Meet our Chairman of the Board, Mike Daniels, and LMI’s President & CEO, Nelson Ford.

Envisioned. Enabled.

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The Intersection of Inspiration and Actualization. Connecting company knowledge and capabilities to spark client success.

Brennan Hogan

Bringing Clarity to Human Capital. Driving transparency and agility in workforce transformation.

Josh Wilson

Building Stronger Communities Worldwide. Supporting governments around the globe through healthcare and supply chain expertise.

Pat Tamburino, Jr.

Simulating and Surviving the Zombie Apocalypse. Using agent-based modeling and zombies to teach real-world concepts.

Brant Horio


Jim Kessler

Supporting Missions and Building Relationships. Leveraging technology, knowledge, and small business partnerships to deliver best-in-class consulting services.

Catherine Nelson

Connecting company knowledge and capabilities to spark client success.

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The Intersection of Inspiration and Actualization. Connecting company knowledge and capabilities to spark client success.

Brennan Hogan
As a company, LMI always keeps its eye on emerging trends—global security threats, cybersecurity issues, an aging national infrastructure, and global health concerns—and positions itself to respond proactively. This positioning helps to shape our evolution. We take purposeful steps, allowing us to continue growth while adhering to our mission: improving the management of government. In 2015, LMI made intentional changes to its organizational structure to better leverage the expertise of the entire company in every client engagement.

Among the most significant of these changes was the move to mutually supporting Service Delivery divisions, each carefully aligned by functional capability and domain expertise. This divisional structure broadens the solution sets we deploy to solve client problems and provides senior management a sharper long-term view of market demands and opportunities.

In 2015, we welcomed Todd Stottlemyer to our Board of Directors. Todd is the chief executive officer of Inova Health System’s Center for Personalized Health, and his experience in healthcare and technology dovetail perfectly with LMI’s enhanced focus in these two areas.

Looking ahead, we see intense competition in the government consulting market. But LMI’s distinctive strengths—quality, objective advice, and a technical staff of the best and brightest—set us apart. Our people combine deep experience, analytical ingenuity, innovation, and a shared mission.

We will continue to align our culture and our leadership to support the people who make us a standout company.
In a rapidly changing market, LMI stayed true to our mission of helping government leaders improve the efficiency and effectiveness of their operations. Our sterling reputation and strong and steady financial performance have allowed us to maintain our historical client base while expanding our services and growing in targeted areas.

There are at least two major market trends that will open doors to future opportunities for LMI. As the government’s workforce ages, our clients will need to find new ways to leverage resources and train tomorrow’s workers. Workforce transformation will be facilitated through the use of tools like LMI’s OrgIQ (page 13) and the innovative algorithms we are creating for more effective recruiting (page 11).

A second trend is the shift toward increased reliance on technology for information sharing, both in the public sector and private sector. One important project we’re particularly proud of is being a part of the consortium chosen by the federal government to develop standards for establishing and operating Information Sharing and Analysis Organizations (page 31). When released, these standards will provide the best practices that industry groups of all types and sizes can use to improve their own cybersecurity posture—ultimately for the good of the entire nation.

This past year, LMI reorganized internally to better align our mix of deep capabilities with clients’ needs. Our V-22 readiness work (page 28) is a prime example of how LMI can bring a unique combination of experience, skills, and expertise together from across the company to answer our clients’ most daunting questions. Our work in the global health arena (page 25) showcases how LMI is combining our extensive knowledge of the healthcare domain with our governance, financial management, data analytics, and other expertise to have a strategic impact in developing nations.

In 2015, we reinforced our corporate commitment to small business partnerships because we recognize the diverse benefits of mentorship for small businesses, LMI, and the community of clients we serve (interview, page 30). We hosted our first-ever small business showcase and our efforts have not gone unnoticed; we are proud to be rated as “Highly Successful” by the Defense Contract Management Agency (DCMA) and the Small Business Administration (SBA).

We are also continuing to strengthen LMI’s workforce, through consistent training and professional and business development at all levels. We’ve added new leadership in Business Development and Service Delivery and strengthened our investments in Strategic Growth. We believe these investments in our people and in our organization will enable us to continue to expand LMI’s exceptional services to our government clients.

Nelson Ford
President and CEO
Most people call data analytics a "science," but at LMI, we see it as an "art." Our approach to data analytics is driven by the desire to uncover answers to the hardest data-driven questions. But the art is in how we frame the questions to get the most useful answers.

The science part of LMI’s approach is our ability to apply a variety of computational methods to analyze large volumes of data. The art is in the way we work with our clients to sift through these data—using our domain and contextual knowledge to recognize the resulting patterns. Nurtured in an atmosphere of inspired creativity, we often find the answers to important questions not yet conceived—or even considered possible—by our clients.

