



Schedule for – Management, Organizational and Business Improvement Services (MOBIS)
Federal Supply Group: 87
Class: 874
Contract Number: GS-10F-0423N

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Contract Period: 6-3-2008 through 6-2-2013

Price List Effective June 3, 2008

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CUSTOMER INFORMATION:

1a. Table of Awarded Special Item Number(s) with appropriate cross-reference to page numbers: 874-1, 874-1RC, 874-2, 874-2RC, 874-7 and 874-7RC.

1b. Identification of the lowest-priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply.

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not Applicable" for this item.

2. Maximum Order: 1000000

3. Minimum Order: 300

4. Geographic Coverage (delivery Area): FOB Domestic Only

5. Point(s) of production (city, county, and state or foreign country): Same as company address

6. Discount from list prices or statement of net price: Government Net Prices (discounts already deducted).
See prices attached

7. Quantity discounts: None Offered
8. Prompt payment terms: Net 30 days
- 9a. Notification that Government purchase cards are accepted up to the micro-purchase threshold: Yes
- 9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold: Contact Contractor
10. Foreign items (list items by country of origin): None
- 11a. Time of Delivery (Contractor insert number of days): Specified on the Task Order
- 11b. Expedited Delivery. The Contractor will insert the sentence "Items available for expedited delivery are noted in this price list." under this heading. The Contractor may use a symbol of its choosing to highlight items in its price list that have expedited delivery: Contact Contractor
- 11c. Overnight and two-day delivery. The Contractor will indicate whether overnight or two-day delivery is available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates for overnight and two-day delivery: Contact Contractor
- 11d. Urgent Requirements. The Contractor will note in its price list the "Urgent Requirements" clause of its contract and advise agencies that they can also contact the Contractor's representative to effect a faster delivery: Contact Contractor
12. F.O.B Points(s): Destination
- 13a. Ordering Address(es): Same as contractor
- 13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).
14. Payment address(es): Thomas & Herbert Consulting, LLC, C/O United Bank, P O Box 872, Fairfax, VA 22038
15. Warranty provision: Contractor's Standard Commercial Warranty
16. Export Packing Charges (if applicable): N/A
17. Terms and conditions of Government purchase card acceptance (any thresholds above the micro-purchase level): Contact Contractor
18. Terms and conditions of rental, maintenance, and repair (if applicable): N/A
19. Terms and conditions of installation (if applicable): N/A
20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): N/A
- 20a. Terms and conditions for any other services (if applicable): N/A
21. List of service and distribution points (if applicable): N/A
22. List of participating dealers (if applicable): N/A
23. Preventive maintenance (if applicable): N/A
- 24a. Special attributes such as environmental attributes, (e.g., recycled content, energy efficiency, and/or reduced pollutants): N/A

24b. If applicable, indicate that Section 508-compliance information is available on Electronic and Information Technology (EIT) supplies and services, and show where full details can be found (e.g., contractor's Website or other location). The EIT standards can be found at: www.Section508.gov/.

25. Data Universal Numbering System (DUNS) number: 94-9264550

26. Notification regarding registration in Central Contractor Registration (CCR) database: Registered

Company Background

Thomas & Herbert Consulting LLC (T&H) is a highly skilled management and technology consulting firm with an impeccable track record for delivering services and leading-edge solutions that improve our clients' business environments. T&H is a qualified and experienced provider of services similar to MOBIS to the Federal Government. As a provider of Enterprise-level solutions, T&H often deals with the complexities of organization, cost restructuring and culture that strategic, business and action planning bring. T&H is a responsive, reliable and proven provider in the areas of Cost, Order Accuracy, Delivery/Timeliness, Quality, Business Relations, Personnel, Customer Support, and Customer Care. We specialize in providing enterprise architecture services, business process improvement, activity-based costing, business and information systems analysis, and related management consulting services. T&H is a certified Small Disadvantaged Business (SDB) and Veteran-owned Firm, located in Rosslyn, VA. T&H has the organization, experience, operational controls, technical skills, and partners to deliver.

Services

T&H provides services in the following three GSA Special Identification Numbers (SIN) categories under the GSA MOBIS Federal Supply Schedule:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-1RC: RECOVERY PURCHASING
- SIN 874-2: FACILITATION SERVICES
- SIN 874-2RC: RECOVERY PURCHASING
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES
- SIN 874-7RC: RECOVERY PURCHASING

In the following subsections, we describe how T&H will accomplish tasks requested by agencies under resultant MOBIS contracts. We summarize T&H's organizational and accounting controls and proposed quality measures and highlights valuable strategic partners. In general, T&H ensures the quality of the services provided for both the overall contract and individual task orders using the following disciplines:

- Hiring and retaining experienced personnel in the domains we service
- Applying proven management processes
- Leveraging established yet flexible quality controls
- Applying repeatable and quality industry methodologies
- Employee training and certification programs

