

THOMPSON, COBB, BAZILIO & ASSOCIATES, PC

Certified Public Accountants & Management, Systems and Financial Consultants



MANAGEMENT CONSULTING CAPABILITIES



LARRY WILSON

Principal-in-Charge



management consulting --- overview

TCBA offers a comprehensive scope of Business Improvement services specifically designed to enhance the efficiency, effectiveness, and quality of client organizations. These services have been developed and performed over the years as a direct response to the diverse needs of our Federal, municipal and private sector clients and represent the composite knowledge, skills and experience of our management consulting staff. The quality of our services has been proven through numerous client engagements and from joint and collaborative engagements with all Big Four accounting firms, consulting firms and multinational corporations. As part of our internal quality assurance program, all Business Improvement services are reviewed regularly to measure their continued effectiveness in meeting client needs and to ensure that they appropriately reflect industry advancements in methodologies, tools, and techniques.

Because our management consulting services have a common focus—improving client operations—they were developed to complement each other and offer clients comprehensive business solutions. TCBA's man-

agement, organizational and business improvement services include but are not limited to the following:

- Business Process Improvement (BPI)
- Business Process Reengineering (BPR)
- Activity-Based Costing (ABC)
- Performance Measurement
- Benchmarking
- System Alignment
- Organizational Assessment
- Program Audits and Evaluation
- Privatization Studies
- Strategic, Business, and Action Planning

The following paragraphs describe the above listed services. These services directly support TCBA's mission, which is centered on **Management, Money and Markets** (the 3 Ms). As a result, TCBA is highly focused on providing value-added services in the areas of revenue enhancement, cost containment, profitability, accountability, financial management, and technology enhancement.

BUSINESS PROCESS IMPROVEMENT

TCBA's Business Process Improvement (BPI) service assists clients in streamlining business processes to improve their **effectiveness, efficiency, and adaptability**. We focus on improving a process to ensure that the process produces the desired results (effectiveness), consumes as few resources as possible (efficiency), and can change as client needs change (adaptability).

BUSINESS PROCESSING REENGINEERING

TCBA approaches Business Process Reengineering (BPR) as a radical restructuring of business processes, where the focus is on "outside the box" thinking. BPR assumes that existing processes and activities may be completely eliminated and entirely new processes developed in order to reach a specified goal (e.g., provide effective customer service). The BPR approach contrasts with Business Process Improvement (BPI), which seeks to streamline existing processes through elimination of overlapping activities, non value-added activities, etc. In contrast to BPR, the focus of BPI is to retain most processes, optimize their performance. TCBA performs BPR projects using all of the techniques for business process improvement. In performing BPR projects, however, TCBA places increased

emphasis on dynamic process simulation, benchmarking and visioning sessions because of the realignment nature of BPR in contrast to BPI.

ACTIVITY-BASED COSTING

Activity-based costing (ABC) is an important tool for determining the cost of activities versus budget line items, thus helping clients to identify areas for process improvement or reengineering and cost efficiency. TCBA uses ABC to help identify root causes of problems within business processes and to identify the true costs of value-added and non value-added activities within a process. An organization that uses ABC has the capability to determine its current cost of operations and also has the means to streamline/restructure operations and reduce associated costs. TCBA's ABC methodology focuses on creating a model of the current activities and sub-activities that make up the processes being examined, identifying direct and indirect costs associated with these activities and sub-activities and developing recommendations to enhance cost efficiency.

PERFORMANCE MEASUREMENT

Performance measurement is a key requirement for improving business functions as they relate to people, processes and systems. TCBA approaches performance measurement from the perspective that to manage a process -- ***you must control it, and to control a process you must be able to measure it.*** TCBA's approach to performance measurement supports our Business Process Improvement methodology by enabling the project team to evaluate current business processes, establish goals for improvement, and understand the most important information pertaining to a process.

TCBA assists clients in establishing performance measures in three improvement areas: effectiveness, efficiency, and adaptability. In working with clients to establish performance measures in these areas, we develop measures that are relevant, quantifiable, and documented.

BENCHMARKING

TCBA assists clients in benchmarking as an important means of determining the effectiveness, efficiency and adaptability of their business processes and organizations. We offer both process benchmarking and organizational benchmarking. TCBA uses process benchmarking to identify the strengths and weaknesses of client business processes and to assess the client's position relative to other comparable organizations. We apply organizational benchmarking when the client organization has identified (usually through significant research) specific processes that will greatly impact the organization's competitive posi-

tion. Both types of benchmarking fit well within the TCBA Business Process Improvement Methodology. Depending on the client's needs and constraints, TCBA identifies benchmarks using class standards such as local, national, or world-class.

SYSTEM ALIGNMENT

Often when a client identifies needed business process improvements, manual and automated systems are identified as targets for achieving the needed improvement. TCBA anticipates the need to align systems as a frequent outcome of process improvement analysis. We are experienced at enhancing, aligning or replacing systems to ensure they function as effective tools for the business processes they support.

In order to ensure that technology will successfully enable dramatic process improvement, TCBA aligns technology planning with organizational planning. This alignment begins with TCBA's business improvement methodology and continues with our process and organizational benchmarking. We strive to insure that technology serves as the enabling mechanism for the delivery of information utilized in effective decision-making, and in support of the work processes that accomplish the mission of the organization.

ORGANIZATIONAL ASSESSMENT

TCBA performs assessments of client organizations to determine how well the organizational structure and associated resources support the client's mission, goals, and strategic direction. Often this type of assessment is utilized when business process reengineering or process improvement efforts reveal that structural changes are required to better support new or improved processes and systems.

PROGRAM AUDITS AND EVALUATION

To conduct program audits and evaluations, TCBA utilizes the Evaluability Assessment (EA) methodology developed by the Urban Institute. The EA methodology includes the following steps for program review:

1. Create a testable model of expected program activities, costs, and benefits based on recorded program mission, objectives, and major strategic initiatives.

2. Compose a functional model of the actual program activities and outcomes.
3. Compare and analyze the testable and functional models and develop a measurement model that indicates the actual versus anticipated program outcomes, as well as patterns that affect the attainment of expected outcomes.

PRIVATIZATION STUDIES

TCBA recognizes that privatization is growing as government explores alternatives to improve core efficiencies. Public/private partnerships are being considered or implemented as public agencies seek better ways to manage and deploy limited resources to attain service delivery and programmatic objectives. TCBA's privatization consultants are attuned to the needs and concerns of our government clients. We understand the issues driving government change and are expert at identifying the areas in which change is possible.

STRATEGIC, BUSINESS, AND ACTION PLANNING

TCBA provides a full spectrum of planning services to assist our government clients in initiating management and organizational improvements. Throughout the planning process, we work with government staff to integrate all planning stages with the preparation of operating and capital budgets. We approach planning as part of a continuing business improvement cycle consisting of five repetitive stages: planning, execution, monitoring, feedback, and improvement. Within this cycle, we break down the planning function into successively more detailed and targeted activities—from strategic planning to business function planning to action/tactical planning. We work to ensure that each succeeding planning stage directly supports and furthers the goals and objectives of the prior phase, demonstrating a logical “flow down” and progression in the planning process.



