Independent Consultant Review

Solicitation Number: ASER-20-0001
Submission Date: July 12, 2019

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INTRODUCTION / EXECUTIVE SUMMARY

Augustus Global is an international consulting group comprised of strategic advisors. Augustus Global leverages decades of experience, a wide array of professional backgrounds, profound substantive expertise, and tested, multidisciplinary skills to create innovative approaches to decision-making and situational analysis. Augustus’s team of dedicated professionals consists of former law enforcement, military, intelligence, academic, behavioral and journalism personnel that have distinguished themselves in their respective fields. Augustus Global, LLC is a based in Illinois. A copy of the license is available on request.

Augustus Global, LLC proposed team lead for the Independent Consultant Review will be the former Naval Inspector General, Vice-Admiral Tom Church, who is currently a Senior Advisor to Augustus Global. He has assembled a uniquely qualified group of highly skilled and experienced individuals who collectively are referred to hereafter as the “Independent Review Team” (IRT), supporting the Virginia Beach City Auditor and the RFP item No. ASER-20-0001.

Augustus Global, LLC is the primary vendor submitting this proposal. Other members of the Team are hired as 1099 Independent contractors (there are no subcontractors) and a brief overview of the qualifications of each IRT member is highlighted in greater detail in Sections 2 and 3.
1. EXPERIENCE

The offeror has extensive experience providing the types of services comparable to those in the RFP. The qualifications of the Independent Review Team (IRT) resides in the substantive individual experience of the members of the Team, which are covered in the Introduction. Detailed narratives and references are provided below and demonstrate the encompassing level of background and experience of this proposed IRT. References are additionally provided for the senior three (3) IRT members.

a. **Review Team/Project Lead: Mr. Tom Church**

Mr. Church served as the Naval Inspector General (NAVIG) from 2002-2005. During that period he conducted a number of Command inspections that encompassed a wide range of compliance checks from IT/Cyber to command climate assessments. He also completed numerous investigations involving ethical conduct, fraud/waste/abuse allegations, EEO complaints, efficiency reviews, etc. In March 2005 Mr. Church completed a one-year comprehensive “Review of Department of Defense Detention Operations and Detainee Interrogation Techniques”, sometimes referred to as ‘The Church Report.’ This report was briefed to Congress and the scope entailed thousands of hours of effort and many interviews taken under oath, most overseas in Iraq. Since all these investigations and reviews occurred while Mr. Church was he NAVIG, that reference is repeated below:

1.1 Reference 1

<table>
<thead>
<tr>
<th>Contract Title</th>
<th>Name of Firm: Naval Inspector General</th>
</tr>
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<tbody>
<tr>
<td><strong>Address of Firm:</strong></td>
<td>Office of the Naval Inspector General, Bldg. 172., 1254 9th St. S.E., Washington Navy Yard, DC, 20374</td>
</tr>
<tr>
<td><strong>Point of Contact for the Firm:</strong></td>
<td>Admin. 202-433- 2000</td>
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**1.2 Reference 2**

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<td>Number of Years Offeror has Served the Firm:</td>
<td>2.5</td>
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Brief Summary of Scope of Services Provided: see above

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b. **Lead Reviewer, Mr. Karl Wagner**

Karl is currently Founder and CEO of Eastern Sky Technologies, a global risk and consultancy specializing in crisis management and corporate resiliency. Mr. Wagner served with distinction in the CIA for 29 years, from 1988 until 2017, with many overseas postings in high threat areas and war zones. His vast experience in the CIA entailed counter-intelligence (CI) operations to include sensitive investigations, surveillance and training, due diligence reviews, physical security assessment and risk mitigation, cybersecurity, insider threat and counter-terrorism program improvements and oversight. As such, he is extremely proficient in the scope of this Review in areas of threat assessment and mitigation, facility and work-place security, critical investigations and conduct of interviews.
He retired as a very esteemed and senior CIA official in 2017. From September 2018 to April 2019 Mr. Wagner was Senior director, Global Security, Palo Alto-based Tesla, Inc. During this time frame he incorporated insider threat programs, loss prevention, and Active Shooter Prevention and Awareness Training into Tesla’s global security and risk management program. As just one example, he oversaw development and deployment of In-person and online training to better prepare a workforce of over 42,000 employees to deal with emergent active shooter threats. All of the experience enumerated above is applicable to the scope of work in this rfp. Two references are provided below.

1.3 Reference 1

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Brief Summary of Scope of Services Provided:

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<td><strong>Number of Years Offeror has Served the Firm:</strong></td>
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Brief Summary of Scope of Services Provided: see above
c. **Senior Reviewer, Mr. Michael Parker**

Mr. Michael Parker is currently the president of Parker Investigations, a consultant company specializing in contractor certifications for government programs. He has conducted site visits, interviewed employees, and taken sworn statements from business owners. He has reviewed hundreds of internal company documents during each site visit. Mr. Parker served with distinction as a special agent with the Department of Defense, Postal Inspector General and State Department and as a Federal Air Marshal supervising the Joint Terrorist Task Force (JTTF) in South Florida, for over 30 years from 1986 to 2017. Mr. Parker has experience conducting criminal investigations around the World including the Middle East. His vast experience with DoD and the State Department entailed hundreds of investigations to include thousands of in-depth interviews of current and former employers, witnesses, neighbors, coworkers, local law enforcement and the review of records whenever required or needed. Mr. Parker has experience in planning, organized and utilizing all appropriate and available investigative techniques. As an example, Mr. Parker was a senior agent on the “Tailhook” investigation where he gained experience in the use of timeline techniques, investigative logistics, and time sensitive interviews. Mr. Parker was nominated and inducted into the U.S. Police Hall of Fame in 2002.

