

**Phyllis J. Outlaw & Associates**  
Attorneys and Counselors at Law

Response to Request for Proposal regarding Legal &  
Government Relations Support Services to The Anacostia  
Waterfront Corporation  
(RFP No. AWC-RFP-96149-LGR-O7)

Submitted: June 28, 2007

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## **Executive Summary**

On behalf of Phyllis J. Outlaw and Associates, we are pleased to respond to your request for proposal for legal and government relations services for the Anacostia Waterfront Corporation (AWC). We are submitting this response as prime service providers for three tasks, Task XI, Government Relations, Task XII Procurement, and Task XII Labor and Employment. We are also emphasizing our ability to prime on the subtask of training in Task XIII.

### ***Capability, Depth of Expertise, and Experience***

The Law Offices of Phyllis J. Outlaw & Associates (PJOA) has provided legal services to residents and local businesses since 1980 in Washington, DC. PJOA is a certified LSDBE business with offices located on 412 H Street, NE commercial district which is known for its resurgence from the riots in the 1960's and emerging small businesses. Our offices are convenient to the financial and business districts of the city, public transportation, as well as to the federal and local courts located in the District of Columbia, Southern Maryland and Northern Virginia. We are near the Anacostia waterfront redevelopment areas and knowledgeable with AWC's revitalization strategy to transform the historic Anacostia community.

Our attorneys are admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States Court of Appeals, the United States District Court for the District of Columbia and Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit. PJOA litigation practice areas include: Real Estate, including leasing, evictions, foreclosures, and zoning; Administrative Law, including practice before state and local agencies; Business Torts, including misrepresentation, fraud, and interference with contractual relations; Taxation; Estate Planning, including will preparation, trusts, and powers of attorney; Consumer Law; Commercial Law, including bankruptcy, creditors' rights, loan work-outs, closings, pre-bankruptcy planning and debt restructuring; Discrimination; Criminal Law; Personal Injury; Family Law; Labor Law; Equal Employment Opportunity Law; Election and Campaign Finance; and Arbitration; Mediation; and Medical Malpractice.

Phyllis J. Outlaw and Associates is spearheading a team of highly qualified professionals specifically designed to bring the utmost in value and quality service to AWC. With nearly 30 years of experience, our team is a unique blend of attorneys, real estate finance advisors, municipal leaders, community activists, real estate tax advisors, economists, strategic advisors, technical assistance specialist, trainers, procurement, and contract specialists. Our team of professionals is powerfully equipped to be of assistance in these areas. Each team member is devoted to the project and has committed themselves to be available and attentive to the work AWC needs performed.

The PJOA Team will provide services to AWC to include Government Relations, Procurement, Labor and Employment Law to include Training for AWC staff. We stand ready and available to:

- Advise AWC on all matters as outlined in each task order;
- Attend meeting and provide detailed minutes of the major issues discussed at meetings;
- Participate in and negotiate on behalf of AWC;
- Build and strengthen public relations with citizens, communities, public and private officials; local and federal agencies and the private sector.
- Prepare memoranda and opinion statements regarding issues that impact the work of the AWC both politically and legally;
- Prepare legal documents to include but not limited to contracts, settlement agreements, pleadings, motions, orders and briefs;
- Draft testimony and represent AWC before government authorities; and
- Represent AWC in any litigation or alternative dispute resolution hearing arising out of an action at the workplace.

The PJOA Team possesses the knowledge, skills and expertise to protect and defend the interest of the Anacostia Waterfront Corporation. We are committed to the mission and vision of AWC as it endeavors to transform the shores of the Anacostia River.

### ***LSDBE Utilization***

Phyllis J. Outlaw & Associates has assembled an experienced team of owners of multi-disciplinary LSDBE firms by forming key alliances as highly qualified specialists who recognize the complexity of AWCs needs and processes. We bring to this project four LSDBE certified businesses to include Phyllis J. Outlaw & Associates, a law firm, as the prime service provider. We have partnered with the following certified LSDBE owners on each task to include:

- Diane Pratt, President and Founding Principal of DP Consultants, Inc. (DPC) for Task XI Government Relations;
- Alex Peacock, Principal of Business Strategy Consultants (BSC) as a subcontractor for Task XII Procurement; and
- Vanessa Brooks, Principal, LSDBE Certified Borrowed Time Enterprises, Inc., for Task XIII Labor and Employment.

For Task XI Government Relations of the solicitation, Diane Pratt brings a wealth of expertise to the PJOA Team. As President and Founding Principal of, DP Consultants, Inc., a LSDBE certified company; she has honed her skills, knowledge and expertise in the area of government and public relations. She was appointed by the Mayor to serve as Chairperson of the Redevelopment Land Agency for the District of Columbia. Formerly a senior staff member of the DC Government and as DPC principal, Diane Pratt has maintained contact with many elected and appointed officials as well as business and community stakeholders on behalf of a myriad of clients.

For Task XII Procurement of the solicitation, PJOA has partnered with a well known LSDBE firm, Business Strategy Consultants (BSC), a management consulting firm that specializes in providing acquisition and procurement support services to public and private sector organizations. Alex Peacock is the Principal of BSC. BSC is a small business which brings in-depth experience and in managing and conducting contracting, procurement, and grant management services in the federal government and public sector organizations. BSC management team has more than 100 years of combined experience in supporting and managing contracts with government agencies. BSC's experience includes providing acquisition and contract support for information

technology products and services, professional business and technical services, construction management services, healthcare services, social welfare services, architectural and engineering services and various other commodities and services. Additionally, BSC has provided training support services in developing Performance Based Work Statements for the Defense Information Services Agency (DISA), the General Services Administration (GSA) and the National Oceanic and Atmospheric Administration (NOAA).

For Task XIII Labor and Employment of the solicitation, Vanessa Brooks brings twenty (20) years of paralegal experience to the PJOA TEAM. As the Principal of Borrowed Time Enterprises, Inc., a LSDBE Certified company, her company provides paralegal professional services in the following areas: trial litigation, mediation and arbitration, Merger/Acquisition, commercial law, non-profit determination status, personal injury, medical malpractice, Hart-Scott-Rodino, CID, 2nd Request/FTC, contract law and Patent Infringement matters.

Phyllis J. Outlaw & Associates is committed to assist AWC in achieving its goal to incorporate LSDBE's on various aspects of this project. Consequently, all PJOA TEAM management plans are designed to consistently and frequently involve LSDBE's in all PJOA task orders. We believe the synergy of these partnerships provide great capacity and capability to the Anacostia Waterfront Corporation project.

### ***Management Team***

The PJOA Management Team will lead and guide the firm's engagement with AWC. Phyllis J. Outlaw is an experienced attorney, practicing for over 27 years in the DC area. She serves as managing attorney for the AWC program. Robert C. Walker is a strategic advisor for more than three decades with extensive experience in economic development and planning in the District of Columbia. He serves as the Business Development Manager for the firm. Richard Pannell is a procurement expert with years of experience in contracting and procurement. He has also worked in management in various government agencies for the District of Columbia. He serves as the Operations

Manager for the firm. Pam Jackson is an economist and manager bringing two decades of service in the public and nonprofit sector. She serves as Project Manager for the firm.

The Management Team has been developed for the AWC project comprised of the Managing Attorney, the Operations Manager, the Project Manager the Business Development Manager, and the appropriate Task Leader.

### **Management Team:**

#### **Managing Attorney:**

The Managing Attorney is the firm's principal and serves as director of all service support to AWC. The Program Manager provides administrative support to the managing attorney and the task leaders to ensure the expeditious, seamless service to AWC. The Government Relations Task Manager is the primary director of the team's work and will:

- Direct and supervise assignments
- Develop and maintain responsive client communications and relations
- Prepare and conducts reviews of staff, reports, correspondence and calculations
- Recognize and initiate business development opportunities;
- Prepare proposal and assigned portions of large-team proposals
- Communicate with external and internal clients for planning, status, service needs and performance feedback
- Responsible for all aspects of project management for assigned tasks including compliance with policies, scoping, scheduling, cost control, timely invoicing for payment and assurance of overall client satisfaction
- Ensure project quality control activities are in place and followed

- Select and supervise project team members in coordination with the Managing Attorney and the Program Manger and ensure that team members are assigned appropriate roles an
- Provide leadership to project/task teams, maintains a positive/responsive client and team approach.

### **Operations Manager:**

Manager is responsible for managing the company's day-to-day operations and reporting them to the Managing Attorney.

The operations manager is responsible for the Accounting, Contracting and Human Resources operations of the firm and reports directly to the Managing Attorney. This position will assist the MA with the responsibility of implementing initiatives and to maintain the smooth operation of the firm, with the assistance of other managers.

The Operations manager also looks after day-to-day activities while providing feedback to the MA.

The Operations Manager is responsible for analyzing and reviewing financial data, reporting financial performance, preparing budgets and monitoring expenditures and costs. Additionally the manager is required to present this information to the MA at regular intervals and provide this information to regulatory bodies as required.

### **JOB DUTIES AND RESPONSIBILITIES**

1. Implements general policies established for the firm; directs their administration and execution.
2. Plans, develops and approves specific operational policies, programs, procedures and methods in concert with general policies.
3. Develops, maintains and administers a sound organizational plan; initiates improvements as necessary.
4. Establishes a basic personnel policy;



5. Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements; takes effective corrective action as required.
6. Establishes and monitors compliance with purchasing policies and procedures.
7. Analyzes financial statements, manages cash flow and establishes controls to safeguard funds. Reviews income and costs relative to goals; takes corrective action as necessary.
8. Negotiates and recommends approval for contracts.
9. Directs purchasing, receiving, storage, issuing, preparation and control of all products, supplies and equipment.

**Project Manager:**

The Project Manager will create and execute project work plans and revise as appropriate to meet changing needs and requirements. The Project Manager will identify resources needed and assign individual responsibilities. The Project Manager will manage day-to-day operational aspects of all Phyllis J. Outlaw and Associates' projects. The Project Manager will minimize Phyllis J. Outlaw and Associates' exposure and risk on projects and ensure project documents are complete, current, and stored appropriately. The Project Manager will oversee the following sections: Document Development, Organizational Logistics, and Administration.

The Document Development Section will be responsible for managing staff and the process of print projects from inception through production. This will include overseeing production schedules and deadlines to ensure schedules are met and quality is maintained throughout all studio productions. The staff manager will be expected to work well under pressure, handle multiple tasks simultaneously, supervise staff and exemplify a sound work ethic.

The Organizational Logistics Section will oversee, manage and supervise the estimating, change order analysis and scheduling for each project, including all of the administrative details and processing. Responsibilities shall include, but will not be limited to, representing Phyllis J. Outlaw & Associate's interests and monitoring the

project of the client, and its associated work processes in order to achieve the objectives: the project remains within budget; the project is substantially complete on schedule; change orders are minimized and potential claims documentation is developed.

The Administration Section will compile data from vendor invoices and supporting documents to verify accuracy of billing data and to ensure receipt of items ordered. The section will compare invoices against purchase orders and shipping and receiving documents to verify receipt of items ordered. The Administration Section will read contract files or compute figures to determine prices and discounts, following invoices and credit memorandums. The section will contact vendors or buyers regarding errors in partial or duplicate shipments, prices, and substitutions. The Administrative Section will aim to ensure that the product or service an organization provides is fit for its purpose and meets customer expectations.

### **Business Development Manager:**

The Business Development Manager will assess, evaluate, establish, and develop new business relationships with content and technological partners. The Business Development Manager will be responsible for reviewing and analyzing information and developing new initiatives and partnerships. The Manager will rely on experience and judgment to plan and accomplish goals. He will meet regularly with new clients to assess level of satisfaction with services and to develop a list of strong referrals. The Business Development Managers will submit proposals and responses to RFQs and RFPs issued by prospective clients after obtaining pricing and specifications approval from management as appropriate. The Business Development Manager will be responsible for the following sections: Government Liaison Services, Marketing and Community Services.

The Government Liaison Services Section will maintain an awareness of issues and opportunities of likely import to Phyllis J. Outlaw & Associates, Inc. This will be accomplished by monitoring the various communications from the city, attendance of

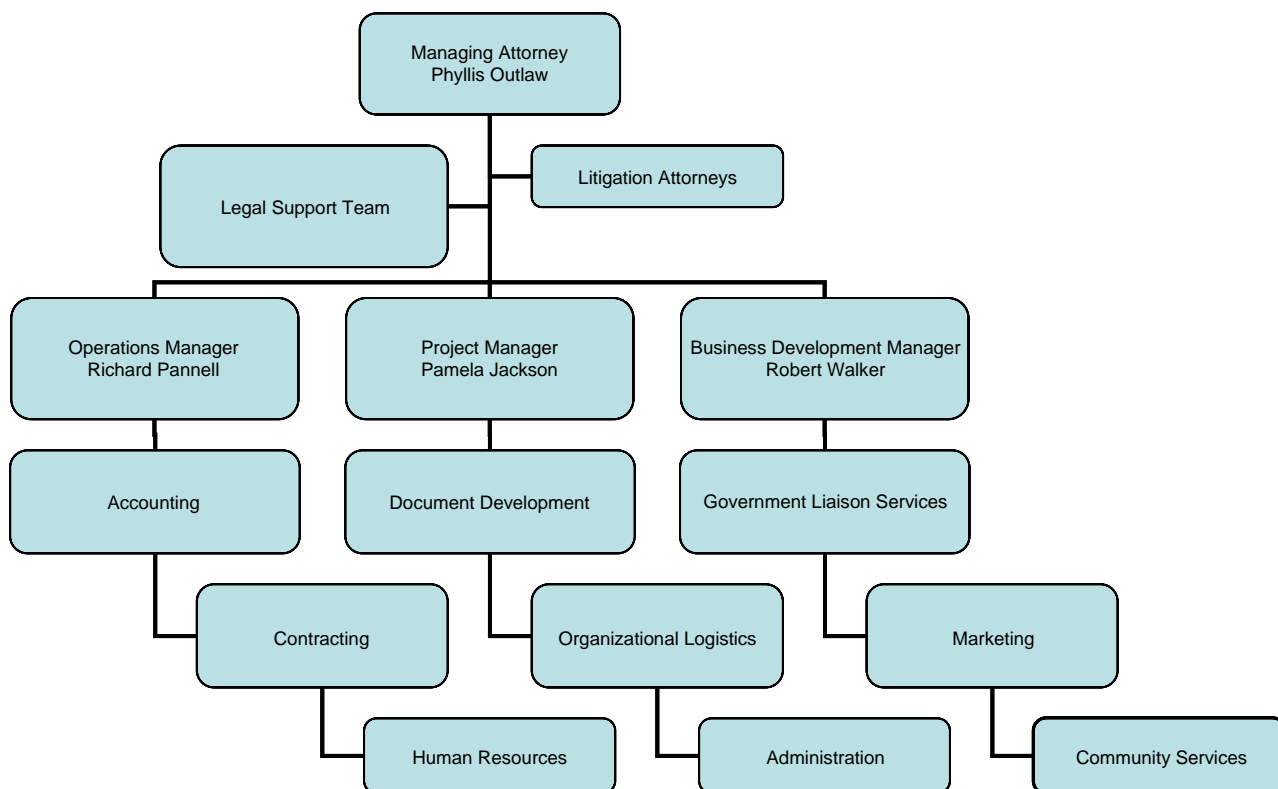
council, board and commission meetings as appropriate. The Government Liaison Section will communicate items of interest to Phyllis J. Outlaw and Associates and will communicate Phyllis J. Outlaw and Associates' positions to local government officials and staff.

The Marketing Section will identify, develop, and evaluate marketing strategy, based on knowledge of establishment objectives, market characteristics, and cost and markup factors. The Section will evaluate the financial aspects of product development, such as budgets, expenditures, research and development appropriations, and return-on-investment and profit-loss projections. It will formulate, direct and coordinate marketing activities and policies to promote products and services, working with advertising and promotion managers. The Marketing Section will coordinate and participate in promotional activities and trade shows, working with developers, advertisers, and production managers, to market products and services.

The Community Services Section will establish and maintain relationships with other agencies and organizations in the community in order to meet community needs and to ensure that services are not duplicated. The section will evaluate the work of staff and volunteers in order to ensure that programs are of appropriate quality and that resources are used effectively. It will research and analyze member or community needs in order to determine program directions and goals and speak to community groups to explain and interpret agency purposes, programs, and policies.

A manager has been assigned to each task order. The Phyllis J. Outlaw and Associates Team will manage task orders in an efficient and effective manner. Once a task order has been issued to the firm, the Management Team will begin the development of a proposal response. The Operations Manager and the Managing Attorney shall lead the effort to finalize the contracts associated with the task order to include refining the performance plan. The plan outlines the segments of work to be done, the timeline for accomplishing the work, and the appropriate staff for the work segments.

## AWC - PJOA Management Team



Once the task order is finalized, the Operations Manager will coordinate with the Task Leader on the implementation of the plan of work. The Task Leader will assign work to each team member based upon the requirements of the task and the team member's knowledge, skills, and expertise. Task Leader is responsible for managing team members and ensuring work is complete, thorough, and accurate. The Managing Attorney is responsible for all communication to and from AWC regarding completed work on the task. The Task Leader will deliver work product to the Operations Manager and managing attorney for review and quality controls processing. After the managing attorney reviews and approves the work product, the Operations Manager will make submission to AWC.

The Firm's accounting system will allow each of the team members to account for both the hours worked and the content of that work. The Firm's accountant will be responsible for preparing all invoices and submitting them first to the Task Leader for

review and then to the Operation Manager who will invoice AWC after the Managing Attorney reviews and approves the invoices. Invoices will be prepared in duplicate and submitted to the AWC Accounts Payable Department with concurrent copies to the AWC Contracting Officer's Technical Representative (COTR). The invoice format along with the name, address, and telephone number of Accounts Payable point of contact and COTR will be provided to the Contractor under each Task Order.

The Firm will provide appropriate staff as needed to complete each assignment, including Attorneys, Case Managers, Legal Interns, Employment and Training staff and Communications professionals as required on projects that require that skills set. For any projects that require community outreach and/or media coverage, the communications professionals, led by the Project Manager, will oversee and implement that part of the task order. For any training provided by the Firm, the Employment and Training Coordinator will be responsible for overseeing and facilitating all workshop and presentations for AWC staff training.

PJOA employs capable, trained, experienced and qualified attorneys, managers, and consultants who utilize efficient and effective management practices to ensure all contractual requirements are fulfilled in a technically compliant and timely manner. We monitor the process by which work has been performed using a thorough quality review process, which ensures our services meet the highest quality standards. We continuously review and refine our work processes and legal services to ensure PJOA provides AWC the most efficient and effective support possible. We assure that tasks and legal services are completed within the timeframes and budget constraints established by the task order and statement of work agreed to with AWC.

### ***Pricing***

Our team represents a high degree of talent available at a moderate price. Our pricing reflects our commitment to be of service in a competitive, yet prudent manner. Individual staff rates are provided in the pricing sections of each of the attached

chapters responding to the tasks for government relations, procurement, and labor and employment.

***Conclusion***

This concludes the executive summary of our proposal. The materials that follow illustrate relevant firm experience and qualifications, describe the PJOA team members, and list our pricing rates. We thank you for the opportunity to share information about our capabilities with you. We sincerely hope that you will allow us the privilege of serving you on this project. We welcome your feedback and questions

## **Task Category XI: Government Relations**

The Law Offices of Phyllis J. Outlaw & Associates (PJOA) were established in 1980 in the District of Columbia. For nearly three decades, PJOA has provided legal services to residents and local businesses. PJOA is a certified LSDBE business with offices located in the heart of the renown “H” Street District long known for its resurgence and small business activity. Two blocks from the Union Station transportation hub, our location is open to the entire city via the Washington Metro Transit Authority. Our offices are convenient to the financial and business districts of the city as well as to the federal and local courts located in the District of Columbia and nearby Maryland and Virginia. We are less than one mile from the heart of the Anacostia waterfront redevelopment areas and are familiar with AWC’s revitalization strategy to transform the historic Anacostia community.

Our attorneys are admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States Court of Appeals, the United States District Court for the District of Columbia and Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit. PJOA litigation practice areas include: Real Estate, including leasing, evictions, foreclosures, and zoning; Administrative Law, including practice before state and local agencies; Business Torts, including misrepresentation, fraud, and interference with contractual relations; Taxation; Estate Planning, including will preparation, trusts, and powers of attorney; Consumer Law; Commercial Law, including bankruptcy, creditors' rights, loan work-outs, closings, pre-bankruptcy planning and debt restructuring; Discrimination; Criminal Law; Personal Injury; Family Law; Labor Law; Equal Employment Opportunity Law; Election and Campaign Finance; and Arbitration; Mediation; and Medical Malpractice.

Phyllis J. Outlaw and Associates understands that AWC will need support in building relationships with federal and local government elected and appointed officials, providing solutions to overcome market, legislative and regulatory obstacles, identifying

innovative or underutilized government funding sources for AWC projects and securing appropriated funds or grants for municipal projects. We are prepared to facilitate the negotiation of agreements with federal and other local agencies as well as monitor the obtaining of permits and regulatory approvals from such agencies. We anticipate providing strategic counsel on all projects designed to obtain the attention and responsiveness of the federal and local partners for AWC projects. Our team of professionals is familiar with the federal and local legislative and regulatory processes within which AWC functions. We are powerfully equipped to be of assistance in these areas.

