



National Contract Management Association Boston Chapter Presents the 58th Annual March Workshop

Summary Agenda & Session Descriptions

Not sure which class is right for you? NCMA Boston encourages selections that are *exciting* and *valuable* to your individual interests. We invite you to use the general suggestions, or “Tracks,” as you see fit!

Registration 7:15 – 8:00 AM	
Session 1 8:00 – 9:25 AM	Track
1. Commercial Items - New Developments in Determination / DFARS vs. FAR	Fundamental
2. The Top 10 (plus!) Pitfalls to Avoid When Responding to an RFP	Intermediate
3. Navigating iEdison	Advanced/Legal
4. Navigating the Indirect Cost Rate Maze	Audit/ Finance
5. Cyber Requirements (DFARS/NIST) Impact to Subcontractors / Monitoring Obligations	Special Topics
6. Regulatory Environment Hot Topics and Industry Trends	Trending Topics
Session 2 9:35 – 11:00 AM	Track
7. Pre-Award to Contract Award in a Competitive Environment	Fundamental
8. How DCMA Driven Metric May be used for Continuous EVMS Process Improvement	Intermediate
9. Effectively Prosecuting Claims Against The Government	Advanced/Legal
10. Best Practices in Pricing and Estimating	Audit/ Finance
11. Report from the Section 809 Panel	Special Topics
12. M&A in Government Contracting – Hot Topics throughout the Deal Lifecycle	Trending Topics
KEYNOTE ADDRESS 11:15 – 12:30 PM <i>Julie A. Planchet, Vice President & General Manager of Field and Safety Instruments at Thermo Fisher Scientific</i>	
Lunch 12:30 – 1:45 PM	
Session 3 2:00 – 3:25 PM	Track
13. The Analytical Hierarchy Process (AHP): A Comparative Decision-Making Process for Comparative Evaluations in the Context of Simplified Acquisitions in FAR 13	Fundamental
14. It’s All About the Data	Intermediate
15. Trends and Trials in Federal Contractor Labor Law Compliance	Advanced/Legal
16. DCMA CPSR Update - Common Purchasing System Deficiencies	Audit/ Finance
17. Kessel Run: Agile Acquisition Strategies to Own the Technical Baseline	Special Topics
18. What’s New in Federal Contracting? A Procurement Policy Update	Trending Topics
Session 4 3:35 – 5:00 PM	Track
19. Program and Contracts: Partners for Success	Fundamental
20. Other Transaction Authority (OTA)	Intermediate
21. Protecting IP Rights When Receiving Government Funding	Advanced/Legal
22. Emerging Topics in Contract Financing and Cash Management in DoD Environment	Audit/ Finance
23. Thought Leaders in the Acquisition Arena	Special Topics
24. The Robots are Coming: Driving Efficiency in Contracting	Trending Topics
Social Hour 5:00 PM	



Detailed Agenda, Session Descriptions, and Speakers

Session 1 8:00 - 9:25 AM

1. Commercial Items - New Developments in Determination / DFARS vs. FAR

New developments in the CID/CIG world to include recent warrant capabilities, DoD policy shifts both current and in the pipeline (NDAAs), and a selection of interesting Commercial case studies.

Ryan Connell, Director, Northeast Pricing Team, DCMA Commercial Item Group

Jonathan Fox, Contract Price/Cost Analyst, Northeast Pricing Team, DCMA Commercial Cost and Pricing Team

2. The Top 10 (plus!) Pitfalls to Avoid When Responding to an RFP

A practical discussion of key things to remember when considering and responding to an RFP, from receipt to proposal submission and beyond. Discussion will be based on case law and the speakers' experience dealing with the fallout of proposal preparation problems and will cover key areas to keep in mind as your company decides whether or not to prepare a proposal, pitfalls to be aware of during proposal preparation, and what to consider leading up to and following award.

Erin O'Shea, Director – Industry Specialty Services, BDO USA, LLP

Eric Whytsell, Partner – Government Contracts, Intellectual Property, Data Security, Export Controls, Stinson Leonard Street, LLP

3. Navigating iEdison

Thirty-two agency offices (including most contracting arms of DoD, DOE, and NIH) now encourage iEdison as the portal of choice for making disclosures, elections of title, and fulfilling other obligations arising under Bayh-Dole provisions in contracts, grants, and other agreements. In this course, we will take a test drive through the iEdison portal to ensure that your organization is making effective use of its filing system and ensuring that your organization is protecting inventions conceived or actually reduced to practice with government funding.

Cara Wulf, Associate, McCarter & English, LLP

4. Navigating the Indirect Cost Rate Maze

This session will cover the wide array of challenges contractors face when developing indirect cost rates for the organization. Not only must contractors ensure compliance, but even more critical is ensuring alignment with the company's strategic objectives. Competitive, compliant rates structures help to ensure winning cost proposals. We will examine indirect rate composition, allocability, allowability, and compliance throughout the contract life cycle, including forward pricing rate proposals for bidding purposes, provisional rate requests for invoicing, and final indirect cost rate proposals.

Chad Braley, Managing Partner and CEO, Capital Edge Consulting, Inc.

Marie Salamone, Senior Manager, Capital Edge Consulting, Inc.

Sean O'Connor, Senior Manager, Capital Edge Consulting, Inc.



5. Cyber Requirements (DFARS/NIST) Impact to Subcontractors / Monitoring Obligations

Provides an understanding of the basic safeguarding requirements and procedures to protect covered contractor information systems, as well as methods to identify Covered Defense Information (CDI). Additional focus will be on the obligations of prime contractors to monitor CDI in their supply chains and methodologies for subcontractor oversight.

Andy Artz, Partner/Principal, Government Contract Services (GCS), Ernst & Young, LLP

Michael Tomaselli, Senior Manager, Government Contract Services (GCS), Ernst & Young, LLP

6. Regulatory Environment Hot Topics and Industry Trends

Provides an overview of the emerging trends in government contract audits and reporting requirements.

Ron Meldonian, Executive Contractor, Government Contract Services, Ernst & Young, LLP

Edward Morley, Senior Manager, Government Contract Services, Ernst & Young, LLP

Eric Tracz, Senior, Government Contract Services, Ernst & Young, LLP

Session 2: 9:35 – 11: 00 AM

7. Pre-Award to Contract Award in a Competitive Environment

The Air Force's acquisition process that leads to a successful competitive contract award. The briefing will discuss aspects of the acquisition process from developing contract award strategies and market research to building a request for proposal and the source selection process leading to a contract award.

Jill F. Armano, Chief of Source Selection, AFLCMC/AZA, Hanscom Airforce Base

8. How DCMA Driven Metric May be used for Continuous EVMS Process Improvement

This session will discuss how your organization can improve internal EVMS surveillance by utilizing the DCMA Test Metrics. We will review the DCMA data driven metrics and identify the primary metrics your organization may want to track. In addition, we will discuss how your organization may use the metrics to support 'surveillance by exception'. Finally, we will review how your organization can develop a culture of continuous EVMS process improvement.

Dave Scott, Managing Director – Industry Specialty Services, BDO USA, LLP

9. Effectively Prosecuting Claims Against The Government

In this highly-interactive presentation, veteran government contracts attorneys Franklin Turner and Alexander Major will teach contractors how to identify, prepare and prosecute contract claims against the Government. The workshop includes a tutorial of applicable regulations and a detailed discussion of critical factors that each contractor should consider when navigating the claims process.

Franklin Turner, Partner & co-Leader Government Contracts & Export Controls Practice Group, McCarter & English, LLP

Alex Major, Partner & co-Leader Government Contracts & Export Controls Practice Group, McCarter & English, LLP



10. Best Practices in Pricing and Estimating

Provides an overview of the pricing and estimating process and discusses the FAR requirements for certified cost or pricing data (COPD), basis of estimates (BOE), and current industry trends.

Jack Gay, Executive Contractor, Government Contract Services (GCS) Practice Ernst & Young, LLP

Tim Manning, Senior Manager, Government Contract Services (GCS) Practice Ernst & Young, LLP

Christina Graves, Senior, Government Contract Services (GCS) Practice Ernst & Young, LLP

11. Report from the Section 809 Panel

Members of the Section 809 Panel will discuss key recommendations from their three-volume Final Report, the last volume of which was delivered to Congress on January 15, 2019. Collectively, these recommendations suggest revolutionary and evolutionary changes to defense acquisition that will allow DoD to make purchases in a manner similar to the way private-sector businesses do. If implemented, these recommendations would reduce barriers that deny DoD timely access to innovative technology and creative solutions from nontraditional companies. They will also bridge the technical superiority gap beginning to develop between the U.S. and near-peer competitors and nonstate actors.

Dave Drabkin, Chair – Section 809 Panel, Principal, Drabkin and Associates, LLC

Charlie Williams, Commissioner – Section 809 Panel, President, CWilliams, LLC

Major General Darryl Scott, Commissioner – Section 809 Panel, USAF (Ret.)

