

# THE NAVAJO NATION

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JONATHAN NEZ | PRESIDENT MYRON LIZER | VICE PRESIDENT



November 8, 2022

STRONGBOW STRATEGIES LLC  
2418 E. HWY 66 PMB #544  
GALLUP, NEW MEXICO 87301

ATTENTION: CLARA PRATT, CHIEF EXECUIVE OFFICER

REFERENCE: 164 Review 019033/Contract

Dear Clara:

Attached please find your copy of the approved Contract (CO15722) with the Navajo Nation Fiscal Recovery Fund (FRF) Office. The Contract has been awarded in the amount of \$49,873.00. The term of the contract will commence July 1, 2022 and expires December 30, 2023.

The above contract number must be referenced on all invoices, documents, and correspondence as it relates to this contract.

Should you have any questions, please contact Lisa Jymm at 928-309-5532.

Sincerely,

A handwritten signature in black ink that reads "J. Ben".

Jeremy Ben, Accounting Manager  
OOC – Contract Administration

xc: Lisa Jymm, Navajo Nation FRF Office  
Merlin Johnson, Contract Accounting/Navajo Nation Office of the Controller  
Contract Folder: CO15722

Document No. 019033

Date Issued: 07/18/2022

**SECTION 164 REVIEW FORM**

Title of Document: Service Contract Contact Name: JYMM, LISA KATHERINE

Program/Division: EXECUTIVE OFFICES (OP/VP)

Email: ljymm@navajo-nsn.gov Phone Number: (928) 309-5532

Division Director Approval for 164A: \_\_\_\_\_

**Check document category; only submit to category reviewers. Each reviewer has a maximum 7 working days, except Business Regulatory Department which has 2 days, to review and determine whether the document(s) are sufficient or insufficient. If deemed insufficient, a memorandum explaining the insufficiency of the document(s) is required.**

**Section 164(A) Final approval rests with Legislative Standing Committee(s) or Council**

<input type="checkbox"/>	<b>Statement of Policy or Positive Law:</b>			<b>Sufficient</b>	<b>Insufficient</b>
	1. OAG: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<b>IGA, Budget Resolutions, Budget Reallocations or amendments: (OMB and Controller sign ONLY if document expends or receives funds)</b>				
	1. OMB: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	2. OOC: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	3. OAG: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	

**Section 164(B) Final approval rests with the President of the Navajo Nation**

<input type="checkbox"/>	<b>Grant/Funding Agreement or amendment:</b>				
	1. Division: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	2. OMB: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	3. OOC: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	4. OAG: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<b>Subcontract/Contract expending or receiving funds or amendment:</b>				
	1. Division: <u>Spokane by Platro</u>	Date: <u>7-18-22</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	2. BRD: <u>NAHCC</u>	Date: <u>07/25/22</u>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	3. OMB: <u>C.M.S. - see memo</u>	Date: <u>8/16/22</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	4. OOC: <u>NO SV. Acct.</u>	Date: <u>9/12/22</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	5. OAG: <u>UNH</u>	Date: <u>10/14/22</u>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
	6. OPVP: <u>B. [Signature]</u>	Date: <u>11/4/2022</u>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
<input type="checkbox"/>	<b>Letter of Assurance/M.O.A./M.O.U./Other agreement not expending funds or amendment:</b>				
	1. Division: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	2. OAG: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
<input type="checkbox"/>	<b>M.O.A. or Letter of Assurance expending or receiving funds or amendment:</b>				
	1. Division: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	2. OMB: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	3. OOC: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	
	4. OAG: _____	Date: _____	<input type="checkbox"/>	<input type="checkbox"/>	

**FORM A (Standard Contract)**

**SERVICES CONTRACT  
BETWEEN  
THE NAVAJO NATION  
AND**

***Strongbow Strategies LLC, Consultant***

CONTRACT NO: \_\_\_\_\_

FOR THE PERIOD:           BEGINNING July 1, 2022  
                                  ENDING     December 30, 2023

PAYMENTS TO BE MADE FROM:   Account: K211500-6530 Fees           \$ 43,000.00  
  Account: K211500-6540 Expenses     \$ 4,050.00  
  
  Account: K211500-6530 NN Tax (6%) \$ 2,823.0

TOTAL PAYMENTS ON THIS CONTRACT NOT TO EXCEED:           \$ 49,873.00

UNDER THE TERMS AND CONDITIONS OUTLINED IN:  
                                  ATTACHMENT A – Mutual Promises and Agreements  
                                  ATTACHMENT B – Scope of Work

INCLUSIONS:  
                                  EXHIBIT A – Budget  
                                  EXHIBIT B – Consultant Credential  
                                  EXHIBIT C – Proof of Insurance

Employer's Identification No.:     81-3889500

**SIGNATURES OF CONTRACT**

**For the Contractor/Consultant:**

**For the Navajo Nation:**

  
10/10/22  
Clara Lee Pratte, CEO           Date

  
11.07.2022  
Jonathan Nez, President       Date

Strongbow Strategies, LLC  
2418 E Hwy 66 PMB #544  
Gallup, NM 87301

The Navajo Nation  
Post Office Box 9000  
Window Rock, Arizona 86515

## SERVICES CONTRACT

### ATTACHMENT A – Mutual Promises and Agreements

This Contract is made and entered into by and between the Navajo Nation, hereinafter called "NATION", and Strongbow Strategies, LLC hereinafter called "CONSULTANT". The parties agree as follows:

1. The NATION agrees to utilize the services of the CONSULTANT for a period of three hundred and sixty-seven (367) hours; or forty-nine (49) days; for the period, beginning July 1, 2022, and ending on December 30, 2023.
2. The CONSULTANT agrees to perform the services described in ATTACHMENT B- Scope of Work. Any changes to the scope of work must be agreed to be the parties through a formal modification of the Contract under Section 12.
3. The NATION agrees to compensate the CONSULTANT for work or services under this Contract by paying to the CONSULTANT a sum not to exceed \$ 49,873.00 as per EXHIBIT A – Budget.
4. The CONSULTANT shall work with the Navajo Nation Fiscal Recovery Fund Office, under the direction/supervision of its Authorized Representative, Mr. Tom Platero, in the performance of work or services under this Contract. No payment shall be made unless said Authorized Representative approves the work performed or services provided under this Contract; and has approved the invoice(s) submitted by the CONSULTANT. Only the Authorized Representative or someone formally delegated by the Authorized Representative may assign tasks under the scope of work. All expenditure(s) invoiced must be supported by receipts.
5. Contract Number C \_\_\_\_\_ shall cover this Contract and reference to this number shall be made on all invoices submitted by the CONSULTANT to the NATION for payment.
6. The liability of the Navajo Nation under this Contract is contingent upon the availability of funds. Pursuant to 2 N.N.C. §223(B), all contracts shall have sufficient funds available to perform the services under this Contract.
7. The CONSULTANT is authorized to travel under this Contract. The CONSULTANT will provide services on the Navajo Nation in addition to their privately held offices.
8. The CONSULTANT shall act as an independent contractor and will not receive any benefits to which the NATION's permanent employees are entitled.
9. The product(s) and title of the CONSULTANT's work and services under this Contract shall be and will remain the property of the NATION. The NATION may use the work product for any purpose without prior approval or additional payment.
10. Copies of all correspondence, reports and invoices under this Contract shall be furnished to:  
  
Ms. Lisa Jymm, Deputy Executive Director  
Navajo Nation Fiscal Recovery Fund Office  
Post Office Box 2469

Window Rock, AZ  
ljymm@navajo-nsn.gov (Email)

**NOTE:** The final invoice will be due thirty (30) days after the Contract ends, and a "Release of Claims" form must be submitted.

