10.

NORTHERN VIRGINIA TRANSPORTATION AUTHORITY

M E M O R A N D U M

TO: Chair Phyllis J. Randall and Members
Northern Virginia Transportation Authority

FROM: Michael Longhi, CFO

DATE: July 1, 2021

SUBJECT: Chief Executive Officer Position Description and Compensation Consulting Engagement

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1. **Purpose:** To seek Northern Virginia Transportation Authority (NVTA) approval for Chief Executive Officer Position Description and Compensation Consulting services as recommended by the Governance and Personnel Committee (GPC).

2. **Suggested Motion**: *I move Authority approval of the attached Chief Executive Officer Position Description and Compensation Consulting Engagement Agreement with The Millennium Group International LLC, authorizing the CFO to sign on behalf of the Authority. Additionally, I move the Authority budget and appropriate $25,000 from the Operating Budget Reserve for this purpose.*

3. **Discussion:** After working for several months and examining several options the GPC directed staff in June 2021 to make a best effort to develop and issue a Request for Proposal (RFP) for an independent consultant to examine and make recommendations on the Chief Executive Officer position description and perform a compensation analysis. The target was to bring forward proposals to be considered by the GPC in July for a possible recommendation to the Authority at its July meeting. Progress is presented below:
    a. The Request for Unsealed Proposals (RFP) was issued on June 16, 2021
    b. The proposal due date/time was June 28th at noon.
    c. The RFP was posted on both the eVA and the NVTA websites.
    d. The RFP was also distributed to other agencies and firms with a request to forward to any potentially interested parties.
    e. The RFP was submitted directly to 11 executive search/executive consulting firms via their online portals.
    f. Three proposals were received by the due date/time. One firm noted it had missed the noon deadline. However, as three valid proposals were received there was no grounds for an exception.

g. Two firms scored well enough to proceed to negotiations.
h. Interviews/negotiations were conducted with those two firms on June 29th.
i. Best and final offers from both firms were due by 5PM on June 30, 2021.
j. Based on the original proposals, firm interviews and negotiations as well as the best and final proposals received on June 30th, NVTA staff recommended the selected firm to the GPC, the GPC has reviewed and endorsed the recommendation.

4. **Funding Source:** Funding is proposed to be provided from the Operating Budget Reserve, with the reserve replenished in FY2023.

Attachment: Chief Executive Officer Position Description and Compensation Consulting Engagement Agreement - Draft

Attachment

Northern Virginia Transportation Authority
The Authority for Transportation in Northern Virginia

July 8, 2021

Mr. Jeffrey Rocha, CEO & Principal
The Millennium Group International
46169 Westlake Drive, Suite 240
Sterling, VA 2165

Dear Mr. Rocha:

The Northern Virginia Transportation Authority (NVTA) has acted to authorize the award of a contract to The Millennium Group International (TMG) to perform the work requested in NVTA RFP No. 2021-04 and described in the TMG proposal dated June 30, 2021.

This letter, together with NVTA RFP 2021-04 and The Millennium Group International Proposal dated June 30, 2021, provides the agreement to conduct the services under the specified terms and conditions. This letter also constitutes your notice to proceed unless advised otherwise in writing by NVTA on or prior to July 22, 2020.

If you concur, please sign (certified e-sign is acceptable) where indicated below. Please contact me with any questions.

Sincerely,

_____
Michel Longhi
Chief Financial Officer

_____ _____
Jeffrey Rocha Date
CEO & Principal
The Millennium Group International

DRAFT

Attachment

Proposal

NVTA Chief Executive Officer Position Description and Compensation Consulting

Submitted to:

Northern Virginia Transportation Authority

Revised
June 30, 2021

Best and Final Offer

Submitted by:

THE MILLENNIUM GROUP INTERNATIONAL, LLC

Proposal Submittal/ Transmittal Letter

June 30, 2021

Ms. Peggy Teal, Assistant Finance Officer
Northern Virginia Transportation Authority
3040 Williams Drive, Suite 200
Fairfax, VA 22031
peggy.teal@thenovaauthority.org

RE: NVTA Chief Executive Officer Position Description and Compensation Consulting RFP 2021-04

Dear Ms. Teal and Members of the Selection Committee:

On behalf of The Millennium Group International (TMG), I am pleased to submit our strong corporate qualifications and extensive experience in response to the Northern Virginia Transit Authority's requirement for Chief Executive Officer Position Description and Compensation Consulting. TMG is please to present our tested 6-step approach to develop a comprehensive analysis and recommendation for the project.

The TMG Team consists of a complete cadre of qualified professionals and can surpass the requirements of the RFQ through proven industry leadership.

Name	The Millennium Group International, LLC
Address	46169 Westlake Drive, Suite 240, Sterling, VA 20176
POC	Mr. Jeffrey Rocha
Email	jeffrocha@tmgi.net
Phone	(703) 260-6710
Fax	(703) 763-2367
Virginia SWAM Certification:	673066, Aug 24, 2024

Thank you for considering us as a potential strategic partner. If you should have any questions regarding this submittal, please do not hesitate to contact me at 703-260-6710.

