

3Di

3Di's Proposal
Response to
County of Hawaii's
Notice to Providers of
Professional Services
(HRS 103D-304)

Submitted by:

3Di, Inc.
3 Pointe Drive, Suite 307
Brea, CA 92821
+1 714-936-9283
www.3disystems.com

Table of Contents

1. COVER LETTER.....	3
2. TECHNICAL RESPONSE	4
Company Information	4
Current Government Contracts.....	4
Technical, Business Certifications and Awards	6
3Di's Unique Qualifications.....	7
3Di's Government Agencies Experience	8
Current and Past Engagements	8
Project/Engagement Scenarios	9
Financial Condition.....	16
Staffing Methodology.....	17
References.....	32
Overview of Benefits to the County	35

1. COVER LETTER

May 21, 2024

Robert Ewbank
Director of Information Technology
County of Hawaii
25 Aupuni St., Hilo, Hawai'i, 96720

RE: Request for Statement of Qualifications – Professional Services – Computer Engineering (DS.1, DS.2, DS.3)

Dear Robert,

Thank you for the opportunity to respond to the County of Hawaii, to provide Computer Engineering Services. The following are the categories that 3Di would like to get qualified:
DS.1) Computer Engineering (GIS Mapping/Programming Services)
DS.2) Computer Engineering (Computer Sciences - Custom Software Development)
DS.3) Computer Engineering (Computer Sciences - Web Development and Administration)

3Di has worked with many government agencies for over 27 years and has become a trusted partner for our customers. 3Di has implemented some of the most successful technology projects for government agencies, providing temporary IT Staff and Professional Services on an as-needed basis, as well as providing thought leadership on the use of technology in government. 3Di has experience in providing the highest-quality IT consulting and staffing services under approved Master Services Agreements to our customers. 3Di has extensive experience in staffing, designing, developing, implementing, integrating, and maintaining public sector applications and systems. Over the past 27 years, 3Di has delivered over 300 projects worth over \$70 Million in the public sector all over the United States.

Carlos Culebro will be the single point of contact:

Contact: Carlos O. Culebro, Director of Sales - Services
Address: 3 Pointe Drive, Suite 307, Brea, CA 92821
Phone: 303-791-4187
Mobile: 203-449-8839, Fax: 714-257-1386
Email: marketing@3disystems.com or Carlos.Culebro@3disystems.com

3Di agrees to all the terms and conditions of the County. It takes no exception to the contract terms and conditions provided in the RFP. We appreciate your consideration of our proposal. We are looking forward to the start of a long and mutually beneficial business relationship with the County of Hawaii.

Thank you.



Mihir Desai,
COO & CFO

www.3disystems.com

2. TECHNICAL RESPONSE

Company Information

Full Legal Name: 3Di, Inc. (DBA "3Di Systems, Inc.")

Legal Business Status: 3Di is a private S Corporation (State of California), located at 3 Pointe Drive, Suite 307, Brea, CA 92821. The Company phone number is (714) 257-1100; the Fax number is (714) 257-1386 and the e-mail address is marketing@3disystems.com.

Length of Time 3Di has been in business (Age of the Firm): Twenty-seven (27+) years.

Corporate Headquarters: 3 Pointe Drive, Suite 307, Brea, California 92821

3Di has offshore locations also which is in India. 3Di can also offer services remotely within the United States of America or from its Branch location and Corporate Headquarters.

Point of Contact: Carlos Culebro will be the single point of contact:

Contact: Carlos O. Culebro, Director of Sales - Services
Address: 3 Pointe Drive, Suite 307, Brea, CA 92821
Phone: 303-791-4187
Mobile: 203-449-8839, Fax: 714-257-1386
Email: marketing@3disystems.com or Carlos.Culebro@3disystems.com

Average number of Employees over the past five (5) years: 42

3Di is a certified MBE/DBE per the State of California Unified Certification Program and has been placed in the City of Los Angeles MBE/WBE/DBE directory as a firm specializing in Software Consulting Services. 3Di is also certified by the State of California (OSDC # 0035738) and by the Metropolitan Water District of Southern California, as a Small Business Enterprise.

3Di is financially sound and has completed all projects on time to the satisfaction of its clients. There have been no instances where it has been found wanting for lack of competence. 3Di has never been barred from doing business and has honoured all contracts without any deviations.

Current Government Contracts

The following are some of 3Di's current government contracts:

- GSA Schedule 70 (GS# GS-35F-291AA)
- City of Seattle Contract# 3800 IT Master Services Agreement Blanket Contract
- State of Washington, Department of Enterprise Services – Contract # 08215 (IT Professional Services)
- State of CA Department of General Services Contract #5-22-70-25-002 – Technology, Digital and Data Consulting Master Service Agreement
- CA Multiple Award Schedules (CMAS) Contract Number: 3-14-70-1717C
- Los Angeles County – Enterprise Services Master Agreement (ESMA)
- City of Los Angeles IT Agency (ITA) Contract C-134760: Citywide IT Professional Services

- Judicial Council of CA Master Agreement #MA-5F202127: Information Technology Consulting Managed Services
- Los Angeles Unified School District (Contract #4400008802): Consolidated IT Master Services Agreement Bench
- City of Los Angeles Housing and Community Investment Department (HCIDLA/LAHD) C-130651: Temporary Systems Programmer Contractors
- City of Los Angeles Housing and Community Investment Department (HCIDLA/LAHD) C-138612: Information Technology Support
- State of NY Dept. of General Services – Contract Number: PB156AA-L73600 Project Based IT Services
- City of Los Angeles, Department of Building and Safety (LADBS) Contract Numbers C-135184 Temporary Systems Programmer Contractors
- City of Los Angeles, Department of Building and Safety (LADBS) Contract Numbers C-140054 Bench Information Technology (IT) Services
- Jefferson County Public Schools, CO – Contract Number 17010204 Professional Technical Staffing and Consulting Services MSA
- Douglas County School District, CO – Contract Number 14-05-054 Staff Augmentation MSA
- El Paso County, CO – Contract Number #22-002 IT Master Consulting Services Agreement
- Port Authority of Allegheny County, PA (R20-06-A) – IT Consulting and Support Services Agreement
- State of TX, Department of Information Resources (DIR Contract No. DIR-CPO-5011, 3Di, Inc – 32082181309) Deliverables-Based Information Technology Services
- City of Centennial, CO – IT On-call Services (3Di - RFP 21-10-01)
- Municipality of Anchorage, AK: MOA Contract # 4400001055 – Master Services Agreement (MSA) IT Staff Augmentation Services
- Broward County (FL) Sheriff's Office: Contract Library of Professional IT Services
- State of OH, Department of Administrative Services - Contract # 0A1309-2-2: Application Development and Maintenance Transition Planning
- State of OH, Department of Administrative Services - Contract # 0A1309-4-2: Technology Upgrade/Migration and Transformation
- The School Board of Broward County, FL: 19-080-2V: Technical Contract Staffing & Consulting Services
- Gwinnett County, GA Public Schools: B-2239BM On Demand IT Professional Services
- State of MS, Department of Information Technology Services: IT Staff Augmentation Master Services Agreement
- Maryland Health Benefits Exchange (MHBE): IT Consulting Services
- 2022 Request for Qualifications for Contract Programming Services (RAMP ID 204576) – Los Angeles Department of City Planning

Technical, Business Certifications and Awards

The following is an overview of 3Di's Technical and Business Certifications, Achievements and Awards:

- 3Di is a Microsoft Gold Partner and Oracle Gold Partner
- 3Di is a certified MBE/DBE per the State of California Unified Certification Program (Firm ID- 32591)
- 3Di is certified by the State of California (OSDC # 0035738) and by the Metropolitan Water District of Southern California, as a Small Business Enterprise
- City of Los Angeles – DBE and MBE Certified (Since 12/11/2007)
- City of Philadelphia – MWBE Certification (#113215)
- 3Di is Oracle's Public Sector Pillar and Top Partner.
- 3Di won the 2019 Smart 50 Award for the Community Engagement Category at the 2019 Smart Cities Connect Conference, for building the City of Las Vegas "Go Vegas" Mobile App
- 3Di won the 2019 CS Week 311 Award of Excellence – Finalist Award for the building of the MyLA311 Mobile App and Portal Solution for the City of Los Angeles
- 3Di won the 2018 CS Week 311 Award of Excellence, given by CS Week 311 at their annual ENGAGE311 Conference for the building of the ATL311 Citizen Engagement Mobile App for the City of Atlanta, GA.
- 2015 Oracle Excellence Award Winner: Innovation – Mobile / Java Cloud Service
- 2015 Oracle Excellence Award Finalist: Innovation - Digital Experience
- 3Di won the prestigious 2014 WPMC Global Award for Excellence in BPM and Workflow, for its implementation of the PCRA BPM Project at Seattle City Light, the 10th largest public utility in the United States.
- 3Di won the Oracle Excellence Award for Specialized Partner of the Year – Public Sector, North America in 2013-14.
- 3Di and the City of Los Angeles both won several awards for their "MyLA311" mobile application, including Digital City of the Year in 2014, 2016, 2017, and 2018. This application brings several City departments' services to LA's 3.9 million citizens through mobile and web interfaces.
- The City of Las Vegas and 3Di's innovative and collaborative partnership in developing the Citizen Engagement Mobile Application earned both organizations the 2015 Oracle Excellence Award for Fusion Middleware in Mobile Innovation at Oracle's 2015 OpenWorld on October 27, 2015.
- The City of Norfolk took 1st place in the 2019 Digital Cities Award, which myNorfolk mentioned as one of their achievements developed with the partnership of 3Di.
- The VMS3 iPad Brush Fire Inspection App developed by the 3Di Mobile Team for the Los Angeles Fire Department won the Outstanding IT Project Award for 2019 at the Los Angeles Digital Government Summit.





initiatives.