11. The CONSULTANT agrees to hold harmless and indemnify the NATION against any and all losses, costs, damages, claims, expenses, or other liability whatsoever, arising out of or in connection with the CONSULTANT's work or services under this Contract including, but not limited to, any accident or injury to person or property. The Navajo Nation acknowledges that it will be responsible for claims of damages arising from personal injury or damages to persons or property to the extent they result from the negligence of Tribal officials or employees as provided for and in accordance with 1 N.N.C. §§ 551 et seq.

12. Any modifications to this Contract shall be made only by written amendment, signed and executed by all parties to this Contract. If a cost-based selection method, such as the submission and evaluation of bids, was used to procure this Contract, any amendment to increase this Contract that exceeds 20% of the original accepted bid shall be handled pursuant to 2 N.N.C. § 223(F).

13. All disputes over the performance of services provided in the execution of this Contract will be resolved first through negotiation between the parties under the laws of the NATION. If negotiation does not resolve the dispute, the NATION may pursue legal action. Nothing herein shall be construed as a waiver of the NATION's sovereign immunity.

14. The NATION may terminate this Contract at any time if the CONSULTANT's work or services provided are not satisfactory, if the CONSULTANT fails to submit required reports and other documents as requested by the NATION within defined time schedules, or if the CONSULTANT fails to submit verification of invoices to the NATION for payment.

15. The CONSULTANT shall comply with the application of the NATION's Navajo Business and Procurement Act, 12 N.N.C. §§ 1501, et seq., the Navajo Preference in Employment Act, 15 N.N.C. §§ 601 et seq., and the Navajo Nation Business Opportunity Act, 5 N.N.C. §§ 201 et seq.; unless there are some provisions from the funding source that prohibits the adherence to the law.

16. Costs incurred before the finalization of this Contract which are deemed reasonable, allowable, and allocable to performance of the Contract as agreed to by the parties may be paid.

17. All work performed within the territorial jurisdiction of the Navajo Nation is subject to the 6% Navajo Sales Tax, 24 N.N.C. §§ 601 et seq. The CONSULTANT shall segregate, on each invoice, work performed within and outside the territorial jurisdiction of the Navajo Nation. The Navajo Nation shall withhold from each payment to the CONSULTANT 6% of the total invoice amount associated with work performed within the Navajo Nation. This amount reflects the Navajo Sales Tax due on such invoice amount. This 6% shall be transferred to the Office of the Navajo Tax Commission as a payment of the tax on behalf of the CONSULTANT. The CONSULTANT will then indicate on the quarterly tax return required under the Navajo Sales Tax that this amount has been previously withheld and paid to the Office of the Navajo Tax Commission. It is hereby acknowledged that the Navajo Nation withholding amounts pursuant to this section in no way removes responsibility from the CONSULTANT as a taxpayer for timely filing of tax returns and timely payment of any other amounts, which may be owed for taxes.

## **ATTACHMENT B - Scope of Work**

### **Problem Statement**

The Navajo Nation Fiscal Recovery Fund Office has been tasked with an immediate deliverable to establish the Navajo Nation Broadband Office. The Office will be responsible for setting the regulatory framework for Broadband on the Navajo Nation with the ultimate goals of improving access Navajo Nation wide critical broadband infrastructure and ensuring an equitable and responsive environment to encourage broadband development.

### **Goals of the Agreement**

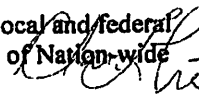
The overarching goal of this project is to assist the office in the establishment of the broadband office, identify strategic plan goals, and communicate to industry and the public plans. Further, consultant will be the primary POC and researcher for funding sources in state, private and federal spaces.

### **Strongbow Strategies, LLC Statement of Work with Tasks and Deliverables**

The Navajo Nation Broadband Office (NNBO) and The Navajo Nation Telecommunications Regulatory Commission (NNTRC), government offices of the Navajo Nation, requires subject matter expertise to assist in NNBO tasks outlined in the scope below.

Strongbow Strategies, LLC (Strongbow) shall provide advice to the Client and shall represent the Client, as applicable and appropriate under the circumstances and pursuant to the nature of the project. Strongbow will make representation of the Client or its interests before regulatory body or bodies, governmental authorities, or other tribunal for purposes of furthering the Client's interests in or, otherwise, relating to a potential project.

Strongbow will engage with decision makers to establish the Broadband Office. Strongbow will navigate the regulatory framework of such a project as described.

- **Tasks & Deliverables**
- Assist the NNBO/NNTRC team to coordinate and execute federal broadband grant applications with public and private stakeholders
  - Weekly and Monthly reports on available funds
  - Strategy on which funds to pursue
  - Coordinate with internal team to funding proposals as needed
- Assist the NNBO/NNTRC team to identify and organize funding from state, local and federal governments and private sector for development, operations and maintenance of Nation-wide broadband 
  - Weekly and Monthly reports on available funds
  - Strategy on which funds to pursue
  - Coordinate with internal team to funding proposals as needed
  - Weekly internal meetings

- External meetings as needed
- Strongbow will advise the Client on the best path for success within the Navajo Nation regulatory framework.
  - Develop in coordination with NNBO / NNTRC the organizing documents required by NN law and policy for office development including Plan of Operation and Policies Procedures.
- Assist the NNBO/NNTRC team to develop Navajo Nation Broadband laws and regulations.
  - Draft regulatory framework in coordination with internal team
  - Review legislative framework utilizing industry best practices
  - Conduct 3 industry hearing sessions on policy drafts for comment
  - Assist the NNBO/NNTRC team to ensure laws/regulation/policies/procedures with the appropriate Legislative oversight is enacted by the Navajo Nation.
  - Work with ONCL to introduce and shepherd through legislative process
- Assist the NNBO/NNTRC team to develop a comprehensive Navajo Nation broadband strategic plan.
  - Public engagement session scheduling and coordination, notes, and reporting.
  - No less than 4 sessions of public engagement with accessibility in both English and Navajo
  - Coordinate with internal team to develop overall plan for NN broadband
  - The plan will set the vision and priorities for the Navajo Nation's approach to expanding broadband services and will map out a course of action.
- Grant Application to supplement ARPA/NNFRF Funds
- Assist with Technical writing for NN laws, regulations, policies and procedures

