



P2C2 Group, Inc.

Consultants for the Business Side of Federal Information Technology and Agency Performance

Services to Federal Agencies, Contractors and Grantees

e-Brochure

You have a vision of what you want to accomplish with your federal programs and projects. Our consulting services help you achieve the results you seek through professionally developed deliverables for:

- e-Gov
- Capital Planning and Investment Control (CPIC)
- Budget justifications
- Acquisition packages - work statements
- Evaluations and studies
- Management improvement
- New initiatives

When engaging our services, you can expect:

- Senior consultants with exceptional skills and experience
- Good writing and effective communication
- Responsiveness to your deadlines
- Quality work

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Jim Kendrick, CMC
President

The P2C2 Group, Inc.
4101 Denfeld Avenue
Kensington, MD 20895

kendrick@p2c2group.com

<http://www.p2c2group.com>

301-942-7985



Fact Sheet for the P2C2 Group, Inc.

Consultants for the Business Side of Federal Information Technology and Agency Performance

Available through Purchase Orders, Subcontracts, and GSA MOBIS Schedules

kendrick@p2c2group.com
<http://www.p2c2group.com>
301-942-7985

The P2C2 Group serves agency leaders who want their plans and initiatives to win support, budget approval, and recognition for outstanding results. We support results through consulting, coaching, training, and writing. Our hallmark is preparing high-visibility plans, business cases, proposals, and other business documents. Our management consultants are action-oriented, savvy, and adept in applying their years of experience to new situations.

The P2C2 Group's expertise is in the public sector, and our deliverables are aligned with the compliance requirements of oversight agencies such as OMB and GAO. Typical clients are agency executives and Chief Information Officer programs. We help clients position our carefully planned documents as the stepping stones to problem solving, consensus, action, and results.

We Develop Mission-Critical Documents

- Capital Investment Plans
- Performance Measurement Plans
- Customer Satisfaction Surveys
- Proposed Regulatory Changes
- Business Case Analysis
- Exhibit 300s
- Budget Justifications
- Acquisition Plans – Work Statements
- Program Management Plans
- e-Government

We Have a Passion for Results

We emphasize a focus on action and results. Our president, Jim Kendrick, has:

- Developed IT capital investment plans with a lifecycle value of over \$1 billion
- Written acquisition documents for over \$1 billion of federal procurements
- Participated in preparing \$11 billion of successful proposals
- Managed \$100 million of federal contracts and grants
- Worked with most federal departments and many independent agencies.

A network of additional experts provides the depth and breadth of experience needed to support clients with flexible, results-oriented services.

Areas of Expertise

In addition to core skills for architecting, developing and producing mission-critical plans and other documents, our team includes expertise in:

- Strategic Planning
- Enterprise Architecture
- e-Government
- Information Technology Management
- OMB Compliance
- Budget Justification
- Capital Investment Planning
- Acquisition – Work Statements
- Proposals
- Program and Project Management
- Participatory Process Consulting
- Group Facilitation
- Workshops and Seminars
- Journalism and e-Publishing

We Architect Document Strategy

Our approach takes into account political and regulatory realities: We architect documents that can achieve consensus among stakeholders and the support of most agency personnel. We shape them to achieve compliance with Congressional and OMB requirements. But we also shape them as practical management tools that leaders can use to get results.

We Gather Information

We use executive consultants with the political savvy to work effectively across organizational boundaries. In gathering information, we apply versatile approaches—ranging from collaborative workshops and executive retreats to one-on-one interviews and background research. The work often involves coaxing information out of managers, technology specialists, lawyers, budget and procurement analysts, and subject matter experts. Much of the information is in their heads, and some is also in their file drawers. Some of the facts come from background research and best practices. A variety of individuals have different pieces of the puzzle, and our team has the talent and experience to fit the pieces into a coherent picture.

We Communicate Clearly

The P2C2 Group’s deliverables are written in plain English with a minimum of jargon. Our approach is consistent with the work of the Plain Language Action & Information Network (see www.plainlanguage.gov), a government-wide group working to improve communications from the federal government to the public. The use of straightforward language minimizes confusion, increases productivity, and reduces the burden on the public.

We Assure Quality

A key to assuring successful mission-critical documents is establishing a structured process for review, feedback, and refinement—seeking to gain ownership by all stakeholders. An equally important step is evaluation of the draft for compliance with the regulations and guidance of

oversight agencies such as OMB and GAO. Finally, we develop documents written in Plain English—language clearly written and understandable to all.

