

Introduction

STAHL Consulting utilizes its proprietary, Enterprise Management Platform (ePMO) to efficiently manage its Channel of Government Contractors and its relationships with Agencies' Integrated Project teams (IPT), COR&PM's and their Program Opportunity and Management timeline (POAM). STAHL provides Agencies with necessary Market research and industry innovation, through its Channel companies. Our approach to Channel Management Service Delivery for Government Contractors, and their growth, incorporates best practices that exceed industry standards and optimizes project management processes, through the proper functional analysis of program requirements.

Starting with STAHL's PreRFP process, our individual contractors begin early in the Government's POA&M lifecycle and launch a series of campaigns for professional alliances and Agency engagements. Toward delivering an excellent, "On Time, Every Time" methodology, we start engaging with Agency customers through one-on-one meetings, presentations and White Papers that uncover Agency needs and gaps, so we can develop and present superior, Channel Program Solutions that help Agencies move forward. We know that **focusing processes on intelligently identifying insider risks, quickly taking actions to mitigate those risks, and maturing processes and solutions through progressive iterations is the foundation of success.**

Our Channel Management approach is supported by Channel innovation, fostered by our Channel Management and Enterprise ePMO platforms, using the iPMO, PreRFP, PMO processes.

"At STAHL we build an intelligent program to manage insider risk, by becoming the insider!"

Christopher Stahl

STAHL Consulting Essential Elements & Channel Management

The STAHL Standard & Methodology-Based Approach

STAHL has implemented a management approach that is based on industry standards and industry-proven methodologies. Our combined Standard & Methodology-Based Approach leads to highly successful outcomes by adopting best practices that promote project sustainability, repeatable processes, impressive quality, information security and a high-level of maturity. STAHL incorporates relevant aspects of the following methodologies in the products and services that we provide:

- **ePMO**, Enterprise Platform and System Design (BD CMM / CMMI-SVC) total integration servicing the total business lifecycle.
- **iPMO**, Proprietary Methodology Based Approach to Value Capture & Channel Management
- **PrePMO**, Processes, Process Engine, RACI-Design/Persona's
- **PMO**, Project Management Office "Best Practices" – Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK)
- **BD-CMM & CMMI Integration** Carnegie Mellon University "Best Practices" – Capability Maturity Model (BD) for Services integrated with technology CMMI (CMMI-SVC/ new-CMMC) servicing the total business lifecycle.
- **ANSI/EIA-748C** – Earned Value Management
- **ISO/IEC 27001** – Information Technology Security Techniques for Information Security Management Systems

- **ISO/IEC 20000** – IT Service Management

Detailed Opportunity/Project Planning

Utilizing a **Stage Gate Process**, with Stages/Gates set from 0-5, STAHL engages in detailed opportunity and project planning, supporting all aspects of a project or program, including Company Appraisal, Growth Strategy Development, Business Modeling, Agency (COR, PMs), Project Value Assessment, Project Timeline Management, etc. Our Gate Process includes detailed, milestone summary schedules for overall Project Management and reporting, offering information on a project's functional team composition, organization, staffing/PWS, and Work Breakdown Structure (WBS) Dictionary, thus laying the foundation for the opportunity/project's successful completion.

Realistic and Achievable Project Scheduling

Focusing on real and achievable project controls and schedules, STAHL helps manage any constraints experienced by the Prime and its team members. These managerial efforts align with business model outcomes, and extend into workplace BD-CMM maturity, enterprise processes, risk management, resource availability, and bottom-up task durations, etc. STAHL Consulting takes advantage of effective process constraints through its PrePMO Gate Decision Process that facilitates us acting as partners to provide Critical Value-Chain Channel experience for solutioning, SME's and incumbent personnel, time and expense tracking, and overall transparency to Management, within a defined Risk Management Framework.