3Di, Inc. is certified as a Green Business by the City of LA Green Business Program. This recognition signifies that we are conducting our business using strategies aimed at improving employee wellness and productivity, energy and water efficiency, resource stewardship and reducing CO2 emissions.

This seal shows our commitment to incorporating sustainable practices at every level of our operations as we continue striving to reduce our impact on the environment through sustainable practices and source reduction

We take pride in being part of the growing green business community of Los Angeles as well as the California Green Business Network.

3Di's Unique Qualifications

3Di's expertise highlights include, but are not limited to the following:

- **Microsoft Solutions:** 3Di is a Microsoft Gold Partner and certified Cloud Services Provider (CSP) 3Di has delivered several systems that integrate Microsoft technologies, including .NET, SQL, SharePoint, Azure Cloud, Dynamic CRM, and other Microsoft technologies.
- **Oracle Enterprise Solutions:** 3Di is an Oracle Gold, Top, and Pillar Partner. 3Di provides application development, implementation, integration, strategy, and upgrade solutions, leveraging Oracle products, such as Oracle WebCenter Suite (Portal, Content and Sites), Business Process Management (BPM), Identity and Access Management (IDM), Service Oriented Architecture (SOA), Oracle Database, WebLogic, Oracle Cloud Solutions, and several other Oracle products.
- **Amazon Web Services (AWS) ISV Technology Partner and Public Sector Partner:** 3Di created and developed many Public Sector Software and Applications Solutions that both run on and integrate with Amazon Web Services. Examples include 3Di's award-winning 3Di Engage-NexGen 311 solution, Fire Prevention Solution, Code Enforcement, Victim Assistance, Community Policing, Housing Solutions, Municipal Permits and more.
- **Mobility Solutions:** 3Di offers a portfolio of tools and services to develop your enterprise mobility strategies so that you can unlock new business models and innovative products and solutions for your organization. Our SMAC (Social, Mobile, Analytics, and Cloud) focused development approach delivers more holistic and competitive solutions. At 3Di, we craft our detailed and dedicated strategies for UX (User Experience), design, execution, and quality assurance (QA).
- **Software as a Service (SaaS):** 3Di recognizes that SaaS and Cloud Computing are rapidly becoming viable options for application delivery in public and enterprise computing environments. From our extensive public sector experience, we have developed fully scalable solutions for citizen engagement, fire inspection, emergency preparedness, building information, and more.
- **Open-Source Solutions (OSS):** From applications development for Google's open-source Android mobile platform to developing complex web portals using open-source technologies such as PHP, Apache, and Tomcat, 3Di has delivered several successful open-source systems.

- **Service Oriented Architecture (SOA):** SOA has revolutionized systems integration. SOA allows the integration of widely disparate applications on multiple implementation platforms. 3Di helps enterprise clients architect their business applications and processes using SOA to maximize performance.
- **Consulting Services / Staff Augmentation:** 3Di has a talented pool of highly skilled consultants and resources having expertise and experience in many different technologies, functions, and industries.
- Since 1995, 3Di has delivered over 300 projects worth over \$70 Million in public sector all over United States. As a full software solution provider, 3Di is able to assist a client in all phases of the project development life cycle. It also provides contract staff on an as-needed basis.

3Di's Government Agencies Experience

3Di has a proven, over 27-year record of successfully providing IT contract personnel to government and private agencies. It has the expertise in recruiting/ providing Consultants with the right skill sets to our Clients. Many of our consultants are working at our Clients' locations successfully and meeting their targets. 3Di is specialized in providing services to Governmental Organizations.

All of the engagements provided below have been or being completed within the agreed timeframes and meeting the budget constraints. Most of these engagements involve continuous enhancements and support. Most of the engagements are being extended on a year-to-year basis. In cases where engagements involved staffing augmentation, we have tried to provide as much information as possible.

Current and Past Engagements

Many of our consultants are working at our Clients' locations successfully and meeting their targets. The following are some of 3Di's customers:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Los Angeles Unified School District • City of Seattle, WA • Los Angeles Department of Water & Power • City of Atlanta, GA • Los Angeles Housing and Community Investment Department • Los Angeles World Airports • City of Arlington, TX • Los Angeles Office of Mayor • Los Angeles Department of Public Works • Los Angeles Information Technology Agency • Los Angeles Police Department • State of Alaska, Retirement and Benefits • City of La Habra Heights, CA • City of Arlington, TX | <ul style="list-style-type: none"> • El Paso County, CO • City of Las Vegas, NV • City of El Monte, CA • City of Bell Gardens, CA • Seattle City Light, WA • Los Angeles County, CA • City of Norfolk, VA • Los Angeles County Sheriff Department • Los Angeles County Department of Health Services • Los Angeles County Office of Assessor • Orange County, CA • Los Angeles Police Department • U.S. Securities and Exchange Commission • Douglas County Public Schools, CO • City of Hollywood, CA |
|--|---|

- Jefferson County Public Schools, CO
- City of Hayward, CA
- City of Oakland, CA

Project/Engagement Scenarios

1. City of Los Angeles – Information Technology Agency (7/29/2013 – Present)

Project Summary

The City of Los Angeles is one of the largest cities in the world with over 40 departments that deliver over 1700 different services to more than 3.8 million citizens. The city receives millions of service request calls for services such as “pothole repair”, “graffiti removal”, “tree trimming”, “permit for construction”, etc. In most cities a resident must contact individual departments that provide that specific service. For example, in the City of Los Angeles you would call the Animal Services department for getting a permit for your pet, and the sanitation department for picking up a dead animal in the street. Over the years the City developed a centralized call center – called the 311-service center – to centralize the calls for citywide service requests. However, for walk-in customers and for resolution of services, the residents and businesses would still need to deal with individual departments.

3Di proposed an innovative solution that has transformed the citizen service model in Los Angeles. Such a solution has never been implemented in any major city in the world. 3Di proposed the idea of a citizen centric approach that delivers a unified view of the City’s services to the residents and businesses. 3Di called it “MyCity” or in the case of the City of Los Angeles “MyLA”. The basic premise of “MyLA” is that from the resident’s perspective a city is one entity – “MyCity”. The citizen does not know or care that the city has different departments for sanitation, building and safety, transportation, etc. 3Di introduced the idea of a single technology platform that provides a consistent customer experience across all channels (call center, mobile, web portal, kiosk etc.). The platform not only provides a consistent experience for the residents and businesses (we refer to as “Citizen View”) but also a consistent experience for all of the service providers including the elected officials, department managers, city staff, city vendors, etc. (we refer to this as the “City View”)

As a part of the 311 project, the following applications were developed and deployed on Oracle’s Fusion Middleware Platform:

- MyLA311 Portal for Constituents and City Staff
- Sanitation Portal for Constituents and City Staff
- MyLA311 Native Mobile Application for Android and iOS
- SANSTAR application used by Sanitation staff for Service Request fulfillment in field

MyLA311 Portal, Sanitation Portal and MyLA311 Native Mobile application are High Value Applications.

Technical Implementation Overview

The MyLA311 and Sanitation Portal project is built using Oracle Fusion Middleware products, including **Oracle WebCenter Portal** as the presentation layer, **WebCenter Content** as the document repository and for web content management, **Oracle Identity Management Products (OVD, OUD, OAM)** for authentication, authorization and single-sign-on, and **Siebel CRM** as the CRM for service request workflow and fulfillment. **Oracle RAC database** is the underlying database for all the applications. **Oracle HTTP Server** was used as the WebServer. **Symantec Antivirus** is used for scanning of any documents uploaded through the portal. In-memory virus scanning was used to ensure that all uploaded documents are scanned before they are stored on permanent storage. For development, **SVN** is used as the code version control repository,

JDeveloper for ADF development IDE and **Eclipse IDE** for Android and iOS Native Mobile App development.

Project Highlights

- There are over 800 Internal users. At any time, there are about 150 Concurrent internal call center users using the application.
- Over 1 million LADWP customers can login with existing LADPW.com (utility accounts) without the need of registering again.
- Over 1.85 Million Service requests created within 1 year of launching the internal portal.
- The monthly average service requests are approximately 180,000.
- Self-service requests make about 16 % of the total service requests.
- Real time reporting for the Mayor's office and Department Management.
- Real time notifications for residents when the request is serviced.
- Real time integration with Field Service Agents.

Operations & Maintenance Support:

Currently, the project is in Operations & Maintenance and 3Di is the contractor for Application and Platform operations & maintenance.

The 3Di Project Team consists of a Program Manager, Project Managers, Technical Leads, Technical Team, QA Lead and QA Team at a high level that work closely with the Customers on a day to day basis. The Program Manager is responsible for planning, resource allocation, risk analysis and mitigation, reporting and coordination of activities with the Customer and 3Di Team. The Program Manager is supported by Project Managers for Development and support tasks.

For project oversight a Steering Committee, including 3Di Management and Customer Management, has been formed. There is a Steering committee meeting on a monthly or bimonthly basis where the 3Di Program Manager and Customer Project Owner present the project status updates to the Steering Committee. This has worked very well for our project to assess and mitigate any risks related to any activities of the project.

