



McFARLAND
&
ASSOCIATES, INC.



CORPORATE CAPABILITY STATEMENT

A Merging of Humanity and Technology

*Dedicated to improving the quality of life for the underserved
by enhancing access to information and services*



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February 2009

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*Dedicated to improving the quality of life for the underserved
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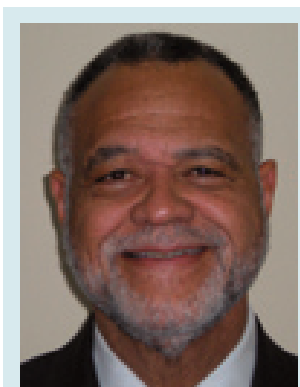
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PRESIDENT'S MESSAGE



George C. McFarland, M.S.W.
President and Chief Executive Officer

Thank you for your interest in **McFarland & Associates, Inc.** We proudly present an overview of our corporate capabilities in this publication. I invite you to learn more about our company by visiting our corporate Web site at www.mcfarlandassociate.com.

I founded McFarland & Associates in 1989, in the belief that offering high-quality research, evaluation, and management services in support of health, education, and the social sciences will improve the lives of the Nation's disadvantaged racial and ethnic populations. This philosophy evolved from my decades of experience and education in health-related issues, and from my lifelong commitment to addressing our Nation's most important social challenges.

Our company's highly qualified, dedicated staff and I have broad experience in providing consultant services to public and private organizations engaged in research, evaluation, information technology, logistical support, and program operations. We complement our capabilities with respected subject-matter experts who expand our scope of services and extend our reach across the Nation.

ISSUES AND AREAS WE ADDRESS:

- ◆ Substance Abuse Prevention, Intervention, and Treatment;
- ◆ Juvenile Crime and Delinquency Prevention and Rehabilitation;
- ◆ HIV and AIDS-related Services;
- ◆ Epidemiology;
- ◆ Child and Adult Education;
- ◆ Programs that address needs unique to women, children, and families; and
- ◆ Programs that reach out to vulnerable populations, such as the homeless and individuals with mental illness.

Our commitment to addressing social, educational, and health issues, using state-of-the-art technology, strategically positions McFarland & Associates, Inc., to provide creative, cost-effective solutions for both public and private-sector clients. We welcome the opportunity to meet your needs and surpass your expectations. Please feel free to contact me at **301.589.0780** or gmcfarland@mcfarlandassociate.com.

George C. McFarland, M.S.W.
President and Chief Executive Officer



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INTRODUCTION TO MCFARLAND & ASSOCIATES, INC.

McFarland & Associates, Inc., a management and professional services firm, has been providing responsive, cost-saving support to Federal, State, and local government agencies; nonprofit organizations; universities; and private-industry clients since 1989. Headquartered in Silver Spring, Maryland, McFarland & Associates is a Small Business and a 2001 graduate of the U.S. Small Business Administration's 8(a) program. We provide **customized** services and products primarily for program evaluation and survey research, technical assistance, conference and meeting support, publication and document preparation, and information management.

McFarland & Associates brings added value to every project we undertake. Our clients have said that we achieve this through such advantages as a superior commitment to meaningful services and products; the ability to understand and deliver far more than the client's perceived needs; and a unique appreciation of—and empathy for—the needs of underserved populations.

McFarland's clients and collaborators benefit from our staff's experience and in-depth knowledge in diverse disciplines, including mental health, substance abuse prevention and treatment, education, social services, family strengthening, and logistics support. Our accomplished professionals perform the following services, and many others, with consistently high accuracy, quality, and productivity:

- ◆ Design and conduct small- to large-scale research studies and program evaluations;
- ◆ Conduct and document surveys, needs assessments, and training programs;
- ◆ Design and set up electronic information and communication systems;
- ◆ Develop health and other social marketing strategies;
- ◆ Manage meeting, logistical, administrative, and technical support services for public and private agencies and organizations; and
- ◆ Design and produce collateral materials for these activities.

McFarland & Associates is dedicated to improving the health, educational, social, and economic status of all persons, with an emphasis on minority populations. Our staff's knowledge, skills, and cultural competency have evolved from decades of experience and education. As a result, we have heightened sensitivity and insight that directly benefits our clients, their organizations, and stakeholders.

McFarland & Associates' many distinguishing capabilities include the following:

- ◆ Outstanding past performance ratings
- ◆ Consistent cost savings for clients
- ◆ Superior record of on-time deliveries
- ◆ Consistent receipt of full award fees
- ◆ High staff continuity on contracts
- ◆ Excellent financial stability and credit
- ◆ Consistent on-time payments to vendors
- ◆ Consistent on-time reimbursements to participants
- ◆ Perfect payment record on vouchers to clients
- ◆ Proven success as both a Prime Contractor and a Subcontractor
- ◆ Investments in technology for *our clients' direct benefit*
- ◆ Global perspective, interests, and services

McFarland & Associates is highly regarded for innovation and forward thinking—assets that contribute significantly to our **high win rate for new and repeat business**. Our sophisticated abilities and applications reflect our staff's advanced degrees and commitment to continuing education. We also take pride in our award-winning professional and community service, which has improved lives within and beyond the District of Columbia metropolitan area.



IDEOLOGY

McFarland's ideology consists of five principles that are the foundation of our organization. They reflect our understanding that **information is the catalyst for creating positive change and removing limitations.**

INTEGRATION

In a world of constant change, we all seek focus and direction. At McFarland & Associates, we provide our clients with the support needed to manage changing environments. **Our concern for people** is the basis for our philosophy: **Merging Humanity with Technology.** We believe that this integration empowers organizations and individuals to achieve their full potential.

FLEXIBILITY

Our clients and partners benefit from our ability to collaborate in a cooperative, flexible, and adaptable manner toward a joint intellectual effort. McFarland works effectively as both a Prime Contractor and a Subcontractor. We have the talent to undertake complex tasks on short notice, offer responsive solutions, produce high-quality products, and deliver services on time and within budget.

EXPERIENCE

We believe that there is no substitute for experience in the accumulation of knowledge or skill. **McFarland & Associates has repeatedly been recognized for outstanding performance** since our inception in 1989. Our research and evaluation personnel have advanced degrees in mathematics, sociology, psychology, and epidemiology, and other degrees in related disciplines. In addition, our staff members have worked with programs and projects that are similar or identical to those we must evaluate under contract.

QUALITY

Our clients deserve and expect products and services that are superior in quality. Through our methods, controls, and senior-level oversight, McFarland & Associates consistently meets this criterion of excellence on all of our work and material. **Our quality-assurance program is our calling card.**

APPROACH

Our fundamental approach is to **provide professional, high-quality services to meet our clients' needs and exceed their expectations, while effectively managing costs.** We have successfully done so for two decades. Through our approach, we improve the quality of life for the underserved by enhancing access to information and services—which is McFarland's mission.



THE MCFARLAND SMART APPROACH:

- S** System of integrated services and support used to produce excellent, high-quality products.
- M** Management infrastructure that provides high-level responsiveness; early problem identification and application of lessons learned; quality assurance; and resolution.
- A** Accessible and accountable network of strategic partners who bring complementary strengths together in order to support teams and activities.
- R** Report development and tracking processes that result in professional, consistent, and accurate reports.
- T** Technology integration to ensure real-time monitoring and increase efficiency, cost effectiveness, and skills building.

