

FOIA/PA NO: 2013-0137

RECORDS BEING RELEASED IN THEIR ENTIRETY

Group A



ARK Temporary Staffing

The People Person Company

Capability Statement
&
Answers to Response Questions

For

The U.S. Nuclear Regulatory Commission
(NRC)
“Sources Sought Notice NRC DPC”

Presented By;
ARK Temporary Staffing
221 Scenic Highway
Lawrenceville, GA 30046
Renaë Keitt
Managing Member



ARK Temporary Staffing

The People Person Company

Renaë Keitt

Managing Member

221 Scenic Highway, Lawrenceville, GA 30046

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jobs@arktempstaffing.com

CAGE Code # 4NQP3

Tax ID (EIN) 20-3320255

Dun & Brad Street #604716345

NAICS Codes-561320, 561310, 561110, 561210, 561330, 541990, 541612, 518210

PSC (Codes) - AL11, AL15, AL16, R307, R497, R601, R604, R607, R699, R702

NIGP Commodity Codes - 961-30-23,961-30-65, 918-85-00, 924-35-58, 952-38-00, 952-39-00, 952-93-00,961-30-00, 961-62-00

Established: 2004 - State of Incorporation- Georgia / License#-1526708

Socio-Economic Status

Minority Owned Small Business (MBE)

Woman Owned Small Business (EDWOSB)

U.S. Small Business Administration- *SBA 8(a)* - Case #302884

***Small Disadvantaged Business (SDB)* - Certification #0408-1893E**

Federal Contract

**GSA Federal Contract - Schedule 736 MAS (TAPS) # GS-07F-0085U, Nov. 2007
*Temporary Administrative and Professional Support (TAPS)***

Independent Private Certifications

Georgia Minority Supplier Development Council- *MBE (GMSDC/NMSDC)*

***Minority Business Enterprise (MBE)* - Certificate #AT08-8001 exp.: 01/31/2011**

State/City & County Certifications

U. S. Department of Transportation (DOT) - DBE/MBE (Certified)

State of Georgia - GDOT Vendor ID (2AR305)

State of Maryland - MDOT DBE/MBE (#09-514)

Metropolitan Washington Unified Certification Program (METRO), DC (#1381)

**Commonwealth of Virginia - Small Women Owned Minority Business (SWaM)
Certification #677919 (DMBE)**

**Atlanta Public Schools - African American Business Enterprise (AABE) &
*Minority Female Business Enterprise (M/FBE) (08-1560)***

**City of Atlanta - Local Bidder Preference List, African American Business
*Enterprise***

DeKalb County - Georgia (LSBE), Women Owned Small Business (WBE), (MBE)



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Public, Private Sector, Federal Government Experience

Private / Commercial

Coca Cola/Metasys, Inc.
Federal Reserve Bank of Atlanta
Albany Door Systems, Int.
Global Equipment Company (a Systemax Corporation)
National Vision, Inc.
Dart Container Corporation

Federal Government Contracts

GSA Federal Supply Contract - Schedule 736
Temporary, Administrative and Professional Staffing Services (TAPS) (MAS) –
(Contract #GS-07F-0085U- Issued- Nov. 20, 2007 thru 2012
Center for Disease Control (CDC) (HHS)
U.S. Department of Navy
U.S. Environmental Protection Agency (EPA)
U.S. Department of HUD
Central Alabama Veterans Hospital Care System (CAVHCS)

State/County/City Government Contracts

State of Georgia- Department of Revenue – Albert Burt, Asst. Dir. (404) 362-4577
Email- albert.burt@dor.ga.gov
Contract #-0 47400-010-0000000188
(Terms- 4 -1 yr. Renewals – Since “2006” Revenue Value= \$6.8M)
Service two (2) locations Headquarters & Tax Processing Center- Annual Employ-
200+
State of Maryland Statewide Contract - 10/2009
Dept. Public Safety & Correctional Services
Service six (6) regions of state – (4 - 1 year terms - Revenue Value = \$300K Yr.)
Commonwealth of Virginia Contract – 12/2009
Northern VA Training Center – (4 - 1 yr. terms - Revenue Value = \$212K Yr.)
Gwinnett County Government (Georgia)-(4-1 yr. terms- Rev. Value = \$364K Yr. -)



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Company Overview

ARK Temporary Staffing is a **privately owned, SBA 8(a) &, SDB, minority, woman-owned small business (EDWOSB)**. We provide fast, quality Temporary and Permanent Personnel Placements for business and government agencies. The company specializes in Professional, Administrative, Clerical, Automatic Data Processing and Skilled/Unskilled Labor Occupations across varying market segments throughout the Southeast and Mid Atlantic Region. Our competent staff of recruiter's shares over fifty years combined experience in the areas of Human Resources Management, Recruiting and Personnel Placement.

Building business relationships and customer satisfaction is paramount at ARK Temporary Staffing and we proudly boast of our satisfied client list. The company has maintained a 98% retention rate since 2005 of our commercial corporate client base and has successfully completed all Federal contract award orders receiving high praise for organizational efficiency and quality of placements. This is our proof that the company possesses the skills, resources and personnel necessary to fulfill your business needs.

The company's Socio-Economic certifications include; **the Small Business Administration (SBA) 8(a) & (SDB) company, certified WOSB & EDWOSB and Minority- Women -Owned company**. The company also holds independent certifications from the *Minority Business Enterprise (MBE)*, certification from the *Georgia Minority Supplier Diversity Council (GMSDC) an affiliate of the National Minority Supplier Diversity Council (NMSDC) and, the company also possesses certifications from the Georgia Department of Transportation (GDOT) – Maryland Department of Transportation (MDOT), Maryland (MDOT) and METRO DC as a certified Minority Business Enterprise (DBE/MBE)*.

The company holds a **General Services Administration (GSA) Federal Contract, Schedule 736 MAS (TAPS) (#GS-07F-0085U) "Temporary Administrative and Professional Services"** contract and has enjoyed the experience of working with and building business relationships over the past several years with federal agencies such as, **The Center for Disease Control (CDC), Department of Environmental Protection Agency (EPA), U.S. Department of Navy, The Department of Housing and Urban Development (HUD) and the Central Alabama Veterans Health Care System (CAVHCS) of Montgomery, Alabama**. The company also maintains a large corporate client list and local, county and state agencies.



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Our related experience to this request stems from years of experience staffing similar positions in Document Processing Center Support Services. The company has staffed the contingent workforce for the **Georgia Department of Revenue**, since 2007, amassing vast experience in placement of document handling and processing personnel at multiple locations. Placements were responsible for processing all state tax returns both personal and commercial for the State of Georgia since 2007. *Experienced with personnel placements using document processing systems from the **NRC/RPS model 70's to OPEX Data Systems**.* The company is confident that it possesses the experience, resources, employee database and recruiting professionals to staff this ADAMS type of Document Center Support Services.

ARK Temporary Staffing, staffs Administrative, Clerical, Automatic Data Processing and Skilled/Unskilled Labor Occupations for various projects. The company currently employs between 100 to 200 temporary (personal services) employees for the Georgia Department of Revenue annually for tax season processing which runs from January through October, with another fifty (50) annual placements year round. Similar services include a recently completed task order for the **Central Alabama Veterans Health Care System** titled; **Personnel Inventory Management** a project in which the company staffed personnel to verify federal headcount and personnel identification for the headquarters VA Hospital in Montgomery, Alabama and three satellite hospitals; two in Montgomery and the other thirty miles away in Tuskegee, Alabama, a project that required, extensive project management skills, experienced staff recruiters and a financially stable company with the resources to provide the contractors (personal services) capable of completing a project of the size and scope.



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Core Competency

- **Experienced Staff** (50+ years combined staff HR experience)

Experience in Human Resources profession includes strong concentration in areas of recruiting, staffing procedures and personnel placement. Which the company credits for low contingent workforce Attrition rates (10%) within client agencies and the increases in client Productivity due to timely, quality placements.

- **Innovation/Technology Integration** (Online- Green Initiative (Paperless))

The company has embraced technology at every turn and through the use of our proprietary HR software it is able to work in conjunction with our large corporate and government clients. Having the ability to provide our clients clean data to use in the tracking of placements and budgetary spend. Technology also helps us better manage large groups of temporary employees in single or multi-level organizations ensuring company/client policies are observed.