Effective Risk Management

Addressing the potential for risk within every PreRFP project, STAHL evaluates the risk to be incurred and its potential impact through qualitative and quantitative analysis, using our PrePMO – Gate, Step Task processes, proprietary Bayesian Formula, and PWin Model. Our team reduces risk, using the Gate Decision Process to correct, streamline, and/or enhance the PWin on each opportunity. STAHL's approach to Continuous Improvement promotes profitable results that meet or exceed the expectations of our Channels and Agencies.

Effort Estimation and PWin

STAHL Consulting understands that strong relationships with each Agencies' Integrated Product Team (IPT) (COR, PM) helps all involved to develop efficient and effective solutions that initiate Change Requests and Project Budget Reprogramming. These adjustments can be very advantageous to our Agency customers, and may require internal re-engineering, supported by realistic estimations. STAHL Consulting develops and provides reality-based estimates, balancing critical project elements – Budget, Time/Staffing and Process (re-engineering) – with our Value Chain Channel (Products and Services Catalog). These efforts routinely identify and produce the lowest cost solution that achieves the highest quality services, all within Agencies' anticipated outcomes. STAHL is aware that in this competitive market that operates on Lowest Price-Point Technical Acceptance (LPTA) bidding requirements, delivering realistic Effort Estimations can be challenging. To this end, we use a variety of project estimation techniques in our Price-2-Win model to accurately assess Effort Estimates and forward-based pricing, relative to the proposed solution and re-engineering efforts to our optimization model, in order to increase our PWin.

Problem Resolution and Escalation

Effective problem resolution and escalation is critical to ensuring that potential occurring issues within a work engagement are properly controlled, such that projects are not significantly impacted. STAHL

Consulting practices effective problem resolution and escalation by tracking identified issues and contesting them through direct resolution assignment. Using our ePMO platform and PrePMO process, STAHL tracks a problem's "owner," who is responsible for managing the issue's ultimate resolution (iPMO, PrePMO, PMO). STAHL recognizes that structured problem resolution enables our technical team to focus their energy on targeted solutions, thereby producing the best results. Key team members in this problem resolution process include internal STAHL leadership (iPMO/BD) and Agencies/Customers. The partnership between STAHL's leadership and Agencies is critical as problems are potentially escalated, root causes identified, and resolutions are fully achieved.

Value Management and Clear Cost Control

In this industry, it is common for organizations to struggle when working to determine project-value, especially during the initial PreRFP stage. Unless work is precise, it can be difficult to answer crucial questions – What is the overall value of the effort? How does the estimated value compare to the budgeted expenditure? How do we know that the project will be successful, or be delivered on time and within budget? To prevent the challenges experienced by other organizations, STAHL Consulting utilizes Earned Value Management and a Work Breakdown Structure (WBS) to determine estimated project-completion metrics. These metrics, when combined with burn rate trends, can determine when the full value of a project will be completed, as well as how much its completion may cost. The possession of this knowledge during early project stages offers greater insight, and more effectively guides pricing efforts for project funding. As a result, STAHL's approach to value management better supports projects by effectively exposing and managing risk, and appropriately allocating resources throughout our Transition and project timeline, all the way to project completion.

Communication

Nearly all Project Management tasks and efforts depend upon efficient communication. STAHL Consulting understands this reality, and supports the communications, processes and systems required to convert data into material information, and distribute this information to project stakeholders, internally and externally. STAHL's ePMO supports the entire PrePMO, Transition and PMO process, aiding the Project Manager's workload. Christopher Stahl, STAHL Consulting's Founder, is an entrepreneur, creator and developer of companies that specialize in market research reporting and information distribution, including EPIPELINE and PRIVIA. These companies have been designed to ensure that the appropriate processes and methods are in place to manage the communication surrounding the myriad of moving parts within every project.