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CHANGE MANAGEMENT/BPRPAGE 8

1. Procurement Vendor Table Maintenance Unit Implementation
2. Business Tax Process Reengineering
3. Implementation of Management Study Recommendations
4. Change Management Support

HOMELAND SECURITYPAGE 9

1. Emergency Preparedness Training
2. Regional Incident Command and Coordination

POLICY & PROCEDURES MANUALSPAGE 10

1. Accounts Payable Policies and Procedures Manual Development
2. Business License Procedures
3. Financial & Accounting Policies and Procedures for the Federal Housing Administration
4. Financial Management Policies and Procedures
5. Collaborative Financial Policy & Procedures Manual
6. Financial Operations Policies & Procedures Manual
7. Comprehensive Procurement Policies & Procedures

REVENUE MAXIMIZATION/COST

CONTAINMENTPAGE 13

1. Cost Verification, Controls and Recovery Analysis
2. District of Columbia Office of the Chief Financial Officer - Revenue Maximization
3. Claims Process Review
4. Strategic Planning
5. Regulatory Compliance Review
6. Cost Reporting
7. Cost Containment Study
8. Cost Proposal Evaluation
9. Gross Receipts Tax Review

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HEALTH/HUMAN SERVICESPAGE 15

1. Program Office Establishment and Management
2. Regulatory Compliance and Remediation Support
3. Cost Management and Clinical Functions Outsourcing
4. Legislative Support
5. Operations Improvement Support

FINANCIAL, ACCOUNTING AND ADMINISTRATIVE SUPPORTPAGE 17

1. Reconciliation and Financial Management Support Services
2. Representations and Warranties Claims Administration
3. Accounting Operations Improvement Analysis
4. National Sales Support Office for the Federal Deposit Insurance Corporation
5. System Migration and Data Conversion for the Comprehensive Automated Personnel Payroll System

TRAININGPAGE 18

1. Design, Development & Delivery of Procurement Training for DC OCP
2. District of Columbia Government, Office of the Deputy Mayor for Children, Youth, Families and Elders

HELP DESKPAGE 19

1. Master Business License InfoCenter - Telephone and Electronic Customer Service Center
2. Express Functional Support PMIS Help Desk for DC OCP

ORGANIZATIONAL DESIGN PAGE 20

1. Span of Control Assessment and Benchmark Study
2. Best Practices Research and Blueprint Development for a Shared Service Center

PROGRAM/OPERATIONAL

ASSESSMENTPAGE 21

1. Organization and Management Process
2. Procurement Process Review and Redesign
3. Program Tools Assessment and Technical Handbook Development
4. Program Eligibility Review
5. Master Business License Focus Group Sessions
6. Accounts Receivable Assessment
7. Capital Improvement Program (CIP) Financial and Programmatic Assessment
8. Cashiering Operational Assessment
9. Performance Measurement
10. Management and Operations Review
11. Risk Assessment
12. Organizational and Operations Review
13. Water Utility Operations and Management Review
14. Customer Service Management and Operations Review for WASA
15. Procurement and IT Reengineering for WSSC
16. Availability and Capacity Study of Local Businesses and Minority Business Enterprises
17. Personnel Process Review
18. Timekeeper Process Evaluation
19. Internal Control Review
20. Risk Assessment

RESUMES OF SENIOR MANAGEMENT

TEAMPAGE 28



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CHANGE MANAGEMENT/BPR

1. Procurement Vendor Table Maintenance Unit Implementation

TCBA was engaged by the U.S. Census Bureau to design, develop and implement a Vendor Table Maintenance Unit. As a part of this engagement, our team was required to provide the following specialized procurement-related services:

- Capture existing data regarding more than 100,000 vendors providing goods, services or materials to the Census Bureau;
- Review “as-is” processes and procedures relative to maintaining vendor data;
- Identify gaps, weaknesses, and ambiguities in current processes;
- Identify existing operating sections or units and personnel engaged in tracking, monitoring or maintaining vendor information;
- Design a standardized centralized process for managing all vendor related information within a single operating unit;
- Identify required staff core competencies needed to ensure responsible maintenance of vendor data;

- Develop comprehensive operating policies and procedures for a de novo unit dedicated to creating, monitoring and maintaining vendor table data;
- Assist with implementing the Vendor Table Maintenance Unit on a Census-wide basis; and
- Provide on-the-job training and change management support to the Bureau during the transition from a decentralized to a centralized vendor table maintenance function.

2. Business Tax Process Reengineering

TCBA performed a review of the business tax process for the DC Office of Tax and Revenue (OTR) in order to identify process deficiencies. For all business tax types, TCBA identified, assessed, and documented OTR’s processing cycles; evaluated accounting, processing, and management controls in place for each cycle; and made recommendations for improvements. Process deficiencies were corrected through development of either new controls, procedures or training. TCBA developed a desk procedures manual incorporating the revised procedural steps and applicable controls resulting from the assessment of each process and assisted OTR management in the development of performance measures by position.

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

improvements and develop Accounts Payable (A/P) procedures. TCBA developed and documented internal control procedures for the Finance Division's payment processing including the following tasks:

- Documenting existing work practices
- Identifying internal control deficiencies
- Creating Accounts Payable internal procedures
- Designing and implementing a web-based A/P Manual
- Training current employees on the new A/P Manual

TCBA also reviewed and documented in the new A/P manual, procedures and processes associated with one-time vendor purchases, one-time payment Purchase Orders, multiple payment Purchase Order, government purchase cards, Corporate Cards, Fedex payments, on-line payment and collection (OPAC), and miscellaneous processing.

2. Business License Procedures

Based on the identification of the universe of businesses operating in the District of Columbia, TCBA provided the DC Department of Consumer and Regulatory Affairs (DCRA) with research and development of business descriptions, documented business laws, and recommended licensing requirements and where appropriate, revisions to the existing DC Master Business License Program regulations.

TCBA reviewed existing licensing criteria and DC Municipal Regulations to determine registration procedures appropriate to 264 new business activities identified by DCRA. TCBA provided business descriptions, recommendation for license classification, filing requirements, documentation of DC Code regulations,

and creation of MBL Fact Sheets. Additional tasks included identification of inconsistencies in the existing regulations with recommendations for correction and/or enhancement.

3. Financial & Accounting Policies and Procedures for the Federal Housing Administration (FHA)

As a subcontractor to a national CPA firm, TCBA assisted in developing a financial and accounting policies and procedures manual for FHA. The project team reviewed FHA's organizational structure, interviewed managers and other personnel regarding their roles and responsibilities, performed a cursory review of FHA's internal control structure, and determined that the procedures being followed agreed with generally accepted accounting principles. The team then documented the procedures in a policy manual for FHA.

4. Financial Management Policies and Procedures

TCBA was engaged by the DC Office of Finance and Treasury (OFT) to prepare policies and procedures for banking, cash management, investment and revenue collection.

We reviewed and assessed the existing procedures, mainly those affecting the movement of cash, and identified and reported internal control weaknesses and other systems vulnerabilities.

Based on our review and assessments we prepared policies and procedures to strengthen and correct the identified internal control weaknesses.

5. Collaborative Financial Policy & Procedures Manual

TCBA was engaged by the DC Child & Family Services Administration (CFSA) to develop and implement strategies for reengineering agency programs and operations, and to provide guidance on the requisite management structures to ensure accountability for program results and cost-effectiveness.

TCBA established a new financial operations procedures manual defining the policies, procedures, responsibilities, authorization and internal control requirements for all CFSA subgrantees. The subgrantees included the Foundation for the National Capital Region (FNCR), the DC Agenda Support Corporation (DC Agenda), and the Community-based Collaborative and other nonprofit organizations.

The procedures manual provided guidance to CFSA managers on implementing and maintaining accountability and effectiveness of the Agency's Community-based Collaborative programs and operations by establishing, assessing and correcting management controls.

