

## Agenda

**Registration: 7:30 am - 8:50 am**

**Professional Headshots: 7:30 am - 8:50 am**

**Breakfast Networking : 7:30 am - 8:50 am**

### Session 1: 9:00 am - 10:15 am

Source Selection: Insights and Knowledge-Sharing from the VA	LaCava 335	Bill Nalls
Strengthening Professional Communication Skills	LaCava 325	Dr. Ethan Becker <i>Speaker Interview</i>
Demystifying the CASB Disclosure Statement	LaCava 305	Kody Van Rentergem
Change Management in an Environment of Scope Creep	LaCava 375	Jerzy Piatkowski <i>Speaker Interview</i>

### Session 2: 10:30 am - 11:45 am

AI in Contract Management: the Art of the Possible	LaCava 325	Jeremy Osinski, John Martinez
What's New in Federal Contracting: A Procurement Policy Update	LaCava 375	David Black, Eric Crusius
Worst-Case Study Scenario - Contracts Survival (In-Person Only)	LaCava 305	Ellen Kelley, Taona Enriquez, Courtney Black
We Can Work it Out: Thoughts on Improving Government/Industry Communication	LaCava 335	Russ Blaine <i>Speaker Interview</i>

**Keynote: 12:00 pm - 1:00 pm**

**Lunch: 1:00 pm - 2:00 pm**

**Session 3: 2:15 pm - 3:30 pm**

<b>If You Don't Use It, You Lose It! - Case Study Review and Skill Application</b>	LaCava 305	<b>Mike Gauthier, Josh Naim</b> <i>Speaker Interviews</i>
<b>Demystifying Phase III of the Small Business Innovation Research Program: How to Secure SBIR Data Rights and Invoke the Phase III Mandate</b>	LaCava 335	<b>David Black</b> <i>Speaker Interview</i>
<b>CMMC is Coming - What To Do To Prepare</b>	LaCava 325	<b>Stacy High Brinkley</b> <i>Speaker Interview</i>
<b>DCMA and DCAA Annual Updates</b>	LaCava 375	<b>Roberto Picon, Ryan Connell, Tom Forbush</b>

**Session 4: 3:45 pm - 5:00 pm**

<b>TINA: A Highway to Compliance</b>	LaCava 325	<b>Bill Thompson, Devon Livingston, Jack Gay</b> <i>Speaker Interviews</i>
<b>Bid Protest Panel</b>	LaCava 335	<b>Maria Panichelli, Sean Hannaway, Aaron Raddock</b>
<b>OTAs: Consortium Insights &amp; What Government and Industry Should Know</b>	LaCava 375	<b>John Nunziato</b>
<b>Project Management Success on a U.S. Government Contract</b>	LaCava 305	<b>Dr. Joe Hamilton, Cobi Walkland</b> <i>Speaker Interviews</i>

**Social: 5:15 pm - 6:00 pm**

## LOGISTICS – BENTLEY MAP & PARKING



# BENTLEY UNIVERSITY

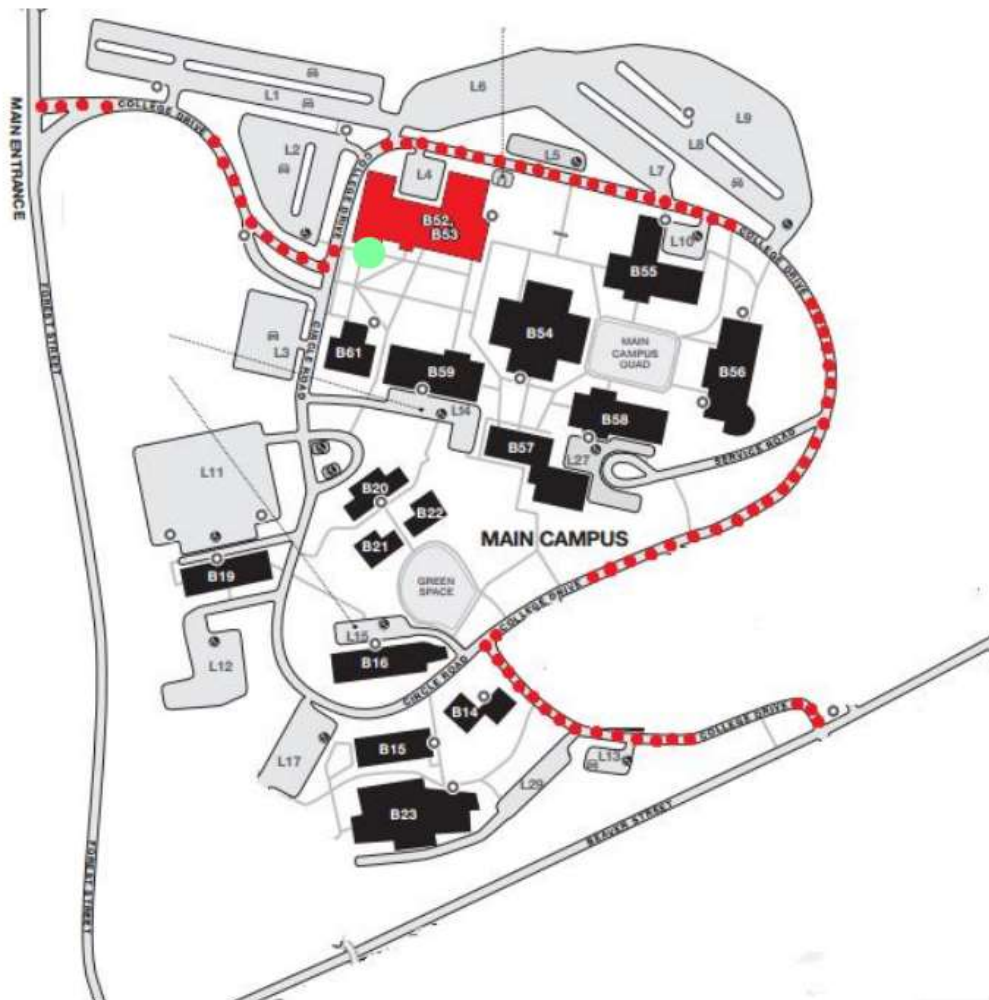
## Conference Services

### **Parking Instructions for The Conference Center at Bentley** **Parking is permitted in LaCava Lots L1 & L2 on campus map below.**

Your program is located in the LaCava Center (building 52, 53), on the third floor.

#### **BUILDING DIRECTIONS:**

The main entrance to LaCava is on the plaza between LaCava (building 52, 53) and Rauch (building 61).





**Keynote Presenter: Jeff Glover**

**Keynote Title: World Threat Overview**

The UNCLASSIFIED brief focuses on the United States four primary adversaries (China, Russia, Iran, and North Korea) and the threat they pose currently, but also in the future as new capabilities and technologies are introduced.

**Professional Biography**

Mr. Jeff Glover serves as the Senior Intelligence Analyst for HQ Air Force Materiel Command (AFMC) and is the Subject Matter Expert providing intelligence oversight, guidance, and planning support to the AFMC Commander, senior staff and acquisition life-cycle for the Materiel Intelligence Enterprise. Additionally, he provides intelligence supportability leadership, guidance, and analysis of current and proposed foreign weapon systems, technologies, and programs which potentially impact existing weapon systems or capabilities.

Mr. Glover has been a member of the civil service since 2015 after 25 years on active duty with the U.S. Air Force. His background includes numerous assignments from the squadron to the Headquarters Air Force level as well as national intelligence agency tours. He deployed multiple times in support of Operations PROVIDE COMFORT, SOUTHERN WATCH, LASER STRIKE, ENDURING FREEDOM and IRAQI FREEDOM.

**Session 1: 9:00 am - 10:15 am; Room LaCava 335**



**Presenter: Bill Nalls**

**Source Selection: Insights and Knowledge Sharing from the VA**

The process of making an award decision is one of the most discussed in Government procurement. It can be formal or informal, numerous FAR parts that apply (13, 14, 15, 16, etc.), has countless guides, numerous agency policies, WIFCON discussions, GAO precedent, and a mountain of protests. Further, the process can be opaque to industry at times, changes based on FAR part/lane, and be confusing even to Government Contracting Officers responsible for facilitating the process. The end goal is always the same: the pursuit of the “best value,” but there are numerous paths to that mountain top. This talk will be a real world/operational discussion on source selection in action to support eight major VA medical centers in New England.

**Professional Biography**

As the Director of Contracting (DOC) for Network Contracting Office One (NCO 1), Mr. Nalls is responsible for all contract execution supporting the New England Health Care Network (VISN 1). He is responsible for planning, awarding, and administering contracts that provide Veterans with the highest quality care consistent with healthcare best practices. This includes commodities, services, construction, real property leases, prosthetics, and the purchase card program. The VA New England Healthcare Network consists of eight major medical centers, has an operating budget of \$3B, and employs over 12,000 employees. Approximately 2.5 million outpatient visits occur at VISN 1 Medical Centers and outpatient clinics annually across the VA New England Healthcare System. In Fiscal Year 2023, NCO 1 executed over 7,000 contracting actions, valued just over \$650M in direct support of Veterans.

Mr. Nalls holds a Bachelor of Arts from Hampden-Sydney College (2002), a Master of Business Administration from the University of Tennessee (2009), and a Master of Science in Finance from Northeastern University (2021). Mr. Nalls also holds numerous military decorations, to include numerous achievement and commendation medals, the Parachutist Badge, Air Assault Badge, and Bronze Star Medal. Bill separated from active duty in 2009 after serving as a Fire Support Officer, Fire Direction Officer, Executive Officer, and Battalion Logistics Officer. He served in the 2-15th Field Artillery, 4-31 Infantry Regiment, and 210th Brigade Support Battalion while stationed at Fort Drum, NY with the 10th Mountain Division. Mr. Nalls had three combat deployments during his time on active duty (two in Iraq and one in Afghanistan).

**Session 1: 9:00 am - 10:15 am; Room LaCava 325**



**Presenter: Dr. Ethan Becker Ph.D., M.B.A., B.S.,  
President & Senior Coaching Partner**

**Strengthening Professional Communication Skills**

**Professional Biography**

Dr. Ethan F. Becker is a second-generation Executive Speech Coach and Trainer with the 56-year-old global business, The Speech Improvement Company. He is co-author of the international best-selling book *Mastering Communication at Work: How to lead, manage, and influence*, published worldwide by McGraw-Hill. The book is also an Amazon #1 best seller in 13 categories. Ethan has developed and delivered powerful, customized motivational speeches on various topics related to communication worldwide. In addition to group work, Ethan serves as a trusted advisor and executive communication coach to many.

“In today’s competitive business environment, it is critical that messages are communicated with clarity, competence, and confidence. Human beings have the potential to be as effective as they wish. Sometimes, it’s learning a whole new skill, while other times, it’s just a bit of guidance.” comments Dr. Becker. Dr. Becker has a patient and precise one-on-one coaching style, complemented by his motivational group training technique. Topics for which Dr. Becker brings unique expertise include: Presentation Skills, Story Telling, Executive communication, leadership and management communication, motivational speaking, persuasion, negotiation, dealing with conflict, executive presence, and more.

In addition to helping business partners in nearly all of the United States, Dr. Becker has unique international experience. He has lived in Kuala Lumpur Malaysia, where he immersed himself in the Asian culture conducting research, training, and coaching with the ICLIF leadership and governance center. Ethan has coached and presented in China, Japan, Australia, Singapore, Korea, Germany, England, Thailand, and many more. Ethan brings valuable international and cultural perspectives brings to his clients. He has taught at and helped such organizations such as Harvard University, Johns Hopkins University, Boston Scientific, Petronas, Apple, Tenaga Nasional, Bank Negara, The New York Giants, Bain Capital, Canon USA, Biogen IDEC, Telekom Malaysia, Maybank, Kenanga, AmBank, RAZAK School of Government, FBI, Biogen Idec, Shire, Magenta, Atlas Ventures, Translate Bio, Cadent Therapeutics, Surface Oncology, Constellation Pharmaceuticals, Northeast Human Resources Association, Kronos, SuriaKLCC, IBM, and countless individual executives, managers, politicians, celebrities, and other clients from around the world.

Dr. Becker holds a Ph.D. focused on industry and organizational psychology from the Harold Able School of social behavior and sciences at Capella University, a MBA from the school of business and technology at Capella University, with a dual focus on International Business Communication and Leadership, and a BS in mass communication. Fitchburg State University bestowed an honorary Doctorate of Humane Letters to Dr. Becker. Dr. Becker is energetic and inspirational as both a trainer and coach to his clients and as a colleague at The Speech Improvement Company.

**Session 1: 9:00 am - 10:15 am; Room LaCava 305**

**Presenter: Kody Van Rentergem**

**Demystifying the CASB Disclosure Statement**



This session will provide contractors with the necessary tools to author accurate and adequate CASB Disclosure Statements. A CASB Disclosure Statement that is current, accurate and complete, will provide the information to understand the contractor's cost accounting practices and its cost accounting system. An inaccurate or non-compliant disclosure statement can hinder compliance audits, cause disputes and litigation between contracting parties, or result in additional cost to the government. Attendees will gain an understanding of the CASB Disclosure Statement, the applicability requirements for CAS coverage, and how to properly file Parts I-VIII to avoid such issues. Join us for preparation tips to learn what to do and more importantly, what not to do.

**Professional Biography**

Kody Van Rentergem is a Manager with Capital Edge Consulting, Inc., located in McLean, VA. He is skilled in providing professional support to government contractors in the areas of regulatory compliance, government contract cost accounting, and estimating. Kody is experienced in assessing contractor compliance with the requirements of Cost Accounting Standards (CAS), Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulation Supplement (DFARS) and the Service Contract Act (SCA). Kody is an expert in completing Incurred Cost Submissions (ICS).

