Office of Business Development & Equal Opportunity

Mission Statement:
A group of committed individuals dedicated to pursuing equal employment and contracting opportunities for everyone.

Questions or comments concerning OBD&E's News Alert may be directed to:

Thaddeus A. Abbott, III (at) (856) 986-2270
Elaine A. Wright (at) (856) 986-2231
Ronald M. Kelly (at) (856) 986-2215

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OBD&E News Alerts Contributors
Toni P. Brown
Toni P. Brown is the Manager of OBD&E News Alerts

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Ronald M. Kelly is the Director of the Office of Business Development

Thaddeus A. Abbott, III
Thaddeus A. Abbott, III is the Director of OBD&E News Alerts

Ann Dunbar
Ann Dunbar is the Assistant Director of OBD&E News Alerts

Who we are
The Lemon Group (TLG), a people strategy and executive coaching consulting firm. Founded in 2005 by Kim Lemon, TLG helps you leverage your greatest asset – your human capital. We enhance leadership, capability, diversity & equity, talent, and collaborate with all clients to design and implement programs that help their companies increase productivity, retain talent, and achieve business goals.

What we do
The Lemon Group's core capabilities are:

Executive Coaching
- one-on-one developmental tool designed to help a leader more fully realize his/her full capabilities, Clients find coaching to be effective when the goal is:
  - Organizational: Noriving through personal and professional aimed at helping leaders in executive organizations, leading change
  - Transitioning: Subject Matter Experts (SMEs) into Leaders
  - Top Performance 
  - Executive Presence
  - Developing: Diversity, Talent, and Future Leaders
  - Behavioral: Adaptability following cultural shifts in organizational dynamic

Training Programs:
- design, develop, and deliver programs to meet your organization's needs. Participant materials can include case studies, models, checklists, case studies, videos, action plans, on-the-job assignments, and commitments to behavior change to ensure application of skills and sustainability. Training offerings include but are not limited to:
  - Management Essentials
  - Communicating with Impact in Difficult Situations
  - Diversity Training
  - Team Building
  - Customer Service

People Strategy:
- consulting with human resources and the organization's leadership to:
  - Assess organizational structure
  - Implement change management initiatives
  - Develop streamlined employee communication programs
  - Determine best practices and competency models to suit your business
  - Provide internal HR support

Who we serve
We work with large, corporate, midsize, and small businesses. Client industries vary from Pharmaceutical, Healthcare, Financial Services, Advertising, Media, Energy, to Not-For-Profit.

“WE VALUE DIVERSITY”
Increasing Your Company's Value
Part 3 - Management Infrastructure
by Michael Smigocki, CPA, CVA, ABV
Senior managing director, Federal Strategies Group LLC

One of the most overlooked areas for the growing contractor in its investment (or more correctly stated, lack thereof) in the strong management infrastructure. Fear of certain opportunities not happening, efforts to keep rates as competitive as possible, inability of the CEO to delegate, among others, are all typical reasons for this lack of infrastructure investment. Whether your decisions made for near-term reasons can significantly impact (i.e. reduce) the value of your company. This article will discuss the role management infrastructure plays in the valuation equation.

A buyer's perspective
There are many different aspects to a management infrastructure including Operations, Finance/Accounting, Human Resources, Contracts, Information Technology, Business Development, Legal, and Project Management. Each of these areas plays a vital role in the growth and success of the company. While it is true that many prospective buyers will implement their own management team/infrastructure into the target company after acquisition, there are still areas where the company's infrastructure is critical to its success and leaving things intact.

A buyer's perspective, your Program and/or Project Management team is the most important. The relationships that these persons hold with your customers are critical to ensuring continued contract performance as well as establishing opportunities post-acquisition. If a deal is subject to any sort of earn-out (which many deals are), having strong Program/Project management in place can significantly aid its achievement.

The Finance/Accounting department is another important area. The ability to produce timely and accurate financial statements and reports, manage the financial performance of the company and its cash flows and project future financial performance and identification of issues before they occur, are all valuable traits of an effective department. Understand that your historical and projected financial performance will be the starting point for developing the valuation model for the buyer. If there is any uncertainty in this financial reporting, the result will be a decreased valuation to "bridge" against this uncertainty.

Human Resources, Contracts and Legal all play extremely important compliance roles within the company. I have been involved in a number of due diligence efforts where contractual, Service Contract Act and other legal issues were identified by the due diligence team but were unknown to the seller. The identification and possible elimination of any such issues should be performed before a company does not consider these a sale candidate.

Issues to consider
Some suggestions to consider as it pertains to the infrastructure of your Company.

