

3. Implementation of Management Study Recommendations

As a subcontractor, TCBA assisted in monitoring and evaluating the implementation of recommendations of an earlier management study pertaining to performance improvement in Baltimore City Schools. The follow-up analysis focused on recommendations for performance management, financial management, and management information systems. Included was a review of how each system met the needs of the enterprise schools to improve school performance in accordance with the Maryland School Performance Program.

4. Change Management Support

The Department of Utilities (DU) enlisted the help of the Norfolk Department of Human Resources to build the appropriate change management infrastructure within the Department of Utilities, so that the DU could effectively implement the accepted recommendations and critical issues noted in the Operations and Management Review report, as well as institutionalize continuous process improvement. The Norfolk Department of Human Resources was interested in supplementing its team of change management professionals with change management consultants who understood the existing DU environment and the challenges that the DU was facing. The professional services provided by TCBA addressed the following change management areas:

- *Staff for Facilitation Support Services* - TCBA worked with the Norfolk Department of Human Resources in its efforts that included tasks associated with successful change management within the

Department of Utilities. TCBA provided management training and development support services including facilitation, coaching and intervention. The TCBA team focused on strategy, structure, systems, and implementation. TCBA met monthly with the Department senior management group to discuss vision and values and provide consulting support to shape corporate culture and behavior and leadership team development.

- *Staff for Coordination Support Services* - TCBA worked with the City's Department of Human Resource and Department of Utilities to provide analysis of the implementation of determined courses of action and made recommendations as requested or was necessary. TCBA conferred with the Human Resource Department Director and designated staff to help clarify strategies, transform strategy into implementation plans and lead change initiatives at the Department of Utilities.

HOMELAND SECURITY

1. Emergency Preparedness Training

TCBA designed, developed and implemented a comprehensive Emergency Preparedness Training Program for the District of Columbia's Emergency Management Agency. TCBA completed the following engagement tasks:

- Conducted a training needs analysis - evaluated the District of Columbia's Public School emergency preparedness against the Federal Emergency Management Plan

- Designed and developed the training materials - using the Federal model, designed and developed an Emergency Response Program
- Delivered over 25 training sessions to the following staff:
 - Superintendent of Schools and his Senior Staff,
 - Principals and Assistant Principals
 - Central Office Directors
 - Emergency Response Teams
- Evaluated the Training Program - designed an evaluation tool to measure the success of the program.
- Compiled and reported the Training Program Status - submitted a report of training accomplishments.

2. Regional Incident Command and Coordination

TCBA provided consulting services to the Metropolitan Washington Council of Governments (COG) with the requisite technical expertise to perform an assessment and evaluation of the requirements for the development of Regional Incident Command and Coordination Centers to be operated within an emergency operations center maintained and operated by one or two COG member jurisdictions. The study included an analysis of the region's emergency operation centers.

This analysis included a Best Practices study of emergency operation centers in comparable size communities throughout the region. The study also included an analysis of the opportunities for coordination with Federal Emergency Management Agency (FEMA) facilities in the mid-Atlantic area and other potential locations for a redundant (back-up) operations center(s).

The assessment and evaluation was structured in a manner that analyzed the framework for a successful Regional Incident Communication and Coordination System (RICCS). RICCS is a virtual system with multiple capabilities to facilitate regional communication during a range of events that may occur in the region. The interim host of the RICCS is the District of Columbia Emergency Management Agency. This framework included the following areas:

- Structure/Infrastructure: reviewed availability of 24-hour facility, inter-operability of existing hardware and software with the RICCS system and internal/external communication systems;
- Personnel: determined required staffing during "down-time" versus staffing requirements during a "crisis" or "disaster" or in the event of a "cyber" shutdown;
- Roles and Responsibilities: determined specific duties and reporting requirements;
- Agreements/MOU requirements: identified needed agreements between host site, regional government members, and federal partners; and
- Financial Resources: estimated development costs and maintenance requirements, and cost sharing opportunities.

POLICY & PROCEDURES MANUALS

1. Accounts Payable Policies and Procedures Manual Development

TCBA was engaged by the U.S. Census Bureau to work with the Finance Division personnel to identify process