Mr. Parker also has experience with at least two officer-involved shootings in which officers were wounded and Mr. Parker was responsible for investigating and submitting a report to the internal affairs division. While working for the Postal Inspector General, Mr. Parker trained and instructed active shooter scenarios with the Miami-Dade Police Department. As such, he is extremely proficient in the scope of this review in areas of active shooters and work place violence, terrorism and conducting interviews. All of the experience enumerated above is applicable to the scope of work in this RFP.
1.5 Reference 1

<table>
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<th>Contract Title</th>
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<tr>
<td>Name of Firm: WMATA</td>
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<tr>
<td>Address of Firm: 607 13th Street, NW, Washington, DC</td>
</tr>
<tr>
<td>Point of Contact for the Firm: Geoff Cherrington, Inspector General. <a href="mailto:gacherrington@wmata.com">gacherrington@wmata.com</a> - (703) 407-8130</td>
</tr>
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<td>Number of Years Offeror has Served the Firm: 3</td>
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Brief Summary of Scope of Services Provided: see above

1.6 Reference 2

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<td>Name of Firm: Royal Caribbean Cruises Ltd</td>
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<tr>
<td>Address of Firm: Port of Miami, Miami, FL</td>
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<tr>
<td>Point of Contact for the Firm: Sam Montalvo, Director of Security. <a href="mailto:sam2home@hotmail.com">sam2home@hotmail.com</a> - (786) 715-3981</td>
</tr>
<tr>
<td>Number of Years Offeror has Served the Firm: 5</td>
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Brief Summary of Scope of Services Provided: see above
d. Senior Behavioral Advisor, Dr. Margaret H. Coggins

Dr. Coggins is a trusted advisor and an experienced security consultant, bringing over 30 years of specialized work in the prevention of targeted violence, threat assessment, behavioral analysis, and change management. She is a subject matter expert in workplace violence prevention programs; school and campus safety; insider threat and fraud prevention models; and, protective intelligence investigations.

As a psychologist, Dr. Coggins’s approach emphasizes proactive prevention and intervention strategies to mitigate risk. From her law enforcement background, Dr. Coggins’s implements operationally relevant, tactically sound, and practically valid solutions. She routinely consults on best practices for program design and implementation, policy development, communications strategies, and training to achieve safety and security objectives. Much of her current work is focused on working with several school districts and institutions of higher education to create and implement threat assessment programs.

A common denominator throughout Dr. Coggins’s distinguished career is her demonstrated ability to align mission and business priorities with workforce talent and organizational culture. She is recognized as an innovative leader, advancing partnerships and information sharing between Federal law enforcement, mental health, social science research, mental health law, and criminal justice systems. Her work includes providing training and assistance to law enforcement on dealing with the mentally ill.

Dr. Coggins’s consulting engagements include corporate, Federal government, academic, and public sector clients. She also partners with premier strategic security and management consulting firms as a senior advisor and subject matter expert. In that capacity, Dr. Coggins leads practice related to the prevention of targeted violence, threat assessment, protective intelligence, and behavioral analysis. She also served as a Law Enforcement Subject Matter Expert in support of work with the Department of Justice, Office of Community Oriented Policing Services. Dr. Coggins was part of a multi-disciplinary team providing collaborative reform and technical assistance to
law enforcement agencies on a wide range of objectives including community policing, procedural justice, partner relationships, diversity, and organizational effectiveness.

Dr. Coggins is a former Federal executive, having served nearly 20 years as a psychologist and Senior Manager for the United States Secret Service Office of Protective Research, and the Chief of its Behavioral Research Program. Her areas of responsibility included: providing risk assessment research, consultation, and training in support of the Secret Service protective mission, and the study of threatening and high-risk behaviors directed toward the President of the United States.

Following 9/11, she was appointed as a Deputy Assistant Director of the Federal Air Marshal Service, to support its transformation to a Federal law enforcement mission. There, she managed and directed the Office of Workforce Programs, with responsibility for administrative and organizational functions, workforce management, executive resources, occupational health, and quality of work life initiatives. She also directed the Ombudsman and Diversity Programs and FAMS operational research initiatives.

Dr. Coggins is a passionate advocate for diversity and inclusion in law enforcement, and she is a respected role model and mentor for young professionals who are pursuing careers in the fields of psychology and law enforcement. Since 2012, Dr. Coggins serves as a Senior Advisor to the Women in Federal Law Enforcement (WIFLE) Foundation. In this capacity, she provides consultation to the Foundation and Executive Committee on matters of policy, advocacy, program administration, strategic planning, and executive leadership development.