Our SMART Approach is a winning approach for our clients and teaming partners. It maximizes productivity and efficiency, demands accountability, reduces costs, promotes team-building, and consistently yields services and products of the highest caliber. McFarland & Associates' 20 years of client satisfaction, growth, and solvency reflect the effectiveness of our SMART Approach.



WHY SELECT MCFARLAND & ASSOCIATES?

Whether you are a Federal agency seeking a superior Prime Contractor or a company looking for a strong Subcontractor, **McFarland & Associates is your ideal partner.** From our experience as both a Prime and a Sub, we are adept at fulfilling each role's unique responsibilities. McFarland & Associates meets all reporting requirements, submits accurate invoices on time, and respects established lines of reporting and communication. We preserve confidentiality and privacy in every matter, through secure records and systems.

With our knowledge of many public and private-sector missions, programs, funding mechanisms, and stakeholders, McFarland & Associates is an effective partner from day 1. Whether offering recommendations or serving as a sounding board for clients' ideas, **we consistently help to maximize the impact and minimize the cost of services and products.**

McFarland & Associates' professional, nurturing environment yields high staff retention—and therefore, **high staff continuity on projects.** We emphasize action, accountability, and documentation, in the best interests of our clients, partners, and staff.

McFarland & Associates saves clients time and money in multiple ways, many of which have technology-based origins. For example, we collaborate with a travel vendor to maximize the use of their Web-based ticketing and invoicing system, to achieve significant savings for travelers, and streamlined reporting and billing. Our computer and communication networks' levels of connectivity, access, uptime, and other features generate meaningful savings in time and money. McFarland's investments in technology also support teleconferences, webinars, and other events, to reduce travel and per diem costs, while facilitating communication.

IN THEIR WORDS—SELECTED CLIENT TESTIMONIALS

Dr. Sandra Crewe, Associate Dean, School of Social Work, Howard University: “[Regarding added value, McFarland & Associates’] consultation moved them to another realm because they’re able to move it from the product I imagined to the product I really need. The end product is better than I ever envisioned.”

Rev. Debra Hickman, President and CEO, STAR: “McFarland & Associates does an outstanding job of administering and monitoring the project [STAR, Sisters Together Are Reaching]. They make certain that the dollars are expended appropriately, they make certain that our reports get in on time, and they provide us with the resources necessary to help and assist [the project staff] to provide the services they need to [deliver].”

Joyce Thomas, R.N., M.P.H., P.N.P., F.A.A.N., CEO, Center for Child Protection and Family Support: “[McFarland & Associates’] work has made a tremendous difference because its accuracy and quality has allowed us to get the kind of resources and funding from various programs to do this work.”

Dr. Connie M. Webster, Chairperson, Nursing and Allied Health, University of the District of Columbia: “If [McFarland & Associates takes] on a project, I would say without a doubt that they are very committed to making it the very best project and the very best product from the company.”



NAICS CODES AND OTHER PROCUREMENT VEHICLES

McFarland & Associates provides services to grantees and government agencies throughout the United States under the following North American Industry Classification System (NAICS) codes:

511210	Software Publishers
514210	Data Processing, Hosting, and Related Services
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541519	Other Computer-Related Services
541611	Administrative Management and General Management Consulting Services
541618	Other Management Consulting Services
541720	Research and Development in the Social Sciences and Humanities
561110	Office Administrative Services
561320	Temporary Help Services
611710	Educational Support Services
621330	Offices of Mental Health Practitioners (except Physicians)
621999	All Other Miscellaneous Ambulatory Health Care Services
624190	Other Individual and Family Services

OTHER PROCUREMENT VEHICLES

McFarland & Associates provides services and products through awards under full-and-open and small-business procurements. **We perform many of our contracts under Indefinite Delivery Indefinite Quantity (IDIQ) vehicles** with agencies of the Department of Health and Human Services (HHS), such as the Substance Abuse and Mental Health Services Administration (SAMHSA). Federal clients can seek to award task-order, IDIQ contracts to McFarland & Associates through the National Institutes of Health (NIH) Public Information and Communications Services (PICS) vehicle (<http://dssa.od.nih.gov/PICS>). **We also perform under grants and contracts** with public and private-sector organizations. McFarland & Associates anticipates being eligible in 2009 for procurements under several GSA Schedules, including AIMS (Schedule 541) and MOBIS (Schedule 874).

McFarland & Associates accepts purchase orders, credit cards, and payments in the micro-purchases procurement category, under the Federal Acquisition Streamlining Act (FASA). **These convenient options expedite startup.**



SERVICES AND PRODUCTS

McFarland & Associates offers a multitude of customized services and products in these focus areas:

- ◆ Program Evaluation and Survey Research;
- ◆ Technical Assistance;
- ◆ Conference and Meeting Support;
- ◆ Publication and Document Preparation; and
- ◆ Information Management.

Further information on our services and products appears on our Web site, www.mcfarlandassociate.com.

PROGRAM EVALUATION AND SURVEY RESEARCH

McFarland & Associates conducts qualitative and quantitative program evaluation studies involving social services and health issues, primarily for special populations. Our staff design, conduct, and supervise field operations for small- to large-scale research and survey efforts. By establishing and monitoring quality control procedures, we identify and recruit field or telephone supervisors and interviewers. Our capabilities enable us to:

- ◆ design and conduct needs assessments;
- ◆ develop process, outcome, and impact measures;
- ◆ conduct literature research and reviews;
- ◆ gather, organize, and present ethnographic data;
- ◆ design and conduct peer-referenced program evaluation and assessment;
- ◆ develop creative service delivery and evaluation models geared to problem resolution;
- ◆ design survey instruments and supporting materials;
- ◆ design and develop statistical analyses and reports;
- ◆ obtain OMB clearance;
- ◆ collect data via field, telephone, mail, focus groups, and Internet;
- ◆ use advanced software to analyze data;
- ◆ develop graphic depiction of complex findings;
- ◆ design and conduct epidemiologic studies;

- ◆ identify and recruit advisory boards; and
- ◆ develop training curricula and materials for evaluators, supervisors, and interviewers.

McFarland's staff utilize SPSS/PC+, PC-SAS, PMDP, Timeline Project Management, Access, SQL Server, QuickBase, and SharePoint for scientific sampling and data collection. We perform automated analyses of primary and secondary data such as computation of sampling errors, determination of confidence intervals, imputation of data, and multivariate data analyses.

TECHNICAL ASSISTANCE

McFarland & Associates delivers technical assistance (TA) services and products both as "stand-alone" entities and with assets from other corporate service areas. For example, our TA includes designing and delivering training, and facilitating networking and community building. In so doing, we convene planning meetings, design and produce training manuals, and create Web sites, drawing upon other McFarland & Associates service areas.

McFarland's TA services and products support, expand, and enhance an agency or community-based organization's mission and constituency. Target audiences include practitioners, leaders, role models, trainers, policymakers, educators, members of the clergy, grantees, members of funding sources, and other stakeholders.

McFarland's TA services help to evaluate how individuals and groups can build, or otherwise contribute to, coalitions and other partnership arrangements. We also recommend, test, and implement ways to improve data collection and analysis, reporting, and feedback. McFarland & Associates helps to identify, collect, and disseminate information on best practices; convenes symposia and working groups to review relevant and emerging issues related to key topics; conducts impact and outcome evaluations; and provides training and support in improving information management



and publication within communities. McFarland & Associates has provided TA to collaborations of minority education institutions, faith-based organizations, and community programs, many of which address prevention and treatment of substance abuse and mental health disorders.

