



**Multistate Registration and
Filing Portal, Inc. (MRFP)
RFI - 21716**

Contacts

Christopher Wong
Director of Product at The GovLab at NYU
Tandon School of Engineering),
E-mail: info@mrfpinc.org

Capstone Strategy Group (CSG)
Dwight McLeod, Partner
Email: dmcleod@capstonestrategygroup.com
Phone: (914) 667-4659

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B. Executive Summary

The Multistate Registration and Filing Portal, Inc. (MRFP) is seeking input from vendors, government officials, technology and public policy professionals and anyone with knowledge of platforms, processes, tools and/or methods to simplify the completion and submission of forms, including the submissions of relevant data and to allow charitable organizations and their professional fundraisers to comply with all states' registration and annual filing requirements through a unified "one-stop" solution. The project goal is to maximize efficiency, customer convenience, data transparency, and information sharing by enabling compliance with the registration and reporting requirements of any state, or any combination of multiple states, via a single online software product, without duplication of data entry.

The one-stop solution should be focused on a user-friendly design. The Beta testing process should include iterative development based on feedback from regulators, and from charities and their professional fundraisers and advisors to further system development.

Capstone Strategy Group, LLC ("CSG") appreciates the opportunity to respond to this Request for Information. Based on our core competencies that include:

- Business process analysis
- Process optimization
- Data collection and statistical analysis

And our

- Company's experience with continuous Improvement and quality assurance
- Team of very talented, highly experienced and solutions oriented professional

We are confident that the input that follows will clearly demonstrate our ability that if included as a participant in the RFP will meet and exceed MRFP's expectations. Further, our current work with the New York State Office of the Attorney General's Charities Bureau, our recent work with the NYC Human Resources Administration, and NYC Administration for Children Services, and past work with the City of Mt. Vernon New York using our best practices based BTI methodology are examples that demonstrate our readiness to deliver on this very important project.

RFI Items:

- Ease of doing business:
 - Integration with Department of State systems to facilitate the registration process
 - Integration with major Tax Accounting Packages to facilitate ease of annual financial filing
 - Integration with the IRS systems to facilitate annual financial filing when applicable
 - Integrate electronic payment for fee collection with PCI DSS certified system
 - Send annual filing reminders with last submitted information and giving the ability to change what has changed in the current year
 - System should have necessary logic to allow prompting for data input based as process progresses
 - Charities should be able to input information throughout the year to make end of year filing process easy and quick
 - Endure that requested information if not duplicated throughout the system

- Ensure that there is an easy way to change filing status eg. 7A to EPTL, EPTL to 7A, or Both and once changes are made, system data collection logic changes accordingly.
- Excellence in Governance:
 - Make policies clear and consistent
 - Make applicable fees clear and consistent
 - System should trigger inconsistencies during filing for early review
 - If end of year filing is missed, the system should quickly notify the charity, the regulator, and the department of state to be on the watch
 - If no response to no filing notice within specified period, stated policy should be invoked
- Business Intelligence for better decision support:
 - Data architecture should enforce integrity, and searchability,
 - Data should capture natural and un-natural relationships
 - Data should facilitate easy mining, and visualization
 - Data should integrate location intelligence and geo-spatial information.

C. Vendor Profile

Who we are

CSG was founded in 1997, is based in Mt. Vernon, New York, and is a:

- Certified Disadvantage Business Enterprise (DBE) with the Federal Government
- Certified Minority Business Enterprise (MBE) with New York State and New York City, and
- Certified and pre-qualified with NYC School Construction Authority (SCA).

CSG provides business management and technology consulting services, and product offerings to federal, state and local government organizations, small businesses, and private sector companies.

Our core experience is centered on "Continuous Improvement and Quality Assurance". We use our competencies in business process analysis and optimization, data, and statistical (quantitative, qualitative, and predictive) analysis, system requirements definition, project/program management, quality assurance, and go to market strategies to help organizations achieve their transformation objectives. Our talented teams work with our customers' people, process, and technology to:

- Improve operational efficiency and effectiveness
- Enhance customer experience – ease of doing business
- Achieve excellence in governance
- Drive business intelligence:
 - For better decision support
 - Increase the reliability and predictability of business planning
- Achieve financial targets and growth
- Improve existing and/or recommend new technologies to drive process efficiency
- Reduce costs.

Our team, led by well-seasoned business executives who have personally managed complex transformation initiatives and directed scores of highly successful project teams, brings a unique and varied breadth of expertise to you in the following areas:

- Business Process Analysis & Optimization
- Software & Systems design and implementation
- Online Marketing & Customer Experience Management
- Business Technology Review

How we work with you

Our passion for the work we do is fueled by our belief that to truly help a client realize their vision we must work with their people, processes, and technology to effect meaningful change. We use our proven Business health check, Transformation agenda, and Implementation, coaching, and support (BTI) methodology to gain an understanding of your organization, its processes, and the technologies used to accomplish core tasks. We then identify ways to optimize and align your organization to its processes and adopt new and/or existing technologies to make you more efficient. This allows us to create a roadmap to satisfy your present and future business needs to make you more effective. Our driving ambition is to make you more successful.