The Phyllis J. Outlaw & Associates Team (PJOAT) will structure and implement a proactive government engagement strategy that both identifies and gives a voice to stakeholders who already support the AWC as well as determines and addresses potential issues as early as possible. Additionally, by clearly defining the task at hand, we will manage the expectations of targeted audiences regarding the government role in the AWC process.

### **Factor 1 – Expertise**

PJOAT brings extensive experience in structuring and implementing government relations strategies that will best marshal AWC resources to accomplish its mission. We have assembled an experienced team of multi-disciplinary individuals by forming key alliances with highly qualified specialists who recognize the complexity of AWCs needs and processes. Our Team principals have over 30 years of experience both within and outside of local government and are ideally suited to support AWC's navigation the District of Columbia's and relevant regional and federal policy making and program administration bureaucracies.

The structure of our team will allow us to swiftly and effectively respond to the needs of the AWC and efficiently deliver its message to appropriate elected and appointed officials and senior policy makers. We will work closely with AWC to integrate



government relations in all aspects of the Anacostia Waterfront Initiative development process. To ensure successful implementation of each assigned task order, we are uniquely poised to facilitate

- coordination of the government and public outreach effort
- early identification and resolution of policy and program issues
- reaching consensus on project related development decisions

Our experts are prepared and experienced with federal programs affecting housing and community economic development, environmental and transportation and are able to support AWC staff working through the regulatory requirements and restrictions of federal and local agencies and Congressional Committees with funding appropriations oversight. We will pursue financing from such programs as the Community Development Block Grant, Section 8 and HOPE VI programs through Department of Housing and Urban Development, and community development financial institutions programs, providing guidance through the processes to successfully achieve the goals of AWC. We will assist in coordinating with EPA under such programs as the Brownfields National Partnership that seek to support locally based initiatives through grants and additional financial and technical support. Our Team will also work with AWC to secure grant assistance from the US and DC Department of Transportation for programs including pedestrian- and bicycle-friendly esplanade.

The Team will provide strategic counsel on all policy and programmatic aspects of AWC based on our working knowledge of the District of Columbia executive and legislative, Congressional committee and federal agency requirements. PJOAT will provide general advice on administrative law, the scope of oversight and coordination of federal agencies on AWC projects, and the boundaries of agency jurisdiction.

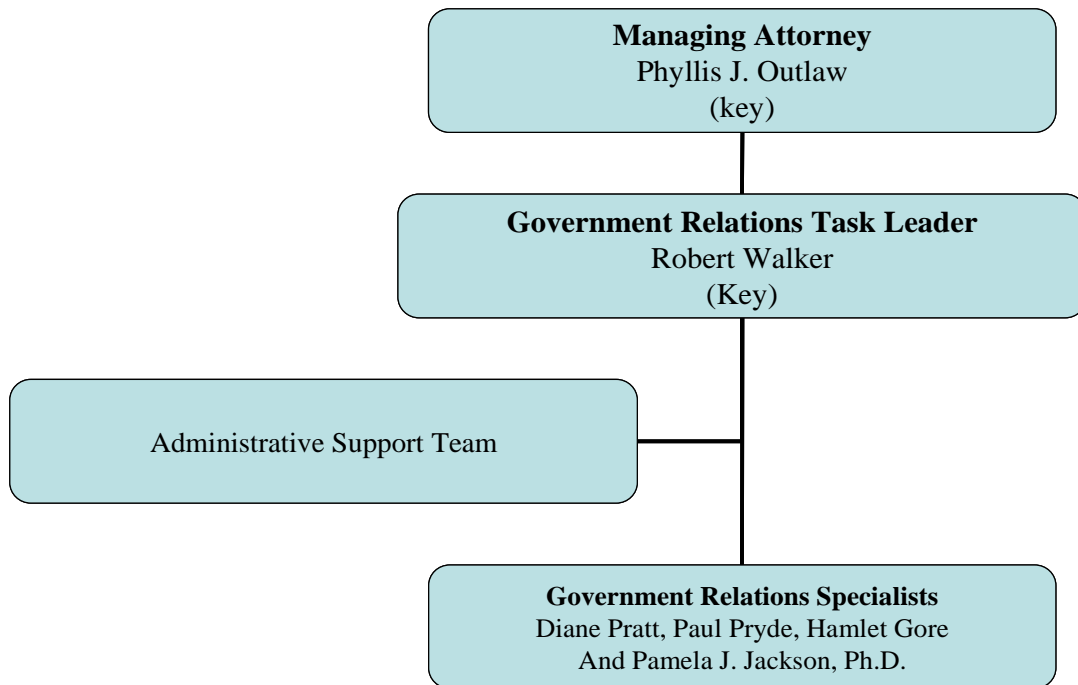
## **Factor 2 – Management Team**

The Phyllis J. Outlaw and Associates Team will manage government relations task orders in an efficient and effective manner. Once a task order has been issued to the firm, the Executive Committee will begin the implementation of the team's response. The Managing Attorney, Phyllis Outlaw, and the Task Leader for Government Relations, Robert C. Walker will coordinate the firm's service in fulfillment of task contracts for AWC. Primarily, the Program Manager will coordinate with the Task Leader on the implementation of the plan of work. The Task Leader will assign work to each team member based upon the requirements of the task and the team member's knowledge, skills, and expertise. The Task Leader is responsible for managing team members, ensuring work is complete, thorough, and accurate.

The Firm will provide appropriate staff as needed to complete each assignment, including Attorneys, Case Managers, Legal Interns, Education and Training staff and Communications professionals as required on projects that require that skills set. For any projects that require community outreach and/or media coverage, the Communications professionals will oversee and implement that part of the task order. For any training provided by the Firm, the Education and Training Coordinator will be responsible for overseeing and facilitating all workshop and presentations.

PJOA employs capable, trained, experienced and qualified attorneys, managers, and consultants who utilize efficient and effective management practices to ensure all contractual requirements are fulfilled in a technically compliant and timely manner.

# Task XI: Government Relations



We monitor the workflow by using a thorough quality review process, which ensures our services meet the highest quality standards. We continuously review and refine our work processes and legal services to ensure PJOA provides AWC the most efficient and effective support possible. We assure that tasks and legal services are completed within the timeframes and budget constraints established by the task order and statement of work agreed to with AWC.

The Managing Attorney is the firm's principal and serves as director of all service support to AWC. Duties of this role are to: perform day-to-day management of overall contract support operations; organize, direct and coordinate the planning and production of all contract support activities; and demonstrate written and oral communication skills. The Managing Attorney has authority and responsibility to identify and commit resources required to support the project. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. Develops and enforces quality control programs. Specific duties include:

- Develops and maintains responsive client communications and relations;
- Conducts review of staff, reports, correspondence and calculations;
- Oversee and review proposals and assigned portions of large-team proposals;
- Communicates with external and internal clients for planning, status, service needs and performance feedback;
- Oversee and review all aspects of project/task management, including compliance with policies, scoping, budgeting, scheduling, cost control, timely payment for work and assurance of overall client satisfaction;
- Ensures project quality control activities are in place and followed;
- Reviews and signs proposals and reports;
- Selects and supervises project/task team members and ensures that team members are assigned appropriate roles; Analyzes each team requirement and assures day to day effectiveness;
- Provides leadership to project/task teams; maintains a positive/responsive client and team approach.
- Works closely with the assigned attorney in carrying out the scope of each client task assignment;
- Organizes resources for effective task service delivery; and
- Assist the assigned attorney in handling claims or complaints to include litigation, mediation and arbitration.

The Government Relations Task Manager is the primary director of the team's work.

Duties include:

- Direct and supervise assignments;
- Develop and maintain responsive client communications and relations;
- Prepare and conducts reviews of staff, reports, correspondence and calculations;
- Recognize and initiate business development opportunities;
- Prepare proposal and assigned portions of large-team proposals.
- Communicate with external and internal clients for planning, status, service needs and performance feedback;

- Responsible for all aspects of project management for assigned tasks including compliance with policies, scoping, scheduling, cost control, timely invoicing for payment and assurance of overall client satisfaction;
- Ensure project quality control activities are in place and followed;
- Select and supervise project team members in coordination with the Managing Attorney and the Program Manger and ensure that team members are assigned appropriate roles; and
- Provide leadership to project / task teams; maintains a positive / responsive client and team approach.

The Government Relations Specialists will:

- Prepare proposals and support assigned portions of large-team proposals.
- Respond to and perform assignments, including prepare and submit reports, correspondence and calculations;
- Develop and maintain responsive client communications and relations;
- Support all aspects of project management for tasks including compliance with AWC policies, scoping, scheduling, cost control, timely invoicing for payment and assurance of overall client satisfaction;
- Follow procedures to ensure project quality control activities are in place and followed; and
- Provide leadership to project / task teams; maintains a positive / responsive client and team approach.
  - Confer with AWC to determine current and pending issues related to a organizational policy or project strategy per unique nature of AWC
  - Develop and implement comprehensive government relations plans to support AWC's immediate and long term public policy and project related goals.
  - Conduct outreach and interface with local and federal agency officials and Congressional offices to represent the best interests of AWC
  - Analyze federal and local regulatory and legislative issues to ascertain impact on AWC projects and resources

- Identify key stakeholder relationships and maintain ongoing dialogues, including creating strategic networking opportunities.
- Assist in framing objectives succinctly and purposefully to effectively position and portray the organization to federal agency, Congressional and local policymakers.
- Develop issue driven messages and determine distribution vehicles most appropriate for the target audiences, including state of the art communication avenues.
- Assist in creating strategic partnerships among city, regional, and federal agencies critical to expediting redevelopment plans, including but not limited
  - Federal Agency Interests (Congressional Offices and Committees, EPA, USDOT, NPS, NCPC, CFA, Washington Naval Yard)
  - Local Agency Interests (OP, DDOT, DCWASA)
  - Historic Preservation Community (DC Preservation League, National Trust for Historic Preservation, Advisory Council on Historic Preservation)
  - Community Activists (Committee of 100, Neighborhood CDCs, BIDs and civic associations, Waterfront advocacy groups)
- Assist in developing and conducting appropriate media outreach

### **Factor 3 - Previous Experience**

Our professionals bring experience in a variety of areas of economic development, public affairs, and other government relations capacities. Having worked as municipal leaders in the northeast and Midwest parts of the Country, our team members have served in diverse local and federal government roles. From allocating community

development block grants and administering housing and redevelopment programs, to advising members of congress and their committee staff on housing and economic development tax policy.

For over 20 years, founder and President of Phyllis J. Outlaw & Associates, Ms. Outlaw has built strong working relationships with federal and local government officials. She has been elected and served in citywide political offices including Delegate to the National Convention and the At Large Committeewoman for the local party in Washington, D.C. Appointed by the Chairman of the Party to serve as the chairperson of the Budget Committee for Education for the District of Columbia. In addition to serving on the Housing Committee for the NAACP, Ms. Outlaw was the treasurer for a councilman in his campaign for mayor of the District of Columbia. She also played a key role in the mayoral campaign for several councilpersons. She was also drafted to seek a seat for councilmember at large in 1998.

Ms. Outlaw founded Professionals for Political Education, an organization designed to educate the community on the political process. As a member of the Voter's League for the United House of Prayer, Ms. Outlaw spearheaded organization of residents in Ward Two to impact a vote regarding rezoning of boundary lines for the Ward. She also served on the Real Estate Acquisitions Committee for the United House of Prayer. For almost 80 years, the United House of Prayer has redeveloped and revitalized economically challenged communities by constructing high-density, mixed use low-income residential rental properties in Ward Two. As a community activist, Ms. Outlaw has working relationships with local business, community, political and social organizations.

Both Robert C. Walker and Diane Pratt were appointed by the Mayor to serve as Chairperson of the Redevelopment Land Agency for the District of Columbia. These team members bring to the PJOAT knowledge, skills and expertise in government relations and legislative policy. Diane Pratt brings a wealth of expertise to the PJOAT. As President and Founding Principal of, DP Consultants, Inc. (DPC), a LSDBE certified

company; she has honed her skills, knowledge and expertise in the area of government and public relations. Formerly a senior staff member of the DC Government and as DPC principal, Diane Pratt has maintained contact with many elected and appointed officials as well as business and community stakeholders on behalf of a myriad of clients.

Robert Walker, as Task Leader will assist in developing and implementing sophisticated strategies and programs to comprehensively support AWC's immediate and long term public policy goals. He will work with AWC staff in framing objectives succinctly and purposefully to effectively position and portray the organization to policymakers. He will analyze regulatory and legislative issues to present AWC's best image to government regulators and lawmakers.

Diane Pratt will work to develop and implement a government relations and engagement plan as required to support the AWC mission and the Anacostia Waterfront Initiative. Ms. Pratt will work in close concert with AWC staff to schedule and organize outreach to and meetings with affected agencies and interested parties. To ensure productive interface, Ms. Pratt will guide and facilitate consistent communications with key elected and appointed officials and staff to identify relevant issues and potential resolutions in a time sensitive. Formerly a senior staff member of the DC Government, Diane Pratt has maintained contact with many elected and appointed officials as well as business and community stakeholders on behalf of a myriad of clients.

Pam Jackson is a credentialed economist with two decades of management experience at the project level and in the corporate, municipal, and nonprofit sectors. She is an efficiency and operations strategist and is experienced at business re-engineering and planning. She serves as the AWC Program Manager for the PJOA Team because she is focused, effective, and dedicated in organizing, planning, managing, and implementing the service to clients. She is attentive to detail, disciplined and strategic, and practiced in the areas of public service at the local and federal levels. She understands how the PJOA Team will serve the needs of AWC and she stands ready to



support the members of her team in doing so. In addition to the key staff on the project, Paul Pryde and Hamlet Gore are valuable team members with years of experience in public service at the local level.

The PJOA Team is supported by several dedicated staff members with communications, legal, and administrative experience. Staff members are professional, polished, disciplined, focused individuals who recognize the value of the AWC work along the riverfront and the support the team will provide to AWC.

A short list of past Team clients includes:

- The Bristol Group, Inc.
- DC Department of Housing and Community Development
- DC Office of Planning
- DC Office of Corporation Counsel
- EDAW/Anacostia Waterfront Corporation, Marvin Gaye Park Improvements
- Jones Lang LaSalle/US General Service Administration, St. Elizabeths West Campus Master Plan
- Bryant Associates, Inc./DC Water and Sewer Authority, Lead Service Replacement Program

PJOAT is highly qualified to develop and implement a government relations and engagement plan as required to support the AWC mission and Anacostia Waterfront Initiative. PJOAT will work in close concert with AWC staff to schedule and organize outreach to and meetings with affected agencies and interested parties. To ensure productive interface, PJOAT will guide and facilitate consistent communications with key elected and appointed officials and staff to identify relevant issues and potential resolutions in a time sensitive. PJOAT will assist develop and implement sophisticated strategies and programs to comprehensively support AWC's immediate and long term public policy goals. We will work with AWC staff in framing objectives succinctly and purposefully to effectively position and portray the organization to policymakers. Our

team will analyze regulatory and legislative issues to present AWC's best image to government regulators and lawmakers.

**Factor 4 – Pricing**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING: LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$127.50
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$178.50
Government Relations Team Leader	See provisions contained in above descriptions for Management team	\$280.00
Paralegal I	See provisions contained in above descriptions for Management team	\$42.50
Paralegal II	See provisions contained in above descriptions for Management team	\$59.50
Paralegal II	See provisions contained in above descriptions for Management team	\$85.00

**Option Years**

Offers shall repeat the above pricing format for each option year noted below. The Escalation % for the loaded, fixed hourly rates shall be identified in a fourth column added to the table format above and shall not exceed 5% for each option year.

**OPTION YEAR 1 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING:LOADED FIXED HOURLY RATE (this is a ceiling rate that includes any and all discounts)	ESCALATION 5 %
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$127.50	6.38
Government Relations Specialist II	See provisions contained in above descriptions for Management team	\$178.50	8.93
Government Relations Team Leader	See provisions contained in above descriptions for Management team	\$280.00	14.00
Paralegal I	See provisions contained in above descriptions for Management team	\$42.50	2.13
Paralegal II	See provisions contained in above descriptions for Management team	\$59.50	2.98
Paralegal II	See provisions contained in above descriptions for Management team	\$85.00	4.25

**OPTION YEAR 2 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING:LOADED FIXED	ESCALATION %

		HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)	
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$133.88	6.69
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$187.43	9.37
Government Relations Team Leader	See provisions contained in above descriptions for Management team	\$294.00	14.70
Paralegal I	See provisions contained in above descriptions for Management team	\$44.63	2.23
Paralegal II	See provisions contained in above descriptions for Management team	\$62.48	3.12
Paralegal II	See provisions contained in above descriptions for Management team	\$89.25	4.46

**OPTION YEAR 3 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING: LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes	ESCALATION %

		any and all discounts)	
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$147.60	7.38
Government Relations Specialist II	See provisions contained in above descriptions for Management team	\$206.64	10.33
Government Relations Team Leader	See provisions contained in above descriptions for Management team	\$324.14	16.21
Paralegal I	See provisions contained in above descriptions for Management team	\$46.86	2.34
Paralegal II	See provisions contained in above descriptions for Management team	\$65.60	3.28
Paralegal II	See provisions contained in above descriptions for Management team	\$93.71	4.69

**OPTION YEAR 4 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY  (for the actual proposal we will need to add years of experience, education level, and certifications)	BEST CUSTOMER PRICING: LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)	ESCALATION %
Government	See provisions contained in	\$147.60	2.46

Relations Specialist I	above descriptions for Management team		
Government Relations Specialist I	See provisions contained in above descriptions for Management team	\$206.64	7.38
Government Relations Team Leader	See provisions contained in above descriptions for Management team	\$324.14	10.33
Paralegal I	See provisions contained in above descriptions for Management team	\$49.20	2.46
Paralegal II	See provisions contained in above descriptions for Management team	\$68.88	3.44
Paralegal III	See provisions contained in above descriptions for Management team	\$98.40	4.92

## **Resumes - Key Personnel Task XI: Government Relations**

### **Phyllis J. Outlaw**

Phyllis J. Outlaw is the principal and senior associate of Phyllis J. Outlaw & Associates and is an experienced and seasoned litigator. She possesses knowledge, skills and expertise in litigation, arbitration and mediation of disputes relating to real estate development, financing, construction contracting, insurance, contract, tax liens, personnel matters, property boundary disputes and landlord-tenant matters. Her strong advocacy skills will provide AWC with quality legal representation. She will zealously advance and protect the legal interests of the AWC.

### **PROFESSIONAL EXPERTISE**

Phyllis J. Outlaw possesses nearly three decades of civil litigation, mediation and arbitration experience in the District of Columbia judicial system. She admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States District Court for the District of Columbia, United States Court of Appeals, Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit.

### **Litigation**

Litigation practice areas include corporate law, general liability, real estate, construction, labor and employment, contract law, landlord-tenant law, tax liens, property boundary disputes, family law and financing for small commercial and residential real estate; Representation of borrowers, purchasers, sellers, landlords, and tenants on claims involving mortgage fraud, contracts of sale, construction contracts, commercial and residential leases.

In 2007, she successfully prevented the sale of commercial property located in northwest Washington pursuant to a valid tax lien. The legal action to foreclose upon the property was dismissed. Since 2006, she represented a tenant before the Office of Administrative Hearings for the District of Columbia regarding illegal rent increases. Ms.



Outlaw also represented landlords and tenants in eviction proceedings with issues regarding housing code violations.

She handled matters before the District of Columbia Rental Accommodations Commission.

Ms. Outlaw successfully prevented the sale of commercial property located in northwest Washington pursuant to a valid tax lien. The result was that the legal action to foreclose upon the property was dismissed.

#### Corporate Governance

Ms. Outlaw has prepared articles of incorporation and bylaws for small businesses and advised clients regarding business structures, development, business expansion, partnership agreements, minutes, corporate seals, foreign corporations and business dissolution. She also served on the Board of Nonprofit Organizations as their General Counsel advising on all legal matters.

In the area of risk management, successfully represented clients who were injured at construction sites and received substantial awards. In some instances, the cases involved multiple defendants regarding general liability issues that often arise in construction projects. Since 2003, she is litigating a case before the Superior Court in the District of Columbia where the plaintiff was injured at a construction site. These cases generally involve issues relating to insurance subrogation, subrogation claims. Ms. Outlaw has also litigated declaratory judgment actions.

#### Real Estate Transactions

Phyllis J. Outlaw has experience in representing clients in connection with the purchase, sale, financing, leasing, property management, rehabilitation and settlements for real estate. From 2003 to 2006, she represented a client in a complex case against a national mortgage company with multiple parties involving the fraudulent lending practices to small investors for properties in the District of Columbia involving millions of dollars. In this case, she handled property sales, assisted in property management, property maintenance, foreclosure, and criminal charges with extensive discovery. Ms.

Outlaw successfully settled the case with a positive outcome on behalf of my client through mediation in the federal court.

#### Construction and Construction Related Issues

Experience in the construction of small commercial and residential properties as well as on various stages of the construction project process to include contract negotiation and drafting for general contractors and subcontractors, construction permit acquisition, construction inspection and draws to be paid general contractors and subcontractors, occupancy certificates, change orders, code compliance, architectural design and plans.

From 2002 – 2005, litigated a case before the United States District Court for the District of Columbia involving structural and mechanical defects of an HVAC system in a newly renovated mixed-use property in a commercial zone. In this case, suit was filed against the architect for malpractice, the company that installed the HVAC system and the construction inspection company. In this case, Ms. Outlaw demonstrated familiarity with architectural plans to include technical engineering drawings. Appealed the Court's ruling to the United States Court of Appeals for the District of Columbia. A decision was rendered in 2005.