The Program Manager submits the Project Status report on a weekly basis to the customer. The project team has a weekly meeting with the customer's Project Managers and technical team members to review project status, open items, risks and resolutions. Each new initiative within the scope of this project, like application enhancements, infrastructure upgrades and patching environments are considered, scoped and executed as sub projects. After the successful completion of each of the project milestones, a sign-off from the client project team and management is required to move forward to the next phase.

3Di has ensured an infrastructure uptime of 98%. This is achieved by proactive monitoring, alerts and effective incident management process. 3Di's support processes includes administration of day-to-day user management, access and security protocols, plus other various support services, including infrastructure planning and architecture setup, integration, database design / implementation / optimization, real-time server and database monitoring, database backup and recovery policies, server configuration management, and network connectivity performance and reporting.

Proactive patching for bugs, security and critical system patches released by Oracle and Operating System Vendors ensured protection against systems being vulnerable to downtime due to viruses and other attacks. As soon as patches are released by the Vendors, the patching is planned in consultation with the client and deployed and tested in lower environments and then in Production Environment. The patching schedule is generally 1-2 weeks depending upon the type of patch.

The following activities were considered under New Development and Enhancement Support:

1. Application Enhancement, bugs fixing and new feature development
2. Infrastructure / Product upgrades and non-critical Patching

3Di followed a change management process to ensure that each change introduced to the project and environment is appropriately defined, evaluated, scoped and approved prior to implementation.

The 3Di team has weekly CCB meetings involving the Project Manager and Business Owners and stakeholders for reviewing change requests and reported bugs/issues. Based on the change/enhancement, 3Di has a schedule of 3 to 5 weeks for resolving and deploying the changes into production.

As the application matures there have been many improvements done to the application and system architecture to enhance performance, integration with other ancillary systems and application enhancements. Our team is responsible for evaluating and implementation of the system architecture design when adding new integration and improvements to the portal. Post implementation migration of data, if required is also part of the SOW for this project. As a part of the evaluation and system design process, our team creates POC and after discussion with the client technical team, select and implement the most suitable options. Few examples of integration are:

- Integration of “CHIP” the LA city chatbot,
- Integration of Google translator,
- Integration of LA City website header into MyLA311 portal.

2 Division of Corporation Finance, Security Exchange Commission (10/2014 – Current)

Project Name: System for Workflow Activity Tracking (SWAT)

The Division of Corporation Finance (CF) selectively reviews filings made under the Securities Act of 1933 and the Securities Exchange Act of 1934 to monitor and enhance compliance with the applicable disclosure and accounting requirements. About 400 CF staff, mostly accountants and lawyers are engaged in the review process.

Corporate Finance’s filing review process was heavily reliant upon manual processes and a patchwork of internally developed systems built on obsolete technology. This reliance resulted in issues with data quality and integrity, as well as, inadequate internal controls and management reporting, process inefficiencies and ineffective use of staff and management time. The project SWAT replaced existing information technology systems (i.e., applications and databases) with an integrated ‘one-stop-shop’ Filing Review Platform that tracked and managed the entire lifecycle of a filing review. This project was designed and developed a new integrated Filing Review Platform to include all current system capabilities and enhanced and augmented new functionalities such as, business process automation, workflow, work load management, approval, notification, document management system, communication management, data integration with the Electronic Data Gathering, Analysis and Retrieval System (EDGAR), audit trail, dashboard and reporting.

There was a very specific requirement for the Worklist component for the project. We had implemented a custom worklist using the BPM APIs for Workflow tasks to fulfill the requirement.

Testing

The following testing were performed by our team:

- Unit Testing
- Manual/Automated Regression testing using Selenium
- Web Accessibility Testing (ADA/508c)
- Performance Testing using JMeter

The customer was involved in:

- User Acceptance Testing (Business Users)
- Security Testing (SEC OIT Team)

Training

Our team worked with the customer to create the Job Aids and training material. The training was provided by the customer to their business users.

Technologies

SWAT application was built on Oracle Fusion Middleware and Oracle Identity Management products:

- Oracle WebCenter Portal – Presentation layer and UI and only point of entry to access workflow and documents.
- Oracle WebCenter Content – Used to store documents generated by SWAT application during the Review Workflow
- Oracle BPM – Review workflows were developed using Oracle BPM.
- Oracle Unified Directory (OUD) – OUD was used as Virtual Directory to create application specific roles and associate the Active Directory users to Application roles.
- Oracle Access Manager (OAM) – OAM was implemented to have single-sign-on and authorization for access to SWAT application
- Microsoft Active Directory (AD) – AD is the LDAP that stores all the users of SEC.
- Oracle ADF – ADF is used for custom module development.

3. El-Paso County, CO (08/2013 – Current)

Project Name: TEAM (Technical Agreement Management)

The TEAM application is a workflow automation project which starts with intake of agreement documents (checked into WebCenter Content), which would trigger a workflow for review and approval of the documents. The high-level features include:

1. Document Intake
2. Document Review
 - a. Review – Reject
 - b. Review – Return
 - c. Review – Approve
 - d. Update – documents
 - e. Review – Notifications
3. Role based workflow assignments
4. Document Storage
5. Document Search
6. Responsive UI

Testing

The following testing were performed by our team:

- Unit Testing
- Manual Regression testing
- Web Accessibility Testing (ADA/508c)
- Performance Testing using JMeter

The customer was involved in:

- User Acceptance Testing (Business Users)

Training

We used the approach of Train the Trainer. Two users from the customer side were trained to use the application and were provided the supporting documentation for Training. These users trained the actual business users.

Technologies

The application was built using Oracle Fusion Middleware products as below:

- Oracle WebCenter Portal – Presentation layer and UI and only point of entry to access workflow and documents.
- Oracle WebCenter Content – Used to as document repository

- Microsoft Active Directory (AD) – AD is the LDAP that stores all the users
- Oracle ADF – ADF is used for custom module development.

4. Los Angeles Police Department (06/2011 – 03/2021)

3Di provided programmers for COGNOS Business Intelligence Configuration Management Analysis, Development and Tuning services.

The scope of this contract provides Cognos 8 business intelligence configuration management, analysis and developer expertise. The following are the details:

The responsibilities of this contract will include defining user requirements, developing new and modifying existing models, creating and updating PL/SQL procedures, views and functions which support the reports to make report runs more efficient, converting marco-centric excel spreadsheets to Cognos.

Responsibilities also include Cognos Report Studio report development, Framework modeling, creating views, Cognos Upgrade from 8.4 to 10 and Cognos 10.2.1 to Cognos 11.1.3, Upgrade Data Manager (ETL), Updating SQL queries, building job streams in Informatica and also Adhoc report support by building custom SQL reports. Upgrade Database server from Oracle 11g to 12.2. Creation of multiple Dashboards in Tableau and Power BI for multiple subject areas including Crime, arrests, stops, use of force, citations, complaints. On a side, working with R/Python to do more in-depth data analysis of crime information using Machine learning Algorithms.

Multiple consultants have been provided. The contract is current.

5. Los Angeles Housing and Community Investment Department (08/2008 – Current)

3Di has also worked with Los Angeles Housing and Community Investment Department (formerly Los Angeles Housing Department) to develop the code and rent information system called CRIS. The system combined over 38 different modules that were once implemented as different systems or subsystems. The system was recognized by Harvard’s Kennedy School of Government as one of the most efficient e-governance programs in the nation and is considered the Gold Standard for code enforcement. Not only did the CRIS system streamline internal process of LAHD, but also increased the revenues of the department many folds.



In 2012, 3Di deployed the Customer Self Service portal for **Los Angeles Department of Water and Power (LADWP)**, the largest public utility in the country. 3Di applied its user experience (UX) design approach to develop a portal that is easy to navigate and is also a platform for deploying applications ranging from user account management to complex customer service workflows. The portal is integrated with several systems using service-oriented architecture such as a modern content management system, customer relationship

management system (CRM), billing systems, payment management systems and customer information systems. Millions of residential and business customers use the portal to conduct a variety of transactions that could only be processed manually before. **The project won the Oracle Innovation Award in 2012 and is the envy of other utilities.**

3Di has been providing software consultants on an as needed basis. It has been supporting the department’s business applications and information technology infrastructure and support its mission and ensure uninterrupted systems availability to HCIDLA staff and the public who rely on the systems. These critical applications include the Housing Information Management System (HIMS), Affordable and Accessible Housing Program (AcHP), the Code, Compliance and Rent Information Systems (CCRIS) and the Billing Information Management Systems (BIMS). CCRIS is also a suite of web applications which supports the Systematic Code Enforcement Program (SCEP) operation and the Rent Stabilization Ordinance (RSO) operation. The CCRIS manages code enforcement inspections of about 760,000 rental units and tracks the Rent Stabilization cases for 620,000 units in the City of Los Angeles. The system is also responsible for the billing and collections of SCEP and RSO fees worth over \$55 million annually. BIMS is an online, web-based, customer interface and portal for property owners to pay their bills, apply for exemptions, print billing and collections related forms and access their Rent Registration Certificates.