6. Financial Operations Policies & Procedures Manual

TCBA was engaged by CFSA to review the Agency's financial system and its support of Agency fiscal policies. Based upon observations and interviews TCBA assessed the adequacy of the system of internal controls and procedures and identified internal control weaknesses and processing vulnerabilities within the existing

financial operations and provided recommendations on how to minimize or eliminate those vulnerabilities. We also developed a Financial Operations Policies and Procedures Manual that addressed accounting, budget, grants management, payroll and administration functions and provided training to CFSA personnel on the new manual. The procedures were in sufficient detail to allow trained staff to perform the tasks assigned to them. The procedures included controls to be implemented so that the agency's financial information system could be relied on to produce financial information in accordance with generally accepted accounting standards.

7. Comprehensive Procurement Policies & Procedures

The Maryland-National Capital Park and Planning Commission engaged TCBA to provide a comprehensive review and evaluation of the Commission's existing purchasing policies and procedures. Our team worked with the Commission staff to create and help implement a series of recommendations to reduce the cycle time, effort and cost, while maintaining acceptable controls and levels of customer service for the procurement, storage and distribution of goods, materials, and services throughout the Commission.

The work product delivered to the Commission included:

- Flowcharts of existing and proposed purchasing procedures and processes;
- An assessment of the importance of the purchasing function to the Commission and its current performance level;

- Results of benchmarking activities including interview notes and identification of best practice benchmarks from comparable “best in class” organizations;
 - Gap analysis comparing Commission purchasing activities with entities utilizing best practices; and
 - Preparation of a revised “user friendly” Purchasing Policies and Procedures Manual.
- Provided an independent accountant’s report that opined on the fair presentation of T-mobile’s 2003 E-911 expenses;
 - Ensured that the supporting documentation and billings for E-911 expenses met each state’s legislative requirements; and
 - Provided recommendations to ensure acceptance of T-Mobile billings, supporting documentation, and independent review of expenditures by state.

REVENUE MAXIMIZATION/COST CONTAINMENT

1. Cost Verification, Controls and Recovery Analysis

T-Mobile, a publicly traded wireless telecommunications company that has operations in approximately 45 states, was engaged in the implementation of Phase I E-911 services in each of these states and some of their local municipalities. Most of the states and local municipalities had agreed to reimburse T-Mobile and other wireless carriers for their costs for implementing and operating E-911 services. T-Mobile had established an E-911 cost recovery process for tracking and supporting its E-911 expenses, developing an E-911 cost model, and billing and collecting E-911 expenses.

TCBA was engaged by T-Mobile to perform a combined accounting and consulting engagement for the following services:

- Reviewed, analyzed, and tested controls of the existing E-911 cost recovery business process;
- Reviewed, analyzed, and verified E-911 expenses;
- Updated cost recovery factors based on E-911 expenses and subscriber and cell sector counts for 2003;

2. District of Columbia Office of the Chief Financial Officer - Revenue Maximization

TCBA was engaged by the DC Office of the Chief Financial Officer to co-manage the District’s citywide revenue maximization contract. We assisted the District of Columbia in recovering over \$200 million in federal Medicaid and other grant and entitlement funds through various initiatives including the DC Public Schools, DC General Hospital, Department of Human Services, Children and Family Services Administration, and the Office of the Chief Financial Officer over a four year period.

Through our efforts the District was able to increase allowable Federal reimbursements for programs and services provided to children, youth and families including Title IV-E (Foster Care), Title XIX (Medicaid) and Title XX (Social Security).

3. Claims Process Review

The Child and Family Services Agency (CFSA) provides foster care and adoption subsidy and services for the District of Columbia. These services are reimbursed by the Federal government under the Social Security Act Title IV-E. Over the years, CFSA had filed approximately 9,600 claims per year based on the use of an

outdated subsidiary system. The Federal government performed a review of the claims over a two year period and identified a sizable claim against CFSA, which subsequently appealed the claim. CFSA contracted with TCBA to review the systems in place for filing claims and processing payments, develop appropriate procedures to correct the system, change the process of claims filing, and assist in the process of filing amended claims.

4. Strategic Planning

TCBA was engaged by CFSA to review policy that focused on using the IV-E and Medicaid programs to recover the cost of providing out of home services and capturing the maximum allowable administrative cost under Targeted Case Management. Similarly, under IV-E TCBA provided assistance in recovering the cost of CFSA related daycare and transportation costs and provided reviews of case folders to increase the number of children eligible for Medicaid and IV-E. Over \$118 million in new Federal revenue was obtained on behalf of CFSA and the City.

5. Regulatory Compliance Review

TCBA worked with the DC Public Schools (DCPS) and the DC Department of Health (DOH) to ensure that school-based initiatives for revenue recovery were in compliance with Medicaid regulations. TCBA developed and implemented a transportation trip-ticket processing initiative to increase Medicaid recoveries for DCPS special education services. We also implemented medical services billing for special education students and implemented a training program for DCPS staff to improve claim-filing techniques. In excess of \$80 million in additional revenue was secured under these initiatives.

6. Cost Reporting

TCBA provided Medicaid Cost Report Development Services for several DC Government Agencies and worked with the DC General Hospital Controller to generate cost reports that resulted in recovery of Federal funds.

7. Cost Containment Study

TCBA conducted a cost containment study for the Washington Convention Center Authority (WCCA) to identify opportunities for cost containment in the daily operations of the Center. Our study built upon an earlier operational review that we performed which studied every branch of the Center's organization. We identified, documented and analyzed major functions performed by each division and department within the Center. We also identified a number of opportunities for improving the efficiency and economy of operations and staff utilization.

8. Cost Proposal Evaluation

TCBA performed a comparison of cost proposals submitted by three peace officer agencies to the Los Angeles County Metropolitan Transportation Authority (MTA) to provide security services for the planned 300-mile subway system. The purpose of the engagement was to determine whether each agency's proposal was prepared in accordance with the assumptions specified in MTA's RFP and to assess the comparability of the proposals and the costing methods utilized by each agency. We conducted limited audits of each agency's accounts to substantiate and validate the costing methods used. This included determining the reasonableness of costs included in both the general and labor overhead cost pool, the G&A cost pool, as well as whether the

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.

4. National Sales Support Office for the Federal Deposit Insurance Corporation

TCBA established, and managed the National Sales Support Office (NSSO) of the Federal Deposit Insurance Corporation (FDIC), as the successor to the RTC. NSSO provided financial, accounting and, administrative support for national sales initiatives involving securitization and sale of over \$35 billion in mortgage, real estate and other assets. The objectives of the project were to:

- Conduct an organizational assessment to identify all needs and requirements, as well as requirements for inter- and intra-departmental and field office coordination;
- Develop an organizational design to establish a logical, effective and efficient organizational structure to accomplish stated requirements;
- Design, develop, and implement all NSSO processes and systems;
- Establish performance measures to ensure achievement of mission requirements;
- Develop and implement action plans for performance of all NSSO functions; and
- As a result of performance measurement, redesign processes and systems to improve effectiveness and efficiency.

5. System Migration and Data Conversion for the Comprehensive Automated Personnel Payroll System

TCBA was engaged by the District of Columbia to provide assistance to the District's agencies migrating to the Comprehensive Automated Personnel Payroll

System (CAPPS), a commercial off-the-shelf, main-frame software package developed by Integral Systems. CAPPS supported the mandates of the DC Financial Responsibility and Management Assistance Authority (the Control Board) for the District of Columbia and set forth requirements for management reform and implementation of the District's transformation initiative for FY96 to FY99. The CAPPS Project created databases as tools to facilitate Human Resources Management, Payroll Management and Position Control Management.

TCBA was required to assist each agency in verification of data conversion from the former software "UPPS" to CAPPS. Through the analysis of reports TCBA performed data validation and verification, monitored (for accuracy and completeness) the files/data bases of time and attendance for employees, reviewed and reconciled reports and employee specific data for payroll parallel testing. District Government employees collected the results of all analysis, then changed and updated information, as deemed necessary. Input of all records, creation and control of all databases, files and reports were performed solely by District of Columbia.