12. M&A in Government Contracting – Hot Topics throughout the Deal Lifecycle

This session will provide an overview of the nuances to mergers and acquisitions in federal contracting and discuss key areas for consideration in your next buy or sell-side transaction. We will provide an overview of the market and then track the lifecycle of a deal. Areas of discussion will focus on different strategic approaches to structuring the transaction, key diligence items, and best practices for post-merger integration.

Aaron Raddock, Managing Director & National Co-Leader Government Contracts Practice, BDO USA, LLP

David Black, Partner and Co-Chair, National Government Contracts Team, Holland & Knight, LLP

Keynote Address: 11:15 – 12:30 PM

Julie A. Planchet

Vice President & General Manager of Field and Safety Instruments at Thermo Fisher Scientific

Networking Lunch: 12:30 – 1:45 PM



Session 3: 2:00 – 3:25 PM

13. The Analytical Hierarchy Process (AHP): A Comparative Decision-Making Process for Comparative Evaluations in the Context of Simplified Acquisitions in FAR 13

FAR 13 contemplates the comparative evaluation of offers in Commercial Acquisitions using Simplified Acquisition Procedures, less than \$7M. The FAR, the GAO and Court of Federal Claims consign to the Contracting Officer's discretion and judgment the process of comparative evaluation of offers. The Analytical Hierarchy Process (AHP) shows that there is sound foundation for the side-by-side pair-wise comparison of offers that satisfies fundamental fairness and impartiality.

Prof. Enrique Mu, Center for Leadership and Management, Carlow University

John Young, Procurement Analyst, Department of Veterans Affairs

14. It's All About the Data

Data categorization - contractually, should various data types be identified, particularly if of a sensitive nature? What compliance regulations then drive contract stipulations?

At what point do the contracting officers consult with the information security office to obtain protection language to insert into the contract?

- Or even vet the customer/vendor/contractor regarding their own cyber hygiene?
- If the contract calls for application/code development by either party, how do the contracting officers incorporate protections that indemnify the enterprise?
- Where in the contract is the timeframe detailed regarding cyber? (vulnerability testing, code scanning, etc.)

Breach notification stipulations – what do those timeframes look like and what federal/state mandates drive those timelines?

Existing contracts – how do the contracting officers amend contracts as new cyber mandates and compliance regulations evolve?

Best practices regarding flow downs required by the enterprise to their subcontractors relative to cyber related mandates?

What contract protections must be articulated to protect the enterprise regarding cyber issues? (data loss, inadvertent/advertent)

Kevin Burns, Chief Information Security Officer, Draper Laboratory

15. Trends and Trials in Federal Contractor Labor Law Compliance

This session will provide an overview of the current regulatory and enforcement environments pertaining to labor laws unique to federal contractors. We will discuss the Service Contract Act, Davis-Bacon Act, and Obama era laws such as Paid Sick Leave that have remained under the current administration. Presenters will offer a framework for understanding those regulations and discuss common pitfalls, tips for avoiding non-compliance and key areas to watch for in the future.

Rebecca L. Springer, Partner – Labor and Employment, Crowell & Moring, LLP

Aaron Raddock, Managing Director & National Co-Leader Government Contracts Practice, BDO USA, LLP



16. DCMA CPSR Update - Common Purchasing System Deficiencies

There is something for all levels in this presentation. A brief overview of the CPSR process for those with no experience. The primary discussion will be about the deficiencies that keep showing up from year to year and what a conscientious contractor can do to achieve a positive review outcome. Conversation and discussion will be promoted.

John Foley, Director, Contractor Purchasing System Review (CPSR) Group, DCMA

17. Kessel Run: Agile Acquisition Strategies to Own the Technical Baseline

Kessel Run is a “software company” built within the Air Force and led by entrepreneurial military members and civilians. In addition, Kessel Run partners with commercial industry—using both traditional and non-traditional contractors—to fully implement modern agile software methodologies. Every day, Kessel Runners work to revolutionize the way the Air Force builds and delivers software; a task that requires innovation in technology, acquisition, and culture. This presentation marries these topics to tell an interesting, practical, actionable, and refreshing story.

Kiel Anderson, Chief of the Intelligence Systems Contracting Branch, Hanscom Airforce Base

Major Matthew K. Nelson, Mad Hatter Program Manager, Air Force Materiel Command, Hanscom Airforce Base

18. What’s New in Federal Contracting? A Procurement Policy Update

2018 proved that the ancient Greek philosopher Heraclitus could have been speaking about Federal procurement when he said “the only thing that never changes is change itself.” This session will provide an overview of current trends and developments in Federal procurement over the past year, with an emphasis on policy, legal, and regulatory changes and key administrative and judicial decisions. Emphasis will be placed on developments of practical importance that seem to be shaping the Federal marketplace in a meaningful way.

David Black, Partner and Co-Chair, National Government Contracts Team, Holland & Knight, LLP



Session 4 3:35 - 5:00 PM

19. Program and Contracts: Partners for Success

Come join Russ Blaine as he moderates a panel of Program Management leaders from the USAF, a Large Prime, and a Major Supplier discussing Program's interaction with their Contracts partners at each level. This interactive session is a great opportunity to learn how successful partnering of Contracts and Program teams contribute to successful program execution.

Suggested areas of discussion:

- Communications: Internal, as well as external up and down the food chain.
- Negotiations: Leading and Tag-Teaming at different levels.
- Execution: Alignment and focus to succeed
- Relationships: Partnering beyond issues and for success

Rick St. Germain, Director – Program Management Excellence, Raytheon Integrated Defense Systems

Christina Rhylander, Program Manager, USAF PEO BES, Hanscom Airforce Base

Ben Spencer, Vice President – Program Management, Mercury Systyems

Russ Blaine, Director – Corporate Contracts, Raytheon

20. Other Transaction Authority (OTA)

Other Transaction Authority (OTA) is the term commonly used to refer to the (10 U.S.C. 2371b) authority of the Department of Defense (DoD) to carry out certain prototype projects. As of the 2016 National Defense Authorization Act (NDAA) Section 845, the DoD currently has permanent authority to award "Other Transactions" (OT) (10 U.S.C. 2371) in certain circumstances for prototype projects that are directly relevant to weapons or weapon systems proposed to be acquired or developed by the DoD. OT may be used for basic, applied, advanced research and prototype projects when it has been determined that it is in the Government's best interest to enter into an agreement that is not a contract, grant, or cooperative agreement. In this segment, we'll explore the variety of OT vehicles used by various agencies and military departments within DoD, the similarities and differences with FAR-based procurements, and address special issues of concern to OT participants. We will conclude with a panel discussion.

Melissa DeLuca, Contracting Branch Chief, Air Operations Center Command and Control Division, Air Force Life Cycle Management Center, Hanscom Air Force Base

John Nunziato, Vice President, SOSSEC Inc.

21. Protecting IP Rights When Receiving Government Funding

What's more important than protecting IP when contracting with the Government? For many companies, not much. We'll focus on the top 10 mistakes made by organizations intent on developing and/or delivering IP (inventions, technical data and computer software) under contracts, grants, cooperative agreements, CRADAs, and OTAs. Listen and learn!

Dan Kelly, Partner, Government Contracts & Export Controls Practice Group McCarter & English, LLP



22. Emerging Topics in Contract Financing and Cash Management in DoD Environment

The presentation will address trends and the impact of changes in acquisition practices to Contract Financing and Contractor Cash Flow since the Better Buying Power directive was issued in 2010. The presentation will also address the DFARS Proposed Rule on Contract Financing that was issued in August 2018 along with a discussion of strategies being pursued to ensure all changes contemplated will ensure the long term health, competition, and innovation of the industry.

David Goode, Director – Asset Management/Working Capital Initiatives, Raytheon

23. Thought Leaders in the Acquisition Arena

Come join a diverse panel of leaders discussing what makes them effective during the day and what keeps them up at night. The second half of the presentation will include informal breakout sessions with individual Panelists to dialogue to address your burning issues. Topics include:

- The Dynamic Acquisition Environment
- The Ability to Attract and Retain a Productive Workforce
- Diversity in the Workforce
- Managing Difficult Conversations
- Managing Business Risk – Where to Look
- Leadership Lessons Learned

Julie Planchet, VP/GM, Field and Safety Instruments, Thermo Fisher Scientific

Gail Welch, Vice President, Contracts, Raytheon Company Integrated Defense Systems

Don Vandevere, Director of Contracting, MIT Lincoln Laboratory

Derek Shaw, Managing Director - Industry Specialty Services, BDO USA, LLP

ML Mackey, CEO/Co-Founder - Beacon Interactive Systems

C. Anthony Braswell, Director of Contracting – AFLCMC, Hanscom AFB

Ellen Kelley, Contracting Services Department, MIT Lincoln Laboratory

Marsha Cervantez, Sr. Principal Contracts Manager, General Dynamics Mission Systems

24. The Robots are Coming: Driving Efficiency in Contracting

We will start with a short overview of what Process Robotics is. Then review the type of functions Process Robotics can do. We then divided the class in to small groups and have them brainstorm where Process Robotics could be used in the Contracting process. Finally, we have each group report out to the rest of the class.