We Package Deliverables

The published versions of mission-critical documents should be packaged professionally—in a clean and attractive format that encourages readability. In addition to printed documents, we produce PowerPoint briefings and e-documents in HTML (Web) and PDF (Adobe Acrobat) formats.

P2C2 Group's Leadership

Jim Kendrick is the president of the P2C2 Group, Inc., a Maryland corporation. He has over 25 years experience achieving results for federal initiatives. He is a Certified Management Consultant, and in 1993 *Consultant's News* named his practice one of the best 100 in North America. He has received commendations from the White House and others for consulting achievements. Early in his career, he received the Rural Service Award from the federal government for his program planning and development work in Appalachia.

Outstanding Consultants Are Crucial to Success

The company relies on senior executive consultants who have the knowledge and performance skills to complete engagements reliably, on schedule, and productively.

Contracting with the P2C2 Group, Inc.

Our services are available through subcontracts and GSA MOBIS schedules of other companies.

P2C2 Group, Inc.

Vision for the 21st Century
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Project Experience P2C2 Group, Inc.	James Kendrick Certified Management Consultant
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Name of Project	IT Capital Investment Planning
Agency	U.S. Department of Labor Office of the CIO Office of the Assistant Secretary for Policy Employment & Training Administration
Period of Performance	Intermittent under multiple GSA Schedule orders; December 2000 – June 2003
Dollar Value	\$160,000 (subcontracts, orders from multiple DOL agencies)
Description of the Problem Under Circular A-11, the Office of Management and Budget (OMB) requires extensive capital investment planning for information technology projects. The business case for each project is summarized in an OMB Exhibit 300, and the activities must include budget analysis, alignment with agency mission, alternatives analysis, performance measures, risk analysis, acquisition planning, work breakdown structure, alignment with the Enterprise Architecture, compliance with information security and privacy, and coordination with the Government Paperwork Elimination Act.	
Description of the Solution The solution involved development of 14 Exhibit 300s for multiple agencies at the Department of Labor including both General Support Systems (networks) and Major Applications. Over half of these documents were for new projects and required extensive analysis, research and preparation. The work encompassed extensive collaboration with agency technical personnel, program managers, and budget officers. Drafts were reviewed and verified – and then entered into ITIPS, the automated capital investment management system preferred by OMB. The work also involved an initiative to streamline and improve the coordination between the CIO and the Budget Office, and the consultant was instrumental in developing a process at DOL known as “300 Lite.” In addition to developing a work process, this also involved planning and conducting a one-day workshop with participatory training exercises.	
Results The Exhibit 300s had an extraordinarily high rate of approval and funding – over 80%. The workshop received an average rating of 4.2 on a scale of 1 to 5.	
Contract Vehicles	Information Available
References	Available

Name of Project	USDA Civil Rights Enterprise System
Agency	U.S. Department of Agriculture
Period of Performance	September 2003 – January 2004
Description of the Problem The USDA needed a core solution for the civil rights function in its Enterprise Architecture. The solution replaces for two flawed information systems that processed employment discrimination complaints and program service discrimination complaints. USDA was facing nearly \$1 billion in court judgments and criticism from Congress. A solution was needed, and a new enterprise-wide system had to be justified to the Office of Management and Budget, which requires a rigorous Capital Planning and Investment Control (CPIC) process.	
Description of the Solution The consultant completed a major CPIC assignment to evaluate options, assist USDA in determining an effective solution, and preparing a formal justification to OMB for the investment. The consultant conducted interviews and market research and prepared an extensive set of deliverables within four months: a Requirements Analysis, Cost Benefits Analysis, Alternatives Analysis, Risk Management and Mitigation Plan, Information Security Risk Analysis, an Exhibit 300 Business Case, An Enterprise-Wide Project Management Implementation Plan, a Privacy Impact Assessment, and an initial System Security Plan. The consultant also used Excel to construct a complex integrated financial model in Excel to evaluate costs, benefits, risks, and cost benefits analysis—for the baseline system and four alternatives. The project required close work with departmental and USDA agency Civil Rights Personnel, as well as the Office of the Chief Information Officer.	
Results All work was completed on schedule and on time. OMB scoring criteria rated the Exhibit 300 as “Excellent.” Project deliverables were of outstanding quality and reflected many best practices.	
Reference	Available