CONFERENCE AND MEETING SUPPORT

McFarland & Associates has a comprehensive events planning unit that manages all logistical concerns for meetings, conferences, workshops, symposia, and other events ranging from small focus groups to national conferences with 2,500 attendees.

Our staff include Certified Meeting Professionals (CMPs) experienced in planning, supporting, conducting, and evaluating events throughout the United States. From annual conventions and conferences to meetings, training workshops, and focus groups, our clients receive professional, cost-effective planning and management of their events. Our meticulous preparation includes access to and quality control over all services and timely evaluation of hotel staff services and event sessions, including a thorough post-event followup. We work closely with our clients to reflect the individuality of the sponsoring organization or agency and to meet the needs of participants. Our meeting planners use several state-of-the-art tools, including MeetingTrak® and RegOnline®, to efficiently and accurately plan a wide variety of conferences, meetings, and events simultaneously.

Planning

McFarland & Associates' event planners provide an array of services including program planning and development, site selection, speaker selection, food and beverage service, pre-registration, corporate sponsorship for special events, audiovisual arrangements, awards and presentations, entertainment, and supporting materials development. In addition, our staff print, develop, and assemble handouts, packets, and binders as necessary. We provide sign-language interpreters for attendees with hearing impairment, special equipment and transportation for persons with disabilities, and all other meeting support services.

Arranging travel and accommodations

McFarland & Associates provides local, national, and international accommodations and travel via air, rail, rental car, chartered bus/van, and other modes as requested and needed. We work with a vendor that offers an easy-to-use, Web-based "airport" through which travelers can reserve and ticket travel and lodging reservations, modify itineraries, and receive confirmations of their purchases and arrangements. McFarland & Associates also maintains numerous controls over the price of tickets and other costs **before** incurring them. **We often save clients tens of thousands of dollars in participant expenses**, and provide reports on costs, savings, used/unused tickets, and more.

Onsite management

Our meeting planners provide onsite management as needed. These services include registration; exhibit setup and monitoring; session setup, monitoring, and assistance; provision of recorders/summary writers; message center operation; administrative support; session/overall evaluation; hotel liaison; travel and accommodation changes; and provision of an onsite office, 24-hour on-call assistance, and overall problem avoidance and troubleshooting.

Post-meeting followup

Our post-meeting activities typically require us to review and tabulate evaluation forms; resolve any billing issues and approve payments; pay honoraria and consulting fees; pay speaker/participant reimbursements; arrange conference calls and additional meetings; generate required reports; distribute materials; manage information exchange; and perform long-term followup processes.

Fiscal monitoring and controls

McFarland & Associates continuously monitors and reviews established budgets throughout the planning process, and strictly manages requests onsite to ensure that we produce events within established budget parameters. Our fiscal controls ensure accurate, timely post-meeting reimbursements and payments.



PUBLICATION AND DOCUMENT PREPARATION

McFarland & Associates offers publication and document preparation services ranging from conducting basic research to producing and distributing peer-reviewed publications. Our staff achieve writing and editorial excellence that encompasses creativity, technical accuracy, and compliance with high-quality production standards. They are familiar with problems that may arise during the process, and able to provide effective solutions. They also are skilled in meeting *GPO Style Manual* requirements.

Our clients include professionals in the health, education, and social science fields. They must communicate with colleagues; conduct research and present research findings; inform or educate the general public; inform or educate culturally diverse populations; conduct various types of training; and provide materials to support meetings, conferences, and special events.

McFarland & Associates has provided publication and document preparation services to Federal agencies, State and local governments, colleges and universities, and a variety of private, for-profit, and nonprofit organizations.

Publication team

A typical publication team includes one or more consultants or staff subject-area specialists, senior technical writers, editors, graphic design and/or presentation specialists, proofreaders, and word processors. Our publication teams present technical information so that it is clear and understandable. As needed, we augment our teams with specialized consultants and vendors. Many of our consultants have worked with us continuously for more than 10 years.

Based on client specifications, our staff design, write, and edit documents for publication or internal use. McFarland's collective technical skills enable us to:

- ◆ conceptualize documents;
- ◆ conduct literature review/basic research;

- ◆ perform original writing and substantive rewriting;
- ◆ revise, synthesize, and merge multi-author text;
- ◆ perform copy editing and technical editing;
- ◆ proofread documents;
- ◆ provide graphic design services;
- ◆ perform text, graphic, and data layout; and
- ◆ produce documents using desktop publishing.

Types of documents and publications

McFarland & Associates develops documents and publications for diverse purposes and audiences, blending our staff and consultant skills to produce materials ranging from brochures to technical manuals. Our writing and editorial staff create customized documents and publications from existing materials or design and develop new items.

McFarland's editorial process provides efficiency, accuracy, and on-time delivery. Quality control, at all production levels, is central to our document development process. In-house and client reviews at each stage of document production ensure that we meet and maintain the highest standards for content, format, and printing. At each stage of production, project team members and designated client staff review a document for clarity, accuracy, and conformity to specifications. Our staff incorporate in-house and client comments following each review.

INFORMATION MANAGEMENT

McFarland & Associates has a wide variety of capabilities in the area of information management. We affordably and resourcefully help our clients retrieve and review electronic data, integrate overlapping technologies, merge databases created on different software applications, increase program effectiveness, and develop and manage Web sites. As new technologies evolve, and the demand for them increases, we find new and creative ways to integrate an array of data and electronic systems to meet our clients' needs. Many of our information management tools and applications are among our corporate facilities and resources, which are discussed in the next section.



FACILITIES AND RESOURCES

McFarland & Associates' facilities and resources are vital to our timely, responsive, and cost-efficient products and services. From office locations and equipment that maximize accessibility, to ongoing investments in cost-saving technology, our facilities and resources help us ensure customer satisfaction. Our infrastructure also contributes to one of our **value-added** strengths: **staff continuity**. We provide employees with tools to succeed and advance, resulting in high staff retention and superior performance. McFarland's unwavering investment in technology that achieves dramatic cost savings, supports innovation, and accommodates our forward thinking benefits our contracts in many ways, **at no extra cost to our clients**.

McFarland & Associates has consistently received high contract performance ratings—the ideal counterpart to our recognized accuracy in invoicing. In 20 years of contract performance, we have never had costs disallowed. This has allowed us to sustain strong cash flow and to maintain excellent relationships with banks and other financing entities. In all instances, our office equipment requires the use of project codes; some products also accept task-level codes. These controls help us to accurately allocate and invoice costs every period and assure that all **costs are carefully tracked and appropriately allocated**.

McFarland remains an early adopter of new technologies that save time and money, while expanding data capturing and reporting capabilities, to benefit our clients and their projects. We continuously improve and deepen our use of technology, with advances that allow our staff to work from anywhere in the world where there is a browser, 24/7. This is important when a Project Director is on travel and the Project Officer has an issue that requires immediate attention. Our staff also use portable intelligent terminals or pocket PCs to communicate with customers.