In 2010, Dr. Coggins was awarded the “Outstanding Advocate for Women in Federal Law Enforcement” award by the Women in Federal Law Enforcement (WIFLE) organization. In 2011, Dr. Coggins received the President’s Award for Leadership and Diversity Excellence, from the Arizona Chapter, National Organization of Black Law Enforcement Executives, and the President’s Commendation for Continued Support and Commitment to Diversity from the National Asian Peace Officers Association.
Dr. Coggins earned Doctor of Philosophy and Master of Arts degrees in psychology from the Catholic University of America. She holds a Bachelor of Arts degree in psychology from Dickinson College. In 2001, Dr. Coggins was certified as a Senior Executive by the Office of Personnel Management. Her work has been published in several scientific journals and she served as an adjunct Full professor for the George Washington University.

e. Senior Advisor, Mark Lowery

Mark Lowery is the President and Founder of an executive security consulting company, Lowery & Associates Security Consulting, LLC. (Texas DPS/PSB License #C19160)

For more than 35 years, Mark Lowery has dedicated himself to protecting the citizens of this Nation, has served with distinction in various capacities with the United States Government and held a senior executive level position within a private oil and gas company.

Mr. Lowery served as a Special Agent with the United States Secret Service for twenty-three years before retiring as the Senior Executive Service, Special Agent in Charge of the Dallas District having oversight of 4 offices within the State of Texas. Mr. Lowery also served as the Special Agent in Charge for the U.S. Customs and Border Protection, Office of Internal Affairs with oversight of all internal investigations in a five-state region.

Most recently Mr. Lowery was selected as the Deputy Director for the 2016 Republican National Convention in Cleveland, Ohio and a consultant for the 2017 Presidential Inaugural Committee.

Mr. Lowery has in depth experience in safety and security program design, risk management and development of complex programs, polices and operational systems. Lowery’s experience in the private sector has included oversight of all aspects of corporate and executive safety and security programs to include risk assessments, personal protection,
physical and logical security including the design, implementation and administration of facilities security, personal residences, aircraft and ranches. He has provided a security platform for private sector executive security travel to various countries including India, Europe and a number of countries in Africa.

During Mr. Lowery’s Government tenure he provided direction, planning, and prioritization for investigations involving cybercrimes, financial crimes, bank fraud, credit card fraud, telemarketing and international as well as domestic organized crime groups. As the Agent in Charge of the Special Investigations and Security Division Mr. Lowery functioned as the “Chief Security Officer” for the Secret Service. This Division had oversight of the background investigation and clearance adjudication for all employees and contractors. He directed and coordinated the safety and security assessments for Secret Service and other Federal, state and local facilities. During his career he held major assignments for special events including the 1990 G8 Economic Summit in Houston, the 1996 Olympic Games in Atlanta and participated in a number of Presidential Campaign Detail assignments. Mr. Lowery was assigned to the White House Detail during Presidents Reagan and George H.W. Bush. He performed numerous security advances both domestic and foreign, for the President of the United States. He has travelled to over 40 countries during his Government and private sector service.

Lowery received numerous performance recognition awards throughout his Secret Service career in including being awarded the Secretary’s Certificate for the Department of Treasury in 1986. In 1985, he was awarded the U. S. Secret Service Valor Award, the agency’s highest award.

Lowery graduated from Virden Community High School in Illinois and earned a bachelor’s degree in corrections and sociology from Illinois State University. Mr. Lowery was appointed by the Director, Office of Personnel Management as a Senior Executive Service appointee in 2004. Prior to entering his Government service Lowery was employed as a police officer with the St. Louis County Police Department in Missouri.
He has served in a number of volunteer capacities to include: member of the President’s Council for Dallas Christian College and a member of the Planning and Zoning Commission for the City of Grapevine.

f. **Senior Reviewer, Thomas Fitzgerald**

Tom Fitzgerald is President and founder of Guardian Consulting LLC, a private intelligence network that provides investigative, security and intelligence related services. Tom started Guardian in 2006 with the intention of offering his years of investigative experience and a worldwide network of talented professionals to a rapidly growing global market. Understanding the importance of accurate, timely intelligence, Tom’s strategy is to combine human intelligence with time tested techniques and modern technology to design unique solutions to address complex situations.

Tom founded Guardian after a distinguished twenty-one-year career as a highly decorated detective with the New York City Police Department (NYPD). Tom was selected for several elite assignments and received numerous awards and citations. He was twice awarded the Medal for Valor and is a recipient of the Police Combat Cross. As a homicide detective, Tom specialized in complex, long-term investigations of violent criminal enterprises. After the tragic events of September 11, 2001, Tom was one of twenty detectives (out of 8,000) selected to represent the NYPD as a member of the FBI Joint Terrorism Task Force (JTTF). Tom was assigned to the JTTF team investigating the Al-Qaeda terrorist organization. During that assignment, Tom was responsible for several high-profile investigations, including a case that successfully disrupted an Al-Qaeda plot and resulted in the arrests of terrorist operatives in several countries. During his tenure with the JTTF Tom developed the network of dedicated professionals that presently serve a growing global clientele.