*Cory L. Heltz*

**SERVICES CONTRACT**

**EXHIBIT A – Budget**

FIRM NAME Strongbow Strategies, LLC  
ADDRESS 2418 E Hwy 66 PMB #544  
Gallup, NM 87301  
TELEPHONE NO. (505)862-9069

**CONTRACT BUDGET**

<u>Account Number</u>	<u>Account Name</u>	<u>Item Totals</u>
<u>K211500-6530</u>	Consultant Fees	<u>\$ 43,000.00</u>
<u>K211500-6540</u>	Consultant Expenses	<u>\$ 4,050.00</u>
<u>K211500-6530</u>	Navajo Nation Tax (6%)	<u>\$ 2,823.00</u>

TOTAL CONSULTANT SERVICE BUDGET: \$ 49,873.00

\*see attached





**STRATEGIES**  
MANAGING COMPLEXITY COMPLETELY

<u>Cost Summary</u>	
Labor	\$ 39,000.00
Equipment	\$ -
Other Direct Costs	\$ 4,000.00
<b>Subtotal Direct Cost</b>	<b>\$ 43,000.00</b>
Overhead	\$ -
G&A	\$ 2,000.00
<u>Margin</u>	<u>\$ 2,050.00</u>
<u>Tax</u>	<u>\$2,823.00</u>
<b>Total</b>	<b>\$ 49,873.00</b>

**NAVAJO NATION CERTIFICATION  
Regarding Debarment, Suspension, and  
Contracting Eligibility**

1. Applicant entity acknowledges that to the best of its knowledge that the Applicant entity, either in its present form or in any identifiable capacity, has not, in accordance with 12 N.N.C. § 361:
  - A. Been convicted of the commission of criminal offenses incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of any such contract or subcontract;
  - B. Been convicted of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or other offenses indicating a lack of business integrity or honesty, which currently, seriously, and directly affect responsibility as a Navajo Nation contractor;
  - C. Been convicted under antitrust statutes arising out of the submission of bids or proposals;
  - D. Violated contract provisions, including:
    - i. Deliberate failure, without good cause, to perform in accordance with the contract specifications or within the time limit provided in the contract,
    - ii. A recent record of failure to perform or of unsatisfactory performance with the terms of any contract, or
    - iii. Any other cause so serious and compelling as to affect responsibility as a Navajo Nation contractor, including debarment by another governmental entity.
2. Applicant acknowledges that if the Navajo Nation determines that the executed Certification provided herein is untrue or not wholly accurate, it shall be grounds for the Navajo Nation to terminate the contract and pursue other legal remedies, at the Navajo Nation's discretion.
3. Applicant certifies to the best of its knowledge that it is eligible to do business with the

Navajo Nation, in its present form or in any other identifiable capacity, pursuant to 12 N.N.C. § 1501 and 5 N.N.C. § 301. Applicant also acknowledges that per 12 N.N.C. § 1505, it will not be eligible to contract with the Navajo Nation if deemed ineligible by the appropriate department or entity of the Navajo Nation which receives the Applicant's request for consideration for a business opportunity.

**Strongbow Strategies, LLC**

Applicant Name

**2418 E Hwy 66 PMB 544**

Applicant Address

**Gallup, NM 87301**

Applicant Address

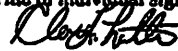
Applicant Address

**Clara Lee Pratte**

Name of individual signing on Applicant's behalf (print)

**Chief Executive Officer**

Title of individual signing on Applicant's behalf



Signature of individual signing on Applicant's behalf

**9/6/22**

Date

# Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Strongbow Strategies, LLC**

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

Other (see instructions) ▶ \_\_\_\_\_

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) \_\_\_\_\_

Exemption from FATCA reporting code (if any) \_\_\_\_\_

5 Address (number, street, and apt. or suite no.) See instructions.  
**2418 E Hwy 65 PMS #544**

6 City, state, and ZIP code  
**Gallup, NM 87301**

7 List account number(s) here (optional)

8 Requester's name and address (optional)

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

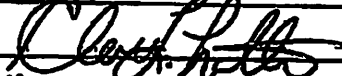
Social security number								
			-					
OR								
Employer identification number								
8	1	-	3	8	8	9	5	0

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here:  Date: 1/1/2022

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1099 (home mortgage interest), 1099-E (student loan interest), 1099-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What Is Backup Withholding, later.

**EXHIBIT B – Consultant Credential**

**See attached**



- Focus on providing benefits specifically to impacted communities and gaining consensus from grassroots approach to development versus top down decision-making process.
- Address economic disparities that have been suffered by Navajo Communities from inequitable and unsustainable energy development practices.
- Assist in creating a transition away from non-renewable energy sources namely, coal, to renewable energy sources.
- Replicate strategy with tribes in the Southwest and beyond.

Nov 2017 – June 2018      Navajo Nation Office of the President & Vice President      Window Rock, AZ  
**Chief of Staff**

- Manage Office of the President and Vice President, Divisions, and staff. Lead over 18 departments and 2,500k employees of the Navajo Nation.
- Assist the President and Vice President of the Navajo Nation on policy and administrative/government matters.
- Manage the total budgetary portfolio of the Navajo Nation at 350 million plus for government only programs.

May 2016 – Nov 2017      Bracy, Tucker, Brown & Valanzano      Washington, DC  
**Vice President, Lead Strategist Government Relations**

- Assist well established team with a 30-year history in advocating for clients' needs in the federal sector.
- Lobby for special projects and ongoing federal priorities for private and public entities. Primary clients include tribal governments and energy utilities.
  - Clients: City of Tucson, Central Arizona Project, Samsung
- Lead the Coalition for Low Income Home Energy Assistance comprised of nonprofits and utilities interested in ensuring the availability of funds for low income energy users. [www.LIHHA-AP.org](http://www.LIHHA-AP.org)

January 2015 – May 2016      NOVA Corporation      Chambersburg, PA  
**Interim Chief Executive Officer & Sr. Vice President**

- Manage day to day operations of IT services firm specializing in data and network security for federal customers. Crisis management during time of turnover and organizational change.
- Realigned and reorganized entire corporate structure for both NOVA and its parent company, Diné Development Corporation, resulting in 2 million dollars in savings within 6 months.
- Increased profitability by 433% for NOVA Corporation over 3 quarters.
- During my tenure the firm won 6 competitive large-scale contracts surpassing total number of competitive wins in NOVA's 10 year history managing firm through 8(a) graduation.
- Successful diversification for NOVA into cybersecurity work winning competitive contracts in new business line item during tenure as CEO.
- Undertook ongoing divestment from problematic procurements undertaken previously by NOVA Corporation in an effort to reduce the organization's liability by over 20 million dollars.

May 2011-January 2015      Navajo Nation Washington Office      Washington, DC  
**Executive Director (Navajo Presidential Appointee)**

- Unanimously confirmed by the Navajo Nation council to lead an advocacy team to advance the Navajo Nation the official tribal position to Congress and Federal Agencies.
- Acted as the de-facto ambassador for the Navajo Nation engaging in diplomatic discussions with international dignitaries and high-level elected US and state officials.