More Scenarios

Los Angeles Department of Building & Safety, City of Los Angeles, CA (05/2021 – 05/2022)

Category	Response
Client Name	Los Angeles Department of Building & Safety, City of Los Angeles 201 N. Figueroa Street, 10th Floor, Los Angeles, CA 90012
Project Name (s)	GIS Analyst Services
Project Duration	05/2021 – 05/2022
Project Description, including Scope of Services	<p>3Di staff provided Services to assist LADBS City staff in creating an online service for updating addresses and providing address approvals for online plan check and permit applications. This entails the analysis, design, testing, and implementation of mapping features associated to the online applications and permits. These mapping features will enable LADBS to geocode all building applications and permits created through LADBS’ Plan Check and Inspection System (PCIS), LADBS’ electronic plan review system (ePlanLA), and LADBS’ epermit system (PermitLA).</p> <p>The following are the duties of Geographic Information Systems (GIS) Analyst:</p> <ul style="list-style-type: none"> • Provide GIS mapping and infrastructure expertise, tools and techniques, ensuring alignment of GIS-specific capabilities by implementing editing tools and mapping workflow for various permitting applications. • Be primarily responsible for creating buildings and editing buildings subject to the various retrofit programs of LADBS. • Utilize GIS tools to automate workflow of the Plan Check and Inspection System (PCIS) and various LADBS programs that rely on geospatial data. • Troubleshoot, debug, configure, and reconfigure GIS map services used by PCIS and the Building Information Online (BIO) viewer.

Category	Response
	<ul style="list-style-type: none"> Develop GIS tools using Python scripting to automate the workflow for editing the building footprint map layers. Create spatial and tabular queries from the various GIS data layers and LADBS' permitting system. Use Python, ArcGIS and PL/SQL developer software to create/update/enhance data quality scripts. Responsible for the deployment and day-to-day monitoring and enhancing of the building footprint feature class and the related GIS services. Provide support to collect and interpret usage metrics of the geospatial data, and analyze/deliver data for geospatial platforms and web services. May work with third party consultants and business partners to ensure that GIS data is linked with business data; setup and configure GIS and web server environments; and see that multilayer maps and pertinent data are delivered accurately. Provided 1 consultant
3Di Role	Prime
3Di Personnel	Key Nicolas Hill

Information Technology Department, City of Seattle, WA (08/2018 – 01/2023)

Category	Response
Client Name	City of Seattle Information Technology Department, Seattle Municipal Tower, 700 5th Ave, Seattle, WA 98104
Project Name (s)	Project Manage Testing Services
Project Duration	08/2018 – 01/2023
Project Description, including Scope of Services	Provided IT Staffing services, Project Manage Testing services to the Oracle Utilities Applications Customer Care & Billing (CCB) Project, and Meter Data Management (MDM) Upgrade Projects. Provide QA Testing services to the Utility Customer Service Portal project, the Oracle Utilities Applications Customer Care & Billing (CCB) Project, and Meter Data Management (MDM) Upgrade Projects. Provided QA Project Manager and QA Consultants Provided 6-8 IT Consultants
3Di Role	Prime
3Di Key Personnel	Pete Ada, Rachana Velaga, Jaya Krishna Tummala

3Di also developed a customer self-service portal for **Los Angeles Department of Building and Safety**. The portal allows personalized permit and project management. The portal is integrated with LADBS' permitting system, GIS system (allowing users to search, view and validate property before applying for permit) and payment gateway. The permitting portal can be used to apply for any permit that does not require a plan check.

3Di has the experience of working with the **Los Angeles Fire Department (LAFD)** in working on the NGBrush Project. The system basically consists of 4 modules that has provision for Customer, Employee, Contractor and an iPad application for inspection. The customer has an option to OptOut for current year using APN and PIN on the portal, while the Employee can directly view and manage the APNs within a fire district area. Contractors can view their assignments and can manage them, while the Brush Inspector can inspect the fire area and can manage status of each APN within the app which is managed on server.

The following are some of projects that 3Di has provided Information Technology consulting and staffing projects:

- Project Manage Testing services to the Oracle Utilities Applications Customer Care & Billing (CCB) Project (City of Seattle, WA),
- 311 Solution (City of Norfolk, VA),
- Rent Stabilization Solution (City of Mountain View, CA),
- Design, develop and deploy Mobile Application as well as CRM Integration from mobile app to Oracle Siebel (City of Atlanta, GA),
- Development of rent database management system (City of Beverly Hills, CA),
- Design, Develop and maintain Inspection System with field automation (mobile) (City of Hayward Department, CA),
- Mobility Application for the Arlington Police Department (City of Arlington, TX),
- Infor Public Sector Suite (IPSS) (City of Las Vegas, NV),
- System for Workflow Activity Tracking (SWAT) (USSEC, DC),
- Development of Webcenter Portal Design and develop the County's Intranet Portal and the Clerk to Board Agenda Management System (El Paso County, CO),
- LADWP Website Redesign (LADWP, CA),
- Los Angeles 311 Application, Portal, and Mobile Application (Information Technology Agency, Los Angeles, CA),
- Multiple Projects (CCRIS, RENT, BIMS, Content Management Website) (Los Angeles Housing + Community Investment Department, CA),
- LAWA Digital Suite Redesign (Los Angeles World Airports, CA),
- MYLA311 and Web Portal Support Services (Los Angeles Sanitation Department, CA)

3Di has the experience in providing staff augmentation of undertake projects that include, but are not limited to server, desktop, and telecom technicians, cybersecurity, risk management, data & analytics, Azure cloud administration, web development, mobile development, integration, network technicians, business analysis, project management, and identity & access management.

Our world-class technology team has experience in various technologies deployed in the city ranging from legacy mainframe-based systems to highly integrated mobile applications. Our technology team is complemented by our business teams and our project management teams that have perfected the processes for detailed requirements gathering, business modeling and developing and deploying solutions that successfully meet the requirements of our customers.

Financial Condition

Founded in November 1994, 3Di has been profitable and in good financial standing ever since. We do not have any plans that may adversely affect the company's performance in the future. Upon request 3Di, Inc. can provide financial statements to demonstrate the financial stability.

Staffing Methodology

The recruitment procedure involves a two-level interview process. The first level (usually by telephone) relates to meeting the administrative and minimum technical requirements. The second level interview (usually in-person/Skype/Web conference) will be performed by a Technical Manager and as necessary, includes a written practical test. This will be followed by reference checks and verification of educational and professional certifications.

3Di's general/special recruitment methodology is as follows:

- Step 1:** The client presents his requirements to the 3Di Dedicated Recruitment Manager (DRM).
- Step 2:** The 3Di DRM goes through the work order solicitation to completely understand the requirements. If needed, the 3Di DRM will call the COUNTY to get clarifications or seek necessary information. 3Di can respond by telephone within one hour of the COUNTY's initial request or as required by the COUNTY.
- Step 3:** As per the requirement, 3Di does an internal search for the appropriate resources and, if available, presents the resumes to the COUNTY. In the case that a 3Di internal resource search does not provide any matching consultants, a search is made for suitable candidates in the reserve database, and a check is made on their availability.
- Step 4:** In addition to the above, a search is conducted through the Internet by accessing websites like Dice.com, Monster.com, LinkedIn.com, Craigslist, etc.
- Step 5:** Once the consultants are identified and skills matched, the process of testing and validating (pre-screening) the skills is followed. This includes:
- Preliminary interview: Evaluation criteria include communication skills, basic technical skills experience verification, and related job skills.
 - Detailed technical interview: Evaluation criteria include suitability to the job requirements skills and experience in similar projects, attitude by a technical project manager and at times a face-to-face interview/Skype/WebEx, and satisfactory references.
 - Drug screening and Background Checks will be done, as necessary.
 - 3Di verifies employment history through mandatory reference checks for all recruits. Reference checks are done by emailing/telephoning using a standard reference sheet in Word format.
 - 3Di also verifies documentation such as driver's license, social security cards (with employment status), immigration records, etc.
 - Education documents are checked by contacting the university/school directly, as necessary.
 - 3Di also employs external agencies (pre-employ.com, etc.) for drug and background check services.
 - 3Di will utilize the U.S. Department of Homeland Security's E-Verify system to verify the eligibility of all new employees hired to work in the U.S. during the contract term.
- Step 6:** 3Di will present the consultant's resume (usually 2 to 3 resumes or as required) along with the price quote (fixed or hourly) to the COUNTY for review.

- Step 7:** Depending on the feedback from the COUNTY, 3Di will present more resumes to the satisfaction of the COUNTY. Usually, the resumes that 3Di submits will always meet the minimum requirements. Further, 3Di will also arrange for interviews either in-person or by telephone per the COUNTY's wishes.
- Step 8:** The COUNTY completes the interview process and expresses its intent to hire a shortlisted consultant.
- Step 9:** All security requirements will be followed and met. Further, upon the request of the COUNTY, drug and background checks are conducted as required. After this test is cleared, the consultant is hired. If any of the security requirements are not met, 3Di will present more resumes to the COUNTY (Step 3 – Step: 9) or will proceed as per the advice of the COUNTY.
- Step 10:** In the case the hired consultant does not perform as per the expectations of the COUNTY, Steps from #3 to #9 are repeated.
- Step 11:** 3Di, at regular intervals, will monitor the progress of the consultant to the COUNTY's satisfaction.
- Step 12:** 3Di, in cases where conversions are requested, it will follow the prior agreed applicable fee schedule based on the candidate's base annual salary or as per the contract terms and conditions

The selection and recruitment process is vetted by a senior technical manager to ensure the selected candidate has the necessary skills and qualifications to perform the job duties as required by the client.

Key Personnel Qualifications

3Di recruiters are all trained in professional recruiting techniques to find and attract the most qualified candidates. Applicants must pass two interviews before they become 3Di associates. During the first interview, technical and interpersonal skills are assessed, as well as attitude. Salary levels, availability, and candidate job preferences are also discussed. 3Di recruiters are technically astute. We do not just ask the candidate to check the boxes on a form and we are not misled by technical jargon. Successful candidates are invited to a second interview, where their work history and suitability for 3Di customers are evaluated. This interview is performed by a Technical Manager and often includes a written practical test.

