

**Sarah-Jane Allen**Email: [sarah.allen@hawaii.gov](mailto:sarah.allen@hawaii.gov)

### Employment History Summary

**Leadership and Change Management.** 20+ years leadership experience as a CPO, CFO, USAF Officer, Senior Manager and Executive Advisor. Extensive customer services skills gleaned from decades of consulting with diverse sets of industries and people. Active strategic and vision leadership skills, affecting improved change in efficiencies and team morale.

**Procurement, Contracts and Project Management.** 17+ years - Includes multiple \$B programs. In-depth knowledge of CAS, GAAP, Commercial Procurement terms and conditions, FAR, DFARS and Hawaii State Procurement HRS & HARS. Experience includes category management, budget and contract pre- and post management, negotiations, cost analysis and pricing, source selection, proposal creation and evaluation, scheduling, budget / forecast, burn rates, acquisition lifecycle, site management, time cards, communications, Earned Value Management System, metric dashboards, facilities management.

**Financial Management.** 20+ years - Includes arbitrating for the Financial Industry Regulatory Authority, budgeting, financial audits, financial statements, cash flow statements, company and individual tax write-ups, reconciliations, financial analysis, general accounting, bookkeeping, financial modeling.

**Professional Speaker, Writer and Instructor.** 15+ years – Includes developing and presenting training, Lecturing at University level on Economics, Finance, Accounting and Change Management, Professional speaking at events with up to 1,000 audience, Writer of legislature, testifying at Legislative Session (Hawaii), Developed Hawaii Procurement Certification and Training Program for Procuring Officers across the State.

**IT Skills.** 20+ years (Includes advanced proficiency in MS Office Excel (Formulas, Pivot tables, financial analysis), Word, PowerPoint (Training, Presentations), Project (Scheduling), Publisher (Newsletters) & ACCESS (database development), Web development, various eProcurement software.

**Non-Profit.** Non-profit, board and committee experience. National Board of Directors for the National Contract Management Association (<http://www.ncmahq.org/>), Audit, Leadership Development, University Outreach, and the Strategy Committees. Leader of finance research team with the District Alliance for Safe Housing (<http://www.dashdc.org/>).

### Employment History

- State Procurement Office, Honolulu, HI; State Procurement Administrator/Chief Procurement Officer (CPO) – Executive Branch, Hawaii, 11/2013 to present (<http://spo.hawaii.gov>)
- Financial Industry Regulatory Authority (FINRA), National: Arbitrator, 2013 to present
- University of Phoenix, HI: Instructor (Economics, Finance, Accounting), 2013 to present
- ASI Government, Inc., Arlington, VA; Senior Manager, 12/2007 to 08/2012
- CACI, Arlington, VA, Senior Acquisitions Analyst, 02/2006 to 12/2007
- United States Air Force (USAF), Contract Specialist - United States Air Force, 03/2000 to 03/2006
- Leisure Accounting, Cape Town, South Africa, President, 03/1997 to 10/1999
- Dockside Internet (Pty) Ltd, CPT, South Africa, Chief Financial Officer (CFO) 01/1995 to 03/1997

### Education

- Global Executive Master of Business Administration (EMBA), George Mason University, May 2012
- Master of Acquisition Management, American Graduate University, CA, Jan 2006 - Summa Cum Laude
- Bachelor of Commerce (BCOMPT in Accounting & Auditing), University of Southern Africa, Dec 1995

### Certifications

- Hawaii Real Estate Agent Certification, June 2013
- Acquisition Professional Development Program (APDP) – DAWIA Level III Equivalent Contract Certification, 2007
- APDP – DAWIA Level II Contracting Certification, 2004; Level I 2002
- National Contract Management Association (NCMA) Leadership Development Program, 2006/2007

### **Memberships and Professional Affiliations**

- Program Management Institute (PMI), 2017->
- National Association of State Procurement Officers (NASPO), 2013->
- American Institute of CPAs (AICPA), 2010->
- International Association for Contract & Commercial Management (IACCM), 2011->
- NCMA National Board of Directors, 2007-2009, Member - National Contract Management Association, 2005 ->
- Delta Epsilon Tau Honor Society, 2006 ->

### **Honors & Awards**

- Team of the Year, Hawaii Department of Accounting and General Services, 2016
- Team of the Year; Hawaii State Executive Branch, 2014
- Certificate of Appreciation; NGA – Acquisition Directorate, 2008/9/10/11/12
- NGA Unit Meritorious Award (TASER); NGA – Director, 2011
- Distinguished Graduate, NCMA Leadership Development Program, 2007
- Superior Performer, Army Contracting Agency – Contracting Center of Excellence, Pentagon DC, 2006
- Company Grade Officer of the Year, AF SPACECOM MAJCOM 2006
- Air Force Achievement Medal, Vandenberg AFB, 2006
- Company Grade Officer of the Year, 30CONS, Vandenberg AFB, 2005
- Air Force Commendation Medal, Hickam AFB, Hawaii, 2004
- Very Important Patriot Award, Hickam AFB, Hawaii, 2003
- Volunteer of the Year, 15 CONS and 15 MSG, Hickam AFB, Hawaii, 2003
- Airman of the Year, 15 CONS and 15 LG, Hickam AFB, Hawaii, 2003