#### Federal Programs and Administrative Law

Ms. Outlaw is experienced in interpreting and applying rules, regulations and procedures before agencies in the District of Columbia. Since 2004, she has represented a client for breach of contract against a private contractor for home improvements to include electrical and plumbing work for a residential property. This work was performed in conjunction with a program sponsored by the Department of Housing and Community Development for the District of Columbia. Ms. Outlaw has the knowledge, skills and expertise to advise AWC on administrative law matters.

#### Educational Degrees and/or Certifications and Trainings Achieved

Juris Doctorate

Howard University School of Law, 1978

Bachelor of Science Degree, Major Sociology, Minor Business  
Howard University 1974

Notary for the District of Columbia, 2007 – 2012

## Robert C. Walker

### PROFESSIONAL EXPERTISE

Robert C. Walker is intimately familiar with the challenges of economic development, community renewal, and land redevelopment from his long tenure as a member of the District's Redevelopment Land Agency (RLA). He is the Founder of a District-headquartered professional consulting firm, Mr. Walker's areas of expertise includes the following:

- **Project design and management** - designing and implementing large-scale projects for governments, NGOs, and government-related partners
- **Strategy consulting** - assessing client positioning, formulating change strategies, and monitoring for results
- **Government contracting** - designing training programs and providing consulting services to public and private sector clients in virtually every aspect of government contracting, including planning, preparing acquisition instruments, managing the solicitation process from publication to award (international commodity procurements), and establishing effective contract administration/monitoring systems
- **Social marketing/community empowerment** - working with community-based institutions and organizations, elected officials, developers, and government agencies, devise approaches to open and facilitate communications, promote strategic partnerships, optimize equity and "gain sharing" opportunities for local small businesses, residents and other stakeholders
- **Land redevelopment** - drawing upon over 20 years of successful experience as a District-based international consultant, dealing with transformation challenges in communities throughout the U.S. and in over 20 foreign countries, and an intimate understanding of the legal, social, economic, political and technical aspects of land re/development, demonstrated capacity to work effectively with the District's Council, three mayoral administrations, District agencies, for-profit and nonprofit developers, community representatives, leaseholders, and a

myriad of others, in various capacities as a director, Vice Chair, and Chair of the D.C. RLA.

**Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas**

Management

As the founder, president and chief executive officer of a company whose primary client was the U.S. government (USG), Mr. Walker oversaw the management and quality control functions of more than 300 engagements over a period of almost 30 years, without a single default termination or suspension. Twice during his tenure (2002-2003), the company's largest client awarded it the highest possible performance evaluation scores. In recent years, many of the company's engagements were task orders issued under indefinite quantity contracts (IQCs) -- much like the type anticipated by the Anacostia Waterfront Corporation. Such instruments require contractors to (a) respond to requests for task order proposals -- often on a quick turnaround time basis -- which means management must be prepared to respond quickly, and have the systems in place necessary to ensure rapid mobilization as authorized by the client; (b) maintain effective, auditable accounting, finance, information, personnel, and other systems to govern the award of task orders, treating each as a full "mini-contract" and, (c) work closely with the client's authorized representative(s), as appropriate, on matters ranging from task order negotiations to planning, to personnel and subcontract clearances, to problem-solving and reporting. Mr. Walker's competence in over-seeing major contracts for the USG is directly applicable to the AWC procurement because the strictures, controls, provisions, and principles for managing the AWC scope of work are basically the same -- understanding of the subject matter, timeliness, responsiveness, compliance with terms and conditions, continual oversight, team management, accountability, and client satisfaction. PJOA's management committee is strengthened by his vast experience managing multi-million dollar, task-order based projects for numerous government agencies.

## Government Relations

Prior to joining the D.C. Redevelopment Land Agency's Board of Directors, Mr. Walker demonstrated his competence as a strategic advisor, technical assistance specialist, and trainer for a number of government agencies concerned with community, human resource, and institutional capacity development and empowerment. In the illustrative list that follows, the common thread is Mr. Walker's initiative or leadership that proved instrumental in aligning government interests with those of beneficiaries, partners and other stakeholders. For example:

- Planned and designed national training model for the U.S. Department of Labor's Job Corps, which provided assistance to national and regional contracting officers, contracting, fiscal and property specialists, and to private sector contractors' management and program staff;
- Designed a test project to reduce the number hours that out-of-school Neighborhood Youth Corps program enrollees would work, substituting GED preparation by two City University of New York teachers, thus changing the expectations of selected school dropouts and establishing a new paradigm for cooperation between Region X and the University;
- Researched and wrote the legislative justification for changes to New York's Labor law, and subsequently successfully presented it in Albany (where it was passed);

The illustrative list of projects above show the breadth and depth of Mr. Walker's experience dealing with the unique challenges inherent merging interests of the following non-aligned groups.

- MCI Center (now known as the Verizon Center)
- Issuing investment grade bonds to finance MCI (when the District's rating was sub-par)
- Removing barriers to the redevelopment of Columbia Heights and Shaw neighborhoods
- Spurring completion of the dormant Portals project

- Working with the Office of Planning, Corporation Counsel and other District agencies on the Southwest Waterfront and east of the river plans
- Promoting the Local, Small, and Disadvantaged Business Enterprise Program (LSDBE), District-hires, and increased equity participation by minorities and women

#### Educational Degrees and/or Certifications and Trainings Achieved

Mr. Walker is a long-term resident of Washington, DC and a graduate of Georgetown University Law Center.

#### *Professional Memberships*

- National Association of Housing and Redevelopment Officials (NAHRO)
- Associate Member - American Bar Associations

## **Dianne Pratt**

Diane Pratt brings the skills, knowledge and working relationships required to assist AWC in designing and implementing comprehensive and effective local and federal government relations strategies. She is experienced in developing innovative and creative approaches to resolve challenging issues through targeted government interface and structuring organizational alliances. She is familiar with the federal and local legislative and regulatory processes which govern AWC as well as cognizant of the dictates of Anacostia Waterfront Framework Plan that guide AWC's redevelopment efforts and prepared to assist AWC utilize and enhance those tools as required to achieve its mission.

Her skills in developing solutions for market, legislative and regulatory obstacles were garnered from over 20 years in the planning and economic development field, including projects for the Office of the Deputy Mayor for Economic Development such as the BET headquarters, RLA projects such as the MCI (now Verizon) Center, Greater Washington Urban League headquarters and the Columbia Heights parcels. Additionally, her experience was utilized and enhanced in providing services representing the Bristol Group in negotiating the Special Assessment and public private partnership that facilitated the funding and construction of the New York Avenue Metro Station. She also has experience in securing appropriated funds for municipal projects and transportation related development was also increased through working with WMATA and the DC Government in soliciting and encouraging congressional action to add \$25M federal funds to District and private funds committed to the Station project.

## **PROFESSIONAL EXPERTISE**

Diane Pratt has garnered over 20 years experience working with and building relationships with federal and local elected and appointed officials through her work as a private consultant as well as her tenure as Chief of Staff to the District of Columbia Office of the Deputy Mayor for Economic Development. She currently assists private corporate clients create and implement government and public relations strategies that facilitate communications with key government, business and community stakeholders.



She possesses the capacity to guide the resolution of public policy, regulatory, contract and other disputes as well as proven abilities to coordinate the activities of Executive Branch agencies engaged in overall strategic planning and implementation of community economic development programs and projects. She has acted as liaison to the Mayor, Cabinet, City Council and members of Congress on behalf of the Executive's interests and interacted closely with national and international private businesses, non-profit associations and community-based organizations to market the District of Columbia and ensure the government's responsiveness and constituent advocacy. She has participated on various local and regional boards, committees and task forces addressing public policy issues of significant relevance to and impact on residents and businesses.

Ms. Pratt's skills in developing solutions for market, legislative and regulatory obstacles were honed from over 20 years as a consultant to clients such as the Bristol Group who she assisted participate in forming the public private partnership and negotiating the Special Assessment that facilitated the funding and construction of New York Avenue Metro Station. Her experience in securing appropriated funds for municipal projects and transportation related development was also increased through working with WMATA and the DC Government in soliciting and encouraging congressional action to add \$25 million federal funds to District and private funds committed to the Station project.

Additional experience has been gained through over 10 years as a private consultant on projects such as Maritime Plaza, a joint mixed use development in conjunction with Washington Gas, where government and community communications and coordination, outreach and economic development consulting were provided on all Phases and aspects. She also has strategic interface and working relationships with key District and federal officials, community stakeholders and Anacostia riverfront advocates including the National Park Service were facilitated on behalf of project's EPA Brownsfield, riverfront and real estate development issues.

Ms. Pratt's awareness of issues relevant to negotiating agreements with federal and

local agencies was enhanced through projects for the Deputy Mayor for Economic Development such as the purchase of CSX land for the Capital City Business and Industrial Park. Her additional experience was gained as a former member and Chair of the DC Redevelopment Land Agency charged with the planning, redevelopment, management and oversight of land including the Southwest Waterfront properties owned by the RLA and now AWC. Additionally, Ms. Pratt's current work as a team member charged with government coordination and public outreach on the Marvin Gaye Park improvement project has increased our awareness of current AWC policies and priorities.

**Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas**

DP Consultants, Inc., 1994-present, Washington, DC

As President and Founding Principal, she provides overall direction and control in the administration of the firm and client services encompassing communications and public relations program implementation. Areas of specialization include Government relations and public participation for economic development projects initiated by government agencies

- private sector firms and not for profit organizations
- Works in close conjunction with client Boards, executives and staff to help define and achieve client goals
- Assists clients to negotiate government and private sector coordination and communications strategies to build consensus for diverse interests among key stakeholders and guide the resolution of public policy issues
- Develops innovative and creative approaches to structuring organizational alliances.

Achievements include representing private sector client in negotiating with local and federal officials to create the Special Assessment and participating in the award winning public private partnership that funded the New York Avenue Metro Station.

#### District of Columbia Office of the Deputy Mayor for Economic Development, 1984-1994

As Chief of Staff, responsibilities included coordinating the activities of Executive Branch agencies engaged in overall strategic planning and implementation of community economic development programs and projects. Acted as liaison with the Mayor and Cabinet members to structure and enhance cooperative working relationships with key federal, regional and local elected officials on behalf of the Executive's interests. Interacted closely with national and international private businesses, non-profit associations and community-based organizations to ensure the government's responsiveness and constituent advocacy. Represented the District government on various local and regional boards, committees and task forces addressing public policy issues of significant relevance to and impact on residents and businesses. Achievements included represented DC government in negotiating with private commercial interests to create the Capital City Industrial Park, including the development of BET headquarters.

#### Center for Community Change, 1979-1984

As an Economic Development Consultant, delivered technical assistance and training on economic development methodologies to community development corporations nationwide. Initiated relationships, building consensus among disparate interests and negotiating with local, state and federal officials as well as conducted project feasibility including land use planning, site analysis and financing options. Assisted in the establishment and management of development teams. Advised and supervised the negotiation of project related contractual agreements. Provided guidance in securing public/private sector financing, including joint ventures and syndications for construction of residential, commercial and industrial properties, foundations and commercial institutions.

#### Chicago Office of Planning, 1973-1979

As a City Planner, developed land use and community revitalization development plans and implementation strategies. Interacted closely with community organizations and

public officials to build consensus around potential development projects and issues. Supervised and trained staff in urban planning techniques, research and analysis, and project development. Recommendations resulted in project activities crossing the subsystems of housing, environment, transportation, health, criminal justice, etc.

#### Mayoral Appointments

Ms. Pratt has served as a Mayoral appointee to the Economic Resurgence of Washington, DC Study, New York Avenue Redevelopment Task Force and the Business Regulatory Reform Commission and is former Chair of the District of Columbia Redevelopment Land Agency.

#### EDAW/Anacostia Waterfront Corporation, Marvin Gaye Park Improvements

Develop and implement comprehensive Public Outreach and Government Stakeholder Agency Coordination Programs in support of design and construction related activities. Identify and conduct targeted outreach to impacted elected officials and neighborhood stakeholders to solicit input and provide updates on project design. Assist with interface with DC agencies to coordinate issues identification and resolution for design and construction timing of relevant capital improvements.

#### Jones Lang LaSalle/US General Service Administration, St. Elizabeth's West Campus Master Plan, Washington, DC

Plan and implement the Public Involvement Plan required by the Section 106 process and National Environmental Policy Act for the historic St. Elizabeth's West Campus Master Plan. Develop and conduct public stakeholders outreach strategies, including identify key District of Columbia elected and appointed government and neighborhood based stakeholders; implement strategic methods of communications. Facilitate Scoping meetings and Public Hearings, including: secure locations; assist with event notification, coordination with government agencies and elected officials, ANCs, community leaders and neighborhood associations.

Bryant Associates, Inc./DC Water and Sewer Authority, Lead Service Replacement Program, Washington, DC

Develop and implement comprehensive Communications and Public Outreach Programs in support of construction related activities. Identify impacted elected officials, city-wide audiences and neighborhood stakeholders; Define targeted outreach tools and create collateral information materials, including: direct mailings, fact sheets, newsletters, brochures, web links, presentations, FAQs and door hangers. Identify key neighborhood institutions and facilitate information distribution, develop media outreach strategies and craft materials, such as: press releases, PSAs, newspaper notices and staff media training. Coordinate logistics of community briefings and meetings and monitor stakeholder issues and responses.

The Bristol Group, One NoMa Station, Washington, DC

Represent San Francisco based Bristol interests locally and initiate public outreach activities, including: develop and implement communications and public relations outreach strategies related to the adaptive reuse of the historic “Old Woodie’s Warehouse”; Interface with appointed and elected officials and business and community decision makers and stakeholders to attract resources benefiting the client; Advise on proposed economic development projects, property tax and other property related issues; Coordinate with adjacent property owners the development and \$25M private funding contribution for a new Metro Station, including assisted in the founding the Action 29-New York Avenue Metro Station Corporation; Negotiate with local and federal government and Washington Metropolitan Area Transit Authority to represent client interests in the formation of a public/private partnership to fund a Special Assessment District; Interact with affected government officials, neighborhood organizations and individuals to educate and update affected stakeholders on development related issues and progress.

Lincoln Properties/Washington Gas & Light, Maritime Plaza

Provided government coordination and community outreach and economic development consulting on all Phases and aspects of the Maritime Plaza Project, a joint mixed use

development in conjunction with Washington Gas. Developed and implemented a public outreach and communications plan to raise the profile of the project and corporate partners to the government, local community and media. Assisted in identifying key development team members and roles. Facilitated interface and working relationships with key District and federal officials, community stakeholders and media on behalf of project EPA Brownsfield and real estate development issues and progress. Identified community and government issues, soliciting feedback, tracking actions and generating support as required.

Lee & Liu Architects/Washington Metropolitan Area Transit Authority

DC Transit Development Study, Washington, DC

Conducted a city-wide Community Engagement Campaign to support WMATA's joint planning analysis of transportation expansion options along specific transit corridors. Introduced Public Outreach Campaign to DC Council Representatives and staff. Advised on content and form of all public presentations, scripts, Q&A, and distribution materials. Facilitated five public meetings in locations throughout the city to introduce preliminary findings and solicit citizens input. Implemented all meeting logistics including interfacing with DC Government Agencies, providing public notice via mailings, electronic postings and flyers to various government and civic association websites and community based meetings.

Educational Degrees and/or Certifications and Trainings Achieved

Masters Degree in City and Regional Planning - 1973

University of North Carolina, Chapel Hill, NC

Bachelor of Arts Degree in Economics - 1969

Barat College, Lake Forest, IL

*Provided References:*

Mr. Andrew Pellman

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(415)-398-1022

Ms. Danielle Breaux

Project Manager

Jones Lang LaSalle

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1000

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Mr. George Brown

Executive Director

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(202) 349-1877

Ms. Loretta Caldwell

President

L.S. Caldwell and Associates

8811 Colesville Road, Suite 1

Silver Spring, MD 20910

(301) 587-7600

## **Paul Pryde**

Mr. Pryde is founder of Capital Access Group (CAG), a consulting firm that develops new financial products, credit risk management solutions and liquidity strategies for lenders serving the small and minority business market. CAG is a pioneer in the use of asset securitization to improve the access of emerging firms to the private capital markets and has advised more than a dozen states, localities and development finance organizations on the valuation and/or sale of over \$100 million in small business and community development loans.

### **PROFESSIONAL EXPERTISE**

For the U.S. Department of Housing and Urban Development, developed innovative finance program, Community and Individual Investment Corporation, designed to employ CDBG funds to finance the origination and sale of small business loans in low-income communities. HUD allocated \$10 million to effort.

Engaged by the City of Baltimore to leverage \$3 million in Section 108 and Economic Development Initiative (EDI) funds into self-sustaining small business finance program capable of financing \$10 million annually in small business loans.

Organized first securitization of small business loans funded with Community Development Block Funds. \$11 million transaction involved sale of asset-backed bonds in private placement transaction to major Midwestern foundation.

Possess experience in Federal programs and administrative law while serving as consultant to Director of CDFI Fund of U.S. Department of Treasury. Responsibilities included evaluating proposals for initial round of CDFI Fund grants, loans and deposits. In addition, he headed proposal evaluation teams during subsequent CDFI Fund grant and investment rounds.

Other government relations experience includes engagement as consultant and advisor on community and economic development finance to federal officials including the



Director of the CDFI Fund (U.S. Department of Treasury), the Director of Minority Business Development Agency (Department of Commerce), and an Assistant Secretary, of the Department of Housing and Urban Development. Served as member of financial advisory team to California State Treasurer's Office on the securitization of state-guaranteed small business loans. Possess extensive experience as a board member of policy development organizations with federal focuses, including the Northeast Midwest Institute and the Corporation for Enterprise Development. At local level have served as consultant on small business and economic development to NCRC, DC Sports and Entertainment Commission and AWC.

Author of several articles and policy papers on the use of market-oriented strategies — especially tax incentives -- to achieve policy goals. Work included developing “equity expensing” proposal included by House members in early versions of federal enterprise zone legislation. Proposal would have allowed investors a tax deduction for cash investments in eligible small firms.

Served as advisor to states and localities on the valuation and sale of over \$100 million in community development loans as means of recapitalizing small business and community development loan funds. Also member of the advisory board of Wall Street without Walls, a nonprofit network of capital markets experts that works with local officials and community development organizations to leverage underutilized state, federal and local assets into new community development investment.

Extensive experience in preparation and presentation of strategy and policy analyses for both executive and legislative bodies. Have provided testimony on small business finance issues to both Senate and House Small Business Committees and on tax policy to Senate Finance Committee and House Ways and Means Committee. Have also served as a member of the Capital Access Task Force of the Minority Business Development Agency.

**Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas**

Mr. Pryde has served as a consultant on LSDBE capital access issues to the National Capital Revitalization Corporation (NCRC), D.C. Sports and Entertainment Commission (DSSEC) and AWC. For NCRC, he prepared a report that quantified the unmet demand for equity and debt capital among local firms and recommended strategies for meeting this demand. For DCSEC and AWC, he prepared a similar report outlining strategies designed to meet the specific financing, bonding and business advisory needs of LSDBE construction companies. Mr. Pryde has also advised D.C. agencies and members of the City Council on legislation to increase private investment in local firms and economic development projects.

Expertise in government relations for the public and private finance of real estate development. Served as consultant to Los Angeles, LDC, Inc, a nonprofit commercial finance company, on pilot program organized by U.S. Small Business Administration to employ New Markets Tax Credit to increase SBA lending. Also served as consultant to NorCAL Financial Development Corporation, a California-based small business loan guarantor, on New Markets Tax Credit application. Managed financial advisory team engaged by Baltimore Community Development Financing Corporation (BCDFC) as consultant on \$28 million taxable bond financing. Proceeds were used to refund existing bonds and to recapitalize BCDFC.

As Senior Vice President of Opportunity Funding Corporation, a non-profit development finance “laboratory”, Mr. Pryde helped capitalize Syndicated Communications, one of the nation’s first minority-oriented venture capital firms and South Shore National Bank, the nation’s first community development bank.

Educational Degrees and/or Certifications and Trainings Achieved

**Mr. Pryde is a graduate of Howard University and has conducted graduate work in business and public administration at George Washington University.**

## **Hamlet E. Gore**

Hamlet E. Goore, a former New Jersey municipal court judge, joins Phyllis J. Outlaw's firm as an attorney and as a member of PJ Outlaw's Consulting Services Group.

### **PROFESSIONAL EXPERTISE**

A former New Jersey municipal judge, Mr. Goore has an extensive background in corporate, bankruptcy and real estate law. Most recently, he served as the acting director (2003-2006) of Irvington, New Jersey's Office of Community Development and Planning. In that position, he was responsible for allocating community development block grants, and for administering a number of housing and redevelopment programs, including rendering financial assistance to first-time home buyers, and to others requiring capital to purchase and redevelopment existing housing and commercial stock.

**Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas**

His work experience includes stints as a project engineer with the U.S. Army and Bendix Corporation. After graduating from Rutgers, Mr. Goore amassed considerable experience in various aspects of real estate related law. He was a Relocation Specialist/Newark Housing Authority; Chief Staff Attorney/Mayor's Policy and Development Office; Assistant Corporation Counsel/Newark; and Chief Corporation Counsel/East Orange; and Vice President of a privately held construction firm.

### **Educational Degrees and/or Certifications and Trainings Achieved**

Mr. Goore graduated from North Carolina A&T State University with a degree in engineering. Later, he enrolled at Rutgers University School of Law, where he founded and edited The Rutgers Journal of Computers and the Law, graduating in 1971 with a juris doctorate.

