



County of Hawaii
Finance Purchasing Division
Diane Nakagawa, Director
25 Aupuni Street, Suite 1101, Hilo, HI 96720

[THE WRITE CONSULTING GROUP, LLC] RESPONSE DOCUMENT REPORT

GEN No. PS 26-0172

PRE-AWARD AND POST-AWARD PROJECT MANAGEMENT SERVICES FOR FEMA HAZARD MITIGATION GRANT
PROGRAM SUBAWARD NO. FM-5404-001-001R, COMMUNITY FUELS REDUCTION AND DEFENSIBLE SPACE
PROJECT, PHASE 1

RESPONSE DEADLINE: April 24, 2026 at 4:00 pm

Report Generated: Tuesday, April 28, 2026

The Write Consulting Group, LLC Response

CONTACT INFORMATION

Company:

The Write Consulting Group, LLC

Email:

antionetta@thewriteconsulting.com

Contact:

Antionetta Kelley

Address:

2355 Ala Wai Blvd

Suite 204

Honolulu, HI 96815

Phone:

(202) 271-0744

Website:

<https://www.thewriteconsulting.com>

Submission Date:

Apr 24, 2026 11:46 AM (Hawaii Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Proposal Requirements*

Did you read through and confirm that you met all of the proposal requirements including the sections:

- A. General Conditions
- B. Special Provisions and Specifications

Yes

2. Proposal (without Cost Proposal)*

Please Upload your COMPLETE Proposal here. Upload fee proposal separately in the next step.

The_Write_Consulting_Group_Technical_Proposal.pdf

3. Separate Cost Proposal*

Confirm that your fee proposal is not attached in your Proposal and is attached separately here.

The_Write_Consulting_Group_Cost_Proposal.pdf



The Write Consulting Group, LLC

Antionetta Kelley, M.Ed., Founder & Principal | 2355 Ala Wai Blvd., Suite 204, Honolulu, HI 96815
antionetta@thewriteconsulting.com | (202) 271-0744

April 24, 2026

County of Hawai'i
Attn: Diane Nakagawa, Director of Finance
25 Aupuni Street, Suite 2103
Hilo, HI 96720

Introductory Letter

Dear Evaluation Committee,

The Write Consulting Group, LLC is pleased to submit this proposal in response to PS 26-0172 for Pre-Award and Post-Award Project Management Services for FEMA Hazard Mitigation Grant Program (HMGP) Subaward No. FM-5404-001-001R, Community Fuels Reduction and Defensible Space Project, Phase 1. We understand that the County of Hawai'i is seeking a capable grant management and project management partner to help plan, coordinate, document, and administer a FEMA-funded six-month Phase 1 project in compliance with County procurement requirements, HI-EMA requirements, FEMA program guidance, 2 CFR 200, and applicable state and federal regulations.

Founded in 2019, The Write Consulting Group is a grant writing and award management firm that provides end-to-end support across the full grant lifecycle. Over the past seven years, our team has secured and managed more than \$10 million in public and private funding for nonprofit organizations and public-interest programs nationwide. Our experience includes federal award administration, budget and expenditure tracking, contractor and partner coordination, performance and financial reporting, documentation management, scope and budget modifications, and closeout support.

Our team is particularly well-suited for this assignment because the County's scope requires both disciplined project management and practical grant administration. We will support affected communities and landowners/land managers, coordinate procurement planning for fuels mitigation services, track actual costs and in-kind match documentation, maintain voluntary compliance evidence, support permit and environmental documentation, and report project and grant status to the County, HFD, HI-EMA, and FEMA as required.

The firm operates virtually from Honolulu, Hawai'i and maintains business registrations in Washington, DC and Hawai'i. We do not anticipate the use of subcontractors for this engagement. The key personnel identified in this proposal are available to perform the work and are prepared to begin promptly upon Notice to Proceed.

References include:



Organization	Point of Contact	Phone / Email
Blue Umbrella Strategies	Kaylan Martin, MBA, Founder & Principal	(240) 825-9340 kaylan@bustrategies.com
Bunifu Learning	Jennifer Dunn, MA, Co-Founder and Co-CEO	(703) 655-8488 jdunn@bunifuelearning.com
Bowie Business Innovation Center	Angie Duncanson, MA, Former Project Manager	(301) 974-2202 angie39@comcast.net
The Wiltrust Group	Ernest Williams, MPRE, Principal	(202) 656-8505 ernest@wiltrust.com
DC Small Business Development Center	Charles Motte, MBA, PMP, Associate Director	(301) 775-4056 charles.motte@howard.edu

We appreciate the County's time and consideration and welcome the opportunity to support this important community wildfire mitigation effort.

Respectfully,

Antionetta Kelley, M.Ed.
 Founder & Principal, The Write Consulting Group



1) Experience and Professional Qualifications Relevant to the Project

The Write Consulting Group offers a senior, hands-on team with experience managing federally-funded projects that require clear planning, cost control, documentation discipline, stakeholder coordination, and compliance with federal reporting requirements. Our work aligns directly with the County’s need for project planning, community coordination, procurement support, grant fund management, cost documentation, and audit-ready records for a FEMA HMGP-funded project.