CORPORATE HEADQUARTERS

McFarland's corporate headquarters is in the Lee Building, 8601 Georgia Avenue, Silver Spring, Maryland. Located at the corner of Georgia Avenue and Colesville Road in downtown Silver Spring, our headquarters is one block from the Silver Spring Metro Station (Red Line); approximately 20 minutes from Union (train) Station (via Metrorail); and less than 45 minutes from Reagan Washington National, Dulles International, and Baltimore-Washington International Thurgood Marshall Airports. *McFarland staff can meet with clients on short notice; clients and others can easily travel to our offices.*

McFarland's corporate headquarters has more than 7,000 square feet of space, which includes:

- ◆ offices for corporate officers, executives, and other employees, plus designated offices for consultants;
- ◆ two conference rooms (one with high-end audiovisual, communications, and IT capabilities);
- ◆ Accounting and Human Resources offices;
- ◆ Local Area Network (LAN), computerized communications, and a VoIP telecommunications system;
- ◆ integrated desktop publishing and graphics systems;
- ◆ high-security computer operations center;
- ◆ security cameras monitoring headquarters entry and access ways;
- ◆ production and photocopying center, with recycling and shredding receptacles; and
- ◆ kitchen (for employees, as well as for participants attending meetings in our offices).

Our headquarters' building maintains a 24-hour security operation, which permits staff and clients working beyond regular business hours to enter and leave the office safely. Numerous small product and service businesses, four hotels, and several restaurants are within two blocks of McFarland's main office. We provide complimentary parking for all visitors.



COMPUTERIZED COMMUNICATIONS

To provide excellent service and operate at maximum efficiency, McFarland maintains a state-of-the-art network and IT infrastructure of high-availability Dell PowerEdge servers running Windows Server 2003, and standardized Dell workstations running Windows XP Professional. McFarland uses Microsoft's flagship firewall ISA Server 2004 to protect the infrastructure from intrusion. Workstations connect to McFarland's servers via 100 MBit Ethernet and 802.11g encrypted wireless access. The network features a full Fiber connection that supports the highest speeds commercially available in the industry and allows secure VPN access, enabling our staff to respond to issues and be productive when they are not physically in the office.

McFarland is registered with Network Solutions as mcfarlandassociate.com. Our Internet service provider, Atlantech Online, is rated one of the best in the country, known for its high reliability (99.99 percent) and strong (24/7/365) customer support.

McFarland uses the highly integrated Microsoft Office 2003 throughout the organization to create new documentation and ensure efficient collaboration. We also have WordPerfect Office, to assist in the conversion of older documents. Although the company is PC-based, we also maintain one G4 Mac computer equipped with both Microsoft Word and Corel WordPerfect, to manage documents prepared by individuals who use Macintosh Operating Systems (e.g., peer reviewers from academic environments). McFarland employs several software applications that are particularly useful for project and task management (e.g., Microsoft Project). For varied purposes, the company uses applications that are customer-compatible.

COMPUTER SYSTEM SOFTWARE

The advanced file-sharing capacity of McFarland's network expedites the entire spectrum of office production, from conception of an idea through staff execution of the concept. Our network provides full sharing of software programs and files among staff. Our software includes the following:

Accounting: McFarland uses Deltek's high-end Enterprise and Cost Accounting Systems—GCS Premier. GCS Premier affords McFarland the flexibility to customize reporting formats to our individual contracts, and its cost-tracking feature offers extensive drill-down capability. These features present numerous options for capturing cost data and developing historical, trend, and cost-projection profiles for clients. With this Premier Enterprise application, McFarland provides accurate, detailed, and meaningful cost accounting. We also can download reports from the main database, convert them to Excel or one of several other formats, and forward them electronically and in hard copy for review.

Conference and Meeting Management: McFarland's Conference and Meeting Department staff employ MeetingTrak® as their principal software tool for efficiently and accurately planning a variety of conferences and meetings. MeetingTrak® reduces manual efforts and maximizes efficiency in managing the many aspects of planning and presenting meetings and conferences. This tool is fully integrated with our word processing system, for expedient production of materials.

McFarland & Associates' clients, and the meeting attendees, benefit from our use of MeetingTrak® through: (1) cost savings from streamlined meeting planning, execution, reporting, and evaluation; (2) meeting details at the planners' fingertips; (3) cost savings in data entry, editing, and proofreading; (4) optional module for tracking professional education credits; (6) rapid setup of meeting databases; (7) speaker and exhibitor profiles; (8) tracking room setup, audiovisual equipment,



and food and beverage requirements; (9) unlimited registration; (10) easy tracking of attendee information; (11) cost savings through batch registration processes; (12) ability to record attendance and issue credits; and (13) cost savings from automated generation of name badges, confirmation letters, and other products, from a single record for each person.

Communications and Database Management: Over the past decade, the field of information technology has grown immensely. Today, literally thousands of new applications being introduced allow us to cut across time and space and communicate more seamlessly, quickly, and at reduced cost. Two products that McFarland & Associates uses are Microsoft SharePoint and Intuit QuickBase.

SharePoint: McFarland & Associates uses Microsoft Windows SharePoint Services 3.0. This collaboration tool enables McFarland's clients and staff to connect with one another from any point of origin to any destination via Windows and Web technology. **McFarland & Associates saves clients time and money and "goes green" by using SharePoint.** We improve team productivity by providing and receiving timely access to documents, information management tools, administrative controls, and teammates. With SharePoint 3.0, McFarland & Associates can develop online workspaces and can electronically—and securely—share information, databases, document libraries, online surveys, discussion boards, project calendars, task lists, and Web sites. We also can track products, group activities, and survey returns. Such collaboration reduces printing, waste, shredding, and travel costs. Our clients also benefit because SharePoint 3.0 is a proactive resource. Its features include announcements and alerts that inform users when new materials have been posted, revisions have been made, and meetings and conference calls have been scheduled. This tool facilitates brainstorming, consensus development, and reviews.

QuickBase: **McFarland & Associates uses QuickBase to save time and money on projects,** while delivering all required services and products on time, within budget, and as instructed. QuickBase is a Web-based resource that helps to streamline operations, schedule and track tasks, and manage information and documents. This tool saves McFarland's clients money through such efficiencies as simplified data importing, exporting, and reporting. In conjunction with other in-house management tools, QuickBase helps McFarland's Project Directors to maintain, share, assess, and report up-to-date information. It also provides e-mail notifications of new or changed documents, reminders of scheduled tasks and deliverables, and announcements of meetings. QuickBase has a very gentle learning curve, and has allowed our subcontractors to begin using the software in a short period of time. This has enabled us to quickly build strong systems of service accountability and information sharing. Combined with our project team members' anytime/anywhere access to this information, McFarland & Associates provides superior response time, decisionmaking, and problem avoidance, while saving clients time and money.

Desktop Publishing and Graphics: McFarland & Associates maintains a fully integrated desktop publishing and graphics system, to offer broad capabilities to our clients. McFarland & Associates uses Corel Presentation and Microsoft PowerPoint for presentations; each system can create hard copy, transparencies, and electronic presentations of text, graphics, and photos. The design and color variations offer an array of presentation possibilities. Our staff use Microsoft Word 2007 to improve the overall look and feel of documents. Theme colors and theme fonts enable us to brand products for our clients.

Adobe Acrobat 8: McFarland & Associates uses Adobe Acrobat 8 for sophisticated, efficient applications of PDF technology. **Adobe Acrobat 8 provides our clients with numerous options for developing, sharing, reviewing, tracking, formatting, and electronically signing and certifying their products.** This software supports a variety of platforms and programs, including Windows, Word, Excel, PowerPoint, and Outlook. All of the resulting products meet the require-



ments of 508 compliance (as do all of McFarland & Associates' Web sites and other electronic and information technology (EIT)-based products).

Among its many features, Adobe Acrobat 8 enables us to: (1) create PDFs from files, paper documents, Web pages, or from scratch; (2) create and customize PDF fill-in forms; (3) apply secure digital signatures and certifications to documents; (4) initiate, participate in, and track shared reviews of documents; (5) convert PDFs into other formats, including Word, HTML, and JPG; and (6) convert Excel worksheets, PowerPoint presentations, e-mail messages, and files to PDF.

