



**RFP Pre-Planning Assessment and RWCO Project Plan
Draft 01.01.MAY**

Richard Wagner and Company (RWCO) has derived the following Scope of Services for Proposal Management, Proposal Writing, and Price Management/Support for the **LONG TERM ADMINISTRATIVE SUPPORT CONTRACT III (LTASC III)** through the analysis and review of the predecessor program: LTASC II. LTASC remains the foundational document for project planning due to the lack of a draft RFP for LTASC III. The LTASC II program was procured by Health and Human Services (DHHS), National Institutes of Health (NIH) in March 2014.

RWCO has had experience working with DHHS procurements and was successful in supporting organizations in LTASC I Master Procurements, LTASC I Task Order bids, and LTASC II Master Procurements and subsequent LTASC II Task Order responses. RWCO draws upon this experience when reviewing the legacy instructions for LTASC bids in anticipation of the LTASC III procurement. Service Summary and Fees:

Technical Volume		
Proposal Management	Technical Volume Only.	\$TBD*
Proposal Writing	Technical Volume Only (no subcontractors): including in proposal management fee above.	Included
Graphics Support	As needed/requested by CLIENT.	\$135 per hour
* Inclusive of all reviews: BLUE, PINK, RED, and GOLD.		
Business Volume (if Option Exercised by CLIENT)		
Business Volume Management and Narrative	Narrative of assumptions and task sample.	\$TBD**
Price Model/Cost Build	Cost model, with assumptions and data.	Included
Sample Task Order Pricing, Attachment Complete	Price model for Sample Task Order, included in Business Volume materials as a supplemental schedule.	Included
** Two reviews, Review Alpha and Review Bravo [all pricing elements]		

LTASC Technical Volume and Scoring Requirements

RWCO notes that the instructions from various LTASC iterations and drafts have remained fairly consistent over the years. Thus, the instructions and assumptions included in this Scope of Service represent the acceptable minimum requirements for the format and contents of proposals. Special attention should be given to the requirements for technical and business proposal. In support of both the project plans for the Technical Volume and the price/modeling for the Business Volume (Option 1), RWCO notes that **NON-PRICE FACTORS** are weighted as more important than **PRICE FACTORS**. The evaluation factors for award are used by the government evaluation panels when reviewing the proposals. The evaluation is based on the demonstrated capabilities of the offerors in relation to the needs of the project as set forth in the Request for Proposal (RFP).¹ The merits of the each proposal will be evaluated carefully. The non-price factors are of paramount consideration in the award of the contract.

- When combined, Factors 1 (Management Plan/Corporate Resources), 2 (Related Experience) and 3 (Key Personnel) are more important than Factor 4 (Past Performance).
- It is further noted that, when combined Factors 1 (Management Plan/Corporate Resources), 2 (Related Experience), 3 (Key Personnel) and 4 (Past Performance) are significantly more important than Factor 5 (Price).

¹ Please note: RWCO utilizes the terms "offeror" and CLIENT interchangeably throughout this project plan.



- To the extent that the factors contain subfactors, the government will consider the subfactors under each factor as equal in importance in determining the overall rating for the applicable factor.
- Although technical factors combined are significantly more important than price, the closer the technical ratings of the various proposals are to one another, the more important price considerations become in determining the overall best-value for the government.

<p>Factor 1: Management Plan/Corporate Resources – 50 Points</p> <p>Subfactor 1: Management Infrastructure – 25 Points</p> <p>Subfactor 2: Recruitment and Retention Plan – 25 Points</p> <p>Factor 2: Related Experience – 30 Points</p> <p>Factor 3: Key Personnel – 20 Points</p> <p>Factor 4: Past Performance †</p> <p>† The Offeror's and any proposed main subcontractor past performance will be evaluated based on the responses received from the Past Performance Questionnaires. Prime Contractor past performance questionnaires will be weighted more heavily than subcontractor past performance questionnaires. Past performance will be evaluated based on the ratings received in the areas of: quality of service; timeliness or scheduling of service; business relations/customer satisfaction; and program manager and staffing. An Offeror with no past performance information will receive a neutral rating (i.e., the rating will not add to or detract from its past performance rating.)</p>
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Contract Type and General Clauses

RWCO anticipates that LTASC III shall emerge late in FY2020 Q3 or early in FY2020 Q4. RWCO also assumes that a multiple award type contract(s) will be awarded at the master contract level and fixed price type task order contract(s) will be awarded at the task order level. Any resultant contract shall include the clauses applicable to the selected offeror's organization and type of contract awarded as required by Public Law, Executive Order, or acquisition regulations in effect at the time of execution of the proposed contract.