From healthcare to human resources, process improvement to predictive modeling, we embed our subject matter experts and data analysts within our clients’ organizations to apply the most appropriate computational approaches to their specific challenges. Harnessing insights from data drives better decisions, and it allows missions—and the people behind them—to advance. Data-driven analyses enable organizational leaders to successfully deviate from structures that are already in place and allow these organizations to, ultimately,
accomplish bigger and better things. This is what excites us most about our work. When we perform data analysis, we do not check off boxes. Rather, we think outside of them to create advances that will transform the way our clients "see" their organization and how they set corporate strategy and work every day. Within LMI, we have created an innovation-inspired culture that grows out of independent thinking and genuine collaboration. We lean on each other to solve our clients' hardest challenges. We take that spirit to our clients, aiming to work with them rather than for them.

For example, we tap into large amounts of applicant data by using algorithms that can learn the types of talent our clients are seeking. These algorithms have proven to be highly adept at matching our clients' most pressing talent needs to their vast amounts of data on potential recruits. We built these algorithms so that our clients can find the precious "diamonds in the rough" in an enormous landscape. We also created a recruiting automation tool that uses advanced algorithms to move well beyond keyword searches to comb the Internet for high-quality candidates that our clients otherwise may have overlooked or never knew existed.

Our Data Analytics group is pioneering an approach that links diverse data sets from the fields of climate and energy and combines these data with powerful predictive algorithms to enable our clients to predict energy consumption costs in the coming year. Such models will allow government agencies to better manage their energy portfolio costs.

Internally, we host data analytics challenges centered on difficult client questions to foster an exciting atmosphere of friendly competition that spurs creativity. During these challenges, LMI gives us the support we need to imagine and explore the endless possibilities inherent in all forms of data. We do not know in advance what these data may reveal, but we are confident that they hold important answers. With that in mind, we push ourselves, always, to cultivate new innovations that help our clients use data in a better way. The art of data science is not in how we analyze it but how we relate it to the challenges facing our clients.

The art is in the way we work with our clients to sift through these data—using our domain and contextual knowledge to recognize the resulting patterns.

5X faster decision making with big data

40 zettabytes of data predicted by 2020

90% of the world's data was generated in the last 2 years

52% of CEOs say their company has a digital business strategy

Ryan Flanagan and Colen Enzailid, Acquisition and Product Support, Resource Management Division
12 13

34% of executives feel their workforce meets future needs

31% of federal employees are eligible to retire by 2017

6% of the national workforce are STEM workers

28% of organizations find unaligned management a barrier to workforce transformation

33% of the workforce is generation Y

Government organizations are facing increasingly complex missions, uncertain budgets, evolving technologies, and often distributed workforces. In this environment, clarity for government managers means the ability to agilely assess their organizational capabilities and leverage them against evolving and emerging requirements. Being able to draw insight from information is an incredible advantage for any organization. It means driving an organization based on objectivity, rather than guesswork. And it means confidence that the decisions made are the right ones.

As a mission-oriented advisor, LMI is constantly seeking more and better ways to equip government leaders with tools that will give them that clarity. Repeatedly, our clients come to us with questions such as: How much time and effort are we spending executing our mission and on our key functions? Where are our biggest functional redundancies and process improvement opportunities? Where can we be more nimble and take smarter risks? How can we better service our customers?

The answers to these questions have big implications for the strategic and operational decisions an organization makes and the outcome it achieves as a result. However, few leaders have the time or supporting resources to collect and integrate the different types of information needed to draw the right conclusions. Moreover, most outside advisory services lack the
institutional knowledge to differentiate between a challenge and a critical organizational risk that must be addressed.

LMI imagined a different way of putting high-value organizational insights into managers’ hands. OrgIQ is an innovative analytical tool that provides leaders with the data-driven evidence to diagnose existing organizational pain points and identify potential future challenges. Most important, by clearly presenting how an organization’s capacity is deployed down to the individual level, OrgIQ better leverages the real organization experts—our clients themselves.

OrgIQ builds on data that employees and supervisors provide, detailing how much time they spend on different tasks throughout a given time period. By pulling data through LMI’s proprietary organizational assessment platform, the intuitive dashboard allows users to zero in on select functions and domains, from the enterprise level all the way down to an individual.

OrgIQ not only brings clarity but also broadens organizational perspective. It allows managers to see how their people are spending their time every day and how well these tasks align with organizational priorities and mission requirements. Because users can “slice and dice” information in ways most meaningful to them, OrgIQ can reveal a wealth of information, such as areas with unnecessary functional overlap, capabilities that may be put at risk by workforce attrition, or the surprising implications associated with eliminating specific positions.

OrgIQ allows leaders to ask, “Are we structured effectively to deliver our mission?” It can highlight both the gaps and unintended consequences of staffing decisions, right on the spot.

Since its creation 9 months ago, OrgIQ has been deployed within the Army, Navy, and Department of State while generating unique and important insights along the way. For example, OrgIQ helped one LMI client identify that her organization had unintentionally given up 30 percent of its enterprise-wide audit and compliance capacity. This knowledge allowed her to adjust reduction planning efforts to make smarter risk-related tradeoffs to prevent gaps in needed skills. OrgIQ also allowed the organization’s leaders to look at how attrition would impact the organization in the next 12 months, 2 years, and 5 years, and to better target its recruitment efforts to backfill priority areas.

