



The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at ***wvOASIS.gov***. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at ***WVPurchasing.gov*** with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Header 3

List View

General Information

Contact | Default Values | Discount | Document Information

Procurement Folder: 315332

SO Doc Code: CRFQ

Procurement Type: Central Purchase Order

SO Dept: 0323

Vendor ID:

SO Doc ID: WWV1700000005

Legal Name: HACKETT PRAXIS LLC

Published Date: 5/4/17

Alias/DBA: MARLENE W HACKETT

Close Date: 5/11/17

Total Bid: \$212,750.00

Close Time: 13:30

Response Date:

Status: Closed

Response Time:

Solicitation Description:

Total of Header Attachments: 3

Total of All Attachments: 3



Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**State of West Virginia
 Solicitation Response**

Proc Folder : 315332
Solicitation Description : Addendum No.01 - Project Management
Proc Type : Central Purchase Order

Date issued	Solicitation Closes	Solicitation Response	Version
	2017-05-11 13:30:00	SR 0323 ESR05101700000005511	1

VENDOR
VC0000001620 HACKETT PRAXIS LLC MARLENE W HACKETT

Solicitation Number: CRFQ 0323 WWW1700000005

Total Bid : \$212,750.00 **Response Date:** 2017-05-10 **Response Time:** 20:38:54

Comments:

FOR INFORMATION CONTACT THE BUYER
 Brittany E Ingraham
 (304) 558-2157
 brittany.e.ingraham@wv.gov

Signature on File	FEIN #	DATE
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All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Project Management				\$212,750.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description : Please see Exhibit A Pricing Page. Vendor must submit pricing page with their submitted bid response.



Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

State of West Virginia
 Request for Quotation
 34 - Service - Prof

Proc Folder: 315332

Doc Description: Addendum No.01 - Project Management

Proc Type: Central Purchase Order

Date Issued	Solicitation Closes	Solicitation No	Version
2017-05-04	2017-05-11 13:30:00	CRFQ 0323 WWV1700000005	2

BID RECEIVING LOCATION

BID CLERK
 DEPARTMENT OF ADMINISTRATION
 PURCHASING DIVISION
 2019 WASHINGTON ST E
 CHARLESTON WV 25305
 US

VENDOR

Vendor Name, Address and Telephone Number:

The Hackett Praxis, LLC | 5457E Big Tyler Road | Charleston, WV 25313 | 304-945-3072

FOR INFORMATION CONTACT THE BUYER

Brittany E Ingraham
 (304) 558-2157
 brittany.e.ingraham@wv.gov

Signature: *Marlene Hackett*

FEIN # 45-2324636

DATE 5/5/2017

All offers subject to all terms and conditions contained in this solicitation

ADDITIONAL INFORMATION:

Addendum

Addendum No.01 issued to publish and distribute the attached information to the vendor community.

Request for Quotation

The West Virginia Purchasing Division is soliciting bids on behalf of WorkForce West Virginia to establish a contract for Project Management per the bid requirements, specifications, terms and conditions attached to this solicitation.

INVOICE TO		SHIP TO	
WORKFORCE WEST VIRGINIA FISCAL & ADMINISTRATIVE MANAGEMENT- 5301 112 CALIFORNIA AVE CHARLESTON WV25305-0112 US		WORKFORCE WEST VIRGINIA CHARLESTON ONE STOP - 400 1321 PLAZA EAST CHARLESTON WV 25301 US	

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	Project Management	0.00000			\$212,750.00

Comm Code	Manufacturer	Specification	Model #
80000000			

Extended Description :

Please see Exhibit A Pricing Page. Vendor must submit pricing page with their submitted bid response.

SOLICITATION NUMBER: CRFQ WWV1700000005
Addendum Number: No.01

The purpose of this addendum is to modify the solicitation identified as ("Solicitation") to reflect the change(s) identified and described below.

Applicable Addendum Category:

- | Modify bid opening date and time
- | Modify specifications of product or service being sought
- | Attachment of vendor questions and responses
- | Attachment of pre-bid sign-in sheet
- | Correction of error
- | Other

Description of Modification to Solicitation:

This addendum is issued to modify the solicitation per the attached documentation and the following:

1. The purpose of this addendum is to publish vendor questions and agency responses.

No other changes.