SIN 874-1, 874-1RC: Consulting Services

When providing consulting services for business improvement and mission performance, T&H applies proven management processes and documented methodologies to systematically evaluate past, present, and future organizational situations. Methodologies like our Accelerated Process Change™ and GroupWare Solutions™ are routinely deployed both on consulting and facilitation assignments. We employ and retain experienced personnel with relevant domain knowledge. We leverage benchmarking, performance-based metric development, and strategic planning as tools to add value to our customer base. The T&H approach considers both internal and external factors, such as efficiency, risk, operational continuity and customer satisfaction. T&H analyzes our client's customer satisfaction and effective resource utilization. The former is a critical component of client decision-making, and the latter, doing more with less, is a T&H service mandate. In summary, T&H provides comprehensive consulting services. A sample of our services is listed in the following table:

SAMPLE T&H Consulting Services

SAMPLE T&H Consulting Services	
Business Process Reengineering	Cost/Benefit Analyses
Change Management	Organizational Assessments
Strategic Planning	Process and Productivity Improvement
Action Planning	Quality Management/Quality Assurance
Process Modeling	Program Audits
Performance Measurement	Leadership Systems
Financial Analysis	Customer Satisfaction
Statistical Analysis	Statistical Process Control
Risk Assessment	Outsourcing Training Systems
Decision Support Systems	Benchmarking/Best Practices
Data Modeling	Electronic Workflow/EDI
Transition Planning	Intranet/Web Support

SIN 874-2 , 874-2RC: Facilitation Services

T&H understands the value of using experienced, objective outsiders to help groups plan for and implement management, organizational, and business improvement initiatives. Our experienced facilitators, many of whom hold advanced degrees, work with personnel at all levels. We use a variety of technical tools and strategies for gathering data, enhancing decision-making, and managing group behavior. We focus on content, process, and results.

SAMPLE T&H Facilitation Services	
Policy Development	Enterprise Architecture Discovery
Problem Diagnosis	Groupware Facilitation
Data Modeling	Consensus Building
Processes Analysis	Business Systems Design

The T&H planned approach to facilitation includes deploying industry standard tools and techniques. Our approach encourages clients, themselves, to find solutions to their problems and provides historical records for the basis of decisions. We deliver the "bridge" which helps reach critical decision-making and mission objectives. This bridge is created using active listening; brainstorming and controlled decisions capture techniques. Active listening demonstrates awareness and respect for what an individual is saying. We apply this technique to individuals or groups and use it to resolve conflict as well as demonstrate that the facilitator is listening. Brainstorming encourages participants to generate ideas, without inhibiting them by political, organizational or judgmental considerations or preconceptions.

T&H generally approaches facilitation with the four-step approach, as follows:

Step 1: Plan Project

Identify or clarify the purpose of the focus or workshop group and the objectives to be achieved; assign the appropriate facilitator; plan the scope of the project-level of effort required, time frame, participants, key stakeholders, and decision points; establish the technical or working infrastructure.

Step 2: Plan Facilitation Sessions

Determine the desired outcomes of individual sessions; assist in planning the agenda; select tools and exercises to use; prepare materials; schedule workshop.

Step 3: Conduct Facilitation Sessions

Collaboratively establish ground rules; clarify objectives; execute the agenda, summarizing each activity before moving on; adapt sessions as needed to keep them productive; employ strategies to handle problem situations and disruptive behaviors.

Step 4: Conduct Follow-up

Debrief key stakeholders; ensure that session minutes, conclusions, and decisions are documented and distributed; track progress on action items; review lessons learned for subsequent sessions.

T&H's facilitation process supports GSA MOBIS by enabling the critical objective of reaching a consensus to move the interests of diverse groups forward.

SIN 874-7, 874-7RC: Program Integration and Project Management Services

T&H views our Program Integration and Project Management Services as the foundation of our management, organizational, and business improvement offerings. Our managers and subject matter experts bring first-hand knowledge of and experience with commercial and government best practices, broad subject matter expertise, and a deep understanding of the federal marketplace. Program management, oversight, planning and project controls are the backbone of our services and the basis for delivering timely and quality program deliverables. The following table highlights a few of the Program Integration and Project Management Services.

SAMPLE T&H Program Integration and Project Management Services	
Program Management	Independent Validation and Verification
Senior Advisory services	Policy Development
Project Controls	Decision Enablement

T&H helps Federal senior executives and staff gain a clear understanding of the issues in and the expected results of the project. We employ practical and measurable management techniques. T&H diagnoses performance issues or improvement opportunities, plans and reviews strategies with clients, and collaboratively sets goals for improvement. T&H managers use a variety of data collection methods and analytic techniques, including customized surveys, diagnostic tools, and focus groups.

To ensure workable, efficient, and cost-effective solutions, we assess baseline performance and project future improvements. T&H assesses the organization's strengths and weaknesses; develops detailed outlines of redesigned processes; designs the blueprint for supporting systems, organization programs, and resources; and sets priorities for change or control. We implement, or recommend solutions to cut costs, control projects, and ensure mission critical deliverables are provided.