Other clients have used OrgIQ to protect critical positions when faced with mandatory reductions and to better advocate for those services they would otherwise no longer be able to support.

By allowing our clients to clearly see how the elements of their organization connect, LMI has enabled them to use data and their professional experience and judgment in far more effective ways than ever to improve their organizations.

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Innovation doesn’t happen on a schedule. We founded the LMI Research Institute (LRI) to create the environment and support structures that allow innovation to thrive on its own terms. The LRI operates at the intersection of inspiration and actualization; it is the point at which LMI employees’ far-reaching ideas meet the medium to put them into practice. We dedicate millions of dollars to this purpose every year.

In FY15, the LRI’s research strategy connected capabilities across our company and closely aligned our programs with some of the most pressing issues facing our clients—issues such as workforce transformation and emerging technologies. For example, as part of the LRI’s broad program of innovation, an LMI team analyzed the enormous amount of data that the National Oceanic and Atmospheric Administration (NOAA) collects and stores. The team assessed potential applications of the data and developed a process for NOAA to better gather the most usable information on the basis of usage patterns. The team also created a prototype web-based toolkit to allow organizations to quantify climate change risks to people and infrastructure at specific locations. This toolkit uses a data-driven approach to develop adaptation plans in sufficient detail to make tradeoffs between different types of risk. We are moving this prototype into further development during FY16.

Another employee launched a program to create a framework that contains a well-defined and repeatable Virtual Collaboration Maturity Model (VCMM), assessment process, and roadmap so that organizations have the tools, training, technology, and metrics to develop a comprehensive virtual collaboration capability. The model drastically transforms workforce
productivity and engagement as demonstrated in the successful pilot we ran with one of our clients.

We also delved deeper into the topic of additive manufacturing. Additive manufacturing could potentially produce parts more quickly and cost-effectively than conventional manufacturing; however, little strategic guidance exists to support the careful planning and analysis of important issues, such as machine price and performance, building the business case, technical data requirements, and intellectual property. The LMI supported a project to develop a much-needed additive manufacturing strategic framework for industry. Now, we are collaborating with several universities to address the issue specifically in the defense realm. Our work in additive manufacturing has gained significant recognition, with LMI employees invited to speak on the topic at several conferences and on C-SPAN.

Distinguished Speakers

For FY15, our Distinguished Speakers series examined national security from multiple angles. We drew on our deep relationships with a number of external organizations to engage and educate our employees through a series of conversation-based forums. These conversations with brilliant thinkers featured Paul Ignatius, LMI’s co-founder, and his son David, Washington Post journalist and author; Michael O’Hanlon, senior fellow at the Brookings Institution; John Hamre, president and CEO of the Center for Strategic and International Studies; Eric Edelman, former Under Secretary of Defense for Policy and a distinguished fellow at the Center for Strategic and Budgetary Assessments; and Norton Schwartz, retired U.S. Air Force general and president and CEO of Business Executives for National Security. The series gave LMI employees an opportunity to better understand different perspectives on national security and how the work we do daily helps support the defense of our national interests.

Academic Partnerships

We draw heavily on our partnerships with 10 leading institutions to conduct innovative research and promote continuous learning among our employees and clients.

Government–University Forums

For the second year, we brought together government leaders and representatives from our university partners to discuss their missions and innovation challenges. The forum provides an opportunity for our government clients to discuss their challenges with academia and provides our university partners the chance to learn more about our business and the questions faced by our government clients, from which we develop our university research initiatives for the following year.

ISAO Standards

Building on relationships that we helped foster between government and academia, the U.S. Department of Homeland Security selected our partner, the University of Texas at San Antonio (UTSA), to lead its new information sharing and analysis organizations (ISAOs) Standards Organization. UTSA now leads a team, including LMI, in developing cybersecurity information sharing standards and collaboration between the private sector and government. The collaboration of UTSA and LMI on this project occurred as a direct result of the LMI Research Institute’s relationships with our academic partners.

2015 Academic Partners

Commonwealth Center for Advanced Logistics Systems
George Mason University
Howard University
Rochester Institute of Technology
Saint Louis University
The George Washington University
The Pennsylvania State University
The University of North Carolina at Chapel Hill
The University of Texas at San Antonio
Virginia Polytechnic Institute and State University
Supporting Missions and Building Relationships

Interview with Catherine Nelson

Imagine our clients in 2020. What will they face? While we don’t know what our country’s administration will be like in 2020, without a doubt, there will be continuing budget pressure. Missions don’t shrink. In fact, they often expand, and they certainly continue to evolve. So we need to ask the right questions: How can we align resources to the right priorities? How can we make the right investment decisions and monitor whether they were the right choices?

You’ve talked about processes and technology. What about people? Many government employees have worked past retirement age, but they will (eventually) walk out the door—taking all of their insight and understanding with them. So within government, we need to solve not just how to recruit or onboard but also how to improve the whole human capital life cycle: from forecasting mission needs to finding, keeping, developing, and rewarding the right people.