Format and Proposal Design

To expedite the proposal evaluation, RWCO shall construct a response so that all documents required for responding to the solicitation are placed in the following order:

- **COVER PAGE:** Include RFP title, number, name of organization, DUNS No., identification of the proposal part, and indicate whether the proposal is an original or a copy.
- **TECHNICAL PROPOSAL:** RWCO notes that it is recommended that the technical proposal consist of a cover page, a table of contents, and the information requested in the Technical Proposal Instructions and as specified in SECTION L & M.
- **BUSINESS PROPOSAL:** RWCO notes that it is recommended that the business proposal consist of a cover page, a table of contents, and the information requested in the Business Proposal Instructions and as specified in SECTION L & M.

RWCO shall ensure that the proposal is prepared in two parts: a "Technical Proposal" and a "Business Proposal." Each of the parts shall be separate and complete in itself so that evaluation of one may be accomplished independently of, and concurrently with, evaluation of the other. The technical proposal shall not include pricing data relating to individual salary information, indirect cost rates or amounts, fee amounts (if any), and total costs. Should the CLIENT wish to have RWCO perform both the Technical Proposal and the Business Proposal, the CLIENT must select the additional OPTION I: Business Proposal.



Technical Proposal

RWCO shall provide proposal management and proposal writing support. The CLIENT shall provide RWCO with a timely response to data calls, proposal narratives (solutioning) and other materials as relevant. The technical proposal will disclose the technical approach in detail, including, but not limited to, the requirements of the technical proposal instructions.

Technical Proposal Format: The technical proposal (objective, approach, methods and procedures) shall not exceed 10 single-sided pages. This page limitation does not include all other required attachments required (proposal intent response sheet, pricing tables, sample order for evaluation purposes, lobbying disclosure form, non-disclosure form, past performance surveys, and offeror representations and certifications). In addition, the cover sheet, table of contents, related experience statements, and key personnel resumes shall be provided as appendices to the proposal. The contractor may number or letter these appendices as appropriate. Related experience statements shall not exceed one page per statement; this limitation applies to both prime and subcontractor statements.² The Offeror's company name (no logos), solicitation number, and volume number shall be included on each page of the proposal (this information may be included in a header/footer).

Evaluation of Proposals: The Government will evaluate proposals in accordance with the factors set forth in PART IV, SECTION M of this RFP, and all offers received will be evaluated in accordance with the established factors. The evaluation factors for this solicitation include technical (which encompasses management plan and corporate resources, related experience, key personnel, and past performance factors) and price factors. Although technical factors are of paramount consideration in the award of the contract, price is also important to the overall contract award decision. All evaluation factors other than price, when combined, are significantly more important than price. The Government reserves the right to make an award(s) to the Offeror(s) whose proposal provides the best overall value to the Government. Furthermore, the Government reserves the right to make the award(s) without discussions based solely upon initial proposals. Therefore, Offerors should ensure that their initial proposal constitutes their best offer in terms of both price and technical being proposed. The evaluation will be based on the demonstrated capabilities of the prospective Contractors in relation to the needs of the project as set forth in the RFP. Each proposal will be evaluated using points. After evaluating all proposals for this solicitation, the Government may, for purposes of efficiency, limit the number of proposals in the competitive range to the greatest number that will permit competition among the most highly rated proposals. Offerors must submit information sufficient to evaluate their proposals based on the detailed instructions listed below.