Sincerely,

Jeffrey Rocha, CEO & Principal
The Millennium Group International

Sent electronically via: peggy.teal@thenovaauthority.org

Proposal

NVTA Chief Executive Officer Position Description and Compensation Consulting

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NVTA Chief Executive Officer Position Description and Compensation Consulting

1.0 PROJECT UNDERSTANDING

Northern Virginia's transportation network plays an important role in the economics of the region and in the quality of life for those who reside there and depend on its services. The Northern Virginia Transportation Authority (NVTA or Authority) is a regional body that is focused on delivering solutions and value for Northern Virginia's transportation dollars by bringing Northern Virginia jurisdictions and agencies together to prioritize funding for projects and implement solutions to address the region's transportation needs. As part of this, NVTA also maintains Northern Virginia's Long Range Transportation Plan. The Executive Director/Chief Executive Officer is a key member of the Authority's management team and is the lead for day-to-day operations of the Authority.

The Millennium Group International, LLC (TMG) has developed an understanding of the scope of work desired after a review of the request for proposal issued on June 16, 2021.

TMG understands that NVTA is currently in the process of amending the position title from Executive Director to Chief Executive Officer (CEO). We understand that the position has always operated as the CEO with corresponding responsibilities and expectations. The Authority would like to update the Chief Executive Officer position description and provide an analysis of the compensation for the position as it is currently occupied.

By doing this, The Authority will:

- Ensure that the job summary, responsibilities and duties, qualifications and skills, salary and benefits for the Job Description are up to date
- Determine an appropriate total compensation program for the Chief Executive Officer position.

2.0 PROJECT MANAGEMENT

2.1 Ability to Manage the Work

TMG operates our management approach through customer-focused, performance-oriented leadership and clear collaboration with NVTA stakeholders. We support strong leadership with definitive management systems, quality people, and team members, which all contribute to a winning management approach. We typically include in our planning documents the project charter, schedule, risk management plan, communication plan, and quality plan, to include quality measures.

TMG is sensitive to contractual business requirements, such as timely compliance reports, processing of contract requests, timekeeping, financial and schedule management, and support metrics. A clear risk-mitigation approach is incorporated in TMG's management processes.

TMG operates all managerial operations via a set of Standard Operating Procedures (SOP) that has been continuously improved over the 23 years of company history. Upon the initiation of a project, the SOP dictates setting up virtual organization infrastructure for efficient management and delivery of the project. TMG has a pre-defined communication structure, enable smooth operations internal to the TMG team and with external constituents. Each project member has defined roles and responsibilities, with written job descriptions and deliverables. In addition, TMG provides a single point of contract for NVTA for all project communications.

TMG selected a strong and experienced Project Director (PD), Julie Coccari, skilled with delivering classification and compensation projects in demanding environments. TMG empowers the Project Director to make decisions and take actions necessary to meet the contract requirements and ensure that the TMG team performs at the high levels needed to maximize customer satisfaction. The organizational approach emphasizes collaborative teamwork and mission accomplishment in an integrated manner.

2.2 Program Management Office

The Program Management Office (PMO) is the engine that performs the management function for each TMG contract. It is led by the PD and combines dedicated staff, proven processes, and systems and tools to support the management, tracking, assignment, and control resources to meet all contractual requirements and performance standards.

2.3 Project Management

TMG follows the Project Management Institute's recognized PMBOK standards and guidelines in administering projects. We employ proven practices for ensuring completion of all work on time, within budget, and with the highest possible quality standards. We follow a process which delivers an orderly procedure for planning and initiating project assignments according to a practical division of tasks according to labor category. We apply quality assurance checks during the planning and preparation process and at any point where we can make additional, valid assessments.

The Project Director has the central authority and responsibility for overall project as well as day-to-day verification of the technical accuracy of services and the content of products. The Project Director will develop and maintain a detailed Master Project Plan (MPP), which will include an Integrated Master Schedule (IMS) and Work Breakdown Structure (WBS).

The TMG team, using the MPP, will provide support for all phases of the project from initiation, planning, execution, monitoring and controlling, and closeout. We will use the MPP to facilitate planning, resourcing, and iterations with the NVTA throughout the project. We document key information and define work processes to ensure successful project execution.

TMG will adapt quickly to change requests by communicating frequently with the Project

Manager at NVTA. By the very nature of the work performed, TMG must remain flexible and adapt to change requests. TMG's agile approach to project management and resource assignment accommodates the natural evolution of projects.