We assess each position and submit keenly interested candidates who best fit our client's unique requirements. We obtain the written consent of the candidate before recommending him/her to the client. We make every attempt to ensure that the candidates we recommend are looking for a long-term relationship within our client's organization, whether as a consultant or full-time employee.

The following are the factors that assist in qualifying a suitable candidate:

- Relevant Experience, education, and certification
- Matching Required job skills
- Availability for the position
- Legal Status in the United States
- Matching of Salary and budget requirements
- Sole right to represent the candidate
- Preliminary screening interview to determine communication skills and verification of resume

- Detailed Technical Interview to determine the technical expertise and capability
- References feedback

The following are the tools/techniques used to track and recruit qualified candidates:

- Talent pool/ internal database
- Advertising on job boards like dice, monster, LinkedIn, etc.
- Employee referrals
- Rehiring past employees
- Subcontractors
- Vendor pool
- Contacting passive candidates

The following are the qualifications and experience of the key personnel administering if 3Di is awarded the contract.

Name & Title	Role	Qualifications	Experience
Mihir Desai (Vice President & CFO)	Engagement Manager (Secondary point of contact)	MBA from the University of Pittsburgh, PA, Major – Management Information Systems & Finance	Experience spans more than 27 years, both in the U.S. and internationally. Translates 3Di Systems’ strategy into action, manages the day-to-day operations of the organization, including recruitment, and creates and coordinates critical internal processes such as planning, product development, and service delivery
Carlos Culebro (Director of Sales – Services)	Account Manager (Primary point of contact)	B.S. in Business Management from Brigham Young University and an M.S. in Management of Technology from the Polytechnic Institute for Technology and Enterprise, New York University	Overall IT Industry experience of over 27 years, focusing on executive-level relationships. Has over 15 years of experience cultivating and developing strategic business partnerships and alliances with technology companies across North America, South America, and Europe
Prasad Yedavalli	Dedicated Recruitment Manager II	Bachelor’s Degree in Science, master’s degree in business administration with specialization in Marketing; Diploma in Computer Applications	Overall IT experience of over 27 years, and over 22 years in the IT staffing industry, working as a recruiter and business developer. Has been involved in securing several public agency contracts at 3Di (City of Los Angeles, LAHD, LADBS, LA County, etc.)
Sameer Kanade	Dedicated Recruitment Manager I	Bachelor’s degree in science; Masters in HRD and Management	Has more than thirteen years of experience in recruitment, talent acquisition, and HR administration across IT and Engineering sectors, providing end-to-end recruitment solutions for direct hire and contract positions. Has been involved in

			securing several public agency contracts at 3Di
--	--	--	---

The resumes of the Technical Personnel and the Key administrative personnel have been provided.

The following are the resumes of the Key personnel.

Engagement Manager – Mihir Desai (Secondary Contact)

Summary: With over 27 years of executive-level experience in solving business problems by designing, developing, and implementing computer programs on mini and micro-computers, Mihir is an expert at designing and developing user-centric, database-driven network applications, using the appropriate programming language/tool depending on project requirements and client requests.

Education:

- M.B.A., University of Pittsburgh, PA. Major - Management Information Systems & Finance.
- F.C.A., Institute of Chartered Accountants of India. Major - Advanced Accounting & Auditing.
- Grad. C.W.A., Institute of Cost and Management Accountants of India. Major - Cost Accounting.
- B.Com. South Gujarat University, Surat, India. Major - Accounting.
- A Chartered Accountant in commonwealth countries like England, Australia, Canada, India has qualifications equal to a C.P.A. in the United States of America.

Work Experience:

(06/1995- Till Date) 3Di, Inc., Brea, CA

Role: Vice President & CFO

The following is a summary of some of the projects:

- **Structure Inventory Repository (SIR) with the Los Angeles Department of Buildings & Safety – 20+ months** - The project involved cleaning up the current address data which involves cleaning up duplicates, correcting the invalid addresses, and importing addresses daily from the Bureau of Engineering. The project also involves building a web service interface to create new address requests to be sent to the Bureau of Engineering. The application can be used by other departments to streamline the addresses across the city of Los Angeles
- **Website Redesign project at the Los Angeles Department of Water and Power (LADWP) – 3 years** - Build the new LADWP Corporate Web Portal with integration of key back-end business systems such as Customer Information System (CIS), Siebel CRM, Outage Management System, FileNet Document Management System, Payment Gateways, etc., using enterprise web portal technology from Oracle (Web Center Suite, Siebel CRM, Universal Content Management Software (UCM), Single Sign-on Technology (OAM/OID), Service Oriented Architecture (SOA Suite)
- **Permit LA Phase 1A - ePermit project with the Los Angeles Department of Building & Safety – 16 Months** - The project was to build an internet-based Permit application system that allows customers (Property Owners/ Contractors) to apply for permits online. This was done to save the customer time and money to drive into the office. A subset of permits not requiring the plan check process can be applied for online.

- **3Di Research & Product Development; Mobile Solutions Framework & mxFORMS - Project Duration - 15 months** - Directed the design and development of 3Di's Mobile Solutions Framework, including XML and Java-based mxFORMS. 3Di's "Mobile Applications Framework" is a collection of functional components and development standards, created to enable rapid deployment of Applications based on Mobile devices like Handheld PDAs, Cell phones, pagers, and other devices. One of the key components of the "Mobile Applications Framework" is the **mxFORMS** technology, which is used to create forms-based data collection applications in a device independent manner.
- **3Di Research & Product Development; SpotCheck; Project Duration: 6 months** - Served as the Project Manager for the development of SpotCheck, an application developed using 3Di's Mobile Applications Framework. SpotCheck is a suite of applications for public safety and asset management based on J2ME technologies. SpotCheck is an application suite running on Java-enabled mobile devices including Motorola Cell phones, Palm OS-based devices, and Windows CE-based devices. Was also responsible for the design of SpotCheck's back-end database application.
- 3Di Research & Product Development; F.I.R.M.S; Project Duration: 6 months
- 3Di Research & Product Development; ATC/50 Forms; Project Duration: 4 months
- 3Di Research & Product Development; Graffiti Reporting System; Project Duration: 4 months
- Department of Children & Family Services (DCFS), Los Angeles County; Adoptions Integrated System (AIS); Project Duration: 9 months
- Los Angeles County Office of Education (LACOE), Los Angeles County; LacoE.Edu Web Site Project; Project Duration: 18 months
- Babynet.com (High Traffic/ High Content portal); Project Duration: 24 months

Account Manager – Carlos Culebro (Primary Contact)

Has over 15 years of experience cultivating and developing strategic business partnerships and alliances with technology companies across North America, South America, and Europe. Carlos has over seven (7) years of service at 3Di, Inc. as their Director of Sales. Location: Highlands Ranch, CO.

EDUCATION

- **Master of Science Degree in Management of Technology, Emphasis: E-Business**
1999-2001
- Institute for Technology and Enterprise, Polytechnic Institute of New York University, New York, NY
- **Bachelor of Science Degree in Business Management, Emphasis: International Finance**, 1992-1995
- Marriott School of Management, Brigham Young University, Provo, UT

FORMAL TRAINING

- IBM Power Server Certified Sales Specialist
- IBM Social Software and Unified Communications Certified Sales Professional
- IBM Systems Storage Certified Sales Specialist

CAREER HISTORY

3Di, Inc., Director of Sales 2013 - Present

- Responsible for Managing all Sales Initiatives, Programs, and Marketing Activities that drive Services and Solutions Revenue for 3Di Inc.
- Responsible for Hiring, Managing, and Developing Talent for 3Di's Sales Organization
- Provide Executive Relationship Management between 3Di and its Customers
- Personally, Oversees and Manages Strategic Customer Accounts for 3Di, Inc.
- Manage and Cultivate Strategic Business Partner Enablement for 3Di, Inc.
- Direct and facilitate, as needed, internal resources, including pre-sales technical support, System Integration Services, and Business Consulting Services, to address customer requirements
- Facilitate Contract Negotiations, RFP/RFI/RFQ Proposals, as well as Contract Vehicles

Oracle Corporation, Technology Sales Manager – Digital Experience, Rockies for Public Sector 2012 - 2013

- Responsible for building new Digital Experience Solutions for Oracle in the Public Sector for the Rocky Mountain States
- Provide consulting and solutions around Enterprise Content Management, Portals, Web Experience Management, and Social/Network Collaboration Tools
- Building Oracle Business Partner Ecosystem, focusing on Digital Experience certifications and system integration capabilities
- Account coverage focuses on State and Local Government Agencies, Municipalities, School Districts, Utilities, and State Counties
- Direct and facilitate internal resources, including pre-sales technical support, System Integration Services, and Business Consulting Services, to address customer requirements

Key Information Systems, Inc., Client Relationship Executive – Rocky Mountain States 2010 – 2011

- Manage overall client relationship responsibility between Key Information Systems /The Tamalpais Group and Customer-set
- Account coverage focus for CO, MT, NV, UT & WY, as well as accounts with strategic relationships
- Work directly with the IBM Business Partner Sales Channel in the Rocky Mountain States
- Successful track record in selling solutions across cross-industry customer set
- Provide consulting to create and implement a complete end-to-end solution for IT and Business Organizations
- Manage an entire portfolio of hardware, software, and services resources for providing solutions across Lines of Businesses and IT Organizations