Additional Documentation: Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

Terms and Conditions:

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

ATTACHMENT A

**Project Management
CRFQ WWV1700000005
Vendor Questions and Agency Answers**

Q1.) Is there a requirement that the project manager be located onsite? If so, at what address?

A1.) Yes, they will be located at 1321 Plaza East, Charleston, WV

Q2.) If the project manager is not expected to be onsite, what frequency of site visits would be anticipated for face to face meetings and at what location? This information is needed to calculate anticipated travel costs.

A2.) The project manager is expected to be on site 2-3 days per week at 1321 Plaza East, Charleston, WV.

Q3.) Does the agency currently conduct business remotely using technologies such as tele/video conferencing? If so, will these technologies be available for this project?

A3.) While the state has video conferencing abilities not all meeting locations are properly equipped and so may not always be available.

Q4.) It is understood that the number of hours per year cannot exceed 1850. However, does the agency expect the project manager to be available on a full-time basis (e.g., not shared with other projects) - is there a minimum number of hours expected?

A4.) There is no minimum number of hours but as stated the maximum of hours allowed will be 1850. The project manager may be shared with other projects but this project must always have priority.

Q5.) Is there any requirement or preference for an individual that has agile project certifications such as Certified ScrumMaster (CSM) and/or Certified Scrum Product Owner (CSPO)?

A5.) No.

Q6.) Is there any requirement or preference for an individual that has prior experience with federal employment programs such as WIOA and TAA?

A6.) No.

Q7.) Is there any travel anticipated during the 2 year contract period? If so, how often and to what location(s)?

A7.) No, travel outside of the Charleston WV area is expected.

Q8.) Is there an incumbent currently in this position?

A8.) No.

Q9.) Can this job be done remotely or must the resource be on site?

A9.) The project manager is expected to be on site 2-3 days per week.

Q10.) Can a vendor submit multiple bid responses with differing candidates and rates?

A10.) Yes, a vendor may submit multiple bid responses however an award will ultimately be made to the vendor with the lowest overall bid meeting all mandatory specifications.

ADDENDUM ACKNOWLEDGEMENT FORM

SOLICITATION NO.: CRFQ 0323 WVV1700000005

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:

(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

The Hackett Praxis LLC

Company

Marlene W. Hackett

Authorized Signature

May 5, 2017

Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

Revised 6/8/2012

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Marlene Hackett, CEO

(Name, Title) Marlene Hackett, CEO
 (Printed Name and Title) 5457E Big Tyler Road, Charleston, WV 25313
 (Address) 304-945-3072 ext. 104 / 681-217-2031
 (Phone Number) / (Fax Number) ceo@thehackettpraxis.com
 (email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

The Hackett Praxis, LLC

(Company) Marlene Hackett, CEO
 (Authorized Signature) (Representative Name, Title) Marlene Hackett, CEO
 (Printed Name and Title of Authorized Representative) May 9, 2017
 (Date) 304-945-3072 ext. 104 / 681-217-2031
 (Phone Number) (Fax Number)

REQUEST FOR QUOTATION
Project Management

29

11.1.1. Failure to perform Contract Services in accordance with the requirements contained herein.

11.1.2. Failure to comply with other specifications and requirements contained herein.

11.1.3. Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.

11.1.4. Failure to remedy deficient performance upon request.

11.2. The following remedies shall be available to Agency upon default.

11.2.1. Immediate cancellation of the Contract.

11.2.2. Immediate cancellation of one or more release orders issued under this Contract.

11.2.3. Any other remedies available in law or equity.

12. MISCELLANEOUS:

12.1. **Contract Manager:** During its performance of this Contract, Vendor must designate and maintain a primary contract manager responsible for overseeing Vendor's responsibilities under this Contract. The Contract manager must be available during normal business hours to address any customer service or other issues related to this Contract. Vendor should list its Contract manager and his or her contact information below.