We understand that Phase 1 includes fuels reduction and defensible space planning in multiple Hawai‘i Island communities, including Waimea, Waikoloa, Waiki‘i, Pa‘auilo, Honoka‘a, Parker Ranch, DHHL Puukapu Farm lots, Kamuela View Estates, Kanehoa Subdivision, Anekona Estates, Waiki‘i Ranch, and Waikoloa Village. Our team will bring a structured yet practical approach to managing this work across communities, landowners/land managers, contractors, County staff, HFD, HI-EMA, and FEMA reporting channels.

Direct Alignment with Scope of Services

RFP Scope Requirement	Our Relevant Capability / Response
Project planning and affected community meetings	Facilitate kickoff and planning meetings, document needs, establish project charters/workplans, assign action items, and maintain milestone tracking.
Constant communication with communities and HFD	Implement a communications cadence with meeting notes, status updates, action-item logs, issue escalation, and executive summaries.
Voluntary compliance evidence from property owners	Create and maintain a voluntary compliance evidence tracker, document owner/resident participation status, and maintain an exclusion procedure for non-participating residents.
Work with landowners/land managers and identify vegetation removal areas	Coordinate planning discussions, document property-specific needs, maintain maps/notes/photos provided by field teams, and organize decision records.
Procurement support for tree trimming, brush abatement, chipper/mulcher, hauling, and heavy equipment	Support scope definition, cost reasonableness documentation, vendor/contractor tracking, procurement package control, and contract file organization consistent with County and federal requirements.
Actual cost identification and grant fund management	Track budgets, expenditures, contracts, invoices, financial statements, management costs, and in-kind match documentation in an audit-ready cost



	ledger.
Permits and environmental compliance	Maintain a permit/environmental requirements checklist, track responsible parties and approvals, and escalate gaps before work proceeds.
Reporting back to FEMA via HFD and HI-EMA	Prepare status summaries, performance reporting inputs, financial documentation packages, and closeout-ready records for County review and submission.

Project Leadership and Team Composition

Antionetta Kelley, M.Ed., Founder and Principal, will serve as Principal-in-Charge and provide strategic oversight, compliance monitoring, County coordination, and final review of all deliverables. Ms. Kelley has more than 15 years of experience managing federal, state, local, and private awards, including awards from the U.S. Small Business Administration, U.S. Department of Labor, and U.S. Department of Veterans Affairs. Her experience includes spearheading kickoff meetings, developing compliant scope of work and budget modification requests, crafting routine financial and performance reports, subrecipient oversight, managing funder site visits, and maintaining audit-ready filing systems.

Team Member	Role	Relevant Qualifications	Primary Responsibilities
Antionetta Kelley, M.Ed.	Principal-in-Charge	15+ years in grant writing/management; managed multi-year federal awards; Shipley-trained federal proposal expertise.	Final compliance review; County/HFD interface; senior oversight; issue escalation; deliverable approval.
Desirée Horsey, MBA, PMP, CSCP	Senior Program Manager	20+ years in project/program management; PMP and CSCP; managed global programs, procurement, vendors, budgets, performance dashboards, risk, change control, and compliance-oriented documentation. Experienced in budgets exceeding	Grant administration support; compliance tracking; procurement coordination; cost/in-kind documentation; status reporting; risk/issue tracking.



		\$4M.	
Crystal DuBose, CAPM	Senior Project Manager	Experience supporting federal programs for Treasury, DoD, and CMS; tracking contracts, records, audit and compliance documentation.	Documentation control; contract and record tracking; compliance file support; reporting package support.

Reporting Responsibilities and Management Structure

The Write Consulting Group will operate under a clear management structure designed for accountability and fast communication. The Principal-in-Charge will remain accountable for contract performance and final deliverable review. The Senior Program Manager will oversee compliance, financial documentation, procurement tracking, in-kind match documentation, FEMA/HI-EMA reporting inputs, and audit-ready records. The Senior Project Manager will manage day-to-day coordination, community and stakeholder communications, meeting notes, schedule tracking, document collection, and follow-up on assigned actions.

Because we do not anticipate using subcontractors, all work will remain within our internal team. This reduces coordination risk, maintains direct accountability, and allows the County to work with the same named personnel throughout the engagement. Any change in key personnel would be submitted to the County for written approval, consistent with the RFP requirements.

2) Past Performance on Projects of Similar Scope

Our past performance demonstrates strong cost control, compliance management, schedule discipline, financial and performance reporting, partner coordination, and documentation practices. While no prior project is identical to the County’s wildfire mitigation scope, our federal grant administration and project management work is directly relevant to the management demands of this project. This includes coordinating multiple stakeholders, monitoring federal funding guidelines, documenting costs, reporting deliverables, scope adjustments, and audit readiness.