To ensure successful project success, implementation and continuous improvement, T&H develops action plans, performance measures, schedules, communication and training strategies, evaluation plans, and other products to monitor the progress of a project. The disciplined application of these techniques has contributed to the following major corporate successes for the T&H team:

- Assisted Army Corp of Engineers to establish its strategic enterprise business plan
- Reduced data collection time from months to days in support of HUD grants management
- Developed performance objectives for Center for Health Promotion and Preventive Medicine

T&H adds value to Federal client operations with our Program Integration and Project Management Services.

Corporate Experience

In the section below, T&H presents a description of our MOBIS experience in services offered presently and over the past three (3) years. All projects presented are similar in size and complexity to anticipated work under the MOBIS contract. Each project received exceptional ratings from T&H Federal clients. The following table summarizes these T&H projects and their applicability to GSA MOBIS SINs.

GSA Special Identification Numbers (SINs)	1. HUD: HOPE VI	2. VHA: Business Process Model	3. DHS: Terrorist Watch List	4. IRS: PRIME Modernization	5. HUD: OPIIS	6. HUD: Enterprise Architecture
SIN 874-1: CONSULTING SERVICES	x	x	x	x	x	x
SIN 874-2: FACILITATION SERVICES			x			x
SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES	x	x	x	x	x	x

1. US Department of Housing and Urban Development – HOPE VI Program

This T&H corporate experience illustrates work similar in size and complexity to:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

HUD's HOPE VI program manages \$4.5B+ in Federal Housing Grants issued to Public Housing Authorities (PHAs) nationwide. T&H was engaged to assist the department in managing, training, reporting, and analyzing grantee performance by establishing and monitoring performance measures and indicators. T&H provides program oversight, improving accountability while implementing process and productivity improvements and leveraging technology to collect, report and analyze grant performance. We have accomplished and are responsible for the following contractual tasks on a quarterly basis:

- Data Verification and Analysis
- Recommendations on Improvements to Data Collection and Verification
- Facilitate Changes in Verification
- Provide Training, Technical Assistance, and Capacity Development

T&H provides HOPE VI cycle time improvements in support of financial, business process, data collection, authentication and technology insertion services. T&H routinely collects and then synthesizes financial data, and produces information used to manage and monitor nationwide grant utilization and productivity. T&H's findings, reports, analysis and training are often used by HUD senior management, PHAs, GAO, OMB and the US Congress to judge the progress of the program and hold PHAs accountable to high fiscal production and community support service standards. T&H staff acts as senior advisors and subject matter experts to our Federal clients. In support of the HOPE VI program, T&H designed, developed and implemented a Web-based information collection system used nationwide by PHAs in their due diligence efforts. We deployed business improvements to assist with Grant management, fiscal accountability, housing production integrity, HUD performance and phase closings, and strategic business planning. T&H provides for real-time reporting and management forecasting. Additionally, the T&H team implemented and conducted regular standup and Web-based training to instruct new Grantees on HOPE VI requirements or re-train new staff from existing grantee sites.

2. Veterans Health Administration – Business Process Modeling

This T&H corporate experience illustrates work similar in size and complexity to:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-2: FACILITATION SERVICES
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

T&H supports the VHA Office of Information (OI) to deliver the overall direction and operation of a VHA business architecture process modeling capability. The benefit will be to support OI and ESM to provide more efficient information systems infrastructure, reduce redundancy in development efforts, and ensure better coordinated IT initiatives across all business areas. Long-term, this structured framework will yield strategically aligned, cost-effective, efficient, secure IT systems that support business needs. T&H Team also performs related best practice research and provides information & recommendations for input to the ESM Strategic and Tactical Plans. Recommendations will include information on collaboration with user and technical communities to model business processes and performing analysis for determining potential improvements and re-engineering opportunities, taking into consideration changes in the health care industry. Modeling activities will be categorized by and accomplished within ESM Office portfolio lines of business (Health Provider Systems; Health Data Systems; Management & Financial Systems; Registration, Eligibility & Enrollment Systems).

The main challenge was that with the reorganization of the VA, roles, responsibilities, and process have not been clearly articulated for the VA and the Administrations. Additionally, there was no Business Architecture Process Modeling (BAPM) capability in the ESM office for the VHA. As such, the team supported the client in developing a BAPM capability as well as set forth to create structure and organization within the Business Architecture group. As such, we brought a team with VA operational knowledge, expert information extraction and facilitation skills, and deep technical knowledge to develop the Process Modeling Guiding Principles, Assessment of the ESM Process Modeling Strategic and Tactical Plans, Developed a Process to Obtain and Prioritize Process Modeling Work Requests, made recommendation for an effective and efficient methodology for eliciting information as input to the process models. Additionally, the Team has created internal processes outlined in Project Management Plans to include: Scope Management Plan, Risk Management Plan, Configuration Management Plan, Communications Plan, Change Management Plan, and Quality Management Plan.