Technical Proposal Response Elements

The technical approach will be in detail and shall fully explain the proposed technical approach or method. The technical proposal will be written in a manner that reflects a clear understanding of the nature of the work being undertaken. The technical proposal will include information on how the project is organized, staffed, and managed. Information will be supplied by the CLIENT that will enable RWCO to demonstrate the CLIENT's understanding and management of the requirements outlined in the Statement of Work. The CLIENT will submit an explanation of the proposed technical approach in conjunction with the tasks to be performed in achieving the project objectives. RWCO shall construct the response in a manner that clearly

² RWCO is operating under the assumption that the CLIENT will not be using teaming partners or subcontractors.



outlines the CLIENT’s overall capability to provide administrative support services consistent in scope and scale with those described in the Statement of Work. The technical discussion included in the technical proposal will address the following areas in response to the RFP [The term “Offeror” is used interchangeable with “CLIENT”]:

Element	Requirement	Responsibilities
Management Plan / Corporate Resources (Factor 1)	--	--
Subfactor 1: Management Infrastructure	<p>Discuss the planned management approach. Provide an explanation of CLIENT’s capability to provide the type of management infrastructure outlined in the Statement of Work of this solicitation and comment on how communication may be delivered among the Government, the Contractor supervisors and the administrative personnel.</p> <ul style="list-style-type: none"> • Provide your proposed approach to supervision and oversight of staff working on multiple projects across multiple ICs. • If your firm is not located near NIH facilities, describe how your firm has managed geographically dispersed employees in previous contracts for similar services. If the Offeror intends to utilize a subcontractor(s) to fulfill the needs of this requirement, information should be provided on how the Offeror intends to manage subcontractor personnel. <p>Provide your firm's capability to implement other elements of a successful management approach that include cost effectiveness, meeting and tracking performance, and customer satisfaction. Finally, please describe how your firm has addressed any issues regarding personnel performance in the past.</p>	<p>RWCO shall construct a series of compliance documents, outlines, and data calls to support Factor 1 and all subfactors.</p> <p>CLIENT shall response to RWCO data calls in a timely manner.</p> <p>RWCO shall construct narrative drawing upon information and data provided by the CLIENT through a series of data calls.</p>
Subfactor 2: Recruitment and Retention Plan	<p>Offerors shall provide their recruitment and retention plan, outlining their ability to recruit and maintain a stable, experienced staff. The Offeror's recruitment and retention plan shall demonstrate how the Offeror intends to identify, screen, place, monitor, train, and retain qualified candidates to fulfill service requirements for long-term administrative personnel under this contract. In addition, Offerors shall provide their corporate retention rate. For consistency in evaluation purposes, this rate shall be expressed as follows: (the number of employees currently working for the Offeror less the number of employees hired over the period) / (the number of employees working for the Offeror at the beginning of the same period). If the Offeror has been in business for over one year, the period shall be considered the past year; if the Offeror has not been in business for one year, the Offeror shall provide their retention rate along with an explanation of how this calculation was estimated. Offerors shall detail their capabilities to address fluctuating staffing needs of NIH and to provide a backup plan for personnel that are absent for extended periods of more than one week.</p>	<p>RWCO shall edit narratives and support recruitment and retention programs within the CLIENT’s operation. The CLIENT shall provide data in support of such narrative.</p>
Subfactor 3: Contractor's Employee Salary	<p>Offerors are required to provide acknowledgement of Service Contract Act labor law compliance for personnel who will be working on this contract.</p>	<p>CLIENT to provide to RWCO; RWCO shall ensure compliance with section requirements.</p>
Related Experience (Factor 2)	<p>Provide information on your firm's past experience with projects of the size, magnitude, and complexity as outlined in the Statement of Work. Experience in a clinical and/or research environment is preferred as is experience working in a Government environment. The Offeror shall provide a minimum of two (2) or a maximum of three (3) related experience statements. If the Offeror intends to utilize a subcontractor(s) to fulfill the needs of this requirement, one (1) additional related experience statement shall be provided for each main subcontractor. No more than three (3) subcontractors may be proposed as main subcontractors. Prime Contractors' related experience statements will be weighed more heavily than subcontractor related experience. Contracts may include those entered into by the Federal Government, agencies of state, local government, or commercial entities and should be for work completed during the past three years. Include the following information for each contract or subcontract listed:</p> <ol style="list-style-type: none"> 1. Name of Contracting Organization 	<p>CLIENT to provide baseline narratives to RWCO; RWCO shall update and refine narratives.</p> <p>RWCO assume that the CLIENT will not have subcontractors or teaming partners. Thus, the narratives are specific to the CLIENT.</p>