Knob Moses, Specialist Leader, Federal Practice, Deloitte Consulting, LLP

Rick Skigen, Department of Defense Sector Lead, Strategy & Analytics Practice, Deloitte Consulting, LLP

Social Hour 5:00 PM



Speaker Biographies

1. Commercial Items - New Developments in Determination / DFARS vs. FAR

Ryan Connell, Director, Northeast Pricing Team, DCMA Commercial Item Group

Ryan Connell is DCMA's Northeast Pricing Director in the Commercial Item Group. Mr. Connell has over 10 years in Defense acquisition experience which includes ACAT1 cradle-to-grave program cost estimating, Air Force proposal pricing & negotiation, DCMA in-plant cost & compliance, and most recently assisted in creating the congressionally mandated Cadre-Of-Experts for commercial acquisition.

Mr. Connell led many forward thinking cost-savings initiatives, and was recognized at the Pentagon by Mr. Kendall (AT&L) as the 2016 Workforce Individual Achievement Award recipient, in the field of contracting. He holds his Masters of Business Administration, with undergraduate concentrations in Finance, Economics and International Business. He holds DAWIA certifications in contracting and program management.

Jonathan Fox, Contract Price/Cost Analyst, Northeast Pricing Team, DCMA Commercial Item Group

Jonathan attended Wheaton College (Norton, MA), and graduated with a degree in International Relations with a minor in International Economics. Upon graduation I went into the financial sector in Boston. During my seven years in private industry, I worked in the mutual fund accounting and hedge fund management businesses. I came into the Government in 2011, as a Procurement Analyst with DCMA's Contractor Purchasing System Review (CPSRP) team. After two years with the CPSR team I switched roles to become a Contract Price/Cost Analyst with the Boston CMO. In July 2016 I accepted a Contract Price/Cost Analyst position with the newly formed Commercial Item Group in its Northeast Pricing Team.

2. The Top 10 (plus!) Pitfalls to Avoid When Responding to an RFP

Erin O'Shea, Director – Industry Specialty Services, BDO USA, LLP

Erin O'Shea is a Director in the Industry Specialty Services Group at BDO. This group of over 50 professionals provides unique business solutions to organizations across a wide array of industries including government contracting, life sciences, not-for-profit, manufacturing, technology, and construction among others.

Erin has over twelve years of professional experience specializing in damages and cost analysis in matters involving commercial and government contracts. She has reviewed and analyzed claims related to bid protests, government contract compliance, false claims, and contract terminations, and has assisted clients with labor rate analyses, revenue and cost modeling, contract and document review, database management, trend analyses, invoice and payment reconciliations, and preparing claims and Requests for Equitable Adjustments (REAs).



Eric Whytsell, Partner – Government Contracts, Intellectual Property, Data Security, Export Controls, Stinson Leonard Street, LLP

Eric advises clients on a full range of federal, state and local procurement matters. In addition to helping clients understand and assess the potential benefits and risks presented by government contracts, Eric represents clients in connection with contracts, negotiations, protests, claims, internal investigations and more. He regularly works with government contractors and subcontractors to ensure compliance with requirements concerning business ethics and conduct, labor standards, data security and sourcing restrictions. Eric also advises on teaming, joint ventures and subcontracting arrangements and compliance with small business and socio-economic programs.

Along with representing and counseling clients, Eric frequently advises government contractors and commercial companies on an array of contracting and subcontracting matters, especially those relating to the development, protection, licensing and other exploitation of intellectual property assets. He has extensive experience negotiating contracts with government agencies, contractors and commercial firms for commercial products and services, and counseling software, technology, and IT services firms about the commercialization of intellectual property and the unique risks and obligations involved in government contracting.

3. Navigating iEdison

Cara Wulf, Associate, McCarter & English, LLP

Ms. Wulf is an Associate in the Government Contracts & Export Controls Practice Group. She has extensive experience counseling clients regarding compliance with federal, state, and local public procurement requirements. She also assists in litigation involving bid protests, claims, and other disputes before federal agencies, courts and the U.S. Government Accountability Office (GAO).

Prior to joining McCarter & English, Ms. Wulf worked for multiple U.S. Department of Defense agencies, through which she gained experience with complex government regulations, including the FAR and DFARS. Cara has extensive experience litigating claims under the Contract Disputes Act (CDA) before the Armed Services Board of Contract Appeals (ASBCA), and interfacing with the Department of Justice in connection with complex litigation before the Court of Federal Claims and various U.S. District Courts. She also has experience litigating issues regarding cost allowability, allocability and reasonableness, the Cost Accounting Standards (CAS), responses to contracting officer final decisions (COFDs), design-build construction contracts, requests for equitable adjustments, differing site conditions, delay claims, various programs administered by the Small Business Administration (SBA), contract terminations for default and convenience, and advising on prime contract and subcontract terms and conditions.



4. Navigating the Indirect Cost Rate Maze

Chad Braley, Managing Partner and CEO, Capital Edge Consulting, Inc.

Chad Braley is the Managing Partner and Chief Executive Officer of Capital Edge Consulting, Inc. Since its inception, Capital Edge has grown into the country's leading consulting firm, focused solely on serving both domestic and foreign contractors who contract with the US Government. Chad's areas of expertise include the Cost Accounting Standards (CAS), Federal Acquisition Regulations (FAR), agency supplement regulations, Contractor Accounting, Purchasing, Estimating, MMAS, and EVM Business Systems, Truth in Negotiations Act, government accounting requirements, Incurred Cost Submissions (ICS), DCAA Audits support and preparation, other regulatory non-compliance support, Terminations, Requests for Equitable Adjustment (REA), ERP systems and risk mitigation.

Chad serves government contractors ranging in size from small businesses to Fortune 100 companies with full contract lifecycle support in the areas of accounting, contracts, compliance and training. His clients work in a wide range of industries, including aerospace, biotech and life sciences, defense and homeland security, education, energy, health care, information technology, intelligence and manufacturing. Chad has successfully supported clients in developing and implementing compliance controls, policies, processes, and procedures to successfully mitigate the risk of regulatory noncompliance and has helped more than 250 companies successfully complete government audits. He has also assisted numerous clients in resolving allegations of non-compliance and supported his clients in claiming over \$50 million of additional costs to which they were entitled. Chad has extensive experience with the Cost Accounting Standards and has helped companies develop their CAS Disclosure Statements, change cost accounting practices, develop cost impact statements and defend against allegations of noncompliance.

Chad also supports his clients in implementing and reviewing both new and existing business systems related to accounting, estimating, purchasing, billing, labor charging, material management, and earned value. He has supported numerous clients in either acquiring or divesting businesses and has led a significant number of government contract compliance due diligence engagements to mitigate risks during the merger and acquisition process. He has helped assess the compliance infrastructure of numerous organizations to ensure each organization can successfully meet its compliance requirements, while minimizing impacts to operational efficiencies.

Marie Salamone, Senior Manager, Capital Edge Consulting, Inc.

Marie Salamone's areas of expertise include: Cost Accounting Standards (CAS), Federal Acquisition Regulations (FAR), incurred cost submissions, forward pricing rate proposals, contract terminations, business system compliance reviews, policies and procedures development, indirect rate structure reviews, disclosure statements, cost impact models, DCAA audit support, cost engineering, construction related claims, and litigation support.

Marie has more than 29 years of government contract cost accounting and compliance consulting as well as cost engineering, construction claims analysis and litigation experience in an array of industries that include



pharmaceutical, defense, manufacturing, service, energy, and waste management. Utilizing her expertise in the construction industry, Marie serves clients of all size by providing accounting, contracts, compliance, and claims support. She has developed numerous incurred cost proposals for a wide variety of clients, ranging from very simple to very complex rate structures with mix of contract types. In addition, Marie has provided audit support to clients undergoing various DCAA audits. She has also managed large teams taking on complex projects. Marie has also developed termination proposals, forward pricing proposals and policies and procedures for both large and small contractors across a number of industries. Prior to joining Capital Edge Consulting, Inc., Marie spent 12 years with a nationally recognized consulting firm, focused on government contracts and construction consulting. She also spent more than 10 years working with a boutique consulting firm specializing in construction related claims and litigation support.

Sean O'Connor, Senior Manager, Capital Edge Consulting, Inc.

Sean O'Connor is a Senior Manager with Capital Edge Consulting, Inc. Sean's areas of expertise include litigation support, CPSR readiness assessments and preparation, purchasing system redesign and implementation, Federal Supply Schedule contracts, estimating systems, audits of incurred cost and Cost Accounting Standards and Disclosure Statements. Sean is also experienced in procurement file audit and remediation with emphasis in price analysis review and augmentation. He is well versed with General Services Administration (GSA) contract compliance and with FAR, CAS and DCAA internal controls and identification of regulatory and cost accounting practice changes.