- ***Customer Service /Client Focused Responsiveness***

Assured by;

Selecting quality, qualified personnel, pre-screened personnel

Professionally Project Managed Accounts (PMI)

Proven Management Schedules & Review Procedures



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Related Experience

Reference: The State of Georgia, Department of Revenue- Tax Processing Center

Ark Temporary Staffing has for the past five (5) years been the primary staffing vendor for The State of Georgia, Department of Revenue, Tax Processing Center in Hapeville, Georgia and the headquarters location at Century Center Plaza, Atlanta, Georgia. We employ between 100 to 200 temporary employees throughout the tax season responsible for processing personal and corporate tax throughout the tax year; which normally runs two full time shifts with alternating start times for first and second shift and a part-time shift from January until early October. We also maintain a full-time temporary group of fifty (50) employees year round to maintain and ensure proper tax processing center operations at the main Document Processing Center location. While also maintaining Professional placements in Financial Occupations, such as, Accounting and Procurement Departments for the headquarters location at Century Center location and also maintaining headcount for the Customer Service, Call Center operations also housed at headquarters location. This contract generated \$1.6 million dollars in revenue for 2010 and \$1.8 million dollars in revenue for 2011. As an example of the companies performance and quality within this account, it received the year round group by out performing the other two (2) vendors on the state contract and was awarded the right to transition the State's Temporary Labor Pool of fifty full-time temporary employees over to Ark Temporary Staffing for management and payroll.

The company currently employs a mixture of Administrative, Clerical and Labor positions at the Tax Processing Center which encompass all parts of the tax processing process. The administrative and clerical mix composes roughly 25% of the placements with positions ranging from executive administrative assistant, secretaries, accountants and tax examiners. The remaining 75% consist of Labor



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positions comprised of mail handlers, mail processors, scanner clerks, general clerks, dispatchers and shipping/receiving clerks.

Until last years State of Georgia governor ordered 10% statewide budget reduction, Ark Temporary Staffing had a 15% Temp to Perm conversion rate which almost doubled the previous State temporary conversation numbers with a mixture of placements within and outside the processing center. ARK Temporary Staffing realizes that most agencies goal is not to currently transition their temporary staff to permanent, but we highlight this point to illustrate the companies' ability to place the right people in the right positions, which the company contributes to quality pre employment screening, skill matching and experienced management of our temporary/contingent workforce.

The positions staffed in this RFI for *Document Processing Center* personnel and duties in comparison to *Tax Processing Center* personnel and consist of;

Document Processing Center Personnel vs. Tax Processing Center Personnel Responsibilities;

1. Document Receipt - Material Handlers
2. Preparation – Mail Room Sorters
3. Disposition – General Clerks
4. Scanning - Scanners Clerks/Document Processors
5. Indexing -Data Entry
6. Distribution – Tax Examiners
7. Sending Notifications - General Clerks
8. Notifications/Data-Maintenance(CVL/Rules)/Clean-Up-Tasks---Network Administrators



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ARK Temporary Staffing has placed personnel working with various "Recordkeeping Systems" through our relationships with various government agencies. The company has staffed for the operation of the NRC RPS to OPEX Data System with the State of Georgia, Enterprise Content Management System (ECMS) for Federal Reserve Bank and multiple data storage systems for recordkeeping for Healthcare Industry clients. We are confident in our ability to staff personnel for the NRC's IBM P8 based Agency wide Document Access and Management System (ADAMS)



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Responses to Sources Sought Notice

1. *Is your company a small business under NAICS code 518210?*

ARK Temporary Staffing is a Small Business under NAICS 518210 less than \$25 million annual revenue.

Business type- *SBA 8(a) certified Small Business, SBA certified Small Disadvantaged Business (SDB), Women-Owned Small Business (WOSB), Economically Disadvantaged Women-Owned Small Business (EDWOSB) and Minority Business Enterprise (MBE).*

2. *Does your organization have experience with each of the document processing support services, as described above? Yes, by previous recruiting/placement experience. Experience outlined above in "Related Experience" with outline of State of Georgia, Department of Revenue experience.*
3. *Does your organization have, or has it had within the past three years, a contract with any other companies or government agencies for document processing support services? Yes, The State of Georgia, Department of Revenue-Tax Processing Center Contract # 0 47400-010-0000000188, four (4) year term in one (1) year Renewals, issued Since "2006", original contract value \$409,050.00, 2010 Revenue Value \$1.8 million, total contract value equaled \$6.8 million. Contract No. 47400-010-00000000190, Temporary Staffing Service for the Georgia Department of Revenue, Procurement Manager-Roger Lockhart contact # 404-417-6025, Tina Plez Buyer*
4. *Please provide commercial pricing information for various labor categories in your company that could potentially provide document processing support services, and include a corporate description of the functions and duties for those labor categories.*



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Positions and Price List

01020 ADMINISTRATIVE ASSISTANT = \$47.81 (GSA Contract Pricing)

In addition to secretarial duties filing, taking phone calls, scheduling appointments, making travel arrangements), this position will provide administrative support to executive staff with office management responsibilities to include budgeting, personnel records and payroll. The Administrative Assistant may be required to work independently on projects requiring research and preparation of briefing charts and other presentation materials

01151 DATA ENTRY OPERATOR I = \$24.01 (GSA Contract Pricing)

This position works under close supervision and follows specific procedures or detailed instructions. The Data Entry Operator I works from various standardized source documents that have been coded and require little or no selecting, coding or interpreting of data. Problems such as erroneous items and codes, or missing information are resolved at the supervisory level. Work is routine and repetitive.

01152 DATA ENTRY OPERATOR II = \$25.84 (GSA Contract Pricing)

This position requires the application of experience and judgment in selecting procedures to be followed, and searching for interpreting, selecting, or coding items to be entered from a variety of document sources. The Data Entry Operator II may occasionally perform routine work as described for Data Entry Operator I.

01070 DOCUMENT PREPARATION CLERK (Document Preparer) = \$23.77 (GSA Contract Pricing)

This position prepares documents such as brochures, books, periodicals, catalogs, and pamphlets for copying or photocopying. The Document Preparation Clerk cuts documents into individual standardized pages, using a paper cutter or razor knife. Document pages are reproduced as necessary to improve clarity or to adjust the standardized page size according to the limitations of the designated copy machine. The Document Preparation Clerk stamps standard symbols on pages or inserts instruction cards to notify Duplicating Machine Operator of special handling, prepares cover sheets and document folders for material, and index cards for files, and files folder according to index code and copies priority schedule.



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01111 GENERAL CLERK I = \$24.71 (GSA Contract Pricing)

This position follows clearly detailed specific procedures in completing several repetitive clerical steps performed in a prescribed or slightly varied sequence, such as coding and filing documents in an extensive alphabetical file; could involve simple posting to individual accounts, opening mail, calculating and posting charges to departmental accounts, operating basic office equipment, e.g., photocopier, facsimile, multi-line phone/voicemail systems, mailing machines, and minimal computer programs. Little or no subject-matter knowledge is required, but the clerk uses his or her own judgment in choosing the proper procedure for each task.

01112 GENERAL CLERK II= \$26.61 (GSA Contract Pricing)

This position requires familiarity with the terminology of the office unit. The General Clerk selects appropriate methods from a wide variety of procedures or makes simple adaptations and interpretations of a limited number of substantive guides and manuals. The clerical steps often vary in type or sequence, depending on the task. Recognized problems are referred to others.

01113 GENERAL CLERK III = \$30.10 (GSA Contract Pricing)

This position uses some subject-matter knowledge and judgment to complete assignments consisting of numerous steps varying in nature and sequence. The General Clerk III selects from alternative methods and refers problems not solvable by adapting or interpreting substantive guides, manuals, or procedures. Typical duties include: assisting in a variety of administrative matters; maintaining a wide variety of financial or other records (stored both manually and electronically); verifying statistical reports for accuracy and completeness; compiling information; and handling and adjusting complaints.

The General Clerk III may also direct lower level clerks. Positions above level IV are excluded. Such positions (which may include supervisory responsibility over lower level clerks) require workers to use a thorough knowledge of an office's work and routine to: 1) choose among widely varying methods and procedures to process complex transactions; and 2) select or devise steps necessary to complete assignments. Typical jobs covered by this exclusion include administrative assistants, clerical supervisors, and office managers.



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01191 ORDER CLERK I = \$25.04 (GSA Contract Pricing)

This position handles orders involving items that have readily identified uses and applications. The Order Clerk I may refer to a catalog, manufacturer's manual or similar document to insure that the proper item is supplied or to verify the price of order.

01192 ORDER CLERK II = \$26.97 (GSA Contract Pricing)

This position handles orders that involve making judgments such as choosing which specific product or material from the establishment's product lines will satisfy the customer's needs, or determining the price to be quoted when pricing involves more than merely referring to a price list or making some simple mathematical calculations.

01270 PRODUCTION CONTROL CLERK = \$34.70 (GSA Contract Pricing)

May perform any combination of the following duties: compile and record production data from customer orders, work tickets, product specifications, and individual worker production sheets following prescribed recording procedures and using different word processing techniques. This Clerk calculates such factors as types and quantities of items produced, materials used, frequency of defects, and worker and department production rates, using a computer, calculator, and/or spreadsheets. Additional tasks include: writing production reports based on data compiled, tabulated and computed, following prescribed formats, maintaining files of documents used and prepared, compiling detailed production sheets or work tickets for use by production workers as guides. This Clerk prepares written work schedules based on established guidelines and priorities, compiles material inventory records and prepares requisitions for procurement of materials and supplies charts production using chart, graph, or pegboard based on statistics compiled for reference by production and management personnel. This Clerk also sorts and distributes work tickets or material and may compute wages from employee time cards and post wage data on records used for preparation of payroll.