STAHL Consulting Standards, Processes and Structured Management Services

BD/CMM and Integration IT CMMI

STAHL Consulting utilizes Business Development – Capability Maturity Models (BD/CMM) and IT Capability Maturity Model Integration to (CMMI) to help standardize best practices across our channels and the full business lifecycle. The use of these tools aids in the management of PreRFP project engagements, and better ensures superior project management for smaller channel companies that cannot afford the full-time cost of an experienced BD-Tiger Team, Project Managers, or the necessary technology and mature processes to compete with Fortune 500 companies for large contracts.

For more than 30-years, STAHL has worked to established exclusive relationships with Small, Mid-Tier, and Large companies, and continues to use Strategic Business Groups that incorporate our **ePMO™**, **iPMO™**, **PrePMO™**, and **PMO** approach to win NEW Prime and sub contracts for our channel members, that are of strategic value to them, and those they serve.

ePMO Platform Services and Support Solutions

STAHL's ePMO Platform Solutions are built upon its legacy in the acquisition and analysis of trustworthy data, as sound data is the foundation on which the PreRFP - PrePMO process (Gates 0-5 – Strategy, Pursuit Selection, BD, Capture, Proposal, Lessons Learned) rests. Accurate data helps to inform management, Bid/No-Bid decisions, and all decisions made throughout a project's lifecycle and then set for alarm 1.5 years prior to the follow on re-competes.

Pre-RFP – PrePMO Program and Services

It is STAHL's priority to build strong, Business Intelligence uses of machine learning and AI, by employing a set of proprietary techniques, processes and tools that transform raw data into meaningful information available for business analysis. Business Intelligence in this form decisively steers decision-making for our Channel and promotes contract bids and wins. In this way, STAHL Consulting excels in the areas of PrePMO Support and Channel Management. We have further made corporate investments in our ePMO technology platform and WizOz technology to support our Channel.

Value Capture and Channel Management

STAHL's ePMO manages our Value Capture and Channel Management Program. It serves as the mechanism through which raw data on current work is transformed to forecast/predict whether a given agency, channel project team and key personnel is well positioned to accomplish Agency/Customer requirements and goals. The transformation and subsequent prediction are achieved through starting early with detailed planning, re-engineering, forward-pricing, and interaction with CORs and PMs. Our PrePMO Program Management Services include the use of technology and information to make better, informed Business and Gate decisions, in all pursuits.

Recruiting Solutions

STAHL's platform and recruiting solutions use G4i Staffing, Inc. (G4i). G4i provides qualified program project management and intel, as well as advanced resources in recruiting for the purposes of securing experienced personnel and SME's to add to our PrePMO team. SMEs are employed as independent 1099 contractors and are responsible for helping guide our IT Strategic Development. STAHL's PrePMO team offers Project Planning and Oversight on behalf of our Channel.

"While many believe that only something like a crystal ball can predict the future, when it comes to government contracting and the probability of winning, we believe that it is discipline, systematic processes, technology and relationships that predict government contracting outcomes."

Christopher Stahl.

Our use of the services and tools provided by G4i staffing is but one example of the utility of STAHL USA companies' umbrella of support. As a Channel member, G4i offers Channel support and access to its SourcePoint Application Technology System (ATS), which holds a wide variety of SMEs and industry specialists, each cataloged according to their expertise in respective technologies.

Fact: If a project is underfunded and late in the delivery of the PreRFP (NOT RFP) process, then the likelihood is it will be poorly defined, unvetted to the Agency, with little to no adjacency or trust developed with the customer, causing it to be viewed negatively by the Agency and or Source Selection Authority. Therefore, it has NOT been positioned properly to the POAM and ACQ buyer-COR and PM, resulting in it NOT be received well by the Agency's IPT stakeholders.