TRAINING

1. Design, Development & Delivery of Procurement Training

TCBA provided procurement training to the District of Columbia Office of Contracting and Procurement. Our team managed the design, development, delivery and evaluation of five procurement courses customized in accordance with the District of Columbia Municipal

Regulations. The delivery included over 75 training sessions for three distinct levels of District Government procurement workforce and covered source selection, Contracting By Negotiation, Contract Law, Contract Pricing, and Negotiation Strategies and Techniques.

The technical basis for the courses included procurement laws and regulations outlined in the District of Columbia Municipal Regulations, "Contracts and Procurement" (DCMR27), the Procurement Practices Act of 1985, and its amendments, policies and procedures, and other related laws that impact the District of Columbia's procurement process. The contracting qualification standards were the requirements established by the Office of Federal Procurement Policy, which represented the core competencies required to perform procurement functions effectively.

2. District of Columbia Office of the Deputy Mayor for Children, Youth, Families and Elders

TCBA assisted the new Office of Healthcare and Confidentiality with implementation of District-wide policies and procedures for compliance with the Health Insurance Portability and Accountability Act of 1996 (HIPAA). The project affected 9 agencies and approximately 8,000 District Government employees along with more than 200 District Government contract workers. It addressed the compliance requirements of District agencies covered by the new Law. TCBA provided a Training Needs Analysis; a comprehensive HIPAA Compliance Training Program Strategy; a Training Management Plan; Enrollment management of over 8,200 employees and contractors in more than 120 courses; role-based courses customized according to the

policies and procedures specific to more than 10 District agencies.

Customized course presentations were provided in three different training delivery modalities including instructor-led, eLearning and self-directed learning sessions.

TCBA provided training on electronic compliance management systems including the Disclosure Management Module, which tracks data related to disclosures of patient protected health information, the Individual Rights Management Module, which tracks requests by individuals for rights granted under the new HIPAA law; and the Complaints Management Module, which tracks complaints by individuals for violations of HIPAA regulations.

HELP DESK

1. Master Business License InfoCenter - Telephone and Electronic Customer Service Center

TCBA provided on-site customer service representation at the District of Columbia Department of Consumer and Regulatory Affairs for their Master Business License Program telephone and electronic inquiries. TCBA's first class team of Customer Service Representatives responded to hundreds of calls daily regarding new and existing licensing issues, filing requirements, explanation of other agency approvals where applicable, renewal concerns, payment issues and/or walking the customer through registering businesses online or by mail.

TCBA developed Business Activity Fact Sheets for the more than 300 business types requiring licensing and registration; prepared CSR telephone scripts and Training Manuals; and trained DCRA personnel to assume responsibility for the Master Business License telephone information center.

2. Functional Support of the OCP Express Help Desk

TCBA was tasked to manage, operate and maintain a functional support of OCP Express Help Desk. The Help Desk was to provide continuous implementation services to support the Office of Contracting and Procurement's (OCP) deployment of the customized PRISM OCP Express Purchase module. TCBA's Help Desk supported functional problems that OCP and its end user population had with the new automated system. The Functional Support PMIS Help Desk operated under the guidance of a dedicated Help Desk Manager. TCBA provided contracting and procurement professionals who were knowledgeable and trained in the new system.

As a part of the Help Desk's overall communications program, TCBA established two primary goals:

1. To provide information and assistance to Users,
2. To build public relations for the application and its utilization with the 14 cut-over Agencies.

The key messages conveyed were: (a) ease in accessing the Help Desk; (b) availability of continual assistance, and (c) "hand holding" on-the-job instruction for the application for all Users regardless of their comfort level and experience within an automated environment.

ORGANIZATIONAL DESIGN

1. Span of Control Assessment and Benchmark Study

TCBA conducted an overall assessment of the District of Columbia Office of the Chief Financial Officer's span of control which included the evaluation of 17 of the primary agency-level CFO operations and management performance. In concert with the assessment, TCBA also conducted a benchmark study of five other government jurisdictions and compared the DC CFO organizational structure, span of control, performance standards, business processes, number of transactions, timing and personnel requirements, performance measures, as well as methods of training and internal communications with the CFO operations of these comparable jurisdictions.

The OCFO assessment entailed extensive interviews with each of the Districts' 17 agency-level CFOs, controllers, and managers of accounts payable, account receivables and payroll departments. The assessment revealed management staff, transaction and performance efficiencies as well as deficiencies within the agency.

TCBA provided a detailed findings report on each agency assessed and recommendations for reorganization of the OCFO structure to improve span of control; streamline and standardize A/P and A/R procedures and reconciliation requirements; and establish a performance management program.

2. Best Practices Research and Blueprint Development for a Shared Service Center

TCBA was engaged by the District of Columbia's Office of the Chief Financial Officer to provide a plan to restructure Agency-level CFO into five Cluster groups. Each cluster group would be managed by an Associate Chief Financial Officer and would operate a Shared Service Center for Accounts Payable, Accounts Receivable and Payroll administration. Our review included the following:

- Establishing a CFO structure that parallel's that of the Deputy Mayors of the District;
- Establishing a CFO structure that provides directions, information and controls systemically using the capabilities of SOAR;
- Providing financial staff to advise Directors on planning and budget matters;
- Providing financial managers with data on current status and systems and controls that preclude unauthorized expenditures; and
- Streamlining "back-office" financial operations by working toward a consolidation of accounting operations.

PROGRAM/OPERATIONAL ASSESSMENT

1. Organization and Management Process

TCBA is working on a contract with the Financial Management Division (FMD) of the U.S. Department of Agriculture's Farm Service Agency to:

- Assess the efficiency and effectiveness of FMD in managing and using its human resources;

- Reduce duplication of effort and gaps in services;
- Align the organizational structure to become more customer oriented;
- Identify management processes that need to be improved or redesigned to improve effectiveness and efficiency at the existing organizational levels;
- Improve communications and reporting among Divisions and to the Office of the Director;
- Recommend optimum resource allocations across functions; and
- Develop an organization structure improvement plan, including detailed implementation steps.

2. Procurement Process Review and Redesign

TCBA was engaged by the City of Atlanta to review the procurement functions of the City and recommend actions to reduce the cost and to improve the efficiency, effectiveness and transparency of existing procurement processes. Atlanta's purchasing operations had come under increasing pressure as a result of the City's growth, increased contracting demand, and lack of continuous improvement efforts. The project included:

- A comprehensive review of the procurement process;
- Development of a blueprint for change;
- Development of a business case for change with quantitative and qualitative benefits of proposed changes;
- A detailed implementation plan for the proposed changes; and
- An agenda for legislative and administrative change.

TCBA reviewed existing practices, developed benchmarks based on other comparable jurisdictions, and made recommendations for reorganizing, consolidating,

outsourcing, and otherwise streamlining procurement processes and activities to improve efficiencies and reduce costs. TCBA developed a strategy for increasing the efficiency and effectiveness of the City's purchasing operations. The recommendations included improvements in strategy, policy, process, program, technology systems, and human resource development and management. We also recommended aggregate buying and e-procurement as means of achieving cost savings.

3. Program Tools Assessment and Technical Handbook Development

TCBA provided expert support for the examination of Fannie Mae and Freddie Mac collectively known as the Federal Housing Enterprises (FHEs) as a result of a 1992 legislation creating the Office of Federal Housing Enterprise Oversight (OFHEO).

TCBA assisted OFHEO's Examination and Oversight functions by providing Examiners, Capital Market Specialists, Information System (IS) Examiners, and other specialists as defined by OFHEO.