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**01310 SECRETARY* (Occupational Base) I, II, III = \$29.17/ \$32.12/ \$39.26
(GSA Contract Pricing)**

This position provides principal secretarial support in an office, usually to one individual, and, in some cases, to the subordinate staff of that individual. The Secretary maintains a close and highly responsive relationship to the day-to-day activities of the supervisor and staff, works fairly independently receiving a minimum of detailed supervision and guidance, and performs various clerical and secretarial duties requiring knowledge of office routine and an understanding of the organization, programs, and procedures related to the work of the office. Computers may exist in the environment, requiring working knowledge of certain office software programs.

01410 SUPPLY TECHNICIAN = \$43.82 (GSA Contract Pricing)

This position performs limited aspects of technical supply management work (e.g., inventory management, storage management, cataloging, and property utilization) related to depot, local, or other supply activities. Work usually is segregated by commodity area or function, and controlled in terms of difficulty, complexity, or responsibility. Assignments usually relate to stable or standardized segments of technical supply management operations; or to functions or subjects that are narrow in scope or limited in difficulty. The work generally involves individual case problems or supply actions. This work may require consideration of program requirements together with specific variations in or from standardized guidelines.

**01610 WORD PROCESSOR (Occupational Base) I, II, III =
\$25.76 / \$28.61 \$31.79 (GSA Contract Pricing)**

This position uses automated systems, such as word processing equipment, personal computers, or work stations linked to a larger computer or local area network, to produce a variety of documents, such as correspondence, memos, publications, forms, reports, tables and graphs. The Word Processor uses one or more word processing software



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packages; may also perform routine clerical tasks, such as operating copiers, filing, answering telephones, and sorting and distributing mail.

**14040 COMPUTER OPERATOR (Occupational Base) I, II, III, IV, V =
\$27.95/ \$30.80 / \$21.45/ \$33.89/ \$37.23/ \$40.81 (GSA Contract Pricing)**

The Computer Operator monitors and operates the control console of either a mainframe digital computer or a group of minicomputers, in accordance with operating instructions, to process data.

14070 COMPUTER PROGRAMMER (Occupational Base) I, II, III, IV

The Computer Programmer performs programming services for establishments or for outside organizations that may contract for services, converts specifications (precise descriptions) about business or scientific problems into a sequence of detailed instructions to solve problems by electronic data processing (EDP) equipment, i.e. digital computers; draws program flow charts to describe the processing of data, and develops the precise steps and processing logic which, when entered into the computer in coded language (COBOL, FORTRAN, or other programming language) to cause the manipulation of data to achieve desired results. The Computer Programmer tests and corrects programs, prepares instructions for operators who control the computer during runs, modifies programs to increase operating efficiency or to respond to changes in work processes, and maintains records to document program development and revisions.

At levels I, II and III, Computer Programmers may also perform programming analysis such as: gathering facts from users to define their business or scientific problems, and to investigate the feasibility of solving problems through new or modified computer programs; developing specifications for data inputs, flow, actions, decisions, and outputs; and participating on a continuing basis in the overall program planning along with other EDP personnel and users. In contrast, at level IV, some programming analysis must be performed as part of the programming assignment. The analysis duties are identified in a separate paragraph at levels I, II, III, and IV. However, the systems requirements are defined by systems analysts or scientists.



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**14100 COMPUTER SYSTEMS ANALYST (Occupational Base) I, II, III +
\$41.43/ \$42.82/ \$44.22 (GSA Contract Pricing)**

The Computer Systems Analyst analyzes business or scientific problems for resolution through electronic data processing, gathers information from users, defines work problems, and, if feasible, designs a system of computer programs and procedures to resolve the problems. This Worker develops complete specifications or enables other Computer Programmers to prepare required programs and analyzes subject-matter operations to be automated; specifies number and types of records, files, and documents to be used and outputs to be produced; prepares work diagrams and data flow charts; coordinates tests of the system and participates in trial runs of new and revised systems; and recommends computer equipment changes to obtain more effective operations. The Computer Systems Analyst may also write the computer programs.

**14150 PERIPHERAL EQUIPMENT OPERATOR = \$30.35
(GSA Contract Pricing)**

The Peripheral Equipment Operator operates peripheral equipment that directly supports digital computer operations. Such equipment is uniquely and specifically designed for computer applications, but need not be physically or electronically connected to a computer. Printers, plotters, tape readers, tape units or drives, disk units or drives, and data display units are examples of such equipment.

21030 MATERIAL COORDINATOR = \$34.70 (GSA Contract Pricing)

The Material Coordinator coordinates and expedites flow of material, parts, and assemblies within or between departments in accordance with production and shipping schedules or department supervisors' priorities. In this job, the Material Coordinator reviews production schedules and confers with department supervisors to determine material required or overdue and to locate material, requisitions material and establishes delivery sequences to departments according to job order priorities and anticipated availability of material; arranges for in-plant transfer of



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materials to meet production schedules, and with department supervisors for repair and assembly of material and its transportation to various departments, and examines material delivered to production departments to verify if type specified.

21050 MATERIAL HANDLING LABORER \$23.24 (GSA Contract Pricing)

This person will perform physical tasks to transport or store materials or merchandise. Duties involve one or more of the following: manually loading or unloading freight cars, trucks, or other transporting devices; unpacking, shelving, or placing items in proper storage locations; or transporting goods by hand truck, cart, or wheelbarrow



A Response to:

U.S. Nuclear
Regulatory Commission
Office of Administration
Twinbrook Parkway Building
12300 Twinbrook Parkway
Mailstop: TWB-01-B10M
Rockville, MD 20852

December 31, 2012
3:00 PM Eastern Time

The Recognized Experts In
Workflow Management



A Response to:

**Sources Sought
U.S. Nuclear Regulatory Commission**

Solicitation No. NRC-DPC-Sources-Sought-2012



Submitted by:

Horizon Consulting Incorporated
19415 Deerfield Avenue, Suite 316
Lansdowne, Virginia 20176
703.726.6430 · 703.726.6434 f
www.horizon-inc.com

Wanda A. Alexander
President and CEO
walexander@horizon-inc.com

Horizon Consulting Introduction

Founded in 1994, Horizon Consulting Incorporated has become a leader in providing high volume workflow processing and management services and serves as a Trusted Advisor to a wide variety of local, state and federal government agencies. This can include consulting to assess overall needs and design the project framework, application processing, quality assurance and the management of any other documents that require a high degree of efficiency to keep the project moving within the desired timeframes and outcomes. With operations in Santa Ana, California; Denver, Colorado; Philadelphia, Pennsylvania; and Atlanta, Georgia, Horizon is headquartered in Lansdowne, Virginia with easy access to federal clients. Horizon gives clients the peace of mind that their projects are managed in a professional, accurate and timely manner. Horizon can also consult with clients to advise on other new initiatives, saving the client the need to search for other consultants every time the need arises.

Horizon Consulting brings to every customer relationship:

- Its founding principles of honesty, integrity, hard work and professionalism;
- Treating everyone – clients, vendors and employees – with openness, fairness, and respect;
- Over 18 years experience serving government agencies;
- A solid financial foundation and outstanding reputation among clients;
- Strong leadership from actively involved, hands-on ownership and senior management;
- In-depth knowledge of high-volume workflow processing and the proven ability to process high volume work efficiently and on time;
- The determination to satisfy clients' needs, questions and concerns, consistently going above and beyond;
- The added capability to be hired to serve in a trusted advisor role giving customers the added benefit of its depth and breadth of knowledge without their having to search for and hire other consultants for new initiatives.