**Mr. Goore is admitted to the New Jersey State Bar, the United States District Court, and the U.S. Patent Office bar.**

**Pamela J. Jackson, Ph.D.**

Pamela J. Jackson, Ph.D. is an economist with nearly two decades of experience in public service, ranging from local government to academia, from the nonprofit sector to the entrepreneurial sector, and to federal legislative government.

Dr. Jackson is an experienced consultant in the areas of strategic planning, operations, and development. Her career history includes service in the executive office of the Mayor of the City of Detroit, Michigan. During her tenure she was responsible for consulting and advising the mayor on research, planning, and development issues in small business development, economic development, and housing. She provided demographic and regional analysis for re-districting at the federal, state and local levels and for the re-apportionment process. In addition to initiating, planning, and authoring impact studies for economic development projects in both the central business district and neighborhoods, Dr. Jackson has worked as project manager and consultant to city departments with an emphasis on streamlining and improving the productivity of staff and the employment of capital resources.

Her consulting experience in the areas of economic, business, and community development extends beyond local government employment to a variety of other areas. Dr. Jackson's service has included such positions as executive director of a community-based foundation, co-owner and vice president of a real estate development firm, and principal with a design consulting and advising firm.

In the Washington, D.C. area, Dr. Jackson has become a housing finance and taxation expert and consults to members of Congress on a variety of policy issues. She provides strategic planning and technical assistance to local education funds and other community-based nonprofit organizations.

Having earned her doctorate, master's, and bachelor's degrees in economics, Dr. Jackson attended Wayne State University for her graduate work and the University of

Pennsylvania for her undergraduate studies. A native of Detroit, Michigan, Dr. Jackson has been a homeowner and DC resident since 2002.

## PROFESSIONAL EXPERTISE

Provide policy advice to the United States Congress while at the Congressional Research Service in Washington, D.C. (for more than three years beginning in 2003). Responsible for briefing and advising Members of Congress and their staff on policy matters related to federal taxation, housing finance, and economic development. Policy advisory experience at the federal level in housing and economic development. Federal policy knowledge of legislative and regulatory rules for programs in housing finance, taxation, and economic development. Specific examples include, but are not limited to, analysis and legislative proposal development for the Low Income Housing Tax Credit, the New Markets Tax Credit, Housing Bonds, small business expensing, wage tax credits, and capital gains incentives.

Federal policy analysis performed for Members of Congress and their staff and for certain subcommittees of the House Committee on Financial Services, the Senate Finance Committee, the House Committee on Ways and Means, and the Senate Banking Committee.

Served as chief executive officer/executive director of the Coleman A. Young Foundation, a nonprofit development organization in Detroit, Michigan from 1992 through 2001. Experienced nonprofit executive having also served on boards of directors and board committees. Effective advisor and consultant supporting corporate managers with a variety of issues. Experience includes developing standard operating procedures to implement prudent business practices and effective oversight responsibilities; implementing fiscal controls, defining fiduciary duties, and appropriate roles for officers and directors in addressing both the routine and complex operations of the organization.

Policy Advisor to U.S. Congress, from 2003 to 2007, Congressional Research Service, Analyst in Public Sector Economics, Washington, D.C.

Responsible for briefing and advising Members of Congress and their staff on matters of federal tax policy. Service includes writing, editing, and publishing analytic reports and memoranda on federal policy issues with a focus on housing finance and taxation; education tax policy; and tax-exempt organizations. Recent projects include: the Low-Income Housing Tax Credit: A Framework for Evaluation, Fundamental Tax Reform: Options for the Mortgage Interest Deduction.

Analyze and use data, program evaluations, academic literature, and existing policy ideas of others to develop and/or examine policy proposals in the areas of education, housing finance, and taxation.

Manage program staff researching and preparing written materials that analyze and synthesize information on various federal policy matters. Current project involves mentoring a team of public policy graduate students as they examine the use of federal incentives in the New Orleans rebuilding process after Hurricane Katrina.

Eureka Communities, Leadership Development Consultant and Program Director , Washington, D.C. (2001; 2003 to 2005)

Led and managed the Eureka Communities - Public Education Network (PEN) Fellowship Program. Eureka Communities delivered leadership development programs using peer-to-peer learning models that provide individualized, self-directed learning to the leaders of nonprofit social service agencies. PEN is a national organization of local education funds (LEFs) and individuals working to improve public schools and build citizen support for quality public education in low-income communities across the nation.

Provided personal mentoring and coaching to executives of LEFs. Led executives through strategic planning processes for board development, civic engagement, fundraising, and other operational and programmatic aspects of their organizations. Facilitated fellowship orientation and graduation programs. Created discussion groups, manage time, and direct participants to empower a dialogue that produces results.



Structured and implemented the program design and development of new business models for the Eureka Fellowship Program, which is designed to train and develop executives of nonprofit organizations through peer-to-peer learning networks.

The Coleman A. Young Foundation, Inc., Founding Executive Director, Detroit, MI  
(January 1991 to December 2001)

Responsible for leading and managing social business enterprise with net assets of \$3,000,000; creating and implementing annual budgets averaging above \$600,000.

Responsible for directing, supervising and evaluating staff members; in charge of all operations and the program development of the organization.

Created and designed annual research projects and conducted analysis on a variety of factors influencing academic achievement and collegiate performance in order to better manage and develop the programs offered by the foundation.

Planned and implemented student development programs that serviced more than 250 college students and more than 100 pre-college students annually. Results included: retaining 73% of college student program participants for five years in a row, in contrast to national retention averages near 50%; academic achievement an average of 15% over three consecutive semesters.

Awarded Eureka Communities Fellowship in 2000; participated with the Eureka Detroit Fellowship Program beginning in 1999.

Faculty Member, Wayne State University, Detroit, MI (Fall 1994 to December 2000)  
Independently led more than 1,000 hours of classroom instruction; student evaluations of performance were in top 10 percent of all department faculty each semester;

Instructed at the graduate and undergraduate levels in the School of Business Administration, as Adjunct Faculty and in the College of Liberal Arts as Adjunct Faculty

The City of Detroit, Mayor's Executive Office, Assistant to the Mayor, Detroit, MI, (May 1988 to December 1994)

Served as research analyst and planner on various projects including: Demographic and regional analysis for re-districting at the federal, state and local levels in response to 1990 Census Data and the re-apportionment process; Planning and impact studies for economic development projects in both the central business districts and neighborhoods; Capital project tracking and impact; providing studies to show the value of private sector investment increase in response to public sector investment.

Other research included: Analysis of violent crime, police precinct locations and voting participation; Economic impact studies of municipal government investment and capital project development.

Worked as project manager in relationship with 35 city department directors overseeing more than \$1 billion in capital projects

Provided management consulting services to more than 10 city department directors with an emphasis on streamlining and improving the productivity of staff and the employment of capital resources.

#### Educational Degrees and/or Certifications and Trainings Achieved

Doctoral Degree in Economics received December 1998 from Wayne State University in Detroit, MI.

Concentrations in Industrial Organization; Economic and Regional Development; and Public Finance.

Master of Arts Degree in Economics received August 1993 from Wayne State University in Detroit, MI.

Bachelor of Arts Degree in Economics received May 1988 from the University of Pennsylvania in Philadelphia, PA.

*Provided References:*

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## **Task Category XII: Procurement**

### ***Factor 1 – Expertise***

The Law Offices of Phyllis J. Outlaw & Associates (PJOA) has provided legal services to residents and local businesses since 1980 in Washington, DC. PJOA is a certified LSDBE business with offices located on 412 H Street, NE commercial district which is known for its resurgence from the riots in the 1960's and emerging small businesses. Our offices are convenient to the financial and business districts of the city, public transportation, as well as to the federal and local courts located in the District of Columbia, Southern Maryland and Northern Virginia. We are near the Anacostia waterfront redevelopment areas and knowledgeable with AWC's revitalization strategy to transform the historic Anacostia community.

Our attorneys are admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States Court of Appeals, the United States District Court for the District of Columbia and Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit. PJOA litigation practice areas include: Real Estate, including leasing, evictions, foreclosures, and zoning; Administrative Law, including practice before state and local agencies; Business Torts, including misrepresentation, fraud, and interference with contractual relations; Taxation; Estate Planning, including will preparation, trusts, and powers of attorney; Consumer Law; Commercial Law, including bankruptcy, creditors' rights, loan work-outs, closings, pre-bankruptcy planning and debt restructuring; Discrimination; Criminal Law; Personal Injury; Family Law; Labor Law; Equal Employment Opportunity Law; Election and Campaign Finance; and Arbitration; Mediation; and Medical Malpractice.

For Task XII of the solicitation PJO has partnered with a well known LSDBE firm, Business Strategy Consultants (BSC) a management consulting firm that specializes in providing acquisition and procurement support services to public and private sector organizations. Business Strategy Consultants (BSC) is a small business which brings in-depth experience and in managing and conducting contracting, procurement, and grant management services in the federal government and public sector organizations.

BSC management team has more than 100 years of combined experience in supporting and managing contracts with government agencies. BSC's experience includes providing acquisition and contract support for information technology products and services, professional business and technical services, construction management services, healthcare services, social welfare services, architectural and engineering services and various other commodities and services. Additionally, BSC has provided training support services in developing Performance Based Work Statements for the Defense Information Services Agency (DISA), the General Services Administration (GSA) and the National Oceanic and Atmospheric Administration (NOAA). Additional information regarding our experience, capabilities and customer base can be obtained by visiting their web site at [www.bsc-world.com](http://www.bsc-world.com).

The synergy of this partnership provides great capacity and capability to the Anacostia Water Corporation.

### ***Factor 2 – Management Team***

The PJO/BCS team is constructed to provide maximum procurement think tank resources to the AWC. The Procurement Project Team shall be managed by Phyllis J. Outlaw who offers many years of experience with the local court systems and litigious environments. Ms. Outlaw will rely on a support staff consisting of individuals well seasoned in the profession of contract formation and management. The team will include the following positions:

#### **Managing Attorney: (Phyllis Outlaw)**

- Directs and supervises technical assignments
- Develops and maintains responsive client communications and relations
- Prepares and conducts technical reviews of staff, reports, correspondence and calculations
- Recognizes and initiates business development opportunities
- Prepares proposals and assigned portions of large-team proposals

- Communicates with external and internal clients for planning, status, service needs and performance feedback
- Responsible for all aspects of project / task management for assigned projects and tasks including compliance with policies, scoping, budgeting, scheduling, cost control, timely payment for work and assurance of overall client satisfaction
- Ensures project quality control activities are in place and followed
- Develops, reviews and signs proposals, reports, client contracts and subcontracts in accordance with company policy
- Selects and supervises project team members in coordination with Office and Group Managers and ensures that team members are assigned appropriate roles
- Provides leadership to project/task teams; maintains a positive/responsive client and team approach

**Litigation Manager: (Sam Bedi)**

- Reviews all material for legal sufficiency
- Prepares all final legal documents for final presentation
- Applies analytical and technical methods and techniques to insure the quality and reliability of legal memoranda and opinions generated through task team efforts.
- Identifies potential problem areas or inherent weaknesses in the documents and advises the Task Manager
- Assist the Task Manager in presentation of litigating material to the client or judiciary

**Acquisition Resource Team Leader: (Richard I Pannell Jr.)**

- Provides support in the day to day support activities of the task staff workers
- Works closely with the Task Manager in carrying out the scope of each client task assignment
- Manages the daily duties of all task support staff
- Analyzes each teach requirement and assures day to day effectiveness
- Organizes resources for effective task service delivery

- Arbitrates claims or complaints occurring during data researcher or solicitation process

#### **Acquisition Consulting Specialist: (Ray Richards)**

- Gathers and analyzes data to support task service recommendations
- Reviews and analyzes solicitation/contracts to locate pertinent data in order to create recommendation
- Maintain knowledge base and contract files for solicitation/contracts and other negotiated agreements
- Compile, review and organize related documents
- Prepare ad hoc correspondence

#### **Cost Price Analyst (Specialty Support) (Annette Johnson)**

- Supports task team in the analysis of proposals or other cost/price data for issues
- Develop and format costing reports, e.g. labor, line and material costs.
- Account analysis
- New product costing
- Highlight issues impacting cost
- Provide analysis/feedback/suggestions concerning cost savings opportunities
- Identify trends that impact cost.
- Participate actively in problem identification and solution.
- Provide value added information to assist in analysis.

#### **Acquisition Consulting Advisor: (Business Strategy Consultants)**

- Provides professional advice concerning task assignments. This will range from 'best practice' approaches to more commercially focused solutions when required.
- Provides additional resources as needed for multiple task assignments and special request

- Serves as resource advisor concerning research materials casework and other supporting data.

***LSDBE Utilization:*** For Task XII of the solicitation PJO has partnered with a well known LSDBE firm, Business Strategy Consultants (BSC) a management consulting firm that specializes in providing acquisition and procurement support services to public and private sector organizations. Business Strategy Consultants (BSC) is a small business which brings in-depth experience and in managing and conducting contracting, procurement, and grant management services in the federal government and public sector organizations. BSC management team has more than 100 years of combined experience in supporting and managing contracts with government agencies. BSC's experience includes providing acquisition and contract support for information technology products and services, professional business and technical services, construction management services, healthcare services, social welfare services, architectural and engineering services and various other commodities and services. Additionally, BSC has provided training support services in developing Performance Based Work Statements for the Defense Information Services Agency (DISA), the General Services Administration (GSA) and the National Oceanic and Atmospheric Administration (NOAA). Additional information regarding our experience, capabilities and customer base can be obtained by visiting their web site at [www.bsc-world.com](http://www.bsc-world.com).

### ***Factor 3 - Previous Experience***

Each member of the Procurement Task team is well qualified in the area of Contract Formation and Management. The PJO/BSC team is grounded and experienced in the provisions of Federal Acquisition regulations, the District of Columbia Municipal Regulations and other municipal government regulations. The following resumes by task member position reveal the prowess of the PJO/BSC team:



## **Resumes - Key Personnel Task XII: Procurement**

**Managing Attorney:** Phyllis J. Outlaw

**Litigation Manager:** Sam S. Bedi, Jd.

**Acquisition Resource Team Leader:** Richard Pannell

**Acquisition Consulting Specialist:** Ray Richards

**Cost/Price Analyst:** Annette Johnson

**Acquisition Consulting Advisor:** Business Strategy Consultants (LSDBE)

**Managing Attorney:** Phyllis J. Outlaw

Phyllis J. Outlaw is the principal and senior associate of Phyllis J. Outlaw & Associates and has been in private practice in the District of Columbia since 1980. Ms. Outlaw is an experienced and seasoned litigator. She possesses knowledge, skills and expertise in litigation, arbitration and mediation of disputes relating to real estate development, financing, construction contracting, insurance, contract, tax liens, personnel matters, property boundary disputes and landlord-tenant matters. Her strong advocacy skills will provide AWC with quality legal representation. She will zealously advance and protect the legal interests of the AWC.

### **PROFESSIONAL EXPERTISE**

Phyllis J. Outlaw possesses nearly three decades of civil litigation, mediation and arbitration experience in the District of Columbia judicial system. She admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States District Court for the District of Columbia, United States Court of Appeals, Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit.

### **Litigation**

Litigation practice areas include corporate law, general liability, real estate, construction, labor and employment, contract law, landlord-tenant law, tax liens, property boundary disputes, family law and financing for small commercial and residential real estate. Representation of borrowers, purchasers, sellers, landlords, and tenants on claims

involving mortgage fraud, contracts of sale, construction contracts, commercial and residential leases.

In 2007, she successfully prevented the sale of commercial property located in Northwest Washington pursuant to a valid tax lien. The legal action to foreclose upon the property was dismissed. Since 2006, she represented a tenant before the Office of Administrative Hearings for the District of Columbia regarding illegal rent increases. She also represented landlords and tenants in eviction proceedings with issues regarding housing code violations and handled matters before the District of Columbia Rental Accommodations Commission.

Ms. Outlaw successfully prevented the sale of commercial property located in northwest Washington pursuant to a valid tax lien. The legal action to foreclose upon the property was dismissed.

#### Corporate Governance

Ms. Outlaw has prepared articles of incorporation and bylaws for small businesses. She advised clients regarding business structures, development, business expansion, partnership agreements, minutes, corporate seals, foreign corporations and business dissolution and served on the Board of Nonprofit Organizations as their General Counsel advising on all legal matters.

In the area of risk management, she successfully represented clients who were injured at construction sites and received substantial awards. In some instances, the cases involved multiple defendants regarding general liability issues that often arise in construction projects. Since 2003, she is litigating a case before the Superior Court in the District of Columbia where the plaintiff was injured at a construction site. These cases generally involve issues relating to insurance subrogation, subrogation claims. Ms. Outlaw has also litigated declaratory judgment actions.

## Real Estate Transactions

Phyllis J. Outlaw has nearly three decades of experience in representing clients in connection with the purchase, sale, financing, leasing, property management, rehabilitation and settlements for real estate. From 2003 to 2006, she represented a client in a complex case against a national mortgage company with multiple parties involving the fraudulent lending practices to small investors for properties in the District of Columbia involving millions of dollars. In this case, I handled property sales, assisted in property management, property maintenance, foreclosure, and criminal charges with extensive discovery. She successfully settled the case with a positive outcome on behalf of my client through mediation in the federal court.

## Construction and Construction Related Issues

Ms. Outlaw has experience in the construction of small commercial and residential properties as well as on various stages of the construction project process to include contract negotiation and drafting for general contractors and subcontractors, construction permit acquisition, construction inspection and draws to be paid general contractors and subcontractors, occupancy certificates, change orders, code compliance, architectural design and plans.

From 2002 to 2005, she litigated a case before the United States District Court for the District of Columbia involving structural and mechanical defects of an HVAC system in a newly renovated mixed-use property in a commercial zone. In this case, the suit was filed against the architect for malpractice, the company that installed the HVAC system and the construction inspection company. In this case, Ms. Outlaw demonstrated familiarity with architectural plans to include technical engineering drawings. She appealed the Court's ruling to the United States Court of Appeals for the District of Columbia and a decision was rendered in 2005.

## Federal Programs and Administrative Law

Ms. Outlaw is experienced in interpreting and applying rules, regulations and procedures before agencies in the District of Columbia. Since 2004, representing a

client for breach of contract against a private contractor for home improvements to include electrical and plumbing work for a residential property. This work was performed in conjunction with a program sponsored by the Department of Housing and Community Development for the District of Columbia. Possess knowledge, skills and expertise to advise AWC on administrative law matters.

#### Taxation and Nonprofit Corporate Law

Since 2007, she represents organizations regarding corporate formation to include drafting articles of incorporation and bylaws. She also assists organizations in qualifying for tax-exempt status for the federal and local government. Ms. Outlaw has the capability and expertise to advise AWC in the area of taxation as it relates to the laws governing the formation of nonprofit organizations.

#### Government Relations

As the Founder and President of Phyllis J. Outlaw & Associates, Ms. Outlaw paved the way for the firm to have the capability of building working relationships with federal and local government officials. As a community activist, Ms. Outlaw has worked with local business, community, political and social organizations. Her role in public service includes being elected in two citywide elections in Washington, D.C. She was appointed to serve as the chairperson of the Budget Committee for Education for the District of Columbia. She also served on the Housing Committee for the NAACP. She served as treasurer and advisor for several councilpersons who were candidates for Mayor. Ms. Outlaw's supporters' started a draft campaign to seek the seat for Councilmember At-Large in 1998. She also served as General Counsel for Voters League.

She founded Professionals for Political Education, an organization designed to educate the community on the political process. Ms. Outlaw has organized neighborhoods regarding zoning issues in Ward 1. She also served on the Real Estate Acquisitions Committee for her church which owns a host of churches and low-income residential rental properties in the District of Columbia.

Guest appearances on radio and national and local television including CNN's Burden of Proof, C-Span's Fox News, Channel 32's Evening Exchange, former Congressman Kweisi Mfume's Show, "The Bottom Line", the Wisdom Channel , BET, WUSA-TV, WYCB, WPFW and WDCU. She also appeared in several issues of Jet Magazine, Ebony Magazine and was featured in American Magazine, "A Woman with a Vision." Ms. Outlaw produced and hosted several radio shows to include a call-in show that provided listeners with insight on the dynamics that drive human behavior.

Ms. Outlaw is the first woman to advertise her law firm on major television channels in the Washington Metropolitan area. She has written legal articles for periodicals, magazines and newspapers and is a guest speaker for various churches, schools, and organizations.

### **Procurement**

PJOA has twenty seven years of civil litigation, mediation and arbitration experience in the District of Columbia. Litigation practice areas include contract law to include breach of contract for services rendered to include home improvements, construction, professional services and product liability. Possess the knowledge, skills and expertise to represent AWC in making and defending legal challenges, and provide counsel on dispute resolution and avoidance.

### **Labor & Employment**

Phyllis J. Outlaw has represented federal and local government employees on matters to include employee discharge, unemployment compensation, discrimination, and retirement benefits.