The project required the Examiners to assist OFHEO in revising accounting and finance reporting models to include policies and procedures; reviewing criteria for measuring financial risk of various housing programs; analyzing market and pricing issues and general financial information; reviewing programs and systems to monitor risk management; and developing an Examination Handbook. The Handbook focused on the degree of risks, along with their materiality and significance, as the primary considerations for establishing the scope of examination of the FHEs. For example, sec-

tions of the Examination Handbook were prepared for derivatives activities, corporate governance, management control systems, asset/liability management (funding, hedging, swaps, global debt and foreign currencies) and risk management areas (interest rate risk, credit risk, operating risk, off-balance sheet activities, Mortgage Backed Securities, etc.).

4. Program Eligibility Review

TCBA performed a review of 21,000 enrollment files for the DC Healthcare Alliance program to ensure that enrollees were eligible and that appropriate documentation existed in the files to support their program eligibility. This program provided healthcare coverage to all uninsured residents of the District of Columbia who met maximum income requirements and who were not eligible for other healthcare entitlement programs. TCBA accomplished the review by verifying and validating enrollment eligibility and ensuring that enrollees had proof of District of Columbia residency, lacked third party insurance and met the income qualification guidelines. The results of our review were captured and reported through an integrated database.

In addition, we developed a comprehensive training program for the Healthcare Alliance enrollment specialist and for the nonprofit organizations that assisted in enrollment of their clients in the program. Training materials were developed to assist enrollment personnel to recognize acceptable forms of proof of residency, income, medicaid eligibility, and third party insurance coverage. All primary and secondary enrollment personnel were trained.

5. Master Business License Focus Group Sessions

TCBA conducted a series of Focus Group Sessions for the Department of Consumer and Regulatory Affairs (DCRA) relative to the District of Columbia's newly implemented Master Business License (MBL) Program. TCBA recruited participants from 14 primary business sectors and affiliated associations to discuss issues relative to licensure in the District and how to assist businesses in the registration process. TCBA designed the program and facilitated each session to acquire the pros and cons of the MBL Program, gather recommendations for simplifying the processes and developed a frequently asked question page, relative to the business sector, for inclusion on DCRA's MBL website.

6. Accounts Receivable Assessment

TCBA conducted an assessment of the accounts receivable procedures performed at DCRA to determine what procedures and systems are being used, how to streamline the processes and establish standardized A/R procedures.

TCBA interviewed all personnel responsible for A/R functions and "walked through" the processes in order to identify inconsistencies and deficiencies in methods of processing and recording transactions and to identify revenue losses within three of DCRA's major divisions. TCBA provided recommendations for conducting an audit, selecting accounting program, establishing standardized A/R practices and reconciliation procedures, and the creation of a collection division.

7. Capital Improvement Program Financial and Programmatic Assessment

TCBA was engaged by the DC Office of the Chief Financial Officer (OCFO), Office of Budget and Planning to provide Capital Improvement Program Financial and Programmatic Assessment Services. This engagement also entailed indemnification of capital project management system for the CFO.

8. Cashiering Operational Assessment

TCBA was engaged by the Office of Finance and Treasury (OFT) to conduct an assessment of its District-wide cashiering operations to determine the key factors impacting the optimum performance of its cashiering and revenue accounting processes. OFT was interested in conducting benchmarking activities, collecting data and receiving recommendations that would assist in enhancing the performance, service delivery and program efficiency of its cashiering and revenue accounting operation. Eight cashiering locations and OFT's offices were identified in the scope of this assessment.

9. Performance Measurement

TCBA teamed with Renaissance Worldwide, Inc. to assist the General Services Administration (GSA) in developing a performance measurement system that complied with the requirements of the Government Performance and Results Act (GPRA). As the prime contractor on this engagement, TCBA provided training and facilitation services in the implementation of the Balanced Scorecard (BSC) model for GSA personnel in the Office of Government-wide Policy (OGP). OGP is responsible for promulgating policies and identifying

best practices to improve management of programs and functions throughout Federal agencies. The primary objective of this engagement was to assist OGP personnel in the application and use of BSC through workshops and documentation analysis.

The TCBA team provided guidance on GSA's ranking of elements, indicators, and measures within the BSC model. Ranking was based on current organizational data obtained by the OGP core team during interviews of GSA executive level personnel. This process was designed to assist the core team in analyzing critical enablers needed to support the internal BCS objectives such as skills, competencies, information tools, and adaptability.

10. Management and Operations Review

TCBA was engaged to provide an independent and impartial assessment of the existing operating environment at National Association for the Advancement of Colored People (NAACP) Headquarters and determine the utility of and deficiencies in existing policies and procedures, internal and administrative controls, automated and manual systems, management reporting, organizational structure, internal and executive communications and business processes. Based on the results of our review, we developed an organizational restructuring plan to enhance the Association's development, its management, its strategic planning and performance measures linked to its strategic plan.

TCBA developed an approach that allowed the Chairman, President, Executive Committee and the Board of Directors to address management and operational issues which had not only existed for several years but which must be corrected in order for the NAACP to effectively fulfill its mission.

11. Risk Assessment

TCBA was engaged to assist the DC Department of Human Services in developing management controls and assessing the existing management infrastructure. As such, we examined all facets of the existing operation and made recommendations to improve processes and management and program control and procedures. We also conducted compliance reviews to ensure that business practices were executed in accordance with District regulations.

The purpose of this engagement was to provide management consulting services to the Department of Human Services to assist in the performance of an Operational and Risk Assessment. Our team provided comprehensive review of operational practices; high level facilities assessment; review of existing policies and procedures; and review of internal and administrative controls, automated systems, work flow, organizational structure, management reporting, staff training, and internal and executive communication

12. Organizational and Operations Review

TCBA was engaged by the DC Child and Family Services Agency (CFSA) to perform an organizational and operations review, develop fiscal operations policies and procedures, and develop a fiduciary model for the creation of a quasi-government agency or authority. The primary objectives of the organizational and operations review of the Agency were to identify inefficient and ineffective operating practices at CFSA, develop operational policies and procedures, provide recommendations for an organizational structure that would support improved fiscal operations and establish an autonomous agency, and strengthen internal controls.

13. Water Utility Operations and Management Review

TCBA was engaged to conduct an operations and management review of the Norfolk Department of Utilities (DU), including an organizational competitiveness assessment and recommendations to change processes to achieve industry competitiveness in the department's operations. The assessment included reviewing existing technology, practices, and procedures; evaluating the potential for enhancing customer services; and exploring possibilities for improving cost effectiveness and operational efficiencies.

TCBA reviewed DU's management, operations, and maintenance practices to determine the potential for improved customer services, cost effectiveness, and operational efficiencies. The team evaluated existing procedures and technology for transition to a "best in class" operation through a phased approach. Our methodology primarily focused on the analysis of both existing data and new information obtained through various means of employee input in order to obtain a thorough understanding of the existing organization and operating environment.

14. Customer Service Management and Operations Review

TCBA assisted the DC Water and Sewer Authority in improving its customer service delivery and internal operations by providing the following services:

- Review of Revenue Operations - Water measurement, billing and customer service;
- Technical Assistance on Management Control Issues;

- Risk & Vulnerability Assessment;
- Development of Information Technology Plan; and
- Implementation Assistance.

For each of the functional areas reviewed, TCBA performed activity-based cost analyses and made comparisons between internal operating costs versus outsourcing.

15. Procurement and I/T Reengineering

The Washington Suburban Sanitation Commission (WSSC) retained TCBA to work with its Procurement and Information Technology Reengineering Teams to create a series of recommendations to produce breakthrough performance. In particular, WSSC's sought to reduce the cycle time, effort and cost, while maintaining acceptable controls and level of customer service for the procurement, storage and distribution of goods, materials and services throughout the Commission; and to reduce the cycle time, effort and cost for the development, installation and support of business applications including software, hardware, networks (voice and digital), systems integration and customer support.