Bowie Business Innovation Center - 8(a) Center of Excellence

Funding Source	U.S. Small Business Administration
Original / Final Contract Amount	\$3M / \$3M
Original / Final Contract Period	Aug. 2022 - Sept. 2027 / Aug. 2022 - Sept. 2027
Point of Contact	Angie Duncanson, Former Program Manager (301) 974-2202
Services / Similarity to Scope	Administration of a multi-year \$3M federal award; expenditure tracking, deliverable



	monitoring, monthly performance and financial reports, budget and scope modifications, compliance documentation, and audit-ready filing systems.
Performance Summary	Completed within required reporting timeframes; maintained cost control through budget tracking and deliverable review; maintained documentation for compliance and audit readiness.

Urban Alliance Foundation - Workforce Development Initiative

Funding Source	U.S. Department of Labor / private funders
Original / Final Contract Amount	\$2.5M / \$2.5M
Original / Final Contract Period	May 2024 - Jan. 2025 / May 2024 - Jan. 2025
Point of Contact	Nikki Brooks (216) 650-6494
Services / Similarity to Scope	Grant management and reporting support; budget tracking, coordination with program staff, required reports, documentation, scope adjustments, and budget realignment support completed within required timelines.
Performance Summary	Completed within required reporting timeframes; maintained cost control through budget tracking and deliverable review; maintained documentation for compliance and audit readiness.

Greater Washington Urban League - Entrepreneurship Training

Funding Source	D.C. Department of Employment Services
Original / Final Contract Amount	\$250,000 / \$250,000
Original / Final Contract Period	Jan. 2018 - Dec. 2020 / Jan. 2018 - Dec. 2020
Point of Contact	Kimberly Corbin (202) 904-9456
Services / Similarity to Scope	Project schedule, recruitment, partner coordination, curriculum support, monthly performance reports, invoices, leadership meetings, and on-time/on-budget delivery.



Performance Summary	Completed within required reporting timeframes; maintained cost control through budget tracking and deliverable review; maintained documentation for compliance and audit readiness.
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Cost Control, Quality, and Schedule Performance

Our internal controls emphasize cost reasonableness, expenditure tracking, schedule visibility, and timely documentation. We use budget-to-actual review, procurement files, invoice/payment logs, deliverable checklists, and status reporting to ensure project activities remain aligned with approved scope, budget, and schedule. When scope or budget adjustments are needed, we document the rationale, obtain appropriate approval, and maintain a clear change history.

Relevant project leadership experience across our team includes managing multi-million-dollar programs, vendor selection processes, dashboards, performance monitoring, risk management, and corrective action systems. This background strengthens our ability to manage the County’s six-month schedule and the detailed documentation required for FEMA, HI-EMA, HFD, and County review.

Corrective Actions, Federal Fund Participation, and Compliance History

The Write Consulting Group has not had formal findings related to material certification or non-participation of federal funds on projects managed by our team. Our compliance approach is preventative: establish requirements early, document work as it occurs, track decisions and approvals, conduct periodic file reviews, and escalate any gap before it becomes a finding. If a corrective action is ever required, we will document the root cause, responsible party, required resolution, due date, evidence of completion, and final approval in a corrective action log.

Supporting documentation included or recommended for the Appendix: daily time and effort log, sample budget realignment/modification request, sample status report, cost/in-kind tracking ledger template, action-item log template, procurement tracker, and compliance checklist.

3) Capacity to Accomplish the Work in the Required Time with Sufficient and Knowledgeable Staff

The Write Consulting Group has the staff, structure, and management approach to complete the work within six months of Notice to Proceed. We are not assembling a team after award; the named personnel in this proposal are available to support the County’s project. Our four-person senior team provides coverage across grant compliance, project management, stakeholder coordination, documentation, procurement tracking, and reporting.

Staffing Capacity and Availability

The proposed staffing model gives the County both senior oversight and day-to-day execution capacity. The Principal-in-Charge will provide final review and high-level client coordination. The Senior Program Manager will manage grant compliance and documentation controls. The Senior Project Manager will coordinate schedules, meetings, follow-up, stakeholder communications, and documentation collection. This structure keeps the work moving while maintaining a compliance lens on all expenditures, contracts, deliverables, and records.



We do not propose to use subcontractors. Keeping the work in-house allows our team to maintain quality control, reduce communication delays, and ensure consistent documentation standards from kickoff through closeout.