During 2006 - 2007, she represented a retired employee on appeal before the United States Court of Appeals for the Federal Circuit who claimed retirement benefits from both the District of Columbia and the Office of Personnel Management. In 2003 to 2004, successfully negotiated a severance package for the Vice President of a national corporation for compensation for over Three Hundred Thousand Dollars (\$300,000.00)

for the first year after separation from the company to include bonuses, stock options and deferred compensation benefits. Ms. Outlaw participated in alternative dispute resolution and adjudicatory hearings for employees with the school system for the District of Columbia. She represented the Black Police Association in a class action based upon discrimination against the Metropolitan Police Department before the Human Rights Commission and litigated a case where OSHA regulations had been violated at a construction site in the District of Columbia causing injury to a pedestrian. Ms. Outlaw negotiated a substantial settlement on behalf of the pedestrian. She also successfully represented both employers and employees before the Unemployment Compensation Board for the District of Columbia. Represented a construction worker who was injured on a construction site in the District of Columbia on a worker's compensation claim and negotiated substantial settlement to include disability payments.

As the principal of Phyllis J. Outlaw & Associates, developed workplace training programs for staff to include the following:

- Diversity Awareness
- EEO/Sexual Harassment
- Customer Service Training for Frontline and Support Staff
- Leadership and Management Coaching
- Effective Communication
- Managing Conflict at Work
- Problem Solving and Decision Making
- Senior Executive Development

These training programs incorporate empowering techniques to include writing exercises, role playing and group discussions.

Ms. Outlaw brings a dual perspective to these programs in her roles as employer and employee,. As an employer, she has fine-tuned the delivery of quality legal and counseling services to hundreds of clients and employees. As a former employee with

the government and private sector, she has acquired a unique insight into customer and employee/employer relations that adds a valuable dimension to her practice.

#### Educational Degrees and/or Certifications and Trainings Achieved

Juris Doctorate

Howard University School of Law, 1978

Bachelor of Science Degree, Major Sociology, Minor Business

Howard University 1974

Notary for the District of Columbia, 2007 – 2012

**Litigation Manager: Sam S. Bedi, Jd**

Candidate possesses knowledge, skills and experience to advise AWC on all aspects of public procurement from planning and advertising to negotiation, short-listing and contract award. Candidate is experienced at both the federal and local government level and also seasoned in commercial procurement/acquisition practices. Candidate is available and capable of effectively interpreting and applying procurement rules, regulations and procedures applicable to AWC or District of Columbia procurements. Candidate demonstrates familiarity with related workforce development and LSDBE requirements affecting District of Columbia and AWC procurements. Candidate shall assist AWC in making and defending legal challenges, and provide counsel on dispute resolution and avoidance. Candidate offers practical experience with the development of rules and regulations for procurement of goods and services. The objective is to assist the AWC in the fulfillment of its mission through effective application of acquisition policy and best practices.

Experience encompasses the acquiring of multi-million dollar computer and telecommunication systems and services worldwide. Bendi offers hands-on-experience in complete contract and subcontract formulation requirements in the commercial and federal sectors. Familiarity in the legal requirements and policy considerations underlying performance-based contracting and the necessary skills to analyze and implement successful performance-based acquisition strategies. Expertise in Process Improvement Teams, Source Selection, and Business Process Re-Engineering and extensive experience with risk analysis, subcontractor team assessments, contract negotiations, administration, and cost/price analysis. Credited with significant contract cost savings and avoidance for the Government and Industry. Bendi's hand-on working knowledge of the Federal Acquisition Regulation, and Uniform Commercial Code.

**Business Development & Procurement Activities**

Responsibilities have included the successful performance of several business operation tasks from inception to completion. Credited as a Solutions Architect; in bringing together multiple vendors on integration projects, managing small business



programs to meet individual contract needs and company-wide programs, channel sales relationships, development of electronic commerce purchasing systems. Responsible for re-organizing business units and downsizing troubled operations. Global business development of hi-tech industry products and services in Europe (NATO), Middle-East and Asia Pacific.

**Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas**

#### PRINCIPAL CONSULTANT

Alliance Consulting Corporation (Subcontractor to Business Strategy Consultants)

June 2002 – Present

Performed consulting duties as Principal Consultant for various clients including, but not limited to; Booz Allen Hamilton, Inc, Pearson Government Solutions, ACS, Defense Contract Audit Agency and the District of Columbia Government and other public and private sector clients; Subject Matter expertise includes:

- Federal Government Contracting (FARs, DFARs, EFARs and AFARs Supplements) U.S. Export Control Laws and Licensing under International Traffic in Arms Regulation (ITAR) and Export Administration Regulations respectively. Commercial Contracting under the Uniform Commercial Code, Article II (Sales) and Article IX (Secured Transactions) Performed diversified duties for clients including:
  - Proposal development including complete technical, management, business, and cost volumes
  - Advise on intellectual property rights and acquisition strategies
  - Process re-engineering of contracting and subcontracting business operations
  - Process improvement activities for business operations
  - Policy writing and development of processes
  - Subcontract teaming and management activities
  - GSA Schedule (MOBIS, IT & TAPS) development and negotiations.

## DIRECTOR, CONTRACTS & PROCUREMENT

Lockheed Martin Company / Raytheon Corporation, Joint Venture  
(Space Imaging, Inc.)

December 2001 – June 2002

Division Director responsible for all Contracts Procurement and Purchasing activity for the JV. Advised on all pre and post sales remote sensing communication satellite and ground station activity worldwide. Responsible for developing partnerships with firms in support of large business opportunities. Lead negotiator in the development of terms and pricing for the JV. Participated in the overall design of winning proposals for a variety of business opportunities. Responsible for company partnering, teaming, and creating strategic alliances with other firms. Successful in winning new business.

Responsible for designing electronic commerce solutions for customers. Responsible as an “Empowered Person” for all US Export Control Laws and Licensing activity corporate wide. Interfaced and negotiated complex contracts with customers worldwide by handling assignments in multiple time zones. Responsible for the preparation of Standard Operating Procedures (SOP's) allowing JV to qualify for ISO 9001 certification. Primary liaison to outside counsel for litigation and mediation purposes.

## REGIONAL CONTRACTS DIRECTOR

Lucent Technologies (Formerly AT&T)

April 1992 – December 2001

Responsible for the operation of the Mid-Atlantic Contracting Region. Operational duties included establishing goals and strategies necessary to meet these goals, developing processes and policies, new business development, proposal preparation and oversight, small business liaison, small business program goals, streamlining operations, compliance with State, Federal, and International laws. Responsible for all pre and post sales activity for the mid-Atlantic Region's Emerging Market Sector. Administered licensing, infringement, patent and copyright matters for review by outside retained counsel. Identified and pursued federal and commercial project claims through mediation and settlement. Bolstered sales performance through the creation of contract

tracking tools and enhanced forecasting methodologies. Managed due diligence of acquisitions and mergers, equipment financing and legal risk management matters. Advice and brief senior internal and external regional management on business matters.

#### DIRECTOR, CONTRACT OPERATIONS

AT&T (Now Lucent Technologies)

April 1992 – November 2001

Responsible for the operation of the Contracts Group which included Procurement and Subcontracts. Duties included establishing goals and strategies necessary to meet corporate goals. Also responsible for external operations, including off-site telecommunication and computational services. Negotiated, implemented and administered, Basic Ordering Agreements, Systems Integration Agreements and OEM Agreements to enable repetitive, flexible and timely procurement of Network Hardware and Software. Managed and directed the contracts team through the NYNEX-Bell Atlantic Merger and assumed contract responsibility for the expanded Bell Atlantic (Verizon) footprint. Successfully project managed numerous corporate initiatives and national cross-functional business units with overall accountability for customer service organizations. Planned, supervised and project managed several start-up projects for AT&T penetration in the emerging markets for the mid-Atlantic region.

#### PROCUREMENT ADVISOR

Honeywell International

1989-1992

Managed and coordinated all aspects of prime and subcontract activity for the NATO Customer Team. Responsibilities included the development of innovative sales, service and partnership agreements with original equipment manufacturers, value added resellers and distributors worldwide. Minimized contract and procurement staff labor hours spent on preparing proposals by 35% through the development and implementation of a customized proposal pricing software application. Personally orchestrated all aspects of the “Bid no Bid” decision making process based on business activity and support of company wide marketing efforts. Developed, implemented and

managed a corporate purchasing program for all asset acquisitions and leases, including budget approval, price analysis, purchasing and receiving. Optimized profits and reduced losses on fixed price contracts/subcontracts through innovative recommendations to executive management. Planned and participated in a hands-on environment in the successful passing of a government required CPSR Procurement Process Certification and Audit involving over 100 plus subcontractors and related procurement documents.

#### TRANSACTIONAL CONSULTANT / EUROPE, MIDDLE EAST & PACIFIC RIM

Client Base: McDonnell Douglas Corp., Basil International, TRW, CSC, Martin Marietta, Cable & Wireless PLC.

April 84 – August 89

Created transactional consulting company providing professional services to the U.S. defense industry, high technology and multi-national companies. Chief consultant on numerous technology transfer agreements with middle-east, Far East and developing countries.

#### PRICING ADMINISTRATOR

Unisys Corporation.

February 81 – April 1984

Chief negotiator on numerous hi-tech collaboration and technology transfer agreements worldwide. Liaison officer for M/WBE enterprises for the federal group. Responsibilities included preparation of boilerplate, bid packages, evaluation of bids, conduct pre-bid and pre-award meetings. Developed Small Business Subcontracting Plans, administration of subcontracts and responsibility for reporting subcontract activity (i.e., SF294, SF295 Reporting Forms). Developed pre-negotiation positions on fixed & cost type contracts, inclusive of GSA Schedules in compliance with federal law without jeopardizing profits and performance. Negotiated payment arrangements for delinquent accounts receivables.

## Educational Degrees and/or Certifications and Trainings Achieved

JD / LL.M. NVLS– International Law

Georgetown University, Washington DC

MBA– Government Contracts

George Washington University, Washington, DC

BA– Business Administration

University of New Delhi, New Delhi

### *Professional Affiliations*

- Federal Bar Association, Washington DC
- Georgetown University Law Alumni, Washington DC
- National Contract Management Association, Washington, DC

## **Acquisition Resource Team Leader: Richard Pannell**

### **PROFESSIONAL EXPERTISE**

Candidate possesses knowledge, skills and experience to advise AWC on all aspects of public procurement from planning and advertising to negotiation, short-listing and contract award. Candidate is experienced at both the federal and local government level and also seasoned in commercial procurement/acquisition practices. Candidate is available and capable of effectively interpreting and applying procurement rules, regulations and procedures applicable to AWC or District of Columbia procurements. Candidate shall demonstrate familiarity with related workforce development and LSDBE requirements affecting District of Columbia and AWC procurements. Candidate shall assist AWC in making and defending legal challenges, and provide counsel on dispute resolution and avoidance. Candidate offers practical experience with the development of rules and regulations for procurement of goods and services. The objective is to assist the AWC in the fulfillment of its mission through effective application of acquisition policy and best practices.

Candidate offers over twenty years experience in all aspects of public procurement including acquisition planning, solicitation development and publicizing, negotiation and award. Capabilities have been demonstrated in multiple business environments including Federal agencies, Municipal governments, Utilities and Commercial enterprises. Knowledge base encompasses the procurement rules, regulations and procedures established by the Federal Acquisition Regulations, multiple Federal Agency supplements, the District of Columbia Municipal Regulations. Candidate offers practical experience with the development of rules and regulations for procurement.

### **[July 2006 - Present]      Business Management Research Associates Consultant/Instructor**

Candidate provides consultation and instruction concerning all aspects of federal acquisition. Services are provided to various Federal Agencies, including: The Security Exchange Commission, The Department of Homeland Security, The Department of

Defense, The Social Security Administration, The Department of Health and Human Services and various other Federal Agencies.

Services provided include consultation and instruction in the following areas of acquisition:

- Basic Contracting
- Introduction to Contracting
- Acquisition Planning
- Contract Formation
- Contract Administration I
- Basic Simplified Acquisition

#### Principles of Contracting

- Price Analysis
- Cost Analysis
- Federal Contract Negotiation Techniques
- Contracting Officer Technical Representatives (COTR)
- Sealed Bidding
- Task Order Contracting

#### Intermediate Contracting

- Acquisition Planning II
- Contract Formation II
- Contract Administration II
- Intermediate Contract Pricing
- Performance Based Acquisition

#### **[July 2006 - Present ]     NarrowGate: Consulting Services.**

Candidate provides consultation and advisory services concerning all aspects of business management and development . Services are provided to a variety of business enterprises located in the Washington D.C. metropolitan area. Specialty services include in navigating small businesses through the bureaucratic processes

associated with penetrating federal and municipal government markets, particularly the District of Columbia . Services provided include consultation in the following areas of business development:

- Business Plan Development Services
- Certification processes (Niche: LSDBE)
- Market analysis
- Proposal Development Services
- Red Team Review Services
- Financial Consulting including Cost/Price Analysis

Client List includes:

- Business Management Resources and Associates (8a, Veteran Owned)
- Washington Suburban Sanitary Commission
- Mansai Corporation (Minority Business Enterprise, Montgomery County)
- SRP, LLC (LSDBE, District of Columbia)
- Phyllis Outlaw and Associates (LSDBE, District of Columbia)
- Business Strategies Consulting (LSDBE, District of Columbia)
- CDM (LSDBE, District of Columbia)

**[Nov 1999 – July 2006 ] Senior Contract Specialist 1102, District of Columbia Government**

**Office of Contracting and Procurement**

**District of Columbia General Hospital, Public Benefit Corporation.**

Responsible for pre-award and post-award functions involving specialized procurements; Develop procurement objectives for various program in terms of competition and price range, Constructed contractual vehicles including use of pricing arrangements, subcontracting policy; Prepared and maintained current agency acquisition plans (Service Level Agreements), appropriate milestone charts, and related schedules; Developed strategies for the acquisition program; Developed pre-negotiation position, Determine type of contract to be used; Prepared determinations and findings; Advise program officials in procurement planning meetings; Assist in preparation of



statements of work; Prepare solicitation documents; Perform analysis of all elements of cost in contractor proposals; Make competitive range determinations; Conducting pre-proposal conferences with prospective contractors; Serve as lead negotiator; Plan and develop negotiations which are conducted with contractors to develop the contract, prices and terms to provide best value procurement for the District of Columbia. Makes procurement plans including identifying goods or services that need to be acquired; developing procedures and objectives for the purchasing program in terms of competition and price ranges; including the use of pricing arrangements, subcontracting policy, set aside policies and similar considerations such as preparing and maintaining current acquisition plans, appropriate milestone charges and related schedules.

Serves as an advisor to the Assistant Commodity Manager/Contracting Officer and other officials in procurement planning meetings, providing guidance on the most appropriate methods for acquiring goods and services in support of agency missions.

Directs a full range of procurement administration activities required for the purchasing program. This includes coordinating preparation of statements of work; determinations and findings and solicitation documents; detailed analyses of all elements of cost in contractor(s) to arrive at a clear understanding of what is required under the proposed contract; collection of appropriate data from business and technical officials; issuance of necessary modifications to clarify questions concerning such topics as specification changes, language ambiguities or clarification of contractual clauses; exploration of new or innovative contracting approaches to arrive at an equitable contract arrangement. Services as lead negotiator for contracts issued on behalf of agency; plans and coordinates the negotiation for contracts issued on behalf of agency; plans and coordinates the negotiation strategy with negotiation team; awards to contract.

Issues and negotiates contract modifications; changes or stop work orders; exercise contractual options; investigate and resolve contractor delays and requests for performance extensions; contractor performance appraisal; subcontractor surveillance; issuance of cure notice; termination of contracts for the convenience of agency or

defaults by the contractor; approval of progress payments and final payment or disposition of claims; contract closeout; etc.

Resolves different and unrelated problems and issues that affect long-range implementation and administration of interrelated mission oriented contracts and acquisition programs. Conducts and supervises studies to develop responses for management on new requirements in Federal or District government program operations legislation or other regulations.

Assigns, directs and reviews the work of subordinate employees.

Provides and ensures comprehensive on-the-job training as well as applicable training outside of the department or developmental program and back-up skills by cross-training subordinates to enhance their professional growth and development. This includes all processing systems including ASMP-PASS.

1995-1999 Senior Contract Specialist (Team Leader),  
Business Promotion Consultants, Forestville, Maryland

Manage daily assignments of consulting team; Supervise operational planning and administration of all hospital procurement; promote knowledge of contracting and procurement regulations, policies, and procedures; Implement innovative techniques in acquisition, contracting and contract administration; Compose reports for the Director of Material Management (also the Contractor Officer); Solve problems with corrective plans of action to avoid inefficient and delayed processing; Provide cost and price review recommendations for high cost procurement; Review all administrative procedures necessary for contract close-out; Develop negotiation procedures for Final Agency settlements; Serve as liaison with auditors; Reconcile fiscal funds through interaction with Agency Division of Finance.

1994-1995 Financial Administration Manager,  
Modern Technology Systems, Inc., Riverdale, MD

Negotiated and finalized contract terms and conditions; Organized corporate overview of project management and deliverables; Managed corporate receivables and payables; Provided prompt collection of payments; Prepared financial statements, corporate budgets, and other fiscal management reports; Developed corporate best buy policies.

1992-1994 Senior Contract Specialist, William E. Cowan Consulting, Forestville, Maryland

Closed out Federal Emergency Management Agency contractual instruments and documents to include grants and cooperative inter-agency agreements; Apply expertise in procurement practices and procedures; Recommended effective methods for completing files (including payment of final vouchers); Negotiated with individual contractors at various levels of management; Prepared terms for contract termination and presented formal contract modifications; Contacted agency designated project officers to verify appropriate delivery of technical deliverables defined in the Statement of Work (SOW); Reviewed agency accounting data to verify completeness of final account balances; Developed and implemented audit programs to substantiate claims submitted by contractors.

1987-1992 Supervisor of Pricing, OAO Corporation, Greenbelt, Maryland

Managed staff in preparation of cost/price proposals to comply with mandatory deadlines; Review RFPs; Developed pricing strategies and cost/business management proposals, FAR, CAS compliance reviews; negotiated with subcontractors and DCAA auditors; developed policies and procedures.

1985-1987 Accountant/Auditor, Watson Rice and Company, Washington, D.C.

Assisted in A127 Review of HUD; Cost Benefit Study of DOT; Indirect Rate Proposal Audit of Dept. of Education; A123 Review of Procurement System Review of U.S. Dept. of State.

Educational Degrees and/or Certifications and Trainings Achieved  
Bachelor of Science Degree (Accounting), Virginia State University  
Course of Study: Public Administration, American University  
1102 Contract Specialist Training Module: Various courses concerning Acquisition and Government Contracting

*Provided references*

Washington Suburban Sanitary  
Commission  
Roscoe Wade, Director Logistics  
Materials and Services Group  
Richard G. Hocevar Building, Eighth  
floor, Rm 8032  
Laurel, Maryland 20707  
301 206 8585, [rwade@wsscwater.com](mailto:rwade@wsscwater.com)

SRP, LLC (LSDBE)  
Vivian Bowers, President  
1455 Pennsylvania Avenue NW  
Suite 100  
Washington D.C. 20004  
202 349 4072 or 240 375 2273  
[vwbowers@srppersonnel.com](mailto:vwbowers@srppersonnel.com)

Office of Contracting and Procurement  
Wayne R. Minor, Contracts Manager  
441 Fourth Street NW  
Washington D.C. 20032  
202 595 5799 or 301 306 5797  
[w.r.minor@comcast.net](mailto:w.r.minor@comcast.net)

DC Government/ Public Benefit  
Corporation aka DC General Hospital  
Roscoe Wade, Contracting Officer  
Washington DC 20004  
[Rwade007@yahoo.com](mailto:Rwade007@yahoo.com)

## **Acquisition Consulting Specialist: Ray Richards**

### **PROFESSIONAL EXPERTISE**

Candidate's knowledge and expertise in providing the small business community as well as Local, Small and Disadvantaged Business Enterprise (LSDBE) entities guidance and technical assistance and understanding in the areas of Federal and District of Columbia procurement policy's has been a beneficial source of support for state, local, and federal business contractors since 1999. Navigating the labyrinth of procurement rules and regulations governing licensed and certified LSDBE Small and Disadvantaged Business, HUB Zone participants, and small business entities can be a daunting process. Candidate's outreach and technical assistance in the areas of city and agency procurement needs, clarifying bid specifications, and general bidding requirements, has been a very helpful resource for the small business community since 1999. As we look to the future, ensuring fair and equitable procurement opportunities for Local, Small and Disadvantaged Business Enterprise (LSDBE) as well as small business entities overall will be paramount to the continued growth and development of the small and disadvantaged business community in the District of Columbia. The candidate's commitment to ensuring opportunities for small and disadvantaged businesses continues to be a priority and goal, a much needed beacon of light for Local, Small and Disadvantaged Business Enterprise (LSDBE), and the small business community in the District of Columbia. Continuing these efforts is a priority objective during the performance of the AWC initiatives

**Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas**

October 2006 – Present, Business Development Consultant, Ray Richards & Associates

1099 contractual assignments include, research, identification, and capturing of business services opportunities with public, and private sector agencies as well as

foundations and philanthropic organizations, implementing marketing strategies to introduce organizational capabilities. Establish contact with organizational contacts developing business relationships with Key decision makers, while uncovering relevant business opportunities. Responsible for executing the capture management process from opportunity identification to proposal development to contract award, establishing business relationships with teaming partners as part of my overall strategy. Responsibilities include a working knowledge of full life cycle, cradle to grave processes, and acquisition vehicles including, GSA Schedules, Federal Supply Schedule (FSS), Government wide acquisition contracts (GWAC), IDIQ, and BPA agreements. Define and implement strategies for contract development and closure.