Discipline and Focus

STAHL is aware that if a project is late and/or underfunded in the delivery of its PreRFP process, it is most likely due to the project being poorly defined at the start, and minimal trust being established with the Agency/Customer. This results in the project being viewed negatively by the Agency's IPT stakeholders. To ensure this experience is avoided with our projects, STAHL is both disciplined and focused, starting very early in the PreRFP stages of the POA&M Lifecycle. We begin our engagements using the Enterprise Program Management Office (ePMO) to position, communicate and directly mitigate against failure. Our team kickstarts the PreRFP stages with efficient iPMO and PrePMO services, re-engineering where needed and building forward-pricing models. STAHL's ePMO provides support for management, ensuring that our Agency's / Customer's needs are successfully met.

STAHL Leadership

For over thirty years, STAHL's leadership and top executives have been working to provide lower bid-risk for industry-channel members and Agency buyers, through a culture of sharing industry knowledge; focus on systematic, organizational processes; Channel Management; asset sharing; and overseeing channel interests for each project and associated outcome.

Opportunity and Revenue Sharing

STAHL understands and recognizes that opportunities and revenue are shared along a two-way street. Our Channel grants STAHL the opportunity to support them in winning business and earn industry trust through our success. In return, STAHL Consulting offers our Agency COR's and PM's competitive program and project management for their IT Solutions and innovation, along with the opportunity to grow, transform, and shape their programs to meet higher mission objectives in new and innovative ways.

Master GAP Analysis and FIT and Able Analysis

As a critical part of the iPMO and PrePMO Gate Decision Process, STAHL's ePMO Channel Management Master Gap Analysis and Fit Analysis is used to make evidence-based pursuit decisions. This process offers consistency in the ways STAHL manages and delivers solutions to our customers. Our Machine learning is fed by our Master GAP Analysis Channel Database of NAICS, CPARS, PPQ, PWS, Past Performance data, and other vital service information on our Channel members, providing a fast-track for solution development and FIT analysis, based on project requirements. This Master GAP is used in conjunction with STAHL's audited FIT and personnel ABLE analysis of the LCAT's and performance history and agency-adjacency, both of which inform structured responses to solicitations in the early stages of (RFI Sources Sought) PreRFPs, on all Government contract vehicles and Channel partner engagements.

STAHL's management model has significantly improved the success rate of our Channel Services, on behalf of our Agencies. STAHL engineers solutions that are tailored specifically to meet the unique needs of each Agency, using our Channel GAP FIT and ABLE analysis, WBS, and workshare processes based on Agencies' evaluation factors of core capabilities and Past Performance. We have the knowledge and ability to engineer, install and test solutions through to operational outcomes for our agencies turn-key using our industry channel.

iPMO Strategic Pre-Position Support / Account Executives (AE) and Engineering Support

STAHL's Strategic Business Group's (SBG) Integrated Program Management Office (iPMO) combines intelligence with proven program management expertise, Agency and Acquisition knowledge and experience, qualified SMEs, mission-critical market research and analysis, and experienced support personnel. These services are provided based on channel management and Agency needs, employed through qualitative and quantitative methods related to requirements.

The iPMO constructs the methodology used to manage and execute data collection, guide full literature reviews, deliver strategic reporting (Gate 0) and recommend tactical solutions. Working directly with the COR and PM on projects, the iPMO understands the underpinnings of Agency POAM-timeline, needs and requirements in seeking industry support. The iPMO's Agency Call Plan is designed to align the Channel and Program, with the GAP activity and market research to the CORs and PM that are seeking support (RFI, Sources Sought, Sole Source, RFP, etc.).

PrePMO – PreRFP Support and Solutions

STAHL challenges organizations that rely heavily on the number of proposals in their pipeline, and their associated dollar/contract values, as a security blanket. We understand that this alone does not guarantee contract awards, and instead, we provide a better way, a more successful way. With our outsourced, Strategic Business Group (SBG) – Tiger Team Approach, and proprietary 5-Gate Step/Task Process, STAHL gives Government Contractors a mature and developed BD support team that is needed to win. By strategically planning and bidding on the right opportunities, STAHL achieves aggressive short and long-term growth for our channel members. We deliver better solutions and give our Channel a higher PWin for the projects that they are bidding on. This is done by using a variety of support services with the STAHL SBG – Tiger Team Approach, outlined below.