With over 12 years of experience working with the Government as well as a number of large Department of Defense contractors, Sean has worked closely with Chief Executive Officers, Chief Financial Officers, Vice Presidents, General Counsels and Outside Counsel and Controllers and brings experience from a wide range of engagements. Sean has represented multiple clients in False Claims Act and Foreign Corrupt Practices Act proceedings and in settlements with the Office of the Inspector General in disputes regarding GSA contracts. Sean has led multiple projects implementing and performing compliance gap analyses of Earned Value Management Systems (EVMS) at all EVMS tier levels, for contracts issued by both the Department of Defense and the Department of Health and Human Services. He has assisted in preparing cost proposals including direct labor, indirect overhead, ODC and G&A rate development, facilities capital cost of money and profit analysis. Sean also has considerable experience working with Internal Audit teams reengineering business processes, Sarbanes Oxley compliance, performing risk assessments, aligning process gaps to risks, determining current levels of compliance and identifying requirements to achieving compliance.

5. Cyber Requirements (DFARS/NIST) Impact to Subcontractors / Monitoring Obligations

Andy Artz, Partner/Principal, Government Contract Services (GCS), Ernst & Young, LLP

Andy Artz is a Principal in Ernst & Young's Government Contract Services (GCS) practice. He provides a wide range of advisory services to assist clients in conducting business with the Federal Government with more than 15 years of experience in government contracting, including over 12 years with EY and 3 years with the Defense Contract Audit Agency (DCAA). As the GCS cybersecurity lead he has assisted numerous clients with interpreting regulatory requirements and assessing internal controls for contractual compliance.



Michael Tomaselli, Senior Manager, Government Contract Services (GCS), Ernst & Young, LLP

Michael Tomaselli is a Sr. Manager in Ernst & Young's Government Contract Services (GCS) practice. Michael possesses over 12 years of experience in the government contracting environment assisting clients and their external counsel with a wide range of regulatory compliance matters. Over the past 2 years, Michael has been focused on supporting clients with developing tailored approaches to evaluate and comply with the requirements of DFARS 252.204-7012. DCAA Audits support and preparation, other regulatory non-compliance support, Terminations, Requests for Equitable Adjustment (REA), ERP systems and risk mitigation.

6. Regulatory Environment Hot Topics and Industry Trends

Ron Meldonian, Contractor, Government Contract Services, Ernst & Young, LLP

Ron Meldonian is a contractor in Ernst & Young's Government Contract Services (GCS) practice and is based in Boston, MA. Prior to joining GCS, Ron had 34 years of experience in government contracting with the Defense Contract Audit Agency (DCAA) and was a member of the Department of Defense's (DoD) Senior Executive Service (SES) for 9 years. His last position with DCAA was as Regional Director for the Northeastern Region, which encompassed operational responsibility for 22 Field Audit Offices (FAO) including overseas audit operations in Europe, Africa, the Middle East, and Southwest Asia. Ron's extensive background has enabled him to speak at both government only and industry/government forums and conferences on multiple occasions.

Edward Morley, Senior Manager, Government Contract Services, Ernst & Young, LLP

Edward Morley is a Sr. Manager in Ernst & Young's Government Contract Services (GCS) practice in Boston, MA. Edward has over 10 years of experience supporting clients on a variety of services offered by Ernst & Young to assist clients and their legal counsel in contracting with the Federal Government in the areas of accounting and contract compliance. He has extensive experience in the review of the DFARS Business Systems. He assists in the review of the Key Business System by providing health checks, full gap assessments, detailed transactional testing, and monitoring services. In addition to these services, Edward has assisted clients in interpreting, implementing and complying with federal procurement regulations, and contractual requirements, including the FAR. He also has had a specific focus regarding construction firms and Department of Defense (DoD) contractors, performing diagnostic audits, and reviewing and assessing internal control processes.

Eric Tracz, Senior, Government Contract Services, Ernst & Young, LLP

Eric Tracz is a Senior in Ernst & Young's Government Contract Services (GCS) practice and is based in Boston, MA. He has 5 years of Aerospace and Defense financial and government compliance experience, including 2 years focused on FAR/DFARS compliance. Eric's experience in GCS includes DFARS business systems and CAS/FAR advisory. Prior to joining GCS, he worked as a Senior in Ernst & Young's Risk Advisory Services group for over two years, specializing in Aerospace and Defense and Accounting System (SOX) Compliance.



7. Pre-Award to Contract Award in a Competitive Environment

Jill F. Armano, Chief of Source Selection, AFLCMC/AZA, Hanscom Airforce Base

Jill F. Armano is the Chief of Source Selection for the Air Force Life Cycle Management Center Acquisition Center of Excellence (AFLCMC/AZA) at Hanscom Air Force Base, MA. The Acquisition Center of Excellence at Hanscom Air Force Base, MA provides expert advice and hands-on assistance to the acquisition workforce and leadership to instill credibility, excellence and innovation in the Air Force Acquisition and Sustainment process. Ms. Armano is directly responsible for Source Selection processes and techniques the Government uses to select the offeror who gives the Air Force the greatest confidence that they will best meet our requirements affordably. Ms. Armano entered federal service in 2005 as a Contract Specialist for the Army Corps of Engineers, Concord, MA. In 2006, Ms. Armano transferred to the Air Force as a contract specialist. In 2013, Ms. Armano left federal service to work as a Contracts Manager for Raytheon IDS, Woburn, MA. She later returned to federal service in 2015.

Ms. Armano received her Juris Doctor from Massachusetts School of Law Andover, MA and Bachelor of Arts from University of Massachusetts Lowell, MA. Her military education includes the Graduate School Executive Leadership Program, Air University Air Command and Staff College, and Air University Squadron Officer School.

8. How DCMA Driven Metric May be used for Continuous EVMS Process Improvement

Dave Scott, Managing Director – Industry Specialty Services, BDO USA, LLP

Dave is a BDO managing director for Program Optimization and Project Controls solutions. He has more than 25 years of experience with both government and commercial customers in the implementation of systems and methodologies to improve management processes. Dave has extensive experience designing, implementing, and supporting compliant earned value management systems (EVMS) for both the U.S. Government and Government Contractors. In addition, Dave has provided EVMS assurance services supporting government contractors EVMS compliance with the ANSI/EIA 748 standard. He provides a unique perspective gained through his experience directly supporting Federal Agency and Department of Defense (DOD) programs surveillance of contractors EVM reporting and EVM Systems.

He participates in government and industry committees which are developing guidelines for EVM including the Office of Secretary of Defense (OSD) Performance Assessment and Root Cause Analysis (PARCA) EVM division; as well as the Government Accountability Office (GAO) expert committees on project scheduling and cost management. He also supports the National Defense Industrial Association (NDIA) Integrated Program Management Division, College of Performance Management, and Earned Value Management Practitioners' Forum. He frequently presents at conferences and training workshops on a variety of related industry topics.



9. Effectively Prosecuting Claims Against The Government

Franklin Turner, Partner & co-Leader Government Contracts & Export Controls Practice Group, McCarter & English, LLP

Mr. Turner is a Partner and Co-Leader of the Government Contracts & Export Controls Practice Group. He is an innovative business lawyer with significant experience resolving complex government contracts issues for a broad array of companies – ranging from multinational Fortune 100 corporations to mid-market and small businesses. Mr. Turner routinely represents clients in the aerospace, defense, information technology, health care and industrial supply sectors.

Mr. Turner’s multifaceted practice includes assisting companies with comprehensive claims for payment, prosecuting and defending bid protests, counseling companies regarding small business regulations and related issues, conducting internal investigations to ensure his clients’ compliance with federal procurement regulations and related statutes, preparing and submitting mandatory and voluntary disclosures, counseling prime contractors and subcontractors regarding disputes, defending companies against False Claims Act allegations, counseling companies regarding issues of cost allowability, allocability and reasonableness, designing and implementing comprehensive regulatory compliance programs, and assisting government contractors in connection with mergers and acquisitions due diligence.

Mr. Turner is a prolific author and lecturer and is routinely called upon by national and international news organizations to offer his insight regarding developments in the federal procurement industry.

Alex Major, Partner & co-Leader Government Contracts & Export Controls Practice Group, McCarter & English, LLP

Mr. Major is a partner and co-leader of the firm’s Government Contracts & Export Controls Practice Group. Mr. Major focuses his practice on federal procurement, cybersecurity liability and risk management, and litigation. A prolific author and thought leader in the area of cybersecurity, his professional experience involves a wide variety of litigation and counseling matters dealing with procurement laws and federal regulations and standards. His diverse experience includes complex litigation in federal court under the qui tam provisions of the False Claims Act and bid protest actions. He counsels all sizes of companies on issues relating to compliance with government regulations including, among other things, cybersecurity (NIST, FIPS, FedRAMP, and DFARS) requirements, multiple award schedule compliance, Section 508 issues, country of origin requirements under the Buy American and Trade Agreements Acts, cost accounting, and small business requirements. He also regularly conducts internal investigations to assist companies ensure that they are in full compliance with the law.