3. Department of Homeland Security – Terrorist Watch List

This T&H corporate experience illustrates work similar in size and complexity to:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-2: FACILITATION SERVICES
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

In support of the DHS mission and to meet Homeland Security Presidential Directives (HSPD) to keep our Homelands safe from Domestic and International Terrorism through integration and comprehensive terrorist screening procedures, T&H supported development of a strategy for enhancing the effectiveness of terrorist-related screening activities to meet the requirements of HSPD-11, *Comprehensive Terrorist-Related Screening Procedures*. This management review involved support of a working group that surveyed 36 Federal Agencies to obtain a snapshot of existing terrorist-related screening processes, programs, data, and systems Government-wide. The T&H-supported working group efforts to collect tabular data, conduct interviews of experts and senior officials in terrorist-related screening to identify known weaknesses, best practices, and gather recommendations for improvement. The collected information, including existing policy, was analyzed to formulate an overall strategy with specific recommendations, and an implementation plan. T&H contributions resulted in recommendations for improvement in management coordination, standard setting, resource prioritization, information sharing, data quality and access, and performance measures.

T&H also supports the DHS implementation of an identity management technology strategy to enhance sharing of information across the DHS enterprise and with Federal, State, and local mission partners. This effort is aligned to meet the mandates of Executive Order 13356 *Strengthening the Sharing of Terrorism Information to Protect Americans* as well as with the DHS shared-services management approach. To preserve security and privacy while speeding a larger volume of useful information to those who need it, the DHS technology strategy calls for an enterprise identity and privilege-management (IdM) capability. This IdM service will allow DHS to align its security management strategy with its business goals by reliably managing who has access to which resources and services; logging and reporting what they have done, and enforcing business, privacy, and security policies.

The T&H Team assisted in development of the DHS Biometrics Study Group report, which proposed a biometrics vision for the DHS and will assist in management of the Department's biometric policy creation and technology selection. T&H provides support to DHS information sharing initiatives in the areas of: 1) program planning and development of "As-Is" and "To-Be" terrorist screening architectures; 2) systems engineering and development of the DHS Information Sharing Environment (ISE) for Watch List Integration; 3) reach back support for the Terrorist Screening Center (TSC) and the National Counterterrorism Center (NCTC), and 4) support of the DHS Information Sharing and Collaboration Office (ISCO) to develop information sharing agreements between DHS and external partners. Other support of the DHS mission consists of T&H-developed procedures and support of Clinger-Cohen Act of compliance and adherence to DHS Capital Planning and Investment Control (CPIC) process using select, control, and evaluation of IT investment portfolios throughout their lifecycle. T&H formed a partnership with DHS representatives to ensure that technical, financial, and performance goals are achieved. The approach minimized organizational implementation barriers by making stakeholders part of the review process.

T&H prepared business cases, reviewed and generated OMB Exhibit 300 information, and submitted requirements in preparation of OMB Exhibit 300 using the DHS Investment Management System (ProSight). During the business case review process, T&H provided constructive feedback and assistance to ensure lifecycle costs are accurately planned, reflected in a robust Cost Benefit Analysis (CBA), complied with DHS' investment guidelines and optimized business requirements. T&H also coordinated and prepared Investment Review Board (IRB) decision-making documentation and industry best practices. This ensured that reviewing bodies optimized the investment portfolio's project mix and ensured compliance with the investment guidelines and mission objectives. T&H served as the Watch List project administrator. T&H coordinated, and monitored the development and maintenance of Watch List project initiatives within the DHS IMS (ProSight) repository. T&H provided presentations and documents necessary for management review and other ad-hoc program support needs. This included functional statement of need, mapping with mission and objectives, feasibility study, requirements analysis, analysis of alternatives, cost benefit analysis, market analysis, risk analysis/ risk management, acquisition plan, implementation plan and performance measure formulation, and ProSight usage.

T&H has developed an inventory of over 70 DHS systems that house terrorist data and is in the process of developing technical interface points among systems to enable data sharing and interoperability. It is anticipated that a number of the systems may be retired due in part to T&H's efforts.

4. Internal Revenue Service - PRIME Modernization

This T&H corporate experience illustrates work similar in size and complexity to:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

T&H is currently supporting a 15-year IRS PRIME contract established to improve customer service via strategic, tactical, and operational initiatives. This is the largest agency modernization project undertaken by the U. S. government in recent years. The IRS currently lacks the personnel, information systems, and organizational infrastructure necessary to provide high-quality customer services such as addressing taxpayer phone inquiries, tracking the status of taxpayer accounts, accurately managing tax payments, etc. The IRS seeks to adopt best business practices from the private sector such as brokerage houses, major financial institutions, credit card firms, etc. to realize dramatic improvements in customer service. To this end, T&H is performing the following tasks in a Rational Unified Process/Unified Modeling Language (UML) environment:

- Conducting major feasibility and business case studies to determine the strategic, financial, and operational impacts of various IRS modernization initiatives that may be implemented.
- Providing a broad spectrum of organizational design services including business process and requirements analysis to discern the process requirements for various components of a future IRS organization structure.
- Providing various IV&V support services including the development of testing strategies and test case development for major financial systems in the IRS Modernization Program.
- Aligning the strategic goals of specific IRS initiatives with the IRS enterprise-wide strategic plan.
- Supporting the development of the Systems Security Architecture for Customer Account Data Engine (CADE) by assisting in the development of various accreditation packages as required by U.S. Government regulations.