- Ensured the Navajo Nation's interests remained at the forefront of Federal Policy development and implementation.
- Advocated the Navajo Nation's needs to Congressional and Administrative officials.
- Interfaced with other tribal leaders on behalf of the Navajo Nation.
- Coordinated the Navajo Nation position with all three branches of Navajo government.
- Participated as part of the negotiation team which settled a 20 year long legal dispute resulting in a 554-million-dollar historic settlement with the US Federal Government due to breach of trust and mismanagement of assets.
- Successfully secured and protected over 80 million in federal funds for the Navajo Nation through legislative and administrative action.

May 2009-May 2011

U.S. Small Business Administration  
Office of Native American Affairs

Washington, DC

***National Director/Assistant Administrator (U.S. Presidential Political Appointee – Schedule C)***

- Improved access to capital, counseling, and contracting opportunities within the federal market for Native owned enterprises. Increased SBA's visibility in Indian Country substantially including participation in over 150 nationwide events, facilitating a 100% increase in lending for tribal clients, and the launch of the agency's first ever tribal entrepreneurship boot camp.
- Served as liaison between the Agency and stakeholders seeking services from the SBA including loan guarantees, business development/contracting certifications, and counseling opportunities
- Implemented internal best practices for 8(a) and HUBZone application processing centers resulting in greater access for Native enterprises. This resulted in a reduction of average wait time for certification from 6 months to 2 months.
- Advocated and successfully garnered a permanent position for a tribally trained attorney position within the government contracting general counsel's office.
- Served as the lead for all tribal consultation policies for the agency. Drafting and implementing the first agency specific tribal consultation policies hailed by the National Congress of American Indians as being a model for consultation policy.
- Drafted policy guidance and regulations on procurement policies implemented government wide.
- Developed and deployed executive training across Indian Country to improve business operations for tribal entrepreneurs resulting in job creation and business growth for over 300 American Indian owned businesses.
- Launched an initiative to assist tribal colleges with technology transfer opportunities to create small business clusters in Indian Country.
- Responsible for coordinating and guiding teams to provide access to SBA tools and managing an appropriated budget of over 1.2 million.

July 2007 –May 2009

Navajo Nation Washington Office

Washington, DC

***Government and Legislative Affairs Analyst***

- Advocated on behalf of the Navajo Nation the official tribal position to Congress and Federal Agencies
- Represented the Navajo Nation executive branch in the areas of education, transportation, gaming, economic and community development and indigenous rights issues.
- Drafted testimony for delivery before the United Nations Committee to Eradicate Racial discrimination on criminal justice disparities on tribal lands.
- Drafted policy and legislation on behalf of the Navajo Nation resulting in passage of legislation favorable to the Navajo Nation.
- Upheld Nation to Nation relationship between tribal and federal governments and educated policy makers on Navajo Nation tribal law and issues of sovereignty.



- Assisted in developing a coordinated effort to present fiscal year budget requirements submitted to U.S. OMB resulting in first Nation to OMB meetings to occur at tribal/federal level in advance of 3 fiscal years.

June 2004-July 2007

Department of Commerce  
International Trade Admin.

Washington, DC

***Information Technology Specialist, Business Liaison***

- Managed large enterprise projects for the U.S. Foreign Commercial Service and Import Administration which required in depth IT expertise and program function knowledge
- Gathered detailed technical and business requirements and worked with a programming team to implement
- Trained effectively over 25 high level managers in content management
- Implemented new and improved methods for providing customer community with automated tools to monitor foreign import impacts on U.S. economy and promote U.S. exports abroad.

***International Trade Specialist – Trade Information Center***

- Guided Small and Medium sized business in their efforts to export U.S. goods and services abroad.
- Researched in country market conditions for U.S. products and services
- IT team member: managed the Trade Information Center's online presence and content, implemented plan for free trade agreement website and built original [www.export.gov/fta](http://www.export.gov/fta)
- Member of the East Asia Pacific team, provided support to the China Business Information Center, maintaining [www.export.gov/china](http://www.export.gov/china)

**VOLUNTEERING/MEMBERSHIP**

- 2011 – current: Successful stabilization of the Navajo Community Development Financial Institution (NCDFI). Served as board chair and interim CEO during time of organizational crisis. Restored sound fiscal management, recovered from loss of funds, successful submission of US Treasury CDFI certification packet, currently maintaining successful loan portfolio.
- Campaign work: Navajo Nation Presidential Campaign for Jonathan Nez 2018-2019 campaign manager. 110 chapter visits, events, debate prep, policy work, hiring and transition team.

**EDUCATION**

2002-2004

Carnegie Mellon University

Pittsburgh, PA

- M.S. in Public Policy and Management (Econ Dev, Policy Analysis, IT Policy) w/ honors

1998-2001

University of Arizona

Tucson, AZ

- B.S. in Business Administration w/ honors

**LEADERSHIP/HONORS/CLEARANCES**

- Native Business Magazine Top 50 Native Entrepreneurs (2019)
- Udall Foundation Terrance L. Bracy Distinguished Alum of the Year (2012)
- Navajo CDFI Board of Directors (2012 - current)
- Tim Wapato Public Advocate of the Year (2011)
- NCAIED's 40 Under 40 (2010)
- Presidential Management Fellow (2004-2006)
- Morris K. Udall Congressional Fellow (2003)
- Heinz School Tribal Policy Fellow (2002-2004)
- Heinz School Policy Journal Founding Member (2002-2004)
- Heinz School Diversity Committee Founding Member (2002-2004)
- Previous top secret clearance held (2015)
- Financial positions clearance held (2004)

## TRAINING & CERTIFICATIONS

*Negotiations Skills and Strategies Certificate* – University of Michigan (2012)

*Native Nation Building* – Native Nations Institute (2011) \*\*

*Federal Executive Institute – Senior Leadership Training* (2010)

Focus areas: Vision/Goals, Vital Strategies, Organizational Collaboration, Performance Management, and Conflict Management

*NAV/BIZ – Native American Business Owner Training* (2010) \*\*

Entrepreneurial Tools for veterans seeking to start small businesses

*Building Capacity in Indian Country Workshop* – U.S. Small Business Administration, U.S. Department of Treasury, U.S. Department of Commerce, and Federal Reserve Bank (2010) \*\*

*Attracting Business to Indian Land* – Native American Resources (2010)

Identifying Candidates, Tribal Impact Analysis, Approval Protocol, Legal Questions/Review, Dispute Process, Financing

*Understanding the Federal Acquisition Regulations* – Federal Seminars Program (2010)

*Tribal Enterprise Business Guide: 8(a) Business Development Program* (2009)

*Working Effectively in Indian Country* – GSA offered course (2009) \*\*

Tribal governance, Nation-to-Nation status, tribal structure, communication strategies for federal agencies. Web based training.