Concurrent to his investigative career, Tom was cross-designated as a United States Marshal, working closely with the U.S. Marshal’s Fugitive Task Force. He also served as a member of the NYPD’s Dignitary Protection Unit, receiving close protection training from the United States Secret Service. Tom has over thirty years of experience providing a broad
spectrum of security services including, executive protection, conducting threat assessments and supervising large events, such as, the 30th anniversary of Woodstock.

As Guardian's sole proprietor, Tom spent twelve years as an independent contractor to the United States Intelligence Community (USIC), receiving high level security clearances and providing investigative, security, intelligence collection and counter-intelligence services in some of the world's most challenging environments. Tom has also served as an instructor, teaching advanced surveillance and surveillance detection techniques to the USIC and US Special Forces.

Tom is also founder and Executive Director of The Victim’s Foundation, a 501(c)(3) not-profit organization. TVF provides investigative and intelligence assistance to law enforcement agencies around the globe to combat international human trafficking.

g. Senior Reviewer, James J. Rossini

Jim Rossini is a former Supervisory Special Agent for the Federal Bureau of Investigation. During his career with the FBI Jim obtained subject matter expertise in Major Crimes, White-Collar Crimes and complex Financial Fraud investigations. As a White-Collar Crime Special Agent, Jim has an extensive background in high-risk, complex, government and private sector investigations. Jim served on the FBI’s Financial Fraud Task Force working collaboratively with the IRS and Office of the Inspector General conducting forensic accounting analysis on corruption and financial crimes. Jim is an experience interviewer and interrogator. Jim was also an accomplished undercover investigator, trainer and Chairman of the FBI Director’s Advisory Board. Jim is the recipient of numerous awards for excellence.

Since his retirement from the FBI, Jim has conducted corporate investigations specializing in insider threat, fraud and anti-money laundering (AML). Jim is a CPA and has an MBA from Iona College in New York.
h. **Senior Reviewer, James. E. Mulvaney Jr.**

Jim Mulvaney is a veteran investigations and communications specialist with extensive experience in gathering and analyzing information and developing critical response programs.

Mr. Mulvaney won a Pulitzer Prize for Investigative Reporting and has reported from 45 states and five continents. As a business executive he built a stand-alone intelligence and investigations practice for a Big 4 accounting firm and served as head of the firm’s Corporate Intelligence division. As a government official for the State of New York, he served as the senior executive responsible for all communication, branding, law enforcement liaison, crisis management and, outreach.

Jim has unique experience working in crime scenes, battlefields, government offices, and Fortune 50 executive suites. He holds a Master of Science in Administration of Security and Justice and is an adjunct professor of law and police science at John Jay College at the City University of New York and St. John's University.

Jim has testified in New York State Supreme Court as a fact witness and an expert witness on organized crime. He has also appeared as an expert on anti-fraud programs before the Committee for Review of the Board of Directors of the New York Stock Exchange. He has numerous appointments from U.S. Bankruptcy Trustees (SDNY & EDNY) for domestic and international asset search/recovery programs.

Jim was a member of private investigative teams authorized by the U.S. Department of Justice to conduct data mining and link analysis on millions of computer records related to the prosecutions, regulatory sanctions and lawsuits related to Enron, WorldCom and Yeltsin/Bank of New York. As a state law enforcement official, Mr. Mulvaney worked with the FBI to develop anti-violence/anti-bias programs in some of New York's most gang ridden neighborhoods. As deputy commissioner he developed a crisis response team for the New York Division of Human Rights, the oldest state civil rights enforcement agency in the nation. He served as one of 12 members of the Governor's Stimulus Oversight Panel, reviewing $26 billion in federal grants for evidence of fraud waste and abuse.
i. **HR Auditor, Ms. Stephanie Martinez**

Stephanie Martinez is a successful HR leader, consultant, facilitator and coach with 19 years in HR. Focused on working with small to mid-sized organizations to customize solutions around their people issues. She focuses on four key areas which include: talent solutions, developing and retaining talent, getting the organization in compliance, and establishing a strong foundation and structure for HR that aligns with the business. Stephanie is a results-driven leader with extensive experience in talent management, development, strategic planning, organizational effectiveness, executive coaching, and employee relations as a Human Resources (HR) practitioner and consultant.

Stephanie enjoys working with stakeholders, senior executives, HR leaders, and first line managers on the people issues that are prohibiting their organization from reaching their full potential. She has worked with organizations on setting the direction for the organization through a SWOT Analysis/Strategic Planning sessions; creating training sessions around having constructive conversations and managing performance; or defining a talent acquisition strategy that hires for people that will enhance the culture and productivity of the organization. Stephanie strives to work with her clients as a trusted partner and sincerely cares about making a difference in their organization. It’s not about her, it’s about them.

j. **Legal Sufficiency, Mr. Trevor Orsinger**

Trevor Orsinger is general counsel for Augustus Global, LLC and focuses his practice on financial services, government relations, and litigation.