2.4 Quality Control

Upon the issuance the NVTA contract, we will customize our Quality Control Plan (QCP). We will address the specific SOW requirements, staffing structure and unique challenges at NVTA. We will submit the plan within seven days of the post-award conference. We target our QCP to achieve NVTA's customer-focused performance results through following:

- Clear separation of project tasks and responsibilities through well-defined staff roles.
- Compliance with all federal & state laws; NVTA rules, regulations, and policies; existing performance improvement plans; and contract requirements as defined in the SOW.
- Product and service integrity that exceed quality and customer service requirements by preventing, identifying, and correcting work quality problems.
- Prevention and detection of fraud, waste and abuse, and any conflict of interest issues.
- Assurance that we track and analyze all results for QC reviews for future improvements. We address results that do not meet NVTA's performance goals with corrective actions as necessary.

TMG's CEO will act as the Corporate Monitor, monitoring performance at a macro level to ensure we are properly enforcing the project and management standards as described herein. Key features of our QCP and our Corporate Monitor's review includes:

- Integration of corporate and management support and resources
- Business, program and operational impact and risk analysis
- Business continuity solution development and program testing and evaluation.

To ensure continuous quality control, we built our surveillance methodologies around the need to assemble appropriate metrics and measures. We meet all the requirements of the customer reporting as well as the program service and performance levels in our awarded contracts.

3.0 TECHNICAL APPROACH

3.1 Project Understanding

TMG has detailed its understanding of NVTA's Requirement under Section 1.0. TMG will take one approach for the two main tasks Task 1.0 Job Description and Task 2.0 Compensation Analysis following the steps below.

We will provide an updated job description for the CEO which aligns to the Authority's organizational strategies and Executive Director/CEO Goals provided to us. We will deliver a

Compensation Analysis that is competitive when compared to organizations of similar size, type and scope, is financially sustainable for NVTA over the next few years, is acceptable to the Authority Board members, aligns with the Authority's strategy and meets the organization's and executive's needs.

TMG takes a strategic approach to improving the alignment of long-term organizational priorities and day-to-day work practices, while still achieving NVTA's mission, goals, and objectives. Our team will work with Authority key stakeholders to identify goals and prioritize focus areas for developing the job description and compensation analysis.

3.2 Step 1: Project Launch and Project Management

Project Kick-Off

TMG will initiate a kickoff meeting – *scheduled within five working days of the effective start of the work assignment.* We will meet with Authority Project Team (virtual or in-person) including the Project Manager, Michael Longhi and other NVTA stakeholders in leadership to discuss aspirations and results you seek from this effort. The NVTA representatives will be available to the consultants throughout the study to provide general direction or assistance as needed to ensure that the study corresponds to the stated objectives and to make modifications to the work plan as necessary.

TMG will address topics in this meeting to include:

- Gain a better understanding of organizational objectives, culture, project objectives, and current compensation practices. Included here should be a discussion of what a successful outcome will look like.
- Explore current compensation philosophy/practices
- Introduce and discuss options for study methodology.
- Define the desired working relationship together and staff/management involvement
- Review the preliminary project management plan and work breakout for adjustments including schedule of specifics tasks and timeline for the project including dates and milestones
- Establish time constraints, availability of staff, status update schedules and reports
- Outline project communications planning and roles
- Initiate the data discovery process to include those identified within the RFP and other relevant information

Project Plan

During the kick-off meeting, TMG will present the Draft Project Management Plan for review, feedback, and approval by NVTA. We will review the details of our preliminary plan, shown in **Figure 1**, for achieving the deliverables for the project.

Figure 1: Proposed Draft Project Plan

Project Phase	Task Description	Deliverables	NVTA Staff Requirements	Timing
Step 1	Project Launch and Project Management	• Kick-off meeting • Project Plan	• Kickoff Meeting • Staff Introductions	Weeks 1-2

Project Phase	Task Description	Deliverables	NVTA Staff Requirements	Timing
	• Establish NVTA stakeholders/project team involvement • Kick-off Meeting/Introductions • Deliver Project Plan • Initiate Data Discovery		• Data discussions & review	
Step 2	Interview Senior Individuals • Executive Director • Chair, Governance and Personnel Committee • Vice Chair, Governance and Personnel Committee	• Conduct interviews	• Participate in interviews	Week 2
Step 3	Prepare updated position description	• Task 1 Finalize Position Description	• Review, modify and approve position description	Week 3
Step 4	Identity Survey Organizations	• List of Survey Organizations	• Discussion and Decision on Survey Organizations	Week 4
Step 5	Collect External Market Data		• Outreach to other government agencies and organizations for position descriptions and compensation	Weeks 5-6
Step 6	Analysis and Recommendation	• Draft Compensation Recommendations	• Discussions & review meeting	Weeks 6 -7
Step 7	Final Meeting, Decisions and Report	• Task 2 Compensation Recommendations • Task 3 Summary Report	Review meeting	Week 8

Data Collection

Prior to the kickoff meeting TMG consultants will develop an initial list of documentation necessary to conduct the study. We anticipate the following documents would be readily available at the onset of the project.

