

allocation methods utilized were reasonable and applied in accordance with the authoritative literature.

9. Gross Receipts Tax Review

TCBA was retained by the DC Public Service Commission to review the application of the Gross Receipts Tax (GRT) by area utilities. A question had been raised about the calculation and application of the GRT by C&P Telephone Company, Washington Gas Light Company and Potomac Electric Power Company. TCBA conducted a detailed review of the application of the GRT and a surcharge that was allowed to accommodate an increase in the GRT rate. We reviewed the taxes paid by the utilities for a three-month period to determine whether the utilities benefited as a result of the increase in the GRT rate. After analysis of a random sample of the utility companies' customer accounts, which ranged from approximately 150,000 to 200,000 accounts, we determined that Washington Gas and PEPCO fairly calculated and applied the GRT. In the case of C&P, certain exempt services were included in a general category along with taxable services, so it was impossible to determine whether the GRT had been applied on all taxable services.

HEALTH/HUMAN SERVICES

1. Program Office Establishment and Management

TCBA established and operated the Safe Passages Operations Program Management Office for the Office of the Deputy Mayor for Children, Youth, Families and Elders. The purpose of this Program Management Office was to provide centralized monitoring, commu-

nication, and coordination among city agencies implementing the Safe Passages Action Plan.

TCBA defined the operational framework that would create the premise for achieving stated mayoral goals for integrated systems and data sharing in the environment known as the Safe Passages Information Suite (SPIS). Our team provided project and contract management services for Management Planning, Contract or Task Management, Regulatory Compliance, Centralized Program Support, Communications Management, Business Process Definition, Human Services Policy Development and overall Program Management responsibility.

2. Regulatory Compliance and Remediation Support

TCBA was retained to assist the DC Deputy Mayor for Children, Youth, Families and Elders in assessing compliance with the Health Insurance Portability and Accountability Act (HIPAA) and compliance implementation of all covered City agencies. HIPAA requires compliance by all entities that perform health care functions—health care providers, health plans or clearing-houses that bill for these services. Nine agencies of the DC government must comply with HIPAA regulations. TCBA is managing the HIPAA Program Management Office for the District of Columbia and implementing compliance with the privacy regulation.

During the first phase of this multi-million dollar project, TCBA assessed compliance at City agencies through gap analysis, refined budget allocations and recommendations for compliance including a compliance action plan and the program design for HIPAA management infrastructure as well as an institutional model for future compliance. In the second phase,

TCBA worked with translators, attorneys, and subject matter experts to develop comprehensive Privacy Operations manuals for each agency and expert training for more than 7,000 DC government employees.

3. Cost Management and Clinical Functions Outsourcing

The District of Columbia Department of Human Services (DHS) required contractor support to assist in the outsourcing of the case management and clinical functions of the MRDDA. TCBA provided support in assessing outsourcing feasibility, establishing an oversight body and contractor procurement.

Our assessment included a baseline analysis of the current processes and operating costs of the services to be outsourced as well as an assessment of the financial impact of outsourcing on the agency's existing and future years' budgets.

TCBA provided technical assistance in establishing an oversight body, which included establishing a 501(c)(3) corporation to serve as an oversight body for the new outsourced entity. TCBA worked with MRDDA to develop personnel and management policies and procedures that the 501(C)(3) entity will use for its operations, board governance processes, and program monitoring and management infrastructure that addresses "People, Processes and Systems."

Our contractor procurement training support included technical assistance in developing required RFPs and in evaluating the cost and technical proposals submitted in response to the RFPs.

4. Legislative Support

TCBA was engaged by the Director of the DC Office of Child Support Enforcement (OPCSE) to assist in the successful implementation of compliance legislation as required by Federal Welfare Reform Act (P.L. 104-193). The legislative assistance services that TCBA provided included:

- Providing a legislative shell to the Director of OPCSE for submission to the Office of the Corporation Counsel for review and approval that ultimately resulted in amending Title 6 of the DC Code, the Child Support Enforcement Act of 1985 and other laws to conform with the Personal Responsibility and Work Opportunity Act of 1996;
- Assessing and evaluating the adoption and implementation of an administrative decision making process in lieu of the then current quasi-judicial decision making process; and
- Assisting OPCSE legal counsel with the required legislative and statutory changes necessary to achieve the adoption of an administrative process.

5. Operations Improvement Support

OPCSE engaged TCBA to perform a Management Assistance and Support Services Contract. The scope of the engagement was to perform a comprehensive operational review, RFP development and drafting assistance, organizational processes improvement services, implementation of administrative processes and strategic planning and technical support services.

The primary objectives of the engagement focused on a

detailed organizational review of OPCSE and its supporting inter-district agencies, identification of appropriate core business process functions which provided privatization opportunities to the Agency, and development of recommendations regarding the successful implementation of a privatization initiative. Based on the conclusions and recommendations of the functional operation review, TCBA drafted a Request for Proposals that encompassed the privatization goals of the Agency.

FINANCIAL, ACCOUNTING, AND ADMINISTRATIVE SUPPORT

1. Reconciliation and Financial Management Support Services

For four years, TCBA provided management consulting, accounting and financial management support for the Census Bureau's (the Bureau) Finance Division. These activities included business process improvement services related to the Bureau's systems security, accounts payable, and account reconciliation operations. Our assistance was recognized by the Bureau's auditors in the FY2001 financial report, which acknowledged TCBA's efforts in assisting the Cost Analysis and Reconciliation Branch to reduce the timeframe for completing monthly reconciliations from 45 to 20 days as a result of material process improvements and acceleration of the monthly close-out by four business days. Our team provided the Bureau with a wide range of professional services, including assisting the Finance Division with addressing internal control deficiency findings by independent and governmental auditors; addressing specific areas of procedural weakness; assessing vulnerability and risks in its current control

environment; and developing enhanced protocols relative to stricter internal controls, checks and balances, and transactional and/or system security safeguards.

2. Representations and Warranties Claims Administration

For the RTC Valley Forge Asset Operations Division (AOD), TCBA and its joint-venture partner processed claims against the representations and warranties given in loan and asset sale agreements. RTC offered representations, warranties and indemnifications in connection with sale of loan and servicing rights sale by promising to cure, substitute, or repurchase loans found to be in violation of certain requirements, such as documentation, loan amount, or loan/value ratio. TCBA evaluated the claims against the Standard Loan Sale Agreement containing provisions for standard representations and warranties permitting the buyers to file claims for losses realized over the life of each asset. We also evaluated the Standard Purchase and Sales Agreement for the Disposition of Mortgage Servicing Rights, which indemnified the buyer against losses from breaches of servicing representations and warranties.

3. Accounting Operations Improvement Analysis

TCBA provided technical accounting assistance to local businesses under a consulting contract with the DC Office of Business and Economic Development. The scope of our services included evaluation of the management system for the City's public financing loan programs and recommendations for improving operations and management of these financing programs.