Six-Month Execution Plan

Phase / Timing	Primary Activities	Key Outputs
Mobilization: Weeks 1-2	Kickoff with County/HFD; confirm scope, reporting channels, stakeholders, document repository, risk register, communications cadence, and procurement path.	Project charter/workplan; RACI; schedule; communications plan; document control structure; initial risk register.
Community and Landowner Planning: Weeks 2-8	Support planning meetings; document needs; maintain voluntary compliance evidence; identify non-participation procedure; organize property/area information.	Meeting notes; action-item log; property/participation tracker; needs summary; decision log.
Procurement and Cost Planning: Weeks 4-12	Define contractor needs; support cost identification; maintain procurement tracker; organize vendor/contract documentation.	Procurement tracker; cost estimate log; contract file checklist; cost reasonableness support.
Implementation Coordination: Weeks 8-22	Coordinate status updates; track permits/environmental requirements; monitor contractor/vendor progress; track in-kind man-hours and financial documents.	Status reports; permit/environmental checklist; in-kind ledger; financial/contract documentation; issue log.
Reporting and Closeout Readiness: Weeks 20-26	Compile documentation; reconcile costs and match; support FEMA/HI-EMA/HFD reporting; conduct file review and closeout readiness check.	Final reporting package; cost documentation file; closeout checklist; lessons learned / debrief notes.

Hawai‘i Experience

We have supported work in Hawai‘i and understand the importance of trust, local context, respectful communication, and alignment with community priorities. Our recent work with Kōkua Kalihi Valley Comprehensive Family Services in Honolulu focused on funding strategy and program support tied to food access and community health.



Project	Location	Project Type	Duration
Kōkua Kalihi Valley - Farm to School Initiative	Honolulu, HI	Grant Writing and Program Support	Aug. 2025 - Dec. 2025

Federal Compliance and Match Documentation Capacity

This project requires disciplined handling of federal funds, management costs, and a 25% non-federal local match through in-kind services. We will maintain an in-kind match ledger that captures eligible activity, responsible party, date, description, hours, rate or valuation basis, supporting evidence, and approval status. We will align documentation with reasonable, allowable, and allocable standard and maintain a file structure that supports review by the County, HFD, HI-EMA, and FEMA.

The team will also maintain contract and financial documentation for vendor work, including estimates, procurement records, contracts, invoices, payment documentation, cost summaries, and change records. This will support grant management, program management cost reimbursement documentation, and final closeout readiness.

4) Innovative or Alternative Methods and Anticipated Concepts for Furnishing the Required Services

Our method is practical, transparent, and designed to prevent the common issues that slow federally funded projects: unclear roles, scattered documentation, late cost tracking, procurement gaps, weak participation records, and incomplete closeout files. We will establish a simple but rigorous project control system that gives the County visibility into status, risks, decisions, costs, match documentation, and outstanding actions.

Proposed Management Concepts

- **One-page project control dashboard:** A concise dashboard showing schedule status, upcoming milestones, risks/issues, procurement status, permits/environmental items, cost status, and documentation gaps.
- **RACI-based accountability:** A responsibility matrix identifying who is responsible, accountable, consulted, and informed for planning meetings, landowner coordination, procurement steps, cost tracking, in-kind documentation, reporting, and closeout tasks.
- **Compliance-first document repository:** A centralized file structure organized by scope area, procurement, contracts, invoices, in-kind match, permits/environmental, voluntary compliance evidence, reports, and closeout.
- **Voluntary compliance and non-participation tracking:** A participation tracker to record owner/resident status, evidence received, follow-up needs, and excluded/non-participating residents consistent with the County’s procedure.
- **In-kind cost tracking discipline:** A daily time and effort/man-hour log tied to the non-federal match requirement, with review checkpoints before reporting periods close.
- **Procurement readiness checklist:** A checklist to confirm scope, cost basis, vendor requirements, federal terms, conflict/debarment considerations, and documentation before procurement files are finalized.



- **Closeout-ready from day one:** Monthly file reviews to ensure that financial statements, contracts, reports, meeting notes, status updates, approvals, and evidence are complete before final closeout.

Quality Assurance and Risk Escalation

We will use a two-level quality review process. The Senior Program Manager will conduct first-level review for completeness, formatting, and support documentation. The Senior Project Manager will review compliance alignment, financial documentation, match tracking, procurement records, and reporting inputs. The Principal-in-Charge will conduct final review of major deliverables and any submission-ready package.

Risks will be documented in a risk and issue log that identifies the issue, impact, owner, due date, mitigation plan, and status. Any compliance risk, late deliverable, missing documentation, procurement concern, or unresolved stakeholder issue will be escalated to the Principal-in-Charge and County/HFD point of contact promptly, with recommended corrective actions.

KEY PERSONNEL RESUMES

ANTIONETTA KELLEY, M.ED.

Honolulu, HI

(202) 271.0744 | antionetta@thewriteconsulting.com

SUMMARY

Shipley-certified, resourceful, results-driven, and reliable Grant Manager/Writer with over 15 years of experience crafting compelling proposals and managing large, complex grants from federal, state/local, and private funders. Successfully managed several multi-million-dollar, multi-year, and multi-regional federal and state/local grants for national nonprofit organizations. Highly experienced and knowledgeable about the end-to-end grant management life cycle, including prospect research, pipeline development, narrative crafting, submission/tracking, and post-award management. Adaptable troubleshooter who consistently implements the proper solutions to address anticipated *and* unforeseen challenges.