**Professional Experience:** Kody has assisted numerous government contractors of varying sizes and industry focus, using his knowledge of applicable regulations and analytical skills. He has considerable experience with the preparation of incurred cost submissions, the assessment of indirect cost rate structures, and the development of indirect cost rate proposals. Relative to incurred cost submissions and indirect cost rate proposals, Kody has performed in-depth unallowable cost testing, constructed complex service-center allocations, and performed indirect rate change impact analysis. He has performed CAS applicability assessments and assisted clients in both creating and revising CAS Disclosure Statements. Kody has performed estimating system gap assessments for clients to prepare them for DCAA audits, Kody has also assisted clients with contract bid and proposal effort.

**Education:** Kody earned his Bachelor of Arts degree in Economics at Fredonia State University and his Master of Business Administration at Robert Morris University.

Specific areas of government contract consulting expertise include: Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), Government Contract Cost Accounting, Indirect Cost Rate Structure, Incurred Cost Submissions (ICS), Estimating System Reviews.

Session 1: 9:00 am - 10:15 am; Room LaCava 375



**Presenter:** **Jerzy Piatkowski**, *Vice President – Contracts, General Dynamics Mission Systems*

**Change Management in an Environment of Scope**

**Creep:** Contractors are entitled to an equitable adjustment in cost and schedule when the U.S. Government changes the contract. Directed changes are easy to identify, but constructive changes often present a challenge to identify and calculate. This session will focus on constructive changes, and on the concept that change management is a team responsibility, and not just a focus area for contract managers. The session will provide practical advice on how to establish an internal culture of handling change management.

**Professional Biography**

Jerzy Piatkowski is Vice President of Contracts for General Dynamics Mission Systems, a business unit of General Dynamics. He is responsible for managing a team of approximately 165 contract professionals in the U.S, Canada, UK, and Italy. Prior to being named Vice President of Contracts in 2013, Jerzy was Associate General Counsel in the Law Department.

After graduating from law school in 1991, Jerzy spent three years in Washington, D.C. with the law firm of Miller & Chevalier where he specialized in government contract law and two years in Washington, D.C. and Minneapolis, MN with the law firm of Popham, Haik, Schnobrich & Kaufman where he specialized in government contracts and international trade law. He then began his in-house career as an attorney with Motorola in Scottsdale, Arizona in 1996. When Motorola sold its defense business to GD in 2001, Jerzy moved over to the GD Law Department.

Jerzy earned his Bachelor of Science degree with honors in Foreign Service with a specialization in International Politics and Russian Area studies from Georgetown University's School of Foreign Service. He earned his law degree with high honors from the University of Connecticut School of Law where he was the Senior Articles Editor for the Connecticut Journal of International Law.

Jerzy was born and grew up in Bridgeport, Connecticut, the son of Polish immigrants. Jerzy currently lives in Northern VA with his wife, Alycia, two high school aged daughters, and two dogs. In his spare time, Jerzy roots for the seemingly cursed Minnesota Vikings, loves to read history and fiction, plays a little golf, and hikes with this family and dogs. He often provides training sessions to contract managers, PMs, and capture managers on topics such as change management/scope, intellectual property in government contracting, contract types, OTA, to name a few.



**Session 2: 10:30 am - 11:45 am; Room LaCava 325**

**AI in Contract Management:** The art of the possible - Jeremy Osinski will discuss the importance of leveraging Artificial Intelligence (AI) for improved contract management compliance. The presentation will cover how AI can be integrated within the business systems and processes of public, private, and non-profit organizations in the government contracting sector. We will provide a brief demonstration with a real-world example of how AI can assist in adhering to compliance requirements in proposals, contracts, or grants. The presentation's key takeaway is for attendees to develop an understanding of how AI can improve insight generation and management decision-making.



**Presenter:** Jeremy Osinski, Principal, Forensic & Integrity Services, Technology and Innovation, Ernst & Young LLP

**Professional Biography**

Jeremy Osinski is a Principal in the Forensic & Integrity Services practice, focused on Technology and Innovation, with Ernst & Young LLP. He is based in Boston, MA. Jeremy assists clients in enhancing integrity programs through data-driven techniques. He focuses on forensic data analytics, electronic discovery, information governance and cybercrime. He has served clients within financial services, power and utilities, and the public sector. He is also a cofounder of the EY flagship forensic analytics platform, "EY Virtual." He has delivered technology-enabled managed services to many clients.

Jeremy is a leader in leveraging advanced analytics and data science within the legal, risk and compliance space. He leads the Forensics Technology and Innovation team within New England for Ernst & Young LLP. He is also a frequent speaker around emergent technologies, including artificial intelligence and robotic process automation.

Jeremy holds BS degrees in Finance and Economics from Villanova University. He is a certified fraud examiner and certified anti-money laundering specialist.



**John Martinez**, Senior, Forensic & Integrity Services, Technology and Innovation, Ernst & Young LLP

John Martinez is a Senior in the Forensic & Integrity Services practice, focused on Technology and Innovation, with Ernst & Young LLP. He is based in New York, NY. John has served as a product manager for EY Virtual, effectively overseeing the development and implementation of cutting-edge web-based solutions for teams in Life Science and the government sector.

John has leveraged his background in machine learning and natural language processing in various engagements involving the development of large-scale production-level ML workflows as well as Generative AI. Additionally, John has used ETL tools to improve data workflows and help clients with decision-making.

Prior to joining EY, John worked as a data analyst, specializing in social auditing. John holds a Bachelor and Master of Engineering in Biomedical Engineering from Stevens Institute of Technology. He is a Certified Analytics Professional (CAP).

**Session 2: 10:30 am - 11:45 am; Room LaCava 375**

**Presenters:** David Black & Eric Crusius, Partners, Holland & Knight LLP

**What's New in Federal Contracting: A Procurement Policy Update:** This course will provide an update of latest trends and developments in Federal procurement policy, include recent FAR/DFARS Rules, GAO protest decisions, contract administration, intellectual property, small business programs, and False Claims Act and other enforcement actions

**Bios are attached on the next page.**



## David S. Black

PARTNER

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### PRACTICES

Government Contracts | Litigation and Dispute Resolution |  
False Claims Act Defense | Education |  
National Security, Defense and Intelligence |  
White Collar Defense and Investigations | Regulatory and Federal Litigation |  
Risk and Crisis Management | Mergers and Acquisitions |  
Compliance Services

### INDUSTRY

Financial Services

**David S. Black** is a government contracts (GovCon) attorney and co-chair of Holland & Knight's national Government Contracts Group, and is based in the firm's Tysons office. Mr. Black's practice involves serving as a trusted advisor, problem solver and advocate for federal contractors, awardees and subcontractors in every stage of growth. He provides legal advice and representation to help his clients secure opportunities, enhance performance, mitigate risk and respond to threats. Mr. Black serves contractors and awardees in a broad array of industries, with an emphasis on innovative technology, cutting-edge products, professional services, healthcare, and research and development (including sponsored research at colleges and universities).

Mr. Black's practice involves strategic and tactical advice, dispute resolution, counseling and risk management, and transactional work.

- His advisory practice involves creative approaches to challenges in relationships with government customers, enforcement authorities and subcontractors.
- Black is a seasoned protest litigator and experienced in contract claims, responding to investigations and audits, False Claims Act (FCA) matters and prime-subcontractor disputes.
- He counsels on a range of contract administration and procurement issues, such as data rights, including under the Small Business Innovation Research (SBIR) Program, Organizational Conflicts of Interest (OCI) matters, small business programs, domestic preferences and federal grants. Mr. Black helps implement and maintain effective compliance and internal control systems.
- In his transactional practice, Mr. Black drafts and negotiates teaming agreements and subcontracts, as well as technology-related agreements such as Other Transaction Authority (OTA) agreements and Cooperative Research and Development Agreements (CRADAs). He also supports the firm's mergers and acquisitions (M&A) practice as it relates to government contractors.

## Government Contract Bid Protests and Disputes

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Mr. Black has represented clients in numerous bid protests at the Government Accountability Office (GAO) and the U.S. Court of Federal Claims, as well as in agency-level protests. He also represents a wide range of companies in small business protests and appeals to the U.S. Small Business Administration (SBA) Office of Hearings and Appeals (OHA). Mr. Black advises clients on responding to federal procurement solicitations, as well as how to interpret and comply with federal procurement law, including the Federal Acquisition Regulation (FAR). Mr. Black has successfully helped clients respond to cure notices, terminations for default and other performance concerns. He has represented clients in claims before the U.S. Armed Services Board of Contract Appeals and the U.S. Civilian Board of Contract Appeals, including representing contracts in alternative dispute resolution (ADR) proceedings with federal agencies.

## **Government Investigations, Audits, Suspension and Debarment**

Mr. Black assists clients with practical strategies to develop and carry out internal investigations and to respond to external government audits and investigations. He has experience representing clients in high-stakes, multifaceted matters as well as media and public relations strategies. Mr. Black has represented clients in connection with investigations by various Offices of Inspector General (OIGs), the U.S. Department of Defense, the SBA and the U.S. Department of Justice, among others. Mr. Black helps clients navigate suspension and debarment proceedings, avoid suspension and debarment, or negotiate an appropriate administrative agreement to have a suspension or debarment lifted. He is well versed in advising contractors on making voluntary disclosures to the government regarding potential violations and complying with the mandatory disclosure requirements set forth in FAR Part 3.

## **Government Contracts Compliance Services**

Mr. Black has developed a wide range of ethics and compliance programs for companies of all sizes. He assists contractors with compliance program assessments and evaluations, and advises management on best practices for developing, maintaining, and improving ethics and compliance programs. He also counsels clients on establishing internal processes and controls to handle reports of potential ethics and compliance violations.

## **Small Business and SBA Matters**

Mr. Black guides clients through all aspects of the government contracting programs offered by the SBA, such as the 8(a), HUBZone, Service-Disabled Veteran-Owned (SDVO) and Women-Owned Small Business (WOSB) programs. He counsels government contractors on participation in SBA's mentor-protégé program as well as in forming joint venture and teaming arrangements with other entities to effectively pursue complex government procurements.

## **Intellectual Property and Data Rights**

Mr. Black counsels clients on intellectual property rights under government contracts and grants, including the SBIR program. Mr. Black helps clients strategically structure the development of innovative or emerging technology in accordance with ownership goals. He counsels clients through proposal preparation and contract performance to effectively assert and protect data rights.

## **Government Contract Transactions and Due Diligence**

Mr. Black provides advice and guidance to government contractors, private equity firms and venture capital firms in conducting due diligence of potential acquisition or investment targets in the government contracts industry. For many of these entities, he focuses on transactions involving target companies with small business or 8(a) contract backlogs and also assists with post-acquisition integration and compliance issues.

## **Grants and Cooperative Agreements**

Mr. Black's background also extends to federal grants and cooperative agreements. He counsels on compliance with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (the Uniform Guidance) and other regulations governing federal assistance agreements, as well as developing compliance

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programs to meet the administrative and regulatory requirements that accompany the receipt of federal funds. Mr. Black also assists clients with requirements under the SBIR program.

## Teaming Agreements and Subcontracts

Clients call on Mr. Black to provide advice, counseling and representation in the negotiation of teaming agreements and subcontracts, and in various other relationships with strategic partners.

## Credentials

### Education

- Georgetown University Law Center, J.D., *cum laude*
- University of Virginia, B.A.

### Bar Admissions/Licenses

- District of Columbia
- Virginia

### Court Admissions

- U.S. District Court for the Eastern District of Virginia
- U.S. Court of Federal Claims
- U.S. Court of Appeals for the Eleventh Circuit
- U.S. Court of Appeals for the Fourth Circuit
- U.S. Court of Appeals for the Federal Circuit

### Memberships

- American Bar Association (ABA) Section of Public Contract Law, Acquisition Reform & Emerging Issues Committee, Vice Chair; Bid Protest Committee, Vice Chair; Legislative and Regulatory Coordinating Committee, Vice Chair
- Board of Contract Appeals Bar Association, Secretary 2008-2009; Vice President 2009-2010; President 2011
- National Contract Management Association, Tysons Corner Chapter: President, 2005-2006, VP-Seminars, 2008-2009, VP-Training 2007-2008, Past-President 2006-2007, President Elect 2004-2005, VP-Programs 2002-2004
- Public Contract Law Journal, ABA Section of Public Contract Law: Associate Editor, 2008-Present
- Bid Protest Committee of the Federal Bar Association, ABA Section of Public Contract Law: Member, 2008-Present
- Northern Virginia Government Contractor's Council of the Fairfax County Chamber of Commerce, Steering Committee, 2004-2008; Co-Chair, G-Con Small Business Contracting Symposium, 2006 and 2007
- Federal Circuit Bar Journal, Editorial Board, 2000-2005
- Procurement Law Advisor, Contributor, 2001-2006

### Honors & Awards

- Top Attorney, Government Contracts, *Arlington Magazine*, 2022
- *Chambers USA – America's Leading Business Lawyers* guide, Government: Government Contracts, 2011-2023

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- Legal Elite, *Washington SmartCEO* magazine, 2011
- Rising Star, *Virginia Super Lawyers* magazine, 2007