Mr. Major is a contributing author to Computer Software Protection-Liability-Law-Forms, “Chapter 21 - Cloud Computing” (Thomson Reuters), 2018-present. He was also a founding editor and contributing author to the Cloud Computing Legal Deskbook (Thomson Reuters), an annual publication addressing cloud computing issues and solutions for commercial and government end users and suppliers.

Mr. Major is a retired U.S. Air Force intelligence officer who most recently served as a U.S. Air Force Academy Admissions Liaison Officer for the state of Maryland in the Air Force Reserves.



10. Best Practices in Pricing and Estimating

Jack Gay, Executive Contractor, Government Contract Services (GCS) Practice Ernst & Young, LLP

Jack Gay is a Client Serving Contractor with Ernst & Young's Government Contract Services (GCS) practice in Boston, Massachusetts. Jack has more than 30 years of experience in government contracting, joining EY in January of 2013 following over 27 years spent working for the Defense Contract Audit Agency (DCAA). Jack performs a variety of services offered by Ernst & Young to assist clients in contracting with the Federal Government in the areas of accounting, internal controls, and contract compliance. These services include: assessments of key business systems; assistance with corrective action plans (CAP); analyses of indirect rates and cost allocation plans; review and preparation of policies and procedures; assessments of labor timekeeping; executive compensation and reasonableness of other compensation; Audits of Educational Institutions and Non-Profits; research and analysis of Cost Accounting Standards (CAS) related issues; resolution of disputes involving CAS and Federal Acquisition Regulations (FAR); as well as contract case law research to support client positions.

Tim Manning, Senior Manager, Government Contract Services (GCS) Practice Ernst & Young, LLP

Timothy Manning is a Sr. Manager in the Ernst & Young's Government Contract Services (GCS) practice. He is based out of the Boston, MA office. Timothy has been with Ernst & Young LLP for over 10 years and during this time and gained a broad range of experiences working on a variety of projects across many different industries. In more recent years, he has focused on compliance matters for federal contractors. He has extensive experience related to key Department of Defense (DoD) business systems, cost & price analysis, indirect rates, and responding to DCAA audit findings and corrective actions. Tim has worked on engagements related to CMS regulations, fraud investigations, forensic accounting reviews, and accounting remediation projects. He has also spent a portion of his career overseas supporting clients abroad. Timothy has managed multiple large teams and has worked closely with many business functions such as Internal Audit, Supply chain, Contracts, and General Counsel's Office.

Christina Graves, Senior, Government Contract Services (GCS) Practice Ernst & Young, LLP

Christina Graves is a Senior within Ernst & Young's Government Contract Services (GCS) practice, in Boston, MA. Prior to joining the GCS practice, Christina worked as a Senior Auditor for the Department of Defense (DoD) under the Defense Contract Audit Agency (DCAA) for approximately 9 years. Christina's audit experience includes major federal contractors (multi-billion dollar publicly traded corporations) in the aerospace, defense, engineering, manufacturing, and telecommunications industries. She was the lead auditor on numerous high dollar forward pricing rate / dollar proposal audits, multi-year incurred costs audits, business systems audits, Mandatory Annual Audit Requirements (MAAR) audits, Disclosure Statements adequacy / compliance audits, General Dollar Magnitude (GDM) audits, and Terminations audits, among many others.



11. Report from the Section 809 Panel

Dave Drabkin, Chair – Section 809 Panel, Principal, Drabkin and Associates, LLC

Currently Chair of the Section 809 Panel and Principal of Drabkin and Associates, LLC. Mr. Drabkin previously served as the Director of Acquisition Policy at Northrop Grumman, Deputy Associate Administrator for Acquisition Policy and Senior Procurement Executive for the Office of the Chief Acquisition Officer, and Head of Contracting Activity for the General Services Administration (GSA).

Charlie Williams, Commissioner – Section 809 Panel, President, CWilliams, LLC

Currently Commissioner on the Section 809 Panel and President of CWilliams LLC, providing consulting services to the Defense Industry and federal contracting community. Mr. Williams also currently serves as President of the National Contract Management Association (NCMA). Previously Director of Defense Contract Management Agency (DCMA) and former Deputy Assistant Secretary of the Air Force for Contracting.

Major General Darryl Scott, Commissioner – Section 809 Panel, USAF (Ret)

Currently Commissioner on the Section 809 Panel. Maj Gen Scott, USAF (Ret) was most recently the Corporate Vice President of Contracts and Pricing at the Boeing Company. He served as Deputy Commander at the Defense Business Transformation Agency/Task Force for Business Stability Operations, Commander of the Joint Contracting Command for Iraq and Afghanistan, and Director at Defense Contract Management Agency (DCMA).

12. M&A in Government Contracting – Hot Topics throughout the Deal Lifecycle

Aaron Raddock, Managing Director & National Co-Leader Government Contracts Practice, BDO USA, LLP

Aaron Raddock is the National Co-Leader of BDO's Government Contracts Practice. He focuses in the area of advisory services and has more than twelve years of consulting experience working with government contractors and recipients of federal funds. Aaron has assisted clients in virtually every industry on a wide range of business issues and regulatory compliance matters including but not limited to FAR/CAS, GSA/VA Schedule pricing, and Service Contract Act and Davis-Bacon Act compliance. He regularly helps contractors establish effective compliance programs, navigate government audits from DCAA, GSA OIG, and DOL, and often supports both outside counsel and contractors in litigation matters. A significant portion of his practice involves M&A transactions in the form of either buy and sell-side diligence support or assisting contractors with post-merger integration.

David Black, Partner and Co-Chair, National Government Contracts Team, Holland & Knight, LLP

David S. Black is a partner and Co-Chair of the National Government Contracts Team at Holland & Knight LLP in the Firm's Tysons, Virginia office. David's practice involves serving as a trusted advisor and problem-solver



to Federal contractors and subcontractors in every stage of development along the growth curve. He provides legal advice and representation for the purpose of securing a contractor's existing business opportunities, enhancing performance and mitigating risk, and positioning and preparing an emerging contractor for new, strategically important opportunities. David serves contractors in a broad array of industries, with an emphasis on technology, professional services, cutting edge products, health care, and research and development.

David's practice involves transactional work, dispute resolution, and counseling and risk management. In his transactional practice, David supports Holland & Knight's Mergers & Acquisitions Practice in deals involving government contractors. He also assists contractors in negotiating Other Transactions Agreements and CRADAs as well as teaming agreements and subcontracts. In his dispute resolution practice, he represents contractors in protests, claims under the Contracts Disputes Act, responding to government investigations and audits, False Claims Act investigations and litigation, terminations for default for convenience, and prime-subcontractor disputes. In his counseling and risk management practice, he counsels on a variety of contract administration and procurement issues, such as data rights and small business programs, advises companies regarding the performance of Federal grants, and helps to design, implement, and maintain effective compliance and internal control systems.

Keynote Address

Julie A. Planchet, Vice President & General Manager of Field and Safety Instruments

Julie Planchet joined Thermo Fisher Scientific in February of 2016 as the VP/GM for the Portable Analytical Instruments business unit in CAD. In this role, Julie had full P&L responsibilities and the challenge to profitably grow the business greater than 10%, which she accomplished. In 2017, Julie was asked to lead a larger business with diverse technologies and became the VP/GM of Field and Safety Instruments with the same P&L responsibilities and growth challenges.

Before joining Thermo Fisher, Julie worked for Cabot Corporation, where she served as Vice President and General Manager of the Reinforcement Materials business in North America, Canada and Mexico. In that role, she led five manufacturing facilities as well as shared services. In her prior role at Cabot, she was Vice President and General Manager of the Global Inkjet Technologies business where she set strategic direction and implemented the expansion of market segments, customers and innovative products.

Prior to joining Cabot, Julie led businesses at Dow Chemical as North American General Manager, Semiconductor Technologies and led the business through significant change through the integration of Dow and Rohm and Haas. At Rohm and Haas, Julie was North American and European General Manager for the Microelectronics business. Julie also held senior roles in strategic planning, operations and finance at Shipley Company before it was acquired by Rohm and Haas.



13. The Analytical Hierarchy Process (AHP): A Comparative Decision-Making Process for Comparative Evaluations in the Context of Simplified Acquisitions in FAR 13

Prof. Enrique Mu, Center for Leadership and Management, Carlow University

Enrique Mu is a full professor, specialized in Managerial Decision Making, in the MBA program at Carlow University, Pittsburgh, Pennsylvania. He is editor/reviewer of several journals and has extensively published in the field of the Analytical Hierarchy Process. He acquired his PhD at the University of Pittsburgh, where he studied under Thomas Saaty, the pioneer in the field of AHP. Prof. Mu has extended and applied the AHP Multi-Criteria decision method in many applications including forensic applications (eyewitness identifications) and unfair sporting results in world soccer and the cloud-based IT storage and computing solution for the City of Pittsburgh for which he was recognized by the Mayor and City Council.