Marlene Hackett

Contract Manager: _____

Telephone Number: 304-945-3072 ext. 104

Fax Number: 681-217-2031

Email Address: ceo@thehackettpraxis.com

State of West Virginia

VENDOR PREFERENCE CERTIFICATE

Certification and application is hereby made for Preference in accordance with **West Virginia Code**, §5A-3-37. (Does not apply to construction contracts). **West Virginia Code**, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the **West Virginia Code**. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

1. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; **or**,
 Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification;
 Bidder is a resident vendor partnership, association, or corporation with at least eighty percent of ownership interest of bidder held by another entity that meets the applicable four year residency requirement; **or**,
 Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; **or**,
2. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; **or**,
3. **Application is made for 2.5% vendor preference for the reason checked:**
 Bidder is a nonresident vendor that employs a minimum of one hundred state residents, or a nonresident vendor which has an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia and employs a minimum of one hundred state residents, and for purposes of producing or distributing the commodities or completing the project which is the subject of the bidder's bid and continuously over the entire term of the project, on average at least seventy-five percent of the bidder's employees or the bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years and the vendor's bid; **or**,
4. **Application is made for 5% vendor preference for the reason checked:**
 Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; **or**,
5. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
 Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; **or**,
6. **Application is made for 3.5% vendor preference who is a veteran for the reason checked:**
 Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. **Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules.**
 Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: The Hockett Praxis, LLC Signed: Martene Hackett
Date: 5/9/2017 Title: CEO/Principal

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: The Hackett Praxis, LLC

Authorized Signature: Marlene Hackett Date: 5/9/2017

State of West Virginia

County of Kanawha, to-wit:

Taken, subscribed, and sworn to before me this 9 day of May, 2017.

My Commission expires October 7, 2020

AFFIX SEAL HERE



NOTARY PUBLIC

[Handwritten Signature]

Purchasing Affidavit (Revised 08/01/2015)

EXHIBIT A- Pricing Page for Project Management

Item	Spec.	Description	Unit of Measure	Unit Cost	*Required Hours per Year	Extended Cost
1	4.1	Project Manager Year 1	Per Hour	\$57.50	1850	\$106,375.00
2	4.1	Project Manager Year 2	Per Hour	\$57.50	1850	\$106,375.00
Total Bid Amount						\$212,750.00

*Required hours: The Project Manager shall not work more than a maximum of 1,850 hours per year. Actual hours worked will vary per week or month

KIMBERLY HARBOUR

PMP Program Manager | Digital Marketing Strategist | Communication & Analytics Expert

PORTFOLIO: www.KIMHARBOUR.com

Agile, PMP program manager with Master's and 20+ years delivering interactive marketing and enterprise applications. Skilled in executive stakeholder communication, customer relationship management and cross-functional team leadership. Named 2012 PRSA Public Relations Practitioner of the Year for promoting West Virginia economic opportunities.

- 15+ years of technical project management, team facilitation, process improvement
- 12+ years of digital advertising, search engine, social and mobile marketing
- 8+ years of strategy, business analysis, market research, consumer insight
- Communicates complex topics and research with award-winning essays and metrics
- Skilled in budgets, schedules, project planning and managing the product life cycle

PMO Director | West Virginia Office of Technology | Charleston, WV | April 2013 – Feb. 2017

Directed the Project Management Office (PMO) for the Chief Technology Officer, supervising 12 project managers, customer relationship managers, IT trainers and procurement specialists. The Office of Technology (OT) has 250+ employees and serves state offices in 55 counties. Sought continuous process improvement: promoted agile, business analysis and PM best practices, supporting clients with buy v. build decisions, requirements elicitation, tracking and scope control. Customized Microsoft Project Online repository for prioritizing client technology projects and internal team resources. Performed oversight of West Virginia's IT efforts, including state portal vendor (\$3MM annual revenue.) Supported Office 365 deployment to 20,000 users, acting as the liaison with Microsoft and helping state agencies navigate cloud security and compliance questions. Supervised OT's Microsoft Office master trainers, funding ongoing client education on productivity and collaboration tools with in-person, online classes, and Premier workshops. Supported custom online training development and innovative uses of LMS to serve state agencies and constituents at little or no cost. Managed the development and launch of an enterprise Offender Information System (OIS) built in Dynamics CRM, which has become the cornerstone of the Dept. of Corrections' justice reinvestment efforts. Created customer service metrics and monthly project analytics for internal and external client distribution.