	<ol style="list-style-type: none"> 2. Contract Number 3. Contract Type 4. Contract Period of Performance 5. Total Contract Value 6. Detailed description of requirement and services rendered 7. Description of obstacles and how they are overcome 8. Number of administrative support personnel managed 9. Contracting Officer's Name and Telephone Number 10. Program Manager's Name and Telephone Number 11. NAICS Code under which the work was performed 	
Key Personnel (Factor 3)	Please describe the experience and qualifications of key personnel who will be assigned for direct work under this contract. Key personnel under this contract are the Program Manager and the Deputy Program Manager. Information is required which will show the composition of the management structure, its general qualifications, and recent experience with similar contracts. Resumes shall be provided for the Program Manager and one (1) Deputy Program Manager.	CLIENT to provide RWCO formatted resumes for all key personnel, as required.
Past Performance (Factor 4)	Offerors are required to provide the Past Performance Questionnaire (Attachment 9) to a minimum of two (2), maximum of three (3) references who are requested to complete and submit the questionnaire attention to LTASC III Contracting Officer via email (email TBD).	CLIENT shall facilitate the release and coordination of the Attachment 9 questionnaires to existing references.

Option 1: Business Volume

RWCO shall take responsibility for the pricing and writing of Business Volume narratives only upon the designation – by the CLIENT – that this option (Option1) has been selected by the CLIENT as an additional RWCO service element. The Business Proposal shall include pricing for all CLINs (at all locations) for the base and option years listed under ARTICLE B.2 - PRICES of the solicitation. All rates for the option years submitted shall be fully loaded including annual escalations. All rates will be the maximum hourly rate charged on individual Task Orders. RWCO shall construct a fully compliant pricing model to facilitate the pricing per the requirements of the solicitation.

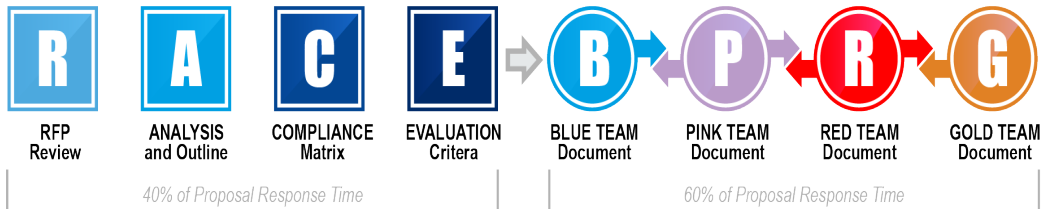
RWCO shall also provide pricing in support of a complete and compliant response for the sample task order, which may be included in the solicitation for evaluation purposes (as an Attachment to the Price Volume). Offerors shall complete the sample order using your **Section B** proposed loaded hourly rates [RWCO shall facilitate Section B rates under this Service Option]. Offerors are to price their rates in the pricing table provided in the solicitation (Attachment 2) and shall save it and submit it as an Excel File. The Business Proposal will also include a completed copy of the Disclosure of Lobbying Activities, Standard Form-LLL (Attachment 7), a signed copy of any amendments to the solicitation issued on an SF 30, a signed copy of the SF 1449, and a copy of the company’s Representations and Certifications (Attachment 11). If subcontractors are proposed, please include a commitment letter from the subcontractor detailing their willingness to perform as a subcontractor for specific duties (list duties) and what priority the work will be given. Offerors shall provide a subcontractor commitment letter in order for a subcontractor to be evaluated.³

³ If the CLIENT opts to include subcontractors, RWCO will have an incremental charge associated with the Technical Volume and the Business Volume (if the Business Volume option is selected) to account for the additional level of effort in proposal management, proposal writing, and pricing.