1. Don't skimp. Hiring strong management personnel will be rewarded with satisfied customers, better financial performance and an increased valuation.

2. Implement a Performance Management System. One's compensation and bonus structure is the motivation to achieve performance goals and objectives is the best way to recognize and reward desired performance. The goals for each area of management infrastructure should be documented and measurable objectives determined for both the department and each individual within it.

3. Consider "golden handcuffs" for key personnel. Many companies will use various forms of retention incentives (stock options, phantom stock, deferred compensation, etc.) for their key personnel. Knowing they will be rewarded as part of a sale event helps ensure loyalty and dedication towards its achievement.

4. Make the CEO expendable. For most of the CEO's I have worked with, this is the most difficult strategy for them to implement. Their belief (and perhaps it is true in many instances) is that they are the best at what they do and no one could replace them. However, the ability of an organization to run on its own, without the day-to-day input of the CEO, is a characteristic of having a strong management infrastructure.

Conclusion
While it is difficult to place a numerical value on having a strong management infrastructure in place, my experience has been that not having one has led to many of the deals not being completed and for those that were completed, having material contingencies placed in the deal. Always remember the axiom of "the greater the risk, the lower the price" as well as the inverse "the lower the risk, the greater the price." Having a strong management infrastructure significantly reduces the buyer's risk.

Michael Smigocki, CPA, CVA, ABV is the senior managing director of Federal Strategies Group LLC. He provides government contract and management consulting, M&A advisory (from financial accounting and expert testimony in many cases to government contract and management and technology industries. He can be reached via email at Michael@FedStrat.com.

JumpStart: "THE BUSINESS PLAN"
Thursday, February 19, 2015 from 6:00 to 9:00 pm
Women's Business Development Center
1315 Walnut Street, Suite 1124, Philadelphia, PA
Cost: $350.00, Pre-registration is required. This workshop is partially subsidized by the JumStart program to grow your business. Participants will complete a business development survey tool, discuss their business needs, learn about WBDC resources, and meet other women business owners.

JumpStart: "BUSINESS LAUNCH"
Thursday, February 26, 2015 from 6:00 to 9:00 pm
Women's Business Development Center
1315 Walnut Street, Suite 1124, Philadelphia, PA
Cost: $350.00, Pre-registration is required. This workshop is partially subsidized by the JumStart program to grow your business. Participants will complete a business development survey tool, discuss their business needs, learn about WBDC resources, and meet other women business owners.

"WE VALUE DIVERSITY"
ORIENTATION AND BUSINESS ASSESSMENT WORKSHOP

Thursday, January 8, 2015 from 6 to 7:30 pm
Women’s Business Development Center
1315 Walnut Street, Suite 1124, Philadelphia, PA
Cost: Free, Pre-registration is required. This workshop is designed for women interested in starting or growing a business. Participants will complete a business development survey tool, discuss their business needs, learn about WBDC resources, and meet other women business owners.

JumpStart: “BEFORE YOU START”
Thursday, January 8, 2015 from 6:30 to 9:00 pm, Women’s Business Development Center
1315 Walnut Street, Suite 1124, Philadelphia, PA
Cost: $35/00, Pre-registration is required. The workshop will help participants assess their skills, financial issues, and survival plans, and to help them analyze their business skills and business ideas. “JumpStart: Before You Start” can be taken individually or as part of the JumpStart workshop series which runs on 5 Thursday nights from January 8 to February 26, 15.

ORIENTATION AND BUSINESS ASSESSMENT WORKSHOP

Tuesday, February 3, 2015 from 5:45 to 7:30 pm
Women’s Business Development Center
1315 Walnut Street Suite 1124, Philadelphia, PA
Cost: Free, Pre-registration is required. This workshop is designed for women interested in starting or growing a business. Participants will complete a business development survey tool, discuss their business needs, learn about WBDC resources, and meet other women business owners.

JumpStart: “MARKET RESEARCH”
Thursday, February 5, 2015 from 6:00 to 8:00 pm, Women’s Business Development Center
1315 Walnut Street Suite 1124, Philadelphia, PA
Cost: $35.00, Pre-registration is required. The workshop will teach participants how to find valuable research and information on markets for their business, including financial and legal issues, and how to analyze information on their own.

Finding Your Funding

Wednesday, February 11, 2015 from 6:00 to 8:00 pm, Women’s Business Development Center
1315 Walnut Street Suite 1124, Philadelphia, PA
Cost: $100.00, Pre-registration is required. Participants will learn about getting funding for their businesses, including loans, investments, and alternative funding.

