

mitted by the various agencies, an AS400 mainframe on which payroll could be processed, and a mainframe that could perform the functions of the Share Data Center. An outside vendor was identified as a hot site for the scanner and another District agency was identified as the hot site for the AS400.

3. Business Continuity Planning

The District of Columbia Department of Corrections was charged with closing its Lorton Correctional Facility and moving inmates housed there to Federal institutions. Lorton had seven institutional facilities. TCBA developed a business continuity plan for the case management process, which included the initial incarceration of prisoners, classification of inmates, subsequent movement of inmates within the system, and discharge of inmates. TCBA, in sessions with subject matter experts, identified the major systems used to support the case management process.

The business continuity plan developed included manual workarounds for the various activities/tasks and daily hardcopy printouts from the system for use as reference data in the event of a disaster. TCBA recommended the use of PCs to process selected data during disasters and the subsequent transfer of such data into the system as part of the recovery process. The plan called for periodic testing by institution to facilitate the preparedness of employees. The test scenarios recommended simulated real life disasters to run concurrently with the daily operation in order to minimize disruption to these institutions.

4. Change and Configuration Management

TCBA was engaged by the DC Office of the Chief Technology Officer to manage the transition to a new

Motor Vehicle Information System. We provided a comprehensive plan and team of qualified technical experts to ensure the continuity of change and configuration control and database support for the DMV Motor Vehicle Information System (MVIS) and facilitated the transition to an automated change and configuration management system.

PROGRAM MANAGEMENT

1. Year 2000 Remediation

TCBA team was engaged by the Metropolitan Atlanta Rapid Transit Authority (MARTA) to provide support to MARTA's Y2K Program Office. The TCBA team provided support to MARTA's Program Manager in the following areas:

- Project control, tracking, and management against the integrated project plan;
- Issue tracking and resolution;
- Executive level briefings and status reports;
- Risk assessment, development of risk mitigation and management approaches, and business contingency planning;
- Vendor and supplier readiness assessment and tracking of vendor/supplier compliance;
- Development of testing standards, oversight of testing efforts, and development of an integrated test plan;
- Development of quality assurance controls and standards, documentation standards and management, quality assurance monitoring, and IV&V; and
- System and Acceptance Testing Team leadership for network and mainframe remediation efforts and contractor management.

2. Human Resource Management System Implementation

TCBA assisted a national consulting firm in implementing an Integrated Human Resource and Compensation Management system. The scope of the project entailed an operational procedures and automation requirements analysis for the DC Office of Personnel and Payroll. The analysis included an assessment of the existing operating environment, a detailed review of interagency payroll policies and procedures, and a review of similar operations at comparable municipal and state government agencies.

3. Project Planning and Management Support

TCBA provided project and contract management of deliverables and services to the District of Columbia Office of the Chief of Technology Officer (OCTO) for its operations. Responsibilities included management planning at contract and task order initiation, negotiating and executing task orders, providing support and data needed for refinement of those plans, and keeping OCTO informed of changes and problems. Contract and task management responsibilities entailed the daily activities required for successful program and project completion including directing, managing and administering the accomplishment of all task orders by all contractor, sub-contractor and vendor personnel.

4. Technology Plan Development and Implementation

TCBA provided a management expert to oversee the McKinley project for the District of Columbia Office of the Chief of Technology Officer. The McKinley project

involved the building of a new high-technology high school called Technology High School (THS) for the District of Columbia. Our responsibilities included developing and implementing the technology plan for the THS, and supervising and coordinating the development of the technology plan for the educational and administrative objectives of the school.

5. Program Management Planning and Support Services (PMO)

TCBA assisted the District of Columbia Office of the Chief Technology Officer (OCTO) in planning, engineering and executing its multi-year "Tech City" program. Our responsibilities for this project included assisting OCTO in developing the PMO by defining each project in a consistent manner and setting up the necessary program-wide and project-specific management systems. TCBA augmented OCTO's staff with professional design and engineering personnel, project managers and systems managers.

6. Project Management Support for OCTO PMO

TCBA provided managerial experts to support the District of Columbia Office of the Chief Technology Officer Program Management Organization's (PMO) efforts to coordinate and manage multiple IT projects. Our responsibilities included providing skilled staff to perform independent and procurement-sensitive analyses, conduct risk assessments, and develop, implement and manage the execution of necessary strategic and tactical plans.

7. Citywide Integrated Services (CIS)

TCBA provided project management for the District of Columbia Office of the Chief Technology Officer's Citywide Integrated Services. The mission of this effort was to stabilize and document the Call Center's Hansen application that connects agencies that are a part of this Schedule Services Network (SSN) and to implement the applications. The Call Center, DC Department of Transportation, Department of Public Works, Department of Health and the City Council are some of the agencies which make up the SSN.

SYSTEMS IMPLEMENTATION

1. Government-Wide Financial Management System (FMS)

TCBA was an integral part of a team implementing the new System of Accounting and Reporting (SOAR) for the District of Columbia Government. In conjunction with implementation of the new system, TCBA staff utilized business process reengineering (BPR) methodologies and techniques to ensure that the new FMS handle the ongoing business practices, processes and systems of the District's core financial sector and its agencies. The BPR work plan consisted of two components: (1) re-engineering business practices and systems, and (2) organizational and staffing analysis

The reengineering business practices and systems component included an "as-is" assessment of existing practices and systems; an analysis and recalibration of "as-is" to the new FMS environment and testing and validation of the prototype "to-be" model to identify problem/weakness areas in the recalibrated processes. The

organizational and staffing analysis included an "as-is" assessment of the existing organization; an analysis and recalibration of "as-is" organization to SOAR; and transforming the District's financial agencies from the current organization and staffing structures to the "to-be" or advanced state. Seven District agencies were selected to serve as pilots during the first phase of the project: the Department of Public Works, the Department of Human Services, the Office of the Chief Financial Officer, the Department of Corrections, the Metropolitan Police Department, and District of Columbia Public Schools.

2. Procurement Management Information System (PMIS)

TCBA teamed with a national accounting firm to update the automated Procurement Management Information System (PMIS) for District of Columbia Office of Contracting and Procurement (OCP). Our engagement team managed the installation of the beta system, conducted end-user training and handled PC configurations that were later moved into production. TCBA was responsible for providing all aspects of training. Over 1,300 users including approximately 790 requisitioners, 400 approvers, and 170 buyers at OCP Headquarters and various agencies.

TCBA's personnel assisted in performing the following tasks:

- Managed the District-wide installation of the new PMIS;
- Selected, procured, and managed the installation of a comprehensive contracting and procurement software system;
- Managed the integration interfaces to the City's new FMS (SOAR) system;