Name of Project	Evaluation of USERRA Issues for Returning Military
Agency	Department of Labor Veterans Employment and Training Service and the Office of the Assistant Secretary for Administration and Management
Period of Performance	October 2003 – September 2004
<p data-bbox="186 533 509 564">Description of the Problem</p> <p data-bbox="186 600 1425 730">The Department of Labor needed a nation-wide survey research project to evaluate how well USERRA is working for returning military personnel—especially members of National Guard and Reserve Units. The Uniformed Services Employment and Reemployment Rights Act (USERRA) encompasses rights regarding re-employment, seniority, health benefits, and pensions.</p>	
<p data-bbox="186 751 509 783">Description of the Solution</p> <p data-bbox="186 819 1414 1083">The consultant was responsible for designing, conducting, and evaluating the results of a nation-wide survey of National Guard and Reserve members returning from active service. He selected and managed a consulting team that provided expert services in the areas of research design, sampling, questionnaire development, data collection, scanning, statistical analysis, and evaluation. In addition to technical and analytical skills, the consultant is also assisting the Department of Labor in seeking a cooperative agreement with the Department of Defense to distribute the questionnaires directly through the military units returning from active duty. Work includes compliance with OMB Information Collection requirements and a technical review by DOL’s Bureau of Labor Statistics.</p>	
<p data-bbox="186 1104 277 1136">Results</p> <p data-bbox="186 1171 1386 1236">The consultant and his evaluation team are providing high-quality research and analysis support to the customer. The evaluation is achieving its goals, as required by the agency’s annual performance plan.</p>	
Reference	Available

Name of Project	Departmental IT Briefing for Presidential Transition Team
Agency	Department of Labor Office of the Chief Information Officer
Period of Performance	September – December, 2000.
Dollar Value	\$80,000
Description of the Problem	
<p>The Department of Labor needed a comprehensive briefing that could summarize IT expenditures, approach to management, and compliance with applicable legislation such as the Clinger-Cohen Act. This was a challenging project because DOL spends over \$400 million yearly on information technology, and there are many complex issues. The project required conceptualizing a high-level summary, researching and synthesizing information, developing a coherent briefing package, and preparing extensive materials in PowerPoint, including detailed notes.</p>	
Description of the Solution	
<p>The consultant collected information from approximately 20 specialists, verified information, and prepared comprehensive briefing materials. A prototype was presented early in the project, as a means for coming to agreement about the strategy and content of the package.</p>	
Results	
<p>A high-quality briefing package was delivered on schedule for use by the CIO and Deputy CIO.</p>	
Contract Vehicle	Information Available
Reference	Available

Name of Project	Management Support for ATF Imaging Section
Agency	Bureau of Alcohol, Tobacco and Firearms
Period of Performance	August 18, 2002 – June 30, 2003
Dollar Value	\$100,800 Subcontract; \$350,000 total contract.
Description of the Problem	
<p>The imaging section was understaffed, and FTE ceilings restricted adding federal employees. This was a demonstration project sponsored by the head of the Information Systems Division to demonstrate that a significant backlog of work traditionally assigned to federal employees could be outsourced to a System Engineering and Technical Assistance (SETA) contractor.</p>	
Description of the Solution	
<p>The project picked up work responsibilities in important areas such as (1) documentation for the information security Certification and Accreditation process, (2) requirements documents for systems, (3) an asset management system for imaging hardware and software, and (4) investigation of alternatives to improve the enterprise architecture.</p>	
Results	
<p>The project successfully demonstrated the valuable contribution a SETA contractor could make. In addition, the project produced numerous deliverables such as security documents for imaging, requirements documents, and an asset management system.</p>	
Contract Vehicle	Information Available
References	Available