*Guide to Industry Best Practices* – Native American Contractors Association (2009)

Ethics and Compliance in federal contracting and establishing best business practices.

*Working in Indian Country* – LDK Associates (2009)

Changing paradigms in business relationships within Indian Country

*Rural Revitalization Program for Community Leaders* – U.S. Small Business Administration (2009)

Filling gaps within rural development strategies

*Restoring a Culture of Entrepreneurship* – Administered by Administration for Native Americans, U.S. Department of Health and Human Services (2009)

Creating, promoting, and sustaining a private sector

### **IT Technical:**

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*ITIL (IT Infrastructure Library) Foundation Certified*

*Stellant Content Management Instructor Certified* \*\* – Taught course to over 100 users for content management tool. Managed and oversaw full tool integration for International Trade Administration.

*Microsoft Server Administrator Certified (2007)* – Ability to troubleshoot server issues and manage active directory for large enterprise installations of Microsoft Server.

***HTML, C++, Visual Basic, PHP, Word Press, JAVA, and CMS language expertise for building web and static applications***

***Oracle Database Administrator trained and certified***

***Geographic Information Systems (ARCGIS) trained and certified***

***MCP (Microsoft Certified Professional) Technology Specialist and Office Specialist (Expert Level)***

# **SIMON H. BOYCE**

shboyce@strongbowstrategies.com

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## **SUMMARY**

Legislative and policy professional with more than 15 years of experience developing complex legislative and policy initiatives, message campaigns, managing crises, and advising elected officials on a wide range of legal, policy, and regulatory issues. Extensive experience with telecommunication, appropriations, taxation, finance, banking, energy, and economic development matters.

## **RELEVANT EXPERIENCE**

### **Strongbow Strategies, LLC**

Vice President of Federal Affairs

Washington, DC  
May 2022 - Present

- Represent and advise clients on a broad range of regulatory and policy matters including energy, telecommunication, taxation, natural resources, and environmental issues.
- Lead comprehensive federal advocacy and government relations campaigns for the successful adoption of client legislative and policy goals.
- Assist clients in identifying and acquiring federal appropriations, grants, and loan opportunities.

### **United States Senate, Office of Senator Martin Heinrich** Legislative Counsel

Washington, DC  
February 2017 – March 2022

- Primary counsel and senior advisor overseeing a diverse legislative portfolio including judiciary, budget, appropriations, tax, finance, banking, telecommunications, cybersecurity, artificial intelligence, civil rights, criminal justice, elections, and voting rights issues.
- Developed and implemented legislative and policy strategies to support the senator's priorities and objectives including the introduction of key pieces of legislation on economic security, eminent domain and border issues, voting rights, executive branch oversight, election security, broadband access, tribal sovereignty, and the Second Amendment.
- Advised the senator on current issues, analyze legislative developments, and provide recommendations for strategies on legislation and amendments throughout the legislative process.
- Primary responsibility for Commerce, Science, Justice and Related Agencies, and Financial Services and General Government appropriations including communicating with local stakeholders, evaluating and submitting appropriations requests, and working with the committees.
- Supported the senator during Appropriations Committee, Joint Economic Committee, Select Intelligence Committee (Open), and Energy and Natural Resources Committee hearings and member meetings.
- Drafted legislation, memoranda, floor statements, speeches and correspondence, and monitor pending legislation, markups, and committee hearings.
- Provided counsel to the senator and staff regarding federal and state statutes, regulations, and administrative procedures in the development of legislation, policy, and press statements.
- Communicated with elected officials, policymakers, stakeholders, and regulators to help shape laws, policies, and regulations.

### **Manatt, Phelps & Phillips, LLP** Managing Director

Washington, DC  
June 2015 – November 2016

- Advised clients on taxation, energy, natural resources, and environmental issues including regulatory and policy developments.

- Developed comprehensive government relations and communications campaigns for achieving legislative and regulatory goals.
- Advocated for the passage of congressional legislation and coordinated media and advocacy efforts to further client objectives.
- Created crisis management strategies for clients facing enforcement and regulatory action.
- Analyzed and evaluated political risk to predict and respond to policy and political concerns.

**The Navajo Nation Washington Office**  
**Deputy Director and Legislative Counsel**

**Washington, DC**  
**June 2011 – June 2015**

- Assisted with the management and operation of the Navajo Nation Washington Office.
- Advised tribal government officials on a wide range of energy, natural resources, environmental, financial services, technology, and telecommunications issues.
- Represented the Navajo Nation before federal agencies and Congress, and created advocacy and communication strategies to address governmental and regulatory issues.
- Led ongoing negotiations with the federal government to address outstanding environmental, natural resources, and trust related matters.
- Analyzed draft rules and regulations, provided official comments and interpretations of federal policy initiatives, and participated in federal rule-making forums.

**Acting Executive Director**

**March 2010 – January 2011**

- Served as the principal policy and legislative advocate for the Navajo Nation to Congress and the executive branch.
- Developed and implemented a broad-ranging federal agenda to achieve tribal priorities.
- Managed and directed all office and staff activities, improved office performance, and decreased overall spending while administering a budget of \$1.4 million.
- Established relationships throughout the federal government, non-governmental organizations, and private companies to develop successful policy-based coalitions.

**Government and Legislative Affairs Associate**

**March 2004 – March 2010**

- Represented the Navajo Nation on telecommunications, energy, and natural resources issues.
- Analyzed and tracked proposed legislation, conducted research on the potential impact of legislative, budgetary, and policy initiatives.
- Developed and drafted legislative proposals, position papers, and advocacy documents.
- Researched and created strategic advocacy campaigns, and drafted opinion pieces, speeches, written and oral testimony, talking points, and background memos.

**EDUCATION**

**University of Maryland**  
**College of Information Studies, Doctor of Philosophy (ABD)**

**College Park, MD**

**Syracuse University**  
**College of Law, Juris Doctor, *Cum Laude***  
**School of Information Studies, Master of Science in Information Management**

**Syracuse, NY**  
**December 2002**  
**December 2002**

**Ohio University**  
**College of Arts and Sciences, Master of Arts in Political Science**  
**College of Arts and Sciences, Bachelor of Arts in English Literature**

**Athens, OH**  
**March 1988**  
**June 1994**

**HANK HOUSEHOLDER**  
2305 Fox Hunt Drive, Monroe, NC 28110  
704-254-9708 (C)  
hhouseholder@earthlink.net

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### **STRENGTHS**

Senior level professional with over 35 years of increasing responsibility, leadership and demonstrated success performing corporate support and operations functions in highly dynamic and fast paced organizations supporting government and private sector clients. Active Department of Defense top secret security clearance.