## Publications

- GAO Annual Report FY 2023: Protests, Sustains Up Due Largely to a Single Procurement, *Holland & Knight Government Contracts Blog*, October 31, 2023
- SBA Issues More Guidance on Use of 8(a) Program During *Ultima* Injunction, *Holland & Knight Government Contracts Blog*, September 28, 2023
- End of Fiscal Year Awards: Know Your Debriefing and Protest Procedures, Deadlines, *Holland & Knight Alert*, September 21, 2023
- New TikTok Ban Doesn't Reach All Contractor IT or Employees' Personal Devices, *Holland & Knight Government Contracts Blog*, September 11, 2023
- SBA Begins Review of Personal Social Disadvantage Narratives, *Holland & Knight Government Contracts Blog*, August 30, 2023
- The Cost of Free Money: Compliance Requirements of the Bipartisan Infrastructure Law, *Holland & Knight Alert*, July 25, 2023
- FAR Council Publishes Three Final Rules Aimed at Boosting Small Business Contracting, *Holland & Knight Government Contracts Blog*, August 13, 2021
- Cybersecurity for All: President Biden Issues Sweeping Cybersecurity Executive Order, *Holland & Knight Cybersecurity and Privacy Blog*, May 13, 2021
- President Biden's First Day Brings Changes for Contractors Through New Executive Actions, *Holland & Knight Government Contracts Blog*, January 21, 2021
- Holland & Knight's Israel Practice Newsletter: Spring 2020, April 20, 2020
- 2020 Trends & Developments in U.S. Public Procurement and Government Contracts, *Chambers 2020 Practice Guide on Public Procurement*, April 6, 2020
- Guidance for VC-Backed Companies Seeking SBA Paycheck Protection Program Loans Under CARES Act, *Holland & Knight Alert*, April 6, 2020
- Planning for Excusable Delays in Government Contracts During the COVID-19 Outbreak, *Holland & Knight Alert*, March 26, 2020
- SBA Issues Proposed Regulations Signaling Changes to Multiple Small Business Programs, *Pratt's Government Contracting Law Report*, March 2020
- Contractors Should Prepare for the Coronavirus, *Holland & Knight Government Contracts Blog*, February 28, 2020
- February 2020 Small Business Roundup, *Holland & Knight Government Contracts Blog*, February 25, 2020
- Runway Extended: SBA Issues Final Rule Implementing Five-Year Period of Measurement for Receipts-Based Size Standards, *Holland & Knight Government Contracts Blog*, December 20, 2019
- Holiday Ethics Guidance for Federal Contractors, *Holland & Knight Government Contracts Blog*, December 5, 2019
- DoD Proposes to Amend Definition of Commercial Items, *Holland & Knight Government Contracts Blog*, December 2, 2019
- Court Rules Sole Source FSS Task Order Extension Permissible for Complex IT Project, *Holland & Knight*

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*Government Contracts Blog*, November 20, 2019

- Annual GAO Report Says Bid Protest Activity Down in 2019, but Protestor "Effectiveness Rate" Remains Steady, *Holland & Knight Government Contracts Blog*, November 13, 2019
- SBA Issues Proposed Regulations Signaling Changes to Multiple Small Business Programs, *Holland & Knight Government Contracts Blog*, November 11, 2019
- President Trump Rescinds Nondisplacement of Qualified Worker Executive Order, *Holland & Knight Government Contracts Blog*, November 8, 2019
- How Do Gov't Contractors Affected By Shutdown Get Paid?, *Law360*, January 30, 2019
- Shutdown Ends for Now – What, When and How Can Affected Contractors Get Paid?, *Holland & Knight Government Contracts Blog*, January 28, 2019
- SBA NOTICE: Small Business Runway Extension Not Effective Until Rulemaking, *Holland & Knight Government Contracts Blog*, January 3, 2019
- What New Veteran-Owned Small Businesses Need to Know About the Rules, *The Procurement Lawyer, American Bar Association, Section of Public Contracting Law, Vol. 54, No. 2, Winter 2019*
- GAO Not Forum For State Licensing Agencies to Protest Randolph-Sheppard Solicitations, *Holland & Knight Government Contracts Blog*, December 19, 2018
- What USAID Contractors Need to Know About the June 2018 Amendment to AIDAR 752.7013 to Prevent Sexual Exploitation and Abuse, December 4, 2018
- Security Assessments May be Part of DoD Government Contracts Acquisition Process, *Holland & Knight Government Contracts Blog*, September 17, 2018
- Understanding Why GAO Sustained Protest of OT Production Contract, *Pratt's Government Contracting Law Report, Vol. 4, No. 8, August 2018*
- Understanding Why GAO Sustained Protest of OT Production Contract, *Holland & Knight Government Contracts Blog*, June 7, 2018
- The National Defense Authorization Act of 2018, *Pratt's Government Contracting Law Report*, February 2018
- Analysis of the Current Draft 2018 NDAA, *Holland & Knight Government Contracts Blog*, November 13, 2017
- Corporate Compliance Answer Book, *Practising Law Institute*, 2018 Edition
- Thornberry Acquisition Reform Bill Contemplates DoD's Use of Online Marketplaces to Purchase COTS Products, *Holland & Knight Government Contracts Blog*, June 8, 2017
- Boards of Contract Appeals Will Prod Contracting Officers to Issue Final Decisions, *Holland & Knight Government Contracts Blog*, November 4, 2016
- Recent Dispute Between Teaming Partners Teaches Lessons about Drafting Protest Provisions in Teaming Agreements, *Holland & Knight Government Contracts Blog*, November 1, 2016
- The FAR Councils Drop 10 FAR Amendments in End-of-Fiscal-Year Blitz, *Holland & Knight Government Contracts Blog*, October 3, 2016
- Corporate Compliance Answer Book, *Practising Law Institute*, 2017 Edition
- D.C. Circuit Rules That the 8(a) Program is Constitutional, But Its Reasoning Raises Questions, *Holland & Knight Government Contracts Blog*, September 26, 2016
- Long Anticipated Changes to DOL Overtime Rules to be Announced Tomorrow, *Holland & Knight Government Contracts Blog*, May 17, 2016



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- Corporate Compliance Answer Book, *Practising Law Institute*, 2016 Edition
- Corporate Compliance Answer Book, *Practising Law Institute*, 2015 Edition
- New Executive Order to Increase Minimum Wage Under Future U.S. Government Service Contracts and Subcontracts, *Holland & Knight Government Contracts Blog*, February 13, 2014
- Meals and Golf Outings Paid For By Subcontractors May Trigger Double Damages Under Anti-Kickback Act, *Holland & Knight Government Contracts Blog*, August 22, 2013
- [Seminar: National Contract Management Association's World Congress 2013](#), *Government Contracts Blog*, July 15, 2013
- Sequestration Tango: Taking Steps to Assess Risk and Mitigate Impacts, *Holland & Knight Alert*, March 14, 2013
- Corporate Compliance Answer Book, *Practising Law Institute*, 2013 Edition
- Federal Circuit Decision Makes it Easier for Contract Awardees to Protest Unwarranted Agency Corrective Action, *Holland & Knight Government Contracts Blog*, August 29, 2012
- Corporate Compliance Answer Book, *Practising Law Institute*, 2012 Edition
- Buyer Due Diligence and Risk Mitigation in Government Contractor M&A Transactions: How In-House Counsel Can Make or Break a Transaction Right Out of the Box, *Association of Corporate Counsel*, September 2011
- As Potential Shutdown Looms, Government Contractors and Employees Have Special Reasons to Avoid Voluntary Work After Contract Funding Has Lapsed, *Holland & Knight Alert*, March 16, 2011
- Corporate Compliance Answer Book, *Practising Law Institute*, 2010 Edition
- The Federal Acquisition Regulation and US Government Contracting: An Introduction, *Danish-American Business Forum*, March 1, 2010
- Personal Conflicts of Interest: A Primer of the Proposed FAR Amendment, January 14, 2010
- Compliance Issues in M&A: Performing Diligence on the Target's Ethics and Compliance Program, *2010 Complete Compliance and Ethics Manual*, *Society of Corporate Compliance and Ethics*, 2010
- Corporate Compliance Answer Book, *Practising Law Institute*, 2009 Edition
- Operating an Efficient Corporation in Virginia: Why You Need Annual Corporation Meetings, *Holland & Knight Alert*, July 2, 2008
- New Law Reforms Task Order Procedures and Allows GAO Protests of Task Order Procurements Above \$10 Million, *Holland & Knight Alert*, February 6, 2008
- Proposed FAR Amendments Would Impose New Compliance Program Requirements on Contractors, *Holland & Knight Alert*, March 21, 2007
- Failure to Maintain an Effective Compliance and Ethics Program Can Expose a Company to Liability Under the False Claims Act, *Holland & Knight Alert*, May 31, 2006
- Failure to Maintain an Effective Compliance and Ethics Program Can Expose a Company to Liability Under the False Claims Act, *Holland & Knight Alert*, May 31, 2006
- Federal Circuit Round-Up, *Holland & Knight Newsletter*, September 27, 2001
- Federal Circuit Round-Up, *Holland & Knight Newsletter*, June 27, 2001
- Federal Circuit Roundup, *Holland & Knight Newsletter*, March 20, 2001
- Multi-Million Dollar Settlement Causes Concern, *Holland & Knight Newsletter*, March 20, 2001
- Federal Circuit Round-Up, *Holland & Knight Newsletter*, November 6, 2000

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- Federal Circuit Round-Up, *Holland & Knight Newsletter*, June 1, 2000
- Recent Developments In Federal Outsourcing, *Holland & Knight Newsletter*, June 1, 2000
- Chapter 11 Reorganization May Mean Chapter 7 Liquidation For Government Contractors, *Holland & Knight Newsletter*, March 1, 2000
- Federal Circuit Round Up, *Holland & Knight Newsletter*, March 1, 2000
- Federal Circuit Round-Up, *Holland & Knight Newsletter*, September 1, 1999
- Financially Troubled Contractors and Their Creditors - Beware, *Holland & Knight Newsletter*, September 1, 1999
- Federal Circuit Round-up, *Holland & Knight Newsletter*, June 1, 1999

## Speaking Engagements

- Small Business Policy Year in Review, Empowering Small Business: A Matchmaking Event, February 29, 2024
- FAR/DFARS End of Year Review 2023 , National Contract Management Association, December 14, 2023
- The Cost of Free Money: Compliance Requirements Under Federal Grants, Holland & Knight Webinar, September 14, 2023
- The Masters Institute in Government Contracting, Federal Publications Seminars, La Jolla Government Contracts Week 2023, May 10, 2023
- Addressing Inflation in Government Contracts, Holland & Knight Webinar, October 27, 2022
- Section 889 Chinese Telecommunications Ban, National Contract Management Association (NCMA), April 28, 2022
- Intellectual Property in Government Contracts – The Rules Every Contractor Should Know, and How They’re Changing, Holland & Knight Webinar, December 2, 2021
- Government Contracts Compliance Update: Do Your Internal Controls Address Recent Changes and Key Risks?, NCMA Boston, July 13, 2021
- Government Contracts Update: Does Your Compliance Program Address Recent Changes and Key Risks?, Holland & Knight Webinar, May 27, 2021
- Small Business Protests for Businesspeople – Part 2: Both Prosecuting and Defending, Holland & Knight Webinar, November 5, 2020
- GovCon and COVID-19: Updates and New Resources, Holland & Knight Webinar, April 28, 2020
- The Defense Production Act and COVID-19: What Companies Need to Know, Holland & Knight Webinar, April 6, 2020
- Defense Production Act And COVID-19: What Contractors Need To Know, March 26, 2020
- GovCon and COVID-19: What You Need to Know, Holland & Knight Webinar, March 17, 2020
- Bid Protest Series Part 4: Small Business-Size Protests – Both Prosecuting and Defending, Holland & Knight Webinar, September 26, 2019
- Free Money Isn't Free: A Strategic Approach to Federally Funded Development of Innovative Technology, Holland & Knight Webinar, June 19, 2019
- Small Business Runaway Extension Act: Next Steps, Holland & Knight Webinar, February 27, 2019
- Protecting GovCon Rights in Technical Data and Computer Software: The Current Landscape, Holland & Knight Webinar, February 26, 2019

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- 2019 NDAA Key Procurement Reforms for Federal Contractors, Holland & Knight Webinar, December 19, 2018
- ABA Section of Public Contract Law Annual Meeting, August 2-4, 2018
- Overview of Teaming Agreements, Holland & Knight Webinar, July 31, 2018
- Understanding "Other Transaction" (OT) Agreements for Federally Funded Research and Development, Holland & Knight Webinar, April 30, 2018
- Protecting IP and Technology Under Federal Contracts and Grants, Holland & Knight Webinar, March 29, 2018
- 2018 NDAA Analysis for Government Contractors, Holland & Knight Webinar, January 30, 2018
- Setting Foundations to Support Federal Contractors' Strategic Growth Objectives, Holland & Knight Webinar, June 27, 2017
- Federal Procurement Policy Update, Practical Solutions for Government Contractors Seminar, June 14, 2017
- Federal Procurement Under the Trump Administration, BCABA and the George Washington University Law School Government Procurement Law Program, June 6, 2017
- Domestic Preferences in Federal Contracts, Holland & Knight Webinar, May 18, 2017
- Hot Topics in Federal Grants Compliance Under the Uniform Guidance, Holland & Knight Webinar, April 26, 2017
- Understanding the SBA's New Mentor-Protégé Program, Holland & Knight Webinar, April 20, 2017
- Government Contracting: Strategies and Trends for Winning Today, April 6, 2017
- Government Contracts Update: Does Your Compliance Program Reflect Recent FAR/DFARS Amendments?, Holland & Knight Program, May 18, 2016
- Overview of Government Contract Issues, NCMA Bethesda Chapter Year End Meeting Social, June 17, 2015
- The U.S. Boards of Contracts Appeals After Over 50 Years: Lessons Learned, and the Way Forward, The Boards of Contract Appeals Bar Association, May 14, 2015
- Contracting Abroad: A Discussion of Issues and Challenges Facing Contractors Doing Business with Non-U.S. Governments, The George Washington University Law School, June 10, 2014
- Intellectual Property in Government Contracts: The Rules You Need to Know, ABA Section of Public Contract Law Webinar, June 10, 2014
- Protests: A Strategic Approach, National Defense Industrial Association New England Chapter Seminar, June 2, 2014
- Hot Issues in Federal Contracting, NCMA Boston Chapter Meeting, April 8, 2014
- Contract Administration, NCMA Tysons' Chapter's Basic Contracting Series, November 19, 2013
- National Contract Management Association's World Congress 2013, July 21-24, 2013
- How to Use Bid Protests Effectively During Sequestration, Holland & Knight Webinar, July 18, 2013
- What's the Value of a GAO Protest?, BCABA and The George Washington University Law School Government Procurement Law Program, June 4, 2013
- Protests in a Time of Sequestration: A Strategic Approach, NCMA Tysons Corner Chapter Seminar, May 30, 2013
- How to Thrive in a Challenging Economy, Government Contracting Update Seminar, Holland & Knight and Dixon Hughes Goodman LLP, October 30, 2012
- Practical Comparison of Bid Protests at the GAO and Court of Federal Claims, Boards of Contract Appeals Bar Association Annual Program, October 24, 2012
- Contract Changes - Getting what is Rightfully Yours, Holland & Knight and RyanSharkey Seminar, October 2, 2012