Name of Project	Support for Chief Information Officer Programs
Agency	U.S. Department of Labor Office of the Chief Information Officer
Period of Performance	December 2000 – April 2003
Dollar Value	\$200,000 (multiple orders)
<p data-bbox="183 510 508 541">Description of the Problem</p> <p data-bbox="183 573 1425 705">The Chief Information Officer is responsible for a wide range of responsibilities including information technology policy, information security, paperwork reduction, enterprise architecture, strategic plans, capital investment, and e-Government. The CIO must prepare many enterprise documents for internal use and submission to oversight agencies such as the Office of Management and Budget.</p>	
<p data-bbox="183 726 508 758">Description of the Solution</p> <p data-bbox="183 789 1425 957">The consultant provided quick-response, on-site support of Office of Chief Information Officer Programs at DOL. This included updating IT policy documents, developing security and risk management plans, reviewing plans for the Enterprise Architecture, developing a Contingency Plan for the network, writing content for the CIO's website, writing Project Management Plans, supporting the implementation of Public Key Infrastructure, and analyzing new federal requirements.</p>	
<p data-bbox="183 978 280 1010">Results</p> <p data-bbox="183 1041 1385 1104">The Office of the CIO received versatile and timely support for numerous quick-response assignments required for enterprise policy, management, and compliance with OMB requirements.</p>	
Contract Vehicle	Information Available
Reference	Available

Name of Project	Acquisition Support for FIRETOSS, National Fire Research Laboratory
Agency	Bureau of Alcohol, Tobacco and Firearms U.S. Department of Treasury
Period of Performance	January 2001 – June 2001
Dollar Value	\$45,000
Description of the Problem	
The new National Fire Research Laboratory needed to acquire a complex information system for use in a fire laboratory involving scientific research about arson cases. This was a unique system and required a unique acquisition solution.	
Description of the Solution	
The consultant was responsible for developing the acquisition plan, Request for Information, and Performance Work Statement. This involved extensive collaboration with procurement personnel and research scientists. The system was for a large facility that had not yet been built.	
Results	
All acquisition documents were completed on schedule.	
Contract Vehicle	Information Available
Reference	Available

Name of Project	Acquisition Support
Agency	Executive Office of the President
Period of Performance	March 1999 – December 1999
Dollar Value	\$161,000 (multiple orders)
<p data-bbox="183 447 508 478">Description of the Problem</p> <p data-bbox="183 510 1425 615">The Executive Office of the President needed numerous Statements of Work to support Y2K work. There was a very short period of time (9 months) to develop and award contracts to replace or fix over 100 systems and applications.</p>	
<p data-bbox="183 636 508 667">Description of the Solution</p> <p data-bbox="183 699 1401 804">The consultant developed an enhanced template for Statements of Work and gained concurrence by the procurement office, legal staff, and information technology division. The consultant then lead a small team to develop and produce the documents—and gain approvals for technical and legal compliance.</p>	
<p data-bbox="183 814 280 846">Results</p> <p data-bbox="183 877 1401 982">The procurement documents were completed on schedule after a very late start. The statements of work addressed many different technical issues—networks, Web servers, firewalls, help desk functions, and major business applications. The consultant received a letter of commendation from the White House.</p>	
Contract Vehicle	Information Available
Reference	Available

Name of Project	Management Support
Agency	Executive Office of the President
Period of Performance	December 1999 – February 2000
Dollar Value	\$53,000
<p data-bbox="183 447 508 478">Description of the Problem</p> <p data-bbox="183 510 1360 583">An acting Program Manager was needed to oversee the operation of www.whitehouse.gov while the federal manager was on extended leave.</p>	
<p data-bbox="183 600 508 632">Description of the Solution</p> <p data-bbox="183 663 1401 762">The consultant served as acting Program Manager, overseeing the activities of two contractors—one responsible for web operations, the other responsible for developing an alternative content management system. This period included the first-ever live-Web coverage of the State of the Union Address.</p>	
<p data-bbox="183 783 280 814">Results</p> <p data-bbox="183 846 1417 982">The White House web site operated smoothly without a hitch while the federal manager was on extended leave. This included smooth coordination with the Whitehouse Webmaster who was responsible for content, the staffs of two contractors, the procurement office, the White House Communications Agency, and the deputy director of Information Systems & Technology (Office of Administration).</p>	
Contract Vehicle	Cornet Technology, Inc.
Reference	Available

Name of Project	Varied Management Support
Agency	Executive Office of the President
Period of Performance	March 2000 – July 2000
Dollar Value	\$95,000
<p>Description of the Problem</p> <p>EOP needed senior level of support for a variety of deliverables.</p>	
<p>Description of the Solution</p> <p>The consultant was responsible for preparing:</p> <ul style="list-style-type: none"> * The first-ever Statements of Objectives (SOOs) as performance-based procurement documents at EOP * An Operations Guide for the EOP intranet * Drafts of IT policies * Support for the transition of data from the White House to the Presidential Library (overseen by National Archives and Records Administration) 	
<p>Results</p> <p>All deliverables were accepted.</p>	
Contract Vehicle	Information Available
Reference	Available