John Young, Procurement Analyst, Department of Veterans Affairs

John Young, CCCM, CFCM, is a graduate of the Air Force Copper Cap program. He has worked as Contract Specialist at the Air Force Material Command, Hanscom AFB, MA and NAVSEA NUWC, Newport, Rhode Island. John is a Procurement Analyst in the Department of Veterans Affairs, Network Contracting Office 1 (New England) where he co-ordinates, FOIA's, Claims, Protests, Congressional queries and HIPAA compliance and QA.

14. It's All About the Data

Kevin Burns, Chief Information Security Officer, Draper Laboratory

Kevin Burns, Draper's Chief Information Security Officer, is currently responsible for information security throughout the enterprise, as well as compliance, incident response, and security architecture. Mr. Burns previously worked for the Commonwealth of Massachusetts for twenty-two years, and from 2012, through 2016, held the position of CISO within the Executive Office of Administration and Finance. During his tenure at the Commonwealth, Mr. Burns was responsible for ensuring the security and confidentiality of the Commonwealth's constituents' data and private information, as well as ensuring that the executive branch agencies adhered to federal, state, and local compliance drivers. Mr. Burns came to the Commonwealth from the private sector in which he held financial management positions within the hazardous waste industry, as well as having worked for ADP, implementing financial and accounting applications throughout New England.

Mr. Burns is an adjunct professor at Boston College and as well as previously being a guest lecturer at Northeastern University. Mr. Burns has been a lecturer and panelist for many cyber-related events, and has been involved in developing and consulting regarding cyber related course materials for Mass Bay Community College.

A lifelong resident of Massachusetts, Mr. Burns has resided on the South Shore for many years.



15. Trends and Trials in Federal Contractor Labor Law Compliance

Rebecca I. Springer, Partner – Labor and Employment, Crowell & Moring, LLP

Rebecca Springer joined Crowell & Moring in 1999 and currently serves as partner in the Labor & Employment Group. Her practice focuses on labor and employment litigation and counseling, particularly in the area of Office of Federal Contract Compliance Programs (OFCCP) compliance. Rebecca has extensive experience conducting audits of personnel practices, preparing Affirmative Action Plans, and counseling clients on affirmative action issues. She also has experience conducting statistical analyses of compensation and other personnel practices for purposes of class action litigation, OFCCP compliance audits, and employer self-audits, and frequently teams with labor economists to analyze compensation and advise clients on potential risks and proactive measures to address compensation disparities.

Rebecca has worked extensively on single-plaintiff, multi-plaintiff and class action labor and employment litigation involving allegations of race discrimination, FMLA and disability discrimination, sexual harassment, protection of trade secrets, and traditional labor law issues. She has significant experience counseling employers on reductions-in-force and restructuring. Rebecca also regularly counsels clients on the “alphabet soup” of employment-related laws including the Family and Medical Leave Act (FMLA), the Americans with Disabilities Act (ADA), Age Discrimination in Employment Act (ADEA), Title VII, and the Uniformed Services Employment and Reemployment Rights Act (USERRA).

Rebecca has conducted numerous investigations of harassment, discrimination, and retaliation complaints. She has extensive experience conducting interviews, drafting investigation reports, and providing strategic advice to clients on the many issues that arise throughout an investigation. As a member of the firm’s Education Practice, Rebecca has significant experience investigating and providing advice on sexual assault, harassment, and discrimination claims in the education context. She also specializes in counseling universities on Title IX compliance issues and conducting investigations of Title IX complaints.

Rebecca graduated from Duke University School of Law where she received the Duke Law Advocacy Award for excellence in oral advocacy. Prior to attending law school Rebecca worked in the White House as the assistant to the counselor to the president and then at U.S. News & World Report as the special assistant to the editor-at-large. She is a member of the Virginia and District of Columbia bars.

Aaron Raddock, Managing Director & National Co-Leader Government Contracts Practice, BDO USA, LLP

Aaron Raddock is the National Co-Leader of BDO’s Government Contracts Practice. He focuses in the area of advisory services and has more than twelve years of consulting experience working with government contractors and recipients of federal funds. Aaron has assisted clients in virtually every industry on a wide range of business

issues and regulatory compliance matters including but not limited to FAR/CAS, GSA/VA Schedule pricing, and Service Contract Act and Davis-Bacon Act compliance. He regularly helps contractors establish effective compliance programs, navigate government audits from DCAA, GSA OIG, and DOL, and often supports both



outside counsel and contractors in litigation matters. A significant portion of his practice involves M&A transactions in the form of either buy and sell-side diligence support or assisting contractors with post-merger integration.

16. DCMA CPSR Update - Common Purchasing System Deficiencies

John Foley, Director, Contractor Purchasing System Review (CPSR) Group, DCMA

Mr. John Foley is the Director of the Contractor Purchasing System Review (CPSR) Group and works out of Boston, MA. The CPSR Group consists of four regional teams located in Boston, Atlanta, Dallas, and Phoenix. The Group conducts 125 reviews a year on average at contractor locations across the U.S. and abroad. John has been with Defense Contract Management Agency (DCMA) in various contracting roles for over ten years.

17. Kessel Run: Agile Acquisition Strategies to Own the Technical Baseline

Kiel Anderson, Chief of the Intelligence Systems Contracting Branch, Hanscom Air Force Base

Mr. Kiel Anderson is the Chief of the Intelligence Systems Contracting Branch, Hanscom Air Force Base, Mass. He leads a staff of contract management professionals charged with awarding and administering a \$200M+ portfolio. Kiel has over 13 years in Government contracting and has awarded, supported, or advised on hundreds of Air Force contract actions spanning the disciplines of Major Systems, commercial, advisory and assistance, and research and development contracting.

Major Matthew K. Nelson, Mad Hatter Program Manager, Air Force Materiel Command, Hanscom Air Force Base

Major Matthew K. Nelson is the Mad Hatter Program Manager, Air Force Materiel Command, Hanscom Air Force Base, Mass. In his current position he is lead the cloud migration of the F-35's Autonomic Logistics Information System (ALIS). In this effort, his team is focusing on implementing a Continuous Integration / Continuous Delivery framework to drastically improve logistics management functions, the existing IT architecture, and overall lead time to the warfighter. The modern software development practices and methodologies his team are implementing have the potential to save over \$1 Billion across the F-35 fleet. In his prior assignment, Major Nelson was the Program Manager for the Targeting and GOEINT program where he implemented a cloud migration strategy of 6 targeting applications and was an instrumental member of getting the Air Force's Kessel Run software program established.



18. What's New in Federal Contracting? A Procurement Policy Update

David Black, Partner and Co-Chair, National Government Contracts Team, Holland & Knight, LLP

David S. Black is a partner and Co-Chair of the National Government Contracts Team at Holland & Knight LLP in the Firm's Tysons, Virginia office. David's practice involves serving as a trusted advisor and problem-solver to Federal contractors and subcontractors in every stage of development along the growth curve. He provides legal advice and representation for the purpose of securing a contractor's existing business opportunities, enhancing performance and mitigating risk, and positioning and preparing an emerging contractor for new, strategically important opportunities. David serves contractors in a broad array of industries, with an emphasis on technology, professional services, cutting edge products, health care, and research and development.

David's practice involves transactional work, dispute resolution, and counseling and risk management. In his transactional practice, David supports Holland & Knight's Mergers & Acquisitions Practice in deals involving government contractors. He also assists contractors in negotiating Other Transactions Agreements and CRADAs as well as teaming agreements and subcontracts. In his dispute resolution practice, he represents contractors in protests, claims under the Contracts Disputes Act, responding to government investigations and audits, False Claims Act investigations and litigation, terminations for default for convenience, and prime-subcontractor disputes. In his counseling and risk management practice, he counsels on a variety of contract administration and procurement issues, such as data rights and small business programs, advises companies regarding the performance of Federal grants, and helps to design, implement, and maintain effective compliance and internal control systems.

19. Program and Contracts: Partners for Success

Rick St. Germain, Director – Program Management Excellence, Raytheon Integrated Defense Systems

Rick St Germain is the Program Management Excellence (PMX) Program Director assigned to Global Supply Chain Management (GSCM) within Raytheon's IDS Business unit. Raytheon Company, with 2017 sales of \$25 billion and 64,000 employees worldwide, is a technology and innovation leader specializing in defense, civil government and cybersecurity solutions. Raytheon is headquartered in Waltham, Massachusetts. Headquartered in Tewksbury, Massachusetts, IDS has 28 locations around the world. Its broad portfolio of weapons, sensors and integration systems supports its customer base across multiple mission areas including air and missile defense systems; missile defense radars; early warning radars; naval ship operating systems; command, control, communications, computers and intelligence (C4I) systems and other advanced technologies. IDS provides affordable, integrated solutions to a broad international and domestic customer base. In this role Rick is responsible for increasing program management discipline in GSCM with a focus on major subcontracts. This includes mentoring the GSCM teams supporting programs and providing guidance to overcome challenges. He is also leading initiatives to memorialize roles and responsibilities, training and certification requirements for several critical functions within GSCM. Prior to this he was the Korea Patriot Programs Director responsible for overall program execution for Patriot programs in Korea. Previously he was the Mission Integration Director for the Saudi Patriot Configuration 3 &



Refurbishment+ DCS Program, responsible for Spares, Transportation, Import/Export, Training, and Vehicle & Generator Refurbishment in Dhahran. Before this he was the Program Director for the Taiwan Surveillance Radar FMS Program. In this role he was responsible for all aspects of program execution including Radar Systems development and production along with a major construction effort on top of an 8600' mountain in a remote area in Taiwan.