Our activities included facilitating working team meetings, conducting senior leadership interviews, mapping high level processes, analyzing internal and external constraints, identifying improvement opportunities, and assessing personnel ability to assume new roles and responsibilities related to web-based tools, information technology and e-commerce. TCBA conducted a performance comparison of organizational business processes against internal and external standards of recognized leaders as well as identified and documented root cause issues, developed improvement alternatives and select high value action plans and recommendations.

16. Availability and Capacity Study of Local Businesses and Minority Business Enterprises

At the request of a local real estate developer, TCBA was engaged to conduct a study to determine the availability and capacity of Local Businesses and Minority Business Enterprises (MBEs) for the construction of the National Harbor Project, a multi-use development project in Oxon Hill, Maryland adjacent to the Potomac River. The project will encompass a variety of retail, dining, entertainment, office, and hospitality venues. The project team assisted the developer in determining an appropriate and achievable minimum percentage of Local Businesses and MBE contracting goals during the construction of the initial phases of the National Harbor Project.

Our final report identified the key factors that could impact local and minority participation in the development of the National Harbor Project including a comprehensive business listing of the L/MBE firms (and their capabilities) in the region; an estimate of the current and projected demand on construction resources that could affect the construction of the National Harbor Project; an analysis of the construction labor pool for Prince George's County; and an analysis of the capacity of the L/MBE vendor pool compared with the demand for their construction skill sets or services.

17. Personnel Process Review

TCBA, in conjunction with a national firm, conducted a comprehensive analysis of the District of Columbia's Health Benefits Administration processes, documentation and system updates for employee hires and terminations and processing of personnel action forms. Our

study included documented work flows and time studies to identify inefficiencies in the process as well as procedures that caused a high susceptibility for errors in the personnel and payroll records.

TCBA performed a analysis of the health insurance premiums being paid by the District by comparing the enrollee information contained in the seven insurance carrier's records to the personnel records for District employees. This analysis identified over \$6 million in potentially recoverable premiums. TCBA also reviewed the benefits administration processes and identified improvements to strengthen controls and streamline the processes.

18. Timekeeper Process Evaluation

TCBA conducted a review of the timekeeper process for the District of Columbia government. Timekeepers were administrative staff responsible for completing timesheets for employees within their departments, making changes to employee data for new hires and terminations, distributing checks and pay stubs, and other administrative duties. TCBA reviewed the overall process, scheduling, workloads, etc. to determine the efficiency of the process and identify potential areas of fraud, waste, and abuse.

Based on our assessment, we made recommendations to eliminate non-beneficial tasks, eliminate redundancies, consolidate complementary tasks and alternative procedures to achieve the desired outcome. We identified annual savings of \$6 million to \$8 million through automation, redesigning the process and redistributing the work.

19. Internal Control Review

TCBA was engaged by the DC Department of Employment Services to perform an internal control review. DOES management was concerned that unemployment checks may have gone to those ineligible to receive unemployment benefits and that employer tax refunds may have been diverted for personal use by DOES employees. Accordingly, we conducted a comprehensive review of the processes and controls surrounding check processing, bank accounts, the administrative fund and tax receipt and payments.

20. Risk Assessment

TCBA conducted an operational review of the risk management activities of the New Jersey Department of Corrections. This project entailed assessing the Department's procedures for determining adequacy of insurance coverage, examining claims, and reviewing trends in claims data.

resumes of senior management team



Larry Wilson
Principal



Lee Calhoun, MS
Principal



Reginald Henry, MS
Principal

Felton Magee, MBA
Principal



Anthony Pannunzio, JD
Principal

Marian Prescod, MBA, PMP
Principal

“We think they're great and they do excellent work. The reputation of this firm is frankly known throughout the country. While I think it's a marvelous thing I think it's a tremendous statement about the professionals that work here...”

*John Ray, Esq.
Managing Partner of
Mannatt, Phelps & Phillips
Washington, DC Office
and former DC City Council member*

LARRY WILSON
Principal-in-Charge



BACKGROUND

Leader of the Consulting Services Practice. Responsible for Management Consulting, Information Technology, Health & Human Service and Outsource Services practice Divisions. A Senior Executive with over 30 years leadership and management experience. He is an experienced problem solver and communicator with acknowledged success in leading large organizations. Mr. Willson is an expert in project management and operations design, delivery and consulting. Specifically, his expertise is designing and delivering solutions that integrate technology and business operations in a cohesive set of business processes that improve cost, quality, cycle time and customer satisfaction.

Competencies:

- Performance Management
- Management Proficiency
- Staffing & Coaching
- Developing Standards
- Financial Planning and Strategy
- Process Improvement
- Decision Making
- Strategic Planning,
- Quality Management

EDUCATION

- BA, Business Administration - Columbia College
- MBA Candidate, Incarnate Word College, San Antonio TX

EXPERIENCE HIGHLIGHTS...

Principal-in-Charge, Consulting Services at Thompson, Cobb, Bazilio & Associates, P.C. Mr. Wilson is an expert operations and project manager specializing in all facets of financial services industry-related operations. He has a thorough practical and theoretical background with an outstanding reputation in government and private sector consulting, process improvement, business process re-engineering, operations, facilities management, systems analysis and design. Specifically, his expertise is designing and delivering solutions that integrate technology and business operations in a cohesive set of business processes that improve cost, quality, cycle time and customer satisfaction. The following is a summary of his expertise:

■ **Commercial Off-The-Shelf Systems Selection and Implementation**

Using state-of-the-art technology, full time, skilled staff, tools, and other resources, responsible for planning, analysis, design, development, and deployment of automated information systems. Services have included system design and analysis, customization, interface programming, independent validation and verification testing, training (to include technical personnel), implementation, conversion, network infrastructure, hardware acquisition and installation, transition to operations, technical architecture, process design, product assurance, and PMO.

■ **Management and Business Process Re-Engineering (BPR)**

Design and implementation of a comprehensive assessment processes, with significant employee input from all levels of the organization. Developed and implemented programs by which the client has a formal plan in response the on-going issues with controlled processes. Compiled applicable changes and citations to appropriate regulations. Provided assistance in writing and compiling the appropriate regulations to implement the new processes.

■ **Privatization Cost Benefit Analysis and Technical Support.**

Performed management assessments of government organizations for the purpose of advising on the merits and drawbacks of proceeding with a planned privatization initiatives. Performed functional analysis through the application of management models including relevant theories and human resource techniques. Guided clients in clearly delineating its customers, core products, and services. Produced complete concept of operational and organizational structure that accommodated streamlining and FTE reduction. Identified key physical, logistical, managerial, and organizational constraints for implementing recommendations.

■ **Management, Human Resources, and Internal Controls**

Responsible for the establishment and operational management of a high volume transaction processing center, development of operational and human resource procedures, development of operations manuals, extensive training, design and implementation of management systems, conversion, compliance reviews, organizational assessment, design and staffing for long term performance through the creation of an overall business model. Overall business and information architecture supported functional and enterprise level goals, objectives, and critical success factors.

■ **Information Systems Management**

As a Vice President and Chief Information Officer, directed the day-to-day operation of Management Information Systems, Bank platform systems and Data Services of a \$812 million financial institution. As Vice President and Operations Center Manager, of a \$10 billion financial institution, responsible for regulatory reporting, accounting, loan and deposit systems for 16 institutions with assets in excess of \$2.4 billion.