Channel Member Evaluation: STAHL performs comprehensive personnel interviews, quick start appraisal and evaluations of BD and corporate maturity for each of our Channel Members. Personnel, processes, and tools are all evaluated, as well as the underlying support structure provided through management, operations, HR, recruiting, finance, etc. In so doing, we learn where each company stands in its relationship to the Government, and how and where STAHL will offer external support. Following these evaluations, STAHL is internally better equipped to drive success, strengthen our Channel Alliances and support Channel Member's growth objectives with the Government.

Agency Call Plan and Program Forecasting: STAHL works with Agencies and their adjacencies to properly forecast project timelines, including specific project milestones, to develop a highly focused and strategic project pipeline. This technique has proven to increase the PWin for opportunities.

Vendors and Key Personnel Staffing: G4i Staffing Support, Inc. is a Recruiting, Staffing, and Business Development Consultant for Government Contractors, providing business intelligence and solutions to supply human capital with respect to Request for Proposal (RFP) requirements. STAHL has developed a unique and compelling methodology to uncover the hidden motivators that lay within the pursuit and capture of Government contracts. As a result, our work attracts targeted, key personnel candidates, and targeted companies that have the applicable contract experience and expertise.

Training: Our iPMO and PrePMO personnel are trained in STAHL's methodology and Gate Decision Process, having undergone industry BD CMM training of the best quality. PrePMO personnel are further trained on the STAHL ePMO platform, which uses and integrates iPMO processes, and processes that include all standard forms, templates, and communication procedures.

Award Transition – From Incumbent to Phase-In: STAHL’s Transition Plan, and any variations thereof, are designed to meet the requirements of Federal RFP Section: Management/Transition Plan, and Section J: Operations Assets and Inventory. STAHL amplifies the knowledge management, skills, and experience of our audit professionals with integrated cognitive technology, risk-based workflows, and advanced analytics. Our many capabilities help improve every aspect of the transition, audit, surveys and interviews from beginning to end, inclusive of Streamlining the retrieval of data, Targeted testing through analytics, Automating manual processes, Leveraging the power of AI, Identifying Insights, Centralizing project management.

By digitally unifying the agency program and elements of the audits, people, process, technology, and data, our higher audit practices benefit the Channel and Agency with Enhanced transparency, Risk focused methodology, Increased visibility, Continuous feedback, Responsive problem solving, Leveraging program and investment data for strong audit evidence.

STAHL management documents the **Process**, Ensures stakeholder agreement, Defines Key Performance Indicators (KPIs), Measures Results, Assigns Accountability, Automates the **process**, Evaluates Improvement Opportunities, and looks for pitfalls.

STAHL’s Transition Process: As a rule, STAHL’s Transition Plan is delivered to a given Contracting Officer upon contract award and approval. Our plan describes how the Prime and Channel Team will implement the guidance specified within RFP terms and conditions. The proposed team will thereafter continue to complete all activities necessary to assume full responsibility for the contract and project objectives, which may or may not be included within each RFP.

STAHL’s role within the Channel team is to determine how to minimize the impact on the continuity of operations during transition, maintain communication with staff and affected communities, identify key issues, and overcome barriers to transition. The objectives of the Transition Plan reflect our understanding of requirements for safety and security, as well as our respect for operational missions and their engaged personnel.

The Transition Plan focuses on the activities necessary to meet contract requirements, including staffing, operating systems, procedures and work control documentation, baseline plans, assessment of facilities and pre-existing conditions, and identification of discrepancies in documented conditions. The Transition Plan further details STAHL’s approach to sustaining project continuity, managing project personnel, and so on. In this manner, we can support the Transition of the project effectively, and continuously improve existing operations described in approved proposals.