- Organizational Mission and Vision to include charters and mandates
- Strategic Plan(s) or documentation of Goals and Objectives
- Organizational Charts
- Financial analysis of NVTA's current payroll and projections for the future
- Other relevant documentation related to operations and mission

3.3 Step 2: Interview Senior Individuals



At the outset of a project senior management should be given a chance to provide input. This has two benefits. First, we capture feedback which provides a useful perspective for us as we begin our assessment. Second, we begin to secure buy-in for whatever changes are eventually implemented.

TMG proposes conducting three to five interviews:

- Executive Director
- Chair, Governance and Personnel Committee
- Others of your selection

to obtain their perspectives on the effectiveness of the current compensation programs for the included position, problems that may exist and suggestions for improvement. The information obtained through these interviews will guide the conduct of the study.

Other individuals may be added at NVTA's suggestion.

3.4 Step 3: Prepare updated position description

TMG will provide modifications to the description for the Executive Director/Chief Executive position reflecting input from committee members and information provided by the agency. We will provide a draft description for review. The revised description will be intended to represent the Agency's current goals, strategic plan, organizational structure, and **expectations and** accountabilities for the Executive Director. Following a review of the draft with NVTA stakeholders, we will modify and seek approval of the position description. **The final description should also clearly identify the skills, knowledge, education and talents required to perform the position successfully.**

3.5 Step 4: Identify Survey Organizations

This phase of the project will involve selecting a representative sample of public sector organizations defining the competitive market for the Executive Director. We will identify organizations comparable to NVTA in terms of functions and size and those from which NVTA would likely draw candidates for the Executive Director position. The initial sample will be reviewed with NVTA for input and approval. We will also identify the items of information for collection during step 4.

3.6 Step 5: Collect External Market Data

We will contact the identified survey organizations and collect and analyze compensation and position content information. During this phase emphasis will be placed on assuring comparability of the survey findings. To this end we will use a factor-point evaluation system to account for job content differences among the survey positions and comparability to NVTA's position.

As mentioned, we will identify the specific information for collection from the comparable organizations and the format for data collection. Our understanding is that NVTA staff will collect the information. However, we will provide guidance to staff on data collecting procedures.

We will conduct a meeting with the group of your selection to review the result of the survey findings. We will present the organization's competitive market position for the Executive Director position. We will describe how you compare to market findings, compensation trends and practices among comparable organizations, discuss options, and receive your direction as to how the organization wishes to develop a final compensation plan.

3.7 Step 6: Analysis and Recommendations

The consultants will analyze the information collected during the previous steps and develop preliminary recommendations regarding:

Task 2 Draft:

- Salary range minimum, midpoints and maximums based upon the collected external market data and NVTA's compensation philosophy.
- Modifications or additions to non-salary forms of compensation.
- Salary and compensation administration procedures.

We will work with NVTA stakeholders to review, modify and gain approval for the final output for Task 2.

3.8 Step 7: Final Meeting, Decisions and Report



While we will be discussing these issues with NVTA throughout the project, we believe it will be important to regroup and facilitate a final decision-making process. TMG will ensure that senior management agrees with the recommendations, and that the impacts are fully understood.

At this point of the project, we anticipate creating a briefing or presentation that consolidates the major results and recommendations. We will then brief the senior management team and, if necessary, conduct additional analysis. Our goal here is to ensure that the senior management team has all the information it needs to make the best decisions for the organization.

The methodology, findings and recommendation of the project will be described in a final report (Task 3).

4.0 PROJECT STAFFING (QUALIFICATIONS AND EXPERIENCE)

We bring a consulting team demonstrating deep knowledge and experience of with public sector human resource considerations. Our proposed consultants, shown in Section 5.0, have worked for a variety of public sector and nonprofit organizations such as Pend Oreille County Library District, University of Maryland / Baltimore and Ocean Pines Fire Department, All Salvation Army World Service, First Five LA, AIDS Health, Zayed University (UAE), Catholic University of Indonesia, Catholic Charities, Human Rights First, Family Health International, Elizabeth Glaser Pediatric Aids Foundation, National Endowment for Financial Education, and American Red Cross. This work

has included studies on focused on executive compensation and consulting.

4.1 Staffing Qualifications/Key Personnel

TMG proposes the following key personnel to lead this project.