Director, Marketing & Communication | Dept. of Commerce | Charleston, WV | Feb. 2006 – April 2013

Consolidated staff and created a new Communications unit within the WV Dept. of Commerce. With an operating budget of \$1.3MM, developed a self-sustaining model that completed 1,000+ projects each year, meeting client budget, schedule and quality requirements. Directed a high-performing, 20-member cross-functional interactive marketing team. Provided needs assessment, strategy analysis, project planning and interactive marketing expertise to innovate West Virginia's media presence via multiple channels. Specified and launched an award-winning multi-agency enterprise Web application that received more than 6 million annual pageviews, delivering targeted content for mobile, search engine and social media promotions. Performed regular analytics to optimize content, search engine buys and online media strategy. Built team's capabilities in strategy, public relations, multimedia design, interactive marketing, consumer research, audience segmentation, social and mobile marketing and Web video.

AWARDS: The Public Relations Society of America recognized WV Commerce's excellence, naming its targeted online marketing campaign the "Best in Show" for a six-state region, the crisis communications work during the Upper Big Branch Mine Disaster as the "Best in West Virginia" and Director Kim Harbour "PRSA Practitioner of the Year" in 2012. The Commerce Marketing team won more than 50 awards, including:

Targeted Landing Pages (WVCommerce.org Minisites & Search Engine Marketing)

2011 **PRSA BEST IN SHOW -- Regional (6-state region)** Business to Business Campaign

2010 **PRSA Diamond – Regional (6-state region)** Marketing Campaigns: Consumer Related

2009 PRSA Interactive Web sites – statewide award

“Being West Virginian,” article by Kim Harbour

2010 **PRSA Diamond** – Regional (6-state region) Multicultural Communications Tactics
2010 PRSA Writing 1000+ Words – statewide award

“Easy Being Green: Ecotourism-based Businesses” article by Kim Harbour

2011 **PRSA Crystal**: Magazine Article, 500+ words – statewide award
2012 PRSA Achievement -- **Regional (6-state region)** Consumer-Related Marketing

Wonderful WV magazine special issues

2011 PRSA Merit – **Regional (6-state region)** Consumer Marketing
2011 **PRSA Crystal**: 4-color Magazine – statewide award
2010 PRSA External Communication magazine – statewide award

Come Home to West Virginia Campaign

2009 **PRSA Crystal** – Integrated Marketing Campaign – statewide award
2009 Southern Economic Development Council **Superior Award (17-state Region)**

WV Commerce Branding Stylebook

2009 Southern Economic Development Council **Best in Show (17-state Region)**
2009 Southern Economic Development Council Superior Award- Branding and Packaging

Account Manager | Rev Interactive, Charles Ryan Assoc. | Charleston, WV | Nov. 2004 – Feb. 2006

Managed accounts for Rev Interactive. Work included Web development, search engine optimization, email marketing, analytics and project management of Web and application development projects. Clients included Ntelos, Trilegent, West Virginia Division of Tourism and Brickstreet Insurance.

Program Manager | Genex | Los Angeles, CA | March 2004 – Nov. 2004

Managed a multi-million dollar portfolio of Acura online projects, including maintenance and innovation of acura.com, online marketing and Acura in-dealership kiosks. Led five PMs and directed the resource allocation per budget and schedule for a 20-member cross-functional team of creatives, architects and engineers. Acted as the primary project liaison with American Honda's Information Systems Department. Controlled budgets, project planning, schedules, change management, client communication and stakeholder management.

Project Manager | RPA Interactive | Santa Monica, CA | July 2003 – March 2004

Managed the design and technical development of Honda's Global Ad Planner, a .NET platform supporting individually-branded ad campaigns for Honda business units, including Auto Exports and Motorcycles. Other projects included maintaining hondacars.com and marketing microsites: civictour.com. Responsibilities included asset management, database design, budgeting, scheduling, team facilitation and project management.