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- Teaming Agreements and Non-Disclosure Agreements: A Look at the Inside Game, National Contract Management Association Potomac Chapter meeting, November 15, 2011
- Welcoming Remarks, Boards of Contract Appeals Bar Association Annual Program, October 26, 2011
- Why 'Bid Protest' is Not a Dirty Word, NCMA Tysons Hot Topic Educational and Informational Seminar, October 25, 2011
- Quantico Government Contractors Association Annual Small Business Event, October 13, 2011
- Organizational and Personal Conflicts of Interest: Proposed Rules Present New Challenges for Contractors, National Contract Management Association, Old Dominion Chapter Meeting, September 20, 2011
- NCMA Potomac Chapter, September 2011
- Contracting in Afghanistan Overcoming Challenges and Seizing Opportunities, June 21, 2011
- Bid Protests Demystified, NCMA Tysons Seminar, McLean, VA, June 2, 2011
- Forming Successful Teaming and Subcontracting Arrangements, October 13, 2010
- Board of Contract Appeals Bar Association (BCABA) Annual Program, October 7, 2010
- Policy and Procedures Checklist for Federal Contractors, Holland & Knight Seminar, Tysons Corner, VA, June 17, 2010
- Organizational and Personal Conflicts of Interest – A Growing Risk Area for Government Contractors, McLean, VA, April 6, 2010
- Phase III SBIR Funding Agreements with the Federal Government, NCMA Tysons Seminar, McLean, VA, April 2, 2010
- The Ever-Changing Procurement Landscape: Audit, Compliance, Claims, and New Administration Initiatives, Boards of Contract Appeals Bar Association Annual Program, October 22, 2009
- Bid Protests - How to Win or Keep Contracts, NCMA Tysons Seminar, April 28, 2009
- Understanding the New FAR Integrity Reporting Requirements: Pitfalls for the Unwary, National Contract Management Association, February 10, 2009
- Prime Contractor/Subcontractor Disputes, National Contract Management Association, Cape Canaveral Chapter, Viera, FL, January 14, 2009
- Northern Virginia Government Contractors Council GovCon Contracting Symposium, May 29, 2008
- Understanding the New FAR Contractor Ethics and Compliance Requirements, National Contract Management Association, Tysons Corner Chapter, February 20, 2008
- Basic Contracting Series: Contract Administration and Procurement Integrity, NCMA Tysons Corner Chapter in Reston and McLean, VA, November and December 2007
- Government Contract Law Workshop: Government Contracts Dispute Resolutions: Protest and Claims and Contract Administration, Government Horizons Best Practice Training Series, Arlington, VA, January, April and October 2007
- Key Risk in Federal Contracting, G-CON Small Business Contracting Symposium, Northern Virginia Government Contractors Council, McLean, VA, June 2006
- Government Contracts Dispute Resolution: Protest and Claims, Basic Contracting Series, NCMA Tysons Corner Chapter, Reston, VA, November 2005, May 2006 and November 2006



## Eric S. Crusius

PARTNER

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### PRACTICES

Government Contracts | Litigation and Dispute Resolution |  
Labor, Employment and Benefits | Wage and Hour |  
Data Strategy, Security & Privacy |  
Global Cybersecurity and Privacy Policy and Regulation |  
National Security, Defense and Intelligence | Supply Chain

**Eric Crusius** is a Tysons attorney who focuses his practice on a wide range of government contract (GovCon) matters, including bid protests, claims and disputes, compliance issues and sub-prime issues.

Mr. Crusius has extensive experience in government contract litigation, including successfully prosecuting and intervening in numerous bid protests before the U.S. Court of Federal Claims (USCFC), U.S. Government Accountability Office (GAO), boards of contract appeals and other federal agencies. He counsels clients regarding the Service Contract Act (SCA) and other labor issues, domestic preferences, export controls, cybersecurity, subcontracting and teaming agreements, and compliance with the Federal Acquisition Regulation (FAR) and other agency regulatory requirements such as the Defense Federal Acquisition Supplement (DFARS). Mr. Crusius also represents contractors in investigations, suspension and debarment proceedings, and in federal and state courts. He also supports the firm's corporate practice and performs due diligence and compliance reviews for acquisitions and sales of entities and business units in the defense and civilian space.

Sample representations include:

- Represented a multinational Fortune 100 manufacturer with respect to issues connected with the Defense Production Act (DPA) compliance under Titles I and III
- Guided breach response plans for defense contractors following cybersecurity attacks and obtained favorable investigative outcomes following breach disclosures to the U.S. Department of Defense (DOD)
- After trial, obtained a successful verdict that challenged a finding by the U.S. Department of Labor (DOL) that a security contractor violated the SCA avoiding substantial fines and a potential debarment
- Successfully removed a company from the suspension and debarment list following a criminal conviction of the company and its founder after guiding the company through a significant compliance plan
- Guided mandatory disclosures for clients resulting in no further inquiries or actions by the federal government
- Counsels contractors with unique and emerging compliance issues connected with the American Rescue Plan Act, the Chinese technology ban and supply chain compliance, autonomous transportation, offensive and defensive cybersecurity weapons, helium shortages and others

Mr. Crusius also draws on his previous experience representing internet-based companies across the globe and

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focuses on cybersecurity issues particular to government contractors, including counseling contractors regarding cybersecurity compliance obligations, specialized breach response requirements required by various federal agencies (including the DOD), and certifications such as the Cybersecurity Maturity Model Certification (CMMC) and Federal Risk and Authorization Management Program (FedRAMP). He is an industry thought leader with respect to these issues having appeared on Government Matters, Federal News Network and featured at conferences to provide insight to the greater contractor community.

In addition, Mr. Crusius is well-versed in developing strategies for and managing all stages of complex multimillion-dollar litigations from commencement through trial.

Mr. Crusius' recent representative litigation matters include:

- Obtained a \$3.3 million verdict in a complex government contracts trial against L-3 Communications
- Won jury trial, including punitive damages, on behalf of a government contractor in the U.S. District Court for the Eastern District of Virginia in a case involving the Computer Fraud and Abuse Act
- Won an appeal in Ohio's Ninth District Court of Appeals overturning the summary judgment decision by the trial court
- Successfully prosecuted numerous bid protests at the GAO and the USCFC, including a successful challenge of an approximately \$190 million award on two separate protest grounds and a successful challenge of corrective action taken by the agency and prior adverse GAO decision
- In another protest decision at the USCFC, obtained a finding that the U.S. Department of Veterans Affairs (VA) acted unlawfully when structuring a \$4 billion program for the sourcing and distribution of medical supplies for VA medical facilities
- Obtained a significant settlement for a government contractor against the client's former heads of business development and operation started a competing business
- In a matter alleging numerous business torts connected with false allegations that the client was selling counterfeit goods, obtained a substantial settlement during jury selection

## Credentials

### Education

- Hofstra University School of Law, J.D.
- Hofstra University, B.A., Social Science, *with honors*

### Bar Admissions/Licenses

- New York
- Virginia

### Court Admissions

- U.S. Court of Federal Claims
- U.S. Supreme Court
- U.S. Court of Appeals for the Fourth Circuit
- U.S. District Court for the Eastern District of Virginia

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- U.S. District Court for the Eastern District of New York

## Memberships

- American Bar Association, Section of Public Contract Law, Conference Director, Virtual Speaker Series; Employment Safety & Labor Committee, Co-Chair; Legislative and Regulatory Coordinating Committee, Co-Chair
- *Law360*, Government Contracts Editorial Advisory Board, 2018-2019
- National Contract Management Association, NOVA Chapter, President, 2017-2018
- American Bar Association
- Professional Services Council
- Small and Emerging Contractor Advisory Forum, Programs Committee
- Phi Alpha Delta Law Fraternity
- *Conscience*, Hofstra University School of Law Newspaper, Editor-in-Chief

## Honors & Awards

- Holland & Knight Pro Bono All-Star, 2020
- Top Author, Government Contracts Industry, JD Supra Reader's Choice Awards, 2018
- Rising Star, Virginia *Super Lawyers* magazine, 2012-2015
- Rising Star, Washington, D.C. *Super Lawyers* magazine, Government Contracts, 2013-2015
- Hofstra University School of Law, Dean's Scholarship

## Publications

- Department of Defense Releases Long-Awaited CMMC Proposed Rule, *Holland & Knight Government Contracts Blog*, December 27, 2023
- Department of Defense Issues Report Critical of Contractor Cybersecurity Compliance, *Holland & Knight Government Contracts Blog*, December 11, 2023
- Department of Homeland Security Using Cybersecurity Readiness as an Evaluation Factor, *Holland & Knight Government Contracts Blog*, November 10, 2023
- Snitches Don't Get Stitches: New Rule Requires Supply Chain Disclosures, *Holland & Knight Government Contracts Blog*, November 6, 2023
- New Cybersecurity FAR Rules Poised to Have a Major Impact on Contractors, *Holland & Knight Government Contracts Blog*, October 5, 2023
- A Contractor's Guide to the Impending Government Shutdown, *Holland & Knight Government Contracts Blog*, September 21, 2023
- New TikTok Ban Doesn't Reach All Contractor IT or Employees' Personal Devices, *Holland & Knight Government Contracts Blog*, September 11, 2023
- Third-Party Cybersecurity Assessments Potentially Coming Soon to Department of Defense, *Holland & Knight Government Contracts Blog*, June 29, 2023
- U.S. Department of Homeland Security Releases Long-Awaited Cybersecurity Regulations, *Holland & Knight Alert*, June 26, 2023

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- Veterans Affairs Contractors Have Broad New Cybersecurity Obligations, *Pratt's Privacy & Cybersecurity Law Report*, June 2023
- What Hitting the Debt Ceiling Might Mean for Federal Contractors, *Holland & Knight Alert*, May 17, 2023
- CMMC Spurs Cybersecurity Awareness, But Don't Sleep on Everything Else, *Federal News Network*, February 9, 2023
- VA Contractors Have Broad New Cybersecurity Obligations, *Holland & Knight Alert*, January 26, 2023
- New Regulatory Agenda Reveals Forthcoming Cybersecurity Regulations, *Holland & Knight Alert*, January 9, 2023
- Cybersecurity in 2023: What Government Contractors Should Expect, *Holland & Knight Alert*, January 3, 2023
- 2023 NDAA Tightens Controls on Chinese Semiconductors in Government Contractor Supply Chains, *Holland & Knight Alert*, December 27, 2022
- SBA Set to Take Over Certification of Veteran-Owned Small Businesses, *Holland & Knight Alert*, December 13, 2022
- Proposed Greenhouse Gas Rules Create Significant Contractor Compliance Requirements, *Holland & Knight Government Contracts Blog*, November 15, 2022
- GAO: Bid Protest Activity Fell Again, But Protester "Effectiveness Rate" Increased, *Holland & Knight Government Contracts Blog*, November 7, 2022
- There and Back Again: Labor Department Issues New Proposed Nondisplacement Regulation, *Holland & Knight Alert*, July 19, 2022
- U.S. Department of Defense Tightens Screws on Cybersecurity Compliance, *Holland & Knight Government Contracts Blog*, July 14, 2022
- USDA Proposes Contractor Blacklisting Rule for Its Contractors: One-Off or the First Domino?, *Holland & Knight Alert*, March 18, 2022
- Coming (Mostly) Soon: The \$15 Per Hour Minimum Wage for Government Contractor Service Employees, *Holland & Knight Alert*, December 16, 2021
- Holland & Knight's Israel Practice Newsletter: Winter 2021, *Holland & Knight Newsletter*, December 14, 2021
- CMMC 2.0 Simplifies Requirements But Raises Risks for Government Contractors, *Holland & Knight Alert*, December 8, 2021
- Biden Administration Announces Revised Deadline for Federal Contractor Vaccination Requirement, *Holland & Knight Alert*, November 4, 2021
- Safer Federal Workforce Task Force Issues Updated FAQs on COVID-19 Vaccine Mandate, *Holland & Knight Government Contracts Blog*, November 3, 2021
- False Claims Act Meets Cybersecurity: DOJ's New Civil Cyber-Fraud Unit, *Holland & Knight Government Contracts Blog*, October 8, 2021
- It's a Mandate: Task Force Issues COVID-19 Vaccine Guidance for Government Contractors, *Holland & Knight Alert*, September 27, 2021
- President Biden Mandates COVID-19 Safety Measures for Government Contractors, *Holland & Knight Alert*, September 10, 2021
- DOL Releases Proposed Rules to Implement \$15 Minimum Wage for Federal Contractors, *Holland & Knight Government Contracts Blog*, July 29, 2021
- Biden Administration Report Outlines Strategy to Invigorate Domestic Supply Chains, *Holland & Knight Alert*, June