He was the Program Area Manager of Integrated Supply Chain & Quality leading efforts across several programs including; Upgraded Early Warning Radar (UEWR), Cobra Judy Replacement (CJR) Program, and the Surveillance Radar Program (SRP), overseeing all aspects of supply chain and quality activities.

Rick was the Deputy Program Manager on the DD(X) Program for those work elements within Raytheon's Network Centric Systems (NCS). Prior to this, he was the Program Manager for the Navy's EHF Follow-on Terminal Program (FOT) and Project Lead for Submarine High Data Rate (Sub-HDR), advanced EHF SatCom system development and production program.

Rick joined Raytheon in 1983 and has held a variety of increasingly responsible positions in Program Management, Engineering, and Supply Chain Management. He has broad experience both domestically and internationally in a wide variety of products across all program phases.

Rick received his Bachelor of Science degree in Electrical Engineering from the University of Lowell and his Master's in Electrical Engineering from Worcester Polytechnic Institute.

Ben Spencer, Vice President – Program Management, Mercury Systems

Benjamin Spencer (Ben) joined Mercury as the Vice President of the Global Program Management function in 2018. In his role at Mercury Systems, Ben is responsible for ensuring there are effective processes and tools in place across the company to enable successful program execution and delivery of products to Mercury's customers. Tight coordination with Contract Management is essential to ensure clarity of offers, terms and conditions for each program exist between Mercury and its customers.

Prior to Mercury Systems, Ben was with Leonardo DRS where he was a Senior Director of Program Management for the Naval Propulsion Systems group and was also the Program Manager for the electric propulsion motor for the Navy's new Columbia Class submarine program. Prior to DRS, Ben was with Raytheon where he held various Program Management, Systems Engineering, Information Technology, Business Development and Business Operations positions and managed numerous strategic Army, Navy & Air Force programs including a two year assignment at the Ronald Reagan Test Range in the Marshall Islands. Ben also has experience as a management consultant analyzing major commercial and defense clients operations to increase profitability through process improvements and ERP system selection and implementation.

Ben has a bachelor's degree in Computer Science from Franklin Pierce University and an associate's degree in Aerospace Electronics. Ben also holds a Project Management Professional (PMP) credential from the Program Management Institute (PMI). Ben is a veteran of the U.S. Air Force and is member of the IEEE, the American Society of Naval Engineers, the Surface Navy Association and the Naval Submarine League.

Christina Rhylander, Program Manager, USAF PEO BES, Hanscom Airforce Base

Russ Blaine, Director – Corporate Contracts, Raytheon



20. Other Transaction Authority (OTA)

Melissa DeLuca, Contracting Branch Chief, Hanscom Air Force Base

Ms. DeLuca entered the Federal Service in July 2009 as a trainee in the Defense Career Intern Program. She has been at Hanscom Air Force Base for her entire Federal Career, serving as a Contract Specialist, Senior Contract Cost/Price Analyst, Contracting Officer, a Supervisory Contract Specialist, and a Contracting Branch Chief. She has worked on various programs across Hanscom Air Force Base in both the Digital (formerly Battle Management) and Command, Control, Communications, Intelligence, and Networks Directorates. Prior to working for the Federal Government, Ms. DeLuca worked for Fidelity Investments in Merrimack, NH.

Ms. DeLuca is a 2009 graduate of Southern New Hampshire University, where she received a Master's Degree in Operations and Project Management and a Master's Degree in Business Administration. She is DAWIA Level III certified in Contracting and DAWIA Level I certified in Program Management. Ms. DeLuca is also a 2011 graduate of the USAF Squadron Officer School and a 2016 graduate of the USAF Air Command and Staff College Distance Programs. She has held the NCMA Certified Federal Contracts Manager certification since September of 2011.

John Nunziato, Vice President, SOSSEC Inc.

Mr. Nunziato is involved in managing and executing every aspect of business development, business operations, and contract management of the System of Systems (SOSSEC) Corporation, the 500+ member SOSSEC and SCE consortiums, and SOSSEC's six active Other Transactions for Prototyping. Prior to joining SOSSEC, John worked over 30 years for the Federal Government in a variety of senior level positions and organizations.

21. Protecting IP Rights When Receiving Government Funding

Dan Kelly, Partner, Government Contracts & Export Controls Practice Group McCarter & English, LLP

Mr. Kelly brings over thirty years of experience to the firm's government contracts group. His practice combines both counseling and acting as an advocate on behalf of clients doing business in the government marketplace. Mr. Kelly has knowledge of the government contracting process both on a federal and state level, and the specific laws, regulations, contract clauses and dispute resolution mechanisms in this specialized area. He provides advice and guidance to clients who are in the government supply chain, either as prime contractors, subcontractors or vendors. He reviews government solicitations with clients, prepares proposals, and negotiates teaming arrangements and subcontracts with other suppliers. He helps clients build and enhance their compliance programs. He assists clients in protecting their intellectual property and proprietary information concerning their businesses when doing business with the government. He advocates for clients who wrongfully were passed over for a contract award. He prepares claims arising under government contracts as a result of change orders, delays, and terminations for default or convenience. Mr. Kelly's practice extends to a broad spectrum of industries and federal and state authorities for whom they supply research, products and services including, Medicare and Medicaid audit and investigation service providers; commercial software developers who modify their software for military applications; professional services providers for federal and state-sponsored hurricane relief efforts;



raw materials and component suppliers to large military prime contractors; and biomedical and pharma research facilities working under SBIRs, CRADAs, and grants for health agencies.

Mr. Kelly most recently represented Agiltron, Inc. and two of its wholly owned subsidiaries in successfully negotiating and seeing its client through the successful termination of an Administrative Agreement with the United States Air Force Suspension and Debarment Official, ending July 26, 2016, removing a suspension barring Agiltron from obtaining federal government contracts and grants.

Mr. Kelly serves as an adjunct member of the faculty at Suffolk University Law School where he has taught Government Contracts.

22. Emerging Topics in Contract Financing and Cash Management in DoD Environment

David Goode, Director – Asset Management/Working Capital Initiatives, Raytheon

Upon graduation from Bentley University with an Accounting degree in 1982, David joined Raytheon as a member of the Financial Leadership Development Program. During his career he has held positions of increasing responsibilities in proposals, financial control, audit, financial planning, accounting, cash management, and financial system design.

In his current position, David serves as the primary liaison between Raytheon and the Department of Defense on issues impacting contract finance, administration, payment, and working capital. He has held the Chair or Vice-Chair position of the Aerospace Industries Association Economic Advisory Committee for the last ten years and his efforts have been recognized for improving industry's cash flow by over \$30 billion. David also serves as a senior industry representative on the DFAS sponsored Defense Industry Leaders Working Group. He is recognized by DFAS leadership as a most trusted and innovative partner focused on improving the overall efficiency of the contract billing and payment processes. David has also assumed the industry lead on numerous regulatory and legislative matters impacting contractor working capital. Most recently, his analytics have been credited by the Chamber of Commerce as a key factor enabling the elimination of a new tax law, containing little or no benefit to the taxpayer, which would have cost tens of billions of dollars to implement.

Within Raytheon, David works to ensure the company operations are taking full advantage of all working capital improvement opportunities. His efforts have directly or indirectly led to well over \$2 billion of working capital efficiency improvements, or risk reductions, for the company since 2000.



23. Thought Leaders in the Acquisition Arena

Julie Planchet, VP/GM, Field and Safety Instruments, Thermo Fisher Scientific

Julie Planchet joined Thermo Fisher Scientific in February of 2016 as the VP/GM for the Portable Analytical Instruments business unit in CAD. In this role, Julie had full P&L responsibilities and the challenge to profitably grow the business greater than 10%, which she accomplished. In 2017, Julie was asked to lead a larger business with diverse technologies and became the VP/GM of Field and Safety Instruments with the same P&L responsibilities and growth challenges.

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Prior to joining Cabot, Julie led businesses at Dow Chemical as North American General Manager, Semiconductor Technologies and led the business through significant change through the integration of Dow and Rohm and Haas. At Rohm and Haas, Julie was North American and European General Manager for the Microelectronics business. Julie also held senior roles in strategic planning, operations and finance at Shipley Company before it was acquired by Rohm and Haas.