Proven leadership, proficiency and expertise in:

Team Building/Leadership	Strategic Planning	Risk Management
Process Improvement	SBA Regulations	Contract Negotiations
Federal Acquisition Regulations	Cost Accounting Standards (CAS)	Pricing Strategy Development
Contracts Administration	Government Procurement	Contract & Proposal Pricing
Resource Estimating	Planning/Work Control	Quality Control/Assurance
Maintenance/Construction Management	DCAA Audit Support	Mergers & Acquisitions
Service Contract Act (SCA)	Davis Bacon Act (DBA)	Microsoft Office Software

### **PROFESSIONAL EXPERIENCE**

***Chief Operating Officer, Strongbow Strategies, LLC, May 2016 to Present***

Senior Executive for a startup economically disadvantaged consulting and contracting company with a focus on creating dynamic solutions for federal, state, local and tribal governments. Firm focuses on Technical Solutions, Organizational & Management Support, and Infrastructure Support.

***President & Chief Executive Officer, Quivera Enterprises, LLC, March 2018 to February 2019***

***Interim President & Chief Executive Officer, Wichita Tribal Enterprises, LLC, November 2018 to February 2019***  
Recruited to establish and lead the holding company for the Wichita and Affiliated Tribes government business practice. Serves as the Senior Executive responsible for day-to-day management and oversight of all corporate support/back office functions (Human Resources, Finance & Accounting, Contracts Administration, Procurement, Information Technology, Safety, Security, Risk Management, Marketing and Proposal Support) for a dynamic fast growing tribally owned holding company and three subsidiary operating companies with annual revenues of over \$30M.

***Chief Operating Officer, Diné Development Corporation, July 2015 to April 2016***

Senior Executive responsible for day-to-day management and oversight of all corporate support/back office functions (Human Resources, Finance & Accounting, Contracts Administration, Procurement, Information Technology, Safety, Security, Risk Management, Marketing and Proposal Support) for a dynamic fast growing tribally owned holding company and three subsidiary operating companies with annual revenues of over \$50M. Proactively evaluated all company standard operating procedures to ensure a responsive and customer focused mindset while delivering high quality, cost effective service to our customers. Identified and implemented operational efficiencies resulting in an overall G&A cost savings in excess of \$2M per year.

***President (Acting), DDC-Construction Services, LLC, October 2015 to April 2016 (concurrent with full-time employment)***

Appointed as Acting President of a failing SBA 8(a) certified business. Aggressively reduced overhead and operating costs to reduce outflow of cash. Worked closely with corporate accounting team to implement pay down schedules with vendors to stabilize cash flow. Worked with parent company leadership to expand the market focus of the company to rapidly identify contract opportunities and create revenue. Company turned a small profit for the first time in history of operations within the first month of performance

***Vice President of Contracts, Procurement & Pricing, NOVA Corporation, December 2014 to July 2015***

Executive level corporate department head responsible for day-to-day management and oversight of contracts administration, procurement, and pricing activities in support of a rapidly growing IT Services company with diverse specialties and market focus.

## HANK HOUSEHOLDER

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### *Independent Consultant, February 2013 to November 2014*

Provide support for pricing strategy, cost and pricing proposal development, contract staffing and resource estimating, contracts administration, risk management and small business strategy.

### *Board of Directors, Akima Infrastructure Services, LLC, May 2005 to January 2013 (concurrent with full-time employment)*

Served on governing body for a \$100 M/year firm that manages and performs diverse operations, including training development and support, human resources support, infrastructure operations and maintenance, on-site management of computer/data processing systems, IT/telecommunications support services, security/guard services and other related functions.

### *Vice President of Pricing and Small Business Strategy, Akima, LLC, January 2012 to January 2013*

Executive level corporate department head responsible for consolidating the existing contracts, procurement and pricing organizations of three management holding companies into a single shared services department. Led a staff of twenty-four team members performing contracts administration, procurement, cost and pricing, risk management and small business strategy activities in support of 28 operating companies, with diverse specialties and market focus, for a \$1.1 B/year government services contractor.

### *Sr. Director of Contracts, Procurement & Pricing, Akima Management Services, LLC, September 2004 to January 2012*

Senior level corporate department head responsible for day-to-day management and oversight of contracts administration, procurement, cost and pricing and risk management activities in support of 10 operating companies, with diverse specialties and market focus, for a \$370.5 M/year government services contractor.

#### *➤ Cost & Pricing Activities*

Responsible for oversight and management of six pricing professionals in the development of all cost/price proposals for all Akima companies. Acted as lead negotiator for all contract activities. Served as primary interface with Defense Contract Audit Agency (DCAA) regarding proposal audits and reviews. Oversaw budget preparation, reviewed budget proposals, and prepared supporting documentation for all subsidiary companies. Completed over 980 proposals of varying sizes and complexity, valued at \$9.31B during a 7.5 year period. Won over 525 contracts and added nearly \$3.5B in new backlog, with win rates significantly higher than industry average.

#### *➤ Contracts Administration & Procurement Activities*

Responsible for oversight and management of five contracts and procurement professionals, performing contracts administration and procurement activities for all Akima companies. Responsible for contracts administration support for over 100 active government and commercial contracts. Implemented companywide formal procurement policies and procedures.

#### *➤ Risk Management Activities*

Responsible for development and implementation of enterprisewide risk management program to identify, manage and mitigate risks associated with business operations at both corporate and operating company levels. Established and chair Executive Risk Management Council. Member of Executive Safety Council. Member of NANA's International Working Group. Responsible for corporatwide insurance program.

### *Pricing and Estimating Manager, CH2M HILL Constructors, Inc., February 2004 to September 2004*

Managed all phases of cost proposal development for all CH2M Hill Services Group proposals. Conducted final cost reviews with senior management. Responsible for development, final production and quality control of several large, complex cost/price proposals simultaneously. Primary interface with DCAA regarding proposal audits and reviews.

### *Manager of Pricing and Estimating, Akima Management Services, Inc., October 2003 to February 2004*

Responsible for all estimating and proposal pricing activities in support of four subsidiary companies. Conducted final cost reviews with senior management. Served as primary interface with DCAA regarding proposal audits and

## HANK HOUSEHOLDER

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reviews. Participated in negotiations with customers. Supported project sites in the development of contract modification proposals and other operational support requirements. Responsible for development, final production and quality control of several large, complex cost/price proposals simultaneously.

**Senior Cost Analyst, J.A Jones Services Group, Inc. (JAJSJG), October 1998 to October 2003**

Responsible for development and production of all JAJSJG cost/price proposals. Coordinated with proposal managers, technical staff, and consultants to ensure thorough and accurate cost data. Conducted final cost review with senior management. Responsible for development, assembly, final production and quality control of several large, complex government cost/price proposals simultaneously. Acted as primary interface with DCAA regarding proposal audits and reviews. Maintained control of cost proposal library, including electronic cost proposal files.

**Senior Technical Estimator, Johnson Controls World Services, June 1994 to September 1998**

Supervised eight estimating/pricing professionals, creating multiple large, complex government proposals simultaneously. Developed format and oversaw development of cost/price proposals in compliance with company policy, RFP instructions, FAR and CAS. Initiated research for appropriate subcontractors and prepared statements of work for subcontracted functions. Received and analyzed proposed prices from recommended subcontractors. Maintained records to substantiate figures for audit. Conducted pricing reviews with senior management. Participated in negotiations with external customers. Assisted in project phase-in and transition efforts. Provided support to projects for development of contract modifications and other operational support requirements. Performed the duties of director of government cost and pricing in his absence. Managerial and pricing duties served as foundation for progress into subsequent positions with increasing levels of responsibility.