A. Corporate Capability Statement

Point of Contact:

Wanda A. Alexander, Principal, President & CEO

19415 Deerfield Avenue, Suite 316

Lansdowne, VA 20716

(703) 726-6430

(703) 726-6434

www.horizon-inc.com

walexander@horizon-inc.com

Type & Business Size:

Professional Services – Workflow Management

SBA Certified Small Disadvantaged Business through December 2010

Minority-Owned, Woman-Owned

Small Business NAICS Codes:

518210	541614	561110
541519	541618	561210
541611	541990	561499

Major Contracts:

HUD Homeownership Centers (Atlanta, GA; Denver, CO; Santa Ana, CA; Philadelphia, PA), SBA

GSA Contract Number:

GS-23F-0211P

Areas of Expertise Include:

Financial Outsourcing Support:

- Issue tens of billions of dollars per month in mortgage insurance annually
- Provide hundreds of thousands of mortgage loan document audits between 1994 and 2010
- Review and determine borrower and property eligibility requirements based on continually evolving customer business rules

Document Due Diligence:

- Complete reviews on over 40,000 mortgage insurance applications each month within stringent time constraints
- Perform 12,000+ REO appraisal desk reviews and 1,800 field reviews on properties in all 50 states and Puerto Rico
- Process disaster loan applications

Administrative Support:

- Provide data entry and administrative support services, including scanning documents to several government and state agencies
- Manage mail rooms by shipping and receiving thousands of files and packages daily
- Retrieve and archive documents from Federal Records Center daily

Project Management:

- Manage large workload fluctuations on a daily, weekly and monthly basis under rigorous turnaround requirements
- Ability to rapidly execute and manage contact centers dispensing expertise and empathy for disaster loan victims as well as information to constituents interested in FHA insurance and purchasing FHA homes
- Exceed productivity and quality goals to earn incentives under performance based contracts
- Provide time tested management plans and the business acumen to implement solutions, not hypothetical management concepts

Consulting on New Initiatives:

- Consult with HUD on Lean Initiatives to develop efficient systems and processes to improve overall efficiency throughout HUD Homeownership Centers (HOCs) and subsequently testing, demonstrating, monitoring and reporting on these improvements
- Built statistically significant sampling plan and sampled loan level data from portfolios of millions of loans on high visibility projects
- Develop and implement web-based systems to give clients real time access to deliverables to improve service to their constituents
- Provide home and business loan processing and closing services in support of the Post Hurricane Katrina disaster response initiatives

Quality Assurance:

- Build precision and accountability directly into processes
- Develop web-based databases to support client initiatives and to track quality and productivity
- Implement dual data entry processes on high visibility projects to ensure 100% accuracy
- Perform quality control reviews in order to regularly provide the client and Horizon staff with feedback on ways to improve performance and results

B. Horizon's Responses to Questions

1. Horizon is a small business under NAICS code 518210. Horizon is classified as a disadvantaged woman-owned small business. In business since 1994, Horizon's 8(a) expired in December 2010.
2. Horizon has experience with each of the document processing support services required under this sources sought solicitation as follows:
 - Managed mail centers for three of HUD's four homeownership centers requiring daily receipt of all mortgage files, review for completeness, entering into HUD's proprietary system, creating barcodes for each file, scanning the barcodes and distributing files to endorsement contractor. Currently manage mail center for two homeownership centers.
 - Horizon created web-based proprietary database system to support quality control of data entry and reporting of specific anomalies and to better facilitate distribution to HUD staff of incoming files. All Horizon teams throughout the country as well as HUD staff have access to this system in real time.
 - Horizon managed a nationwide appraisal desk review and field review contract for HUD which required publishing appraisals, reviews and exception reports to Horizon's external website. This system electronically accessed the database systems of HUD's M&M contractors and downloaded appraisal reports for uploading into Horizon's system.

- Current contracts require that Horizon's team work within several HUD systems daily (FHAC, TapTrack, CHUMS, TransAccess) ensuring accuracy of data, updating file status and sending electronic mortgage insurance documents to lenders.
- For high level document due diligence project Horizon created a dual data entry system for accuracy of data collection and electronic analysis/reporting to the client.
- For years Horizon managed a help desk for HUD constituents, answering questions about existing HUD Homes and the process of bidding on these homes, from both realtors and potential homebuyers. Also answered phone inquiries about HUD's HECM loan insurance programs.
- Currently, under insurance endorsement processing contracts, Horizon assists the client with answering inquiries submitted by lenders and constituents by researching its own proprietary database system as well as TapTrack.
- Currently providing endorsement support services on over 25,000 loans monthly for the Denver and Atlanta HOCs.
- Processing over 20,000 mortgage insurance applications each and every month for the Atlanta, Philadelphia and Santa Ana HOCs.
- Successfully managing large fluctuations in its workloads on a daily, weekly and annual basis under stringent timeframes.
- Consistently earning performance based incentives for quality and timeliness.

3. Relevant Contracts for document processing support services within the past three years provided on the following pages.

Insurance Endorsement Processing Services – Atlanta Homeownership Center

Period of Performance: September 29, 2009 – Present

Contract Number: C-CHI-00990**Contract Type:** Firm Fixed Price, Indefinite Quantity**Total Contract Value:** \$10,003,200**Contract Work:**

Determine if files submitted are in compliance with HUD requirements; ensure accuracy of data in files and integrity of data in FHAC/CHUMS. Complete HUD's checklist for each file reviewed and Issue electronic MICs for endorsed file; issue NORs for files that cannot be endorsed. Requires knowledge of FHA's single family programs; familiarity with loan documents; large volumes of loan files; contingency planning, and overall workflow management. Also process HECMs, principal reductions, escrow loans and problem cases. In addition, this contract was expanded by HUD to incorporate the tasks associated with the Insurance Endorsement Support (data entry) services. Additional tasks include opening all mortgage packages, reviewing contents to ensure appraisals included; logging cases in HUD's system; date stamping, bar coding and distributing for endorsement services within same day of receipt. The Acceptable Performance Level (APL) is 90% for quality and 3 days for processing times. Horizon has exceeded this requirement consistently earning incentives each month with few exceptions.

**Contracting and
Program Officer:
Telephone Number:**

Contracting Officer Name: Elizabeth Daniels
Title: Contract Specialist
Phone Number: 312-913-8540
Email Address: Elizabeth_Daniels@hud.gov
Program Officer Name: Donna Sue Phagan
Title: Government Technical Representative
Phone Number: 678-732-2174
Email Address: Donna_Sue_Phagan@hud.gov

**Information on
Problems Encountered
and Corrective Action
(If Applicable):**

Problem: HUD's primary tracking system, SmartTrack was not operational and an alternative to tracking cases and shipping files to the Records Center was required to eliminate hundreds of files getting backlogged and sitting in HUD's offices for undetermined amount of time.

Corrective Action: Horizon implemented new procedures to document where files were routed. Case warnings were placed in HUD's system for any file Horizon routed to another person or HUD department. Horizon also reverted back to manually keying in case numbers into its proprietary web-based system to create shipping list versus scanning bar codes b/c tracking system was inoperable. In summary, measures were employed to make the transition seamless while awaiting more efficient arsenals while reducing the threat of backlogged cases. Due to immediate implementation of this solution, the transition to TransAccess (new system) was unproblematic.

**Description of Quality
Awards or
Certifications, if any:**

Due to exemplary service (all excellent ratings) and job knowledge, IEP contract was expanded to incorporate endorsement support services previously held by another contractor, upon its contract expiration.

Single Family Data Input Services – Philadelphia Homeownership Center

Period of Performance: September 29, 2006 – August 26, 2011

Contract Number: C-PHI-00974**Contract Type:** Firm Fixed Price, Indefinite Quantity**Total Contract Value:** \$790,907.50**Contract Work:**

The requirements of the PWS for Single-family Data Input Services are similar to portions of this PWS and support the work required under Insurance Endorsement Processing. In performing IEP support services, Horizon receives, logs and distributes loan files that have been submitted by lenders for endorsement and manages other administrative tasks. Horizon performed a myriad of data entry functions for the HUD Philadelphia Home Ownership Center (HOC) including logging closing packages; entering appraisal license information; logging of appraisals; entering condo data; entering tech review data into CHUMS; entering MCC information; entering Field Review of appraisal data; and entering data for Escrow Clearances. Processing times vary according to function, but all log-ins which comprise the vast majority of work must be completed within 24 hours.

**Contracting and
Program Officer:
Telephone Number:****Contracting Officer Name:** Lisa Simon-Lewis

Title: Contract Specialist

Phone Number: 312-886-2760 ext. 2599

Email Address: Lisa.Simon-Lewis@hud.gov**Program Officer Name:** Crystal Scott

Title: Government Technical Representative

Phone number: 215-861-7543

Email Address: crystal_scott@hud.gov**Information on
Problems Encountered
and Corrective Action
(If Applicable):**

Problem: HUD was tasked with developing and testing a new process for electronic review and endorsement aptly called "lean initiative." The Philadelphia HOC was chosen as the test site and Horizon was immediately pulled into the discussions and its input sought after from the beginning on this high profile initiative.

Corrective Action: The scanning of case binders in the Philadelphia HOC was part of a broad LEAN initiative to improve efficiency, increase processing throughput, and reduce processing times at the Philadelphia HOC. Horizon welcomed the opportunity to be involved and its input was a valuable part of the process. At no cost to the government, the Horizon team helped plan and, more importantly, implemented the processing changes while balancing its viewpoint around concerns with the actual benefit to the government of moving forward with the initiative on a large scale. Horizon also provided a summary report after the initial testing, handled all demonstrations and tours of the new processes to high profile visitors and successfully assisted with the implementation of those portions of the process deemed attainable.

**Description of Quality
Awards or
Certifications, if any:**

Horizon received a client citation for its work on lean initiative and received all excellent and one very good on its final close-out performance review by the Department. All of Horizon's team was hired by the new 8(a) contractor when Horizon graduated from the program and the contract ended.