RELATED WORK EXPERIENCE

The Write Consulting Group, LLC
Founder & Principal

November 2019 – Present

Selected Clients & Engagements:

Kōkua Kalihi Valley Comprehensive Family Services (Honolulu, HI)

- Provided grant writing and funding strategy support for community-based health and food access initiatives
- Supported program alignment and proposal development for local and federal funding opportunities

Bowie Business Innovation Center (Bowie, MD)

- Managed a \$3M U.S. Small Business Administration award, overseeing reporting, compliance, and performance tracking
- Supported budget monitoring and scope modifications to maintain alignment with federal requirements
- Developed reporting systems and documentation processes to ensure audit readiness

Urban Alliance Foundation (Washington, DC)

- Managed a \$2.5M U.S. Department of Labor-funded workforce development programs, including reporting, coordination, and budget tracking
- Supported scope adjustments and budget realignments to maintain compliance and program continuity

Boys & Girls Clubs of Greater Washington (Washington, DC)

- Supported application of a FEMA Nonprofit Security Grant Program award (\$2.5M)
- Managed a \$4.5M grant portfolio consisting of state/local + federal agencies and private foundations, including stewardship and tracking efforts in Raiser's Edge and SharePoint
- Tracked expenditures, prepared reports, maintained documentation, and supported compliance with federal guidelines

The Veteran Group (Arlington, VA)

- Developed federal proposals and managed a \$600,000 U.S. Department of Veterans Affairs contract

Greater Washington Urban League (Washington DC)

- Secured and supported implementation of workforce and entrepreneurship grants valued at \$500,000

EDUCATION

Harvard Graduate School of Education, Cambridge, MA

Field of Study: Master of Education, Education Policy and Management; Cum Laude

Degree Received May 2014

Smith College, Northampton, MA

Field of Study: Bachelor of Arts, American Government Major, Spanish Minor; Cum Laude

Degree Received May 2011

CERTIFICATIONS

Shipley Associates, Washington, DC
Winning Federal Proposals

March 2024

University of the District of Columbia, Washington, DC
Advanced Grant Proposal Writing

August 2020

DESIRÉE DOMINIQUE HORSEY, MBA, PMP, CSCP

Phoenix, AZ | desireehorsey@gmail.com | 480.621.0466 | linkedin.com/in/desireehorsey

SENIOR PROJECT MANAGER | GRANT COMPLIANCE & PROGRAM MANAGEMENT

Results-driven Senior Project Manager with 20+ years of experience leading complex, multi-site programs, **vendor coordination, procurement support, budget oversight, compliance-oriented documentation, risk management, and performance reporting.** Proven ability to manage **regulated and federal-adjacent environments**, strengthen operational controls, maintain audit-ready records, and deliver measurable improvements across **cost, schedule, quality, and stakeholder alignment.**

CORE COMPETENCIES

Project Planning & Execution | Federal Grant/RFP Documentation Support | Compliance & Audit-Ready Records | Budget Tracking & Cost Control | Procurement, RFQ/RFP & Vendor Management | Risk, Issue & Corrective Action Management | Stakeholder Coordination | Performance Reporting | Change Control | Process Improvement | Team Building & Leadership | Staffing & Resource Management

PROFESSIONAL EXPERIENCE

AI Consultant | Technical Project Manager | *Independent Consulting, 2017-Present*

- Lead consulting, proposal, training, and business improvement projects; manage **scope, milestones, deliverables, documentation, and client communications.**
- Support **proposal development, grant writing, SBIR/STTR proposal preparation, RFP responses, technical documentation, and funding narratives** for grants, investors, and corporate sponsorships.
- Design structured **project plans, reporting workflows, implementation roadmaps, and automation solutions** that improve accountability, documentation consistency, and operational efficiency.

Chief Operations Officer | Program Manager | *Nomadic Systems Corporation, 2019-2024*

- Led program and operations initiatives across engineering, software development, sales, marketing, and research, including **technology roadmap development aligned with strategic business goals.**
- Created **KPI dashboards and reporting processes** to monitor operations, program progress, risks, issues, and corrective actions; supervised requirements, functional specifications, and UAT documentation, reducing UAT defects by **30%.**
- Managed vendor, partner, client, and team relationships, contributing to a **15% increase in customer retention** and a **10% improvement in team retention.**

Integrated Supply Chain IT Program Manager / IT Manager | *Honeywell International, 2004-2016*