GoToMeeting: McFarland & Associates regularly uses this secure, reliable, Web conferencing tool to convene online meetings. GoToMeeting enables attendees to participate in online meetings at their computers, in real time. This technology can be used instead of, or in conjunction with, in-person meetings. McFarland & Associates uses this solution when (a) an in-person meeting is deemed unnecessary and/or cost-prohibitive; (b) an invited attendee cannot travel to a scheduled in-person meeting; (c) attendees reside in different time zones; and (d) leaders wish to convene more meetings than their budgets would permit if attendee travel were required for all meetings. GoToMeeting enables attendees to share keyboard and mouse control, and to easily switch presenters and the visual materials that attendees view on screen. **GoToMeeting benefits our clients by increasing productivity and decreasing costs.**

VisiMap: McFarland & Associates uses VisiMap 4.1, visual-mapping software that electronically records, organizes, clarifies, and prints the outcomes of creative thinking. VisiMap helps translate thoughts, ideas, visions, and graphic concepts into a visual structure that quickly moves groups forward. It transfers visual maps into documents and graphics in such products as Microsoft Word, PowerPoint, and Outlook. McFarland & Associates most frequently uses VisiMap to: (1) identify and prioritize project objectives, goals, and action items; (2) generate group ideas and develop action plans; (3) create and organize procedures; (4) create agendas, checklists, and meeting minutes; (5) conceptualize, design, write, revise, and finalize reports and other products; (6) design and hone presentations; and (7) develop and update training materials. **This is a value-added resource for McFarland's clients,** and we welcome both current and prospective customers to use this valuable resource in our corporate offices.

CONFERENCE ROOMS

McFarland's main office includes two conference rooms. Our large, multi-use conference room includes the following:

- ◆ conference table with seating for 12 in ergonomic chairs, plus perimeter seating;
- ◆ ten-foot-wide, front wall-mounted screen, with wireless remote control;
- ◆ ceiling-mounted Optoma video projector;
- ◆ wireless network for laptops;
- ◆ access from the conference room to all company computers that allow such access;
- ◆ wireless keyboard and mouse (easily passed between attendees for brainstorming, product development, and other uses);
- ◆ Polycom® SoundStation2W™ speaker telephone for teleconferences (with interference reduction and voice encryption);
- ◆ access to networked files (for strategy sessions, product reviews, training sessions, and other uses);
- ◆ capacity to support webinars and other Web-based sessions, including demonstrations; and
- ◆ side wall-mounted presentation unit with 4-foot-wide, pull-down screen; whiteboard; and flip chart.



Our small conference room offers a conference table with seating for six. This location is ideal for project meetings; breakout sessions; grant review panel meetings; training sessions; proofreading and quality control; assembly of products; rehearsals of presentations; and other activities. This room also has space for a flip chart, and ample wall space for posting flip chart sheets.

TELECOMMUNICATIONS

All McFarland staff members have Avaya telephones with the full array of business telephone features, including voice-mail, intercom, and speakerphone capabilities. An in-house administrator can track and control phone use through our system.

REPRODUCTION EQUIPMENT

McFarland & Associates has three state-of-the-art Canon high-volume photocopiers. All three copiers are connected to the Internet and also serve as printers. Two of our copiers offer black-and-white and color copies; the other provides full-color quality. All of McFarland's employees are authorized to control the full range of copier functions from their computers through our LAN, and at the machines, including entering electronic codes that ensure accurate client billing for each project's copies.

McFarland's copiers can scan documents, and also scan e-mails to any e-mail address for which we have created a user inbox. Our equipment performs double-sided printing, yielding significant savings in paper. Our copiers enable us to rapidly reproduce documents in large quantities. Other features include collating, stapling, hole punching, and printing of watermarks.

To benefit our clients, McFarland & Associates has both a 2-hour maintenance window and telephone technical support. In addition, our equipment features full-scale administrative and security controls. Our administrator can control access, monitor print jobs, assess the status of printing supplies, and much more. Through such controls, McFarland & Associates can forecast our projects' printing and copying needs, and purchase supplies to maximize savings to our clients. We also can generate reports that provide printing breakdowns for billing and other information and data. These reports help McFarland & Associates with budget estimates.

MAIL AND DELIVERY SERVICES

To ensure the timely delivery of all written correspondence and other packages, McFarland uses Federal Express, UPS, and Express Mail delivery services. Our Federal Government Account with Federal Express enables us to apply for Government discount shipping rates on active Federal projects. Under an annual approval process that requires Contracting Officer approval, McFarland & Associates has, for example, achieved savings of 50-60 percent on our contracts with HHS. Our Federal Account provides a host of online reports; we also can trace prior shipments up to 45 days online, and farther out through personal, telephone-based assistance. McFarland & Associates includes project reference codes for billing on all shipments, to ensure accurate invoicing, and ships conference materials and other project-related items under this account, to maximize savings to our clients.

McFarland & Associates maintains a Federal Express Business Account and an account with UPS. Both enable us to order and track shipments online, and to print shipping labels, from any location. The company also has an established relationship with a local courier service that provides same-day service. For standard mail, we use a Pitney Bowes electronic postage system that allocates postage charges by project code and automatically feeds, processes, seals, and stacks envelopes.



SELECTED PROJECT SUMMARIES

The following project summaries are a sample of the organizations that McFarland & Associates supports. *Many of these projects are multiyear, multimillion-dollar contracts, with long-term and repeat clients.*

CENTER FOR MENTAL HEALTH SERVICES (CMHS), OVERSIGHT

Contact:

Jeanette Miller
Phone: 240.276.1746
Fax: 240.246.1770
E-mail: jeanette.miller@samhsa.hhs.gov

Substance Abuse and Mental Health
Services Administration
Center for Mental Health Services
1 Choke Cherry Road, Room 2-1105
Rockville, MD 20857

Brief Description:

This contract consolidates four existing task orders into one logistics task order to support the program monitoring activities and the review of applications performed by the Division of State and Community Systems Development (DSCSD), with respect to Mental Health Block Grant (MHBG) and Protection and Advocacy for Individuals with Mental Illness (PAIMI) programs. McFarland & Associates provides consultants to monitor and review MHBG and PAIMI programs. Our staff deliver logistical and administrative services, training, and editorial support. To support and facilitate the flow of information, McFarland & Associates is developing monitoring prompts and report writing guidelines.

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION'S (SAMHSA'S) INTER-FAITH AND COMMUNITY-BASED LOGISTICS AND SYMPOSIUM

Contact:

David L. Wilson
Phone: 240.276.2588
Fax: 240.276.2610
E-mail: david.wilson@samhsa.hhs.gov

Substance Abuse and Mental Health
Services Administration
Center for Substance Abuse Prevention
1 Choke Cherry Road, Room 4-1042
Rockville, MD 20857

Brief Description:

McFarland & Associates works with faith- and community-based organizations to implement and evaluate programs whose mission is to improve the quality of substance abuse and HIV/AIDS prevention, intervention, and mental health service delivery. We developed a comprehensive program evaluation system that employs a collaborative information management approach, and have primary responsibility for data collection, instrumentation, report preparation, data analysis, and preparation of monthly and final reports. McFarland & Associates helps to disseminate information on best practices for HIV/AIDS, substance abuse prevention and treatment, and mental health services; and convenes Inter-Faith and Community-Based Symposia and working groups on relevant, emerging issues related to HIV/AIDS, substance abuse, and mental health.