April 2006 – October 2006 , Senior Contracts Specialist, District of Columbia Government/Office of Contracts and Procurement (OCP)

1099 consulting opportunity included a Database Management Application system to request for quote (RFQ), request for information (RFI), and request for proposals (RFP). I assisted in writing statements of work (SOW), research source selection, coordinate vendor negotiations, and proposal evaluation. A cost and price competitive range was established determining best value and all documents required for contract formation and execution creating purchase and task orders were prepared.

August 2004 – April 2006 , Senior Contracts Specialist, Department of Homeland Security (DHS)

This 1099 opportunity included soliciting contractor offers and quotations for large IT Hardware/Software purchases using various acquisition support vehicles including, Government-Wide Acquisition Contracts (GWAC), NASA SEWP enterprise-wide procurement solutions, Blanket Purchasing Agreements (BPA), Indefinite Delivery/Indefinite Quantity (IDIQ) contract vehicles as well as fixed fee and cost reimbursable awards. Research and development (R&D) procurements, included bid, proposal, and quote evaluations, request for quote (RFQ), request for information (RFI), and request for proposals (RFP), writing the statement of work (SOW), research source selection, coordinate vendor negotiations, and evaluate proposals. A cost and price

competitive range is established determining best value and all documents required for contract formation and execution creating purchase and task orders are prepared.

June 2002 – August 2004 , Program Specialist, Department of Housing and Urban Development (HUD)

1099 consulting contractual agreement with the HUD Office of Insured Healthcare Facilities included preparing reports, written documentation and program studies, findings of fact as it related to overall program performance and budgetary requirements. Other responsibilities included providing instructions to lenders on how to prepare the contents of an application for FHA Mortgage Insurance for Hospitals.

June 1999 – June 2002, Subcontracts Specialist, Capital Transit Consultants (CTC) Responsible for subcontractor and invoice oversight, which included managing subcontractor portfolio and invoice database, evaluating proposals, and request for quote (RFQ), request for information (RFI), and request for proposals (RFP). I assisted in writing statements of work (SOW), research and source selection, and vendor negotiations as well as determining the best value and preparing all documents required for contract formation and execution creating purchase and task orders.

August 1997 – June 1999, HUD Community Planning Fellow/Grants Management Consultant , Housing and Urban Development (HUD)

Department of Housing and Urban Development (HUD) Fellowship required full-time advanced degree study and providing organizational development, grant funding research, proposal writing, and technical assistance to community-based organizations and sub-grant recipients. Provided training and technical assistance to academia, community-based organizations, community development corporations (CDC) as well as sub-grant recipients, defining organizational funding needs, researching potential donors and identifying new foundations, corporate, and public, private sector prospects composing proposals, developing project descriptions, and writing narrative and grant sections, while assisting in budget development. Community outreach included technical assistance to certified Local, Small and Disadvantaged Business Enterprise (LSDBE) participants as well as qualified SBA 8(a) entities.

January 1987 - November 1994, Information Center Manager, Department of Consumer and Regulatory Affairs (DCRA) Washington, D.C. 20002

Responsible for soliciting contractor offers and quotations for the purchase of technical manuals, pamphlets, brochures and other informational materials, which included the sale, distribution and management of agency information center. Developed and planned negotiation strategies, conducting pre-award negotiations, prepared the necessary documentation, contract file, and award recommendations in accordance with the District of Columbia Municipal Regulations (DCMR) and the Federal Acquisition Regulations (FAR). Developed cost and pricing action objectives, which included pricing reports, and government cost estimates. Management oversight also included regular review of Federal Register notices impacting departmental and office operations. Federal Register notices were posted, disseminated, and filed as needed. Responsible for preparing daily, weekly, and monthly status business operations, purchasing, sales, and distribution reports using compiled marketing and research data.

#### Educational Degrees and/or Certifications and Trainings Achieved

SOUTHEASTERN UNIVERSITY – Washington, DC

Masters in Public Administration (MPA), 1999 GPA: 3.60/4.0

[Department of Housing and Urban Development (HUD) Fellowship required full-time advanced degree study and providing organizational development, grant funding research, proposal writing, and technical assistance to community-based organizations]

HOWARD UNIVERSITY – Washington, DC

Bachelors Degree in English/Journalism, 1982

#### *Provided references:*

William Grego, Account Executive	Washington, D.C. 20410
Department of Housing and Urban Development (HUD)	(202) 708 – 0614 x2001/3327
Office of Insured Health Care Facilities	Edward Berko



District of Columbia Government  
Office of the CFO  
Washington, D.C. 20002  
(202) 727 – 6815

Washington, D.C. 20004  
(202) 344 – 2026

Kenneth Woolbright  
Department of Homeland Security  
U.S. Customs and Border Protection

Patrick McGirt  
Organizational Strategies, Inc.  
Washington, D.C. 20229  
(202) 393 – 8441 x252

## **Cost/Price Analyst: Annette Johnson**

**Ms. Johnson has over twenty five years experience in government contract pricing including three years as head of the pricing department for Lockheed Martin Information Technology. She is a recognized speaker on the subject of government contract pricing and has done over 1,000 proposals for domestic and international government programs.**

### **PROFESSIONAL EXPERTISE**

#### **President, CMT Services, Inc. 2002 to present**

Annette Johnson is President of CMT Services, Inc., a company she established in 2002 to provide pricing strategy and related services to government contractors and consulting companies. In this capacity, she has provided pricing strategy and price proposal development services for such notable programs as GSA VETS, GSA Environmental Services, GSA MOBIS, Sustainable Economic Growth in the Red Sea Governorate, Armenia Public Works, Afghanistan Alternative Livelihoods, International Decentralization/Local Governance Strengthening Technical Assistance, Web Content Management, Population, Health And Nutrition Technical Assistance And Support Contract, Three (Tasthree), Mechanical Systems Engineering Services (MSES II/B) and National Ground Intelligence Center (NGIC) Biometric Analytical Cell (BAC)

#### **Pricing Consultant, Lohfeld Consulting Group, June 2004 to Present**

Provides management consulting services including government contract pricing including competitive analysis and establishment of price to win targets, development of cost proposals, negotiation of teaming arrangements and subcontractor price proposals and negotiation with the Defense Contract Audit Agency related to government contract pricing.

#### **Director of Pricing, Lockheed Martin Information Technology**

As the former Director of Pricing for Lockheed Martin Information Technology, she was responsible for establishing corporate estimating and pricing policies, setting pricing

strategies, establishing price to win objectives, negotiating subcontractor pricing, developing price proposals for major government procurements and leading pricing audits with the Defense Contract Audit Agency (DCAA). She was also responsible for managing the Pricing Department and building a multi-disciplined team of pricing analysts and proposal specialists. In addition, she developed and led the company's monthly workshop on pricing methods and developed the training program for pricing analysts.

### **Director of Pricing – OAO Corporation**

Prior to Lockheed Martin, Ms. Johnson served as Director of Pricing for OAO Corporation, a privately held information technology and aerospace engineering company providing \$350 million annually in services to the DOD and Civilian government agencies. In that capacity, she led the company's price proposal development activities for all major proposals, set pricing strategies, managed compliance with government procurement requirements and led price proposal audits with DCAA. She also instituted OAO's uniquely global approach to price proposal development, concentrating all aspects of pricing development expertise within the staff of the Pricing Department, under her supervision and training.

### **Computer Sciences Corporation – Management Analyst**

Ms. Johnson began her career as a Management Analyst at Computer Sciences Corporation where she had responsibility for developing resource management plans, operational budgets and financial reports and conducting cost impact assessments for three company divisions.

### **Educational Degrees and/or Certifications and Trainings Achieved**

B.S. in Business Administration, Columbia Union College, cum laude

Master's Certificate in Government Contracting from the George Washington University  
MSM/MBA at the University of Maryland, University College with graduation expected 2008.

*Professional Memberships*

- Society of Cost Estimating and Analysis
- National Association of Female Executives
- Association of Proposal Management Professionals
- Small Emerging Contractors Advisory Forum

## **Acquisition Consulting Advisor: Business Strategy Consultants (LSDBE)**

### **Satisfied Clients**

PJO/BSC has culminated a team knowledgeable experienced team in all aspects of public procurement particularly Federal Agencies and the District of Columbia. Our combined list of satisfied customers is impressive and includes:

- The U.S. Securities and Exchange Commission
- The U.S. Department of Homeland Securities
- The U.S. Department of Health and Human Services
- The U.S. Social Security Administration
- The U.S. General Services Administration
- District of Columbia, Office of Contracting and Procurement
- District of Columbia, Office of the Chief Technology
- District of Columbia Public School System
- District of Columbia, Public Benefit Corporation
- The Washington Suburban Sanitary Commission

Services provided to the above organization include:

- Cradle to grave contract support
- Acquisition consulting and training
- Curriculum Development
- Policy and Procedure Development
- Complete development of:
  - Solicitations
  - Request for Proposal
  - Invitation for Bid
  - Acquisition Plans (Service Level Agreements)
  - LSDBE utilization plans

- Business Clearance Memorandum
- Source Selection Criteria
- Determinations and findings
- Contract Type
- Contractor responsibility
- Price Reasonableness
- Award recommendation (Source Selection)
- Negotiation memorandum
- Municipal Justification for Award submitted to:
  - DC Office of the Administrator
  - DC Office of the Mayor
  - DC Office of the Attorney General
  - DC City Council
- Knowledge base of Acquisition Regulations:
  - Federal Acquisition Regulations
  - District of Columbia Municipal Regulations

## **Task Category XIII: Labor & Employment**

**We are submitting this response as a LSDBE prime service provider for Task XIII Labor and Employment and the subtask for Training of AWC staff.**

### **Factor 1 – Expertise**

The Law Offices of Phyllis J. Outlaw & Associates (PJOA) were established in 1980 in the District of Columbia. For nearly three decades, PJOA has provided legal services to residents and local businesses. PJOA is a certified *LSDBE* business with offices located in the heart of the renown “H” Street District long known for its resurgence and small business activity. Two blocks from the Union Station transportation hub, our location is open to the entire city via the Washington Metro Transit Authority. Our offices are convenient to the financial and business districts of the city as well as to the federal and local courts located in the District of Columbia and nearby Maryland and Virginia. We are less than one mile from the heart of the Anacostia waterfront redevelopment areas and are familiar with AWC’s revitalization strategy to transform the historic Anacostia community.

### **Litigation, Mediation and Arbitration**

Phyllis J. Outlaw & Associates has over 27 years of civil litigation experience in the District of Columbia. Litigation practice areas include corporate law, general liability, real estate, construction, labor and employment, contract law, landlord-tenant law, tax liens, property boundary disputes, immigration and naturalization, family law and financing for small commercial and residential real estate.

Our attorneys are admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States Court of Appeals, the United States District Court for the District of Columbia and Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit. PJOA litigation practice areas include: Real Estate, including leasing, evictions, foreclosures, and zoning; Administrative Law, including practice before state and local agencies; Business Torts, including misrepresentation, fraud, and interference with contractual relations; Taxation; Estate Planning, including will preparation, trusts, and powers of attorney; Consumer Law; Commercial Law, including bankruptcy, creditors' rights, loan work-outs, closings, pre-bankruptcy planning and debt restructuring; Discrimination; Criminal Law;

Personal Injury; Family Law; Labor Law; Equal Employment Opportunity Law; Election and Campaign Finance; and Arbitration; Mediation; and Medical Malpractice.

### **Labor Law and Equal Employment Opportunity Law**

For nearly three decades, Phyllis J. Outlaw & Associates have represented federal and local government employees on matters to include Employee Discharge, Worker's Compensation, Anti-Discrimination, Harassment, Labor/Management Relations, OSHA Laws and Regulations, Reductions in Force, Breach of Contract, Compensation, Alternative Dispute Resolution, Retirement Benefits and Workplace Training. Our attorneys have been very successful in winning positive outcomes for our clients. We have negotiated and structured executive compensation severance agreements to include provisions regarding benefit plans, protection of trade secrets and non-compete agreements, deferred compensation plans and stock option plans valued over Three Hundred Thousand Dollars,

Our attorneys will provide legal support to AWC to assist AWC in resolving your organization's legal challenges by keeping you abreast of recent court decisions that may affect AWC's legal obligations. Our legal team will develop strategies on how to apply the law in your workplace such as wage and hour practices, hiring and promotion, and workplace safety. PJOAT will interpret and apply personnel laws to AWC's existing personnel policies and procedures to include EEO/affirmative action plans and workforce diversity programs. After careful review, we will advise AWC regarding existing personnel policies and procedures that are not in compliance with the laws of the District of Columbia.

In the area of labor and employment law, our attorneys possess the knowledge, skills and expertise to protect and defend the interest of the Anacostia Waterfront Corporation by providing legal services to include but not limited to the following:

- Advise AWC on employment and labor law matters to include immigration and nationality law as it relates to employers and employees;
- Attend meeting and provide detailed minutes of the major issues discussed at meetings;
- Participate in and negotiate on behalf of AWC;



- Build and strengthen public relations with citizens, communities, public and private officials; local and federal agencies and the private sector.
- Prepare memoranda and opinion statements regarding issues that impact the work of the AWC both politically and legally;
- Prepare legal documents to include but not limited to contracts, settlement agreements, pleadings, motions, orders and briefs;
- Draft testimony and represent AWC before government authorities; and
- Represent AWC in any litigation or alternative dispute resolution hearing arising out of an action at the workplace.

## **Factor 2 – Management Team**

For any training provided by the Firm, the Employment and Training Coordinator will be responsible for overseeing and facilitating all workshops and presentations.

### **1. MANAGING ATTORNEY – Phyllis J. Outlaw**

Education: Juris Doctorate  
Howard University School of Law, 1978

Bachelor of Science Degree, Major Sociology, Minor Business  
Howard University 1974

Licenses: Admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States District Court for the District of Columbia, United States Court of Appeals, Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit.

Certification: *LSDBE Certified*, Phyllis J. Outlaw & Associates

General Experience: Twenty-seven (27) years of civil litigation experience in the District of Columbia. Litigation practice areas include corporate law, general liability, real estate, construction, labor and employment, contract law, landlord-tenant law, tax liens, property boundary disputes, immigration and naturalization, family law and financing for small commercial and residential real estate.

Specialized Experience: For nearly three decades, Phyllis J. Outlaw has represented federal and local government employees on matters to include employee discharge, unemployment compensation, discrimination, and retirement benefits.

Duties: Performs day-to-day management of overall contract support operations. Organizes, directs and coordinates the planning and production of all contract support activities.

Demonstrates written and oral communication skills. Has authority and responsibility to identify and commit resources required to support effort. Establishes and alters (as necessary) corporate management structure to direct effective contract support activities. Develops and enforces quality control programs. Specific duties include:

- Develops and maintains responsive client communications and relations;
- Conducts review of staff, reports, correspondence and calculations;
- Oversee and review proposals and assigned portions of large-team proposals;
- Communicates with external and internal clients for planning, status, service needs and performance feedback;
- Oversee and review all aspects of project/task management, including compliance with policies, scoping, budgeting, scheduling, cost control, timely payment for work and assurance of overall client satisfaction;
- Ensures project quality control activities are in place and followed;
- Reviews and signs proposals and reports;
- Selects and supervises project/task team members and ensures that team members are assigned appropriate roles; Analyzes each team requirement and assures day to day effectiveness;
- Provides leadership to project/task teams; maintains a positive/responsive client and team approach.
- Works closely with the assigned attorney in carrying out the scope of each client task assignment;
- Organizes resources for effective task service delivery; and
- Assist the assigned attorney in handling claims or complaints to include litigation, mediation and arbitration.

## **2. TASK LEADER – Franklyn N. Burke**

Education: Juris Doctor  
Howard University School of Law, 1976

Master of Arts Degree, Major Government, Minor International Relations  
University of Maryland, 1971

Bachelor of Science Degree, Major Government & Politics, Minor Economics  
University of Maryland

Licenses: Admitted to practice before the District of Columbia Court of Appeals, United States Court of Appeals (4<sup>th</sup> Circuit), the United States District Court for the District of Columbia and Maryland Court of Appeals

General Experience: During twenty-nine (29) years of civil practice, acquired expertise in areas of real estate transactions, foreclosures, probate, landlord and tenant, contract, immigration and naturalization, litigation and mediation.

**Specialized Experience:** Represented DC residents before the D.C. Superior Court and in DC government agency proceedings to include the Workers Compensation Commission, Payments Assistance Administration and Rental Accommodation Commission. He has developed strong advocacy skills in civil practice to include contract, landlord-tenant, probate, personnel matters, workers compensation, domestic relations and immigration & nationality law. .

**Duties:** Under the guidance of the Managing Attorney, is responsible for the overall management of the labor and employment task order and insuring that the legal services in the specific delivery orders are implemented in a timely manner. Organizes, directs and coordinates the planning and production of all activities associated with assigned delivery order projects.

Ensures quality legal services are delivered. .Specific duties include:

- Serve as Litigation Attorney;
- Advise AWC on labor and employment law matters;
- Attend meeting and provide detailed minutes of the major issues discussed at meetings;
- Participate in and negotiate on behalf of AWC;
- Build and strengthen public relations with citizens, communities, public and private officials; local and federal agencies and the private sector.
- Prepare memoranda and opinion statements regarding issues that impact the work of the AWC both politically and legally;
- Prepare legal documents to include but not limited to contracts, settlement agreements, pleadings, motions, orders and briefs;
- Draft testimony and represent AWC before government authorities;
- Represent AWC in any litigation or alternative dispute resolution hearing;
- Reviews all material for legal sufficiency;
- Interpret and apply procurement rules, regulations and procedures applicable to AWC or District of Columbia procurements.
- Advise and represent AWC before agencies and courts and Identifies potential problem areas or inherent weaknesses in the documents and advises the Task Manager and/or the attorney assigned to handle legal matters for AWC; and
- Prepare client contracts and subcontracts in accordance with AWC policies and procedures.

### **3. LITIGATION SUPPORT – Vanessa Brooks**

Education: B.B.A. Business Management, University of the District of Columbia  
Post Graduate Paralegal Certificate, Georgetown University  
CLE Credits in Litigation and Corporate Securities

Certifications: *LSDBE Certified*, Borrowed Time Enterprises, Inc., Principal  
Certified Mediator, Northern Virginia Mediation  
Non-Profit Certification, DC Office of Partnership and Grants Development/Strengthening  
Partnership Initiative

General Experience: Twenty years experience providing paralegal professional services in the following areas: trial litigation, mediation and arbitration, Merger/Acquisition, commercial law, non-profit determination status, personal injury, medical malpractice, Hart-Scott-Rodino, CID, 2<sup>nd</sup> Request/FTC, contract law and Patent Infringement matters

Specialized Experience: Ability to advise officers and directors on corporate governance and related matters, including but not limited to: • Fiduciary duties, roles and best practices of the officers and directors in addressing routine matters and on more complex decisions involving transactions, financings, and other matters; • Provide counsel with respect to insurance matters, including assisting with drafting coverage opinion letters, insurance subrogation, subrogation claims, declaratory judgment actions, and other questions about insurance and insurance law. • Disclosure requirements; • Document retention policies (both electronic and hard copy); and • Corporate transactions involving private companies, the Corporation's affiliates and/or other agencies/instrumentalities of the District of Columbia.

Duties: Responsible for assisting attorneys assigned to AWC project with case management and litigation support to include, but not limited to:

- Conduct mediations employment complaints for AWC;
- Assist in interpreting the legal framework imposed by federal and state regulatory requirements;
- Conduct legal research and assist in drafting memoranda of law regarding employment and labor law issues;
- Gathers and analyzes data to support task service recommendations;
- Maintain knowledge base and contract files for AWC and other negotiated agreements;
- Compile, review and organize related documents; and
- Prepare ad hoc correspondence for review and signature by the Managing Attorney and/or the assigned attorney

Our team is a unique blend of many talents specifically designed to bring the utmost in value and quality service to AWC. Each PJOAT member is devoted to the AWC project and stands ready to support the transformation of the shores of the Anacostia River.. The synergy of the PJOAT provides great capacity and capability for the Anacostia Waterfront Corporation project.

### **Factor 3 - Previous Experience**

In 2006-2007, represented a retired employee on appeal before the United States Court of Appeals for the Federal Circuit who claimed retirement benefits from both the District of Columbia and the Office of Personnel Management. In 2003-2004, successfully negotiated a severance package for the Vice President of a national corporation for compensation for over Three Hundred Thousand Dollars (\$300,000.00) for the first year after separation from the

company to include bonuses, stock options and deferred compensation benefits. Ms. Outlaw participated in alternative dispute resolution and adjudicatory hearings for employees with the school system to include issues regarding workforce reduction for the District of Columbia. Represented the Black Police Association in a class action based upon discrimination against the Metropolitan Police Department before the Human Rights Commission. Litigated a case where OSHA regulations had been violated at a construction site in the District of Columbia causing injury to a pedestrian. Negotiated a substantial settlement in the amount of One Hundred and Twenty-Six Thousand Dollars (\$126,000.00) on behalf of the pedestrian. Successfully represented both employers and employees before the Unemployment Compensation Board for the District of Columbia. Represented a construction worker who was injured on a construction site in the District of Columbia on a worker's compensation claim. Negotiated substantial settlement for over One Hundred Thousand Dollars and employee received monthly disability payments.

### **Workplace Training of AWC Staff**

We are submitting this response as a LSDBE prime service provider for the subtask for Training of AWC staff pursuant to Task XIII Labor and Employment.