JumpStart: “FINANCIAL ANALYSIS”
Thursday, February 12, 2015 from 6:00 to 8:00 pm, Women’s Business Development Center
1315 Walnut Street Suite 1124, Philadelphia, PA
Cost: $35.00, Pre-registration is required. The workshop will teach participants how to analyze financial statements, including balance sheets, income statements, and cash flow statements.

The workshop provides participants with the skills and knowledge to make informed decisions about their businesses.
**ANNUAL CONTRACT LISTINGS**

Most annual procurement for goods (non-professional services) at the DRPA are usually for periods of one (1) year with an option to renew for an additional year. At the end of the first year, assuming the vendor’s performance has been satisfactory, a DRPA Purchasing staff member will contact the vendor to request pricing information for the second year. If all conditions are in the best interest of the DRPA, the DRPA will exercise its option for a second year renewal with the vendor. At the end of the second year, the contract will be rebid on a competitive basis. If you are interested in pursuing any of the contracts identified below, please call Rich Betts, Purchasing Agent, DRPA at (856) 968-2180.

### ANNUAL CONTRACTS FOR DRPA

<table>
<thead>
<tr>
<th>Service Products</th>
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</tr>
</thead>
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<td>7. One (1) Year Emergency Generator Maintenance</td>
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<td>8. Three (3) Year Harris 800 MHz Radio System</td>
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<tr>
<td>11. Two (2) Year Motor Oil and Lubricants</td>
<td>2nd Year of 2</td>
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<tr>
<td>12. Three (3) Year Elevator Maintenance Contract</td>
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<tr>
<td>13. One (1) Year Annual Office Paper Contract</td>
<td>Bid Process October 1, 2015</td>
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<td>14. Two (2) Year Weed Control Contract for DRPA/PATCO - Bridge Operations - All Bridges, PATCO</td>
<td>Bid Process November 1, 2015</td>
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<td>15. Two (2) Year Fuel Tank Maintenance &amp; Training</td>
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<td>16. One (1) Year Supply of Bottled Water for DRPA/PATCO Bridge Operations - All Bridges, One Port Center &amp; PATCO</td>
<td>Bid Process December 1, 2015</td>
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### LIST OF ANNUAL CONTRACTS

For your information, we are providing you with a list of annual contracts for PATCO, along with their expiration dates. If you are interested in pursuing any of these contracts, please contact Thomas J. Zamojski, Purchasing Agent, PATCO at (856) 772-2814.

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### UPCOMING PURCHASES

Questions regarding these or any other Purchases should be directed to Rich Betts, DRPA Purchasing Agent at (856) 968-2180 or (215) 218-3750 ext. 2160.

- There are no Upcoming Purchases at this time

Questions regarding these or any other Purchases should be directed to Thomas J. Zamojski (PATCO Purchasing) 856 772-6914 at 215 992-4600 ext. 6914.

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“WE VALUE DIVERSITY”
WE VALUE DIVERSITY

(continued on page 7)
Increasing Your Company’s Value
Part 3 – Management Infrastructure

by Michael Smigocki, CPA, CVA, ABV
Senior managing director, Federal Strategies Group LLC

One of the most overlooked areas for the growing contractor in its investment (or more correctly stated, lack thereof) is the strong management infrastructure. Fear of future contract opportunities not happening, efforts to keep rates as competitive as possible, inability of the CEO to delegate, among others, are all typical reasons for this lack of infrastructure investment. It does not take long for key decisions made for near-term reasons can significantly impact (i.e. reduce) the value of your company. This article will discuss the role management infrastructure plays in the valuation equation.

A buyer’s perspective
There are many different aspects to a management infrastructure including Operations, Finance/Accounting, Human Resources, Contracts, Information Technology, Business Development, Proposals and Program/Project Management. At the heart of the concern is a vital role in the growth and success of the company. While it is true that many prospective buyers will implement their own management team/infrastructure into the target company after acquisition, there are potential buyers not completely in this mind set of leaving things intact.

Some suggestions you should consider it as pertains to the infrastructure of your Company.

1. Don’t dump. Hiring strong management personnel will be rewarded with satisfied customers, better financial performance and an increased valuation.

2. Implement a Performance Management System. Tie one’s compensation and bonus structure more directly into the achievement of performance goals and objectives is the best way to incentivize and reward desired performance. The goals for each area of management infrastructure should be documented and measurable objectives determined for both the department and individual within.

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JumpStart: “THE BUSINESS PLAN”
Thursday, February 19, 2015 from 6:00 to 9:00 pm,
Women’s Business Development Center
1315 Walnut Street, Suite 1124 Philadelphia, PA
Cost: $55.00, Pre-registration is required.