Senior PM, later PM Director | Zentropy Partners | Los Angeles, CA | April 1999 – July 2003

Established and led PMO for General Motors' multi-million dollar gmbuypower.com consumer auto shopping application and Z:P's Agency of Record (AOR) Agreements.

Managed GMBP 5.0 to CMM Level 2 standards, including supervision of an off-shore development team in Bangalore, India, and an internal team of 30+ professionals performing systems integration, consulting and production tasks. Directly supervised six PMs. Facilitated communication with 70+ GM stakeholders for projects including: GM DealerLink, GM Brand Integration, GM Certified, analytics/tracking, consumer research and online marketing. Innovated documentation and PM tools/procedures, such as an online project issue tracker and change control process. GMBuypower 3.0 leveraged multi-city focus groups and one-on-one sessions using functional wireframe prototypes and also elicited end-user feedback on creative and interface design and navigation. Created modular response templates for Z:P new business RFPs and RFQs. Clients included GM BuyPower, GM DealerLink, EMAP's Performance Automotive Group and MOTOR TREND magazine.

Web Producer, Kids Online at Idealab | Pasadena, CA | Nov. 1998 – March 1999

Participated in business plan development and planning for interactive startups targeted to kids' education. Participated in test marketing and evolving business model for proposed online ventures.

Freelance Web Project Manager | cow. | Santa Monica, CA | Nov. 1997 – Nov. 1998

Project management and customer relationship management for a boutique design studio. Created budgets, plans and schedules to manage CD-ROMs, internets and intranets for Disney, Kahlua, Kingston Technology, and Mustang Jeans. Led client communication, requirements definition and digital art production team.

Assoc. Producer, Interactive | The Jim Henson Company | Los Angeles, CA | May – Nov. 1997

Contributed interface design and project management to Miss Piggy's 13-week Microsoft Network Webshow, EXTREME ANIMAL and Jim Henson's STORY NEIGHBORHOOD. Responsibilities included game design, storyboarding, asset management, database design, documentation and 2D animation for the Web.

Producer, later Managing Producer | Byron Preiss Multimedia | New York, NY | March 1995 – May 1997

Managed budgets and schedules for BPMC electronic products and online ventures. Acted as liaison with producers, marketing and management. Coordinated and created localization kits of BPMC titles for foreign translators and distributors. Developed trade CD-ROMs for children, including THE AMERICAN HERITAGE AMERICAN HISTORY FOR YOUNG PEOPLE and THE 12 CIRCUS RINGS. Wrote detailed functional specifications, online content and voice-over scripts. Researched and negotiated licensing contracts for film, audio and photographic assets. Directed the creation of original music, voice-over audio, original 2D animation, interactive walk-throughs of immersive 3D environments, and contributed art to interfaces and menu design.

Assoc. Editor, later Editor | Rizzoli Int'l Publications | New York, NY | March 1992 – Dec. 1993

Acquired and edited children's books specialized in fine art and cultural topics. Identified and nurtured talented artists and writers, working with museums, cultural venues and interpretive historians to develop award-winning, star-reviewed books for young readers. Collaborated with the Detroit Institute of Arts Museum to bring Jacob Lawrence's The Legend of John Brown graphic series wider accessibility through the development of a notable children's book. Negotiated contracts. Represented Rizzoli at trade and library conventions.

Editorial Asst., later Assist. Editor | Lodestar, Penguin USA | New York, NY | Sept. 1990 – March 1992

Managed co-productions for books in the "See How They Grow" Dorling Kindersley natural history series, working closely with editorial director and senior editor. Supervised part-time editorial assistant. Reviewed artist portfolios and interviewed artists and designers. Reviewed unsolicited manuscripts. Prepared sales kits for reps.