RWCO Project Methodology

Action Item	Description *	Task Owner
RFP Review	Review of LTASC response requirements and kick off discussion to address those requirements.	RWCO & Client
Compliance Matrix	RWCO delivers compliance matrix and response outlines	RWCO
Contract Response Administration	RWCO provides guidance to client on specific certifications and/or activities the client must complete to become administratively compliant.	RWCO & Client
Response Outline	RWCO delivers expanded outlines with questions for client answers for pricing, technical, and past performance.	RWCO
Client Answers to Outline Questions	Client provides bulleted answers to RWCO questions, as embedded in the outline.	Client
Content Development (Phase I)	RWCO, using client SME guidance, generates content to populate an initial BLUE draft version of the response **	RWCO
BLUE Review	Client reviews outline with supplemental content provides feedback and owns actions items to provide information to address gaps.	RWCO & Client
BLUE Recovery	RWCO accounts for edits, gaps, and updates draft version of technical volume and past performance volume.	RWCO
Content Development (Phase II)	RWCO, using client SME guidance, generates content to populate an initial PINK draft version of the response	RWCO
PINK Review	Client reviews outline with supplemental content, provides feedback and owns actions items to provide information to address gaps.	RWCO & Client
PINK Recovery	RWCO accounts for edits, gaps, and updates draft version of technical volume and past performance volume.	RWCO
PRICE Narrative	RWCO advises client of price strategy, client generate initial prices for labor categories	RWCO & Client***
Content Development (Phase III)	RWCO, using client SME guidance, generates content to populate an initial PINK draft version of the response	RWCO
RED Review	Client reviews outline with supplemental content provides feedback and owns actions items to provide information to address gaps.	RWCO & Client
RED Recovery	RWCO accounts for edits, gaps, and updates draft version of technical volume and past performance volume.	RWCO
Content Development (Phase III)	RWCO, using client SME guidance, generates content to populate an initial RED draft version of the response	RWCO
RED Review	Client reviews outline with supplemental content, provides feedback and owns actions items to provide information to address gaps.	RWCO & Client
RED Recovery	RWCO accounts for edits, gaps, and updates draft version of technical volume and past performance volume.	RWCO
PRICE Review	RWCO participates in a final price review/discussion based on client needs/questions.	RWCO
Pre-Submission Review	RWCO and client have a phone conference to ensure all elements of the compliance matrix have been address and all response requirements/instructions are clearly understood and applied.	RWCO & Client
Price Volume Template	RWCO will build a compliant Price Volume template for use by the client	RWCO
Final Submission Package	All Final Volumes and work files are submitted to the client for submission to the Government	RWCO
* Conference call and status updates are held throughout the process and are schedule at a frequency of two times per week or as requested by the client.		
** Subject Matter Expert (SME) participation is critical. Any baseline content, plans, processes, or other factors that the client wishes the express within the technical and/or past performance volume must be conveyed to RWCO so that RWCO can ensure the material is included in the response documents. Content generation is only as good as the SME support provided. As an estimate, the client should assume 2-4 hours of SME involvement (reviews, questions, comments, etc.) for each Phase of content generation [Phases I-III : 4hrsx3Phases=12 of SME participation]		
*** RWCO can provide project oversight and strategic advisory on matter pertaining to price, to include providing a basic price model for the generation of labor rates (simple model). However, it is the client's responsibility to build costs/price elements for each labor category in which they are bidding. RWCO will build the core template for the price volume.		





RWCO Staff Bios

The following bios are provided to the Client for information purposes. The RWCO staff allocated to this project may differ from that provided below.