As we’ve witnessed the workforce issue loom on the government horizon, LMI is also aiming to balance our changing workforce with our program and project needs—team senior subject matter experts who bring high-end thinking with less seasoned staff members in an “apprenticeship model.” We also are focusing on strengthening the functional and technical experience base of our people in response to the issues facing our clients. It’s a great way to keep developing our own talent while creating a pipeline of people ready to help government address their challenges.

How does LMI fit small business relationships into its own future? LMI is steadfast in its commitment to partnering with small businesses. Strategically, they bring different capabilities, ideas, and business opportunities we may not have. But just as important, our support of small businesses, through teaming and mentoring, is one tangible way to show our commitment to the communities in which we work. On the flip side, we gain from these relationships, too. Small businesses can be agile in ways that are quite unique and provide differentiated advantage. I also enjoy how well we get to know the people we interact and work with at small businesses. Because we often work very closely, they come to feel like part of the family.

What do you love most about your job? I love thinking about where LMI should be in 5 years and then figuring out how we make that happen—from how we do things internally, to evolving our capabilities, to building enduring customer relationships, to developing the best consulting workforce. In the end, though, finding and keeping the right people, integrating them into the LMI culture, tapping into their ideas, and putting them into the places where they can be most effective is critical. This is the main thing that keeps me up at night, but it’s also the facet of LMI that I care about the most. I love helping our people do whatever they need to do to be successful and to make LMI successful. LMI is its people.

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Engaged learning is effective learning. When Brant Horio wanted to pass on his passion for complexity science and agent-based modeling (ABM), he decided to put it in a context sure to capture anyone’s interest—surviving a zombie apocalypse. Working closely with Rebecca Rosenbaum and Nathan Arrowsmith, they developed and rolled out Contingency-Z, an educational initiative and simulation modeling competition that has since introduced ABM to dozens of new (and captivated) students within LMI’s co-op program and beyond.

How did Contingency-Z develop?

Brant Horio: Contingency-Z started as a fun way to better my own understanding of ABM. You can have an academic understanding of concepts, but you learn so much more when you are able to teach others. Rebecca Rosenbaum, the LMI co-op program coordinator, holds brown bags for participants and saw a lot of interest in ABM. We decided it was a great opportunity for practitioners and students within LMI’s co-op program and beyond.

Thirty people completed Contingency-Z at RIT, and I was amazed by the ABM models that my classmates submitted. They were significantly innovative. What’s more, 80 percent of the RIT competition’s participants said they wanted their future career to include ABM—despite the fact that Contingency-Z was their first exposure to it. My academic department was thrilled with how successful the event was and with LMI’s enthusiasm and support. An article Brant and I wrote on Contingency-Z at LMI and RIT even made the cover of ORMS Today, the membership magazine for our professional organization, INFORMS.

Nate Arrowsmith: LMI’s support for my idea to bring the competition to RIT was critical to its success, from creating promotional materials to sponsoring our launch event and the competition prizes. LMI even sent a life-sized zombie cutout that was a huge hit.

How does Contingency-Z play out?

Brant Horio: Participants program the behavior of a group of humans (LMIers) to evade roaming zombies and to have as many survive as possible. Competitors program survivors with micro behaviors—for example, “if you see a safe room, call out to others unless you’re in immediate danger”—that lead to macro patterns. We spend about 1.5 hours teaching the basics of how to work in the NetLogo modeling environment, which we use for our competition model. Then, we present the rules of the competition and set people free to develop their models over a 2-week period. We make ourselves available for questions should they take the initiative to seek us out. Using initial conditions unknown to the competitors, we run all the models and declare the winner as the one whose strategies result in the most survivors.

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What has Contingency-Z meant to you?

Rebecca Rosenbaum: The enthusiasm the co-ops have for this competition has been so rewarding. I am always open with students that it involves work on their own time so they don’t have to participate. Yet people always want to.

Nate Arrowsmith: Contingency-Z encourages you to experiment with new theories and to share your ideas in a competitive atmosphere. This encourages you to have fun while learning. I’ve been fortunate enough to learn, share my knowledge, and have fun via this program. What more can you ask for?

Brant Horio: What gives me the most pleasure is the opportunity to provide what I would have wanted when I was a co-op student. I love the idea of teaching the theoretical foundation and then showing how to apply it practically. I get to pass along knowledge about ABM in the way I would have wanted to learn it.
Our goal is to help governments around the world—particularly in South Asia, Africa, and the Middle East—answer their critical questions: How do we set up and govern a national healthcare network? How do we sustain and modernize large hospital systems? How do we detect and avoid fraud, waste, and abuse? How do we get better visibility into our health supply chain and adapt leading practices in a developing country? At the end of the day, LMI helps countries develop outcome-based metrics to ensure long-term success.