#### **Sub-Factor 1 – Expertise in Workplace Training of AWC Staff**

Organizations are now faced with a large number of lawsuits and legal claims filed by employees who feel they have not been treated fairly. To address this growing problem, Phyllis J. Outlaw & Associates has developed workplace training programs to address these issues. Our goal is to assist AWC in avoiding complaints filed by employees. Managers and Human Resource Personnel require training in discrimination, harassment, and employment law to avoid costly litigation. AWC managers will benefit from our training on how to implement personnel procedures that are in compliance with the law.

As the principal of Phyllis J. Outlaw & Associates for over 27 years, Ms. Outlaw developed a host of workplace training programs for the firm's staff regarding labor/management relations to include:

- Diversity Awareness
- Equal Employment Law
- Sexual Harassment
- Customer Service Training for Frontline and Support Staff
- Leadership and Management Coaching
- Effective Communication
- Managing Conflict at Work
- Problem Solving and Decision Making
- Senior Executive Development

After perfecting her skills as a trainer, Ms. Outlaw, Esq. founded CLR Seminars. She conducts powerful life changing workshops for organizations, churches and conferences. These training programs incorporate empowering techniques to include writing exercises, role playing and group discussions. Having been both employer and employee, Ms. Outlaw brings a dual perspective to these programs. As an employer, she has fine-tuned the delivery of quality legal and counseling services to hundreds of clients and employees. As a former employee with the government and private sector, she has acquired a unique insight into customer and employee/employer relations that adds a valuable dimension to her workplace training programs.

## **Sub-Factor 2 – Management Team for Workplace Training of AWC Staff**

### **1. TRAINING SPECIALIST - Phyllis J. Outlaw**

Education: Juris Doctorate  
Howard University School of Law, 1978

Bachelor of Science Degree, Major Sociology, Minor Business  
Howard University 1974

General Experience: 27 years experience in workplace training or related fields

Specialized Experience: Experience developing and conducting workshops and training for employees, organizations and companies. .

Duties: Conducts the research necessary to develop and revise training courses and prepares appropriate training materials. Prepare all instructor materials (course manuals, work books, handouts, completion certificates and course evaluation forms). Train personnel by conducting formal classroom courses, workshops and seminars.

## **2. EMPLOYMENT AND TRAINING COORDINATOR/TRAINER – Pamela J. Jackson, Ph.D**

**Education:** Doctoral Degree in Economics received December 1998  
Wayne State University in Detroit, MI.  
Concentrations in Industrial Organization; Economic and Regional Development; and Public Finance.

Master of Arts Degree in Economics received August 1993 from Wayne State University in Detroit, MI.

Bachelor of Arts Degree in Economics received May 1988 from the University of Pennsylvania in Philadelphia, PA.

**General Experience:** Five (5) years of experience in technical writing and editing

**Specialized Experience:** Led and managed the Eureka Communities - Public Education Network (PEN) Fellowship Program. Eureka Communities delivered leadership development programs using peer-to-peer learning models that provide individualized, self-directed learning to the leaders of nonprofit social service agencies. PEN is a national organization of local education funds (LEFs) and individuals working to improve public schools and build citizen support for quality public education in low-income communities across the nation.

Provided personal mentoring and coaching to executives of LEFs. Led executives through strategic planning processes for board development, civic engagement, fundraising, and other operational and programmatic aspects of their organizations. Facilitated fellowship orientation and graduation programs. Created discussion groups, manage time, and direct participants to empower a dialogue that produces results.

Structured and implemented the program design and development of new business models for the Eureka Fellowship Program, which is designed to train and develop executives of nonprofit organizations through peer-to-peer learning networks.

**Duties:** Assist in conducting the research necessary to develop and revise training courses and prepares appropriate training materials. Prepare all instructor materials (course manuals, work books, handouts, completion certificates and course evaluation forms). Train personnel by conducting formal classroom courses, workshops and seminars.

### **Sub-Factor 3 – Previous Experience for Workplace Training of AWC Staff**

As a trainer, in addition to training employees at PJOA, Ms. Outlaw has conducted stimulating and thought-provoking seminars and workshops for various organizations to include the National Conference for the National Black Women's Health Project, Council for Women Ministers and

Male Support Division, Inc.; Mary Kay Cosmetics, Whole Life Expo, The Center for Visionary Leadership, College for Kids at George Washington University, and Pathways' Natural Living Expo.

From January 1991 to December 2001, as a trainer with The Coleman A. Young Foundation, Inc., Pamela J. Jackson was responsible for leading and managing social business enterprise with net assets of \$3,000,000; creating and implementing annual budgets averaging above \$600,000. She was responsible for directing, supervising and evaluating staff members; in charge of all operations and the program development of the organization. Created and designed annual research projects and conducted analysis on a variety of factors influencing academic achievement and collegiate performance in order to better manage and develop the programs offered by the foundation. Planned and implemented student development programs that serviced more than 250 college students and more than 100 pre-college students annually. Results included: retaining 73% of college student program participants for five years in a row, in contrast to national retention averages near 50%; academic achievement an average of 15% over three consecutive semesters. Awarded Eureka Communities Fellowship in 2000; participated with the Eureka Detroit Fellowship Program beginning in 1999. From 1994 to December 2000, Ms. Jackson served as a Faculty Member at Wayne State University. She independently led more than 1,000 hours of classroom instruction; student evaluations of performance were in top 10 percent of all department faculty each semester. She also instructed at the graduate and undergraduate levels in the School of Business Administration, as Adjunct Faculty and in the College of Liberal Arts as Adjunct Faculty.



**Factor 4 – Pricing for Task XIII**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING: LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)
Managing Attorney	See provisions contained in above descriptions for Management team	<b>\$300.00</b>
Team Leader	See provisions contained in above descriptions for Management team	<b>\$280.00</b>
Paralegal I	See provisions contained in above descriptions for Management team	<b>\$42.50</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$59.50</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$85.00</b>
Employment and Training Coordinator	See provisions contained in above descriptions for Management team	<b>\$127.50</b>
Employment and Training Coordinator	See provisions contained in above descriptions for Management team	<b>\$59.50</b>

**Option Years**

Offerors shall repeat the above pricing format for each option year noted below. The Escalation % for the loaded, fixed hourly rates shall be identified in a fourth column added to the table format above and shall not exceed 5% for each option year.

**OPTION YEAR 1 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING:LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)	Escalation at 5%
Managing Attorney	See provisions contained in above descriptions for Management team	<b>\$300.00</b>	<b>15</b>
Team Leader	See provisions contained in above descriptions for Management team	<b>\$280.00</b>	<b>14</b>
Paralegal I	See provisions contained in above descriptions for Management team	<b>\$42.50</b>	<b>2.13</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$59.50</b>	<b>2.98</b>
Paralegal II	See provisions contained in above descriptions for	<b>\$85.00</b>	<b>4.25</b>

	Management team		
Employment and Training Coordinator	See provisions contained in above descriptions for Management team	<b>\$127.50</b>	<b>6.38</b>
Employment and Training Specialist	See provisions contained in above descriptions for Management team	<b>\$59.50</b>	<b>2.98</b>

**OPTION YEAR 2 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING:LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)	Escalation at 5%
Managing Attorney	See provisions contained in above descriptions for Management team	<b>\$315.00</b>	<b>15.75</b>
Team Leader	See provisions contained in above descriptions for Management team	<b>\$294.00</b>	<b>14.70</b>
Paralegal I	See provisions contained in above descriptions for Management team	<b>\$44.63</b>	<b>2.23</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$62.48</b>	<b>3.12</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$89.25</b>	<b>4.46</b>
Employment and Training Coordinator	See provisions contained in above descriptions for	<b>\$133.88</b>	<b>6.69</b>

Employment and Training Specialist	Management team See provisions contained in above descriptions for Management team	<b>\$62.48</b>	<b>3.12</b>
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**OPTION YEAR 3 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING: LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)	Escalation at 5%
Managing Attorney	See provisions contained in above descriptions for Management team	<b>\$330.73</b>	<b>16.54</b>
Team Leader	See provisions contained in above descriptions for Management team	<b>\$308.70</b>	<b>15.44</b>
Paralegal I	See provisions contained in above descriptions for Management team	<b>\$46.86</b>	<b>2.34</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$65.60</b>	<b>3.28</b>
Paralegal II	See provisions	<b>\$93.71</b>	<b>4.69</b>

	contained in above descriptions for Management team		
Employment and Training Coordinator	See provisions contained in above descriptions for Management team	<b>\$140.57</b>	<b>7.03</b>
Employment and Training Specialist	See provisions contained in above descriptions for Management team	<b>\$65.60</b>	<b>3.28</b>

**OPTION YEAR 4 (12 MONTH PERIOD)**

LABOR CATEGORY	DESCRIPTION OF LABOR CATEGORY	BEST CUSTOMER PRICING: LOADED FIXED HOURLY RATE \$ (this is a ceiling rate that includes any and all discounts)	Escalation at 5%
Managing Attorney	See provisions contained in above descriptions for Management team	<b>\$347.29</b>	<b>17.36</b>
Team Leader	See provisions contained in above descriptions for Management team	<b>\$324.14</b>	<b>16.21</b>
Paralegal I	See provisions contained in above descriptions for	<b>\$49.20</b>	<b>2.46</b>

Paralegal II	Management team See provisions contained in above descriptions for Management team	<b>\$68.88</b>	<b>3.44</b>
Paralegal II	See provisions contained in above descriptions for Management team	<b>\$98.40</b>	<b>4.92</b>
Employment and Training Coordinator	See provisions contained in above descriptions for Management team	<b>\$147.80</b>	<b>7.38</b>
Employment and Training Specialist	See provisions contained in above descriptions for Management team	<b>\$68.88</b>	<b>3.44</b>

## ***Resumes - Key Personnel Task XIII: Labor & Employment***

Phyllis J. Outlaw

Phyllis J. Outlaw is the principal and senior associate of Phyllis J. Outlaw & Associates. She has been in private practice in the District of Columbia since 1980. Ms. Outlaw is an experienced and seasoned litigator. Possesses knowledge, skills and expertise in litigation, arbitration and mediation of disputes relating to real estate development, financing, construction contracting, insurance, contract, tax liens, personnel matters, property boundary disputes and landlord-tenant matters. Her strong advocacy skills will provide AWC with quality legal representation. She will zealously advance and protect the legal interests of the AWC.

Professional expertise

Phyllis J. Outlaw possesses nearly three decades of civil litigation, mediation and arbitration experience in the District of Columbia judicial system. Admitted to practice law before the United States Supreme Court, District of Columbia Court of Appeals, United States District Court for the District of Columbia, United States Court of Appeals, Maryland Court of Appeals and the United States Court of Appeals for the Federal Circuit.

### **LITIGATION**

Litigation practice areas include corporate law, general liability, real estate, construction, labor and employment, contract law, landlord-tenant law, tax liens, property boundary disputes, family law and financing for small commercial and residential real estate. Representation of borrowers, purchasers, sellers, landlords, and tenants on claims involving mortgage fraud, contracts of sale, construction contracts, commercial and residential leases.

In 2007, successfully prevented the sale of commercial property located in northwest Washington pursuant to a valid tax lien. The legal action to foreclose upon the property



was dismissed. From 2006 to the present, represented a tenant before the Office of Administrative Hearings for the District of Columbia regarding illegal rent increases. Also represented landlords and tenants in eviction proceedings with issues regarding housing code violations. Handled matters before the District of Columbia Rental Accommodations Commission.

Successfully prevented the sale of commercial property located in northwest Washington pursuant to a valid tax lien. The legal action to foreclose upon the property was dismissed.

### **CORPORATE GOVERNANCE**

Ms. Outlaw has prepared articles of incorporation and bylaws for small businesses. Advised clients regarding business structures, development, business expansion, partnership agreements, minutes, corporate seals, foreign corporations and business dissolution. Served on the Board of nonprofit organizations as their General Counsel advising on all legal matters.

In the area of risk management, successfully represented clients who were injured at construction sites and received substantial awards. In some instances, the cases involved multiple defendants regarding general liability issues that often arise in construction projects. From 2003 to the present, litigating a case before the Superior Court in the District of Columbia where the plaintiff was injured at a construction site. These cases generally involve issues relating to insurance subrogation, subrogation claims. Ms. Outlaw has also litigated declaratory judgment actions.

### **REAL ESTATE TRANSACTIONS**

Phyllis J. Outlaw has twenty seven (27) years experience in representing clients in connection with the purchase, sale, financing, leasing, property management, rehabilitation and settlements for real estate. From 2003 – 2006, represented a client in a complex case against a national mortgage company with multiple parties involving the fraudulent lending practices to small investors for properties in the District of Columbia involving millions of dollars. In this case, I handled property sales, assisted in property

management, property maintenance, foreclosure, and criminal charges with extensive discovery. Successfully settled the case with a positive outcome on behalf of my client through mediation in the federal court.

## **CONSTRUCTION AND CONSTRUCTION RELATED ISSUES**

Experience in the construction of small commercial and residential properties as well as on various stages of the construction project process to include contract negotiation and drafting for general contractors and subcontractors, construction permit acquisition, construction inspection and draws to be paid general contractors and subcontractors, occupancy certificates, change orders, code compliance, architectural design and plans.

From 2002 – 2005, litigated a case before the United States District Court for the District of Columbia involving structural and mechanical defects of an HVAC system in a newly renovated mixed-use property in a commercial zone. In this case, suit was filed against the architect for malpractice, the company that installed the HVAC system and the construction inspection company. In this case, Ms. Outlaw demonstrated familiarity with architectural plans to include technical engineering drawings. Appealed the Court's ruling to the United States Court of Appeals for the District of Columbia. A decision was rendered in 2005.

## **FEDERAL PROGRAMS AND ADMINISTRATIVE LAW**

Experienced in interpreting and applying rules, regulations and procedures before agencies in the District of Columbia. From 2004 – present, representing a client for breach of contract against a private contractor for home improvements to include electrical and plumbing work for a residential property. This work was performed in conjunction with a program sponsored by the Department of Housing and Community Development for the District of Columbia. Possess knowledge, skills and expertise to advise AWC on administrative law matters.

## **TAXATION AND NONPROFIT CORPORATE LAW**

As recent as 2007, represents organizations regarding corporate formation to include drafting articles of incorporation and bylaws. Assist organizations in qualifying for tax-exempt status for the federal and local government. Ms. Outlaw has the capability and expertise to advise AWC in the area of taxation as it relates to the laws governing the formation of nonprofit organizations.

## **GOVERNMENT RELATIONS**

As the Founder and President of Phyllis J. Outlaw & Associates, Ms. Outlaw paved the way for the firm to have the capability of building working relationships with federal and local government officials. As a community activist, Ms. Outlaw has worked with local business, community, political and social organizations. Elected in two citywide elections to hold political office in Washington, D.C. Appointed to serve as the chairperson of the Budget Committee for Education for the District of Columbia. Served on the Housing Committee for the NAACP. Served as treasurer and advisor for several councilpersons who were candidates for Mayor. Drafted to seek seat for councilmember at large in 1998. Served as General Counsel for Voters League.

Founded Professionals for Political Education, an organization designed to educate the community on the political process. Ms. Outlaw has organized neighborhoods regarding zoning issues in Ward One. Served on the Real Estate Acquisitions Committee for her church which owns a host of churches and low-income residential rental properties in the District of Columbia.

Guest appearances on radio and national and local television including CNN's Burden of Proof, C-Span's Fox News, Channel 32's Evening Exchange, former Congressman Kweisi Mfume's Show, "The Bottom Line", the Wisdom Channel and several shows on BET, WUSA-TV, WYCB, WPFW and WDCU. Appeared in several issues of Jet Magazine, Ebony Magazine. Featured in American Magazine, "A Woman with a Vision." Produced and hosted several radio shows to include a call-in show that provided

listeners with insight on the dynamics that drive human behavior. Guest speaker for various churches, schools, and organizations.

Ms. Outlaw is the first woman to advertise her law firm on major television channels in the Washington Metropolitan area. She has written legal articles for periodicals, magazines and newspapers.

## **PROCUREMENT**

Twenty Seven (27) years of civil litigation, mediation and arbitration experience in the District of Columbia. Litigation practice areas include contract law to include breach of contract for services rendered to include home improvements, construction, professional services and product liability. Possess the knowledge, skills and expertise to represent AWC in making and defending legal challenges, and provide counsel on dispute resolution and avoidance.

## **LABOR & EMPLOYMENT**

For nearly three decades, Phyllis J. Outlaw has represented federal and local government employees on matters to include employee discharge, unemployment compensation, discrimination, and retirement benefits.

In 2006 - 2007, represented a retired employee on appeal before the United States Court of Appeals for the Federal Circuit who claimed retirement benefits from both the District of Columbia and the Office of Personnel Management. In 2003-2004, successfully negotiated a severance package for the Vice President of a national corporation for compensation for over Three Hundred Thousand Dollars (\$300,000.00) for the first year after separation from the company to include bonuses, stock options and deferred compensation benefits. Ms. Outlaw participated in alternative dispute resolution and adjudicatory hearings for employees with the school system for the District of Columbia. Represented the Black Police Association in a class action based upon discrimination against the Metropolitan Police Department before the Human Rights Commission. Litigated a case where OSHA regulations had been violated at a construction site in the District of Columbia causing injury to a pedestrian. Negotiated a

substantial settlement on behalf of the pedestrian. Successfully represented both employers and employees before the Unemployment Compensation Board for the District of Columbia. Represented a construction worker who was injured on a construction site in the District of Columbia on a worker's compensation claim. Negotiated substantial settlement to include disability payments.

As the principal of Phyllis J. Outlaw & Associates, developed workplace training programs for staff to include:

- Diversity Awareness
- EEO/Sexual Harassment
- Customer Service Training for Frontline and Support Staff
- Leadership and Management Coaching
- Effective Communication
- Managing Conflict at Work
- Problem Solving and Decision Making
- Senior Executive Development

These training programs incorporate empowering techniques to include writing exercises, role playing and group discussions. Having been both employer and employee, Ms. Outlaw brings a dual perspective to these programs. As an employer, she has fine-tuned the delivery of quality legal and counseling services to hundreds of clients and employees. As a former employee with the government and private sector, she has acquired a unique insight into customer and employee/employer relations that adds a valuable dimension to her practice.

Educational degrees and/or certifications and trainings achieved

Juris Doctorate

Howard University School of Law, 1978

Bachelor of Science Degree, Major Sociology, Minor Business

Howard University 1974

Notary for the District of Columbia, 2007 – 2012

References and letters of support from clients

Mrs. Ann Brown

Executive Senior Sales Director

Mary Kay Cosmetics

53078 Dawndeer Lane

Charlotte, North Carolina 28212

(704) 569-9691

Dr. Mary Quinn

President

Council of Women Ministers and Male Support Division, Inc.

801 Rhode Island Avenue, N.W., Suite 101

Washington, D.C., 20001

(202) 387-1918

See Letter of Support

Ronald Hampton

Executive Director

National Black Police Association

303 Allison Street, N.W.

Washington, DC 20011

(202) 882-3023

See Additional Letters of Support

## Franklyn N. Burke

Franklyn N Burke has been practicing continuously in the District of Columbia since 1977. Between 1977 and 1986, he was employed as staff attorney for Neighborhood Legal Service Program, Inc., a non-profit government funded community organization providing legal services to low and moderate income residents of the District. In 1987, Mr. Burke became a partner in a DC firm, Law Offices of Quander and Burke. The firm was succeeded in 1991 by the law firm of Quander, Burke & Richardson, until its dissolution in 1994. In 1994 Burke established the Law Offices of Franklyn N Burke, with offices located in Washington, DC and Baltimore, Maryland.

## Professional expertise

During 29 years of civil practice, Franklyn N Burke acquired expertise in areas of real estate transactions, foreclosures, probate, landlord and tenant, contract, immigration and naturalization, litigation and mediation. Burke is admitted to practice before the District of Columbia Court of Appeals, United States Court of Appeals (4<sup>th</sup> Circuit), the United States District Court for the District of Columbia and Maryland Court of Appeals

Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas

## ***Litigation***

Mr. Burke represented DC residents before the D.C. Superior Court and in DC government agency proceedings to include the Workers Compensation Commission, Payments Assistance Administration and Rental Accommodation Commission. He has developed strong advocacy skills in civil practice to include contract, landlord-tenant, probate, personnel matters, workers compensation, domestic relations and immigration & nationality law. .

### ***Local Government Representation***

From 2004-2005, represented Department of Social Services, Prince Georges County, Maryland, in multiple weekly contested agency proceedings in which the agency entered findings of child neglect and/or child abuse against residents of Prince Georges County, Maryland.

### ***Federal Administrative Law Practice – U.S. Immigration & Nationality***

Mr. Burke has been engaged as a practitioner, for over twenty years, in the field of U.S. immigration and nationality law - representing aliens in deportation and exclusion proceedings before related federal agencies, including United States Immigration Court, Board of Immigration Appeals, Executive Office For Immigration Review (agencies within U.S. Department of Justice) and in proceedings before the U.S. Citizenship and Immigration Services of the U.S. Department of Homeland Security.

### ***Community Organization***

Franklyn N Burke has represented non-profit community organizations in preparing their articles of incorporation, constitution and bylaws and advising such local and national Jamaica - American community associations, including the Jamaica Nationals Association of Washington, DC and National Association of Jamaican and Supportive Organization.