Prior to joining Augustus Global, LLC, Trevor worked for the CME Group, Inc.—the world’s leading and most diverse derivatives marketplace—in their Market Regulation Department. In that role, he examined the sufficiency of evidence of commodities futures trading violations, prosecuted market participants before CME Group disciplinary panels, led settlement negotiations, worked closely with investigators, data quality analysts, and market surveillance teams to resolve cases, and served as legal counsel to Arbitration panels.
Before joining the CME Group, Trevor worked at Fermi Research Alliance, LLC. in Batavia, Illinois, which operates the Fermi National Laboratory. There Trevor monitored the laboratory’s contractual compliance with the Department of Energy. He also advised executive level personnel on employment issues, regulatory compliance, and transactional matters.

Trevor also previously worked for the U.S. Department of Defense, where he counseled senior staff on personnel matters, advised on internal investigations, and assisted the United States Property and Fiscal Office on fiscal law and government contracts. He played a key role in working with military lawyers in the Republic of Poland to develop a lawyer-to-lawyer program under the umbrella of the National Guard State Partnership Program.

Trevor began his legal career in the Cook County Public Defender’s Office in Cook County. Called by a commitment to serve in the United States military and give back to the place that gave so much to him, in 2006 Trevor entered the Air Force JAG Corps. During his time on active duty, he conducted a number of highly visible and complex federal prosecutions. In 2008, he also deployed to Baghdad, Iraq in support of the task force designed to assist the Iraqi government in rebuilding its judicial, correctional and law enforcement system. While he left active duty in 2009, Trevor continues to serve as a Lieutenant Colonel in the Air National Guard.
2. CAPABILITY AND SKILLS

2.1 Background Information

2.1.1 Philosophy

Augustus Global, LLC was founded in 2014 to provide consulting services across a wide range of clients, both government and commercial. Mr. Albert (Tom) Church is a Senior Advisor

2.1.2 Ownership

Eugene F. Carpino - Member
Anthony J. Carpino - Member
Elly Latinik – Member
Premal Yagnik – Member
Mark Sutter - Member

2.1.3 Staff Breakdown

There are no full-time employees. As noted elsewhere, all individuals performing on this contract will be 1099 personnel.
2.1.4 Management Structure

Figure 1 below represents an organizational chart of the firm.

![Organizational Chart]

2.2 Qualifications to Provide Services

As the Project Lead for Augustus Global, Mr. Tom Church has conducted many investigations and reviews of similar complexity and scope as called for in this RFP. In addition to the aforementioned Review of Department of Defense Detention Operations and Detainee Interrogation Techniques he has also conducted investigations of fraud/waste/abuse allegations, EEO complaints, efficiency reviews, medical standards-of-care, and ethical behavior violations. Mr. Karl Wagner, throughout his 29-year career at the CIA has conducted many investigations, physical security risk assessments, threat assessments and mitigation techniques, and due diligence reviews. He is also proficient in Active Shooter Prevention and Awareness Training, and PTSD issues. Mr. Parker has conducted thousands of interviews during his career at DoD/Postal IG/State Department. He is very proficient in the scope of this review in areas of active shooter and workplace violence. Mr. Thomas Fitzgerald is a highly decorated...
retired New York policeman who has conducted many high visibility investigations and was on the FBI Joint Terrorism Task Force (JTTF) following the events of 9/11. Mr. James Rossini is a former FBI Supervisory Special Agent who is well experienced in both public and private sector complex investigations. Mr. Jim Mulvaney is a Pulitzer Prize-winning investigative reporter with an extensive background as an investigative reporter, having worked on such matters as Enron and WorldCom. He also worked with the FBI on anti-violence/anti-bias programs in NY neighborhoods. Finally, Ms. Stephanie Martinez is a highly experienced Human Resources leader and consultant, who will be reviewing policies and also conducting interviews. In addition to the above, the IRT will consist of legal support, a behavioral specialist(s), an interview transcriber, a technical writer and some administrative back office support. Collectively this IRT has all the experience and qualifications to successfully complete this Independent Review. More detailed biographies are discussed above. Mr. Church, as Project Lead, has the proven experience to lead an effort of this scope, direct and/or re-direct the team and focus, manage the timeline, and ensure successful delivery.

2.3 Key Personnel to Perform Services

The key personnel on the Independent Review Team (IRT) were highlighted in the Introduction to this proposal. These highly qualified individuals are shown again below:

- **Review Team Lead:** Mr. Tom Church
- **Lead Review:** Mr. Karl Wagner
- **Senior Reviewer:** Mr. Michael Parker
- **Senior Reviewer:** Mr. Thomas Fitzgerald
- **Senior Reviewer:** Mr. James J. Rossini
- **Senior Reviewer:** Mr. James E. Mulvaney Jr.
- **Senior Behavioral Advisor:** Dr. Margaret H. Coggins
- **Senior Advisor:** Mr. Mark Lowery
- **HR Auditor:** Ms. Stephanie Martinez
- **HR Auditor:** TBD – will be determined post award when scope of materials and files is known
- **Tech Writer:** TBD
- **Legal Sufficiency Review:** Mr. Trevor Orsinger
2.4 Description of Financial Stability

- Mr. Eugene Carpino is President and CEO of Augustus Global, LLC. Augustus Global has been a viable consulting firm for 5 years and is in good standing and financially sound.
3. SERVICES TO BE PROVIDED

3.1 Understanding of the Project

The expectations and scope of the Project are very clear from the resolution adopted by the City Council on 02 July, 2019. These expectations were carried over to the rfp released by the City Auditor. As has been reported, the mass killings on 31 May 2019 may well represent the ‘worst day in the history of Virginia Beach.’ It is the expectation of the families and loved one of the victims, the City Council, and the larger community that this Independent Consultant Review do a thorough job that brings transparency, some measure of closure and healing, substantiates all facts that can be reasonably ascertained to include timelines and review of all relevant policies and procedures, provides actionable recommendations, and helps restore public trust that every aspect of this tragic event has been examined. While this is a very high bar, any independent review that falls short on any of these expectations will have failed. The IRT will not allow that to happen.