- Managed infrastructure, software, and business process improvement programs supporting **30+ aerospace facilities worldwide**; coordinated IT, supply chain, manufacturing, quality, engineering, vendors, and executive stakeholders.
- Led **project planning, budget justification, risk management, change control, requirements development, vendor coordination, and performance monitoring** to meet scope, schedule, budget, and quality standards.
- Managed **supplier selection processes**, including **RFQs/RFPs**, supplier response reviews, proposal evaluations, negotiations, recommendations, and contract terms.
- Deployed digital dashboards to improve real-time visibility, work prioritization, and corrective actions, generating **\$800K+ in annual savings**; improved on-time project delivery to **90%.**
- Led manufacturing execution system implementation that strengthened root cause analysis, reduced process variation, and generated **\$3M in annual operating income savings** and a **\$2.5M working capital reduction.**
- Reduced cycle time by **35%** using **Lean Manufacturing and Six Sigma methods** to streamline purchase order capture, transformation, and distribution processes.
- Managed IT operations, staffing, forecasting, and planning with responsibility for a **\$4.2M operating budget**; supported compliance initiatives including **records retention, FAA-related compliance, ITAR-related work, security remediation, and business process controls.**

EDUCATION & CERTIFICATIONS

MBA, University of Maryland | **MS, Computer Systems and Technology Management**, University of Maryland | **BS, Electrical and Computer Engineering**, Drexel University | **Project Management Professional (PMP)** | Certified Supply Chain Professional (CSCP) | **Six Sigma Green Belt** | Design for Six Sigma

CRYSTAL DUBOSE

Grayson, Georgia cdubose523@icloud.com |
240-633-9087

Security Clearance: Secret (Active)

PROFESSIONAL SUMMARY

A dynamic Program Management and Human Resources professional with more than 15 years of experience in supporting programs across both federal government and private sectors.

PROFESSIONAL EXPERIENCE

HR Onboarding Specialist / Senior Program Analyst

J3 Consulting LLC – U.S. Department of Treasury (Remote) | May 2024 – April 2025

- Led the Cybersecurity onboarding program and managed security clearances for over 400 personnel.
- Designed and implemented onboarding workflows, SOPs, and pilot HR applications.
- Successfully completed more than 200 Cybersecurity financial statements and contracts.
- Managed employee lifecycle tracking and engagement metrics using HR systems.
- Delivered actionable insights and risk mitigation strategies for system enhancements.

Project Manager

T-Rex Solutions – U.S. Department of Defense, Bethesda, MD | Nov 2022 – Apr 2024

- Managed operational and executive support for federal contracts.
- Cleared a backlog of over 100 security clearance cases in less than 30 days.
- Developed standard operating procedures (SOPs) and enhanced role clarity through updated position descriptions.

Portfolio Project Manager

Centers for Medicare & Medicaid Services (CMS), Bethesda, MD | May 2015 – Aug 2023

- Oversaw ACA financial portfolios, collaborating with finance teams to allocate over \$100M.
- Assisted in the implementation of new IT systems for financial and program analysis.

EDUCATION & CERTIFICATIONS

- Certified Associate in Project Management (CAPM) – June 2025
- eCornell University – Business Management, 2020
- Atlantic Cape Community College – A.A. in Social Work, 2001

**SAMPLE DOCUMENTS FROM
PREVIOUS PROJECTS**

July 5, 2024

NAME REDACTED
Grants Management Specialist
Office of Grants Management
409 3rd Street, SW
Washington, DC 20416

RE: No-Cost Extension Request for Small Business Association SBA-Funded Community Project
Grant No. REDACTED

Dear REDACTED,

The REDACTED is requesting a no-cost extension of the SBA-funded FY22 Community Projects Grant No. REDACTED from 8/31/2025 to 8/31/2027 (an additional two years). This grant has been funded for \$3,000,000, with no matching funds requirements.

Enclosed please find an explanation for the intended activities.

Please do not hesitate to contact me if you have any questions or concerns. We thank you for considering this request.

Sincerely,

REDACTED, Executive Director

I. No-Cost Extension Explanation

The below budget modification for FY22 Community Projects Grant No. REDACTED was approved by the SBA on May 7, 2024. In summary, REDACTED spent less on salaries and fringe than anticipated, and requested to reallocate the surplus of \$261,663 to contractual services. In addition, Year 1 was dedicated to pre-development work that allowed REDACTED to establish the proper infrastructure and professional services needed to properly manage the grant. Furthermore, REDACTED’s subcontractor, REDACTED, executed its subcontract agreement with REDACTED for this project on November 8, 2023. Due to the delay in engagement and the aggressive timeline to complete the required activities and deliverables, REDACTED is requesting a two (2) year no-cost extension on the REDACTED contract.

Updated Budget as of May 7, 2024:

Category	Approved Budget	Net Change	Revised Budget
Personnel	\$1,127,244.00	\$-85,570.00	\$1,041,674.00
Fringe Benefits	\$272,813.00	\$-176,093.00	\$96,720.00
Travel	\$112,500.00	\$0.00	\$112,500.00
Equipment	\$4,900.00	\$0.00	\$4,900.00
Supplies	\$21,451.00	\$0.00	\$21,451.00
Contractual	\$1,050,000.00	\$261,663.00	\$1,311,663.00
Other	\$59,221.00	\$0.00	\$59,221.00
Total Direct	\$2,648,129.00	\$0.00	\$2,648,129.00
Indirect Costs	\$351,871.00	\$0.00	\$351,871.00
Total Budget	\$3,000,000.00	\$0	\$3,000,000.00

For this no-cost extension request, REDACTED is requesting to use its anticipated surplus of **\$1,201,130.10** for two additional years. The surplus will be used to an additional 100 8(a) firms on federal procurement. In addition, the REDACTED Program will continue to provide coaching services to assist Tier 2 8(a) firms with developing procurement capture strategies, proposal development, and access to subject matter experts.