**U. S. Navy, Seabeas, October 1983 to November 1993**

Performed quality assurance/control and contract administration of various government services contracts. Administered small purchase construction contracts. Conducted wage and safety surveys of contractor employees to ensure compliance with contract requirements. Performed all phases of military construction, including heavy equipment operation, carpentry, plumbing, electrical, concrete, and masonry. Served as Rapid Response Team member and night crew supervisor for recovery and cleanup of a 900,000 gallon fuel spill. Supervised 10 military members in the operation of NAS Cecil Field's self-help program and store, with an annual operating budget of \$300,000.

- **Contract Surveillance Representative/Quality Assurance Evaluator, NAS, Cecil Field, FL, 1990 to 1993.**
- **Naval Diving and Salvage Training Center, Panama City, FL, 1989 to 1990**
- **Contract Surveillance Representative/Quality Assurance Evaluator, NAS, Bermuda, 1986 to 1989**
- **Naval Construction Battalion Unit 403, Annapolis, MD, 1984 to 1986**
- **Naval Construction Training Center, Gulfport, MS, 1983 to 1984**

### **SPECIALIZED TRAINING**

- **Building Spectacular Teams, 2008**
- **Center for Creative Leadership – Looking Glass Experience, 2008**
- **Capture & Proposal Process, 2007**
- **Building Effective Government Cost Proposals, 2006**
- **Pricing and Financial Management of Government Contracts, 2005**
- **Cost Based Pricing Techniques, 2003**
- **Tabular Formatting Approach to Procurement of Services, 1998**
- **Service Contract Act Training Program, 1996**
- **Cost Estimating and Analysis Training Program, 1996**
- **Excellence in Customer Satisfaction, 1996**
- **NAVFAC Construction Planning, Estimating and Scheduling, 1993**
- **NAVFAC Maintenance/Construction Quality Assurance and Control, 1987**
- **NAVFAC Construction Quality Management, 1987**



**April Armijo**  
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(505) 933-2802  
april.m.armijo@gmail.com

## **SUMMARY OF QUALIFICATIONS**

Over 13 years of progressive technology management and strategic growth development within nonprofits, educational institutions, commercial, and federal entities. Agile leader curating and leveraging experience in business, education, and technology to create and share successful approaches and methodologies that inspire continuous growth—individually, programmatically, and institutionally.

## **PROFESSIONAL EXPERIENCE**

### **Strongbow Strategies**

#### ***Subject Matter Expert/ Trainer***

**2021-present**

Train and deploy technical solutions with Strongbow partners across tribal communities

- ❖ Hold onsite and remote training programs for applications
- ❖ Represent Strongbow in various tribal communities
- ❖ Assist with technical deployments company wide

### **Ambitious Ancestors**

#### ***Creator/Owner***

**2020-present**

Ambitious Ancestors is a multifaceted online platform created to promote Indigenous businesses and provide communities accessibility to Indigenous Advocates and Mentors.

- ❖ Working with over 60 Indigenous business owners providing marketing, business development, and financial management resources.
- ❖ Amassed over 5K+ following across various social media platforms through organic marketing, brand and content development.
- ❖ Continuously providing accessibility, visibility, and organic growth to Indigenous small businesses through strategic SEO integrations and social media platform marketing

### **Diné Source (a subsidiary of Dine Development Corporation (DDC))**

**Dayton, OH**

#### ***Business Manager and President Protege***

**2017-2021**

Dine Source (DS) began operations in 2017 to provide digital modernization and transformation services that empower the Federal Government to achieve critical missions.

- ❖ Provided foundational structure of DS's branding, operations and strategic vision
- ❖ Key in the development of IT capabilities and annual business plans/budgets
- ❖ Managed the successful appraisal of DS at the CMMI-DEV Maturity Level III through the implementation of business process improvements and frameworks
- ❖ Progressed brand and culture awareness internally and externally through networking, developing content for marketing, and Navajo culture education
- ❖ Increased awareness with target customers through networking, follow-up activities, and continuously presenting capabilities and differentiators
- ❖ Provided technical proposal support helping DS win over \$85M in contracts in 4 years
- ❖ Supported operational growth from 2 to 50 employees through phone screens, interviews, onboarding, training, mentoring, Individual Development Plans (IDP), and annual reviews
- ❖ Managed and submitted the General Services Administration (GSA) Multiple Award Schedule and STARS III packages, which were both successfully awarded
- ❖ Measured, analyzed, and reported key performance indicators (KPIs) to stakeholders including financial performance, company highlights and progression of strategies

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- ❖ Key in the development of DDC's Leadership Program that develops leaders internally
- ❖ Established approaches to create opportunities for tribal constituents in the industries that DDC and its subsidiaries serves

### ***Program Manager***

**2019-2021**

Managed three Air Force Programs totaling \$10M in revenue and continuously worked with the Program Management Offices (PMO) and their customers to monitor risk, issues, schedule, and cost across all projects.

- ❖ Managed the Commercial Asset Visibility Air Force program team that provided Oracle database administration, configuration management, system testing and programming
- ❖ Managed the Air Force EZSource Legacy System Sustainment team that provided system administrator, training development, and document management support and services
- ❖ Managed the Air Force Procuring Contract Officer Letter (PCOL) Writing Solution team that provided commercial off-the-shelf (COTS)-based solutioning and integration support
- ❖ Provided regular status reports and KPIs to ensure DS deliverables were aligned with customer expectations
- ❖ Achieved consistent 100% service level agreements across the three Air Force programs
- ❖ Maintained 100% compliance with government standards and contract deliverables
- ❖ Fostered a team environment with agile methodologies, real-time communication/feedback

### ***Interim President, North Stone (DDC subsidiary)***

**2020**

While the North Stone President was on an extended leave, I stepped into the role to ensure continuity of operations and business development activities.

- ❖ Trained the Operations Director and Technical Subject Matter Expert (SME) to create structured business development processes and a feasible pipeline
- ❖ Finalized North Stone's 2021 business plan and budget
- ❖ Represented North Stone on leadership, partner, and customer meetings
- ❖ Identified and acknowledged team member strengths and defined IDP objectives with each team member

### **State Bar of New Mexico and Bar Foundation**

**Albuquerque, NM**

#### ***IT Manager***

**2012-2017**

The State Bar of New Mexico is the mandated membership organization of all licensed attorneys in NM. The Bar Foundation is the charitable arm representing the legal community's commitment to serving the people of NM, providing access to legal services to underserved populations.