T&H is providing the IRS with business case analysis support for improving customer service via implementation of new organizational structures, business processes, and technology. The business cases encompass the resource requirements, economic value-add (EVA), activity-based costs, return-on-investment (ROI), project timelines, commercial best practices, and performance measures for achieving and maintaining customer satisfaction.

T&H is providing a broad spectrum of organizational design services including business process and requirements analysis to discern the process requirements for various components of a future IRS organization structure. T&H consultants are assisting the IRS in the design and implementation of a Balancing and Control (B&C) business and application architecture for the CADE on-line tax administration system within the IRS Modernization Program. In this role they are serving as the lead balancing and control business architect for multiple releases of the system. T&H is leading and advising combined teams of contractor and IRS subject matter experts in the design of accounting process and internal controls, financial transactions error handling and recovery procedures for a complex, high volume on-line batch and real time taxpayer administration/financial system for 136 million taxpayers. They have led facilitation sessions to define requirements and advise the IRS in the development of business architecture, system and application architecture deliverables for B&C. They have assisted in the development of data model architecture for balancing and control.

All of these activities are performed in an environment using CSC's Enterprise Life Cycle (ELC), RUP and UML development via the Rational Tool Suite. T&H staff supported a broad range of activities related to this OO methodology from the review of use cases to the validation of object classes and development of interfaces, code, etc.

T&H is providing a broad spectrum of IV&V support Services related to the testing and deployment of Balance and Control business process and application architectures for the first release of CADE (due into production by August, 2004). In this role they have performed the following activities: T&H has developed the testing strategy for balancing and control for integrated, acceptance and pilot testing for the first release of CADE. They have assisted the Integrated Testing and Design unit in the validation of the B&C test cases. They are assisting in the development of training strategy deliverables. As members of the CADE Release 1 deployment team they are assisting in the production environment testing of the first release of CADE. Throughout this process they have accessed the Soda tool from the Rational suite in reviewing test cases, testing results, etc.

T&H is aligning the strategic goals of specific IRS initiatives with the IRS enterprise-wide strategic plan. In particular T&H is working with the IRS Chief Financial Officer and U. S. General Accounting Office (GAO) representatives to assure CADE satisfies all applicable government regulations, including OMB Circular A-127 and the Joint Financial Management Improvement Project (JFMIP) requirements. In this role T&H consultants are doing the following: T&H is working with the IRS as part of a team involved in the development of a wide variety of deliverables relative to the Systems Security Architecture for CADE Release 1.1. These system certification documents, white papers, security assessment documents, training plans etc. are required by both US. Government regulations and the PRIME enterprise life cycle methodology.

T&H security consultants are providing a broad range of support services to the IRS Business Systems Modernization Office, the Enterprise Operations Office, and the security staff at the Martinsburg Computer Center related to achieving the required formal certifications for a U.S. government system (i.e. OMB Regulation A-130, OMB Regulation M-03-19, NIST special Publications, e.g. NIST SP 800-26, NIST SP800-26, etc.)

5. US Department of Housing and Urban Development – OPIIS Program

This T&H corporate experience illustrates work similar in size and complexity to:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

The Office of Evaluation (OE) within the U.S. Department of Housing and Urban Development (HUD) is responsible for monitoring the financial activities of the Federal Housing Administration's (FHA) single and multifamily housing programs. In support of its mission, the OE has partnered with the Office of the Chief Information Officer (CIO) and the Office of Asset Management to continue the development and maintenance of the Multifamily Integrated Assessment Subsystem (NASS-MF). NASS-MF provides current and historical data on FHA's 65,000 active and inactive multifamily properties to key stakeholders, including Asset Managers in HUD's multifamily Hubs and Field Offices. A pilot program was developed for a limited number of users and was launched in July 2001, and responsibility for NASS-MF was transferred to the OE in September of 2002. NASS-MF was renamed with help from the T&H Team to the Online Property Integrated Information Suite (OPIIS) in January 2004. OPIIS consists of a dimensional data mart with information presented to users through the MicroStrategy product suite leveraging Online Analytical Processing (OLAP) technology.

The OE retained the services of T&H to support the refinement and enhancement of OPIIS; to train and support a new OPIIS user community; and to integrate multifamily data and perform analyses on the multifamily inventory, default risks and historical trends. The T&H Team offered excellent management, planning and communication skills and leveraged expertise in requirements analysis, asset management, multifamily industry trends, HUD and public data architectures, data integration and quality, FHA's policies and existing assessment methods, and a statistical validation and research.