LMI realizes that the local environment in which global health systems operate plays an essential role in their success. With that in mind, we have developed close partnerships with more than two dozen organizations to gain access to their specialized knowledge and vital understanding of local cultures, needs, and existing capacity. Our own in-depth capabilities, in combination with this everything we develop keeps the context of the local environment front and center, so that governments know they have the right answers to their questions and are properly equipped to sustain positive results over the long term.
network of partners, allow us to provide state-of-the-art, in-country assistance in all aspects of global health governance and management.

We bring extensive healthcare domain knowledge and work collaboratively with governments and our partners. In doing so, we strengthen governance structures and processes, build sustainable financing strategies that feature diverse funding sources, identify weaknesses in the supply chain and improve health commodity security, and develop and help deliver the training and mentoring that empowers leaders on all levels to take ownership. Everything we develop keeps the context of the local environment front and center, so that governments know they have the right answers to their questions and are properly equipped to sustain positive results over the long term.

For example, in Uganda, we are working to ensure an uninterrupted supply of the high-quality, low-cost health commodities that will combat a continuing AIDS epidemic. Working in conjunction with a U.S. government agency, we analyzed Uganda’s two main (and highly complex) HIV/AIDS supply chains, compared them to best practices, and worked with a vast network of global and local supply chain partners to provide recommendations for improving cost-effectiveness, transparency, and accountability. As a result, more funds for AIDS relief can be directed toward increasing access to the vital health commodities that will save lives.

For other African nations, we helped transition national healthcare models to more commercial models in the wake of government decentralization. Budgets and responsibility for commodity distribution, once handled at the national level, have shifted to counties. Moreover, healthcare systems need to move from reliance on national government subsidies to revenue collection, cost recovery, and commercial management. LMI developed a path forward for the local governments that includes new strategy, governance structures, and transition plans.

Drawing heavily on the data analytics and insurance management capabilities that we have developed through our experience with U.S. government healthcare agencies, we are assisting one country in its fight against fraud and abuse. We are analyzing pharmaceutical prescription practices and creating better linkages between the pharmacologically prescribed to patients and their actual diagnoses.

Building healthy global communities requires both a big picture perspective and refined expertise in dealing with the details. Understanding and properly managing all of the inputs to global health systems is what saves and improves people’s lives, and it is what drives LMI’s approach to global health, every day.
Versatile, swift, and strong. The use of the V-22 Osprey, the first operationally available tiltrotor aircraft with a medium lift capability, has grown tremendously within the U.S. Air Force (CV-22 version) and U.S. Marine Corps (MV-22 version) since its 2007 first operational deployment. In fact, the V-22 has proven so popular for its ability to perform small-unit, short-notice missions in austere environments—including antiterror operations, antidrug trafficking, and humanitarian assistance—that its demand has exceeded expectations, increasing every year. As use of the V-22 platform expands, the product support base must mature in parallel to be ready to meet maintenance and repair needs and maximum aircraft operational availability. To help ensure that product support, the Marine Corps and Air Force have turned to LMI for a V-22 Osprey Independent Readiness Review. LMI’s V-22 readiness review draws on LMI’s myriad logistics and supply chain resources. We are taking a holistic approach involving 13 detailed lines of analysis organized into the major factors of materiel sustainment, total force structure, and program management. To deliver this complex analysis, we are engaging staff members from across LMI, including members of our Acquisition and Product Support, Maintenance and Readiness, Math Modeling, Organizational and Human Capital Solutions, and Supply Chain Management groups. In addition, we have engaged a team of subcontractors and independent contractors to bring niche capability, and we have created a senior advisory group comprising retired Marine Corps and Air Force executives to provide guidance and in-depth understanding of the unique culture and concerns of our client.

More than ideas, our goal is to prepare a roadmap, complete with data-driven recommendations, highlighting areas of targeted investment for military leaders.
Many businesses and government organizations are unaware of ongoing cyber breaches, even months after they have occurred. This leaves them open to continued exploitation and leads to compromises of other organizations by the same method. The result is that adversaries and cyber criminals are able to make use of malware and tactics for years before simple steps to prevent or mitigate these attacks are widely adopted. More important, organizations are left exposed to significant mission risk because of a lack of timely, actionable cyber threat information sharing.

While some organizations have the resources and commitment to develop or join effective cyber information-sharing programs, many do not, leaving thousands of companies and community-based organizations exposed nationwide. Many underserved communities of interest recognize the risks but have no idea how to improve their cybersecurity posture. How can these organizations join together to defend themselves against cyber attacks?

Through a grant from the Department of Homeland Security, LMI partnered with the University of Texas at San Antonio to strengthen our nation against cyber threats.

Recognizing the need for analytically rigorous inputs to this model, LMI is using a broad range of “best of breed” modules to perform detailed analysis of the various factors impacting readiness and to provide high-quality inputs to the APN tool. Other modules include LMI’s award-winning Peak/NextGen tool, which looks at consumable spare parts, and the Aircraft Sustainability Model—LMI’s proven application for optimizing the inventory investment needed to achieve target system readiness.