Insurance Endorsement Processing Services – Philadelphia HUD Homeownership Center
Period of Performance: September 30, 2008 – Present

Contract Number:	C-CHI-00949
Contract Type:	Firm Fixed Price, Indefinite Quantity
Total Contract Value:	\$3,435,000.00
Contract Work:	Horizon receives, screens, and processes loan files for mortgage insurance submitted by lenders to the HUD's Philadelphia Home Ownership Center (HOC). This is a performance based contract. Horizon screens a wide range of different type loans using an extensive two page, legal sized checklist. Documents reviewed include legal documents such as the Note, Deed of Trust, settlement statement; credit documents including credit reports; income documentation including tax returns; asset documentation including bank statements; and other documentation including appraisals, termite reports, water tests and similar. Data in HUD's CHUMS system is verified and/or edited using the web-based FHA Connection. Loans are thoroughly reviewed so that rejected loans include all reasons for rejection. Rejected loans are returned to the lender. Approved loans are forwarded to HUD's archives.
Contracting and Program Officer: Telephone Number:	<p>Contracting Officer Name: Mona Collins Title: Contract Specialist Phone Number: 312-886-2760 ext. 2506 Email Address: Mona_K_Collins@hud.gov</p> <p>Program Officer Name: Crystal Scott Title: Government Technical Representative Phone Number: 215-861-7543 Email Address: crystal_scott@hud.gov</p>
Information on Problems Encountered and Corrective Action (If Applicable):	<p>Problem: As more and more lenders applied for inclusion in HUD's FHA program recently, the subsequent and significant increase in test cases presented a challenge. Lenders failed to enter required data into FHAC. Sending each file back to the lender would only delay endorsement and cause increased lender calls. Horizon elected to enter the missing data yet it was very time consuming and often challenging due to incomplete files, multiple and often revised documents and cross referencing documents.</p> <p>Corrective Action: Horizon's manager immediately cross-trained all endorsement technicians to process test cases and avoid delays in endorsements. Horizon then met with the client to discuss best options on the test case issue. HUD decided that cases presenting too much of a problem should be designated as a problem case and sent to HUD. Those cases that Horizon could address simply were handled by the trained endorsement technicians which kept the workflow steady and moving, reduced the number of problem cases to HUD and helped to solidify collaborative rapport between HUD and new lenders. All of this without compromising timeliness or quality.</p>
Description of Quality Awards or Certifications, if any:	The Acceptable Performance Level (APL) is 90% for quality and 3 days for processing times. Horizon has exceeded this requirement 31 of the last 31 months earning incentives.

4. Commercial Pricing for Various labor categories included in Horizon's GSA schedule and which support document processing support services.

- **Clerical Level I** personnel provide data entry services and technical support to the division. Functions include data entry of loan files and other asset information into project databases. Duties may also include receptionist and administrative duties, such as filing, supply ordering, mailings and bulk shipments, for Technicians, Analysts, Managers and Principals. Personnel will, at a minimum, have demonstrated the ability to perform the basic skills proficiently. Level I Clerical staff have a high school education and basic skills knowledge such as word processing, typing, and working with computers. **Pricing:** through 2/13/2013 loaded rates are \$32.31. Beginning 2/14/13 rate is \$33.60.
- **Clerical Level II** personnel provide similar functions to Clerical Level I. Previous clerical experience is required with demonstrated ability to perform the basic skills proficiently. Level II Clerical staff have a high school education and basic skills knowledge such as word processing, typing and working with computers. A minimum of one year job experience or educational training demonstrating skills experience is required. **Pricing:** through 2/13/2013 loaded rates are \$40.39. Beginning 2/14/13 rate is \$42.00.
- **Clerical Level III** personnel provide data entry services and technical support to the division. Functions include data entry of loan files and other asset information into project databases. Clerical Level III personnel may also perform quality control reviews and verify completeness and accuracy of database entries. Duties may also include call center, help desk and administrative duties, such as filing, supply ordering, mailings and bulk shipments, for Technicians, Analysts, Managers and Principals. An industry specific background is required at Clerical Level III. Personnel possess comprehensive office skills including computer hardware and software proficiencies, data entry, filing, copier use, scanner usage, calculator proficiency and mailing equipment fundamentals. Previous clerical experience is required with demonstrated progressive levels of responsibility and the ability to apply basic skills proficiently to projects. Supervisory experience may be required. Clerical Level III may report directly to Technicians, Analysts, Managers or Principals and may supervise other clerical personnel. Level III Clerical staff have a high school education and comprehensive office skills knowledge such as word processing, typing, organization and working with computers. Some industry experience is required in addition to three to five years of working experience or specialized office skills training in office administration or secretarial skills. **Pricing:** through 2/13/2013 loaded rates are \$46.85. Beginning 2/14/13 rate is \$48.72.
- **Manager Level I** serves as client liaison and is responsible for directing the day-to-day operations of each contract and client engagement. This position is responsible for supervising, directing, training and coaching all

Technicians, Analysts and Clerical staff assigned to the engagement. Responsible for coordinating all human resources related issues (recruitment, interviewing, implementation of policies and procedures, background check processing) with headquarters, staff development and training, team building and motivation/reward programs. The Level I Manager sets priorities, ensures daily coordination among all teams (clerical, technicians, analysts) and monitors contract progress against schedules, budgets and timelines. Provides status reports on daily, monthly and quarterly basis to the Principals of the company. Reports directly to the Principals of the company. Must have a proven track record for fostering a participative team environment. Experience in data processing and high workflow management supervising processors, clerical staff and others in a support function is extremely helpful and required for Level I Managers who are also responsible for designing and implementing quality control programs. High degree of interpersonal skills to effectively work together with company and clients to ensure continued success of the contract. Excellent oral communications skills required to effectively communicate management and human resource programs to employees and to provide excellent customer interface. Sound analytical skills. Ability to address complex employee concerns and propose and implement viable solutions. Strong knowledge of organization development and high degree of organization skills. Experience with loan or document processing, database management, mailroom, data entry centers, call centers or any other form of high volume workflow management is a major plus. Level I Managers must have a bachelor's degree in business or related discipline, or equivalent training. Requirements for Manager Level 1, which would cover responsibility for focusing on the technical aspects of the work and quality assurance, include specialized studies in related fields or a minimum of five years successful experience performing high level workflow management. **Pricing:** through 2/13/2013 loaded rates are \$93.21. Beginning 2/14/13 rate is \$96.94.

Summary

Horizon has earned the absolute loyalty of both new and long-term customers. Because they know they can rely on Horizon to tackle the toughest problems they face, customers continue to renew their existing contracts and to award Horizon new business. By empowering very smart people with an extensive portfolio of proven practices and tools, Horizon ensures the quality of its performance at any scale.

The corporate culture, the systems and the processes that have developed have not done so in a vacuum. It is a fact that the company has met several challenges during its 18 years of operation. Whether a government shutdown, UPS strike, employee work slowdown or just unforeseen circumstances; the ownership's commitment to its basic

precepts of honesty, integrity, professionalism and hard work have enabled the firm to not only persevere, but prosper.

In short, Horizon is a proven commodity. The company has worked closely with HUD and other clients for a number of years and together have improved both overall workflow and document processing procedures and the breadth and depth of the quality assurance reviews. NRC can be assured of Horizon's continued commitment to providing outstanding services if honored with the selection for this engagement.

Ganpat, Emily

From: Becky Oehmen [boehmen@optitekinc.com] on behalf of Ricki McGuire [rmcguire@optitekinc.com]
Sent: Monday, December 31, 2012 2:16 PM
To: Pulaski, Jordan
Cc: Widdup, Joseph
Subject: SOURCES SOUGHT NOTICE - NRC DPC

A. A very detailed capability statement detailing the respondent's ability to provide each of the the aforementioned services. Respondents must include information to document experience and expertise in document processing center support services.

OPTITEK:

Design, Integration & Support of Technology Solutions



CAPABILITY STATEMENT

The Power of Information Integration

CORE COMPETENCIES

- Cloud Computing
- Systems Integration
- Document Management Software
- Workflow Solutions
- Document Scanning
- EHR & EMR Solutions

GENERAL OVERVIEW

Optitek is a Woman-Owned Small Business (WOSB) dedicated to helping clients transition to highly efficient enterprises through business process automation, workflow design, and systems integration. Founded in 1992, we are a focused, agile team committed to taking the pain out of everyday operations and providing the structure needed to boost department and enterprise functionality to unprecedented levels.