International Business Machines Corporation, Highlands Ranch, CO / Denver, CO 2007 – 2010

Client Executive: Small & Medium Businesses and Business Partners for CO and WY – IBM General Business/ Midmarket

- Manage overall client relationship responsibility between IBM and my customer set
- Account coverage focus on Oil, Gas, Mining, Energy/Utilities, as well as Small/Medium Size white space accounts

- Manage the IBM Business Partner Sales Channel for IBM's General Business "Mid-Market" space in CO/WY
- Successful track record in selling solutions across cross-industry customer set in Colorado and Wyoming
- Provide consulting to create and implement a complete end-to-end solution for IT and Business Organizations
- Manage the entire IBM portfolio of hardware, software, and services resources for providing solutions for my accounts

Data Management Software Sales Specialist for CO/WY – Information Management, IBM SW Group 2006 – 2007

- Successful track record in selling solutions across cross-industry customer set in CO/WY
- Provide consulting to create and implement a complete end-to-end Information Management Solution for prospective clients and current install base
- Direct and facilitate internal resources, including pre-sales technical support, System Integration Services, Hosting and Outsourcing, Business Consulting Services, to address customer requirements
- Prepare business solution proposals and implementation plans

Deliver RFI responses and RFP proposals on Data Management Solutions across cross-industry customer set Business Development Executive – IBM Wireless/Sensors and Actuators Organization 2000 – 2006

- Exceptional sales record in selling wireless/RFID solutions across Banking, Finance, Insurance, Communications, and Industrial Sectors. Overachieved quota every quarter for 6 ½ years.
- Provide consulting to create and implement a complete end-to-end Wireless/RFID Solution for potential clients
- Direct and facilitate internal resources, including pre-sales technical support, e-business Application Development, System Integration Services, Hosting and Outsourcing, and Business Consulting Services to complete solution tasks
- Prepare and deliver RFI responses and RFP proposals on Wireless/RFID Solutions in vertical industries, including Banking, Finance, and Insurance, as well as the Communications and Industrial Sector

Logistics Analyst – Integrated Supply Chain Project Office – IBM Corporate Staff 1999 – 2000

- Supported Project Management Deployment across the Integrated Supply Chain
- Deployed Business Transformation Management System (BTMS) across the Integrated Supply Chain
- Technical Lead providing support of software and hardware platforms across the Integrated Supply Chain
- Administered technical deployment planning and portfolio management
- Reviewed budget tracking for divisional projects
- Compiled and composed a communication newsletter for Project Managers

I/T Specialist – Systems Management Integrator, Advisory – IBM Accounting, Financial Systems Group 1996 – 1999

- Supported and maintained 300 Win95 & WinNT Workstations for Corporate Accounting

- Provided specialized support for financial Hyperion Software for The Financial Systems Group
- Managed project to migrate 265 clients with OS/2 4.0 to Windows 95 and make Y2K compliant
- Administered all IBM network printers on Legacy Servers for both client sets
- Supervised, trained, and delegated tasks among new, supplemental, and contract employees
- Directed hardware/software account management as well as second-level end-user education

Dedicated Recruitment Manager II – Prasad Yedavalli

Skills Summary:

- Overall, twenty-seven years IT experience, with over twenty-two years recruiting and technical writing experience
- Through understanding of the recruitment process from resourcing through interviewing, technical screening, submission, placement, and continuing contractor care
- Excellent understanding of technical requirements, IT functions and responsibilities
- Proven ability to recruit and place all levels of MIS/IT professionals
- Highly skilled at matching candidates to client requirements quickly and accurately
- Manage documentation projects, starting from initial planning through writing and editing, reviewing, and revising, indexing, creating graphics (piping and instrumentation drawings, engineering drawings), through final printing and production and delivery to client.
- Manage small business including marketing, training, computer maintenance and upgrades and accounting.

EDUCATION:

- Post Graduate Diploma in Computers, NIIT, Hyderabad, India from 1995 to 1996.
- M.B.A. Marketing, Kakatiya University, India from 1988 to 1990.
- B.Sc. Osmania University, Hyderabad, India from 1983 to 1986.

WORK EXPERIENCE:

3Di, Inc., California Jul '02 – present

Technical Writer/Senior Recruitment Manager/Account Manager

- Grew in the Organization with all round capabilities, worked in multiple roles such as technical writing, recruiting, interviewing consultants, programming, and contributing to overall business growth
- Consistently exceeds company expectations in recruiting and placing consultants at new and established clients
- Maintained successful relationships with clients and candidates
- Well versed in technical writing
- Directly involved in the management of key accounts
- Provided inside sales support as an account manager including setting appointments and generating sales leads.

- Preparing proposals, technical write ups, designing for US Federal, State, County and City bids

Computech Corp. Mar '00 - May '02

Programmer/Analyst

Oracle Corporation/Bellsouth Telecommunications, Atlanta GA

ADSL Project, Developer

Worked as a Team member in the implementation of Oracle CRM Applications at Bellsouth Telecommunications. This is an ADSL (Asymmetric Digital Subscriber Line) Project.

This implementation involves Call Center Application.

The Call Center Application uses a Tool called Oracle Scripting, which presents itself as an Applet. The Scripting Application sits on the Oracle Application Forms called as the Contact Center (Service for Communications). Using this Tool, Java methods are called. In these methods, API calls are made that were written in PL/SQL, Java. And these APIs kick off all the background processes.

Responsibilities:

- Involved in the preparation for Specific Requirements to develop certain Functionalities.
- Involved in development and testing the application
- Written code in Java developed the Script.
- Involved in Creating Java Wrapper Classes for code Developed in PL/SQL.
- Written SQL Statements for making calls to the Database.
- Involved in Preparing the Documentation.
- Involved in coordinating with various work groups.
- Worked closely with testing team in unit, integration / system testing.
- Involved in Production Support.
- Environment: Java, HTML, Oracle Scripting, JDBC, JSPs, Test Director and ORACLE.

Sristek Technologies Pvt. Ltd., Hyderabad, India Sep '96 - Dec. '99

Sales Monitoring System

Team size – 4; Role: Design and Development

This Application has been developed for one of the Clients of Sristek. It consists of raising Invoices based on orders from customers. Based on the territory of the customer, products will be billed, since Taxes are different from territory to territory. This system also monitors the products wise stock to ensure that the Invoice is raised for those products where stock is available. This system consists below mentioned modules

- Master maintenance
- Territory wise product Rates and Taxes
- Production in Quantity

Reports generated are customer wise- product wise sales for the month, Daily stock details, Territory wise sales for the month, Territory wise -Tax details for the month, Excise Duty paid during the month and other related MIS reports like comparison of sales with budgets and calculation of ratios.

Environment: Oracle (Forms 4.5, Reports 2.5), Windows 95

Real Estate Information System

Team Size: 4; **Role:** Involved in Analysis and Design

This package has been designed for Home Finders Inc. The project is categorized into two modules

- Landlord is a person who owns a property and wants to register it with the firm for lease or for sale. They are further categorized into residential and commercial depending upon the type of the property they want to register. The details of the property such as furnishings, no. of bedrooms, bathrooms, area code etc. are maintained in the database.
- Client is a person who is in search for the property. They are also categorized into Commercial and Residential. The features they require such as furnishings, no. Of bedrooms, Area of preference etc. are taken from the clients and maintained in the database.

Search Engine is designed to search the Landlords, Clients details depending upon the criteria and Landlord who match the Client's requirements and soon. Reports are also generated as per the customer requirements.

Environment: Oracle, Visual Basic 5.0, Windows 95

Participated in developing the following systems:

- Inventory and Accounting System
- Integrated Accounting System
- Product Distribution Automation system
- Training Institute Automation

Dedicated Recruitment Manager I – Sameer Kanade

Summary

More than 13 years of experience in Recruitment, Talent Acquisition, and HR administration across IT & Engineering sectors, providing end-to-end recruitment solutions for direct hire & contract positions.

3Di Systems Pvt. Ltd.

IT Recruitment Manager (US & India)

Dec 2016 – to present.

3Di Systems Inc. is one of the prime IT consulting and IT services providers for Government and Private sectors across North America and Asia. 3Di Systems is recognized as a leading expert in providing customized web, mobile, and backend software applications, exceptional programming, innovation, efficiency, and quality end products. In the span of the last twenty years, 3Di has designed and delivered numerous projects and business-driven information technology solutions that have enabled our clients to become more responsive to market opportunities and operational requirements, improve productivity, and reduce IT services costs.

Key Responsibilities Include: Managing the overall recruitment process for the company for both in-house and consulting positions. Other responsibilities include:

- Responding to RFPs/RFQs/SOWs issued by clients, vendor management, and competitor mapping.
- Get detailed Job Descriptions prepared by respective project managers. Review job descriptions with the concerned project team and post the best Job description online to hire the best technical skills for the organization.
- Also working as an individual contributor, sourcing channels include third-party vendors, internal databases, referrals, job portals, and social networking sites.

Matrix Technology Group, NJ**Sr. IT Recruiter****Jun 2014 – Dec 2016**

Handled a top-tier MNC Consultancy account for their clients, involved in leadership hiring and other mid-senior to senior positions.