3.2 Parameters of Services to be Provided

The parameters of the proposed Independent Review include the following: a discovery phase during which the IRT will review as many documents as are available to include the “data center” being established by law enforcement (following signing of a confidentiality agreement), documents related to city policies and procedures to include (but not limited to) those areas highlights in the 02 July City Council Resolution, a review of past independent reviews to include (for example) the Sandy Hook Advisory Commission Report and the Columbine Review Commission Report, and pre-writing of questions to be asked of employees and associates (some of who may not be employees). The parameters of this phase will be unlimited as the IRT must review every relevant and available document. This will be followed by a review phase, which will entail all interviews and report writing. This phase will need to set some parameters as there will likely be many hundreds of individuals who had some contact with the assailant. Those most pertinent will certainly be interviewed and we expect that number to be around 200. The report will be ongoing during this phase. The final phase will be the completion and validation phase which will involve finalizing the Report to City Council, fact-checking, legal sufficiency review and preparing the report and
presentation to City Council. No specific parameters exist for this phase.

3.3 Proposed Approach to Providing Services

The IRT would expect to all be present at kick-off, notionally 15 August, but sooner if logistically possible. As noted above, the discovery phase is critical so the team can get oriented to the office environment, task organized, and be thoroughly knowledgeable and prepared when interviews begin. The length of this phase is estimated at 3 weeks, but will be adjusted by the Project Lead as needed. During this phase we will likely purchase and publicize a post office box for any individuals who wish to provide information while concealing their identity. The second phase, the review phase, will be focused on conducting interviews, summarizing results of interviews, and report writing. The envisioned approach would be for a 3-person team to conduct the interviews, with 2 meeting with employee(s) while the 3rd summarizes the previous interview. Then they rotate and one joins while another writes up the previous interview. This process has worked well in previous investigations, saves time and ensures the transcript of the interview is captured in a timely manner. We envision a comprehensive list of who we would like to interview, but would welcome others who volunteer to be interviewed and will ensure that option is available. This phase is estimated to be 8-9 weeks, but will similarly be adjusted as required. The final completion and validation phase, as noted in 3.3 above, will last approximately 5 weeks, during which time we will fact check and re-visit findings, possibly do additional interviews (either new or follow-up), ensure recommendations are succinct and supportable and represent best practices, finalize the report and submit for legal sufficiency review, prepare the presentation to City Council, and validate to the satisfaction of the Review Team Lead/Project Manager that all requirements and expectations have been achieved.

3.4 Exceptions to RFP Provisions

This proposal is submitted with a number of caveats, some of which were questions asked prior to submission. (1) The City of Virginia Beach will need to indemnify Augustus Global, LLC from any potential litigation (however unlikely) or Augustus Global, LLC will need to research and acquire additional liability insurance post-award. (2) It is our understanding that the contract type will allow any mix of labor hours per billing period as long as the rates do not change and the total cost of the project upon completion is not exceeded. (3) It is understood that for a variety of reasons individuals may need time off or even leave the project – in
which case an equally qualified person will be added to the contract. Along the same lines, the Project lead will need the flexibility to adjust hours and expertise as the project progresses and more information is learned. These exceptions are a caveat to the compliance signature on page 1.

### 3.5 Estimated Time to Complete Entire Project

The estimated time to complete the project, with considerations of all the background and discovery requirements and interviews, is approximately five (5) months, with presentation to City Council on or around 18 December.
4. FEE

4.1 Cost Breakdown

Offeror has estimated approximately 760 work hours to complete this review, to include writing the report and briefing City Council. The assumption is a start-date not later than (NLT) 15 August and a delivery of Report to the City Auditor NLT 12 December 2019. The following are the calculations for work-days: August: 12; September: 21; October: 23; November: 18 and December: 13. These would entail a mix of 10-hour days initially, then transitioning to 8-hour days. The work breakdown and total cost is provided below in Table 1. The contingency figure in Table 1 below includes all estimated reimbursable administrative costs such as printing and supplies, Liability Insurance if the City of Virginia does not fully indemnify the offeror, and the needed flexibility to add a consultant(s), or labor hours, if required.
<table>
<thead>
<tr>
<th>Position</th>
<th>Rate</th>
<th>hours</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>$250/Hr</td>
<td>760</td>
<td>$190,000</td>
</tr>
<tr>
<td>Lead Reviewer</td>
<td>$250/Hr</td>
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<td>$190,000</td>
</tr>
<tr>
<td>Senior Reviewer</td>
<td>$150/Hr</td>
<td>760</td>
<td>$114,000</td>
</tr>
<tr>
<td>Senior Reviewer</td>
<td>$150/Hr</td>
<td>760</td>
<td>$114,000</td>
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<tr>
<td>Senior Reviewer</td>
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<td>Behavioral Advisor</td>
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<tr>
<td>Transcriber</td>
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<td>and contingencies*</td>
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<tr>
<td>Fee (10%)</td>
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<td>$159,000</td>
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<tr>
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<tr>
<td>Legal Sufficiency</td>
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<td>60</td>
<td>$18,000</td>
</tr>
</tbody>
</table>