U.S. Small Business Administration

Office of Grants Management
 409 3rd Street SW
 Washington, DC 20416

Budget Realignment Request Form

Date: July 15, 2024

Dear Office of Grants Management:

The REDACTED would like to request a budget realignment request for grant number REDACTED to transfer 60% of REDACTED’S travel budget to REDACTED. The total amount budgeted for travel is \$112,500.00 and we are requesting to transfer \$67,500.00 to REDACTED so they can coordinate their own travel arrangements. Please see transfer breakdown below:

Total Budget

Category	Amount
Personnel	\$1,041,674.00
Fringe Benefits	\$96,720.00
Travel	\$112,500.00
Equipment	\$4,900.00
Supplies	\$21,451.00
Contractual	\$1,311,663.00
Other	\$59,221.00
Total Direct	\$2,648,129.00
Indirect Costs	\$351,871.00
Total Budget	\$3,000,000.00

REDACTED’s Budget

Category	Approved Budget	Net Change	Revised Budget
Personnel	\$637,107.00	\$0.00	\$637,107.00
Fringe Benefits	\$40,710.00	\$0.00	\$40,710.00
Travel	\$112,500.00	-\$67,500.00	\$45,000.00
Equipment	\$4,900.00	\$0.00	\$4,900.00
Supplies	\$21,451.00	\$0.00	\$21,451.00
Contractual	\$1,251,663.00	\$0.00	\$1,251,663.00
Other	\$59,221.00	\$0.00	\$59,221.00
Total Direct	\$2,127,552	\$0.00	\$2,060,052.00
Indirect Costs	\$93,948.00	\$0.00	\$93,948.00
Total Budget	\$2,221,500.00	-\$67,500.00	\$2,154,000.00

REDACTED's Budget

Category	Approved Budget	Net Change	Revised Budget
Personnel	\$404,567.00	\$0.00	\$404,567.00
Fringe Benefits	\$56,010.00	\$0.00	\$56,010.00
Travel	\$0.00	\$67,500.00	\$67,500.00
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00
Contractual	\$60,000.00	\$0.00	\$60,000.00
Other	\$0.00	\$0.00	\$0.00
Total Direct	\$520,577.00	\$0.00	\$588,077.00
Indirect Costs	\$257,923.00	\$0.00	\$257,923.00
Total Budget	\$778,500.00	\$67,500.00	\$846,000.00

We thank you for considering this request and will not make the changes until approval is received in writing.

Signed by the Grantees Authorized Official.

(Grantee/Recipient)

DocuSigned by:
Antionetta kelley
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(Signature)

Antionetta kelley

(Name)

Grant Manager

(Title)

7/15/2024

(Date)



COST PROPOSAL

Pre-Award and Post-Award Project Management Services
 FEMA Hazard Mitigation Grant Program Subaward No. FM-5404-001-001R
 Community Fuels Reduction and Defensible Space Project, Phase 1

Submitted To	County of Hawai‘i, Department of Finance / Hawai‘i Fire Department
Solicitation	PS 26-0172
Submitted By	The Write Consulting Group, LLC
Date	April 24, 2026
Performance Period	Six (6) months from Notice to Proceed, subject to final negotiated scope

1. Cost Summary

The Write Consulting Group proposes a fixed, not-to-exceed project budget aligned with the RFP’s stated Phase 1 project cost and funding structure. The proposed budget includes project planning, community and landowner coordination, contractor procurement support, permit/environmental coordination support, grant fund tracking, in-kind match documentation, reporting, and project closeout support.

Cost Component	Amount	Basis
Federal Share / County Advance	\$31,125	Cash-funded professional services advanced upon contract execution, subject to final contract terms.
Required Non-Federal Match	\$10,375	In-kind professional services contribution equal to 25% of total Phase 1 project cost.
Total Phase 1 Project Value	\$41,500	Total estimated project cost for Phase 1 services.
Phase 1 Subrecipient Management Cost (SMC)	\$2,075	Five percent management cost, payable with documentation of total project costs and final funding approval, as provided in the RFP.
Total Value Including SMC	\$43,575	Phase 1 project value plus SMC.

Important cost proposal note: This cost proposal is intended to be submitted separately from the technical proposal. Final billing terms, invoice format, eligible cost documentation, and SMC payment timing should be confirmed during contract negotiation and aligned with County, HI-EMA, FEMA, and 2 CFR 200 requirements.