Community Affairs Assistant | Charleston Area Medical Center | Charleston, WV | July 1986 – Sept. 1988

Organized communications for a 1000-bed regional medical center. Editor of employee newspaper, quarterly magazine and two clinical newsletters covering oncology and aeromedical updates. Contributions included magazine writing, editing, photography, illustration, art direction and publication design. Assigned as the public relations liaison for CAMC's new Women and Children's hospital – from acquisition in 1986 to opening in 1988.

Education:

Master of Arts Degree: 01/1994 | Major: Architecture and Design Criticism
Parsons School of Design, New School for Social Research, New York, NY

Bachelor of Journalism Degree: 05/1986 | Major: Magazine Journalism
Marshall University, Huntington, WV

Project Management Professional Certification: PMP [REDACTED] issued: 4/2003
Project Management Institute Newtown Square, PA



Entry Certificate in Business Analysis Certification: ECBA [REDACTED] issued: 2/2017
International Institute of Business Analysis, Toronto, Ontario, Canada



Formal Agile (SCRUM) and Business Analysis Training:



MARLENE W. HACKETT

304.610.7337

ceo@thehackettpraxis.com or hackpraxis@gmail.com

SUMMARY

A talented business owner and leader with diverse technical, management, and entrepreneurial skills in multiple industries. Senior Manager with more than 20 years of engineering, technology, business, and project management experience. **Highly skilled at managing complex processes, navigating ambiguity, and balancing competing demands.** Expertise in the design, configuration, and installation of advanced technical systems. Well-versed in providing solutions for electric power utilities, process industry, telecommunication carriers, and state government. Experienced in directing the engineering, construction, network installations, test, and integration of solutions for all customers. Proven record of improved service and timely completion of major projects within budgetary parameters. Consistently ranked as a leading performer in all positions with Verizon.

PROFESSIONAL EXPERIENCE

THE HACKETT PRAXIS, LLC, *A Certified Minority Business Enterprise*, Charleston, WV
President/Chief Executive Officer

2011-present

Technology and management consultancy specializing in strategic management, project/program management, IT management, quality management, organizational research, process assessment, and process improvement for any organization. Creates strategic plans and manages daily business operations including management and supervision of employees. Makes the short and long-term decisions of the organization. Controls and administers the business operations of this woman-owned entity.

- Completed multiple cases qualitative research study of three telecommunications organizations' project portfolio management.
- Program and project management consulting including project management plan (PMP) creation at the West Virginia Office of Technology (WVOT).
 - Created business value by developing and implementing program management structure and processes for the IP Telephony and Wireless Access programs.
 - Full project management activities for various telecommunications projects worth approximately \$3,000,000 including the successful management of the complex procurement of a cloud Unified Communications (VoIP) via the RFP process.
- Conducted quality assurance activities such as security and software testing independent verification and validation (IV&V) activities for the West Virginia Health Insurance Exchange in relationship to the Affordable Care Act (ACA) and Centers for Medicare and Medicaid (CMS) requirements.
- Conducted information security assessment and reporting for major information system under tight deadline.
- Successfully planned and managed the information system security certification and accreditation process for the WVOT Unity Connection project as well as the system's installation activities.
- Conducted business analysis and developed SQL database for use in Medicaid Information Technology Architecture (MITA) business analysis activities for the BerryDunn organization.

FRONTIER COMMUNICATIONS, Stamford, CT

2010

Regional Project / Program Manager, Charleston, WV

Full project and program management responsibility for portfolio of access customer-initiated network transport projects, including wireless backhubs for cell sites (major transport networks) inherited via the Verizon wireline acquisition.

- Successfully planned and managed external customer programs and projects through challenging spinoff and acquisition activities.

VERIZON COMMUNICATIONS, Basking Ridge, NJ

2000 – 2010

Regional Project / Program Manager, Charleston, WV

2008 – 2010

Full project and program management responsibility for multiple portfolios of access customer-initiated network transport projects, including wireless backhubs for cell sites (major transport networks) resulting in a monthly recurring revenue generation of over \$3M. Increased organizational revenue attainment through the effective acceleration of projects' delivery time.