Julie holds a bachelor's degree in accounting from the University of Massachusetts, Lowell, and an MBA from Babson College in Wellesley, Massachusetts.

Gail Welch, Vice President, Contracts, Raytheon Company Integrated Defense Systems

Gail Welch is vice president of Contracts for Raytheon Integrated Defense Systems (IDS), part of Raytheon Company, a \$25 billion, 64,000 employee technology and innovation leader specializing in defense, civil government and cybersecurity solutions. IDS' 31 locations worldwide offer a broad portfolio of weapons, sensors and integration systems, providing affordable, integrated solutions to international and domestic customers, including the U.S. Missile Defense Agency, the U.S. Armed Forces and the Department of Homeland Security. As vice president of Contracts, Welch has responsibility for IDS international and domestic contracts, as well as foreign offset obligations. Welch has more than 28 years of experience in various contract management and leadership assignments, including more than 20 years in the defense technology industry and five years as director of finance and operations for a Massachusetts school district. Welch holds an MBA in finance from Northeastern University, an MBA in acquisition and contracting from Western New England College and B.A. in elementary/special education from Boston College. She is a graduate of the Raytheon Contracts Leadership Development Program and the Raytheon IDS Strategic Development Program. Welch is a Raytheon Six Sigma Expert in training, a Certified Federal Contract Manager (CFCM) and a Certified Commercial Manager Expert (CCME).



Don Vandever, Director of Contracting, MIT Lincoln Laboratory

Donald L. Vandever is the Head of the Contracting Services Department (CSD) at Massachusetts Institute of Technology (MIT) Lincoln Laboratory. He is responsible for directing all aspects of contracting (buying and selling); technology and software licensing; export and publication release reviews; logistics; ethics, compliance, and conflicts of interest; and initiatives to foster connections with small and diversity businesses. Mr. Vandever's extensive career in the contract management profession spans more than three decades. He has volunteered in leadership positions such as national director and chairman of a National Education Seminar for a Pennsylvania chapter of the National Contract Management Association (NCMA) and has served as a loaned executive for the United Way campaign. Mr. Vandever holds a BS degree in aviation engineering from Ohio State University and a Value Based Lean Six Sigma Black Belt certification from the University of Michigan. He has achieved the credential of Certified Professional Contracts Manager through NCMA.

Derek Shaw, Managing Director - Industry Specialty Services, BDO USA, LLP

Derek Shaw is a Managing Director in the Industry Specialty Services Group at BDO with a focus on Government Contracts. This group of over 50 professionals provides unique business solutions to organizations across a wide array of industries including government contracting, life sciences, not-for-profit, manufacturing, technology, and construction among others. Derek has nearly 3 decades of Finance experience with a focus on Government Finance & Compliance in the Aerospace & Defense sectors. This includes a broad range of Government contracting & compliance matters, including Federal Acquisition Regulations, Cost Accounting Standards, TINA, Government Business Systems controls, and Restructuring. Derek has held senior management positions with large corporations, and also has extensive hands-on experience with small and mid-sized contractors, including SDB/8a firms. Derek has extensive experience in mergers & acquisitions focusing on government contracting aspects, including restructuring proposal development. Derek has also been a frequent speaker at training conferences and has developed and delivered training programs covering various government contracting topics. Derek is a member of the National Contract Management Association, the National Defense Industrial Association, and the American Bar Association. He holds a B.S. from Embry-Riddle Aeronautical University and a Graduate Certificate in Executive Management from University of California Los Angeles.

ML Mackey, CEO/Co-Founder - Beacon Interactive Systems

ML Mackey is the CEO of Beacon Interactive Systems, a company she co-founded in 1994. In this role, she manages overall corporate and technical direction. Prior to starting Beacon, Ms. Mackey worked as an Engineer at Digital Equipment Corporation. In addition to her role at Beacon, ML is a recognized leader in the Federal Small Business ecosystem providing support in a number of ways. On the national level, she is the Chair of the NSBA Economic Development Committee as well as a past Chair of the NDIA National Small Business Conference. Regionally, ML is a powerful advocate for women in business, whether they own their company or work in major corporations. In 2011, ML founded SBANE's Women's Business Network (WBN), which has connected over 300 women throughout the SBANE community providing training in business networking and leadership. She is also a winner of the WEST (Women Entrepreneurs in Science and Technology) Leadership Award. ML holds a B.S. in Electrical Engineering from Lehigh University.



C. Anthony Braswell, Director of Contracting – AFLCMC, Hanscom AFB

Charles Anthony Braswell, a member of the Senior Executive Service, is the Director of Contracting, Air Force Life Cycle Management Center, Hanscom Air Force Base, Massachusetts. Mr. Braswell leads a 500-person contracting workforce and provides the necessary resources to organize, train and equip at Hanscom and its three geographically separated units, while overseeing more than \$4 billion in annual contract obligations. He supports multiple program executive officers on all command, control, communication, intelligence and networks and battle management programs, to include more than 300 programs in total, and multiple Federally-Funded Research and Development Centers. Mr. Braswell is the contract clearance approval authority on all actions greater than \$250 million. Mr. Braswell entered government service with the Air Force in 1984 as a contracts specialist at Hill AFB, Utah, and served in a variety of key contracting positions within Air Force Logistics Command and Air Force Materiel Command. He held key management positions on Joint Service projects for the Department of Defense as the Air Force liaison to Procurement Corporate Information Management Council and as an Air Force representative on the Joint Service Standard Procurement System source selection. He holds a B. S. from Brigham Young University, an MBA from Idaho State University, and is a graduate of Air War College and the Defense Leadership and Management Program.

Ellen Kelley, Contracting Services Department, MIT Lincoln Laboratory

Ellen has over 30 years of wide-ranging contract and subcontracts management experience in the military and commercial environments, both domestic and international. Ellen was honored to serve as President of the Boston Chapter for the 2016-2018 Program Years, and was recently appointed as an NCMA Fellow. Ellen is currently the Contracts Training Manager at MIT Lincoln Laboratory and specializes in Research and Development contracts, major acquisitions, and high stakes negotiations. She previously held the positions of Manager of Security and Transportation Systems at Raytheon Company, and International Contracts and Procurement Manager at Metcalf & Eddy/AECOM. Ellen graduated with a BA in Economics from the University of Delaware and an MBA (Acquisition and Contracts) from Western New England University. She has earned a CPCM certification from NCMA. Ellen has been an active member of the Boston Chapter throughout her career, serving as President, VP of Programs and Chair of the Advancing Professionals Committee. She was named the Boston Chapter's "Member of the Year" in 2016. Contract Management Magazine published her article "Getting Out Alive: How Hostage Negotiation Tactics in Contract Negotiations Can Help Your Deal 'Survive' " in the February 2016 issue, as well as her interview in the "President's Corner" in the September 2017 issue.

Marsha Cervantez, Sr. Principal Contracts Manager, General Dynamics Mission Systems

Marsha Cervantez is a federal acquisition professional with 18 years' experience with the Government and Defense Industry. Currently, Ms. Cervantez is a Contracts Manager for General Dynamics C4 Systems in Needham, MA, responsible for the management of US Government contracts and subcontracts. Previously, Ms. Cervantez served 11 years as a Contracting Officer for the US Air Force. Ms. Cervantez holds a Bachelor of Science degree in Business from Cornell University and an MBA from the University of Arizona. Ms. Cervantez has been an active NCMA member of both the Saguaro and Boston Chapters throughout her career. She has held the positions of Saguaro Chapter VP of Education, Boston Chapter VP of Programs and VP of Administration,



was named the Boston Chapter's 2006 Outstanding Young Professional, and most recently, was named the Boston Chapter's "Member of the Quarter" in 2013. Marsha was honored to serve as President for the 2014-2015 Program Year, and hopes to reach out to members and prospective members to sustain the Boston Chapter's rich heritage of Education and Integrity in the Contract Management arena.

24. The Robots are Coming: Driving Efficiency in Contracting

***Knob Moses**, Specialist Leader, Federal Practice, Deloitte Consulting, LLP*

Mr. Moses is a Specialist Leader in the Deloitte Consulting Federal Practice. A former Navy Supply Corps Captain with extensive experience in the defense acquisition business, he has held a broad spectrum of program management, acquisition/contracts, business operations, and financial management positions in both the public and private sectors.

***Rick Skigen**, Department of Defense Sector Lead, Strategy & Analytics Practice, Deloitte Consulting, LLP*

Rick Skigen is the Robotic and Intelligent Automation (R&IA) Department of Defense Sector Lead in Deloitte's Strategy & Analytics group. Rick has more than 15 years of experience working in Supply Chain Management primarily in the federal, aerospace, and media industries. Rick has served clients within the Fortune 100, associations and public sector arenas by managing projects, negotiating partnerships, and implementing innovative solutions and strategies to deliver top and bottom line results. Rick is currently implementing process robotics across the federal government in both the civilian and defense sectors.