The Transition term is from the effective date of a given contract, and a 4-month period afterwards. Upon completion of all activities contained within the Transition Plan, the Contracting Officer will be advised that the Prime is ready to assume full responsibility of the contract/project. Following receipt of written notification from the Contracting Officer, confirming that Transition activities are complete, the Prime will assume full responsibility of the project, effective at 12:01 A.M., at the start of the Contract’s Base Term. The Prime will manage the Transition as its own independent project, with a defined scope, schedule, and budget, and an allocated team at each site-location.

Communication with incumbent personnel will have already begun earlier in the pursuit process and will be continuous in the form of open dialogue. In these communications, emphasis will be placed on accommodating on-boarding, down to their work schedules. Offers of employment will be extended as early as possible and completed within ninety days after the start of Transition, specifically for employees selected for hire by the Prime. Every effort will be made to avoid impacting the continuity of operations.

Transition Basis and Assumptions: The availability and accessibility of facility information is vital to STAHL's ability to determine the initial conditions of the project, its respective sites, work to be performed, and any material differences from documented conditions, including:

- Transition Organizational Structure
- Transition Deliverables
- Summary Transition WBS
- Transition Project Manager WBS
- Transformation Transition WBS
- Program Integration Transition WBS
- Mission Support Transition WBS
- CIO WBS
- Human Resources Transition WBS
- Transition Team
- Transition Schedule
- Continuity of Operations & Security
- Statement of Material Differences
- Mission Engineering Transition WBS
- CONOPs Operations Transition WBS
- Assets/Inventory Transition WBS
- Safeguards and Security Transition WBS
- Mission Assurance Transition WBS
- Project Director Transition WBS
- Transition Schedule
- Transition Staffing Plan
- Transition Staffing Curve
- Transition Scope
- Transition Communications
- Financial Management
- Readiness Reviews

Transition Design and Communications Plan: The Transition will be managed by a dedicated STAHL Transition Manager, who is not a key person on the Operations Team. Except for the Transition Manager, and associated STAHL support team members, the Transition will be managed by the same organization as specified in the Project Organization Chart. As such, the Transition Team consists of the Transition Manager, Project Transition Leads, the CEO and COO, and additional key personnel, including the Project Director, who is focused on executing the Prime's subcontracts and supporting the Transition Manager.

The Transition Manager is responsible for delivering a completed project, which includes the overall management of the transition process (scope, schedule, budget, and approach). The Transition Manager coordinates with the Channel-Sub Transition Manager(s) and incumbent contractor Transition Manager(s), to integrate efforts, channel communications, resolve issues, and track progress. Additionally, the Transition Manager will schedule and lead weekly, formal coordination meetings held between Transition Managers.

PMO – Project Support and Solutions

STAHL's PMO implements our PMO-CPM module, an innovative, adaptive, manageable solution for our customers. CPM is a dynamic Project Management Framework, with the capability of powering a wide range of processes via core PM functions. CPM enables Agencies or Organizations to produce or replace ad hoc workflow applications, or paper-based manual processes, and unify these applications under a single platform. Consolidating under the CPM platform allows Agencies to streamline their IT architecture, decrease operations and maintenance costs, and reduce upgrade time for multiple applications. CPM's powerful configuration options further allow Agencies to automate diverse business processes and quickly adapt to changes in their IT environment, without expensive, custom coding. The CPM platform presents a new, more versatile architecture that speeds application production and maintenance, while greatly reducing IT costs.

CPM elements consist of:

- Combined Standard/Methodology Based Approach
- Detailed Project Planning
- Realistic and Achievable Project Scheduling
- Effective Risk Management
- Earn Value Management
- Reality-Based Effort Estimation
- Issue Resolution and Escalation
- Value Management and Cost Control
- Clear and Efficient Communication

In conclusion, the central focus of STAHL's ePMO Solution is to standardize industry best practices across all STAHL workforce engagements and provide all forms of project management support in iPMO, PrePMO, Transition and PMO-CPM integration to our BD CMM and CMMI business Lifecycle efforts.