Name of Project	Long-Term Grant Development and Research Services for Funded Projects
Agency	Coppin State University Division of Graduate Studies and Research
Period of Performance	Intermittent Support 1995 – 1998
Dollar Value	\$120,000
<p data-bbox="183 510 508 541">Description of the Problem</p> <p data-bbox="183 573 1425 667">The Dean of graduate studies needed support in developing grant applications and carrying out sponsored research projects. Based on successful projects, the services were expanded to support other units of the College.</p>	
<p data-bbox="183 688 508 720">Description of the Solution</p> <p data-bbox="183 751 1352 856">Consulting services encompassed writing proposals for competitive grants and contracts to the U.S. Departments of Education and Health and Human Services, as well as NASA, Baltimore City Development Corporation, and the Maryland Governor’s Office on Families and Children.</p>	
<p data-bbox="183 877 280 909">Results</p> <p data-bbox="183 940 1369 1108">Competitive proposals yielded approximately \$5 million of awards for the Robert E. McNair Post-Baccalaureate Fellowship Program, special education teacher training, evaluation research on urban development, an evaluation of a state-wide automated benefits matching system, and a study of the participation of Historically Black Universities in the programs of the Health Resources and Services Administration. Consulting support also included work as a research associate on funded projects.</p>	
Contract Vehicle	Purchase orders from Coppin State University
Reference	Available

Name of Project	Management Consulting and Collaborative Writing
Agency	National Association for the Education of Young Children
Period of Performance	Intermittent, 1975 – 1998
Dollar Value	\$100,000
Description of the Problem	
<p>The association grew dramatically over the past three decades and needed management consulting support. A special project funded by the W. K. Kellogg Foundation further required an innovative approach to writing a book based on the deliberations of a group of approximately 35 national leaders who were also assisted by experts in demographics, economics, education, and human development.</p>	
Description of the Solution	
<p>Consulting support responded to a wide range of projects: Alternatives for governance structures for the organization; business planning for information services; promotional campaigns for national conferences; issues papers for Board meetings.</p> <p>Consulting services included serving as principal writer for a commercially-published book, <i>The Children of 2010</i>, which focused on the future of democracy in a United States where no ethnic group would command a majority of voters.</p>	
Results	
<p>All consulting engagements were completed successfully.</p>	
Contract Vehicle	Consulting agreements with the association.
Reference	Available

Name of Project	Development of Competitive Proposals
Agency	Multiple Contractors and Grantees including: Federal Data Technology Corporation (NG/Logicon) Delmar Systems Trans-Management Systems Corporation Ava Electric Company United Negro College Fund University of the District of Columbia
Period of Performance	1994 – 1999
Dollar Value	\$200,000
<p>Description of the Problem</p> <p>Numerous organizations needed assistance in preparing proposals for rigorous federal competitions. This encompasses interpreting Federal Acquisition Regulations, complying with all RFP requirements, and devising a project plan that clearly provides better value than competitors. Effective writing and presentation skills are essential.</p>	
<p>Description of the Solution</p> <p>Services ranged from “turnkey” proposals for small organizations to targeted support for large competitions.</p>	
<p>Results</p> <p>\$11 billion of awards.</p>	
Contract Vehicle	Purchase orders and consulting agreements with the individual organizations.
Reference	Available

Other Experience at KENCO (Kendrick & Company)

- Contributed to building firm from startup to over 100 employees
- Successfully partnered with IBM and Computer Sciences Corporation on contracts at Treasury Department and EPA
- Developed the FAA into a major account encompassing application development, network engineering, and acquisition support.
- Installed over 1,200 nodes of first-generation LAN at FAA, Federal Railroad Administration, and Naval Sea Systems Command
- Oversaw software development, systems integration, instructional technology, information clearinghouse, and data processing operations
- Provided acquisition support for major IT competitive contracts (requirements development, market research, RFP formulation and post-award contract administration)
- Served as principal for policy studies at Office of the Secretary of Transportation, World Bank, Public Health Service, and Office of Technology Assessment