- Successfully managed project for delivery of wireless backhaul access circuits valued at over \$145M of contractual revenue using sound project management methodologies and leadership skills. Delivered 7750 DS1s, 109 DS3s, and 10 OC12 asymmetrical ports in the year 2009 alone.

- Consistently provided excellent customer experiences through vision, involvement, and persistence with cross-functional teams including internal engineering, construction, and network operations suppliers and with the customer teams – received commendations from all customers.
- Oversaw and approved customer change orders resulting in the successful delivery of revised customer project scope according to revised timeline.

VERIZON COMMUNICATIONS (continued)

Influenced significantly the timely and cost-contained projects within given parameters by utilizing effective project management principles including scope management, time management, risk management, and quality management.

Regional Service Manager, DC, MD, VA, WV

2003 – 2008

Provided client service management to wireless and other access carriers delivering excellent customer care while improving service delivery through skilled project management and technical expertise.

- Managed over 7000 customer escalation requests for accelerated outside plant (OSP) and Inter-office Facility (IOF) builds through negotiation with engineering, construction, Network Operations, and VPSC teams.
- Approximately 70% resulted in better service order due date intervals with approximately 97% met due date on time performance; consequently providing the best customer experiences and accelerating revenue capture.
- Utilized extensive technical knowledge of Verizon's data transport network installation and maintenance processes and procedures resulting in recognition by internal suppliers for excellent problem solving capability.
- Increased revenues by accelerating facility builds using project management techniques and improved service delivery to all customers.

Network Analyst

2000 – 2003

Provided Layer 1 technical and analytical support to wholesale customers by remotely testing and repairing circuitry as well as dispatch referral.

- Surpassed performance requirements, generating improved customer satisfaction and preserving revenues for the Company.
- Project manager and lead auditor for ISO9001 quality management system registration project for Potomac region account team maintenance center.

ADDITIONAL EXPERIENCE**CDI ENGINEERING GROUP, South Charleston, WV****1999-2000****Control Systems Engineer**

1999 - 2000

Provided control systems engineering consulting services for the Y2K Project for the Union Carbide Corporation. Provided timely and accurate remediation estimates. Commended by overall global program manager for significant contribution to project success.

AMERICAN ELECTRIC POWER, Columbus, Ohio**1987 - 1999****Regional Senior Engineer/Plant Engineer Senior/Performance Engineer, St. Albans and Cross Lanes, WV**

Engineered and oversaw the implementation of instrumentation and controls (I&C) projects for five power-generating plants, with an aggregate of 13 separate units. Supervised technicians and contractors. Designed and engineered major programmable logic controller (PLC) and human-machine interface (HMI) projects including software and hardware aspects. Full system life cycle responsibility (design, development, implementation, maintenance, and retirement) for I&C projects. Sound analytical capabilities contributed to quality improvement of test reporting and vendor software. Awarded stock for money saving ideas.

SKILLS (SELECTED)

- | | | |
|--|--|--|
| • Portfolio/Project/Program Mgmt | • Programmable Logic Controllers | • Cisco Unified Communications |
| • Cloud Computing Procurement | • Quality Management Systems | • ISO9001 Lead Auditor |
| • Electrical, Logic, and Mechanical Drawing Interpretation | • Industrial Automation | • Broadband and Telecommunications Technologies – SONET, ROADM, VoIP |
| | • Information System Security Assessment | |

EDUCATION

PhD (2012), Organization and Management, IT Management specialization, Capella University, Minneapolis, MN
Dissertation: *IT Project Portfolio Management in Telecommunications Organizations: Strategic Decision Making in Turbulence*, ProQuest, UMI Dissertations Publishing, 2012. 3491247

MBA (2003), Technology Management, University of Phoenix, Phoenix, AZ,

BS (1987), Electrical Engineering, West Virginia (University) Institute of Technology, Montgomery, WV

Master Certificate (2004), Project Management, Villanova University, Villanova, PA

PROFESSIONAL ASSOCIATIONS

- Institute of Electrical and Electronics Engineers (IEEE)
- Project Management Institute (PMI)
- Academy of Management (AOM)
- Society of Women Engineers (SWE)