CONTACT US

Contact: Ricki McGuire, President
Email: ricki@optitek.com
Telephone: 314-644-2880
Toll Free: 866-422-0101
www.optitek.com

A WBENC-Certified Woman-Owned Business

PAST PERFORMANCE

- Corizon Health – Cloud Computing, Document Scanning
- Stifel Nicolaus – Document Management Software & Support, Workflow Solutions, Systems Integration
- St. Louis County – Document Scanning (Converted St. Louis County Deed Books to Digital Images)

- Boeing – Maintenance & Support of Plasma & Optical Jt
- STL Metropolitan Sewer District – Document Management
- ACF Industries – Cloud Computing, Document Scanning, Document Management Software & Support

DIFFERENTIATORS

- Over 60 years combined experience in Document Management
- Over 35 years combined experience in Software & Systems Integration
- Over 10 years experience with Cloud Computing and Hosted Solutions
- Highly skilled and dedicated staff

COMPANY DATA

- DUNS Number: 808951537
- CAGE Code: 0X380
- Accepts Credit and Purchase Cards
- Socio-Economic Certifications: WBE, SB, WOSB, EDWOSB

NAICS CODES

519190-EDWOSB	All Other Information Services
519120-EDWOSB	Libraries & Archives
518210-WOSB	Data Processing/Hosting & Related
334614	Software/Prerecorded Compact Disc, Tape, and Record Reproducing
541511	Custom Computer Programming
541512	Computer Systems Design Services
541513	Computer Facilities Management Services
541519	Other Computer Related Services
541611	Administrative Management & General Management Consulting
541690	Other Sci & Tech Consulting Services
541990	All Other Professional, Sci & Tech Services
561110	Office Administrative Services
561410	Document Preparation Services
561431	Private Mail Centers
561439	Other Business Service Centers (Including Copy Shops)

B. Responses of the questions below :

1. Is your company a small business under NAICS code 518210 (size standard: \$25.0 million)? If your company is a small business under that NAICS code, what type of small business is it (i.e., small disadvantaged business, woman-owned small business, economically disadvantaged woman-owned small business, veteran-owned small business, service-disabled veteran-owned small business, 8(a) certified small business, and/or HUBZone small business)?

OPTITEK: Our company is a small, woman-owned business and in addition, are currently applying for 8(a) certification.

2. Does your organization have experience with each of the document processing support services, as described above? If so, describe that experience in detail.

OPTITEK: Optitek celebrated its' 20th year in the document management industry on October 23rd, 2012. During our 20 year existence, we have processed several million documents of various types, sizes, formats, condition, sources and for input into various systems. We also convert microfiche and microfilm in-house. Optitek has a hosted solution offering with which we provide help desk support and input the scanned images from either our service bureau or from SFTP downloads or email (not preferred). So, we are very familiar with hosted solutions and have been supporting our own offering since 2000. All tasks listed have been performed many times over on various systems and we will have no issues learning the ADAMS system if provided documentation. We have been resellers for two very robust document management software systems – OnBase by Hyland, and Laserfiche – since 1997, and our professional services team design workflows and write workflow scripts for automating various business processes.

3. Does your organization have, or has it had within the past three years, a contract with any other companies or government agencies for document processing support services? If so, please describe these contracts in detail (contract number, contract type, contract value, description of scope, name and contact information for contracting officer, name and contact information for contracting officer's representative).

OPTITEK: Optitek automated the processing of millions of financial documents for the United States Government. We managed all aspects of the processing project for Bank One, which operated processing centers throughout the United States. Following Standard Operating Procedures of the LIFE Act, we processed all I-817, I-485 and I-539 forms.

Optitek helped Bank One design a service-processing center from scratch. Our personnel turned an empty building into a unique document processing facility. The firm built a system that brought lockbox documents in, extracted information from both paper and monetary vehicles, stored the images electronically, processed the extracted data and delivered the information to multiple locations - banks, government centers, federal agents, computer systems and case resolution units. It was necessary to build a workflow application and pay strict attention to the business requirements. Our workflow design had to define relationships between corresponding documents and transactions before the paper moved through the process.

One of the most stringent business requirements was to handle the paper only once through the entire process. This was accomplished with scanning, data extraction, workflow, and twice per day FTP of the end product to EDS in Texas. Service processors would know when the paper came in, what accompanies it, the type of document it was, and who did the work up to that point. Processors then knew where the paper was distributed and where it would reside, even if different portions of the transactions were divided into differing locations. We were required to design approximately 50 forms for forms processing, various forms for handwriting and print, provide check data capture and processing, provide an instant recovery back-up system and train all personnel. We were able to design a system where fewer than 100 staffers could do the work of 600 employees. Additionally we provided access to the paper elements in electronic image form, completely secure. Using digital processing, the Federal Government was able to save upwards of \$93,000 per month in postage.

Basic elements of the IBC Processing Center were:

1. P. O. Boxes Pickup & Delivery
2. Document Preparation
3. Capture Subsystem
 - Scan the contents of the envelopes
 - Identification of documents
4. Staging the documents
5. Verification Subsystem
 - Extract/Verify data from the applications (Cardiff)
 - Extract/Verify data from the checks (Open Key)
6. Compilation of captured data and images
7. Apply Business Rules to received data
8. Generate Reports
 - Balancing Report
 - Letters
 - Barcodes
 - Claims File
 - DB for INS Reporting
9. Deposit Funds
10. Perform Mailroom Functions
11. Deliver Claims File

In the above named elements of the IBC Processing Center, six (numbers: 3, 5, 6, 7, 8, and 11) can be identified as automated processes. Within these processes we had the ability to modify them to meet the demands that we placed on them. Of these six processes, we grouped them into one of three subsystems: the capture system, the verification system and the EDMS. Each subsystem of the whole can be configured to meet the demands we placed on them.

The Capture Subsystem

The Capture Subsystem is generally known to the Processing Center as Open Scan/Open Key processes. We built the Capture Subsystem based on Scan Stations; a single entity that takes in our envelopes, captures the paper as images, and begins an audit trail of the entire process. That same audit trail is linked to the system as a whole through database objects.

The hardware and software components of each scan station are as follows:

Hardware:

- Paper Scanner (Kodak 2500D)
- Check Scanner
- Workstation

Software:

- OnBase Software
- Open Scan

- Open Key (CAR/LAR)
- DB Viewer
- Report Generator

Within the Capture Subsystem, we had a matrix that identifies the abilities of each unit. For the LIFE Act processing we configured five (5) scan stations within the Capture Subsystem. In the early stages of our systems configuration, we were given the following requirements of what was to be expected from the PO Boxes; 6,000 applications per day arriving in envelopes containing an average of two (2) checks and six (6) pages of supporting documents.

Envelope Assumptions	Averages
Number of checks	1320 2 per envelope
Number of applications	2000 3 per envelope
Supporting documents	4000 6 per envelope
Pages per shift	7320

Kodak 2500D	1 Shift	2 Shift	3 Shift
Pages Per Minute (PPM)	25	25	25
Hours Per Shift	7.5	7.5	7.5
Total Possible Images	11250	11250	11250
Five Scanners	56250	112500	168750

Percent Requirements 13%

- Scanning capabilities (5 scan stations)

Scanners are rated by their throughput. The Kodak 2500D scanners we installed were rated at 50 pages per minute (PPM). That meant that if the individual at the scan station were to do nothing else but scan, he/she could create 3,000 images per hour, or 22,500 in a standard 7.5 hour work day. That's at each scan station. Since we had five, our total capacity would be 112,500 per shift or 337,500 images per day.

Part of our original requirements were to open standard #10 envelopes containing one or more checks, one or more applications and up to six additional supporting documents. For this purpose, we incorporated OPEX letter opening machines into the scan stations to facilitate the opening of the envelopes and expediting the scanning by the operator.

Since we were tasked to generate a total of no more than 50,000 images for all three shifts by all five scan stations to produce the images and data elements of the system, the five scan stations we implemented were more than adequate.

The capacity of the current system is such that at half their speed, the scanners will handle the throughput mentioned above for 3 shifts - 168,750 images per day. Scanning 24 hours/day/5 days per week would mean we had the capacity to scan 3,375,000 images per month. This meant each scanner was producing 675,000 images per month. To increase our capacity, there were two obvious solutions:

- Get more production out of the existing stations
- Install more scan solutions

The Verification Subsystem

The Verification Subsystem included the processes surrounding the extraction of data elements from the application that arrived at the IBC Processing Center. We designed the number of verification stations according to the quantity of data elements we expected and the capabilities of our verification operators.

The software we used was Cardiff, which had the ability to extract machine print with minimal intervention other than strict verification of the received output by an operator. In the case of hand printed alpha/numeric fields we expected our operators to data entry whole fields; hand printed numeric fields were extracted by the computer and only required verification.

The data objects arrived at the Verification Subsystem from the Capture Subsystem as forms pre-identified. Those forms were then run through a forms indemnification process as a part of our Quality Assurance. From the Identification Process, the computer passes what is found to a Quality Control process wherein an operator verified the accuracy of the system; a human checked the work of both the scan operator and the software's identification of the forms. Once the Quality Control process was completed, the forms, as images were sent to a queue for the Verification Operators to work on. These forms could be sent to specific operators so that an operator only would see specific (familiar) forms all the time or into a general queue for all operators to pick any forms at random. Currently each filed is verified and double verified for accuracy.

Data extraction from these forms was designed taking into account the abilities of not only the system, but the workforce as well. Data entry operators with minimal PC skills were utilized in the position of Verification Operators. The Verification Operators ranged in skill levels from 5000 keystrokes per hour to 12000 keystrokes per hour. For the purposes of designing the system, we made the assumption that we would utilize Verification Operators at the lower end of the spectrum thus enabling our capacity to be increased with more skilled operators.