T&H services included:

Implementing and refining an integrated risk assessment scoring model within OPIIS

- Performed Application "as is", "target" and gap analysis
- Analyzed, documented and proved integrated risk scoring model as statistically valid
- Added flexibility to the risk model and documented usage requirements and protocols

Enhancing and expanding the existing OPIIS system and reporting interface

- Designed, documented and communicated OPIIS requirements
- Proved data integration capabilities in prototypes
- Guided OCIO technical team development in design, ET&L and database architecture

Provide training and user support to assist the OPIIS user-base

- Created and ran implementation pilot, proving OPIIS value to asset managers, DEC and Headquarters
- Grew supported user community to over 1,200 HUD Headquarters and Field Office
- Created OPIIS curriculum and trained over 500 users

Establish and maintain an analytical lab to support ad hoc data requests

- Provided server platform at no extra cost to the contract
- Created and documented reporting repository
- Integrated multifamily data, established data mart, analytical data cubes

6. US Department of Housing and Urban Development – Enterprise Architecture

This T&H corporate experience illustrates work similar in size and complexity to:

- SIN 874-1: CONSULTING SERVICES
- SIN 874-2: FACILITATION SERVICES
- SIN 874-7: PROGRAM INTEGRATION AND PROJECT MANAGEMENT SERVICES

U.S. Department of Housing and Urban Development (HUD) has entrusted T&H with the development and delivery of HUD enterprise-wide business modeling, workflows, Enterprise Strategy, technology leverage, and transition. Working directly with HUD's chief architect, T&H assists HUD in enterprise level modernization.

T&H provides expertise and supports the development of HUD's Enterprise Architecture program. T&H was engaged to develop and support the HUD IT Strategic Plan, including the development of a Target Enterprise Architecture and EA Transition Plan, an IT Investment Management plan, and analysis of the Strategic Portfolio; assist EA implementation with the development of segment architectures; support EA Governance with the an EA Governance Analysis; support EA Practice Management with design and content management of the EA Web Site and an Analysis of EA Practice Maturity.

While managing a FFP contract with HUD to develop and advance their Enterprise Architecture, the program delivered all contract deliverables on schedule with no rejections, and minimal comments. These results afforded HUD with full Green evaluations from both OMB and GAO in their 2006 Enterprise Architecture maturity assessments.

T&H supported the development of HUD's IT Modernization Plan providing guidance and a 5-year roadmap for end-to-end systems modernization across the department. T&H worked with senior personnel to author and vet the plan across key offices to achieve buy-in, stakeholder ship, and consensus across sub-departments.

T&H supported workflow models by developing a detailed roadmap for the completion of a HUD Enterprise business model, mapping functions to departmental services and a technical Data Reference Model. T&H created a conceptual data model with appropriate mappings and mapped data entities to applications.

In support of Enterprise Architecture, T&H developed a Transition Plan and analyzed applications-to-service component and application-to-technology matrices for identification of candidate consolidation, reuse, and refresh opportunities. Applications were mapped to LOBs and BFs for matrices.

T&H supported the Enterprise Architecture role in IT Investment Management Process. Through several collaborative working sessions, a set of evaluation factors was formulated to advance EA participation in the ITIM Select process. Additionally, the EA team created guidance materials for inclusion in the Select Users Guide for FY2006/2007.

T&H provided the HUD's Offices of the CIO with threat forecasting, strategic planning, governance, budget formulation, performance management, IT planning, requirements, and architecture services. T&H delivered value analyses and forecasting activities that drove the development business strategy and program build guidance of the Federal Enterprise Architecture operation at HUD's Offices of the CIO.

T&H assisted HUD's Offices of the CIO, Multifamily Housing, Public and Indian Housing and Real Estate Assessment Center. T&H was dedicated to serving HUD's mission on multiple levels: supporting the development of HUD's Enterprise Architecture Blueprint; mining data stores to establish new techniques in predictive risk management; providing grant management interfaces with Public Housing Agencies nation wide; routinely supplying reports to the Congress, OMB and executive HUD Management; and supplying systems and policy development services.

Pricing

The following section provides T&H pricing schedules for the SINs in which T&H is approved to provide services. Labor category descriptions precede GSA-compliant labor category pricing tables.

Labor Category Descriptions

T&H recognizes that successful project performance requires staffing each engagement with the right combination of education, specialized knowledge, and experience. The careful combination of these three elements is often unique and dependent upon the particular requirements associated with the work being performed. The labor category descriptions defined in this section provide the general guidelines for each labor category; however, reasonable consideration may be used for determining the optimal combination of experience, specialized knowledge and education on a project-by-project basis.

Administrative Analyst

Prepares memorandums outlining and explaining administrative procedures and policies to supervisory workers. Plans conferences, including logistical meeting/conference support, coordinates technical facilitation. Performs research. Directs preparation of records such as notices, minutes, and resolutions for stockholders' and directors' meetings. Acts as custodian of project documents and records. Directs preparation and filing of project working papers and documents. Schedules appointments, gives information to callers, takes dictation, composes and types correspondence, reads and routes incoming mail, and performs other administrative and clerical duties. Provides draft reports for the permanent record.