**TOTAL PROJECT COST:** $1,922,000
4.2 Billing Procedures

Offeror proposes to bill monthly for all labor and reimbursable expenses in a format deemed suitable by the City.
5. RELATIONSHIP WITH THE CITY OF VIRGINIA BEACH

Offeror does not have any contractual relationships with or business before the City of Virginia Beach. The offeror certifies that neither they nor any of the individuals performing on this contract have any past or current business before the City of Virginia Beach, and will further ensure that this restriction is enforced throughout the period of performance.
REQUEST FOR PROPOSALS FOR INDEPENDENT CONSULTANT

City of Virginia Beach

DATE: July 3, 2019

ISSUING OFFICE:
OFFICE OF CITY AUDITOR
2401 COURTHOUSE DRIVE, ROOM 344
VIRGINIA BEACH, VA 23456

TELEPHONE: (757) 385-5870
EMAIL: Lremias@vbgov.com

PLEASE FILL IN COMPANY NAME & ADDRESS IN THE SPACES PROVIDED BELOW:
Augustus Global, LLC
7544 W. Wilson Ave
Harwood Heights, IL 60706

RETURN THIS COPY

The City of Virginia Beach reserves the right to accept or reject any and all proposals in whole or in part and waive any informalities in the competitive negotiation process. Further, the City reserves the right to enter into any contract deemed to be in the best interest of the City.

DESCRIPTION OF REQUEST FOR PROPOSALS FOR INDEPENDENT CONSULTANT

This document constitutes a request for proposals from qualified individuals and/or organizations to provide consulting services for the City of Virginia Beach with regard to the resolution of the City Council, adopted July 2, 2019, attached as Exhibit A.

Services to include a thorough review of the mass shooting tragedy that occurred in Virginia Beach on May 31, 2019. The review should include: creation of a timeline of events; a review of the perpetrator’s employment history and workplace interactions; and a review of relevant city policies, procedures and practices, including, without limitation, those related to facility security, prevention of workplace violence, and employee alerting and response to active shooter notifications.

Upon the completion of the review the firm will submit a written report to the City Council and present the findings of the review to the City Council. The report should include recommendations as to best practices that should be employed by the City.

In compliance with this solicitation and to all the conditions imposed herein, the undersigned agrees to execute the contract as a result of this solicitation. An agent authorized to bind the company shall sign the following section. Failure to execute this portion may result in proposal rejection.

AUTHORIZED AGENT/SIGNATURE: Eugene Curpino
TELEPHONE: (630) 308-7002
DATE: 7/12/19

TYPE OR PRINT NAME: Eugene F. Curpino

City of Virginia Beach

RFP #ASER-20-0001
ANTICOLLUSION/NONDISCRIMINATION/DRUG-FREE WORKPLACE CLAUSE

ANTICOLLUSION CLAUSE:
IN THE PREPARATION AND SUBMISSION OF THIS BID, SAID OFFEROR DID NOT EITHER DIRECTLY OR INDIRECTLY ENTER INTO ANY COMBINATION OR ARRANGEMENT WITH ANY PERSON, FIRM OR CORPORATION, OR ENTER INTO ANY AGREEMENT, PARTICIPATE IN ANY COLLUSION, OR OTHERWISE TAKE ANY ACTION IN THE RESTRAINT OF FREE, COMPETITIVE BIDDING IN VIOLATION OF THE SHERMAN ACT (15 U.S.C. SECTION 1), SECTIONS 59.1-9.17 OR SECTIONS 59.1-68.3 THROUGH 59.1-68.3 OF THE CODE OF VIRGINIA.

THE UNDERSIGNED OFFEROR HEREBY CERTIFIES THAT THIS AGREEMENT, OR ANY CLAIMS RESULTING THEREFROM, IS NOT THE RESULT OF, OR AFFECTED BY, ANY ACT OF COLLUSION WITH, OR ANY ACT OF, ANOTHER PERSON OR PERSONS, FIRM OR CORPORATION ENGAGED IN THE SAME LINE OF BUSINESS OR COMMERCE; AND, THAT NO PERSON ACTING FOR, OR EMPLOYED BY, THE CITY OF VIRGINIA BEACH HAS AN INTEREST IN, OR IS CONCERNED WITH, THIS BID; AND, THAT NO PERSON OR PERSONS, FIRM OR CORPORATION OTHER THAN THE UNDERSIGNED, HAVE, OR ARE, INTERESTED IN THIS BID.