Richard Wagner, MA, MBA

Project Lead

Richard Wagner brings more than twenty-five (25) years of diverse, cross functional experience and expertise across CONUS and OCONUS markets within the functional domains of business development, proposal writing, proposal management, business processes/operations, capture, pricing and acquisitions. Mr. Wagner brings hands-on experience and networks that span Federal, State, and Local Governments, Regulated Utilities, International Institutions, and Commercial Enterprises. Mr. Wagner presently serves as an independent consultant to a diverse array of government and public-sector business, to include large multinational defense contractors, regional professional service and technology enterprises and small, disadvantaged businesses recognized by the Small Business Administration (SBA). As both an advisor and business consultant, Mr. Wagner has developed and sustained new business bid win percentage of 71% for new business activities/contracts.⁴ Prior to serving as a consultant, Mr. Wagner served as Senior Vice President of Business Development at Paragon Systems, the only subsidiary of the publicly traded TRI-S Group. While at Paragon, Mr. Wagner aided the growth of corporate contract revenue from \$50 million (2006) to more than \$200 million by 2019. While doing so, Mr. Wagner served as the organization's only dedicated business development professional within a corporate organization of more than 3,500 employees nationwide. His role at Paragon Systems included the installation, testing, and management of all business development processes, to include capture, bid/no bid reviews, proposal management, contract transition planning/deployment, contract compliance, competitive intelligence, pricing, teaming, contract governance and quality control processes. In part as a result of corporate growth sustained under his management, Paragon Systems was acquired in December 2009 for \$36.5 million. Mr. Wagner has extensive international business development experience in both 3rd world, developing, and developed nations and is a member of the Association of Proposal Management Professionals and the American Society of Industrial Security. He has received training in proposal management, proposal writing, and capture from the Shipley Training Academy, holds a Six Sigma Green Belt Certificate from Villanova University, and holds an undergraduate degree, with honors, from Mercyhurst University. Mr. Wagner also holds an MBA from The American University, Kogod School of Business and an MA from The American University, School of International Service.

Jay Allen

Senior Proposal Manager and Writer

Mr. Jay Allen is a Senior Consultant at Richard Wagner and Company (RWCO). He brings more than 15 years of broad-spectrum proposal and business development experience across a diverse area of industrial sectors, to include: medicine, information technology, cybersecurity, informatics, facility management, knowledge management, business systems, and critical infrastructure. As a proven contracts professional at the Federal and State levels of government, he has managed proposals in response to hundreds of solicitations and has developed multiple

⁴ RWCO win rate is audited, annually, by Certified Public Accountant (CPA): Reinhert and Associates (California).



business-to-business proposals for contracts. His career includes twenty (20) year tenure at the Centers for Disease Control and Prevention (CDC) where he served as a subject matter expert for public health, public emergency response, and healthcare information technology programs. While at the CDC, Mr. Allen reviewed hundreds of proposals for contracts, grants, and cooperative agreements as a Public Health Advisor at the CDC from 1993 to 2005. Mr. Allen has served as a Public Health Emergency Response subject matter expert as a consultant and project manager. He has spent more than 10 years managing state-based cooperative agreements and Congressionally-mandated grants at the CDC and has held Board positions with the State and Local Health Informatics Consortium. He has also served on the CDC SHARE Board, a CDC-employee organization. Mr. Allen holds an undergraduate degree from Georgia State University (Atlanta, Georgia).

Ravi Khalsa

Director of Client Services

Ms. Khalsa brings 15 years of diverse capability across sales, marketing, business development, and process improvement domains. As RWCO Director of Client Services, she ensures RWCO services and deliverables are fully aligned with Client goals and timelines and support service delivery to ensure the overall Client objectives are fully realized. She is a management executive with proven results who is goal-oriented and results driven, with an emphasis on streamlining efficiencies in competitive environments, to include international commercial markets and highly-regulated Federal and State contracting arenas. Prior to her role at RWCO, Ms. Khalsa oversaw the strategic planning and service delivery for the Akal Group, a \$1B diversified services provider to the Federal Government. Through her leadership, professional management and strategic action, she has been able to achieve goals across multiple industries while teaming with diverse partners and clients.

Cameron Collins

Business Development Process SME

Mr. Collins is a proposal writing and management veteran with more than 15 years of progressive experience in the Government contracting industry. Mr. Collins has managed highly technical proposal efforts that have resulted in landmark wins for the organizations he worked with. He is experienced in all elements of RFPs, RFIs, task order proposals, pipeline development, FAR requirements, capture management and proposal management. Mr. Collins has an undergraduate degree from Baylor University.