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- Cybersecurity for All: President Biden Issues Sweeping Cybersecurity Executive Order, *Holland & Knight Cybersecurity and Privacy Blog*, May 13, 2021
- Biden Issues Executive Order Increasing Minimum Wage for Contractor Employees to \$15/Hour, *Holland & Knight Government Contracts Blog*, April 29, 2021
- Holland & Knight's Energy and Natural Resources Quarterly Newsletter: Spring 2021, March 23, 2021
- Biden Order Aims to Strengthen Domestic Supply Chains in Key Sectors, *Holland & Knight Alert*, March 2, 2021
- Biden Administration Issues Executive Order on Made in America Laws, *Holland & Knight Government Contracts Blog*, January 26, 2021
- Buy American Revisions Adopted for Domestic Content and Price Evaluation Preference Percentages, *Holland & Knight Government Contracts Blog*, January 25, 2021
- President Biden's First Day Brings Changes for Contractors Through New Executive Actions, *Holland & Knight Government Contracts Blog*, January 21, 2021
- Corporate Compliance Answer Book, *Practising Law Institute*, 2021 Edition
- Holland & Knight's Israel Practice Newsletter: Winter 2020, December 14, 2020
- What Should Contractors Expect in a Biden Administration?, *Holland & Knight Alert*, November 9, 2020
- OFCCP Issues FAQs Concerning Executive Order "Combating Race and Sex Stereotyping", *Holland & Knight Government Contracts Blog*, October 15, 2020
- President Issues Contractor "Critical Race Theory" Executive Order, *Holland & Knight Government Contracts Blog*, September 23, 2020
- Holland & Knight's Israel Practice Newsletter: Summer 2020, September 9, 2020
- Rule Banning Chinese Telecommunications Equipment is Released, *Holland & Knight Government Contracts Blog*, July 13, 2020
- SBA Issues Final Rule Implementing Certification for Women-Owned Small Businesses, *Holland & Knight Government Contracts Blog*, May 11, 2020
- Holland & Knight's Israel Practice Newsletter: Spring 2020, April 20, 2020
- Department of Defense Releases Further Guidance for Implementing Section 3610 of the CARES Act, *Holland & Knight Government Contracts Blog*, April 15, 2020
- New Interim FAR Rule Regarding the Prohibition on Certain Chinese Telecommunications Services or Equipment, *Pratt's Government Contracting Law Report*, April 2020
- Department of Defense Implements Section 3610 of the CARES Act, *Holland & Knight Government Contracts Blog*, April 9, 2020
- 2020 Trends & Developments in U.S. Public Procurement and Government Contracts, *Chambers 2020 Practice Guide on Public Procurement*, April 6, 2020
- Office of Management and Budget Issues COVID-19 Guidance for Contractors, *Holland & Knight Government Contracts Blog*, March 23, 2020
- SBA Issues Proposed Regulations Signaling Changes to Multiple Small Business Programs, *Pratt's Government Contracting Law Report*, March 2020
- Contractors Should Prepare for the Coronavirus, *Holland & Knight Government Contracts Blog*, February 28, 2020
- The Top 10 Compliance Challenges for 2020, *National Contract Management Association's Contract Management*

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*Magazine*, March 2020

- Government Contractors Are Subject to New Counterfeit Parts Reporting Requirements, *Pratt's Government Contracting Law Report*, February 2020
- CMMC Moves Toward Reality, *Holland & Knight Government Contracts Blog*, February 10, 2020
- Corporate Compliance Answer Book, *Practising Law Institute*, 2020 Edition
- New Interim FAR Rule Regarding the Prohibition on Certain Chinese Telecommunications Services or Equipment, *Holland & Knight Government Contracts Blog*, December 30, 2019
- Runway Extended: SBA Issues Final Rule Implementing Five-Year Period of Measurement for Receipts-Based Size Standards, *Holland & Knight Government Contracts Blog*, December 20, 2019
- Government Contractors Subject to New Counterfeit Parts Reporting Requirements, *Holland & Knight Government Contracts Blog*, December 12, 2019
- Holiday Ethics Guidance for Federal Contractors, *Holland & Knight Government Contracts Blog*, December 5, 2019
- DoD Proposes to Amend Definition of Commercial Items, *Holland & Knight Government Contracts Blog*, December 2, 2019
- Annual GAO Report Says Bid Protest Activity Down in 2019, but Protestor "Effectiveness Rate" Remains Steady, *Holland & Knight Government Contracts Blog*, November 13, 2019
- SBA Issues Proposed Regulations Signaling Changes to Multiple Small Business Programs, *Holland & Knight Government Contracts Blog*, November 11, 2019
- President Trump Rescinds Nondisplacement of Qualified Worker Executive Order, *Holland & Knight Government Contracts Blog*, November 8, 2019
- President Issues Two New Executive Orders Aimed at Trimming Regulatory Burdens, *Holland & Knight Government Contracts Blog*, October 11, 2019
- 10 Tips For Operating Under A Status-Of-Forces Agreement, *Law360*, October 3, 2019
- 10 Tips for Government Contractors with Personnel Covered by Status of Forces Agreements Abroad, *Holland & Knight Alert*, October 2, 2019
- Interim Rule Banning Huawei and Other Chinese Companies Released, *Holland & Knight Government Contracts Blog*, August 12, 2019
- Defense Contractors To See New Cybersecurity Standards, Independent Certification Requirements, *Holland & Knight Alert*, July 25, 2019
- The Supreme Court Expands Contractor FOIA Protection - with a Caveat, *Holland & Knight Government Contracts Blog*, July 16, 2019
- Risks of Cybersecurity Noncompliance Expand, *Holland & Knight Government Contracts Blog*, July 11, 2019
- Significant Changes to Supply Chain Compliance, *LexisNexis A.S. Pratt*, July 2019
- DoD, GSA and NASA Issue Proposed Rule Addressing Credit for Lower-Tier Small Business Subcontracting, *Holland & Knight Government Contracts Blog*, June 28, 2019
- SBA Issues Proposed Rule Implementing Small Business Runway Extension Act, *Holland & Knight Government Contracts Blog*, June 25, 2019
- Significant Changes to Supply Chain Compliance, *Holland & Knight Government Contracts Blog*, March 1, 2019
- A Contractor's Guide to the Impending Government Shutdown, *Holland & Knight Government Contracts Blog*, December 21, 2018

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- New DoD Proposal Should Improve Vendor Selection, *Law360*, December 12, 2018
- New Proposed Regulations Limit the Use of LPTA, *Holland & Knight Government Contracts Blog*, December 4, 2018
- FY2018 GAO Protest Report Details Protest Trends, *Holland & Knight Government Contracts Blog*, November 28, 2018
- GSA Proposes to Remake its Schedules Program, *Holland & Knight Government Contracts Blog*, November 27, 2018
- Corporate Compliance Answer Book, *Practising Law Institute*, 2019 Edition
- Understanding Why GAO Sustained Protest of OT Production Contract, *Pratt's Government Contracting Law Report*, Vol. 4, No. 8, August 2018
- CBCA Issues New Rules of Procedures, *Holland & Knight Government Contracts Blog*, August 23, 2018
- Government Continues Cautious Approach to Blockchain Technology, *Holland & Knight Government Contracts Blog*, June 20, 2018
- Understanding Why GAO Sustained Protest of OT Production Contract, *Holland & Knight Government Contracts Blog*, June 7, 2018
- GAO Releases New Regulations for Bid Protests, *Holland & Knight Government Contracts Blog*, April 2, 2018
- What Should Contractors Know About GSA's New E-Commerce Portal Implementation Plan?, *Holland & Knight Alert*, March 28, 2018
- When it Comes to Bid Protests, Section 809 Panel Should Follow Data, *Federal News Radio*, March 21, 2018
- Recent Debarments Highlight Growing Risk of Sanctions By Multilateral Development Banks, *Holland & Knight Alert*, March 15, 2018
- The National Defense Authorization Act of 2018, *Pratt's Government Contracting Law Report*, March 2018
- The National Defense Authorization Act of 2018, *Pratt's Government Contracting Law Report*, February 2018
- A Contractor's Guide to the Impending Government Shutdown, *Holland & Knight Government Contracts Blog*, January 19, 2018
- 2018 NDAA Analysis: Signals Towards the Federal Government's Growing Interest in Blockchain Technology, *Holland & Knight Government Contracts Blog*, January 2, 2018
- 2017, We Hardly Knew You: A Look Ahead to 2018, *Holland & Knight Government Contracts Blog*, December 27, 2017
- 2018 NDAA Analysis: The Noose Further Tightens on LPTA, *Holland & Knight Government Contracts Blog*, November 20, 2017
- Analysis of the Current Draft 2018 NDAA, *Holland & Knight Government Contracts Blog*, November 13, 2017
- DoD Issues Guidance for Compliance with Cybersecurity Regulations, *Holland & Knight Alert*, October 6, 2017
- DOL Guts Sick Leave Requirement Complicating Contractor Compliance, *Holland & Knight Government Contracts Blog*, July 28, 2017
- The Department of Defense Emphasizes Heightened Cybersecurity Compliance at Industry Information Day Event, *Holland & Knight Government Contracts Blog*, June 26, 2017
- Thornberry Acquisition Reform Bill Contemplates DoD's Use of Online Marketplaces to Purchase COTS Products, *Holland & Knight Government Contracts Blog*, June 8, 2017
- Contractors Beware: New Cybersecurity Executive Order Signals a Change in Direction, *Holland & Knight*

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*Government Contracts Blog*, May 12, 2017

- Contractors Should Start Preparing for a Possible Shutdown Now, *Holland & Knight Government Contracts Blog*, April 24, 2017
- The Top 10 Government Contracting Compliance Headaches in 2017, *Contract Management*, March 2017
- Court Temporarily Blocks Most Fair Pay and Safe Workplaces Final Regulations, *PubKLaw*, October 27, 2016
- Court Temporarily Blocks Most Fair Pay and Safe Workplaces Final Regulations, *Client Alert*, October 25, 2016
- Dramatic Changes are Here: Final Fair Pay and Safe Workplaces Rules Published, *Client Alert*, August 29, 2016
- Mandatory Sick Leave for Contractor Employees Adds Compliance Challenges, *Client Alert*, March 16, 2016
- "Fair Pay and Safe Workplaces" Executive Order Proposed Rule and Guidance Issued: Dramatic Changes Likely in Store for Most Contractors and Subcontractors, *Client Alert*, June 5, 2015

## Speaking Engagements

- CMMC Texas Summit in Dallas: Navigating Compliance with the New CMMC Rule, Holland & Knight, FORVIS, JAMIS and NeoSystems Program, February 29, 2024
- CMMC Texas Summit in Houston: Navigating Compliance with the New CMMC Rule, Holland & Knight, FORVIS, JAMIS and NeoSystems Program, February 28, 2024
- Getting Ready for CMMC 2.0: Demystifying the Compliance Requirements and Overcoming Implementation Challenges, 13th Annual Forum on U.S. Export & Reexport Compliance for Canadian Operations, January 24, 2024
- Impact of the CMMC Proposed Rule on Government Contractors, Holland & Knight Webinar, January 4, 2024
- The Proposed CMMC Rule Is Here: What It Means for Your Organization, FORVIS, January 4, 2024
- Special Edition: CMMC Proposed Rule, Cyber AB Town Hall, January 2, 2024
- FAR/DFARS End of Year Review 2023, National Contract Management Association, December 14, 2023
- Cybersecurity and CUI in Government Contracts 2023: What's New and What's Next?, Holland & Knight Webinar, December 7, 2023
- State of the State: DCMA DFARS 7012/CUI Policy & Enforcement, Southwest Regional CMMC Implementation Conference (CIC), December 5, 2023
- How Contractors Can Manage the Imminent Government Shutdown, Holland & Knight Webinar, September 29, 2023
- Boardroom Breakfast - GovCon Compliance Review, NFP, July 11, 2023
- Regulatory Updates that Matter to Primes and Subs, National Contract Management Association, June 16, 2023
- The Masters Institute in Government Contracting, Federal Publications Seminars, La Jolla Government Contracts Week 2023, May 10, 2023
- JAMIS Summit 2023, JAMIS Software Corporation, May 7 - 11, 2023
- Industry Overview and Cost & Pricing Update, FORVIS, 28th Annual Government Contracting Conference, May 4, 2023
- Government Contracts and Cybersecurity Compliance, Holland & Knight Webinar, March 24, 2023
- CMMC 2.0 and NIST SP 800-171: What to Expect in the Coming Year, Exostar, February 22, 2023
- What You Need to Know: Complying with Federal Cybersecurity Requirements, Professional Services Council,

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February 15, 2023

- The Latest on CMMC 2.0: Key Updates on the Biggest Lessons and Costly Missteps, U.S. Export & Reexport Compliance for Canadian Operations, February 1, 2023
- Federal Acquisition Regulation Update, National Contract Management Association (NCMA), Blue Ridge Chapter, January 12, 2023
- Solution Paths to Audit-Readiness, CMMC Day, September 20, 2022
- FAR Supplement: NFS, Jennifer Schaus & Associates FAR Agency & Department Supplement Webinar Series, August 3, 2022
- CMMC Unwrapped - Legal, Compliance and Technical Requirements, Federal Publications Seminars, May 2-3, 2022 | 8:00 AM-3:00 PM PT each day
- Section 889 Chinese Telecommunications Ban, National Contract Management Association (NCMA), April 28, 2022
- Supply Chain Trends, 27th Annual DHG Government Contracting Conference, April 28, 2022
- Colorado Cybersecurity Maturity Model Certification (CMMC) Panel, Jamis Program, March 7-8, 2022
- Government Contractor Vaccine Mandate: Updates and Additional Considerations, Holland & Knight Program, October 29, 2021
- Cybersecurity Legal Framework and Executive Orders: Where We've Been and Where We Are Now, 2021 Cybersecurity Summit for Government Contractors, October 28, 2021
- Legislative and Regulatory Update, Small and Emerging Contractors Advisory Forum, October 28, 2021
- Vaccine Mandates and the Government Contractor, DHG: Issues in Focus Webinar Series, October 14, 2021
- Questions Answered: Government Contractor Vaccine Mandate, Holland & Knight Program, October 12, 2021
- Legislative/Budgetary Update, 2021 Government Contracting Virtual Conference (GOVCON21), September 21, 2021
- CMMC Untangled: Strategies for Cybersecurity Compliance, CMMC Day Conference 2021, August 31, 2021
- The Masters Institute in Government Contracting, HILTON HEAD GOVERNMENT CONTRACTS WEEK 2021, FEDERAL PUBLICATIONS SEMINARS, July 29, 2021
- A Conversation About All of the New Government Contracting Regulatory Requirements, NCMA WORLD CONGRESS 2021, July 28, 2021
- CMMC Unwrapped: Legal, Compliance and Technical Requirements, HILTON HEAD GOVERNMENT CONTRACTS WEEK 2021, FEDERAL PUBLICATIONS SEMINARS, July 27, 2021
- Government Contracts Compliance Update: Do Your Internal Controls Address Recent Changes and Key Risks?, NCMA Boston, July 13, 2021
- Government Contracts Update: Does Your Compliance Program Address Recent Changes and Key Risks?, Holland & Knight Webinar, May 27, 2021
- Industry CMMC Readiness Summit: Pathway to CMMC, Neosystems, January 28, 2021
- Future of Government Cybersecurity: Cyber Warfare, the Supply Chain and CMMC's New Role, NeoSystems, December 15, 2020
- Cyberwarfare 2020, Cybersecurity Summit for Government Contractors, Federal Publications Seminars and NeoSystems, November 17, 2020
- State of Government Contracting Leading Up to the Election, SC&H Group 2020 GovCon Summit, October 27,