DRUG-FREE WORKPLACE:
DURING THE PERFORMANCE OF THIS CONTRACT, THE CONTRACTOR AGREES TO (I) PROVIDE A DRUG-FREE WORKPLACE FOR THE CONTRACTOR'S EMPLOYEES; (II) POST IN CONSPICUOUS PLACES, AVAILABLE TO EMPLOYEES AND APPLICANTS FOR EMPLOYMENT, A STATEMENT NOTIFYING EMPLOYEES THAT THE UNLAWFUL MANUFACTURE, SALE, DISTRIBUTION, DISPENSATION, POSSESSION, OR USE OF A CONTROLLED SUBSTANCE OR MARIJUANA IS PROHIBITED IN THE CONTRACTOR'S WORKPLACE AND SPECIFYING THE ACTIONS THAT WILL BE TAKEN AGAINST EMPLOYEES FOR VIOLATIONS OF SUCH PROHIBITION; (III) STATE IN ALL SOLICITATIONS OR ADVERTISEMENTS FOR EMPLOYEES PLACED BY OR ON BEHALF OF THE CONTRACTOR THAT THE CONTRACTOR MAINTAINS A DRUG-FREE WORKPLACE; AND (IV) INCLUDE THE PROVISIONS OF THE FOREGOING SECTIONS I, II, AND III IN EVERY SUBCONTRACT OR PURCHASE ORDER OF OVER $10,000, SO THAT THE PROVISIONS WILL BE BINDING UPON EACH SUBCONTRACTOR OR VENDOR.

FOR THE PURPOSE OF THIS SECTION, 'DRUG-FREE WORKPLACE' MEANS A SITE FOR THE PERFORMANCE OR WORK DONE IN CONNECTION WITH A SPECIFIC CONTRACT AWARDED TO A CONTRACTOR IN ACCORDANCE WITH THIS CHAPTER, THE EMPLOYEES OF WHOM ARE PROHIBITED FROM ENGAGING IN THE UNLAWFUL MANUFACTURE, SALE, DISTRIBUTION, DISPENSATION, POSSESSION OR USE OF ANY CONTROLLED SUBSTANCE OR MARIJUANA DURING THE PERFORMANCE OF THE CONTRACT.

NONDISCRIMINATION CLAUSE:
1. EMPLOYMENT DISCRIMINATION BY OFFEROR SHALL BE PROHIBITED.
2. DURING THE PERFORMANCE OF THIS CONTRACT, THE SUCCESSFUL OFFEROR SHALL AGREE AS FOLLOWS:
   A. THE OFFEROR, WILL NOT DISCRIMINATE AGAINST ANY EMPLOYEE OR APPLICANT FOR EMPLOYMENT BECAUSE OF RACE, RELIGION, COLOR, SEX, NATIONAL ORIGIN, AGE, DISABILITY, OR ANY OTHER BASIS PROHIBITED BY STATE LAW RELATING TO DISCRIMINATION IN EMPLOYMENT, EXCEPT WHERE THERE IS A BONA FIDE OCCUPATIONAL QUALIFICATION/CONSIDERATION REASONABLY NECESSARY TO THE NORMAL OPERATION OF THE OFFEROR. THE OFFEROR AGREES TO POST IN CONSPICUOUS PLACES, AVAILABLE TO EMPLOYEES AND APPLICANTS FOR EMPLOYMENT, NOTICES SETTING FORTH THE PROVISIONS OF THIS NONDISCRIMINATION CLAUSE.
   B. THE OFFEROR, IN ALL SOLICITATIONS OR ADVERTISEMENTS FOR EMPLOYEES PLACED ON BEHALF OF THE OFFEROR, WILL STATE THAT SUCH OFFEROR IS AN EQUAL OPPORTUNITY EMPLOYER.
   C. NOTICES, ADVERTISEMENTS, AND SOLICITATIONS PLACED IN ACCORDANCE WITH FEDERAL LAW, RULE OR REGULATION SHALL BE DEEMED SUFFICIENT FOR THE PURPOSE OF MEETING THE REQUIREMENTS OF THIS SECTION.
   D. OFFEROR WILL INCLUDE THE PROVISIONS OF THE FOREGOING SECTIONS A, B, AND C IN EVERY SUBCONTRACT OR PURCHASE ORDER OF OVER $10,000, SO THAT THE PROVISIONS WILL BE BINDING UPON EACH SUBCONTRACTOR OR VENDOR.

Name and Address of Offeror:
Augustus Global LLC
744 W. Wilson Ave.
Harwood Heights, IL 60706
E-mail Address: c.cardeo@augustus-global.com
Telephone Number: (773) 30 82 7003
FIN/SSN #: 46-521554

Date: 7-12-19
By: Eugene F. Cardeo
Signature in Ink
Printed Name: Eugene F. Cardeo
Title: CEO

Is your firm a "minority" business? ☐ Yes ☑ No
If yes, please indicate the "minority" classification below:
☑ African American ☐ Hispanic American ☐ American Indian ☐ Eskimo ☐ Asian American ☐ Aleut
☐ Other; Please Explain:

Is your firm Woman Owned? ☑ Yes ☐ No
Is your firm a Small Business? ☑ Yes ☐ No
Is your firm Service Disabled Veteran Owned? ☐ Yes ☑ No

City of Virginia Beach
RFP #ASER-20-0001