Resume
JIM KENDRICK
Certified Management Consultant

301-942-7985
kendrick@p2c2group.com
Kensington, Maryland

SENIOR CONSULTANT AND HANDS-ON LEADER - FEDERAL CONTRACTS

- Enterprise architecture and alignment with the FEA
- Capital planning and investment control (CPIC)
- Acquisition planning and performance work statements
- Broad experience with all CIO functions and regulatory requirements
- Recognized expert on the business side of information technology
- Full strategy, planning, and implementation for major enterprise-wide initiatives
- Transition planning and management

Strengths include the ability to develop original strategies, prototype enterprise methods, write model documents, solve problems, train others, and achieve demanding performance goals.

Specific talents include the ability to build cooperation and teamwork. Over 25 years of experience includes successful performance at:

Executive Office of the President
ATF (Treasury, Justice)
Federal Aviation Administration
U.S. Department of Agriculture
U.S. Department of Labor
U.S. Department of the Navy
U.S. Department of Transportation

Full working knowledge of Office of Management and Budget (OMB) Federal Enterprise Architecture, E-Government Strategy, Exhibit 300s and 53s, ITIPS, the overall Circular A-11 budget process, procurement policy, and:

- Lifecycle budgeting and budget modeling
- Requirements definition and performance goals
- Alternatives analysis
- Risk assessment
- Performance measurement and survey research
- Cost benefit analysis, return on investment, and financial modeling
- Acquisition planning and performance work statements
- Earned value management
- Work breakdown structure, milestones and cost analysis
- Enterprise architecture
- Business improvement
- Information security and privacy

Experience encompasses detailed compliance and reporting related to the Clinger-Cohen Act, the Government Performance and Results Act, the Paperwork Reduction Act, the E-Government Act of 2002, the Government Paperwork Reduction Act, and the Federal Information Security Management Act. Work also involves responses to OMB Circulars and Memoranda, NIST Guidance, and queries by the General Accounting Office.

EMPLOYMENT ARRANGEMENTS

I prefer to work as a 1099 consultant even when leading teams from other firms. This is because of the tax advantage, fringe benefits, and a unique 401(k) package.

PROFESSIONAL AND EDUCATIONAL QUALIFICATIONS

Certified Management Consultant; since 1983; see www.imcusa.org.

Indiana University, Journalism and Mass Communications Research, Masters (ABT). Bloomington.

Butler University, English, B.A. Indianapolis.

Author of Federal Sector Report, a monthly newsletter with a wide following in the IT and CIO community; see <http://www.p2c2group.com/s-news.html>.

HISTORY OF SECURITY CLEARANCES

Department of Homeland Security (Processing in 2004)

ATF, Top Secret, 2002

Executive Office of the President, Top Secret Level 2, 1999

DISCO, Secret, 1992 (expired)

CAREER EXPERIENCE

President, P2C2 Group, Inc., Kensington, MD. 1999 - present. Services for federal agencies and departments through prime contractors with GSA schedules. Consultant and team leader for contracts at Executive Office of the President, U.S. Department of Labor; USDA, and Bureau of Alcohol, Tobacco and Firearms. Accomplishments include:

- Office of the CIO Support at USDA and Department of Labor: IT policy, enterprise architecture, capital planning and investment control, infrastructure improvement, information security, paperwork reduction, support for OMB data calls
- Author or major contributor for 15 IT Capital Investment Plans (OMB Exhibit 300 Business Cases) approved by the Office of Management and Budget and, in some cases, updated for three yearly cycles
- Developer of an Enterprise System solution for USDA including Requirements Analysis, Enterprise Architecture, Cost Benefits Analysis, Alternatives Analysis, Risk Management and Mitigation Plan, Enterprise Project Management Plan, Privacy Impact Assessment, initial System Security Plan, and Exhibit 300.
- Management consultant for acquisition of laboratory software and hardware for the National Fire Research Laboratory (ATF)

- Developer and presenter of a workshop on “Exhibit 300 Lite,” a phased approach to capital investment planning at the Department of Labor (DOL)
- Manager for Certification and Accreditation documentation at ATF and DOL: Risk Assessments, System Security Plans, Contingency Plans, NIST Self-Assessments, etc.
- Major contributor to rewriting department-wide IT policies at DOL
- Broad support for CIO functions at DOL including investment management, budget justification, information security, GPEA, e-Government, and Paperwork Reduction Act
- Team leader for SDLC documentation for Public Key Infrastructure
- SDLC documentation for e-clearance and fingerprint imaging systems at ATF
- Presidential Transition Briefing for IT at Department of Labor
- Acting program manager, www.whitehouse.gov
- Policy documents and operations guides for Information Systems and Technology, Executive Office of the President
- Statements of Work for over 100 systems and major applications at the Executive Office of the President
- Letter of Commendation from the White House.