LEE CALHOUN, MA
Principal



BACKGROUND

Mr. Calhoun is a Principal at TCBA. He is an experienced operations manager and marketing executive in the area of human services, information technology and government services. He is well known in the public sector business arena as well as within private industry organizations. He has served as lead in securing over \$100 million in contracts.

Other relevant experience:

Senior Financial Advisor in the Office of the City Administrator and served as liaison to the District of Columbia Financial Responsibility and Management Assistance Authority, U.S. Office of Management and Budget, U.S. Treasury, District of Columbia Government Chief Financial Officer and other critical agencies that impact DC government operations and budgets. Coordinated major privatization initiatives including the sale/lease back of the 900 bed Correctional Treatment Facility, the outsourcing of \$12 million annual food services program for the District's prison system and the privatization of educational services. In addition, served as focal point and coordinator of major procurement reform initiatives.

EDUCATION

MA, A.B.D., Political Science, University of Michigan

MS, Sociology, University of Notre Dame

BA, Sociology, University of Toledo, Alpha Kappa Delta Honor Society

EXPERIENCE HIGHLIGHTS...

Principal at Thompson, Cobb, Bazilio & Associates, PC

Responsible for the coordination and execution of business development efforts. Serves as engagement partner on key engagements for the state and local governments, including the following:

- Health Insurance Portability and Accountability Act compliance engagement
- Electronic benefits transfer (EBT)
- Feasibility study contract
- EBT implementation contracts
- Revenue maximization and cost studies contract
- Human services project management support contract.

Vice President, Maximus, Inc.

Responsible for the identification of new business opportunities; coordination of marketing efforts with all corporate business lines and divisions; lobbying management; state and local issues management; and political and trade association participation.

Acting Chief, DC Office of Paternity and Child Support Enforcement

Responsible for day to day operations of a 110 employee office that provides child support enforcement services to over 100,000 clients per year. Coordinated, through intergovernmental agreements, the child support activities of DC Superior Court and the Office of the Corporation Counsel. Provided oversight of a large-scale system development effort. Total operating budget in excess of \$18 million and collections of \$45 million.

Senior Financial Advisor, Office of the City Administrator

Served as technical liaison to the DC Financial Responsibility and Management Assistance Authority, U.S. Office of Management and Budget, U.S. Department of the Treasury, Office of the DC Chief Financial Officer, and other agencies that impact District government operations and budgets.

Vice President, Marketing, The MAXIMA Corporation

Responsible for developing a strategic plan to penetrate the local government market for computer services. Acted as corporate liaison with county and city focused national organizations including: National Forum of Black Public Administrators, National Association of Black County Officials. Developed presentations, brochures and other media to articulate the MAXIMA Corporate story. Worked with numerous public officials in defining their information technology need. Interfaced with many other Corporate officials interested in the local government marketplace as well as foundation officials who support public sector and academic organizations. Served as lead on over \$65 million in information technology contracts.

REGINALD A. HENRY, MS
Principal



BACKGROUND

Mr. Henry is a Principal in the Management Consulting practice at TCBA and has more than 22 years experience in both developing and implementing solutions addressing the financial management, information systems and management needs of an array of public and private sector clients. Specific areas of expertise include business process re-design, development of automated systems requirements, project management, systems development and training, strategic/business planning, systems implementation management and support, and accounting.

The following is a list of professional services firms for whose clients Mr. Henry has applied his knowledge and expertise before joining TCBA:

- Mitchell & Titus, LLP
- KPMG Peat Marwick
- U.S. General Accounting Office

EDUCATION

BS, The Ohio State University and
MS, Carnegie-Mellon University

EXPERIENCE HIGHLIGHTS...

Principal at Thompson, Cobb, Bazilio & Associates, PC

Mr. Henry's relevant management consulting experience include the following engagements:

- Managed business process reengineering projects for a variety of public and private sector clients. The objectives of these projects included identifying and analyzing the key financial processes for redesign that could deliver significant improvements customer services.
- Managed financial management information system requirements analysis for a variety of clients. Project scope included the analysis of business functions to be supported by automation and the selection of hardware and software that would best serve the organization's needs.
- Managed operational reviews of various federal, state and municipal agencies. The focus of these reviews was to identify opportunities for process redesign or operation consolidation, determine opportunities for state-of-art technology, determine what internal control weaknesses existed, and to develop policies and procedures to strengthen internal controls.
- Managed security vulnerability and assurance reviews of various sensitive information systems for a variety of Federal government agencies. The evaluations provided the basis for the agencies' Chief Financial Officer to: assess whether the systems reviewed were in conformance with the FMFIA, OMB Circular A-127 and federal financial management systems requirements; and prepare the annual assurance statement regarding each system.
- Developed financial, human resource management and administrative policies and procedures manuals for a variety of clients. Assessed existing policies, practices and procedures; defined organizational roles and responsibilities for executing policies; developed internal controls and compliance monitoring techniques; recommended policies to ensure compliance with local, state, and federal regulations as well as industry standards.
- Assisted a major governmental entity in assessing the feasibility of implementing integrated commercial driver's licensing system. Benchmarked jurisdictions that had recently implemented or were in the process of implementing solutions in this area and identified functional requirements and other components that were crucial for addressing deficiencies in this area.
- Managed an effort to define human resource/payroll requirements for a major municipality. Responsibilities included development of requirements definition report which could be used as the basis for the acquisition of software and related implementation services to support personnel position control and management, applicant tracking, personnel and retiree processing, time and attendance reporting, leave tracking, check production and labor distribution.
- Managed a financial management information system requirements analysis and operations review for a major Housing Authority. The business processing functions to be supported by automation included warehouse inventory, fixed asset management, work order processing and purchasing. Provided an analysis of opportunities for process re-engineering or operation consolidation, recommendations for technology, and recommendations regarding internal control weaknesses.

FELTON MAGEE, MBA
Principal



BACKGROUND

Mr. Magee is an expert in project management and operations design, management and consulting. Specifically, his expertise is designing and delivering solutions that integrate technology and business operations in a cohesive set of business processes that improve cost, quality, cycle time and customer satisfaction. Mr. Magee has more than 10 years of experience in strategic and tactical planning, financial management, budget preparation, and management of accounting operations. He also has extensive consulting experience in business process reengineering, performance measurement, benchmarking, best practices, and activity-based costing.

Competencies

- Project Management
- Finance
- Technology
- Real Estate

Functional Expertise

- Organizational Assessments
- Technology Consulting
- BPR and Change Management
- Telecommunications Audits & Analysis

EDUCATION

MBA, Loyola College
 BS Finance, Bowie State University

CERTIFICATIONS/AFFILIATIONS

Pursuing PMP (Project Management Professional) Certification

EXPERIENCE HIGHLIGHTS...

Principal at Thompson, Cobb, Bazilio & Associates, PC

Mr. Magee's management consulting experience include the following projects:

- Project Manager for the audit and consulting assessment of the District of Columbia's 911 Fund
- Project Manager for best practice research for the DC Chief Financial Officer Accounts Payable and Shared Service Center. Developed a blueprint and staffing recommendation to establish the service center.
- Project Manager for an assessment of the District of Columbia's \$2 billion capital improvement program (CIP). This included a financial and programmatic assessment.
- Project Manager for implementation, training, and change management of District of Columbia's Procurement Management System.
- Directed an assessment of the Office of Finance and Treasury's cashiering operations and prepared a plan to reduce revenue recognition by 4 weeks, thereby improving revenue recognition by \$61 million and significant saving in personnel costs.
- Developed a blueprint for the implementation of a citywide cashiering system for the DC Treasurer.