Our model is sophisticated enough to understand that hiring more people to maintain the aircraft will not lead to the proper outcomes without the right training system in place and that additional parts in inventory will not improve aircraft readiness without enough trained people to install them. Together, these powerful tools baseline current fleet performance, allow users to perform “what-if” analyses of the readiness and cost impacts of proposed changes to various components of the support program, and identify issues and gaps in aircraft, crew, and maintenance personnel readiness.

More than ideas, our goal is to prepare a roadmap, complete with data-driven recommendations, highlighting areas of targeted investment for military leaders. On track for June 2016 delivery, our innovative analytical tools and recommended courses of action will afford a broad perspective that stems from our use of both quantitative and qualitative methods—ensuring the lasting success of the V-22 Osprey.

What are ISAOs? ISAOs are self-forming, voluntary organizations that gather, analyze, and share information about cyber vulnerabilities, threats, intrusions, and anomalies. ISAO services are tailor-made to meet the needs of any public or private community of interest.

ISAOs

Strengthening Our Nation against Cyber Threats

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and the Retail Cyber Intelligence Sharing Center to launch a non-governmental standards organization in October 2015. A major goal of the grant is to refine principles and norms for creating and operating information sharing and analysis organizations (ISAOs), which function as cyber “neighborhood watch” programs.

Working in the public interest, the ISAO Standards Organization (ISAO SO) solicits thoughts and advice from existing information sharing organizations, owners and operators of critical infrastructure, relevant national agencies, and other public and private sector stakeholders. To date, LMI has engaged more than 100 respected experts and leaders across industry sectors, the government, and academia to help develop national standards and guidelines. Working groups are examining issues in six key areas:

- ISAO creation
- ISAO capabilities
- Information sharing
- Privacy and security
- ISAO support and capacity building
- Government relations.

LMI and its partners are helping to facilitate the dialogue and adjudicate decision making with the goal of engaging the broadest community to build national trust. Ultimately, the discussion will inform a working set of national guidelines that any organization may use to engage in, establish, or improve an ISAO.

Much work is left to be done to ensure organizations across the nation have access to information sharing, a critical component of cybersecurity. LMI is helping to meet the challenge of creating scalable cyber “neighborhood watch” programs that position members ahead of emerging threats.

Align. Protect. Transform. The ISAO SO effort is part of LMI’s purposeful technology offering that helps our clients align technology with their mission, protect technology investments and assets, and transform business performance.

Visit www.isao.org for more information.
Michael A. Daniels  
Chairman of the Board  
Chair of the Executive Committee  
Board Member of Blackberry, CACI International, Mercury Systems, the Northern Virginia Technology Council, and the Virginia Chamber of Commerce  
Former Chairman of Network Solutions  
Former Chairman and CEO of Mobile365  
Former Chairman of the Northern Virginia Technology Council  
Former Senior Vice President of SAIC  

Nelson M. Ford  
President and Chief Executive Officer  
Chair of the Center for Strategic and Budgetary Assessments  
Former Under Secretary of the Army  
Former Assistant Secretary of the Army for Financial Management and Comptroller  
Former Deputy Assistant Secretary for Health Budgets and Financial Policy in the Department of Defense  

Robert T. Dail  
President and CEO of RT Dail, LLC  
Board Member of the Defense Health Board and National Defense Science Board  
Former President of ADS, Inc., iDirect Government Technologies, and National Technologies Park  
Former Chairman of the Northern Virginia Technology Council  
Former President of Supreme Group, Ltd.  
Former Secretary of the Defense Logistics Agency  

Kenneth J. Hurgin  
Chairman of the Executive Committee  
Former Secretary of the Air Force  
Former Under Secretary of the Air Force for Acquisition  
Former Director of Forecasting in the Department of Defense  

Dr. Steven Kelman  
Weatherhead Professor of Public Management at Harvard University’s John F. Kennedy School of Government  
Board Member of Centech Corporation  
Former Administrator of the Office of the Federal Procurement Policy in the Office of Management and Budget  

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Board Member of the Defense Health Board and National Defense Science Board  
Former President of ADS, Inc., iDirect Government Technologies, and National Technologies Park  
Former Chairman of the Northern Virginia Technology Council  
Former President of Supreme Group, Ltd.  
Former Secretary of the Defense Logistics Agency  

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Former Director of Forecasting in the Department of Defense  

David McCarthy  
President of the Center for American Forces Associate President of the Committee on the Armed Forces  
Former President of the Council for Global Security and Public Affairs  
Former Director of the Center for Strategic and Budgetary Assessments  

Patrick McNelis  
Chairman of the Board of Directors  
Former Director of the Office of the Under Secretary of Defense for Acquisition  
Former Deputy Under Secretary of the Air Force for Procurement  

Jonathan B. Perlman  
Chair of the Human Resources and Compensation Committee  
Former President and CEO of the American Public Media Group  
Chairman of the VA Medical Advisory Group (FACA Committee)  
Former Under Secretary for Health in the Department of Veterans Affairs  