Mark Machi, JD

Transition and Compliance Process SME

Mr. Machi is a seasoned executive with substantial operations, compliance, business development, and strategic planning expertise across a diverse group of industrial domains. Mr. Machi serves as the Facility Security Officer of North American Security and the chief Business Development executive for all Government-sector activities. Mr. Machi served as Division President of a large, nationwide security service provider serving the Federal Government at installations in facilities from coast-to coast, to include operations with the DHS/Federal Protective Services and the National Park Service (Statue of Liberty). Previously, Mr. Machi was Vice President and General Counsel of the largest US-owned security service firm to the Under States Government, where he managed the legal and human resources departments for the



company's nearly 4,500 federally trained security officers. Prior to this, he was an attorney in Washington, D.C. at the firms of Steptoe & Johnson LLP and Venable LLP, where he provided legal services to corporate and individual clients, and counseled employers on a wide-variety of workplace issues. Mr. Machi holds a LLM degree from the Georgetown University Law Center, a Juris Doctor degree, Order of the Coif, from the University of Maryland School Of Law, and a Bachelor of Arts degree from the University of California, Santa Cruz. After law school, Mr. Machi was a law clerk to U.S. Magistrate Judges Susan Gauvey and Paul Grimm of the United States District Court for the District of Maryland.

Bob Kubik

Pricing SME

Mr. Kubik has extensive experience in cost analysis, strategy, and pricing; he has more than 22 years of contract price development experience. Mr. Kubik has overseen large scale price/cost models, budgets, and forecasts for domestic and foreign contract operations in the domains of environmental service, security operations, information technology, logistics, and professional services. He has expertise in financial analysis, Defense Contract Audit Agency (DCAA) audit compliance, accounting, and financial planning. He is an expert in Federal and State level acquisition regulations and guidelines. His undergraduate degree is from the University of Buffalo.

Abie Daphna

Business Development Consultant

Mr. Daphna brings a cross-functional set of skills to RWCO Clients: he career began within the context of joining the family business – a security services firm with Federal contracts, commercial accounts, and a broad-spectrum of state government (New York) and city-government (City of New York) clients. His initial role was to assist in both growing topline revenue and to design, implement, and optimize business process to operate efficiently in a very unforgiving marketplace. ISS Action was – at the time – in the final stages of inclusion within the SBA's 8(a) program. As such, the business was small and the margins very thin. The typical margin of a security services business, which is the type of work that comprised the core of ISS Action's business, is approximately 4%. Therefore, operating mistakes, inefficiencies, and redundancy tended to create a climate in which any security business - especially a small business like ISS Action - would flounder, lose money, and subsequently fade away. Mr. Daphna applied a different approach rooted in hard work, a willingness to learn, and a "no job is too big or small" attitude. As such, his role evolved into the corporate go-to person for operations, business development, quality control, corporate strategy, competitive positioning, proposal/capture activities, and direct oversight over training programs. What started as a burgeoning 8(a) woman-owned small business graduated into an industry leader with annual revenues moving from \$18M to around \$100M per annum. Under his leadership, headcount increased by three-fold as the organization hired new contract personnel in Virginia, Washington, DC, Maryland, Texas, California, Florida, and North Carolina. Through tweaks in the firm's processes, HR/recruiting resources, and back office support tools, the company automated time/attendance, simplified payroll processes, cut costs and fees with banks, increased its line of credit and access to working capital, and (most importantly) won work with Customs and Board Protection, NASA, DoD/Army, and several others. Mr. Daphna's BD efforts served as the growth engine that drove revenue and increased margin performance. Mr. Daphna brings the



diverse capabilities of business development and operational discipline to RWCO clients in a way that facilitates consistent, “projectionable” growth. Mr. Daphna holds a Top Secret security clearance, as granted by the Defense Security Service (DSS) Personnel Security Management Office for Industry (PSMO-I). He has an undergraduate degree from Landers College (New York) and a professional certification in Six Sigma, Greenbelt.