# Holland & Knight

2020

- What is the Future of Government Cybersecurity, Risk and the Supply Chain: Part III, Neosystems and Cybersecurity TV LIVE Webcast, August 20, 2020
- NeoSystems CMMC Town Hall, NeoSystems, August 12, 2020
- What is the Future of Government Cybersecurity, Risk and the Supply Chain: Part II, Neosystems and Cybersecurity TV LIVE Webcast, July 30, 2020
- CMMC Roll Out – Decoding the Risk as CMMC Moves Toward Reality, National Contract Management Association, Virtual World Congress 2020, July 29, 2020
- What is the Future of Government Cybersecurity, Risk and the Supply Chain: Post-MITRE “Deliver Uncompromised?”, Neosystems and Cybersecurity TV LIVE Webcast , June 2, 2020
- 2020 Employee Benefit Plans Virtual Conference, Greater Washington Society of CPAs, May 1, 2020
- WashTech CISOs Speak: CMMC & the Supply Chain, NeoSystems, Cybersecurity TV and Maryland Innovation Security Institute, April 28, 2020
- GovCon and COVID-19: Updates and New Resources, Holland & Knight Webinar, April 28, 2020
- The Defense Production Act and COVID-19: What Companies Need to Know, Holland & Knight Webinar, April 6, 2020
- Defense Production Act And COVID-19: What Contractors Need To Know, March 26, 2020
- CMMC Impact on GovCon: Part 2, NeoSystems, March 26, 2020
- COVID-19 and Beyond: What's New on Government Contracting, Virginia Society of Certified Public Accountants Northern Chapter, March 25, 2020
- GovCon and COVID-19: What You Need to Know, Holland & Knight Webinar, March 17, 2020
- CMMC: Compliance, Audits and What to Really Expect, Veteran Institute for Procurement, SBA, Lockheed Martin and the Veterans Business Outreach Center, March 12, 2020
- The National 8(a) Small Business Conference, February 11-13, 2020
- CMMC Impact on GovCon: Now and in 2020, Holland & Knight Program, January 28, 2020
- CMMC Deep Dive & Introduction to NeoSystems Managed Cyber and Information Security Services, January 8, 2020
- Do You Know and Are You Ready? Contracting Competencies and Best Practices, December 10, 2019
- Service Contract Act Training, Professional Services Council, November 4 - 5, 2019
- How to Adapt to the Commercialization of the Government's Buying Process, Navigating Federal Government Contracts Northwest 2019, October 30, 2019
- Bid Protest Series Part 3: COFC Protests and Special Protest Situations, Holland & Knight Webinar, September 24, 2019
- Move Towards Commercialization of Government Contracts and/or Supply Chain, 58th Annual National Seminar on Government Contracts, September 18, 2019
- Changes, Innovations, and Best Practices Track, World Congress Boston, July 31, 2019
- Service Contract Act Training, Professional Services Council, July 25 - 26, 2019
- Mega Trends in Government Contracting, Holland & Knight Program, May 14, 2019
- Supply Chain: A New Focus, 24th Annual Government Contracting Conference, May 2, 2019

# Holland & Knight

- NeoSystems 2019 Federal Issues & Insights Briefing Series, NeoSystems and Deltek, March 28, 2019
- Demystifying the Section 809 Panel's Proposals, Holland & Knight Webinar, March 26, 2019
- State of the Government Contracting Industry - Spring Update, Dixon Hughes Goodman, LLP and Bank of America Merrill Lynch, March 19-20, 2019
- Service Contract Act Training, Professional Services Council, February 11 - 12, 2019
- Shutdown Strategies: How to Effectively Manage the Shutdown, Holland & Knight Webinar, January 16, 2019
- New Contract Compliance in the NDAA 2019, NCMA Government Contract Management Symposium, December 2-5, 2018
- Service Contract Act Training, Professional Services Council, November 6-7, 2018
- The Latest GovCon Compliance and Legal News, Virginia Society of Certified Public Accountants Northern Chapter, October 31, 2018
- Labor Compliance Pitfalls, Navigating Federal Government Contracts Northwest 2018, October 25, 2018
- Labor & Employment Law, 2018 Javits-Wagner-O'Day Legal Symposium, October 2-4, 2018
- Bid Protest Series Part 3: Protests Regarding Small Business Size and Other Socioeconomic Eligibility, Holland & Knight Webinar, September 21, 2018
- Service Contract Act Training, Professional Services Council, June 19-20, 2018
- The Latest Legal and Compliance Changes You Need to Know, National Contract Management Association Webinar, May 10, 2018
- Understanding "Other Transaction" (OT) Agreements for Federally Funded Research and Development, Holland & Knight Webinar, April 30, 2018
- What's New in the Contract News!, SubCon Training Workshops; National Contract Management Association, April 12, 2018
- The Top 10 Government Contracting Legal and Compliance Issues, Pleasant Valley Business Solutions Webinar, March 28, 2018
- HR Toolkit Series Part 1: Service Contract Act (SCA) Fundamentals, Holland & Knight Webinar, March 14, 2018
- GSA Reverse Industry Training: Execution – Modifications & Compliance, General Services Administration, February 20, 2018
- 2018 NDAA Analysis for Government Contractors, Holland & Knight Webinar, January 30, 2018
- Legislative Update & Tax Reform, GovCon Summit 2017: The State of the Industry, October 26, 2017
- Government Contracting in the Age of Trump: What's New in the Legal Arena, VSCPA Northern Chapter, CFO and Controllers Special Interest Group - Legal, October 25, 2017
- Federal Government Service and Construction Contractor Labor Compliance, Holland & Knight Webinar, October 19, 2017
- Service Contract Act Workshop, WACABA, October 19, 2017
- Federal Procurement Policy Update, Practical Solutions for Government Contractors Seminar, June 14, 2017
- Government Contracting: Strategies and Trends for Winning Today, April 6, 2017
- Top 10 GovCon Compliance Headaches in 2017, National Contract Management Association Seminar, January 13, 2017
- Top 10 Latest Labor Headaches for Contractors – Newly Released Rules Require New Guidance, Federal

# Holland & Knight

Publications Seminars Webinar, September 23, 2016

- Fair Pay and Safe Workplaces Final Rule, American Bar Association Joint Committee Meeting, September 9, 2016
- Not to Be "Labor" the Point, Dixon Hughes Goodman Government Contracting Services Group Webinar, May 11, 2016
- Bid Protests & Strategies, Webinar, March 3, 2016
- Labor Updates Every Contracting Professional Must Know, National Contract Management Association Seminar, February 10, 2016
- Fair Pay and Safe Workplaces, American Bar Association Public Contract Law Section Roundtable, September 24, 2015
- Expecting the Unexpected: How Whistleblower Protections and Executive Orders Are Changing the Way We Practice, American Bar Association, Section of Public Contract Law, Annual Meeting, July 31, 2015
- The Big Cyber Mystery: What Contracting Professionals Need to Know, National Contract Management Association, World Congress 2015 Breakout Sessions, July 28, 2015
- All the Gov Con News Fit to Speak About, National Contract Management Association, World Congress 2015 Breakout Sessions, July 27, 2015
- Labor Contracting in Flux: New Executive Orders, Service Contract Act, and Regulations Decoded, National Contract Management Association, World Congress 2015 Breakout Session, July 27, 2015
- Understanding the Fair Pay and Safe Workplaces Proposed Rule and Guidance, Federal Publications Seminars Webinar, July 1, 2015
- A Complete Internet Marketer's Compliance Guide, Performance Marketing Summit, May 18, 2015
- Winning in a Hostile Environment: Compliance & Business Challenges for VOSBs, National Veteran Small Business Coalition Boot Camp, May 13, 2015
- Dramatic Changes in Government Contracting: SCA, Labor, and Small Business Issues, National Contract Management Association Seminar, March 20, 2015
- The Latest and Greatest News in Government Contracting, Pleasant Valley Business Solutions Webinar, February 26, 2015



**Session 2: 10:30 am - 11:45 am; Room LaCava 305**

**Presenters:** Ellen K. Kelley, Col. Taona Enriquez, and Courtney Black

**Worst-Case Study Scenario – Contracts Survival:** Would you know what to do if the worst contractual scenario actually happened and you were in charge? How would you survive a corporate decision that turns your contractual world upside down? Join this session to utilize your knowledge of government contracts to brainstorm viable solutions to two real life case-studies, and not only “survive” but “thrive” in a world of contractual chaos.



Courtney Black is Principal in EY’s Government Contract Services practice with more than 18 years of experience in government contracting. She specializes in assisting clients in conducting business with the federal government, including assessing, addressing and monitoring compliance with Federal Acquisition Regulation, Uniform Guidance, Cost Accounting Standards, Office of Management and Budget (OMB) Circulars and contract-specific requirements.



Ellen K. Kelley, MBA, CPCM, Fellow, is Director of Contracts for Quantech Services in Lexington MA. She is responsible for managing the lifecycle of the corporation’s contracts and subcontracts, with a focus on risk management, key relationship management, and compliance. Ellen brings over 30 years of industry experience as a proven corporate leader and subject matter expert in government contracts, subcontracts, acquisition, negotiation, and ethics. During the course of her career, she negotiated and administered contracts with nearly every Fortune 500 Company and Federal Government Agency. Ellen is a distinguished volunteer with NCMA. She was past President and is currently Chair of the Board of Directors for the Boston Chapter. She is a frequent speaker at NCMA National events and is a published author. Lately, she has been conducting her all-day fan-favorite training session “Evaluating and Negotiating Contractual Risk: The ‘Yellowstone’ Way.” She was awarded the honorary title of “NCMA Fellow” for her significant contributions in the field of contract management.

## Taona Enriquez Headshot and Bio



## COLONEL TAONA A. ENRIQUEZ

Colonel Taona A. Enriquez is Commander, 66th Air Base Group, Hanscom Air Force Base, Massachusetts. The group supports the Air Force acquisition mission, providing base, regional and readiness support for the Air Force Life Cycle Management Center, three Program Executive Offices, MIT Lincoln Laboratory, a variety of other tenant organizations and a joint-service military housing community. The group also provides direct support to approximately 200 geographically separated units and approximately 130,000 retired military personnel, annuitants and spouses living in the six-state New England and New York area.

Col. Enriquez entered the Air Force in 2001 as a graduate of the Air Force Reserve Officer Training Corps, University of New Mexico, Albuquerque.

Prior to her current position, Col. Enriquez was the Deputy Director of Contracting, Air Force Life Cycle Management Center, Hanscom Air Force Base. In this position, she led a 500 person mission-focused contracting workforce that provided the resources and environment to deliver innovative and agile solutions for the warfighter. She supported Program Executive Officers on more than 300 programs valued at \$4 billion.

## **EDUCATION**

1998 Bachelor of Science Degree in Criminology, University of New Mexico, Albuquerque  
2007 Squadron Officer School, Maxwell Air Force Base, Ala.  
2008 Aircraft Maintenance Officer Course, Sheppard AFB, Texas  
2011 Master of Public Administration, University of New Mexico, Albuquerque, N.M.  
2011 Air Command and Staff College, by correspondence, Maxwell AFB, Ala.  
2015 Institute of Public Policy, George Washington University, Washington, D.C.  
2021 Executive Leadership Seminar, University of North Carolina at Chapel Hill

## **ASSIGNMENTS**

1. May 2001- May 2003, Contract Manager, Dyess AFB, Texas
2. June 2003 - April 2004, Contract Negotiator, Hill AFB, Utah
3. May 2004 - June 2005, Contracting/Logistics Officer, Hill AFB, Utah  
(January 2005 - June 2005, Contracting Officer, Office of Defense Representative Pakistan, U.S. Embassy, Islamabad, Pakistan)
4. July 2005 - January 2006, Contract Negotiator, Tyndall AFB, Fla.
5. February 2006 - May 2007, Flight Commander, Plans and Programs Flight, Tyndall AFB, Fla.
6. June 2007 - June 2008, Chief, Base & Tenant Support Flights, Tyndall AFB, Fla.
7. July 2008 - November 2008, Student, Aircraft Maintenance Officer Course, Sheppard AFB, Texas
8. December 2008 - May 2009, Executive Officer, RAF Lakenheath, United Kingdom
9. June 2009 - May 2010, Officer in Charge, RAF Lakenheath, United Kingdom
10. June 2010 - September 2010, Operations Officer, RAF Lakenheath, United Kingdom
11. October 2010 - June 2011, Officer in Charge, RAF Lakenheath, United Kingdom  
(November 2010 - March 2011, Officer in Charge, Bagram Air Base, Afghanistan)
12. July 2011 - July 2012, Commander, Lajes Field, Azores, Portugal
13. July 2012 - May 2013, Aide-de-Camp to the Commander, U.S. Air Forces in Europe and Air Forces in Africa, Ramstein Air Base, Germany
14. May 2013 - June 2014, Aide-de-Camp to the Commander, U.S. European Command, Supreme Allied Commander Europe, Supreme Headquarters Allied Power Europe, Belgium
15. July 2014 - December 2014, Legislative Liaison, U.S. Central Command Legislative Affairs, Pentagon, Washington, D.C.
16. January 2015 - December 2015, Defense Legislative Fellow, Secretary of the Air Force Legislative Liaison, Office of Senator Lisa Murkowski, Washington, D.C.
17. January 2016 - June 2018, Director of Contract Operations, Battle Management Directorate, Hanscom AFB, Mass.
18. July 2018 - June 2020, Commander, 673d Contracting Squadron, Joint Base Elmendorf-Richardson, Alaska
19. July 2020 - November 2020 Deputy Director of Contracting, Air Force Life Cycle Management Center, Hanscom AFB, Mass.