Todd A. Stottlemyer  
CEO of Inova Health System’s Center for Personalized Health  
President, CEO, and Board Member of the National Federation of Independent Business  
Board Chair of the Northern Virginia Technology Council  
Former President of the Northern Virginia Technology Council  
Former Governor of New Jersey  
Former Governor of North Carolina  
Former Governor of Virginia  

Patricia McGinnis  
Chair of the Governance and Nominating Committee  
Distinguished Professor of Practice at George Washington University’s Trachtenberg School of Public Policy and Public Administration  
Board Member of Caleres Inc.  
Former President and CEO of the Council for Excellence in Government  

James E. Swettman  
Board Member of the Board of Directors  
Former President of the American Power Equipment Company  
Former President and CEO of Eaton Corporation  
Former CEO and President of Eaton Automotive  
Former Executive Vice President for Global Operations at Eaton  
Former Chairman of the Board of Directors  

Board of Directors

Back row: David McCarthy, Todd Stottlemyer, Jonathan Perlman, Steven Kelman, Ann Hurgin, and Kenneth Dail.

Front row: Robert Dail, Michael Daniels, Nelson Ford, Patricia McNelis, and James Swettman.

Imagined. Achieved.
LMI’s greatest advantage is its people. For the sixth year in a row, LMI has been voted a “Best for Vets” winner by the Military Times, and for the second time received the James S. Cogswell Outstanding Industrial Security Achievement Award from the Defense Security Service. And honored by the Under Secretary for the Department of Homeland Security, LMI received the Outstanding Contractor Support Award. Likewise, our advanced tools and ingenuity were endorsed by the awards and recognition they earned at home and abroad. Our work in application rationalization for the General Services Administration was awarded the “Leadership in Enterprise Architecture-Driven Results” in the Government Project category. And as recognized in the New York Times, Washington Post, and USA Today, LMI developed an out-of-pocket cost calculator for the Centers for Medicare & Medicaid Services on the healthcare.gov website, helping over 34 million insured beneficiaries. LMI was also named the Kenya American Chamber of Commerce company of the month for December 2015.

Back row: Jeffrey Bennett, Senior Vice President of Service Delivery & Chief Operating Officer; Lori Becker, Senior Vice President, Chief Financial Officer & Treasurer; Ed Stanton, Senior Vice President of Strategic Growth; and Mark Ray, Senior Vice President & Chief Legal Officer.
Front row: Catherine Nelson, Senior Vice President of Business Development; and Nelson Ford, President & Chief Executive Officer.
Service Delivery

Health Management. Build stronger communities around the world through health insurance policy and analysis, systems management, supply chain management, health facilities management, and data analytics.

Material Management. Guide national and international clients through procurement, maintenance and readiness, supply chain management, supplier relationship management, spares optimization, demand forecasting, inventory modeling, and math modeling.

Operational Logistics. Mobilize government clients and deployed military forces with joint logistics operations, logistics planning support, integration, sustainability, lifecycle management, acquisition, and defense strategy and policy.

Resource Management. Transform client efficiency through organizational and human capital solutions, operations and financial management, energy and environment, infrastructure and engineering management, and intelligence programs.

Technology Services. Modernize client information technology through system integration, information assurance, lifecycle software development, “big data” analysis, semantic technology, cloud migration, cybersecurity, virtual data center consulting, scientific surveys and data collection, and economic and statistical analysis.

International Programs. Raise global standards through innovation in defense materiel, global supply chain, program support, financial management, information technology acquisition, and capacity building, from supporting the Swedish Defence Materiel Administration to working with the Bill & Melinda Gates Foundation in Kenya.

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Whitney S. Owen, Director of Civilian Health

Material Management
Eric C. Czahl, Program Director of Acquisition & Product Support
David M. Stock, Program Director of Maintenance & Readiness
Stuart L. Jones, Director of Supply Chain Management
Bradley D. Silver, Director of Math Modeling

Materiel Management
William G. Nixson, Program Director of Joint Logistics
Kanri L. Dombaghi, Program Director of Transportation & Distribution
Paul J. Vento, Program Director of Integrated Logistics

Operational Logistics
Eric L. Gentsch, Program Director of Acquisition & Product Support
David M. Oaks, Program Director of Maintenance & Readiness
Stuart S. Jones, Director of Supply Chain Management
Bradley D. Silver, Director of Math Modeling

Operational Logistics
William G. Nixson, Program Director of Joint Logistics
Kanri L. Dombaghi, Program Director of Transportation & Distribution
Paul J. Vento, Program Director of Integrated Logistics

Resource Management
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Charles L. Hart, Director of Infrastructure & Engineering Management
Shahla Hash, Program Director of Operations & Financial Management
Shane A. McLean, Program Director of Organizational & Human Capital Solutions
Scott P. Preece, Program Director of Energy & Environment
Kathleen B. Elder, Co-Director of Intelligence Programs
Adam K. Korobow, Co-Director of Intelligence Programs

Resource Management
Karen L. Jones, Program Vice President of Logistics Systems
Case J. Ward, Program Director of Logistics Systems
Thomas R. Fendel, Program Director of Information Management
Kirknessa Sandeep, Director of Information Management
Patrick H. Little, Program Director of Systems Development
Clark C. Spanier, Director of Systems Development
Business Development

LMI maintains a robust business development capability focused on building and maintaining a healthy business base. Our business development team follows a matrixed approach that integrates our strong capability areas and market priorities with robust proposal and capture support. As a full-service consulting firm, we vigorously pursue opportunities across the federal government market, including all civil agencies, the Department of Defense, the Department of Homeland Security, and the healthcare and intelligence communities.