Team Member/ Role	Background
Julie Coccari, SHRM-CP Project Director	Ms. Coccari is an experienced human capital and project management professional with extensive experience leading project and enterprise-wide initiatives for nonprofits, government agencies, pharmaceuticals, healthcare and other technical industries. Ms. Coccari has in-depth experience managing multiple workstreams in complex operating environments to drive results for products and services. Ms. Coccari is an innovator with ability to build relationships across organizations and to manage diverse teams working together. • 25+ years of professional experience • 10+ years of human capital consulting experience • Account management & compensation program management expertise • Master's degree • SHRM-CP certified
Martin T. Kenny, CCP Senior Consultant Total Compensation SME	Mr. Kenny is a total compensation and organizational design consultant with an extensive experience in plan design including base salary, job analysis and evaluation, market surveys, executive compensation, incentive plans and legal compliance issues. Mr. Kenny has provided compensation and benefits consulting for the private sector and nonprofit clients to include emerging markets. • 35 years of compensation consulting experience • Base compensation, market surveys, executive pay, position analysis and evaluation, and variable and incentive compensation expertise • Master's degree • Certified Compensation Professional (CCP)

4.2 Relevant Experience of Key Staff

Contact Information	Summary of Relevant Experience	Key Staff Involved
National Endowment for Financial Education Tina Mealer, Senior Manager, Human Resources tmealer@nefe.org	Executive and Employee Total Rewards Study TMG conducted a total rewards study for the organization to include the Chief Executive Officer, Chief Financial Officer and the staff of the organization. For the executives, TMG developed recommendations for total cash compensation and benefits. For the staff, TMG developed a formal salary structure to align positions into the correct salary grad to ensure external competitiveness and internal equity. TMG conducted a market analysis of all salaries and designed a program for ongoing administration of compensation program. TMG provided recommendations for benefits program that is competitive, cost-effective and meets employee needs.	• Julie Coccari – Project Director • Martin Kenny – Senior Consultant
Altruista Health	Executive Compensation Analysis	

Contact Information	Summary of Relevant Experience	Key Staff Involved
Executive Compensation Analysis Ashish Abraham, President and Chairman ashishjabraham@gmail.com	TMG conducted a market review for the Chief Executive Officer and President/Chairman positions.	• Julie Coccari – Project Director • Martin Kenny – Senior Consultant
Human Rights First Vinincia Dorsey Director, Human Resources and Office Operations dorseyv@ humanrightsfirst.org	Employee Compensation Plan TMG developed a formal salary structure, including the Chief Executive Officer, to align positions into the correct salary grade to ensure external competitiveness and internal equity. TMG conducted a market analysis of all salaries and designed a program for ongoing administration of compensation program. TMG provided recommendations for benefits program that is competitive, cost-effective and meets employee needs. On a separate project, Human Right First also requested TMG to conduct additional analyses to include salary plan aging, salary banding, alignment of new/modified positions, union salary bands and salary administration	• Julie Coccari – Project Director • Martin Kenny – Senior Consultant

5.0 FIRMS EXPERIENCE AND QUALIFICATIONS

The Millennium Group International, LLC (TMG) provides services to strengthen organizational capacity. Founded in 1998, TMG has experience in providing customized human capital consulting solutions to our client's needs. TMG provides the full range of human capital consulting services shown in the figure below. We specialize in taking the time to understand your business needs and work with you to design a cost-effective solution.

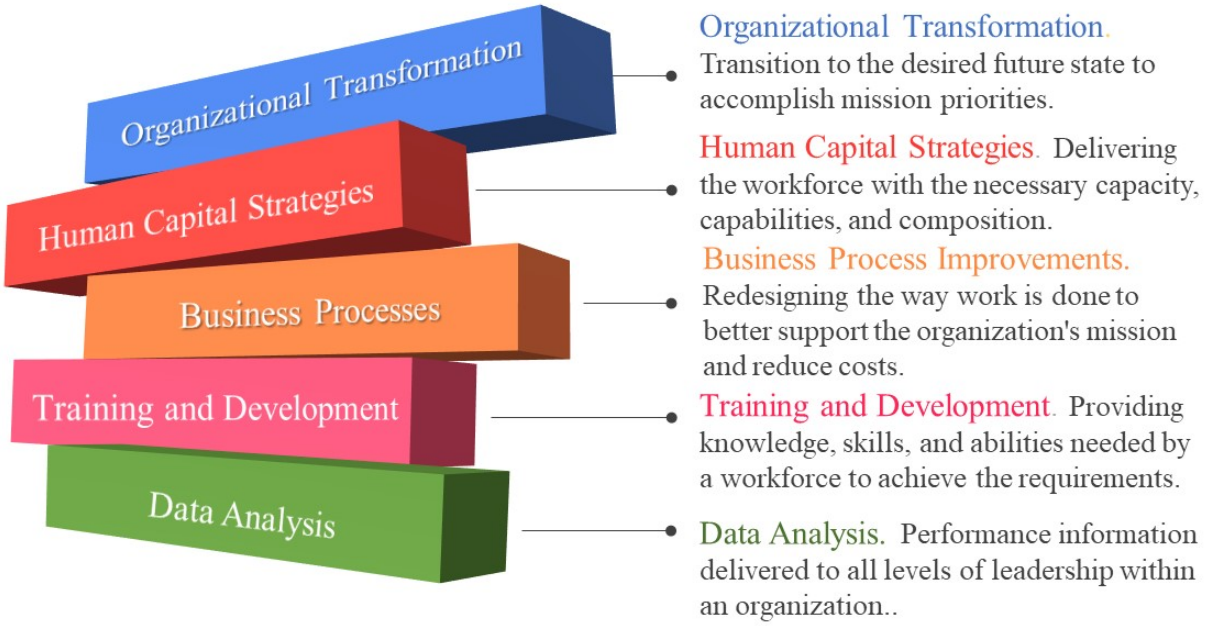


Figure 2: TMG Capabilities – *Human Capital Consulting Services Summary*

We have the unique ability to engage customers and team members without disrupting day-to-day operations. We bring a seasoned team of human capital strategists, business process improvement experts, technology savvy workforce development specialists. We have a wide selection of over 70 executive coaches, facilitators, and leadership training experts that provide development opportunities to executives, management, staff, human resources, and other leaders.