Principal Consultant. P2C2 Group, Inc., Silver Spring, MD. 1994 – 1999. Consultant to federal contractors and grantees. Key accomplishments:

- Proposal volume manager for \$10 billion contract award to Federal Data Technology Corporation for IT seat management program
- \$6 Million in competitive grant awards to Coppin State University for policy studies, program evaluations, education, and technology
- Competitive grant awards to The College Fund (United Negro College Fund), University of the District of Columbia, and the Council for Professional Recognition
- Management consultant to national nonprofits.

President. Kendrick & Company, Washington, DC. 1974 – 1993. Chief Operating Officer and co-founder of federal contracting firm. Accomplishments:

- Contributed to building firm from startup to over 100 employees
- Developed the FAA into a major account
- Installed over 1,200 nodes of first-generation LAN at FAA, Federal Railroad Administration, and Naval Sea Systems Command
- Oversaw software development, systems integration, instructional technology, information clearinghouse, and data processing operations
- Provided acquisition support for major IT competitive contracts (requirements development, market research, RFP formulation and post-award contract administration)
- Served as principal for policy studies at Office of the Secretary of Transportation, World Bank, Public Health Service, and Office of Technology Assessment
- Successfully partnered with IBM and Computer Sciences Corporation
- Identified among Top 100 Management Consulting Practices in North America by Consultant’s News (1993).

Director of Planning and Evaluation. National Urban Coalition, Washington, DC. 1972 – 1974. Responsible for supporting the President and governing body with research, evaluation, policy analysis and plans. Accomplishments: Community Energy Workbook and the National Urban Agenda Poll.

Management Consultant. Volt Information Sciences, Inc., Washington, DC. 1969 – 1972. Responsible for providing management guidance, technical assistance and training to federal grantees in 28 states, Puerto Rico and the Virgin Islands. Accomplishments: Federal Training Officer’s Club award.

Research Scientist. New York University, New York, 1967 – 1968. Planning consultant for federal response to urban riots. Accomplishments: Major contributions to plans and conflict resolution in Birmingham and Phoenix.

SPECIFIC CAPITAL INVESTMENT PLANNING PROJECTS – OMB EXHIBIT 300S	
Citizenship and Immigration Service (DHS, multiple) Civil Rights Enterprise System E-Laws Employees Compensation Appeals Board System Enterprise Directory Services Enterprise Information Management System Foreign Labor Certification General Support System (ECN, ETA, SPAMIS Networks) IT Project Management Certification Cross-Cut	National Call Center Natural Resources Conservation Service OCFO DOLAR\$ Replacement System OCFO DOLAR\$ Legacy Maintenance Office Automation Software (Enterprise-Wide) PeoplePower (Human Resources) Public Key Infrastructure Security Cross-Cut Technology Convergence Unemployment Insurance System

STATEMENTS OF WORK & OTHER ACQUISITION SUPPORT	
Content Management System for www.whitehouse.gov Continuity of Operations Plan (EOP) Database Administration and Maintenance – DB2 and Oracle (EOP) Electronic Subscription Services (EOP) E-Mail Messaging, FAX and Pager Infrastructure (EOP) Executive Clerk Tracking System (EOP) Financial Accounting and Management Information System (EOP) FIRETOSS (ATF) Help Desk System (EOP) Information Technology Architecture Update (EOP)	Infrastructure Renovation and Troubleshooting (EOP) Integration of EOP Directory System Inventory Management System (EOP) Office Automation and Technology Support (FAA) Parcel Tracking System (EOP) Public Key Infrastructure (DOL) Technical Support for the EOP Pay & Personnel System Transfer of Presidential Data to NARA (EOP) UTP and Fiber-Optic Cable Plant Upgrades (EOP) White House Firewall White House Web Site Operations and Maintenance Rehosting of Case Management System (NLRB)