DATA COORDINATION AND CONSOLIDATION CENTER (DCCC)

Contact:

Dana Lotspeich
Phone: 240.514.2600
Fax: 240.514.2601
E-mail: dlotspeich@constellagroup.com

Constella Group, LLC
6003 Executive Boulevard, Suite 400
Rockville, MD 20852

Brief Description:

McFarland & Associates is a subcontractor to the Constella Group on a major initiative to centralize diverse data and information systems in the Substance Abuse and Mental Health Services Administration (SAMHSA). The agency's goal is to have an improved, user-friendly system to inform decisions on programs, policies, and best practices. Our support for the DCCC project focuses on research and evaluation, including data collection, coding, and editing, as well as quantitative and qualitative analysis. In addition, our staff plan meetings, conduct needs assessments, and are responsible for database, network, and software design and management. Our logistical team provides support through note taking, producing notebooks, meeting planning, and managing and maintaining our internal DCCC Calendar of Events. In addition, deliverables for this project also include reproducing hardcopies of reports, updating material, preparing materials for training and meeting purposes, and disseminating materials.

MULTI-LEVEL SUPPORT AND TECHNICAL ASSISTANCE FOR CHILDREN'S BUREAU (CB) MEETINGS AND CONFERENCES

Contact:

Donna Hornsby
Phone: 202.205.8405
Fax: 202.205.8221
E-mail: donna.hornsby@acf.hhs.gov

Administration for Children and Families
Administration on Children, Youth and
Families/Children's Bureau
1250 Maryland Avenue, SW
8th Floor, Room 8149
Washington, DC 20024

Brief Description:

McFarland & Associates provides the CB with administrative, technical, and logistical support and assistance for planning and conducting a variety of meetings, focus groups, and national/regional or professional conferences relative to child welfare issues. Our staff support the CB at approximately 22 meetings and/or activities throughout each year. These meetings and activities bring together diverse professionals and practitioners in a wide variety of forums designed to share information about critical and emerging issues and identify best practices for service delivery. Through these meetings and conferences, McFarland & Associates helps the CB achieve its mission of protecting children and strengthening families throughout the Nation.



MINORITY EDUCATION INSTITUTION INITIATIVE – PROGRAM COORDINATION CENTER (MEI-PCC)

Contact:

Claudia Richards
Phone: 240.276.2904
Fax: 240.276.2410
E-mail: claudia.richards@samhsa.hhs.gov

Substance Abuse and Mental Health
Services Administration
Center for Substance Abuse Prevention
1 Choke Cherry Road, Room 4-4110
Rockville, MD 20857

Brief Description:

The Minority Education Institution Program Coordinating Center (MEI-PCC) is dedicated to establishing a national network of Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs) to facilitate collaboration among the institutions; support culturally appropriate substance abuse treatment and mental health disorders prevention and treatment; support student health services and wellness needs on campuses; and facilitate the design and development of prevention programs and services that can be sustained within the minority institutions as well encourage student interests in the fields of substance abuse and HIV/AIDS. McFarland & Associates has worked with participating HBCU, HSI, and TCU partners to educate more than 2,500 individuals on the risks of substance abuse and HIV infection, as well as to prepare hepatitis health promotion/awareness workshops, public relations activities, and seminars. We have also partnered to train student peer educators and perform HIV testing on the campuses of the HBCU, HSI, and TCU partners.

RESEARCH INFRASTRUCTURE IN MINORITY INSTITUTIONS (RIMI)

Contact:

Monica Shaw-Cortez
Phone: 301.594.8944
Fax: 301.480.4049
E-mail: cortezms@mail.nih.gov

National Institutes of Health
National Center on Minority Health
and Health Disparities
9000 Rockville Pike
Bethesda, MD 20892

Brief Description:

RIMI is a mentoring project to enhance the research infrastructure of minority institutions, specifically to increase the number of research faculty in Historically Black Colleges and Universities (HBCUs) and move these universities to become comprehensive research-level institutions. McFarland & Associates is a collaborative partner in the RIMI project with the University of the District of Columbia and Howard University. We are the independent evaluators responsible for the evaluation component of the grant. As such, we are responsible for the design and execution of the evaluation plan. We provide regular feedback on the project activities and accomplishments. We conduct both process evaluation and performance monitoring for the project. As the evaluator, we develop the instrumentation, collect baseline data, conduct focus groups, analyze data, develop the strategic plans and conduct periodic strategic planning sessions, and develop quarterly and annual evaluation reports for the project.





FAMILY STRENGTHENING PROGRAM COORDINATING CENTER

Contact:

Nikki Bellamy
Phone: 240.276.2418
Fax: 240.276.1890
E-mail: nikki.bellamy@samhsa.hhs.gov

Substance Abuse and Mental Health
Services Administration
Center for Mental Health Services
1 Choke Cherry Road, Room 6-1003
Rockville, MD 20857

Brief Description:

McFarland & Associates designed and managed a Program Coordinating Center (PCC) for the Department of Health and Human Services (HHS), Substance Abuse and Mental Health Services Administration (SAMHSA), Center for Substance Abuse Prevention (CSAP) that assisted 124 CSAP grantees funded to develop and operate family-strengthening programs. Our staff developed a comprehensive program evaluation system for all grantees. Specific tasks included the development of logic models and evaluation plans, selection of data collection instruments, preparation of OMB packages, establishment of data collection protocols and procedures, and preparation of interim and final reports. We also provided guidance and assistance to CSAP staff responsible for program management, technical assistance, and implementation of 25 model programs. The PCC disseminated information to grantees on evaluation strategies, conducted training workshops, and provided conference/meeting planning services and logistical support for the PCC's annual 3-day grantee meeting.

BALANCING EMPLOYMENT AND PARENTING (BEAP) PROGRAM

Contact:

Joyce Thomas
Phone: 202.544.3144
Fax: 202.547.3601
E-mail: joyce@centerchildprotection.org

Center for Child Protection and
Family Support
714 G Street, SE
Washington, DC 20003

Brief Description:

McFarland & Associates served as the program evaluator under a subcontract with the Center for Child Protection and Family Support. The project involved technical data management assistance and evaluation services for the BEAP Program. This program was designed to address factors contributing to child abuse and neglect, including family stress, depression, substance abuse, inadequate knowledge about child development, and inadequate social support systems. The BEAP Program worked to increase awareness and understanding about how stress influences parental attitudes and behaviors; the developmental needs of children; the role culture plays in parenting techniques and approaches; how to maintain good health; the role of substance abuse as it relates to depression, violence, and HIV/AIDS; and alternative parenting strategies and techniques. The program was designed to produce long-term outcomes for both parents and children. The BEAP Program sought to increase the parents' awareness and knowledge about how to access community resources and services; increase their sense of personal control and self-esteem; reduce reported alcohol- and drug-related problems; and decrease stress and depression. Pre- and post-tests were conducted to monitor the progress of the participants.



POLICY FORMULATION AND IMPLEMENTATION REGARDING THE PRESIDENT'S NEW FREEDOM COMMISSION REPORT

Contact:

William Emmet
Phone: 703.739.9333
Fax: 703.548.9517
E-mail: bill.emmet@nasmhpd.org

National Association of State Mental
Health Program Directors (NASMHPD)
66 Canal Center Plaza, Suite 302
Alexandria, VA 22314

Brief Description:

McFarland & Associates provides logistic and administrative support for mental health stakeholders in formulation and implementation, decision-making, leadership development, and strategic planning. Our staff developed mechanisms for tracking activities and products developed under this contract, and the staff also plan and direct complete conference management operations, including developing and maintaining budgets. McFarland & Associates designs and implements quality control systems to consistently generate superior conference materials, and coordinates and implements conference support activities, such as site selection, contract negotiations, event promotion, transportation, onsite management, and post-conference followup.