20. December 2020 - June 2022, Director of Contracting, Air Force Life Cycle Management Center, Hanscom AFB, Mass.

21. June 2022 - Present, Commander, 66th Air Base Group, Hanscom AFB, Mass.

### **SUMMARY OF JOINT ASSIGNMENTS**

1. May 13 - June 14, Aide-de-Camp to the Commander, United States European Command, Supreme Allied Commander Europe, SHAPE, Belgium, as a Major

### **MAJOR AWARDS AND DECORATIONS**

Defense Meritorious Medal

Meritorious Service Medal with 4 oak leaf clusters

Joint Service Commendation Medal

Air Force Commendation Medal with 2 oak leaf clusters

Meritorious Unit Award Air Force

Outstanding Unit Award with 3 oak leaf clusters

### **EFFECTIVE DATES OF PROMOTION**

Second Lieutenant May 30, 2001

First Lieutenant May 30, 2003

Captain May 30, 2005

Major Jan. 1, 2011

Lieutenant Colonel Dec. 1, 2015

Colonel Sept. 1, 2021

Session 2: 10:30 am - 11:45 am; Room LaCava 335



**Presenter:** Russ Blaine, Executive Director, Acquisition Policy & Compliance, RTX

**We Can Work It Out: Thoughts on Improving Government Industry Communication:** Having experienced Government Contracting from both the buyer and seller perspective for 30 years, Russ will share his observations and recommendations on how communication and relationships can be improved and optimized for mutual success.

### **Professional Biography**

Russ Blaine is Executive Director, Acquisition Policy & Compliance, with the RTX (formerly Raytheon Technologies) Legal, Contracts, and Compliance team. In his position, he works with Industry Associations, Defense Industrial Base peers, and internal experts to assess emerging Federal and Defense Acquisition-related statutes, regulations, and policies and to prepare RTX business segments for compliance with the same. Russ has over 30 years of defense-related experience, and has held executive positions in contract management, business development, operations, and proposal development. Russ also serves as the Corporate Liaison for RTXVETS, RTX's Armed Services Community ERG.

Prior to retiring as a Colonel from the U.S. Air Force in 2009, Russ served as Director of Contracting and Chief of Staff at the Electronic Systems Center, Hanscom Air Force Base, Massachusetts. He subsequently held Industry positions as Vice President for Program Development with KBR Wyle, and as Chief Operating Officer for Beyond Mission Capable Solutions, a woman-owned small business specializing in cyber security engineering.

Russ received his Bachelor's Degree from the College of the Holy Cross in Worcester, Massachusetts, his Masters Degree in Education from South Dakota State University, and his MBA from Bentley University in Waltham, Massachusetts. In 2001 he participated as an Air Force National Security Fellow at Harvard's Kennedy School of Government.

A 30-year member of NCMA, Russ served as the Boston Chapter President during 2009, as well as NCMA's National President during its 2014 program year. He holds his CPCM certification and was recognized as NCMA's "Outstanding Fellow" in 2018.

Russ and his wife Mariah enjoy time with their two children, Jack and Ryan. Russ's adult son, Russell, is a software engineer with a medical technology firm.

**Session 3: 2:15 pm - 3:30 pm; Room LaCava 305**

**Presenters:** Mike Gauthier, Sr Manager, MIT Lincoln Laboratory & Joshua Naim, Senior Manager, Deloitte Services LP, Government & Public Services Industry

**If You Don't Use It, You Lose It! - Case Study Review and Skill Application:** This hands-on session offers an immersive experience in problem-solving and business analysis through case study/scenario review. Participants will engage in two (2) interactive exercises where they will rapidly dissect real-world scenarios, learning to apply skills and strategic analysis in a practical context. The objective is to equip the attendees with key strategies and create awareness of other considerations at play. By the end of the session, participants will leave with critical nuggets of information and enhanced skills to directly apply within their own respective organizations. This session will be interactive so in-person attendance is preferred. Virtual attendees will be kept engaged through Q&A by the facilitators.

**Bios are attached on the next page.**



Mike Gauthier currently serves as a Senior Manager for MIT Lincoln Laboratory's Contracting Services Department. He and his team serve a variety of operational and technical end users in their research, design, engineering, construction, and maintenance efforts of several major new and existing assets nationwide. Prior to MITLL, Mike held leadership positions in both for local government and the private sector as well as serving as an Adjunct Instructor at Brandeis University's Rabb School of Graduate Studies. He has 20 years' experience serving the government, defense, higher-ed/non-profit, and retail sectors. Mike holds a Master of Public Administration from Framingham State University, a BA from Boston College, and has trained extensively at MIT. He is a NCMA Fellow, CPCM, CFCM, Six Sigma Green Belt, and CCWA. He has presented for NCMA both at the World Congress and the Boston March Workshop in prior years. Mike is a past President of NCMA Boston, and currently holds a seat on the Board.



*Joshua Naim, Senior Manager, Deloitte Services LP, Government & Public Services Industry*

Josh Naim is a Senior Manager and GPS Contracts Group Lead in Deloitte's Government & Public Services Industry. In his role, he leads an extensive portfolio of federal contracts and directs a diverse team of contract and subcontract professionals. Before joining Deloitte, Josh transitioned from the Government to Industry and held the Senior Manager of Contracts position at The Charles Stark Draper Laboratory, inc. (Draper). Prior to Draper, Josh spent most of his career in Air Force Contracting, most recently in a Supervisory role at Hanscom Air Force Base, AFLCMC, PEO Digital – Kessel Run. Josh held Unlimited Warrants supporting Contracts and Agreements for the Air Force and worked in various systems acquisition offices.

Also, Josh holds a bachelor's degree in criminal justice/political science from Westfield State University and a Master of Business Administration from Temple University. He is DAWIA Level II Contracting Certified and Level 1 Program Management Certified. Additionally, Josh is a Certified Federal Contract Manager (CFCM).

**Session 3: 2:15 pm - 3:30 pm; Room LaCava 335**

**Presenter:** David Black, Holland & Knight LLP

**Demystifying Phase III of the Small Business Innovation Research Program: How to Secure SBIR Data Rights and Invoke the Phase III Mandate:** Phase III of the SBIR Program has been described as the source of real value for small businesses who participating in the program, with opportunities for sole source awards and developing new "SBIR Data" with its 20-year protection period. Phase III is a combination of authorities on the part of the government and, in some circumstances, rights or entitlements on the part of the SBIR company. But the reach of these authorities and rights is not always

**Bios are attached on page 11, under the Session #2.**



Session 3: 2:15 pm - 3:30 pm; Room LaCava 325



**Presenter:** Stacy High-Brinkley, Senior Manager, ISSG sector of BDO

**CMMC is Coming – What To Do To Prepare**

**Professional Biography**

Stacy High-Brinkley is a Senior Manager within the ISSG sector of BDO. She has more than 30 years' experience as an Information Security professional. Her background includes building and securing networks, with expertise in establishing and implementing streamlined cyber security programs. She holds numerous Cyber Certifications and is also a certified CMMC Assessor as well as an Assessor for DoD. Her expertise of the cyber domain includes technical aspects such as ensuring proper implementation of security controls and hardening networks as well as non-technical and policy implementation. Stacy has worked in wide ranging positions throughout her career, most recently serving as the Chief Information Security Officer (CISO) for a defense contracting company before joining BDO. Her passion is working with others, enabling a positive, environment and learning new ways to create secure environments in our hyper connected world.

**CMMC is Coming – What To Do To Prepare:** In January 2020, the Department of Defense (DoD) released the first model of the Cybersecurity Maturity Model Certification (CMMC), a tiered system of cybersecurity standards to be applied across the Defense Industrial Base (DIB). These contractual requirements, developed and launched in response to substantial compromises of sensitive data held on contractors' computer systems, are being rolled out gradually through 2025.

The CMMC effort builds upon existing regulation (DFARS 252.204-7012) that is based on trust by adding a verification component with respect to cybersecurity requirements. Contractors processing Controlled Unclassified Information (CUI) will be expected to maintain either a CMMC Level 2 (NIST 800-171) or Level 3 (adds NIST 800-172 to 171), which will be specified in the solicitation or RFP.

Many of our clients do not realize how critical the first step of scoping the environment truly is. If you do not understand what CUI is, nor where it is being stored, generated or transmitted in your environment, how can an organization even begin to design or apply compliant controls?

Ensure you review all your DoD contracts for all pertinent. Once the CMMC DFARS requirement 252.204-7021 is in your contracts it will be a **hard enforceable requirement** to obtain and pass a CMMC third-party assessment by an Authorized CMMC C3PAO by the time of contract award.

Once you know where CUI flows, you have a good picture of the Authorization Boundary. Understanding how your business and mission operations are critical to this stage.

Do not forget this stage also includes building your Cyber security program to protect CUI data and to set up a formal program for cyber awareness & training of your employees on how to safeguard CUI. Remember the personnel that handle CUI are the ***critical chain link*** in your CUI programs and must be considered seriously as one of the most critical links to a successful CUI safeguarding program.

Once the organization has determined its Authorization Boundary, **documenting the program** includes policies, procedures, a systems security plan (SSP) and a plan of action and milestones (POAM) which will create an *auditable* and fully compliant CMMC package.

One of the major items required by DFARS 7012 is an Incident Response Plan (IRP). An Incident Response Plan is a critical document to ensure you have a fully implementable program for identifying, alerting, notifying and remediating an event or incident, including after-actions reporting and lessons learned reports.

After all documentation is written and your compliant IT architecture is built you should be ready for a **CMMC Gap Assessment** by one of our certified CMMC assessors. This vital step will help you determine if you are ready to schedule an assessment with an authorized CMMC C3PAO.

Compliance is not just an IT responsibility, it is the responsibility of **all stakeholders**– including C-Suite, Human Resources, Facility Security Officers, Engineers and Project Managers.

BDO's Cybersecurity Specialists provide a proven and scalable approach to building robust and resilient IT architectures that tailor to your organization's operations.

**Session 3: 2:15 pm - 3:30 pm; Room LaCava 375**

DCMA and DCAA Annual Updates

**Summary of Topic**

Join us for an interactive session and discussions with panelists from DCMA and DCAA on regulatory updates and current government contracting hot topics. This year we are excited to have Ryan Connell from DCMA's Commercial Item Group, Thomas Forbush from DCMA Cost and Pricing, and Roberto Picon from DCAA's Policy Incurred Cost (PIC) Division. This session will explore a variety of topics including significant DCAA Policy Changes, Business System Audits and Audit Cycles, OTC Data Challenges, and NDAA Updates and Highlights.



**Presenter:** Mr. Thomas J. Forbush, DCMA

**DCMA and DCAA Annual Updates**

**Professional Biography**

Mr. Thomas J. Forbush is the Director, Corporate/Divisional Administrative Contracting Officer (CACO/DACO) Division, Cost & Pricing Command, DCMA. He is responsible for providing contract management oversight and support to all DCMA Corporate and Divisional Administrative Contracting Officers that oversee the largest defense contractors. His responsibilities include consistent and effective implementation of policy and the application of sound business judgment on large dollar precedent setting issues, primarily related to contractor business system, incurred cost, forward pricing rates, and Cost Accounting Standards matters.

Before assuming this position he held various positions within the Raytheon CACO/DACO network including Cost Monitor at Raytheon Integrated Defense Systems (IDS), Price/Cost Analyst at Raytheon Corporate, Divisional ACO of IDS, and Corporate ACO before being appointed to his current position in August 2017.

He holds a Bachelor of Science and a Masters of Business Administration from Salem State University. Tom is DAWIA certified in Contracting and a member of the Defense Acquisition Corps. Prior to working at DCMA, Tom worked at a public accounting firm and served active duty in the United States Marine Corps.



**Presenter: Ryan Connell**

**DCMA and DCAA Annual Updates**

Ryan Connell is the Deputy Director of the DCMA Commercial Item Group; an organization created response to the congressional mandate for a cadre of experts for commercial acquisition. Mr. Connell has 15 years in Defense acquisition experience which includes cost estimating, pricing & negotiation, cost & compliance, commercial acquisition, and market-based pricing. Ryan spent the last 7 years focused on DoD contract strategy for the integration of commercial technology, leveraging commercial business practices, and removing barriers to entry for nontraditional defense contractors. Ryan has his MBA, DAWIA certifications in both contracting and program management, and is on NCMA Boston's Board of Directors, leads NCMA's agile and innovation CoP.



**Presenter: Roberto Picon**

**DCMA and DCAA Annual Updates**

Roberto X. Picon currently serves as Policy Chief for the Incurred Cost Division in the Defense Contract Audit Agency (DCAA). Roberto is responsible for providing technical guidance and decisions on audit policy, acquisition regulations, cost principles, and accounting principles. He also reviews changes in legislation, results of research studies, publications which postulate new accounting theory and other professional publications to identify areas that impact on the policies, plans and mission of the Agency. Roberto's primary role focuses on a number of audit technical areas including incurred cost, real-time testing, FAR cost principles, audits for universities and not-for-profits, and the Agency's Independent Public Accountants (IPA) Program. Roberto also represents DCAA on relevant FAR/DFARS committees, and provides support to DoD organizations on a variety of working groups and industry working groups. Prior to serving in this position, Roberto served as Chief, Technical Programs Division, Northrop Grumman Corporate Audit Directorate (CAD) where he was responsible for providing technical advice on a variety of audit issues in support of over 250 audit staff. Roberto also served as DCAA's Justice Liaison Auditor where he provided senior staff level audit and accounting advice to Defense Criminal Investigative Organizations, Department of Defense Office of Inspector General, and the Department of Justice while supporting the role of DCAA in the acquisition process in relation to cases dealing with evidence of procurement fraud. Roberto has worked for DCAA within the National Capital Region for over 17 years serving on leadership and non-leadership roles. Roberto has also served active duty and reserve duty roles for the United States Navy completing multiple deployments throughout the Middle East and Southeast Asia from 1994 through 2002. Roberto has been working with the Department of Defense for over 22 years.