Verification Assumptions	1 Shift	2 Shift	3 Shift
Keystrokes Per Hour	5,000	5,000	5,000
Verification Stations	25	25	25
Keystrokes Per Hour	125,000	125,000	125,000
Hours Per Shift	7.5	7.5	7.5
Capacity	937,500	1,875,000	2,812,500

Average Keystrokes Per Form	250
Number of Forms Per Shift	2000

Percent of Requirements 53%

Currently we have designed the system to manage five (5) verify/QC stations to each scan station. According to reports generated by the Cardiff system, the average number of forms completed per hour was 18. That meant that with 25 stations, we would complete 3,600 forms per shift. Three shifts brought the total to 10,800 per day. If everyone was at the level of the best Verification Operator, the system could produce 9200 forms per shift or 27,600 per day. Both of these scenarios were far above the 6000 forms per day planned for originally.

References:

Bank One

William Farrow, Senior Vice President

"On behalf of Bank One, I would like to thank you for all your hard work in helping to prepare the IBC Processing Site for opening. Without the long hours and dedication given by you and your staff, the site would not have been completed in time.

We look forward to the continued success of this business relationship. Thank you for playing such a vital role to our team."

MCI/Verizon Processing

Paul Ademec, Mailroom/Support Operations, (636) 793-3592

The return was swift. Prior to the automated process being put into place, MCI was able to resend only 10% - 20% of returned residential mail. Almost immediately, after the process of data extraction and address look-up was implemented, they were able to resend 88% of returned mail, or 330% more physical invoices on a monthly basis. The net effect was dramatic – on the invoices that MCI is able to resend, there is a 177% increase in revenue collections over the "old" process. By outsourcing the process, MCI was also able to re-deploy 20 FTE's, recognizing a considerable cost savings. The project is considered a "win-win" and continues to be refined and expanded to other types of exception mail processing within the MCI organization.

Corizon Health

Mike Boone, Senior Financial Analyst/IT Procurement Manager, (314) 919-9879

"Since Day One, Optitek has provided a level of accountability for bill backs we had not had before."

In addition to electronic document management systems and document imaging, Optitek provides Systems Integration, E-business Communication, Scanning Services, Document Management Consulting, and Cloud Hosting Services.

4. Please provide commercial pricing information for various labor categories in your company that could potentially provide document processing support services, and include a corporate description of the functions and duties for those labor categories.

OPTITEK:

Facility Logistics Specialist

Job Description/Salary \$31,679

Reports to:

- 1) Production Manager, or President in lieu of Production Manager
- 2) Senior Production Specialist, with regard to scheduling

Overview:

Full-Time position responsible for performing delivery and pick-up services between Optitek and its clients within the metropolitan area; also responsible for overseeing both temporary and long-term storage of client containers.

Job Purpose Summary:

Ensures and maintains customer satisfaction and efficient Production Department intake and output operations by accurately and effectively facilitating pick-up and delivery of client containers; as well as coordinating both temporary (scanning projects) and long-term (paid storage) storage needs for clients.

Responsibilities:

- Represent Optitek in a positive and professional manner at all times; be a safe and courteous driver

- Coordinate with Senior Production Specialist and Quality Control Manager in regard to new incoming projects and completed outgoing projects to ensure deadlines are met
- Map routes to ensure efficient pick-up & delivery schedule- coordinate with clients and Executive Account Managers as needed
- Periodically receive unexpected or unplanned pick-up/delivery requests through office - by cell phone, email, or in-person; schedule into workflow/route accordingly
- Achieve customer satisfaction by performing friendly, timely and accurate pick-ups and deliveries per customer expectations
- Answer client concerns using good judgment, or direct them to a contact for resolution; advise management of client concerns as needed
- Prevent errors by maintaining an organized workstation, vehicle, and storage facility/facilities
- Follow new project intake procedures and designate temporary housing for scanning projects
- Maintain and consistently update detailed storage inventory control list to ensure accurate representation of on-hand client containers
- Administer and retain documentation with regard to containers, documents, or media being both removed and returned to storage - either permanently or temporarily - by way of client, outsourcing partner, or in-house purposes
- Oversee authorized destruction of client containers/documents; administer proper documentation
- Inspect physical conditions of warehouses, vehicles and equipment, and advise management of any need to order testing, maintenance, repair, or replacement as necessary
- Advise management of any need for additional (or consolidation of) storage facilities
- Record and maintain accurate and detailed delivery charge and mileage records
- Provide bookkeeper with accurate and detailed records of delivery charges for client account billing
- Conduct offsite non-client-related Optitek business, as needed
- Mentor/train back-up Storage & Delivery Personnel
- Periodically assist in evaluating freight and inventory costs associated with transit times to ensure that costs are appropriate
- Perform responsibilities as outlined in Production Specialist job description, as needed

Production Manager

Job Description/Salary \$45,486

Reports to:

President

Overview:

Full-Time, salaried position responsible for managing all projects and personnel in the Production Department while acting as lead liaison between Sales, Production and Billing.

Job Purpose Summary:

To plan, coordinate, organize, execute and control client projects in the Production Department so as to maximize profitability through proper planning, equipment usage and personnel productivity.

Responsibilities:

Customer Service

- Assure attainment of business objectives and production schedules while ensuring services exceed client expectations

Management

- Help set reasonable delivery time expectations with Sales Department
- Calculate both forecast and actual P&L for all projects
- Develop bonus plan for either individual or team benchmarks
- Serve as primary liaison between Sales, Production and Accounting, ensure efficient collaboration and coordination
- Prepare, maintain and analyze production reports
- Serve as primary contact on Production projects from test sample completion through to Production-to-Billing hand-off
- Ensure security and governmental compliances (HIPAA, etc.) are observed
- Manage spending against budget, controlling spending in relation to changes in production volume
- Ensure health and safety guidelines are followed
- Actively participate in weekly Production Department Meetings and Sales Meetings
- Ensure implementation and evolution of processes and procedures
- Encourage use of new techniques and focus on fact based problem solving
- Ensure planned Key Performance Indicators (KPI) of efficiency and performance are met or exceeded
- Work in partnership with Quality Control Manager to appropriately distribute resources in order to finalize jobs and send to billing
- Plan, organize and direct the manufacturing and maintenance operations which ensure the most effective return on assets
- Implement and drive continuous improvement activities through implementation of change management process and best practices
- Work to establish management practices throughout assigned areas which include all employees' positive involvement with opportunity for construction input and action

Development

- Constantly assess and reassess use of people, procedures and equipment so optimal results are achieved
- Conduct production personnel performance reviews
- Supervise and motivate Production Team
- Monitor and review the performance of staff and organize necessary interventions for improvement
- Track competencies of subordinates and provide leadership and development as required to achieve the objectives

- Ensure proper training, coaching and development of both temporary and permanent staff to meet business objectives
- Maintain job skills chart for proper documentation of cross-training initiative and Management use in performance evaluations
- Kick-off Production projects with staff, to include training of Production Specialists on client needs
- Implement and hold people accountable for company's policies and goals
- Monitor production standards and implement quality-control programs

Scheduling

- Recruitment and dismissal/termination (when necessary) of Production Department personnel
- Oversee the entire production process, drawing up schedules, monitoring processes, and adjusting schedules as needed
- Supervise timely pick-up and delivery of projects, ensuring agreed-upon delivery and destruction deadlines (when applicable) are met
- Consistently improve manpower utilization and schedule stability that allows for maximum return on efficiencies
- Optimize resource utilization by implementation of an effective production organization

General

- Ensure equipment is maintained to best and highest use for maximum throughput at all times in order set up personnel for success in achieving company benchmarks
- Monitor supplies, notifying of and following up on orders
- Coordinate, set up and implement standard operating procedure for all production operations
- Appropriately schedule personnel and equipment use to ensure satisfactory project completion and maximum utilization of resources; approve/reject and otherwise manage staff requests for time off

Production Specialist

Job Description/Salary \$30,882

Reports to:

- 1) Production Manager, or President in lieu of Production Manager
- 2) Senior Production Specialist, with regard to scheduling and project kick-off direction

Overview:

Part-Time or Full-Time position responsible for converting paper documents to electronic images for storage and retrieval through various processes.

Job Purpose Summary:

Ensures and maintains customer satisfaction according to company standards of quality and output by prepping, scanning, indexing and performing quality control on client projects.