Educational degrees and/or certifications and trainings achieved

Juris Doctor

Howard University School of Law, 1976

Master of Arts Degree, Major Government, Minor International Relations

University of Maryland, 1971

Bachelor of Science Degree, Major Government & Politics, Minor Economics

University of Maryland



## References

Mr. Carlton Drummond  
7203 Springs Drive  
Lanham, MD 20706  
(301) 254 8403

Mr. Louis Hemans  
7622 West Park Drive  
Hyattsville MD 20783  
(301) 422 9421

Mr. Stanley Tracey  
4237 Isbell Street  
Silver Spring, MD 20906  
(301) 942 1258  
(240) 417 1180

Mr. Earl Paterson  
8 Clamatis Court  
Owings Mills, MD 21117

Pamela J. Jackson, Ph.D.

Pamela J. Jackson, Ph.D. is an economist with nearly two decades of experience in public service, ranging from local government to academia, from the nonprofit sector to the entrepreneurial sector, and to federal legislative government.

### Professional expertise

Provide policy advice to the United States Congress while at the Congressional Research Service in Washington, D.C. (for more than three years beginning in 2003). Responsible for briefing and advising Members of Congress and their staff on policy matters related to federal taxation, housing finance, and economic development. Policy advisory experienced at the federal level in housing and economic development. Federal policy knowledge of legislative and regulatory rules for programs in housing finance, taxation, and economic development. Specific examples include, but are not limited to, analysis and legislative proposal development for the Low Income Housing Tax Credit, the New Markets Tax Credit, Housing Bonds, small business expensing, wage tax credits, and capital gains incentives.

Federal policy analysis performed for Members of Congress and their staff and for certain subcommittees of the House Committee on Financial Services, the Senate Finance Committee, the House Committee on Ways and Means, and the Senate Banking Committee.

Served as Chief Executive Officer/Executive Director of the Coleman A. Young Foundation, a nonprofit development organization in Detroit, Michigan from 1992 through 2001. Experienced nonprofit executive having also served on boards of directors and board committees. Effective advisor and consultant supporting corporate managers with a variety of issues. Experience includes developing standard operating procedures to implement prudent business practices and effective oversight responsibilities; implementing fiscal controls, defining fiduciary duties, and appropriate roles for officers and directors in addressing the both the routine and complex operations of the organization.

Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas

*Policy Advisor to U.S. Congress, from 2003 to 2007, Congressional Research Service, Analyst in Public Sector Economics, Washington, D.C.*

- Responsible for briefing and advising Members of Congress and their staff on matters of federal tax policy.
- Service includes writing, editing, and publishing analytic reports and memoranda on federal policy issues with a focus on housing finance and taxation; education tax policy; and tax-exempt organizations. Recent projects include:
  - The Low-Income Housing Tax Credit: A Framework for Evaluation
  - Fundamental Tax Reform: Options for the Mortgage Interest Deduction
- Analyze and use data, program evaluations, academic literature, and existing policy ideas of others to develop and/or examine policy proposals in the areas of education, housing finance, and taxation.
- Manage program staff researching and preparing written materials that analyze and synthesize information on various federal policy matters. Current project involves mentoring a team of public policy graduate students as they examine the use of federal incentives in the New Orleans rebuilding process after Hurricane Katrina.

*Eureka Communities, Leadership Development Consultant and Program Director , Washington, D.C. (2001; 2003 to 2005)*

- Led and managed the Eureka Communities - Public Education Network (PEN) Fellowship Program. Eureka Communities delivered leadership development programs using peer-to-peer learning models that provide individualized, self-directed learning to the leaders of nonprofit social service agencies. PEN is a national organization of local education funds (LEFs) and individuals working to improve public schools and build citizen support for quality public education in low-income communities across the nation.
- Provided personal mentoring and coaching to executives of LEFs. Led executives through strategic planning processes for board development, civic engagement, fundraising, and other operational and programmatic aspects of their organizations. Facilitated fellowship orientation and graduation programs. Created discussion groups, manage time, and direct participants to empower a dialogue that produces results.

- Structured and implemented the program design and development of new business models for the Eureka Fellowship Program, which is designed to train and develop executives of nonprofit organizations through peer-to-peer learning networks.

*The Coleman A. Young Foundation, Inc., Founding Executive Director, Detroit, MI (January 1991 to December 2001)*

- Responsible for leading and managing social business enterprise with net assets of \$3,000,000; creating and implementing annual budgets averaging above \$600,000.
- Responsible for directing, supervising and evaluating staff members; in charge of all operations and the program development of the organization.
- Created and designed annual research projects and conducted analysis on a variety of factors influencing academic achievement and collegiate performance in order to better manage and develop the programs offered by the foundation.
- Planned and implemented student development programs that serviced more than 250 college students and more than 100 pre-college students annually. Results included: retaining 73% of college student program participants for five years in a row, in contrast to national retention averages near 50%; academic achievement an average of 15% over three consecutive semesters.
- Awarded Eureka Communities Fellowship in 2000; participated with the Eureka Detroit Fellowship Program beginning in 1999.

*Faculty Member, Wayne State University, Detroit, MI (Fall 1994 to December 2000)*

- Independently led more than 1,000 hours of classroom instruction; student evaluations of performance were in top 10 percent of all department faculty each semester;
- Instructed at the graduate and undergraduate levels in the School of Business Administration, as Adjunct Faculty and in the College of Liberal Arts as Adjunct Faculty

*The City of Detroit, Mayor's Executive Office, Assistant to the Mayor, Detroit, MI, (May 1988 to December 1994)*

- Served as research analyst and planner on various projects including:
  - Demographic and regional analysis for re-districting at the federal, state and local levels in response to 1990 Census Data and the re-apportionment process

- Planning and impact studies for economic development projects in both the central business districts and neighborhoods
- Capital project tracking and impact; providing studies to show the value of private sector investment increase in response to public sector investment.
- Other research included: Analysis of violent crime, police precinct locations and voting participation; Economic impact studies of municipal government investment and capital project development.
- Worked as project manager in relationship with 35 city department directors overseeing more than \$1 billion in capital projects
- Provided management consulting services to more than 10 city department directors with an emphasis on streamlining and improving the productivity of staff and the employment of capital resources.

#### Educational degrees and/or certifications and trainings achieved

Doctoral Degree in Economics received December 1998 from Wayne State University in Detroit, MI.

Concentrations in Industrial Organization; Economic and Regional Development; and Public Finance.

Master of Arts Degree in Economics received August 1993 from Wayne State University in Detroit, MI.

Bachelor of Arts Degree in Economics received May 1988 from the University of Pennsylvania in Philadelphia, PA.

## Vanessa Brooks

Professional expertise

Arnold & Porter Washington, D.C.

Litigation/Antitrust/Corporate Senior Legal Assistant

Bryan Cave LLP Washington, D.C.

Senior Antitrust Paralegal

Finnegan, Henderson, Farabow, Washington, D.C.

Patent Infringement Litigation/Case Manager

Dr. Joseph L. Curtis International Mortgage Washington, D.C.

Independent Contractor

Collaboration DC Washington, DC

Facilitator

Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas

*LSDBE Certified Borrowed Time Enterprises, Inc., Principal*

Twenty years experience providing paralegal professional services in the following areas:

non-profit determination status, personal injury, medical malpractice, mediation and arbitration, commercial law, Merger/Acquisition, Hart-Scott-Rodino, CID, 2<sup>nd</sup> Request/FTC, Trial Litigation and Patent Infringement matters and contract law.

*Corporate Governance and Risk Management*

Contractor has the ability to interpret the legal framework imposed by federal and state regulatory requirements, and to advise the officers and directors on corporate

governance and related matters, including but not limited to: • Fiduciary duties, roles and best practices of the officers and directors in addressing routine matters and on more complex decisions involving transactions, financings, Officer Compensation; and other matters; • Provide counsel with respect to insurance matters, including assisting with drafting coverage opinion letters, insurance subrogation, subrogation claims, declaratory judgment actions, and other questions about insurance and insurance law. • Disclosure requirements; • Document retention policies (both electronic and hard copy); • Corporate transactions involving private companies, the Corporation's affiliates and/or other agencies/instrumentalities of the District of Columbia.

Educational degrees and/or certifications and trainings achieved  
B.B.A. Business Management University of the District of Columbia  
Post Graduate Paralegal Certificate Georgetown University  
CLE Credits in Litigation and Corporate Securities  
Certified Mediator, Northern Virginia Mediation  
Non-Profit Certification, DC Office of Partnership and Grants  
Development/Strengthening Partnership Initiative

#### References

Steven G. Reade, Partner Arnold & Porter 202-942-5678 202-942-5999 fax	Daniel C. Schwartz, Partner Bryan Cave, LLP 202-508-6025 202-508-6200 fax
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Allen T. Eaton, Partner The Eaton Law Firm PLLC 202-789-0088	Dr. Joseph L. Curtis International Mortgage Corporation 301-894-8158 301-505-2417 fax
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## **Robin Bean**

### Professional expertise

#### Legal Experience

##### *Phyllis J. Outlaw and Associates, Case Manager (May 2007 – Present)*

Assists attorneys and staff with case management. Responsibilities include, but are not limited to, managing court calendars and incoming/outgoing correspondence, assisting in processing claims, reviewing and disbursing client funds, supervising clerical support staff, and preparing training manuals, and performing other litigation support for services in the following areas: real estate, employment law, labor law, mediation and arbitration, commercial law, tax law, and contract law.

##### *Miller & Chevalier Chartered, Conflicts Analyst (November 2005 - April 2007)*

Responsible for performing conflicts of interest compliance functions related to all new business intake for the firm. Assigned to work closely with Firm's Ethics Counsel.

##### *Akin Gump Strauss Hauer & Feld LLP, Conflicts Specialist (June 2003 to November 2005).*

Responsible for performing conflicts of interest compliance functions related to all new business intake for the firm. Assigned to work closely with Firm's Ethics Counsel.

##### *Legal Intern, Columbus Community Legal Services, Advocacy for the Elderly Clinic (Fall 2006)*

Representing pro-bono low-income elderly persons on various legal issues in Washington DC.

##### *Intern, Congressman Bennie G. Thompson (1996-1999)*

Responsibilities included responding to constituent calls, preparing for the Congressional Black Caucus, and viewing Congressional testimonial sessions.

#### Community Experience

As a member of the New Samaritan Baptist Church and as a resident of the District of Columbia, responsible for attending several town hall meetings, contacting council members, and organizing the citizens to get involved in issues impacting our community. Most recent activity included opposition to the relocation of adult themed establishments in Ward 5.



### Training and Development Experience

Alumni Coordinator, College Summit College Preparatory Program in Washington DC (2001).

Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas

### Legal Experience

Used analytical and effectively communicate with all levels of a hierarchical organization.  
Knowledge of corporate structures of many Fortune 500 companies.

### Community Experience

Familiarity with D.C. residents and the local political process. Specific examples include, but are not limited to, raising public awareness regarding local issues and working with D.C. residents through the legal clinic.

### Public Policy Experience

Familiarity with working with constituents.

### Training and Development Experience

Led and managed individual and group seminars and workshops designed to empower disadvantaged high school students. Focus of the sessions included increased enrollment in college.

### Educational degrees and/or certifications and trainings achieved

J.D. expected May 2008 from The Catholic University of America, Columbus School of Law, Washington, DC

B.A. received May 2003 from Brown University, Providence, RI  
Concentration in Biology.

## References

Carol Gruenburg  
Director of Library Services  
Miller & Chevalier  
655 Fifteenth Street, N.W.  
Suite 900  
Washington, DC 20005-5701  
202-626-6094

Barb Topel  
Director of Administration  
Miller & Chevalier  
655 Fifteenth Street, N.W.  
Suite 900  
Washington, DC 20005-5701  
202-626-5918

Gerry Urich  
Business Acceptance Manager  
1333 New Hampshire Avenue NW  
Washington, DC 20036  
202-887-4000

Blessing Chimwanda

Professional expertise

Public Policy Experience

Performed extensive research on illegal evictions and prepared legal memoranda on zoning ordinances in Mississippi whilst working for the Mississippi Center for Justice. Helped homeowners obtain insurance and FEMA settlements to rebuild homes and provided legal information regarding flood elevations and zoning issues.

Training and Development Experience

Implemented a pricing desk for Washington Mutual Eastern Region that was developed into a model for the pricing analysts for the Bank.

Presented speeches to managers of Washington Mutual Bank on how to integrate the pricing departments into other aspects of Washington Mutual mortgage departments.

Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas

Public Policy Experience

Applied knowledge of laws and regulations to verify documents for compliance with The U.S. Department of Housing and Urban Development, The Federal National Mortgage Association, and The Federal Home Mortgage Corporation.

Training and Development Experience

Started as one of three pricing analysts at Washington Mutual Bank and was promoted to supervise a team of six pricing coordinators. Then later guided the integration of three loan fulfillment centers to the Uniondale Home Loan Center and facilitated the addition of 3 pricing coordinators.

## Public Policy Experience

Developed financial plans for non-profit and profit organizations to raise money and grow their businesses, including one for Long Island Jewish Hospital in New York City to help set up a biorepository department with an initial investment of \$ 750,000.00.

## **Past Experience**

### ***The Law Firm of Phyllis J. Outlaw & Associates, Washington, D.C.***

*Legal Intern*, May 2007-Present

Duties include; performing litigation support; handling case management; performing legal research; drafting motions and memoranda of law; responding to and processing cases.

### **Washington Mutual Bank, Hempstead, NY**

*Pricing Analyst*, June 2003 – August 2005

Applied knowledge of laws and regulations to verify documents for compliance with The U.S. Department of Housing and Urban Development, The Federal National Mortgage Association, and The Federal Home Mortgage Corporation; Assessed market conditions related to pricing, led pricing proposals, developed pricing strategies, and performed financial and competitive analyses of the mortgage industry;

Reviewed contract documents to ensure that terms and conditions were consistent with pricings submitted; Helped implement a pricing desk for Washington Mutual Bank Eastern Region that developed into model for the bank.

***St. John's University, Peter J. Tobin College of Business Administration***, Jamaica, NY

*Portfolio Analyst Intern*, September 2002 – May 2003

Served as liaison between the treasury's office and student portfolio management team; Administered all aspects of portfolio management including research, operations, performance monitoring, risk management, and mitigation; Utilized spreadsheets,

relational databases, statistical, and graphic packages to project future stock prices and assemble presentation reports.

### **A. Cordaro & Associates**

*Medical Billing and Coding Assistant*, August 1999 – July 2002

Monitored billing performances to ensure optimal imbursement while adhering to HIPAA and HCFA; Prepared periodic reports identifying corrective measures necessary to resolve denial problems for clinical staff; Assisted physicians in determining appropriate use of medical billing codes for maximizing imbursement.

Educational degrees and/or certifications and trainings achieved

Juris Doctorate Degree, Catholic University of America, Columbus School of Law in Washington, DC. May 2008

Master of Business Administration in Finance May 2003

St. John's University, Peter J. Tobin College of Business Administration in Jamaica, NY.

Concentrations in Financial Services, and Entrepreneurial Business.

Bachelor of Science Degree in Marketing May 2001

St. John's University, Peter J. Tobin College of Business Administration in Jamaica, NY.

Concentration in Advertising.

### References

Joan S. Vorrasi

Director, Office of Student Life and Special Events

Catholic University of America

Columbus School of Law

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202-319-6126

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Mary Cordaro

271 Jericho Turnpike

Floral Park, NY 11001

Phone: (516) 352-1414

E-mail: [Cordaro271@aol.com](mailto:Cordaro271@aol.com)

Dr. Nancy S. Kaplan

Associate Vice President for Academic Support Services and Student Development for  
Athletes

St. John's University

8000 Utopia Parkway

Queens, New York 11439

Phone: (718) 990-1672

E-mail: [kaplann@stjohns.edu](mailto:kaplann@stjohns.edu)

Daniel Crowley

Professional expertise

*Legal Intern, June 2007-Present*

Duties included; performing litigation support; handling case management; performing legal research; drafting motions and memoranda of law; and processing cases.

***Verint Systems, Inc., Melville, NY***

*Finance Intern, Summers 2004-2006*

Maintained revenue recognition schedule required for monthly close, margin tracking spreadsheet and customer support/maintenance schedules. Prepared various other spreadsheet analyses as needed by Finance Department Managers. Assumed responsibilities of financial analyst after analyst's unexpected departure.

***Verint Systems, Inc., Surrey, United Kingdom***

*Finance Intern, September-December 2004*

Trained UK personnel on order management process. Prepared product margin analyses.

Educational degrees and/or certifications and trainings achieved

Juris Doctor anticipated May 2009 from The Catholic University of America, Columbus School of Law

Bachelor of Arts Degree in Economics received May 2006 from Loyola College in Maryland in Baltimore, MD.

## References

Miki Katz

Vice President of Finance

Verint Systems Inc.

330 South Service Road

Melville, NY 11747

(631) 962-9600

Judith Marino

73 Twin Oaks Dr

Kings Park, NY 11754-1236

(631) 269-4735

Laurie A. Lewis

Catholic University of America

Columbus School of Law

3600 John McCormack Rd., NE

Washington DC 20064

(202) 319-5441

lewisla@law.edu



## Jacqueline Fuller

### Professional expertise

*Phyllis J. Outlaw and Associates, Marketing and Communications Manager (2006 – Present).*

Responsible for creating, designing and implementing marketing plan for various professional services to include brochures, marketing presentations, non-profit website and video presentations. Assist with public relations to include attending events to market services. Responsible for developing position descriptions and staff recruitment.

Founder and Executive Producer of Lady Jamerican Communications in Washington, D.C. (for nine years beginning in 1998). Responsible for training and assisting individuals who are interested in television production, writing treatment for TV show ideas and product promotion.

American Heart Association, Project Coordinator (2006 – Present)

Serve as the Web Content Owner for the Advocacy Department.

Experience in the area demonstrating perspective on the subject matter and experience in providing similar services to: (1) government and/or quasigovernmental entities; and (2) the District of Columbia government and/or neighboring areas

Founder, Lady Jamerican Communications

Executive Producer of male talk show on public access cable network. Responsible for writing treatments, scripts, and recruiting talent for TV program. Organize production and programming schedule and develop contacts for On-Air talent.

Production Coordinator, Image Makers-Women in Film and Video

*(Volunteer for organization)*-Worked with high school youth to educate them on the preparations involved in writing, authorizing, and delivering public service announcements (PSA) ; Met with DC Vote to help them prepare PSAs to support voting rights for the District of Columbia; Made contacts with DC League of Women Voters, McKinley High School, Women in Film and Video, and a church in Dupont Circle to conduct site surveys to determine lighting and sound challenges, availability of tables, chairs, AV equipment and props, and to gain signatures on release forms.

## Educational degrees and/or certifications and trainings achieved

B.A. Communications, concentration in Public Relations

Marymount University, Arlington, VA May 2000

DCTV, Washington, DC, Summer 2005 - present

Field and Studio Production Training Courses

Set up and used a variety of camera and lighting equipment for inside and outside shoots

Howard University School of Divinity, Washington, DC, Fall 2002-Spring 2003

Ministers in Training, Level 1

Gained invaluable writing and platform speaking skills

Columbia School of Broadcasting, Fairfax, VA, 2004 – present

Radio Announcing Courses

**Theresa N. Adams**

**Professional Expertise**

Employment experience includes business development and marketing serving as a Marketing Specialist for Nixon Peabody.

**Marketing and Communications Specialist, Phyllis J. Outlaw and Associates**

Responsibilities include creating a marketing plan for company's services; executing the company's rebranding efforts; and developing the company's workshops/seminars.

**Marketing Specialist, Nixon Peabody LLP**

Responsibilities include overseeing the development of all e-alerts, advertisements, mailing lists rentals, and industry-appropriate calendars; maintaining and updating the company website; conducting market research relating to industry trends and assessments.

**Marketing Coordinator, 1-800-PACK-RAT**

Responsibilities include creating, overseeing and analyzing marketing strategy development and implementation.

**Consultant/Contract Coordinator, About Interiors**

Consulted senior leaders on business and marketing strategies, increasing brand awareness by 5% of sales within an 8-month period. Responsibilities for overseeing entry-level staff in the development and execution of company marketing plans and strategies; coordinating and leading training/professional development initiatives in the area of sales, customer service, and product knowledge; directing company recruiting efforts, increasing the number of new hires by 28%; establishing new staff orientation program, increasing compliance of company policies.

**Research Assistant, American Institutes for Research**

Directed the assessment process of independent consultants and facilitated contractual obligations. Responsible for blueprinting, developing, and implementing payment process for various stakeholders; operating as the primary quality assurance representative to negotiate and resolve any contractual discrepancies; performed quality control procedures on all print material, ensuring accuracy.

### **Research Intern, American Institutes for Research**

Responsible for conducting market research and environmental scans, identifying project relevance and validity; developing communication plan for Congress, providing the blueprint for project initiatives; coordinating client contact and performing data management, systematizing client accounts; organizing focus groups, cognitive labs, meetings and conferences.

### **Educational Degrees and/or Certifications and Trainings**

Masters of Business Administration, Business Administration/Management

The Carey Business School, Johns Hopkins University, Baltimore, MD, Expected 2008

Masters Business Certificate, Leadership Development Program

The Carey Business School, Johns Hopkins University, Baltimore, MD, May 2007

Bachelors of Arts, Communications; Secondary Field of Study, Business Administration

The George Washington University, Washington, DC, May 2004

Business Certificate, General Business

Institute D'Etude Politique de Paris (Science Po), Paris France, December 2002

Search Engine Marketing/Optimization Training

Yahoo Search Marketing, Inc., Alexandria, Va, October 2006

Grant Writing Seminar

Foundation Center, Washington, DC, December 2005

### **References**

Phillippa Stuart

Happy Place = Happy Faces

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Beltsville, MD 20705

301-220-2811

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