President, Virtual Enterprise

As the President and CEO of Virtual Enterprise Inc., Mr. Magee was involved in the design and delivery of network management, business application, e-mail, web hosting, data center operations, data/bandwidth provisioning and accounting outsourcing solutions that enhanced clients competitiveness, reduced their costs and improved their operational effectiveness.

Project Manager, Arthur Andersen

- Project manager for the development and implementation of an activity-based management (ABM) system for the City of Philadelphia Department of Streets. Identified the "true" total cost of operations, assessed existing digital and network environment, conducted the activity and cost driver analysis, identified improvement opportunities, and prepared the ABM model.
- Led a finance function transformation with the Comptroller of the U.S. Navy Supply Systems Command Headquarters (\$6 billion annual budget).
- Led a reengineering effort of the Defense Finance and Accounting Service vendor pay operations. Project consisted of site visits to eight vendor pay operating locations, benchmarking and best practices research, and development of an activity-based costing model.

Finance Manager, United Parcel Services

Mr. Magee developed and implemented pragmatic solutions to improve company profitability. He developed and monitored compliance with annual revenue and expense business plan.

Engineering Technician, U.S. Air Force

Mr. Magee completed one tour in the Air Force and received an Honorable Discharge. He worked in the Civil Engineering Squadron drafting working drawings for maintenance/repair and new construction and updating as-built drawings and assisting in construction surveying.

ANTHONY PANNUNZIO, JD

Principal



BACKGROUND

Mr. Pannunzio is a results oriented legal and financial services professional with over 20 years of diversified management experience in both the private and public sectors. Expertise includes government contracting, dispute resolution, treasury management, Title-IV child support services, business development, litigation support and all aspects of asset disposition and securitization.

He has extensive experience as an attorney, investment banker, financial services specialist and a senior level management consultant. His extensive knowledge and expertise extends to all phases of procurement operations, including needs identification, contracting, vendor database management, e-commerce solutions, legislative and regulatory requirements, and business process redesign and improvement. As a Project Manager with TCBA, Mr. Pannunzio has successfully directed and overseen several multi-disciplinary engagements including citywide procurement process review for District of Columbia and City of Atlanta and provided extensive services to the US Census Bureau.

EDUCATION

Juris Doctorate, Capital University Law School
Legal Exchange Program, Oxford University, England
BA, Youngstown State University

EXPERIENCE HIGHLIGHTS...

Principal at Thompson, Cobb, Bazilio & Associates, PC

Directed numerous consulting services engagements at TCBA, including the following:

- Project Manager, City of Atlanta, GA- Bureau of Purchasing and Real Estate. Completed a Citywide Procurement Process Review for the City of Atlanta. Identified and recommended improvements in strategy, policy, process, program, and technology systems that will result in reducing costs and inefficiencies, increased productivity, and improved customer services.
- Project Manager, District of Columbia, Procurement Management Information System Engagement; This 18 month project involved assisting the District of Columbia to develop a 54 point functional requirements checklist prior to initiating its source selection activities associated with acquiring an automated procurement information management system (PMIS). Subsequent to the District's selection of a technology vendor, he managed all aspects of identifying and training program and procurement users. Additionally, Mr. Pannunzio worked closely with the District's Finance Division and outside contractors on the development and testing of an automated interface between the PMIS and the Districts financial management system.
- Engagement Partner, US Census Bureau - Business Process Reengineering and Improvement Engagement. This two-year engagement involved working with the US Census Bureau to assess, evaluate and ultimately redesign its Accounts Payable, Vendor Management, System Access and Account Reconciliation operating procedures.
- Senior Manager, Welfare Reform Implementation Assistance, District of Columbia's Office of Paternity and Child Support Enforcement (OPCSE): As Project Manager, worked with OPCSE senior management personnel and outside legal counsel to develop and draft welfare reform-related legislation to bring the District's OPCSE into compliance with the terms and legal requirements of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996.
- Senior Manager, Revenue Maximization Engagement, District of Columbia's Child and Family Services Agency/The LaShawn General Receiver: As Title-IV legal advisor, provided advice and counsel relative on the interpretation of Title-IV, Parts A,B,E of the Social Security Act with respect to revenue maximization, federal claim reimbursements, block grant and federal entitlement utilization, and demonstration project funding. Additional technical and legal support provided regarding policies and procedures development and implementation, business process improvement opportunities to enhance the delivery of Title IV-E services.
- Division Manager, FDIC/RTC National Sales Support Office (NSSO): Directly responsible for the operation, administration and management of the Problem Resolution, New Transactions and Accounting Operations Departments. Provide document review, claim resolution and financial analysis support to the FDIC/RTC Office of Securitization, with respect to all aspects of a \$35 billion national Structured Transactions and Private Placement sales initiative programs. Coordinate the securitization and settlement process for commercial and residential loan portfolio transactions, interfacing with the client on all

**MARIAN PRESCOD, MBA,
 PMP**
Principal



BACKGROUND

Marian Prescod, a Principal in TCBA's Management Consulting Practice, has been responsible for reviewing organization-wide processes and procedures to govern project management and software engineering. She has firm-wide responsibility for institutionalizing a project management discipline and culture. She serves as the Principal in Charge of the firm's Health and Human Services Consulting Practice and is in charge of a \$17 million consulting engagement to bring the DC government into compliance with HIPAA.

EDUCATION
BSc, Howard University MBA, American University
CERTIFICATIONS/AFFILIATIONS
Project Management Professional (PMP) Member, Institute of Electronics and Electrical Engineers (IEEE) Member, Project Management Institute (PMI) Member, American Management Association (AMA) Member, Worldwide Executive Council

EXPERIENCE HIGHLIGHTS...

Principal at Thompson, Cobb, Bazilio & Associates, PC

Ms. Prescod is responsible for the following major engagements:

- Program Director, HIPAA DC Program Management Office. Designed the HIPAA compliance implementation program for the District of Columbia. Managed the assessment process and vendor procurement for District-wide assessment. Designed the communications strategy, funding and budget management, Privacy and Security Office, and program management office and is responsible for program implementation city-wide cross-functional coordination.
- Adopted the implementation of the HIPAA compliance implementation for CareFirst entities - DC, Maryland, Delaware, North Carolina TPAs. Responsible for the organizational design for HIPAA program implementation, managed the tools selection process, vendor selection and training program coordination for HIPAA. Collaboratively designed the HIPAA compliance strategy and implemented the solutions group to ensure compliance.

Director of Program Management, CareFirst Blue Cross Blue Shield

- Designed, staffed and implemented the first CareFirst Program Management Office. Directly responsible for the coordination of two Centers of Excellence and a Portfolio Management Group with responsibility for monitoring the projects in the organization considered to be largest in scope, cross-departmental, largest risk, and strategically most important. Responsible for a baseline, department operating budget of more than \$4 million. Also oversaw performance of corporate project portfolio worth \$40 million, including the work of 14 project managers and directors and over 250 associates involved in projects such as eCommerce eBusiness, HealthCare Membership and Billing Systems, HIPAA, fraud and abuse, credentialing, claims and service and data warehousing.
- Implemented a CMM Level 2 compliant practice in the Information Technology Department to address the key process areas of Requirements Engineering and Management, Project Planning, Management, Tracking and Oversight, Software Configuration Management, Software Quality Assurance, Peer Reviews and Training and Development. Formulated a high-performance, high-skilled team organized to develop and rollout a core set of processes and procedures for the organization across the key process areas identified.

Project Manager, STPM Partnership

Managed the development and implementation of the Preference Contracting Management System to manage over 200 contracts valued at more \$80 million. Managed the implementation of the system using a 4GL RDBMS PROGRESS Software using system life cycle processes and requirements engineering, case methodology, Rational's Objectory Process methodology and other software engineering methods.



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