Responsibilities:

- Managing the complete recruitment life cycle starting from Sourcing to Salary Negotiation to the Final placement of the candidate for acquiring the best talent at all levels.
- Coordinating with Account & Hiring Managers for complete understanding of the requirements & for conducting selection interviews
- Extensive use of job portals apart from using Google, LinkedIn, and other social networking sites apart from using third-party vendors.
- ATS used: Conrep
- Developing, designing & executing various Strategies for faster & effective hiring based on business projections & within corporate budgets.
- Preparing various recruitment reports/MIS (using Excel) to keep a regular track of the recruitment activities which are to be presented to senior management for cost management.
- Arranging & Managing various activities/drives for bulk hiring
- Identifying areas of development for individual team members & offering training on the same
- Positions handled: Front end & back-end development, Networking, IT Infrastructure, Software QA, Testing, Systems Analysis, and IT Project Management requirements.

Nityo Infotech Inc, NJ**Sr. IT Recruiter****Aug 2011 to May 2014**

Recruitment Executive, the job involves handling an end-to-end recruitment cycle across multiple levels.

Responsibilities:

- Followed the standard recruitment structure such as sourcing, screening, evaluating, and selecting candidates to get the best resources.
- Ability to handle volume recruiting in a fast-paced, structured environment, adhering to strict deadlines.
- Handle multiple accounts and liaise between the hiring manager and candidates.
- Responsible for job posting and creating job assignments for the hiring manager as well as negotiating salary with candidates.
- Uploading resumes on Taleo (ATS)
- Ability to prioritize tasks and work under deadlines.
- Handling requirements from direct clients and implementing partners and giving complete recruitment solutions.
- Extensive use of Monster, Naukri, and LinkedIn to source resumes apart from vendors.
- Employee database management using Excel.

- Successfully sourced, identified, and hired professionals from senior-level to entry-level professionals from various sectors.

Positions handled: Front-end & back-end development, Networking, IT Infrastructure, Software QA, Testing, Systems Analysis, and IT Project Management related requirements. Levels: all levels from trainee software engineers to CTOs. Also worked on Engineering Requirements related to production, field, and sales engineers.

Prijai Heat Exchangers Pvt. Ltd, Thane**Feb 2008 – May 2011****HR Generalist, Recruiter**

Specifications: Was responsible for the day-to-day management of HR operations, including administration of the policies, procedures, and programs of the organization

- Managing labor contractors supplying daily wage workers.
- Maintaining employee database using Excel.
- Recruitment- End-to-end recruitment, Selection, onboarding of employees, generating employee code, and any other related duties.
- Handling of Documentation by preparing all kinds of paperwork which also includes preparing Offer Letters, Termination Letters, letters required by government bodies, exit formalities, and any other special requests,
- Attendance/Leave Management

WNS Global Services Pvt. Ltd, Mumbai**Jun 2004 - Jan 2008****Sr. Associate****Specifications:**

- Worked for its US-based client, Travelocity.com, part of Sabre Holdings Corporation, and was part of the Reissues Department.
- As an SME the role involved utmost vigilance and high complexity since Reissues had practically zero % tolerance to service defects as it has led to high financial impact due to agent errors.
- Used Native Sabre for reissuing tickets and modifying PNRs.

Educational Qualifications

- Bachelor's Degree in Science, Mumbai University 2001
- MHRDM, Somaiya Institute of Management and Research, Mumbai 2001

Critical Resources

In the event where critical resources become unavailable, 3Di will quickly approach its vendor pool for appropriate candidates. It also makes a search through Internet job search engines like www.Dice.com, Monster.com, LinkedIn website, network of present and past employees, etc., to find the appropriate candidates. All the critical issues that arise are made known to the client and we ensure minimum disturbance to the agreed milestones.

The following are the tools/techniques used to track and recruit qualified candidates:

- Talent pool/ internal database
- Advertising on job boards like dice, monster, LinkedIn, etc.
- Employee referrals
- Rehiring past employees

- Subcontractors
- Vendor pool
- Contacting passive candidates

Ability to Meet Deadlines

3Di's approach to meet deadlines:

- **Evaluate what is required**
Understand exactly what the task involves. This helps us to identify and map out what work needs to be done.
- **Get the Right Resources**
Make sure that we have the right resources to get the job done promptly. This also includes technical support, equipment, training, or materials ready and available in time.
- **Plan in Detail**
The next step is to create a detailed schedule. A good approach is often to break tasks down into small components and to create deadlines for each one.
- **Limit the Damage of a Missed Deadline**
Despite all our hard work if we still miss a deadline then the priority is to keep our stakeholders informed of progress throughout our work, highlighting any issues that delay us, and show that we are putting our contingency plans into action.

Meeting Customer Staffing Expectations

3DI would like to state that it has always been meeting the expectations of its customers. There have been no instances where it has lost a contract due to poor services. Meeting Customer expectations is the primary moto. Our approach to meeting customer staffing can be summarized as follows:

- **Perform to the letter of the contract Scope of Work**, 3Di's reputation has been built over the past two decades, on consistently exceeding the requirements of the contract – and the expectations of our customers. We are prepared and capable of doing the same with the COUNTY's projects under this proposal.
- **Submit resumes as per COUNTY's timeline**, with a focus on qualified candidates. This process is vetted by a senior technical executive
- **We employ disciplined project planning, tracking, and reporting** as required for achieving cost controls, schedule integrity, and technical performance. We provide our candidates and supervisors with tools and resources to track progress and performance.
- **We will be committed to the life of the program**, and support the COUNTY's projects throughout the complete life cycle with whatever personnel, resources, and technology are required. 3Di's team members, and the tremendous access to technical resources, will support this commitment.
- **Technical Capabilities and the integrity of the project team.** Our technical capabilities, via the experience of our team, will be key factors to success. 3Di will preserve the integrity of the project team assigned to each project deliverable for the benefit of our customers. 3Di will meet key personnel commitments and create an environment for our staff to make long-term contributions, eliminating disruptions to the work and/or negative impacts on the project schedule.
- **Take the initiative to identify technical risks, and take responsibility for their resolution.** Our project managers, senior technical professionals, and experienced

systems analysts will use the lessons learned from previous projects to identify potential problems and develop appropriate solutions.

- **Ensure timely submission of timesheets, invoices, and reports as required.**
- **Provide background check reports and other reports as necessary**
- **3Di's Account Executive (Mr. Carlos Culebro) at regular intervals or as required by the COUNTY will be meeting COUNTY managers to monitor the progress of its consultants and ensure that the services rendered are meeting expectations.**

Performance Monitoring

3Di continuously monitors the performance of all its employees including temporary personnel. It encourages employees to upgrade their technical skills and obtain professional certifications so that they can excel in their performance on the job.

While managing the temporary personnel, 3Di's contact person will promptly and diligently work with the COUNTY to ensure service satisfaction and timely handling of requests and issues. 3Di's proposed rates to the COUNTY are all-inclusive of costs, economical, and cost-effective.

3Di, Inc. provides IT Temporary Personnel with timesheets that are completed weekly. These timecards are reviewed and signed by the client manager before being submitted to 3Di, Inc. for processing.

If the COUNTY has its summary sheets/timesheets, 3Di will follow the standard procedure adopted by it and submit the Activity Summary and any other required COUNTY documents. As necessary, 3Di's contact person will communicate with the Authorized COUNTY contact person to monitor the performance of the temporary personnel and will function as advised.

3Di's internal Appraisal process is conducted annually in the first quarter of every year by the top management comprising of the CEO, CFO, and the Account Manager. The performance of the employees is evaluated based on the feedback from the Client and various other factors. The employees are encouraged to improve their technical skills and the company offers the appropriate increments. The scope of improvement is discussed, and the employees' inputs are taken.

Employee placement, performance issues, and replacement procedures

Usually, there are three (3) reasons for replacing a resource.

1. Underperformance/illness - Should it be determined that 3Di's contract staff is performing below the requested levels of expertise or for any other reason, 3Di will replace staff immediately, **as per the COUNTY's replacement procedures**. Depending on the position, 3Di usually fills a position with one staff member within a 3 – 5-day period or as required by the COUNTY.
2. Resource takes another Job - If a resource takes up another job and needs to be replaced, 3Di will ensure that proper notice is given, an appropriate replacement will be found with the approval of the COUNTY, and a smooth transition will be ensured.
3. Withdrawing a Resource from a project - If a temporary member of staff needs to be replaced, 3Di will ensure that proper notice is given, an appropriate replacement will be found, and a smooth transition will be ensured.

We offer a competitive rate structure, allowing our clients to consistently enjoy cost savings. 3Di will follow the COUNTY's agreed Conversion and Transition terms.

Employee Retention

Our employees are our biggest strength- we strive to establish genuine rapport and trust with diverse individuals allowing us to successfully network with them in gathering referrals of exceptional candidates. Accordingly, we recognize that our employees are our most valuable resources. Our ability to attract and retain the best talent is the result of Competitive Compensation and Benefits, 401K, Reputation for Stability, Communication, Career Opportunities, Training, Medical Benefits, Employee Relationship Development, Continuous Improvement, and Career development.

We offer our employees a wide variety of technical and interpersonal growth classes by combining various training programs available at our corporation and throughout the community. These include customer-led training, online certifications, 3Di consultant-developed and led training, and vendor-led training.

3Di's Responsibilities

- 3Di will provide qualified personnel matching the required skills after a thorough screening
- 3Di will provide background screening and Drug tests as applicable for the personnel, shortlisted to be hired.
- 3Di will provide the necessary information for reference checks and any other information required relating to the qualified candidates.
- 3Di will respond to the customer's requests promptly
- 3Di will meet the temporary staff driving requirements
- 3Di temporary staff hired will meet the security requirements that include building and access control key cards
- 3Di will provide an Account Executive (single point of contact) during the entire duration of the contract
- The 3Di Account Executive will be available to the customer as per its working hours.