- ❖ Directed and mentored the IT/Data Team, which was responsible for system, database, and website administration and security of virtual and physical IT/AV assets
- ❖ Managed two Engagement Management System (EMS) upgrades with Customer Relationship Management (CRM) functionality including upgrades and website redesigns
- ❖ Created and updated SQL stored procedures to prepare for annual licensing renewals
- ❖ Utilized SSRS for reporting and dashboard development
- ❖ Developed analytical dashboards to display demographics of the 8K+ membership
- ❖ Estimated costs for IT operations and forecasted projects to develop the annual IT budget
- ❖ Solved escalated website and database technical issues
- ❖ Developed training for over 30 database users
- ❖ Created a pipeline of projects to continually improve website functionality
- ❖ Liaison with external technology solution providers

### **NMSU Native American Serving Non-Tribal Institutions (NASNTI)**

**Grants/Acoma, NM**

#### ***Adult Education Instructor***

**2012**

## **April Armijo**

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NASNTI was a grant from the U.S. Department of Education to offer GED/Adult Education, Dual Enrollment, and college success programs on campus and within surrounding tribal reservations

- ❖ Established the first Technology & Adult Education Outreach Center in the Pueblo of Acoma
- ❖ Completed two-month training on assessing students' basic education levels
- ❖ Guided each student in the center on a personalized path for improvement in language, reading, math, and grammar to attain their General Equivalency Diploma (GED)
- ❖ Developed digital literacy workshops for adult learners in the Pueblo of Acoma
- ❖ Developed all marketing publications including webpage, brochures, flyers, and handbooks
- ❖ Presented program model at the Native American Student Advocacy Institute hosted by the University of California, Los Angeles (UCLA)
- ❖ Supported over 80 students in obtaining their GED

### **American Indian Science and Engineering Society (AISES)**

Albuquerque, NM

**Information Services Coordinator (2008-2011), Database Consultant (2013-2014)**

AISES works to increase the representation of Native Americans in STEM, promoting standards of education and professional excellence to widen the STEM workforce. AISES provides student internships, professional development and career resources, national and regional conferences, leadership development summits, and other STEM-focused programming.

- ❖ Managed 5K+ membership relations and cycles from Pre-College to Professional and Elder
- ❖ Managed the memberships of 120 pre-college chapters and 12 professional chapters from recruitment, processing, reporting, retention, engagement, and communication
- ❖ Managed the pre-college, professional chapter and volunteering events
- ❖ Represented AISES headquarters at college chapter and professional regional conferences to promote the vision and report on headquarter updates
- ❖ Maintained the AISES website, social media, membership database, and created database queries to pull membership and demographic reports
- ❖ Key in the development and deployment of two website redesigns and upgrades
- ❖ Maintained list serves, email lists, and designed the bi-weekly AISES E-Newsletter
- ❖ Assisted with the development of print and electronic materials including annual reports, the *Winds of Change* magazine AISES pages, and event and business development materials

### **EDUCATION- New Mexico State University (NMSU)**

M.A., Education with an Emphasis on Learning Technologies

December 2015

B.S., Information and Communication Technology

December 2009

A.S., Computer Technology

May 2007

A.S., Web Mastery

May 2007

Certificate, Web Design and Development

May 2007

### **AWARDS**

DDC- Business Plan Competition Winner

September 2020

DDC- New Subsidiary Name Marketing Competition Winner

August 2020

DDC- Living Our Values Everyday (LOVE) Award

March 2020

New Mexico State University

May 2007

- ❖ Outstanding Student in Associate of Science Program (by NMSU Alumni Association)
- ❖ Outstanding Student in A.S. - Computer Technology (by NMSU Computer Science Program Director)
- ❖ Outstanding Student in A.S. - Web Mastery (by NMSU Computer Science Program Director)

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**PRESENTATIONS**

*"Participating in the SBA 8(a) Program"*- Dineh Chamber of Commerce, March 2021

*"Native American Heritage Day"*- Wright Patterson Air Force Base, November 2019

*"Strategic Planning, Business Planning & Budgeting"*- Navajo Nation Economic Summit, April 2019

*"Strategically Cultivating Native Leadership for the 21<sup>st</sup> Century"*- Reservation Economic Summit, March 2018

*"American Indian Well-Being Model in Higher Education"*- Native American Student Advocacy Institute at University of California-Los Angeles, May 2012

**AFFILIATIONS & CLEARANCES**

American Indian Science and Engineering Society (AISES)

❖ Professional Member

❖ Education Committee Member

Member of Natives in Tech

Secret Clearance

**EXHIBIT C - Proof of Insurance**

**See attached**







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
08/09/2022

**THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.**

**IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).**

<b>PRODUCER</b> Spivey Insurance Group Inc. PO Box 2220  Indian Trail NC 28079  <b>INSURED</b> Strongbow Strategies LLC 2418 E Hwy 66 No 544  Gallup NM 87301	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2"><b>CONTACT NAME:</b> Kimberly Matthews</td> </tr> <tr> <td><b>PHONE (A/C No. Ext):</b> (704) 821-4460</td> <td><b>FAX (A/C No.):</b> (704) 821-8788</td> </tr> <tr> <td colspan="2"><b>E-MAIL ADDRESS:</b> certificates@spiveyinsurancegroup.com</td> </tr> <tr> <td colspan="2" style="text-align: center;"><b>INSURER(S) AFFORDING COVERAGE</b></td> </tr> <tr> <td colspan="2"><b>INSURER A:</b> Houston Specialty Insurance Company</td> </tr> <tr> <td colspan="2"><b>INSURER B:</b></td> </tr> <tr> <td colspan="2"><b>INSURER C:</b></td> </tr> <tr> <td colspan="2"><b>INSURER D:</b></td> </tr> <tr> <td colspan="2"><b>INSURER E:</b></td> </tr> <tr> <td colspan="2"><b>INSURER F:</b></td> </tr> </table>	<b>CONTACT NAME:</b> Kimberly Matthews		<b>PHONE (A/C No. Ext):</b> (704) 821-4460	<b>FAX (A/C No.):</b> (704) 821-8788	<b>E-MAIL ADDRESS:</b> certificates@spiveyinsurancegroup.com		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>INSURER A:</b> Houston Specialty Insurance Company		<b>INSURER B:</b>		<b>INSURER C:</b>		<b>INSURER D:</b>		<b>INSURER E:</b>		<b>INSURER F:</b>	
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**COVERAGES      CERTIFICATE NUMBER:      REVISION NUMBER:**

**THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.**

INSR LTR	TYPE OF INSURANCE	ADDITIONAL COVERAGES (REQD / WAIVED)	POLICY NUMBER	POLICY EXP (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Per occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COM/CP AGG \$ OTHER \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Per accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ OTHER \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A				PER STATUTE    OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		MEO-HS-0003812-00	07/26/2022	07/26/2023	Per Claim \$1,000,000. Aggregate \$1,000,000. Retention \$5,000.

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

<b>CERTIFICATE HOLDER</b>  TO WHOM IT MAY CONCERN FOR INFORMATION PURPOSES TO WHOM IT MAY CONCERN FOR INFORMATION PURPOSES	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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