TMG has demonstrated the capacity to deliver on large complex projects. TMG has been instrumental in improving hundreds of corporations, not-for-profit, and government organizations by helping developing their most important asset, their people. TMG has worked with many nonprofits such as NGOs, trade associations, charitable organizations, civic associations, employee organizations and social advocacy groups. The complete list of the TMG clients can be found at: http://tmgi.net/clients.html.

TMG has supported a range of transportation-sector clients. Within the US Department of Transportation, TMG experience includes a wide range of human capital consulting support, including job analysis, performance management, strategic human capital planning and training program support services.

Transportation Sector Experience

- **Federal Motor Carrier Safety Administration**
- **Federal Transit Administration**
- **Office of the General Counsel**
- **Office of the Secretary of Transportation**
- **Federal Highway Administration**
- **Federal Railroad Administration**

Through our past performance, we have a demonstrated record of success. TMG has gained a thorough understanding of the scope and complexity of the DOT overall mission, structure, and functions. We are knowledgeable of the workforce - its culture, demographics, pressures, and specific developmental needs.

TMG is small, minority-owned business based in the Washington, DC area with the headquarters office in Sterling, Virginia.

- Virginia SWAM Certification: 673066, Aug 24, 2024

TMG is a recognized industry leader for innovative practices

- Best Organizational Development & HCM Consulting Firm, Corporate Vision Magazine - 2021
- Inc. 500|5000 list of the fastest-growing private companies in America – 2013, 2014 & 2015
- Top 10 Most Powerful Technology Companies in the Government – 2015
- Top Business Award by DiversityBusiness.com – 2013, 2014 & 2015
- SECAF Government Contractor of the Year Award, Finalist – 2015

6.0 PROPOSED FEE ARRANGEMENT

We will complete this study in seven weeks for all components after we finalize a service agreement. Following are the estimated consulting hours for each of the project components:

Project Phase	Task Description	Hours
Step 1	Project Launch and Project Management • Establish NVTA stakeholders/project team involvement • Kick-off Meeting/Introductions • Deliver Project Plan • Initiate Data Discovery	5
Step 2	Interview Senior Individuals • Executive Director • Chair, Governance and Personnel Committee • Vice Chair, Governance and Personnel Committee	7
Step 3	Prepare updated position description	12
Step 3	Identity Survey Organizations	19
Step 4	Collect External Market Data	77
Step 5	Analysis and Recommendation	31
Step 6	Final Meeting, Decisions and Report	29
Total Hours		180 hours
Total Cost		$25,200

Notes on Fees:

1. This cost estimate is based on our current knowledge of the project scope. If the scope should vary from the description provided in this proposal, we will meet with you to discuss any anticipated fee changes (up or down).

2. Time and expenses for any out of town travel will be in addition to the fees above.

3. Any materials cost associated with this project, such as producing binders for the management training, will be the responsibility of NVTA. We will take the lead in coordinating this production, and invoice NVTA at cost.

4. TMG will invoice NVTA for 60% of the bottom fee range for payment at the outset of the project; and for the balance of actual project hours at project completion for payment within 30 days. Payments is due within 30 days.

7.0 CONTACT FOR NEGOTIATIONS

POC	Mr. Jeffrey Rocha
Email	jeffrocha@tmgi.net
Phone	(703) 260-6710

8.0 ACKNOWLEDGEMENT OF RECEIPT OF NVTA AMENDMENTS

TMG acknowledges receiving Amendment 1 via email from Michael Longhi that was sent to registered participants stating:

Registered Interest Participants for RFP 2021-04-

An error related to DBE/SWaM on page 7 of the RFP has been brought to our attention.
The paragraph at the top of that page is replaced with:
DBE inclusion is encouraged. Offerors should document DBE inclusion by providing a copy of their or subcontractor DBE certification from a Federal Agency and/or a copy of the certification under the Virginia SWaM program. If the certification are provided, the cost proposal should note the percentage of work expected to be done under the DBE/SWaM status.

