	7856	
Total Cost Estimate		\$ 1,474,800.00
Assumptions		
<p><i>We compiled our cost estimate based on the number of activities we estimate we will be involved in each month for the first year. Note: For each of the hours estimates we assumed that multiple staff members would be involved in performing these activities and calculated a cumulative hourly rate for the team members involved.</i></p>		



BITHGROUP Technologies BPD Monitoring Team Budget Year 4	Effort	Project Cost
Activities		
Evaluation of BPD and City Implementation of Consent Decree	312	\$ 54,600.00
Providing Technical Assistance and Recommendations	600	\$ 105,000.00
Soliciting Information from and providing information to the Publ	400	\$ 70,000.00
Preparing Public Reports	480	\$ 84,000.00
Develop Monitoring Plan	400	\$ 70,000.00
Implement Monitoring Plan	1200	\$ 210,000.00
Outcome Assessments and Compliance Reviews	480	\$ 84,000.00
Website Development and Up-keep	480	\$ 84,000.00
Communication and Problem-solving with BPD and DOJ	240	\$ 42,000.00
Document Management	240	\$ 42,000.00
In-Person Public Meetings (Quarterly)	480	\$ 84,000.00
Community Outreach to General Public	360	\$ 63,000.00
Outreach to BPD and their officers	360	\$ 63,000.00
Formulation of Outcome Measures	360	\$ 63,000.00
Reporting (Monthly, Quarterly, Semi-Annually)	360	\$ 63,000.00
Annual Budgets	120	\$ 21,000.00
On-going Communications	360	\$ 63,000.00
Court Appearances	288	\$ 50,400.00
Public Statements	96	\$ 16,800.00
Projected Expenses		\$ 100,000.00
Legal Counsel	240	\$ 42,000.00
Reassessment (After first two years)	0	\$ -
Total Hours	7856	
Total Cost Estimate		\$ 1,474,800.00
Assumptions		
<p><i>We complied our cost estimate based on the number of activities we estimate we will be involved in each month for the first year. Note: For each of the hours estimates we assumed that multiple staff members would be involved in performing these activities and calculated a cumulative hourly rate for the team members involved.</i></p>		



BITHGROUP Technologies BPD Monitoring Team Budget Year 5	Effort	Project Cost
Activities		
Evaluation of BPD and City Implementation of Consent Decree	312	\$ 54,600.00
Providing Technical Assistance and Recommendations	400	\$ 70,000.00
Soliciting Information from and providing information to the Pu	400	\$ 70,000.00
Preparing Public Reports	480	\$ 84,000.00
Develop Monitoring Plan	400	\$ 70,000.00
Implement Monitoring Plan	800	\$ 140,000.00
Outcome Assessments and Compliance Reviews	480	\$ 84,000.00
Website Development and Up-keep	480	\$ 84,000.00
Communication and Problem-solving with BPD and DOJ	240	\$ 42,000.00
Document Management	240	\$ 42,000.00
In-Person Public Meetings (Quarterly)	480	\$ 84,000.00
Community Outreach to General Public	360	\$ 63,000.00
Outreach to BPD and their officers	360	\$ 63,000.00
Formulation of Outcome Measures	360	\$ 63,000.00
Reporting (Monthly, Quarterly, Semi-Annually)	360	\$ 63,000.00
Annual Budgets	120	\$ 21,000.00
On-going Communications	360	\$ 63,000.00
Court Appearances	288	\$ 50,400.00
Public Statements	96	\$ 16,800.00
Projected Expenses		\$ 100,000.00
Legal Counsel	240	\$ 42,000.00
Reassessment (After first two years)	600	\$ 105,000.00
Total Hours	7856	
Total Cost Estimate		\$ 1,474,800.00
Assumptions		
<p><i>We complied our cost estimate based on the number of activities we estimate we will be involved in each month for the first year. Note: For each of the hours estimates we assumed that multiple staff members would be involved in performing these activities and calculated a cumulative hourly rate for the team members involved.</i></p>		



7. Collaboration and Cost Effectiveness

Candidates should also respond directly to Paragraph 27 of the RFA, and provide concrete examples as to how they plan to work collaboratively with the parties to achieve Full and Effective Compliance under the Consent Decree, and how they plan to do so in a cost-effective manner.

The BITHGROUP Technologies Baltimore City Police Department Monitoring Team vows to work collaboratively with the City of Baltimore, Baltimore City Police Department and the Department of Justice to enable the Baltimore Police Department to reach compliance with the Consent Decree using a cost-effective approach.

To ensure effective collaboration, we will work to have open communications with transparency to the City, BPD, DOJ and the Community. The key is to have open lines of communication in a regularly schedule on-going consist honest manner to keep all parties informed. To facilitate this, we will produce the required reports, monthly activities, upcoming activities and quarterly progress reports. In addition, we will have weekly status meetings providing updates to keep the parties informed of progress being made, areas of concern that need focus to be improved with regards to the monitoring plan aligned with implementation plan to reach compliance with the Consent Decree. We will also provide an on-going tracking of expenditures against our budget. We also plan to make a summary dashboard available via our website to highlight progress, areas that need improvement and budget expenditures to date.

We believe by providing this type of constant communications to the City, BPD, DOJ and the community that we should be able to maintain a collaborative environment.

Sample Weekly Monitoring Report

Key Provisions	Progress This Week	Issues of Concern	Actions Proposed or Taken
Community Oversight Task Force			
Community Policing and Engagement			
Stops, Searches, Arrest and Interactions			
Impartial Policing			
Responding to and Interacting with People with Behavioral Health Disabilities or in Crisis			
Use of Force			
Interactions with Youth			
Transportation of Persons in Custody			
First Amendment Protected Activities			
Handing of Reports of Sexual Assault			



Technology			
Supervision			
Misconduct Investigations and Discipline			
Coordination with Baltimore City School Police Force			
Recruitment, Hiring and Retention			
Implementation and Enforcement of Consent Decree			

8. Potential Conflicts of Interest

Monitor applicants should disclose any potential or perceived conflicts of interest involving any members of the monitoring team, associated firms or organizations, and any employee(s) assigned to the project, or proposed subcontractor(s). Such conflicts may include, but are not limited to: a. Current or former employment contracts or grants with the City of Baltimore, BPD, the State of Maryland, or the United States; b. Any involvement in the last ten years with a claim or lawsuit by or against the City of Baltimore or BPD, the State of Maryland, the United States, or any of their officers, agents, or employees; c. Any close, familial, or business relationship with any of the mentioned entities; and d. Any member of the monitoring team who has been the proponent or subject of any complaint, claim, or lawsuit alleging misconduct.

BITHGROUP Technologies does currently hold information technology contracts with the City of Baltimore. We do provide some information technology staffing services to the Baltimore City Police Department. We also have information technology contracts with several State of Maryland agencies and some with federal agencies. We do not see why any of these contracts would create a conflict of interest, but we just wanted to make you aware that we do hold these contracts. We do not see why or how this would cause any problems for us to be able to provide this monitoring service.