### **Publications and Speaking Events**

- Speaker, “Optimizing Value Where You’re At: Understanding the Capability Maturity Model”, Project Management Institute, Honolulu Chapter, Plaza Club, May 2017
- Speaker and Developer, “Procurement Pricing”, Hawaii Island, Kauai, Maui, Oahu SPOCon, 2016
- Speaker, “The Missing Link! Government Accounting and Procurement”, Advancing Government Accountability, Oahu, Mar 2016
- Speaker, “Latest Procurement Developments”, Hawaii Procurement Institute, Capitol Building, Oahu, Nov 2015
- Speaker, “Doing Business with the State of Hawaii”, Small Business and Veterans Conference, April 2014
- Speaker, “Faster, Better, Smarter: How Knowledge-Enabled Acquisition Process Can Cut Acquisition Lifecycle Times”; NCMA World Congress, Fort Lauderdale, FL 2010;
- Speaker, “Successful Management of the Multi-Sector Workforce”; NCMA World Congress, Long Beach, CA 2009;
- Speaker, “Leadership in Contracting”; NCMA Chapter Conference, Vandenberg Air Force Base, Lompoc, CA, Oct 2007; Space City NCMA Chapter Annual Conference, Houston TX Nov 2007; NCMA Mid-Way Conference, Daytona FL Jan 2008
- “ACA Messenger”, Editor & originator: National Geospatial Intelligence Agency, Acquisition Directorate, ACA Division, 2009-2010
- “Contracting’s New Heroes – More is More”, Article Published in NCMA Contract Management Magazine, Aug 2007
- “OTS Eagle”, Editor: USAF Officer Training School Newsletter, 2004 - Maxwell AFB, AL
- “The Haggler”, Editor & originator: 15 Contracting Squadron Newsletter, 2003/2004 – Hickam AFB, HI

## Additional Information - Experience

**Hawaii State, State Procurement Administrator / Chief Procurement Office (CPO) – Hawaii Executive Branch ([www.spo.hawaii.gov](http://www.spo.hawaii.gov)), 11/2013 to Present.** Approved by the Governor of Hawaii, Confirmed by the Hawaii Senate. State Procurement Administrator for the State of Hawaii (over 21 CPO agencies), Policy development, Strategic procurement and Economic Development, Streamlining Procurement Initiatives, Change Management, Category Management, Legislative policy change, State-wide procurement, State-wide Purchasing Card program, training, review, guidance and compliance. Chief Procurement Officer for the Executive Branch (19 Departments – approx. \$1.6B p.a.), Strategic Sourcing, Guidance, compliance, approval for special procurements, policy and process, procurement strategy, planning and implementation, state-wide Inventory (\$24B) and Surplus (\$1.8M). Training, reviews and investigations. Staff of 25.

- **Financial & Program Management.** Procurement oversight for Executive Procurement Budget of approx. \$1.6B. Manage \$1.5M internal budget and \$1.8M Revolving Fund. Manage the Executive Branch Inventory Program, State Surplus program and State pCard programs making up over \$24B.
- **Contract Administration.** Manage state-wide contracts, and Executive Branch Technology contracts of approx. \$50M+ including life-cycle planning
- **Long-range Programmatic Planning.** Advise Executive Branch and State Agencies on life-cycle acquisition and financial planning for large, high viz, high dollar acquisitions to include: Transition and sustainability of the Hawaii Health Connector, Department of Taxation modernization system, public private partnership developments such as the Prisons and the Aloha Stadium, DOD State Disaster Preparedness, the DBEDT under-water cabling program, the HDOT Airport Modernization program and the HOAG-DOE Farm-to-School food sustainability program.
- **Operational Management and Modernization.** Develop and implement interactive state-wide Procurement Manual, Hawaii Awards and Notices Data System (HANDS) – one-stop-shop searchable database for all state and poli-sub solicitations and awards. Gap analysis and research for robust all-module eprocurement system.
- **New Legislation and Policy.** Develop and implement small business initiative to encourage local small businesses, Native Hawaiian, Women- and Veteran-owned businesses. interactive state-wide Procurement Manual, Hawaii Awards and Notices Data System (HANDS) – one-stop-shop searchable database for all state and poli-sub
- **Recruitment, development and Leadership of Administrative Staff.** Manage, recruit and develop 25 State Procurement Office staff, plus interns from the State Intern Program and the UH School of Law. Train and develop over 1,500 procurement professionals across State agencies.
- **Training and Procurement Workforce Recognition.** Developed SPOCON, an annual conference for Hawaii's procurement workforce with a top procurement award. New online, anytime training and learning management system implemented to modernize state-wide access to training.

**Financial Arbitrator, Financial Industry Regulatory Authority (FINRA, [www.finra.org](http://www.finra.org)), 1/2013 to Present.** Arbitrate on matters in the securities industry, bringing disciplinary actions against registered brokers and firms if necessary, enforcing high ethical standards, and compliance to ensure fair financial markets.