Minimum Education:

High School graduate or equivalency required and 3 - 5 years of related experience OR Associates Degree from an accredited college or university preferred and 1 - 2 years of related experience.

Jr. Analyst

Provides advice, assistance, guidance or counseling in support of agencies' business improvement efforts. Participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records of performance data. Prepares reports including, conclusions and recommendations for solution of administrative or problems, recording discussion content, and focusing decision-making. Compiles, stores, and retrieves management data. Defines data requirements and gathers and validates information applying judgment and statistical tests. Performs validation and testing of model to ensure adequacy, or determines need for reformulation. Prepares reports defining problem, evaluation, and possible solutions. Develops or updates functional or operational manuals outlining established methods of performing work in accordance with organizational policy. Issues and interprets operating policies.

Minimum Education: Bachelor's degree from an accredited college or university in a related discipline and 1 - 3 years of related experience.

Analyst

Studies management and operational methods to improve workflow, simplify reporting procedures, or implement cost reductions. Analyzes client operating practices, such as recordkeeping systems, forms control, office layout, suggestion systems, personnel and budgetary requirements, and performance standards to create new systems or revise established procedures. Assists in project control and reporting. Provides facilitation and related decision support services to agencies engaging in collaboration efforts, working groups, or integrated product, process, or self-directed teams. Analyzes jobs to delimit position responsibilities for use in wage and salary adjustments, promotions, and evaluation of workflow. Provides studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts Studies

methods of improving work measurements or performance standards. Conducts strategic, business and action planning, program audits and evaluations assessing leadership systems, cycle times, and system alignment. Participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records of performance data. Prepares reports including conclusions and recommendations for solution of administrative problems. Compiles, stores, and retrieves management data. Develops training and orientation material.

Prepares models of problem in the form of one or several equations that relate constants and variables, restrictions, alternatives, conflicting objectives and their numerical parameters. Defines data requirements and gathers and validates information applying judgment and statistical tests. Specifies manipulative or computational methods to be applied to model. Performs validation and testing of model to ensure adequacy, or determines need for reformulation. Prepares reports defining problem, evaluation, and possible solutions.

Minimum Education: Bachelor's degree from an accredited college or university in a related discipline and 3 - 5 years of related experience.

Senior Analyst

Uses significant experience in large business processes and functional projects related to the client's institutional knowledge and specific areas of expertise to serve as a subject matter technical expert in relevant project areas. Assists in project control and reporting. Provides guidance to the business and/or technical staff on the functional producers/processes/policies reflecting detailed knowledge of functional areas included in Section C of the client's proposal. Interfaces with Government management personnel and functional proponents. Reports in writing and orally to Client management and Government representatives, including the Government contracting and programmatic personnel.

Minimum Education: Bachelor's Degree from an accredited college or university in a related discipline and 5 -8 years of related experience.

Project Specialist

Supports discrete business improvement projects or tasks. Provides advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Analyzes problem in terms of management information and conceptualizes and defines problems and required solutions. Facilitates group discussions. Analyzes jobs to delimit position responsibilities for use in wage and salary adjustments, promotions, and workflow evaluations. Studies methods of improving work measurements or performance standards. Provides advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records, performance data. Supports development of reports, including conclusions and recommendations for solution of administrative problems. Compiles, stores, and retrieves management data. Assists in preparation of budget needs.

Minimum Education Bachelor's degree from an accredited college or university in a related discipline required and 4 - 6 years of related experience OR Master's degree preferred and 2 - 3 years of related experience.

Senior Project Specialist

Leads discrete business improvement projects or tasks. Provides expert advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Studies management and operational methods to improve workflow, simplify reporting procedures, or implement cost reductions focusing on process and productivity improvements. Analyzes problem in terms of management information and conceptualizes and defines problems and required solutions. Analyzes jobs to delimit position responsibilities for use in wage and salary adjustments, promotions, and workflow evaluations. Studies methods of improving work measurements or performance standards. Provides expert advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. Coordinates and participates in the collection and preparation of operating reports, such as time and attendance records, terminations, new hires, transfers, budget expenditures, and statistical records and performance data. Prepares reports, including conclusions and recommendations for solution of administrative problems. Compiles, stores, and retrieves management data. Assists in preparation of budget needs.

Minimum Education Master's degree preferred and 4 - 6 years of related experience OR Bachelor's degree from an accredited college or university in a related discipline required and 7 - 9 years of related experience.