*This workshop is designed for women in starting a business or growing a business. It will explain what is needed to write a business plan that increases growth and profitability.

“The Business Plan” can be taken individually or as part of the JumpStart workshop series which runs on 5 Thursday evenings from January 29 to February 26, 2015.

JumpStart: “BUSINESS LAUNCH”
Thursday, February 26, 2015 from 6:00 to 9:00 pm,
Women’s Business Development Center
1315 Walnut Street, Suite 1124 Philadelphia, PA
Cost: $35.00. Pre-registration is required.

Understand the legal, financial, insurance, employment and tax issues of starting a business. “Business Launch” can be taken individually or as part of the JumpStart workshop series which runs on 5 Thursday evenings from January 29 to February 26, 2015.

“ORIENTATION and BUSINESS ASSESSMENT WORKSHOP”
Tuesday, March 3, 2015 from 4:15 to 7:30 pm,
Women’s Business Development Center
1315 Walnut Street, Suite 1124 Philadelphia, PA
Cost: Free. Pre-registration is required.

This workshop is designed for women interested in starting or growing a business. It will provide a business development survey tool, discuss their business skills, learn about WBDC resources, and meet other women business owners.

EXECUTIVE LEADERSHIP LUNCHEON
Celebrating National Women Making History Month, “Weaving the Stories of Women’s Lives”
March 6, 2015 – 11:00 am to 1:30 pm
Philadelphia, PA
Cost: $56.00. While it is difficult to place a numerical value on having a strong management infrastructure in place, my experience has been that not having one has led to many of the deals not being completed and for those that were completed, having material contingencies placed in the deal. Always remember the axiom of “the greater the risk, the lower the price” as well as its inverse “the lower the risk, the greater the price.” Having a strong management infrastructure significantly reduces the buyer’s risk.

The Executive Leadership Luncheon links women business owners with women business executives, supplier diversity and purchasing professionals to gain access to opportunities and to build social and power networks. Hear the stories of three WBDC certified women business enterprise who exemplify this year’s National Women Making History Month theme “Weaving the Stories of Women’s Lives.”

NuLevel: FOR BUSINESS START-UPS
Tuesday, March 10, 2015 from 10:15 to 1:00 pm,
Women’s Business Development Center
1315 Walnut Street, Suite 1124 Philadelphia, PA
Series Cost: $340.00, Per workshop is required.
This workshop is designed for women interested in starting a business. It will provide a business development survey tool, discuss their business skills, learn about WBDC resources, and meet other women business owners.

WOMEN’S BUSINESS DEVELOPMENT CENTER
1315 Walnut Street, Suite 1124
Philadelphia, PA

For more information call (215) 790-3252 or email info@wbdpc.com

FEBRUARY 2015 WE VALUE DIVERSITY
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Our next editions of the News Alert will be published on or about:
- March 31, 2015
- June 30, 2015

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Don’t forget to visit OBD&EO’s web site at www.drpa.org/obdeo for contract opportunities and other important information.

For upcoming events visit the Other Events of Interest section of our website.

Who we are
The Lemon Group (TLG), a people strategy and executive coaching consulting firm, founded in 2005 by Kim Lemon, TLG helps you leverage your greatest asset - your human capital. We enhance leadership capability, develop & train talent, and collaborate with our clients to design and implement programs that help their companies increase productivity, retain talent and achieve business goals.

What we do
The Lemon Group's core capabilities are:
Executive Coaching - one-on-one developmental tool designed to help a leader more fully realize his/her full capabilities. Clients find coaching to be effective when the goal is:
- Organizational Savvy: leading in complex environments, cultivating effective relationships in matrix organizations, leading during change
- Transitioning Subject Matter Experts (SMEs) into Leaders
- Top Performance and Executive Presence
- Developing Diversity Talent and Future Leaders
- Behavioral Adaptability following cultural or organizational shifts

Training Programs - design, develop, and deliver programs to meet your organization's needs. Participant materials can include self-assessments, models, checklists, case studies, videos, action plans. On-the-job assignments and commitments to behavior change ensure application of skills and sustainability. Training offerings include but are not limited to:
- Management Essentials
- Communicating with Impact in Difficult Situations
- Diversity & Inclusion
- Team Building
- Customer Service

People Strategy - consulting with human resources and the organization's leadership to:
- Assess organizational structure
- Implement change management initiatives
- Develop streamlined employee communication programs
- Determine best practices and competency models to suit your business
- Provide interim HR support

Who we serve
We work with large corporate, midsize, and small businesses. Client industries vary from Pharmaceutical, Healthcare, Financial Services, Advertising/Media, Energy, to Not-For-Profit.

“WE VALUE DIVERSITY”