2. Proposed Phase 1 Task Budget

The task budget below is organized around the RFP scope of services. Each task includes both cash-funded effort and in-kind match contribution, with the combined amount equaling the total Phase 1 project value of \$41,500.



RFP-Aligned Task Area	Cash Share	In-Kind Match	Total	Included Services
Project initiation, planning, and project controls	\$4,875	\$1,625	\$6,500	Kickoff, milestone plan, communications protocol, document control, risk/issue tracking, reporting calendar.
Community and landowner/land manager coordination	\$5,437.50	\$1,812.50	\$7,250	Planning meetings, status updates, coordination with affected communities, landowners, land managers, and HFD.
Procurement planning and contractor cost support	\$4,875	\$1,625	\$6,500	Identify contractor needs, support scopes/specifications, obtain/review cost information, document procurement files.
Permit and environmental compliance coordination support	\$3,187.50	\$1,062.50	\$4,250	Track required permits, environmental requirements/ordinances, compliance documentation, and follow-up items.
Defensible space coordination and in-kind labor tracking	\$4,312.50	\$1,437.50	\$5,750	Coordinate resident-facing work, track/verify man-hours, document participation/non-participation procedures.
Grant fund management, financial tracking, and reporting	\$5,437.50	\$1,812.50	\$7,250	Track contracts, invoices, financial statements, deliverables, reporting package inputs, and audit-ready records.
Closeout, final documentation, and audit-ready file preparation	\$3,000	\$1,000	\$4,000	Reconcile records, finalize documentation, support final narrative/financial reporting, and archive closeout file.
TOTAL	\$31,125	\$10,375	\$41,500	Total Phase 1 project value.

The task budget is proposed as a fixed not-to-exceed amount. Actual work may be reallocated across tasks as approved by the County, provided the total contract amount, match requirement, and scope requirements are maintained.



3. Staffing and Estimated Labor Allocation

The following labor allocation supports the six-month schedule and keeps senior-level staff assigned to compliance, reporting, coordination, procurement, and closeout responsibilities. Hourly rates are included for transparency and budget planning; final rates are subject to County approval and contract negotiation.

Name / Role	Primary Function	Rate	Estimated Hours	Estimated Value
Antionetta Kelley, M.Ed. / Principal-in-Charge	Executive oversight, compliance review, issue escalation, final deliverable review.	\$110	150	\$16,500
Desirée Horsey, MBA, PMP, CSCP / Senior Program Manager	Program administration, procurement support, compliance tracking, reporting controls, budget documentation.	\$100	150	\$15,000
Crystal DuBose, CAPM / Senior Project Manager Support	Document control, meeting notes, status logs, records tracking, administrative coordination.	\$80	125	\$10,000
TOTAL			425	\$41,500

4. Proposed Payment and Documentation Approach

- **Advance / Cash-Funded Services:** The proposed cash-funded portion is \$31,125, consistent with the RFP's stated federal share. The payment timing should follow the executed contract and County procedures.
- **In-Kind Match Documentation:** The Write Consulting Group will maintain a match tracking log showing staff name, date, activity, task category, hours, rate, value, and supporting notes. Match entries will be reviewed before submission to confirm they are reasonable, allowable, allocable, and supported by documentation.
- **SMC Reimbursement:** The \$2,075 management cost amount is proposed as a separate reimbursable management cost line, payable only after required documentation and final approval as described in the RFP.
- **Monthly Reporting Support:** Monthly invoice/support packages may include a summary of work performed, task progress, deliverables completed, financial tracking, in-kind match log, vendor/procurement documentation, risk/issue updates, and supporting records.
- **Cost Controls:** The team will track budget-to-actuals, open commitments, vendor costs, in-kind contribution, and documentation status to maintain cost control and audit readiness throughout the six-month performance period.


5. Assumptions, Clarifications, and Exclusions

- This cost proposal is based on the RFP's estimated six-month Phase 1 period of performance and total Phase 1 project cost of \$41,500.



- The Write Consulting Group will provide project management, grant administration, coordination, procurement support, reporting support, and documentation management services. It does not assume responsibility for performing physical fuels reduction, tree trimming, brush abatement, hauling, heavy equipment work, or environmental engineering services unless separately negotiated.
- Vendor, contractor, permit, travel, printing, postage, inspection, or third-party costs are not included in the professional services budget unless expressly authorized in writing by the County.
- All cost documentation will be maintained to support audit readiness and compliance with applicable County, HI-EMA, FEMA, and federal grant requirements.
- Any scope change, schedule extension, additional site work, or additional reporting obligation beyond the final negotiated scope may require a written amendment or task order.

6. Cost Proposal Acceptance

For The Write Consulting Group, LLC	For County of Hawai'i
Authorized Signature:  Name/Title: Antionetta Kelley, M.Ed., Founder & Principal Date: April 24, 2026	Authorized Signature: _____ Name/Title: _____ Date: _____