Appendix

Julie Coccari, SHRM-CP

Project Role: Project Director

Overview. Ms. Coccari is an experienced human capital and project management professional with extensive experience leading project and enterprise-wide initiatives for nonprofits, government agencies, pharmaceuticals, healthcare, and other technical industries. Ms. Coccari has in-depth experience managing multiple workstreams in complex operating environments to drive results for products and services. Ms. Coccari is an innovator with ability to build relationships across organizations and to manage diverse teams working together.

At a Glance

- Account Management
- Project Management
- Capture Management
- Human Capital Experience

Experience Highlights

The Millennium Group International LLC – Sterling, VA
Director, September 2011 to present

Lead efforts to capture and project manage contract opportunities for management consulting firm providing services for compensation and benefits, training, strategic human capital, talent management organizational development and business process reengineering for government and non-profits. Work includes utilizing tracking systems to manage and capture opportunities, develop and manage pipeline and cultivate relationships with potential teaming partners and clients. Navigate multiple tasks and maintain a high degree of professionalism. Track and document metrics.

Pfizer, Inc. – New York, NY
Sr. Marketing Manager, February 2008 - February 2011
Consultant (Located in Houston), 2004-2005
Sr. Marketing Manager, January 2000 - December 2003
Marketing Manager, January 1996 - December 2000
Sr. Strategic Planning Analyst, August 1994 - December 1995
Strategic Planning Associate, June 1992 - August 1994

Led marketing initiatives for numerous therapeutic categories for US and global markets employing market research, developing product positioning, designing programs and initiatives for physician education, and creating content and materials for sales and account managers in a highly regulated and complex market working closely with legal, regulatory, and medical to maintain compliance. Multiple promotions in rank and responsibilities during successful two rounds of employment spanning 15+ years. Launched and repositioned new products, indications (uses) and formulations working across professional (physician, nurses, pharmacists) and consumer channels. Directed brand strategies and development of promotional campaigns

- Managed field force, opinion leader and professional communications and programs to maximize revenues and minimize cannibalization for anti-arthritic products leading to a 12% portfolio year over year growth.
- Led planning, brand positioning, advisory boards, key communications and educational efforts for professionals and consumers for an oral contraceptive with a new indication.

Implemented DTC strategy including claims advertising (brand personality), increasing first choice pre- and post-measure by 15%.

- Developed sales plan and materials to launch a new formulation for an antifungal that focused on the ease leading to an expansion of the patient base globally by 5%.
- Developed programs and medical education for healthcare providers and payers for an antipsychotic. Relaunched product to reverse a decline of 10% market share within an underperforming segment of customers.
- Led campaign targeting Medicaid physicians that delivered a 60:1 ROI.
- Delivered sales training and revamped sales training materials to ensure consistent messaging and provide updates on new developments/competitive landscape.
- Managed advocacy relationships with mental health organizations ensuring access to therapy options.
- Developed promotional materials/programs that incorporated cross cultural elements/cultural diversity to enable wide use and adoption by affiliate countries outside of U.S.
- In Strategic Planning, spearheaded complex analyses of healthcare and pharma industry trends for strategic planning and business development by collecting and analyzing information on competitors and market.
- Generated pipeline analysis and presented to senior executives for resource allocation decisions. Analyses resulted in strategic decision to increase field resources critical to Pfizer's growth and other resource allocation decisions.

Education

- Master of Business Administration (MBA) New York University, Stern School of Business, New York, NY, 1992
- Bachelor of Sciences (BS) Chemistry, Carnegie-Mellon University, Pittsburgh, PA, 1984

Martin T. Kenny, CCP

Project Role: Senior Consultant, Compensation

Overview. Mr. Kenny is the compensation practice leader of The Millennium Group, International and a seasoned consultant with extensive experience in designing and implementing a wide range of compensation programs for US and international organizations as well as serving as an expert witness on compensation matters. He has performed a large number of compensation design projects for financial, manufacturing, insurance, service, transportation, governmental and educational organizations in the United States and overseas.

At a Glance

- Base compensation
- Market surveys
- Executive pay
- Position analysis and evaluation
- Variable and incentive compensation
- Performance management
- International compensation

Experience Highlights

The Millennium Group International
Senior Consultant, 2018

Provide clients with comprehensive total rewards and compensation services - analysis, design, and implementation consultation. Design and develop compensation and benefits programs on behalf of clients to ensure competitiveness and equity. Research and recommend to management changes or enhancements to plans. Provide training and other change management support to clients.

Univeritas Katholic Indonesia
Advisor, 2016 - 2017

Institutional strengthening program to enhance human resources and management systems.

The Compensation Center, LLC
Principal Consultant, 2006 – 2015

Provide compensation and organizational design consulting for private sector and nonprofit clients.

- Compensation program design, organizational analysis, position analysis and evaluation, market surveys and studies, health and welfare benefits, performance management, incentive pay programs, executive compensation, and related training programs.
- Clients included manufacturing, service, and financial organizations.
- Served as expert witness on reasonable compensation and legal compliance issues.