**Instructor, University of Phoenix, Ground School Oahu, 6/2013 to Present.** Develop content for syllabi, conduct classes and grade in Finance, Accounting and Economics on Bachelors' and Masters' level.

**ASI Government, Inc., Senior Manager & Executive Advisor, 12/2007 to 08/2013**

**Executive Advisor to National Geospatial Intelligence Agency (NGA) Senior Procurement Executive (SPE), Arlington, VA, 12/2007 to 08/2012:** Hand-picked to advise on NGA Acquisitions and NGA Agile Acquisition Strategic Initiative (AASI) to develop and deliver a suite of tailored processes that meet customer expectations for rapid satisfaction of mission requirements. Advised on strategic planning and tactical operations within the Acquisition & Contracts (AC) division. TOP SECRET/ (SCI) Clearance held. Accomplishments include:

- **Financial & Program Management.** Supervised 80 complex taskings with milestones and a multi-million dollar financial resources long-range plan. Directed 12 cross-functional teams. Managed \$M multi-vendor programs, instituting improved processes across the acquisition life-cycle.
- **Contract Management.** Specialist Advisor for multiple million dollar programs. Conducted cradle-to-grave actions including Acquisition strategy planning, writing of Statement of Work, performance-based contracting, contract type analysis, cost and pricing analysis, negotiations, evaluations, award, post-award performance monitoring and administration.
- **Cost & Pricing Analysis.** Cost team lead and trainer for multi-million dollar evaluations.
- **Thought Leadership.** Advised \$B programs to include IT programs (ISP/ASP, Research & Development), Services programs and Black programs (Classified). Strategic systems thinking reviews, reducing stovepipes, realigned programs for enhanced efficiencies and improved funding processes. Advised on organizational support, category management, policy, reporting and workforce leadership for 200 personnel within the AC division.
- **Change Management.** Lead in change management strategy planning and implementation, instrumental in finding champion talent and change agents and bringing them on, created metrics team to monitor and track change, monitor culture temperature, resulting in over 56 process improvements and smooth transitioning.
- **Communications.** Lead Communications. Conducted focus meetings across the NGA, conducted industry group forums for large and small businesses, created customer surveys for the NGA workforce (16,000 plus), responsible for website content, email outreach, organized town halls and event planning for technical meetings.
- **Business Analytics.** Created database to collect contracting and program metrics, allowing entire AC division workforce (200+) to view and obtain various reports from program summaries to award fee information and personnel information.

**Site Lead and Trusted Advisor for ASI Government, Inc.**

**Arlington, VA, 12/2007 to 08/2012:** Key member of the ASI team in supporting their business and organizational efforts, to grow the company and increase revenues.

- **Financial Management.** Responsible for client monthly action report, which includes action inputs from the team, and financial log information to include the burn rate, graphs, tables and comprehensive spread-sheeting.
- **Leadership.** Lead a team of 25+ personnel ensuring a positive client experience and a competent, dedicated team. My leadership resulted in the lowest retention of all teams in ASI with only two employees turned over the last four + years.
- **Bid & Proposal // Business Development.** Key Technical Lead for the NGA competitive re-compete. Wrote technical portion and resumes for the proposal. The award which was a historical win in the company as the largest contract ever, taking a 20%+ share of total revenue.

**Senior Acquisition Consultant, Associate to ASI Government,**

**San Pedro, California, 08/2012 to 08/2013:** Contracts management and training consultant for ASI Government, Inc. on Agile IT software development, Contracts Source Selection and Requirements Development.

**CACI, Arlington, VA, Senior Acquisitions Analyst, 02/2006 to 12/2007**

Procured over \$40M in IT Services, Educational Congressional Marks, Research & Development, and Black (Classified) contracts at the Pentagon (U.S. Army Contracting Center of Excellence) and INSCOM (U.S. Army Intelligence and Security Command). Source for creative solutions to contractual issues. TOP SECRET/ (SCI) Clearance held.

- Conducted in depth cost and price analysis and actively mentored Program Managers through complex source selection evaluations resulting in accumulated savings of \$2.5M.

**United States Air Force (USAF), Commissioned & Non-Commissioned Officer - Contract Specialist - United States Air Force, 03/2000 to 03/2006**

Responsible for the award and administration of contracts covering services, construction, supply requirements and facilities management of over \$100M. Demonstrated innovative ideas and effective solutions for unique contractual challenges.

- Performed oversight management of Space Launch Complex facilities (\$B) in Vandenberg Air Force Base and Air Force Lodging and Construction (\$M), and Air Terminal Support Services at Hickam Air Force Base.

**Leisure Accounting, Cape Town, South Africa, President, 03/1997 to 10/1999**

Single handedly built a client base (100+) - provided exceptional guidance on financial management processes, tax, information systems, training and human relations.

- Performed range of financial consulting services – financial audits, annual statements, tax structure.

**Dockside Internet (Pty) Ltd, CPT, South Africa, Chief Financial Officer (CFO) 01/1995 to 03/1997**

Led a team in the day-to-day operation of the accounting department and administrative Staff. Duties included Financial forecasting, budgeting, financial and tax statements, internal audit, general accounting (A/P, A/R, Employee compensation etc.).