Roberto's civilian education includes a Bachelors of Business Administration from Pontifical Catholic University of Puerto Rico, and a Masters of Business Administration from Interamerican University of Puerto Rico. Roberto holds a Certified Public Accountant (CPA) license in the State of Virginia and holds Level 3 certifications in Department of Defense Financial Management (FM) and Defense Acquisition Workforce Improvement Act (DAWIA) programs.

**Session 4: 3:45 pm - 5:00 pm; Room LaCava 325**

**Presenters:** Bill Thompson, Devon Livingston, and Jack Gay, *Ernst & Young LLP*

**Truth in Negotiations Act (TINA) - a highway to compliance:** Bill Thompson, Devon Livingston, and Jack Gay will discuss the importance of compliance with the Truth in Negotiations Act (TINA). The presentation will cover contractor responsibilities, contractor and government technical requirements, the five core elements of defective pricing, and internal controls and best practices to mitigate risk. The presentation will enable attendees to develop an understanding of the key standards in material management accounting systems (MMAS) and potential outcomes if a contractor does not



***Bill Thompson, Senior, Forensic & Integrity Services, Government Contract Services, Ernst & Young LLP***

Bill Thompson is a senior in EY’s Government Contract Services practice, based in Boston, MA. Since joining EY, Bill has worked on TINA compliance remediation matters, conducted business systems audits, supported financial statement audits, and has helped contractors maximize cost recovery through overhead rate optimization. Prior to joining EY, Bill spent the last several years working in both industry and public accounting. He worked for a large government contractor where he held positions in finance and accounting. Bill has experience leading and supporting overhead rate audits, FAR compliance, and serving as a financial advisor for the contractor’s international operations.


Bill holds a BS in Business Administration with a concentration in Accounting from Nichols College and serves as a board member and Treasurer for the National Defense Industrial Association (NDIA) New England Chapter. He also leads NDIA’s STEM initiative which mentors high school students to explore careers in STEM.



***Jack Gay, Business Advisor, Forensic & Integrity Services, Government Contract Services, Ernst & Young LLP***

Jack Gay is a Business Advisor in EY’s Government Contract Services practice, based in Boston, MA. Jack has more than 40 years of government contracting which include 27 years with the Defense Contract Audit Agency (DCAA) and 11 years with EY. Jack assists clients with assessments of key business systems, corrective action plans, labor timekeeping, executive compensation, indirect rate analysis and cost allocation plans. He has extensive experience in many areas of government contracting and auditing, including FAR and DFARS, CAS, price proposals, indirect rate structures, forward pricing rates, provisional billing, and incurred cost submissions.

Jack holds a BA in Political Science from Providence College and a MS in Administration from Central Michigan University. He is a Certified Public Accountant. He also belongs to the American Institute of Certified Public

	<p>Accountants (AICPA), the National Contract Management Association (NCMA), and the Association of Government Accountants (AGA).</p>
	<p><b><i>Devon Livingston</i></b>, Senior, Forensic &amp; Integrity Services, Government Contract Services, Ernst &amp; Young LLP</p> <p>Devon Livingston is a Senior in EY’s Government Contract Services practice, based in Boston, MA. Devon assists clients in Estimate at Completion (EAC) and Compliance audits. Prior to joining EY, Devon was at Raytheon Technologies where she worked in Program Cost Controls supporting programs Earned Value financial deliverables.</p> <p>Devon holds a BS in Commerce and Business Administration from the University of Alabama, Tuscaloosa and an MBA from the University of Massachusetts, Lowell.</p>

**Session 4: 3:45 pm - 5:00 pm; Room LaCava 335**

**Presenters:** Maria Panichelli, Sean Hannaway, Aaron Raddock

**Bid Protest Panel:** Join Sean Hannaway of Hanscom Air Force Base, Maria Panichelli of McCarter & English and Aaron Raddock of BDO as they provide a panel on Bid Protests.

A panel of experienced federal government procurement professionals will answer questions and discuss various aspects of bid protest processes, practice, and issues with an emphasis on protests before the Government Accountability Office (GAO). The panel will provide observations and experiences from a variety of perspectives - private industry, the government, and the private bar.



### **Professional Biography**

Maria L. Panichelli, Esq. is a partner in McCarter & English LLP's Government Contracts group. Her clients include primes and subs, working with a variety of agencies, across a wide breath of industries, all over the nation and abroad. She helps these clients navigate every stage of the procurement process. Maria understands the unique challenges involved in government contracting and small business procurement, and is proficient in interpreting and applying the FAR (DFARS, VAAR, GSAR, etc.), as well as the Small Business Regulations, in furtherance of her clients' goals.

Maria's practice includes: Bid protests (asserting and intervening); contract interpretation and performance counseling; the preparation and negotiation of REAs and CDA claims, as well as related litigation before the Boards of Contract Appeals, the Court of Federal Claims, and the Federal Circuit; statutory and regulatory compliance counseling; federal subcontracting (including FAR-compliant subcontracts, liquidating agreements, and the litigation of pass-through claims, Miller Act claims, and sub/prime disputes); contract terminations; and suspension and debarment. Having acquired substantial experience with the government's small business programs, Maria provides effective assistance to 8(a), HUBZone, VOSB/SDVOSB and WOSB/EDWOSB clients seeking to obtain or maintain small business eligibility. She routinely assists clients with size/status protests, and has considerable experience drafting teaming and joint venture agreements, and with the SBA Mentor-protégé program. Maria's clients enjoy practical and shrewd advice, as well as zealous advocacy in bid protest litigation, claims prosecution, and False Claims Act (FCA) defense.

Maria is active in a number of industry-related professional associations, is a frequent lecturer, thought leader, and author on government contracting and small business procurement topics.





### **Professional Biography**

Sean Hannaway is currently assigned as a Supervisory Attorney at Office of the Staff Judge Advocate Hanscom Air Force Base, Massachusetts. He is Chief of the Theater Command and Control Programs Division. His division provides support for such diverse programs as the Air Force Network, the Air Operations Center Weapon System, Kessel Run, Mission Planning Systems, STRATCOM/COCOM Command and Control, C2ISR Systems, Advisory and Assistance Service, and Federally Funded Research and Development Center programs. Mr. Hannaway has provided legal counsel to a variety of other Air Force programs and organizations, including the Propulsion and Aircraft Sub-Systems Program Offices, the C-17, T-1, T-6, T-38, Air Force Special Operations Aircraft programs, AWACS, Joint STARS, MIT-Lincoln Laboratory and the Air Force Research Laboratory Wright Lab.

Mr. Hannaway has nearly 40 years of Air Force experience as both a line officer and judge advocate as well as a civilian attorney. He has exclusively practiced government procurement law for 25 years. He advises on all aspects of contract formation, administration, disputes, claims and bid protests. He is a graduate of the Cornell Law School and has a Master of Laws Degree in Government Contract Law from the George Washington University Law Center.



### **Professional Biography**

Aaron Raddock is a Principal and the National Co-Leader of BDO's Government Contracts Practice. He focuses in the area of advisory services and has approximately eighteen years of consulting experience working with government contractors, not-for-profits and other recipients of public funds as they enter, grow and operate in the public sector market. Aaron has assisted clients in virtually every industry with a variety of agency customers on a wide range of business issues and regulatory compliance matters. He provides government contractors and recipients of government funds with accounting, compliance, audit and litigation support throughout almost all phases of the contract life cycle.

Specific areas of focus include cost allowability and allocability matters in accordance with FAR 31 and CAS, supporting investigations and disputes including bid protests, claims, terminations, qui tam suits and other matters at the direction of counsel, guiding contractors through audits with DCAA, OIG, DFAS and other cognizant audit agencies, assist with complex service contract and Davis-Bacon Act matters including navigating DOL investigations and debarment proceedings, supporting compliance improvements, M&A integrations and many other business objectives.

Aaron is an active speaker, thought leader and participant in a variety of industry associations, boards and committees, and seeks ways to contribute to the federal contracting community.

**Session 4: 3:45 pm - 5:00 pm; Room LaCava 375**



**Presenter: John Nunziato**

**OTAs: Consortium Insights & What Government and Industry Should Know**

### **Professional Biography**

John L. Nunziato is the Chief Operating Officer for SOSSEC, Inc.

John assumed the role of Chief Operating Officer (COO), SOSSEC, Inc. in 2012. In this role he is involved in every aspect of the day-to-day operations of SOSSEC, Inc. and nine active SOSSEC Consortium and the SCE Consortium OTAs. Responsibilities include business development, contract management, planning and operations of the System of Systems (SOSSEC) corporation and the 900+ member SOSSEC and SCE consortiums.

Prior to joining SOSSEC, John worked for the Federal Government in a variety of senior level positions and organizations. Positions held ranged from Director of Contracts/Senior Center Contracting Official (SCCO) at the USAF Electronic Systems Center, Hanscom AFB, MA; Director of R&D and Advanced Projects Contracting; Chief of Contracts for the USAF Cyber/Netcentric Directorate; Chief of Mission Planning Systems Contracting and; Chief of U.S. and International Airborne Warning and Control System Contracting. In these roles John held an Unlimited Contracting Officer Warrant as well as a TS/SCI Security Clearance.

In addition, John held senior staff positions as the Director of Transformation for Acquisition Excellence; Director of Contract Policy and Contracting Operations; and Chief of Contract Pricing. He also was the ESC Competition Advocate and USAF Alternate Disputes Resolution (ADR) Champion.

In these positions John championed acquisition change and innovation. He gained extensive experience in Research and Development; Special Projects; Major Weapon Systems; Engineering/Support Services; and IT acquisitions and; knowledge of major, formal source selections, fair opportunity competitive acquisitions and, strategic acquisition planning and execution.

John has a BS in Business Administration and Accounting from Merrimack College and a Master's Degree in National Resource Strategy and a Senior Acquisition Certification from National Defense University, Washington D.C. and is a graduate of the Federal Executive Institute (FEI) Leadership Development Program.

**Session 4: 3:45 pm - 5:00 pm; Room LaCava 305**

This session will cover the wide array of challenges contractors face when managing U.S. Government Projects. Not only must contractors ensure efficient project performance, quality deliverables, and contract compliance, but even more critical is ensuring projects are planned properly to increase the probability of success that each project can be delivered on time and within budget. When does the opportunity for success begin? We will examine the complete project life cycle, including proposal preparation for bidding purposes to increase project success. During this session we will provide suggestions for success as well as the pitfalls to avoid.



**Presenter: Cobina Walkland**

**Project Management Success on a U.S. Government Contract**

**Professional Biography**

Cobina Walkland is a Manager with Capital Edge. She provides expertise and support to government contractors and Federal grant awardees in the areas of regulatory compliance, government contract cost accounting, and training. Cobina's expertise includes Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Department of Energy Acquisition Regulation Supplement (DEARS), Contractor Purchasing System Reviews (CPSR), Incurred Cost Submissions (ICS), Davis-Bacon Act compliance, and Procurement Evaluation and Re-Engineering Team (PERT) reviews.

**Professional Experience:** Cobina has performed Business Systems compliance gap analyses and assisted in the development of policy and procedure manuals for clients who have been awarded Federal contracts and grants. She has analyzed Contractor's Purchasing Systems to help identify areas for process improvement and has supported clients in re-designing their purchasing systems to align them with Contractor Purchasing System criteria. Cobina has assisted clients as an advocate during CPSRs accomplished by the Defense Contract Management Agency. Her experience includes procurement compliance, price/cost analysis, single source justifications, commerciality determinations, competitive sourcing, and business process improvement. Cobina has also conducted periodic monitoring of purchase transactions and has developed and delivered extensive amounts of CPSR-oriented training for various clients.

**Education:** Cobina earned her Bachelor of Science in Business Administration degree with a major in Marketing/Management from Robert Morris University.

Specific areas of government contract consulting expertise include: Federal Acquisition Regulations (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Department of Energy Acquisition Regulation Supplement (DEARS), Cost Accounting Standards (CAS), CAS Disclosure Statements, Contractor Purchasing System Review (CPSR), Cost Proposal Support & Management, Davis-Bacon Act Compliance, FAR/DFARS Flow Down Assessment, Preparation of Incurred Cost Submissions, Procurement Evaluation and Re-Engineering Team (PERT)

Review, Procurement File Audits, Commerciality Determinations, Price/Cost Analysis, Single/Sole Source Justification.



**Presenter: Dr. Joe Hamilton**

**Project Management Success on a U.S. Government Contract**

# HPC

Hamilton  
Project  
Consulting

## **Professional Biography**

Dr. Joe Hamilton leads the development of project management, EVM and training programs for Biotechnology/Pharmaceutical contracts for Hamilton Project Consulting (HPC). Under his leadership, Dr. Hamilton has been instrumental in helping clients manage nearly \$7 billion in BARDA, CARB-X and IMI drug development projects by enhancing their PMOs, creating dynamic and executable master schedules, while architecting and implementing EVM policy and technological solutions for both government and commercial clients.

Dr. Hamilton helped to develop the (7) principals of EVM for the Dept of Health and Human Services as a flexible alternative to the 32 EIA 748 EVMS Guidelines for Biomedical Advanced Research and Development Authority (BARDA) projects.

As a consultant, Dr. Hamilton has helped dozens of HHS, DOD and NASA/NOAA contractors to implement PMO/EVM systems, while also providing both classroom and hands-on EVM, project management and data analysis training, including the FAC P/PM EVM curriculum, which addresses the Office of Management & Budget (OMB) and the Federal Acquisition Institute (FAI) mandated regimen of training and experience requirements for federal acquisition professionals

Dr. Hamilton has served as a speaker at professional PM and EVM conferences throughout the world, has been published in both professional journals and newspapers, and began his career as a television reporter at CBS News affiliates. Dr. Hamilton is currently also serving as a visiting instructor at DeVry/Elmhurst Universities teaching future generations of project managers in the art of project management, risk management, EVM and organizational development.

Dr. Hamilton holds a PhD in Organizational Development from Benedictine University, a Master's Degree in Project Management from DeVry University, a Bachelor of Science in Journalism from Columbia College and holds an Earned Value Professional (EVP) certification from AACE International.