Business Manager

Leads one or more discrete business projects or tasks. Manages teams to accomplish business improvement tasks. Bringing together diverse teams and/or groups with common and divergent interests may require a neutral party to assist them in problem-solving techniques, performance measures and project indicators. Plans study of work problems and procedures, such

as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis. Gathers and organizes information on problem or procedures, including present operating procedures. Analyzes data gathered, develops information, and considers available solutions or alternate methods of proceeding. Organizes and documents findings of studies and prepares recommendations for implementation of new systems, procedures or organizational changes. Confers with personnel concerned to ensure smooth functioning of newly implemented systems or procedure. Conducts operational effectiveness reviews to ensure functional or project systems are applied and functioning as designed.

Establishes and maintains technical and financial reports to show progress of projects to management and customers. Organizes and assigns responsibilities to subordinates and oversees the successful completion of all assigned IT tasks. Negotiates contracts. Simultaneously plans and manages diverse and highly complex projects. Responsible for leading and ensuring training of line personnel on the project approach, methodologies and procedures.

Minimum Education: Master's degree from an accredited college or university in a related discipline required and 4 - 6 years of related experience OR Bachelor's degree and 7 - 9 years of equivalent work related experience.

Client Executive

Responsible for all aspects of the program and contract performance (i.e., Business process, deliverable production, contractual, administrative, financial) during a methodologies full life cycle, including but not limited to, operational, functional and business improvement services. Consults with the client to ensure conformity to project and contractual obligations. Ensures and performs consultation on leadership systems, organizational assessments and program audits, and evaluations. Must be familiar with all methodologies and business processes applied to the client's work environment. Oversees the analysis, design and development of new improvement procedures and enhancements. Approves documentation standards, system specifications, feasibility and justification reports, and policy recommendations. Oversees the development and installation of techniques and procedures to implement policy decisions with regard to organizational structures, program evaluation and productivity improvements.

Ensures the development, maintenance and implementation of Program Management Plans and Technical Specifications Plan—documents that guide the performance of all functional and technical activities performed. Ensures that maximum service is obtained from all operations through efficient use of personnel and equipment.

Minimum Education: Master's degree from an accredited college or university in a related discipline required and 6 to 8 years of related experience OR Bachelor's degree and 9 -12 years of equivalent work related experience.

Subject Matter Expert

Uses functional and specific expert or institutional experience in specific areas that include management responsibility for large projects to serve as a subject matter expert. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task. Possesses requisite knowledge and expertise so recognized in the profession that the Government is able to qualify the individual as an expert in the field. Demonstrated excellent oral and written communication skills. Installs new systems and trains personnel in application. Conducts operational effectiveness reviews to ensure functional or project systems are applied and functioning as designed. Installs new systems and trains personnel in application. Evaluates implementation and effectiveness of research. Provides Client facilitation services resolving disputes, disagreements, and divergent views.

Minimum Education: Master's or advanced degree(s) preferred and 4 - 6 years of related experience OR Bachelor's Degree from an accredited college or university in a related discipline and 7 -9 years of related experience.

MOBIS Federal Supply Schedule Price List

SIN No.	Labor Category	Year 6	Year 7	Year 8	Year 9	Year 10
		6/3/2008 to 6/2/2009	6/3/2009 to 6/2/2010	6/3/2010 to 6/2/2011	6/3/2011 to 6/2/2012	6/3/2012 to 6/2/2013
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Administrative Analyst	\$ 66.32	\$ 68.97	\$ 71.73	\$ 74.60	\$ 77.59
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Jr. Analyst	\$ 96.72	\$ 100.59	\$ 104.61	\$ 108.80	\$ 113.15
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Analyst	\$ 124.37	\$ 129.34	\$ 134.52	\$ 139.90	\$ 145.50
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Sr. Analyst	\$ 149.22	\$ 155.19	\$ 161.40	\$ 167.85	\$ 174.57
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Project Specialist	\$ 174.10	\$ 181.06	\$ 188.31	\$ 195.84	\$ 203.67
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Senior Project Specialist	\$ 198.80	\$ 206.75	\$ 215.02	\$ 223.62	\$ 232.57
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Business Manager	\$ 230.14	\$ 239.35	\$ 248.92	\$ 258.88	\$ 269.23
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Client Executive	\$ 259.82	\$ 270.21	\$ 281.02	\$ 292.26	\$ 303.95
874-1, 874-1RC 874-2, 874-2RC 874-7, 874-7RC	Subject Matter Expert I	\$ 331.67	\$ 344.94	\$ 358.73	\$ 373.08	\$ 388.01

Fair and Reasonable Pricing

GSA MOBIS customers have been offered T&H's most favored customer pricing for the contemplated services being offered under the MOBIS contract. T&H's MOBIS Federal Supply Schedule price list is fair and reasonable because it is based upon prices awarded to T&H under existing Federal solicitations, including GSA contracts under Schedule 70. Additionally, in establishing our rates, T&H made a comparison of previously proposed prices with previous T&H Government and commercial contract prices made through fair and open competitions. Lastly, T&H performed a market analysis of firms offering similar services in the Washington, DC metropolitan area. Our analysis found that our GSA MOBIS Federal Supply Schedule Price list is competitive, fair and reasonable.