Responsibilities:

- Achieves customer satisfaction by performing timely, quality, error-free projects per customer specifications
- Cross-train in all facets of production in order to ensure versatility and a better understanding of workflow process(es)
- Prevents errors by maintaining the assigned organized workstation
- Preps and re-preps documents through (including but not limited to): staple and paper clip removal, tape removal, straightening of bent corners/folded documents, photocopying torn or destroyed documents, organizing batches, slip sheeting and bar-coding
- Converts paper documents into electronic images for storage and retrieval by scanning documents using imaging equipment and software
- Quality-checks scanned images for accuracy and clarity
- Indexes/keys documents for retrieval purposes
- Achieves Productivity Performance Standards in accordance with company objectives
- Reassembles scanned files per customer specifications
- Performs routine equipment maintenance to ensure optimal performance (clears jam, refill toner, replace rollers and guide bars, etc.) and proactively reports to Senior Production Specialist when equipment needs professional attention
- Observes supply levels and reports low-inventory items for re-order to Office Administrator
- Effectively and promptly communicates project and/or equipment problems/issues to Senior Production Specialist, Production Manager or President
- Operates microfilm processing and duplicating equipment, if qualified

Quality Control Manager

Job Description/Salary \$43,784

Reports to:

Production Manager, or President in lieu of Production Manager

Overview:

Full-Time position responsible for ensuring achievement of client's required outcome on projects through final Quality Control.

Job Purpose Summary:

Ensures and maintains customer satisfaction by initiating final Quality Control and completion of all client projects – ensuring data accuracy, proper delivery medium to customer, and facilitation of Production-to-Billing hand-off.

Responsibilities:

- Strong focus on achieving the customer's required outcome on projects
- Frequently serves as primary point of contact with the client, for long ongoing jobs, keeping company's best interest in mind while building a solid relationship with the client
- Assists Executive Account Managers with determining necessary processes to deliver the project to the client in a way that will work for the client to utilize the data that production produces/delivers and make the client happy; executes on project accordingly
- Works in partnership with client, Executive Account Managers and Production Department to assist in creating and implementing the proper processes in order to achieve customer's required outcome on projects as related to final Quality Control
- Serves as Quality Control liaison with clients, Executive Account Managers, Production Department, and Management as related to troubleshooting, making recommendations, providing solutions and finishing projects according to client agreements
- Sets priorities, organizes workload and plans accordingly so as to hit project deadlines and ensure extraordinary client satisfaction

- Works in partnership with Senior Production Specialist to create and maintain a final Quality Control schedule to ensure adherence to deadlines; shares changes in workload so SPS can appropriately distribute resources to meet deadlines
- Alerts Senior Production Specialist and President (in lieu of Production Manager) of projects in danger of missing deadline; also alerts same regarding re-work needs due to the front end of project not being handled properly
- Facilitates project completion by monitoring final product, burning information onto media and/or uploading files to FTP site and IWN, and completing any project paperwork
- Provides bookkeeper with accurate and detailed records of tasks performed on each project in a timely fashion for client account billing
- Works with IT Department researching technical solutions for software and hardware related matters as related to final Quality Control process or document conversion
- Assists IT Department with server maintenance monitoring
- Facilitates username and password set-up for IWN clients; purges obsolete users
- Monitors and manages document purging from IWN, per client's requests/agreement
- Trains Production Specialists assigned to assist with project completion
- Works with MS office products (particularly Excel and Access), Laserfiche software, Adobe; handles file format conversions (i.e. PDF into TIF)
- Attends meetings, as needed, both with clients regarding projects and with management team
- Assists in evaluating new software and equipment, make recommendations to management for improvement and acquisition

Senior Production Manager

Job Description/Salary \$42,067

Reports to:

President

Overview:

Full-Time position responsible for overseeing all projects in the Production Department and serving as lead liaison between Sales and Production.

Job Purpose Summary:

To plan, organize and execute client projects in the Production Department so as to maximize profitability through proper equipment usage and personnel productivity.

Responsibilities:

- Oversee the entire production process, drawing up a production schedule
- Ensure planned KPI's of efficiency and performance are met or exceeded
- Ensure that production is cost-effective
- Ensure implementation and evolution of processes and procedures
- Implement and drive continuous improvement activities through implementation of change management process and best practices
- Monitor production processes and adjust schedules as needed
- Monitor production standards and implement quality-control programs
- Serve as primary liaison between Sales, Production and Accounting

- Optimize resource utilization by implementation of an effective production organization
- Implement and hold people accountable for company's policies and goals
- Ensure health and safety guidelines are followed
- Supervise and motivate Production Team
- Ensure coaching and development of resources to meet business objectives
- Review performances of subordinates
- Develop and track improvement in reduction of planned hours
- Coordinate, set up and implement standard operating procedure for all production operations
- Monitor supplies and notify and follow-up on ordering
- Work out human and material resources needed
- Ensure security and governmental compliances (HIPAA, etc.) are observed
- Estimate costs and set quality standards
- Track competencies of subordinates and provide leadership and development as required to achieve the objectives
- Plan, organize and direct the manufacturing and maintenance operations which ensure the most effective return on assets.
- Initiative plans and processes which minimize manufacturing costs through effective utilization of manpower, equipment, facilities, materials, and capital. Assure attainment of business objectives and productions schedules while insuring product standards that will exceed our customers' expectations.
- Implement manufacturing strategies and action plans to ensure that the facility supports Lincoln's strategic initiatives.
- Establish group and individual accountabilities throughout assigned departments for problem solving and cost reduction, both on a permanent and ad-hoc basis, depending on need.
- Encourage use of new techniques and focus on fact based problem solving.
- Improve manpower utilization within existing departments and processes. Schedule stability that allows for maximum return on efficiencies.
- Manage spending against budget, controlling spending in relation to changes in production volume.
- Assure that collective bargaining agreements are effectively administered and that employee grievances are addressed in a timely fashion.
- Work to establish management practices throughout assigned areas which include all employees' positive involvement with opportunity for construction input and action.
- Continually improve safety record by addressing both physical safety issues and employee safety attitudes.

- Maintain and improve housekeeping in all areas.
- Maintain individual skills keeping up to date with latest production and production management concepts.
- Oversee all projects in Production so as to successfully deliver projects by deadline to ensure customer satisfaction
- Appropriately schedule personnel and equipment to ensure satisfactory project completion and maximum utilization of resources
- Actively participate in weekly Production Department Meetings and Sales Meetings
- Kick-off Production projects with staff, to include training of Production Specialists on client needs
- Serve as primary contact on Production projects from test sample completion through to Production-to-Billing hand-off
- Train temporary Production Specialists on matters/tasks related to Production Department
- Actively participate in Production Department new hire training
- Maintain job skills chart for proper documentation of cross-training initiative and Management use in performance evaluations
- Ensure that all equipment in Production Department is properly serviced by personnel and/or vendors
- Work in partnership with Quality Control Manager to appropriately distribute resources in order to finalize jobs and send to billing
- Coordinate with Facility Logistics Specialist to schedule container destruction (if applicable), and physical delivery of final product to client by deadline
- Perform responsibilities as outlined in Production Specialist job description

Systems Administrator

Job Description/Salary \$62,872

Reports to:

IT Manager, or President in lieu of IT Manager

Overview:

The System Administrator is responsible for the effective provisioning, installation, configuration, operation, and maintenance of systems hardware, software and related infrastructure.

Job Purpose Summary:

The Systems Administrator assesses and identifies appropriate solutions to be integrated into the Company systems operations, makes recommendations for implementation and handles installs. This position requires the ability to function successfully in both team and independent work environments. This position requires excellent customer service and organizational skills to support all Company departments, management, users and clients.

Responsibilities:

Network Support:

- Maintains network performance and processes of the organization's architecture, telecommunications, networks, programming, media and desktops
- Monitors and manages system resources, key processes, integrity and availability of all hardware, and backup systems
- Maintains Company machines by installing software and upgrades, including maintenance kits on Company printers
- Assists in the planning, design, documentation and implementation of various network systems to include desktop PC's, virtual PC's, software applications, databases, telecommunications, network equipment, and network facilities
- Makes recommendations for new equipment, software and services to optimize network performance
- Performs regular security monitoring to identify any possible intrusions, makes recommendations for resolution of possible security threats
- Repairs and recovers from hardware and software failures, coordinate and communicate with impacted users
- Performs systems backups and recovery procedures; Develops, maintains and monitors procedures for all server backups
- Assists in developing, implementing, testing and maintaining server level disaster recovery plans
- Manages and troubleshoots networks, intranet & internet connectivity throughout the organization by monitoring IP equipment/software, testing access to multiple circuit connections

Customer Service:

- Provides extraordinary customer service and support to Company's clients by providing on-site and remote implementation, technical support, and coordination of upgrades and installs
- Uses team recommendations to develop, install and maintain in-house software programs including writing or modifying basic scripts to resolve performance problems and/or writing new scripts/programs from scratch
- Builds and maintains a knowledge base of technical issues and resolutions
- Provides emergency on-call support for both internal and external hardware clients

Other:

- Helps to develop and implement technology initiatives, internally and externally
- Helps to maintain professional IT environment through organization, inventory, archival, and purging of unused hardware and software resources, books, cd/dvd's
- Maintains technical knowledge by attending educational workshops, reviewing publications
- Attends and actively participates in department meetings, weekly meetings and other meetings
- Performs other duties, as assigned

Desired Qualifications

Maintains Company network and all related infrastructure such as, but not limited to, cd/dvd catalog, SQL server, exchange, active directory, anti-virus software, spam firewall, and SFTP site.

Becky Oehmen, On behalf of Ricki McGuire

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