Expectations from the Customer

- 3Di expects the customer to provide complete information on the position to be filled. This includes the job title, Job Description, Minimum required qualifications, duration of the position, any rate restrictions, and other relevant details needed for submitting the resumes.
- 3Di expects the COUNTY to provide the contact information of the hiring manager for the position to be filled.
- 3Di expects the customer to pre-approve any overtime working hours
- 3Di expects the supervisor or project manager to approve the weekly timesheets of the employee promptly.
- 3Di expects the customer to release the payment as per the contract terms and conditions.
- 3Di expects the customer representative or the project supervisor to immediately inform the Account Executive in case of any issues or problems including performance-related.

References

Reference 1	Detail
Reference Company Name:	Information Technology Agency, City of Los Angeles
Company Address:	200 North Main Street, Suite 1400, Los Angeles, CA 90012
Type of Industry:	Government Agency
Contact Name:	Eduardo Magos, ITA Information Systems Manager
Contact Phone Number:	213 258-9161
Contact Email Address:	Eduardo.magos@lacity.org
Description of Services Provided:	<p>Los Angeles 311 Application, Portal & Mobile Application As a part of the 311 project, the following applications were developed and deployed on the OFMW platform:</p> <ul style="list-style-type: none"> • MyLA311 Portal for Constituents and City Staff • Sanitation Portal for Constituents and City Staff • MyLA311 Native Mobile Application for Android and iOS • SANSTAR application used by Sanitation staff for Service Request fulfillment in field <p><i>MyLA311 Portal, Sanitation Portal and MyLA311 Native Mobile application are High Value Applications.</i> Provided 6-8 IT Consultants</p>
Date of Services	7/29/2013 – Present

Reference 2	Detail
Reference Company Name:	Los Angeles Housing Department
Company Address:	1200 West 7th Street, 1st Floor, Los Angeles, CA 90017
Type of Industry:	Government Agency
Contact Name:	Kim Ly, Director of Systems
Contact Phone Number:	213 808-8493
Contact Email Address:	Kim.Ly@lacity.org
Description of Services Provided:	<p>Multiple Projects - HCIDLA Public Websites Accessibility and Website Development, CCRIS/ BIMS/ RENT / Rent Escrow Account Program (REAP) system, HIMS, NSP, Housing Development projects 3Di team developed, deployed, maintained, and supported various projects that include CCRIS, BIMS, RENT, REAP, HIMS, NSP applications. 3Di's team also provided development of Content Managed Multilingual website. Redesigned and created WCAG 2.1 compliant department website using WordPress as CMS. Restructuring the website, improved user experience, and search capabilities. Engaged a qualified Web accessibility specialist to conduct an Assessment of HCIDLA Public facing websites and documents available from those websites (PDF, Word Document). Delivered assessment report summarizing details of violations and recommendations to ADA, WCAG 2.1 Level AA. Enhanced all eight HCIDLA's public facing websites to comply with ADA, WCAG 2.1 Level AA with additional accessibility and usability features found during the assessment. Implemented standard Header and Footer for all public facing sites to provide a similar look and feel. Migrated data to the new applications developed. Provided 10-12 IT Consultants</p>

Date of Services	08/2008 – Till Date
------------------	---------------------

Reference 3	Detail
Reference Company Name:	El Paso County, CO
Company Address:	325 S. Cascade Ave., Colorado Springs, CO 80903
Type of Industry:	Government Agency
Contact Name:	Jeff Eckhart - CIO
Contact Phone Number:	719-520-6346
Contact Email Address:	jeffeckhart@elpasoco.com
Description of Services Provided:	<p>Multiple Projects – EPC Citizen Connect, Employee Portal, Mobile App, Portal Web Application, Taxation Certificate Application, Intranet Portal</p> <p>Details: Design and develop the County’s Intranet Portal and the Clerk to Board Agenda Management System, DBA support.</p> <p>EPC Citizen Connect - EPC Citizen Connect is an implementation of 3Di NexGen311 solution for the County of El Paso, CO. In addition to the usual 311 type service requests, EPC Citizen Connect also includes features for the County Registrar (e.g., find polling booth), County Assessor and County Public Works. EPC Citizen Connect is integrated with the County’s ERP system (JD Edwards), which is used by the County as a work order management system. We also integrated the County’s IDM and ESRI GIS.</p> <p>Currently Ongoing Support & Maintenance & Enhancements</p> <p><u>Projects:</u></p> <ul style="list-style-type: none"> • Web Center Suite Plus – Employee Portal, Employee Mobile App • Service Request Prototype • TEAM Contract Management Portal • Citizen Engagement • Assessor Business Requirements • Portal Web Application • Web Center Content Interfaces • Identity Management Configuration • Taxation Certificate Application <p>Provided 6-8 IT Consultants</p>
Date of Services	10/2014 – Till Date

Reference 4	Detail
Reference Company Name:	Los Angeles Fire Department (LAFD)
Company Address:	200 N. Main St., Rm. 1720-CHE, Los Angeles, CA 90012
Type of Industry:	Government Agency
Contact Name:	Carr Oduro, Sr. Systems Analyst
Contact Phone Number:	213-922-7761
Contact Email Address:	Carr.oduro@lacity.org
Description of Services Provided:	<p>Software Development Services</p> <p>Details: 3Di projects include NGBrush Project. The system basically consists of 4 modules that has provisions for Customers, Employees, Contractors, and an iPad application for inspections. The customer has an option to OptOut for current year using APN and PIN on the portal, while the Employee can directly view and manage the APNs within a fire district area. Contractors can view their assignments and can manage</p>

	<p>them, while the Brush Inspector can inspect the fire area and can manage status of each APN within the app which is managed on the server.</p> <ul style="list-style-type: none"> • 3Di leveraged accelerators on 3Di Engage platform to build Plan check and Inspection systems (known as FIMS) for their Dev services division. • FIMS is a unified portal for Customers (Developers and Owners), Plan checkers and Inspectors. • FIMS allows customers to apply for a permit, request inspection once the permit is issued and pay for plan check, permit, and inspection from any device with browser, Desktop, Tablet and/or mobile phones. • Plan checkers can review application, plans, determine fees and issue permits. This system is integrated with LADBS's ePlanLA system that allows collaboration between these 2 departments. • Inspectors can process all inspection requests and/or self-schedule inspections through portal or the field application. A native iOS field application has offline support mode. <p>3Di works with LAFD Development Services division in a Maintain, Operate and Develop mode of the program that is responsible for their permit issuances and field inspections. This is a long running project of over 4 years. 3Di teams work with the LAFD MIS and business teams on a SCRUM based 3-week SPRINT cycle for this program. The application has multiple components that have immediate re-use potential for this RFP.</p> <ul style="list-style-type: none"> • Multi-functional role-based project scheduler that is used for to schedule, assign inspections across the inspector community. • iOS Field device app enabling inspectors to perform inspections easier, and report actual hours spent in the activity. • Ability to customize and enhance the scheduler to include resource management for multiple FIRE projects. • Ability to integrate the actual project task hours into CRM based HR/Payroll systems. <p>Year-round compliance program taking care of Fire prevention services across the LAFD brush inventory.</p> <ul style="list-style-type: none"> • 3Di Manages the VMS3 Program for the LAFD Brush unit. This program is responsible for all preventive inspection activities done across the LAFD very high fire zone brush inventory. All Year-round compliance is of critical importance to contain any occurrences of brush fires. • VMS3 support across multiple platforms and devices on Windows and iOS • Ability to work offline without internet connectivity and upload data when connectivity is restored. • Resource and personnel management with the ability to dynamically assign areas, teams to various fire team leads and captains. • Integration with the city-wide FMS to invoice end property owners for non-compliances year-round and pay contractor invoices for clearances. <p>Provided 4-6 IT Consultants</p>
Date of Services	03/2017 – 02/2020, Project extended and current

Overview of Benefits to the County

- 3Di offers a competitive rate structure, allowing SCRRA to consistently enjoy cost savings.
- 3Di has experience in providing appropriate resources for both T&M as well as Fixed priced projects.
- 3Di point of contacts will be available 24X7 to SCRRA to any communication request including contract related issues and will promptly respond within the stipulated time.
- 3Di has experience in working with government agencies and is especially qualified for this contract. 3Di has the experience of holding similar Master Contracts/Agreements with several government agencies like Douglas County School District (CO), Los Angeles Unified School District (LAUSD), City of Los Angeles Information Technology Agency (ITA), the County of Los Angeles, City of Los Angeles Bureau of Sanitation (LASAN), City of Los Angeles Housing and Community Investment Department (HCIDLA), Los Angeles World Airports, the State of California (CMAS Contract), City of Seattle, City of Las Vegas, El Paso County (CO), Boulder County (CO), Jefferson County Public Schools (CO), UNLV, The State of WA, United States General Services Administration (GSA – Schedule 70) and others.
- 3Di has worked extensively with various governmental agencies and has gained a deep knowledge of the public sector domain.
- 3Di has worked extensively in the public and private sector to provide consulting services and staffing resources in Systems Programming and Maintenance, QA & IT Support, Application Development, Web/Portal architect design and implementation, web-based database development, Infrastructure Deployment & Support and Project Management.
- 3Di has an extensive database of fully screened, interviewed and qualified consultants to fill the positions as elicited in the RFP.
- 3Di has a proven, 27-plus year record of successfully providing IT contract personnel to government and private agencies.