AGENCY FOR HEALTHCARE RESEARCH AND QUALITY (AHRQ)

Contact:

Christian E. Jensen, M.D.
Phone: 410.822.0697
Fax: 410.822.7971
E-mail: jensenc@dfmc.org

Delmarva Foundation
9240 Centreville Road
Easton, MD 21601

Brief Description:

As a subcontractor to the Delmarva Foundation on the AHRQ contract, McFarland & Associates provides logistical support for conferences and meetings for the Patient Safety Research Coordinating Center, which serves as a resource and support center linking together all of the components of AHRQ's patient safety efforts. Our staff are responsible for assisting Delmarva with the Knowledge Transfer (KT) Expert Meeting. Our tasks include assisting in the development of a plan, budget, and program agenda for the meeting. Our staff are also responsible for compiling materials for presentation at the KT Expert Meeting and organizing and arranging appropriate accommodations for the Expert Panel members.





NATIONAL CLEARINGHOUSE AND TECHNICAL ASSISTANCE ON FAMILY SUPPORT

Contact:

Suzanne Ripley, M.S.W.
Phone: 202.884.8211
Fax: 202.884.8441
E-mail: sripley@aed.org

Academy for Educational
Development Disabilities Studies
and Services Center
1825 Connecticut Avenue, NW
Washington, DC 20009

Brief Description:

As a subcontractor to the Academy for Educational Development (AED), McFarland & Associates' staff employ a three-tiered strategy to enable States to efficiently develop Action Plans for families with Developmental Disabilities (DD). Our staff work directly with strategically assembled State teams of diverse stakeholders ranging from federally funded support programs to State chapters of disability-specific organizations. McFarland & Associates' staff deliver tailored TA to select teams and develop a comprehensive database of experts within the DD field with information on their areas of expertise and longevity in the field. Our staff members ensure sufficient infrastructure by establishing projected outcomes in an Action Plan and guide teams through a SWOT analysis to determine target areas. McFarland & Associates also develops substantive tailored training curricula covering team-building, resource-gathering, drafting Action Plans, and other customized topics. McFarland provides and conducts oversight for assistive train-the-trainer modules and tracks the teams' progress through monthly conference calls. McFarland will employ a 3-day piggyback conference to provide other TA to stakeholders and showcase State Action Plans. We also serve as presenters, as well as identify consultants for presentation from our database.

SUICIDE PREVENTION ASSESSMENT AND RESOURCE KIT (SPARK)

Contact:

Lauren Kamnik, M.S.W.
Phone: 703.682.5184
Fax: 703.548.9517
E-mail: Lauren.kamnik@nasmhpd

National Association of State Mental
Health Program Directors
66 Canal Center Plaza, Suite 302
Alexandria, VA 22314

Brief Description:

McFarland & Associates has teamed with the National Association of State Mental Health Program Directors (NASMHPD) for SAMHSA in efforts to reduce the rate of suicide-related/induced deaths across the country. In providing stakeholder research, McFarland & Associates will conduct focus groups that address the following populations: youth (15-24), veterans (18 or older), seniors (65+), and middle-aged individuals (25-65). Our staff will first create a focus group protocol, inclusive of potential questions and a sampling plan. To reach target groups, we will use information gathered from the Environmental Scan (Task 3) of the contract to shape the toolkits. Three focus groups will be conducted for representatives of the at-risk groups, while two focus groups will be conducted for professionals, including those that service targeted populations (e.g., schools, assisted living facilities). McFarland & Associates will evaluate and measure the focus groups' responses, and will securely store the documentation to maintain confidentiality. Each project year, McFarland & Associates will develop and submit a Final Focus Group Report. The NASMHPD Project Manager will review and approve the Report prior to submitting it to SAMHSA.



CLIENT LIST

McFarland's clients have included the following agencies and organizations:

Abt Associates

Administration on Developmental Disabilities

Baltimore City Health Department

Center for Child Protection and Family Support

Constella

District of Columbia:

- ◆ Department of Corrections
- ◆ Department of Health, Addiction Prevention and Recovery Administration

Exceed Corporation

Magellan Behavioral Health

Maryland Department of Health and Mental Hygiene

Maryland Mental Health Administration

National Association of State Mental Health Program Directors

National Institute for Literacy

Navy College Program

U.S. Department of Agriculture

U.S. Department of Education

U.S. Department of Health and Human Services:

- ◆ Administration for Children and Families
- ◆ Agency for Healthcare Research and Quality
- ◆ Center for Substance Abuse Prevention
- ◆ Center for Substance Abuse Treatment
- ◆ Centers for Disease Control and Prevention
- ◆ Center for Mental Health Services
- ◆ Health Resources and Services Administration
- ◆ National Center on Minority Health and Health Disparities
- ◆ National Institute on Drug Abuse
- ◆ National Institutes of Health
- ◆ Substance Abuse and Mental Health Services Administration

U.S. Department of Housing and Urban Development

U.S. Department of Justice

U.S. Social Security Administration

Westat





KEY STAFF

GEORGE C. MCFARLAND, FOUNDER/PRESIDENT/CEO

George McFarland has more than 36 years of continuous professional experience in the disciplines of health, education, and social welfare services to multicultural populations. He has provided program administration and management consulting services to numerous Federal, State, and private organizations. Mr. McFarland's primary focus is working to improve the quality of life of underserved multicultural populations, and his expertise includes a concentration in behavioral health-related services, with experience in the specific areas of program evaluation and survey research, conference and meeting support, publication and document preparation, and information management. Mr. McFarland has managed and coordinated multisite projects, serving as the liaison between the funding agency and the project sites to ensure smooth project implementation. He has provided technical assistance in the form of information dissemination, development of computer capabilities, and program implementation assessment. Mr. McFarland holds a B.A. Degree in Political Science and an M.A. Degree in Social Work from Howard University.

MONICA Y. BRAME, FINANCE MANAGER

Monica Brame oversees McFarland & Associates' financial administration, operating budgets, payroll operations, accounting functions, cost management, internal audits, and business controls. Ms. Brame serves as the liaison and interface to Federal contracting officers regarding fiscal matters for contracted products, deliverables, and services. She also manages the company's business operations, human resources management, new employee training, and office operations. In addition, Ms. Brame serves as business advisor to McFarland & Associates' Chief Executive Officer for development and execution of strategic plans and initiatives for measurement of the company's progress against plans. Previously, Ms. Brame held positions as staff accountant with the U.S. Securities and Exchange Commission, financial analyst with Lockheed Martin Corporation, and supervising senior assurance associated with KPMG LLP. She serves as President of the National Association of Black Accountants, Inc., Metropolitan Washington DC Chapter, and was Chairperson for the Association's 2008 Eastern Region Scholarship Program. Ms. Brame earned her B.S. in Accounting from Morgan State University, and her M.S. in Management (with a concentration in Finance) and M.B.A. from University of Maryland, University College.