Strategic Growth

Dedicated to innovation, long-term opportunity, and improving government management around the globe, LMI's strategic growth component leads our expanding regional and international programs, advanced analysis projects, and research and development efforts.
In the face of changing fiscal demands, we’ve successfully mirrored the needs of our clients. On par with last fiscal year, LMI’s FY15 total revenue came in at $243 million. With an FY15 client satisfaction rate of 84 percent, LMI has raised the industry standard benchmark for government consulting. Following the Net Promoter Score (NPS) methodology, LMI clients are highly likely to recommend and promote our services. Following the Net Promoter Score (NPS) methodology, LMI clients are highly likely to recommend and promote our services. Alongside industry leaders like USAA with an NPS score of 81 percent and Apple with an NPS score of 67 percent, LMI exemplifies its commitment to government clients.

Supporting more than 35 government agencies, LMI possesses the understanding and skill to leverage our clients with unique insights, innovation, and analytic tools. Our subject matter experts, thought leaders, and academic partners enable us to deliver industry best practices to clients, both domestic and around the globe.

With a deep and broad knowledge base, 54 percent of LMI employees hold advanced degrees. LMI invests in its biggest asset—its employees. With $15,000 in annual tuition assistance, coupled with professional and business development training, LMI spent an average of $2,200 per employee on tuition and training assistance in FY15. LMI’s staff has a robust government background. They average 21 years of experience, with 37 percent having had military experience.

LMI by the Numbers

**Performance**

- Revenue: $243M
- Satisfaction: 84%

**Clients**

- Total: 6%
- Civil: 62%
- National Security: 11%
- Health: 13%
- Department of Defense: 13%

**Employees**

- Training: $2.2M
- Advanced Degrees: 54%

- Experience: 37%
Where Our Work Has Taken Us

Countries where LMI has worked: 1,200+
LMI employees: $17M+
Invested in R&D projects by LMI since 2010: $404M+

Locations

Headquarters
7940 Jones Branch Drive
Tysons, VA 22102
phone: 703.917.9800/800.213.4817
fax: 703.917.7597

Midwest Region
Scott AFB, Illinois
700 Sublett Road
Suite 1
Scott AFB, IL 62235
Russ Oates
phone: 618.509.6423
dox: 618.744.1888

Satellite Offices
Aberdeen, Maryland
4606 Mervin Drive
Suite 210
Belcamp, MD 21017
Clark Spencer
phone: 410.273.5095
dox: 410.273.7587

Scott AFB, Alabama
3701 Madison Pike
Suite 275
Huntsville, AL 35806
Paul Wendz
phone: 256.337.3429
dox: 256.461.6007

Southeast Region
Huntsville, Alabama
1677 NW Loop 410
Suite B10
San Antonio, TX 78217
Eric Stephens
phone: 210.236.8100
dox: 210.830.2600

Baltimore, Maryland
Park View Center
7700 Ambassaedor Road
Baltimore, MD 21244
Tim Campbell
phone: 703.917.7486
dox: 410.265.0011

Southeast Region
San Antonio, Texas
3701 Madison Pike
Suite 275
San Antonio, TX 78217
Karen LaDous
phone: 804.957.6610
dox: 804.957.9528

Mechanicsburg, Pennsylvania
9101 Roche Road
Suite 125
Mechanicsburg, PA 17055
Matthew Petrak
phone: 717.547.1127

Southwest Region
Baltimore, Maryland
Park View Center
7700 Ambassaedor Road
Baltimore, MD 21244
Tim Campbell
phone: 703.917.7486
dox: 410.265.0011

Newport News, Virginia
4264 Bob Hope Drive
Suite 200
Newport News, VA 23606
Donna Simkins
phone: 757.591.8836 ext. 441267
800.213.4817 ext. 441267
dox: 703.917.7102

Baltimore, Maryland
Park View Center
7700 Ambassaedor Road
Baltimore, MD 21244
Tim Campbell
phone: 703.917.7486
dox: 410.265.0011

Clark Spencer
phone: 410.273.5095
dox: 410.273.7587

LMI is a mission-driven consulting firm committed to improving the management of government. With more than 1,000 consultants, we design and implement practical solutions to some of the toughest problems facing federal leaders in logistics, management, and information technology. For more than 50 years, we have put our customer’s interests first.

Learn more at lmi.org