Baker, Thomsen Associates, Associated with ERJ Economics Research Institute
Manager, Compensation and Human Resources Consulting, 1998 - 2006

Provided management consulting for public and private sector clients.

- Compensation programs, performance management, classification and pay systems, employee benefit plans, incentive pay programs, executive compensation, directors' compensation, organizational analysis, and design, FLSA determinations.
- Served as expert witness on reasonable compensation and legal compliance issues.

Barents Group LLC (Unit of KPMG)
Manager, Compensation and Human Resources Consulting, 1995 - 1998

Conducted compensation and human resources programs for financial, service and manufacturing organizations in Indonesia, Malaysia, and Mexico; projects included: compensation strategy, position evaluation, market surveys, base salary plans, job documentation, performance management, executive compensation, incentive pay, employee benefits (health, life, and retirement) management succession, HRIS implementation, career planning plans and human resources management processes.

KCG, Inc.
Principal Consultant, 1998 - 1995

Provided management consulting for public and private sector clients.

- Compensation programs, performance management, classification and pay systems, employee benefit plans, incentive pay programs, executive compensation, directors' compensation, organizational analysis and design, productivity improvement programs, small and medium enterprise skills development, supervisory and management skills development human resources management and training programs. Responsible for full range of marketing activities.

Education

- Certified Compensation Professional designation (American Compensation Association)
- MA, University of Oregon, Human Resources Development
- BA, Queens College

Professional Activities

- Served as expert witness on compensation matters before U.S. federal and state courts.
- Organized and presented seminars on compensation topics, including Job Evaluation, Incentive Compensation, Executive Compensation and Performance Management

THE MILLENNIUM GROUP INTERNATIONAL, LLC

Representative Client List

Acterna	Development Alternatives, Inc.	National Council of Teachers of Mathematics (NCTM)
The Adams National Bank	Dewberry and Davis	The Nature Conservancy
Advanced Technology Systems	Dimensions Healthcare System	NIH/Clinical Center
American Association of Justice	E*TRADE Bank	NIH/National Institute for Allergies & Infectious Diseases
American Chemical Society	Employment Enterprises Inc.	Noblis
American College of Cardiology	Environmental Protection Agency	Northrup Grumman
American Council on Education	Elizabeth Glaser Pediatric Aids Foundation	Ocean Pines Fire Department
American Diabetes Association	Family Health International	Orange Business Systems
American Institute of Ultrasound in Medicine	Federal Acquisition Institute	Orbital Sciences
American Israel Public Affairs Committee (AIPAC)	FIBRETEK	Peake DeLancey
American Management Systems	Friendship Public Charter School	Pend Oreille County Library District
American Petroleum Institute	General Dynamics	Personal Communications Industry Association
American Psychiatric Association	Getronics	Porter Novelli
American Psychological Association	Health Systems Research, Inc.	Rolls Royce of North America
American Public Health Association	Heart Rhythm Society	Savvis
American Red Cross	HHS University	See Forever Foundation
American Systems	Hickok Cole Architects	SHRM/HRCI
The American University and WAMU	Host Hotels and Resorts	SiloSmashers
Association of Financial Professionals	Human Rights First	SRA International, Inc.
Association for Supervision and Curriculum Development	InfoPro Incorporated	Synthetic Organic Chemical Manufacturers Association (SOCMA)
The British Embassy	Johns Hopkins University Applied Physics Laboratory	Thales Communications, Inc.
Booz Allen Hamilton	JustinBradley	Trade Center Management Association
Bureau of Economic Analysis	L-3 Communications	Trammell Crow Company
Business Finance Group	Library of Congress; Congressional Research Service	Treasury Acquisition Institute
CareFirst	Leica Microsystems, Inc	Treasury Inspector General for Tax Administration
Carl Freeman Companies	Maggio & Kattar, PC	Triple Canopy
Chemical Safety Board	ManTech International Corporation	US Conference of Catholic Bishops
The Chronicle of Higher Education	Marriott International	USDA
CNSI	McDonough Bolyard Peck	USO
comScore	MD & VA Milk Producers Cooperative Association, Inc	USPS Office of Inspector General
Congressional Budget Office	Military Officers Association of America	US Census Bureau
Constellation Power	Military Sealift Command	University of Maryland/Baltimore
Convera	MITRE Corporation	Vangent, Inc.
Corporation for Public Broadcasting	Monster	VeriSign
Creative Technology Incorporated	Meridian Medical Technologies	Vibrant Solutions
DC Water and Sewer	NCQA	VISA International
Delta Sigma Theta	NCRIC, Inc.	Washington Headquarters Services
Department of Commerce	National Aeronautics and Space Administration	Washington Metro Transit Authority
Department of Education	National Air Transportation Association	Washington Gas
Department of Homeland Security/USCIS	National Association of Broadcasters	Washington Speakers Bureau
Department of Housing and Urban Development	National Association of Wholesalers	WebMethods
Department of Interior		The Wilderness Society
Destiny Health		Women in Technology