DR. BARBARA W. MILTON KING, SENIOR RESEARCH ASSOCIATE

Barbara Milton King serves as project director for several McFarland & Associates contracts. She currently manages the National Institute for Literacy contract to develop reading publications that support the success of the No Child Left Behind legislation, and the Center for Substance Abuse Prevention (CSAP) Data Coordination and Consolidation Center contract to provide quantitative and qualitative analysis, data collection, measurement testing and assessment, and logistical services. Dr. Milton King also directs the Center for Mental Health Services (CMHS) Protection and Advocacy for Individuals with Mental Illness (PAIMI) contract, which provides services to peer reviewers and program monitors, including training and technical support, report development and writing, and logistical support. She served as the first project director for the Parental Assistance Coordination Center



(PACC) under a contract with the Department of Education to provide technical assistance to the 66 Parent Information and Resources Centers (PIRCs) throughout the United States and territories. Dr. Milton King created and conducted training and products for the PIRCs, State Departments of Education, and Department of Education staff on topics to support the No Child Left Behind legislation. As a senior research associate, she develops new projects, drawing upon her knowledge of educational research, program evaluation and assessment, strategic planning, and program development. Dr. Milton King received her B.A. Degree in Sociology and M.A. Degree in Personnel Management from Howard University, and her Doctorate in Policy Analysis from the University of Southern California.

SHEILA GRAHAM, SENIOR ASSOCIATE

Sheila Graham has served as project director of the State Mental Health Block Grant Monitoring Contract with the Center for Mental Health Services (CMHS) since 1997. In 2006, she became the project manager for the Center's four oversight contracts involving the review and monitoring of both Mental Health Block Grant and PAIMI funds. She contributes to our firm as a proposal writer, editor, project director, and senior management staff member. She has supported research, evaluation, and conference management projects. As the liaison between CMHS staff, State mental health officials and grantees, and a pool of consultants, Ms. Graham oversees the development of the work plan that guides the oversight activities, including recruitment and training, policy and procedure development, and report production. She also has managed several logistical contracts for the Health Resources and Services Administration (HRSA). In this capacity, Ms. Graham developed budgets for conferences, reviewed panels and workgroup meetings, identified meeting facilities, prepared meeting and logistical packets, arranged for onsite support, and supervised technical writers in preparing summary statements. Prior to joining McFarland & Associates in 1993, she worked at the National Juvenile Justice Clearinghouse as a research specialist. Ms. Graham holds a B.A. Degree in Criminal Justice from the University of Maryland.

DR. SYLVIA JOICE, SENIOR RESEARCH ASSOCIATE

Sylvia Joice has 20 years of health experience in the areas of maternal and infant health research and evaluation, with expertise in the disciplines of primary care for adolescent health, preventive health services for minority youth, and treatment and prevention programs for substance abuse. Her skills include program planning and development, grant writing, community building, and research and evaluation of healthcare programs. As a senior research associate for McFarland & Associates, Dr. Joice has provided technical assistance in the development of a national Web-based performance measurement system for federally funded substance abuse prevention programs. She also has developed evaluation tools and conducted quantitative and qualitative research for a university-based faculty training program in health disparities research funded by the National Institutes of Health. Dr. Joice received a B.A. in Psychology and an M.A. in Social Services from Boston University, an M.P.H. in Maternal and Child Health from Johns Hopkins University School of Hygiene and Public Health, and a Doctorate in Public Health from Johns Hopkins University Bloomberg School of Public Health.





DR. MIN QI WANG, SENIOR RESEARCH ASSOCIATE

Min Qi Wang is a consultant with McFarland & Associates, and a Professor in the Department of Public and Community Health at the University of Maryland, College Park. He has more than 22 years of experience in implementation, evaluation, and analysis of public health initiatives and clinical trials. Dr. Wang has expertise in health risk behavior reduction, specifically in the areas of drug use, HIV risk-related behaviors, and disease prevention. He has extensive experience in measurements, evaluations, and data analysis, including univariate and multivariate statistics, survey data analysis, statistical programming, and interpretations (using SPSS, SAS, and similar tools). Dr. Wang conducts mixed model analyses, Hierarchical Linear Modeling, Structural Equation Modeling, and other higher-level analyses. He also does advanced programming design for Web-based systems using .Net technology. Dr. Wang is skilled in explaining statistical applications and results in simple terms so that people without a statistics background comprehend the evaluation and statistical information. Dr. Wang received his Ph.D. Degree from Arizona State University.

DELAVAGO SCRUGGS, PROJECT DIRECTOR

Delavago Scruggs oversees McFarland's contract to implement a faith-based initiative on HIV/AIDS awareness and education for the Substance Abuse and Mental Health Services Administration (SAMHSA). In addition to acting as a liaison with grantees, compiling best practices, and providing organizational development training, he is also responsible for planning and implementing the Annual Faith Symposium. Mr. Scruggs was a senior program officer for Associated Black Charities of Baltimore, where he also was director of the Institute for Community Capacity Building. Prior to that, he was site supervisor for the Center of Hope Community Development Center of Washington DC. Mr. Scruggs has also served as pastor of the Mt. Calvary Holy Church in Columbus, Ohio, and as pastor and founder of the Banner of the Lord Church in College Park, Maryland. He earned a B.A. in Public Communications at American University and an M.A. Degree in Public Administration at Oral Roberts University.

TONIA SCHAFFER, PROJECT DIRECTOR

Tonia Schaffer has more than 20 years of experience in the public health and health-related fields, with specific focus on HIV/AIDS and substance abuse treatment and prevention, and expertise in program design and healthcare systems development. She has developed and coordinated various technical assistance and capacity-building initiatives involving community providers, academic institutions, government agencies, and private organizations. Ms. Schaffer has applied her knowledge and skills in assisting with the development of several model programs in the criminal justice, child and maternal health, and housing arena. She has provided consultation in the development of social marketing campaigns, various behavioral health science and skills building curricula, and staff training and development programs. Ms. Schaffer is a master trainer on the subject of HIV prevention and has co-edited several culture-specific curricula. Currently, Ms. Schaffer is working on the Minority Education Institution Program Coordinating Center (MEI-PCC) project, which partners McFarland & Associates with college campuses throughout the U.S. to support the goals of SAMHSA's Center for Substance Abuse Prevention. Ms. Schaffer received a Master's Degree in Public Health from the University of Illinois School of Public Health, with a concentration in Health Resources Management. She holds a B.A. Degree in Community Health Sciences from the University of Illinois in Urbana.



CONCLUSION

At McFarland & Associates, Inc., we believe that no event or issue alone caused the critical problems facing our Nation today. Rather, a combination of interrelated forces created an environment where, for many citizens, choices seem limited. McFarland & Associates knows that information is the catalyst for creating positive change and removing limitations. McFarland & Associates is built upon the belief that merging humanity with technology empowers organizations and individuals to achieve their full potential. To that end, ***McFarland & Associates is dedicated to helping agencies use accurate, relevant data and information to strengthen and sustain promising programs and grow vibrant communities—thereby creating opportunities for the less fortunate to lead productive, meaningful lives.*** In working to achieve this mission, our staff follow the principle that it is not the talent of the individual, but the combined power of group members that creates synergy.

Please visit our Web site, www.mcfarlandassociate.com, to learn more about our company and our capabilities.

We hope to have the opportunity to acquaint you with our solutions and staff members personally. McFarland & Associates will be pleased to expand upon this capability statement through discussions and demonstrations. If you have any questions, or any urgent requirements, please contact us through one of the means provided below. We look forward to hearing from you.

Thank you again for your interest in McFarland & Associates.

CONTACT US

McFarland & Associates, Inc.

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DUNS Number: 615008968