Our Delivery Methodology



The BTI Methodology provides accelerated delivery, with capabilities that include flexible approaches and industry-specific solution templates. With pre-packaged and pre-integrated elements customized to meet clients' requirements, CSG is able to speed up solution deployment while helping clients manage implementation risks, reduce impact on current operations, and dramatically reduce time-to-benefit. By designing solutions specifically to accelerate value creation, CSG provides for the on time, on-specification, and on-budget achievement of clients' business objectives. Below is a summary of key BTI components:



CSG's Business Transformation and Implementation methodology (BTI™) enables organizations we serve to reduce cost, improve efficiency, increase revenue, drive stakeholder return and customer satisfaction. It is a combination of our business experience, industry knowledge and best practices into one integrated framework to drive value for our customers by focusing on 3 aspects:

Business health check:

Understand organizations' vision and needs

Transformation strategy:

Define necessary improvements to address identified gaps

Implementation, coaching and support:

Support the selection and implementation of solutions that meets business needs.

Business health check

The Business Health Check includes various assets, different processes and accelerators resulting from project experience serving clients. It allows our teams to tap into the collective company experience on similar technology projects. The foundation of this section is the pre-defined set of deliverables, processes, templates and other project accelerators that enable our team to:

- Quickly understand an organization's overall vision and strategy
- Identify challenges and shortcomings within key departments
- Map challenges to the organization's vision and objectives
- Identify gaps across people, process and technology.

Transformation strategy

Once our practitioners have gained enough understanding of your specific business needs and challenges, they leverage our transformation strategy to design solutions that address identified needs and gaps. In fact, the transformation strategy enables our resources to design solutions in a consistent and efficient manner, and hence enhance overall project performance. Using the same established tools on multiple projects allows our practitioners to concentrate on your solution. These tools support the team by providing successful deliverable formats that can be customized to the client's specific situation so that time is spent on developing content specific to our clients' needs and project objectives. Typical deliverables include:

- Document current shortcomings and gaps
- Define necessary improvements to address identified gaps
- Design a solution that meets projects' objectives
- Create a transformation roadmap with a clear understanding of required resources, process changes and technology enablers
- Build an ROI model to support the suggested strategy
- Define a performance framework to track success.

Implementation

This section supports the selection and implementation of solutions that meet customers' needs. Solution portfolio includes: business and operational strategy, process improvement, technology selection and implementation, system integration and migration, and cloud services.

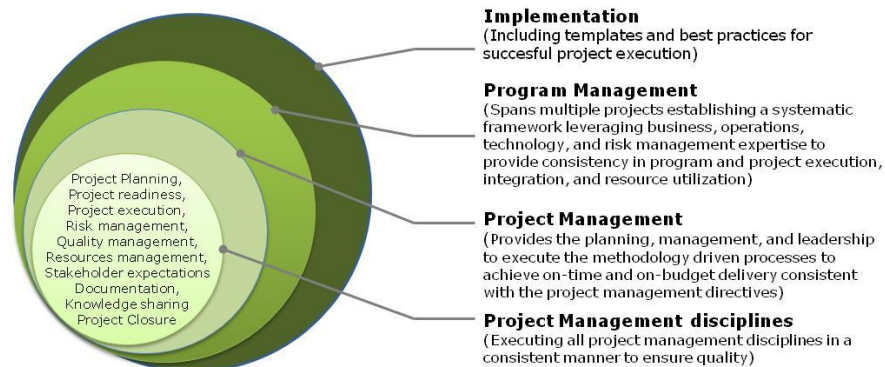


Figure 1: Program and project implementation framework

Coaching and support

This component addresses the people issues to promote successful implementation of major organizational, process, and technology transformation. Succeeding is only possible through a well-defined change management strategy that includes resource training, coaching and support as they embrace a new solution. In fact, the effectiveness of the change effort is planned, executed, and monitored to help ensure organizational preparedness, acceptance, knowledge and skills retention. "Change" includes training, which provides the methods/mechanisms, schedule and resources to attain the necessary additional knowledge/skills to effectively realize the solution's business value. This helps the participants in the change answer the question "what's in it for me".

Customers we have worked with include:

- New York State Office of the Attorney General Charities Bureau
- New York City Small Business Services
- New York City Administration For Children Services
- New York City Human Resources Agency
- New York City Comptroller's Office
- New York City School Construction Authority
- City of Mount Vernon New York
- Verizon Communications
- Pitney Bowes

What sets us apart

Clients are attracted to working with Capstone Strategy Group because of our powerful combination of:

- Experts you can identify with – We bring extensive experience as executives and consultants serving state and local governments, small business, and private sector companies.
- Ability to align with your organizational vision and strategy – We have worked in the C-Suite and understand that your vision and strategy are the "North Star" for anything that we do.

- Immersion in your organization – We do our homework, listen, observe, and dig deep to understand your systems, processes, and requirements.
- Guaranteed delivery, guaranteed results – We believe in our commitment to our clients and we stand by that commitment with guarantees for project deliverables.
- Uncompromising focus on using technology to grow and strengthen your business – We are driven by your success, and our solutions aim solely at achieving your organizational goals and results.
- Relevant, leading-edge technology expertise – We stay close to the latest advances in IT and bring decades of experience in addressing critical personnel, process, and technology issues.
- Autonomous tailored solutions – We offer products and services unencumbered by rigid vendor contracts; this frees us to deliver the right solution for your organization.
- Ability to help you staff engagements while keeping costs down – We offer a pool of experts at very competitive rates to address short or long term staffing needs.

Our team has extensive experience providing business process consulting and advisory services to private corporations and public service organizations on federal, state and local levels. As our client references demonstrate, CSG has successfully demonstrated its ability to assist organizations transform their operations to support large and diverse constituencies. Engagements we have delivered that are in line with MRFP's expectations include:

- Audit and review of process efficiency, compliance and payment related to childcare and foster care services
- Business process improvement across departments within a municipality. Approach included workshops, face to face interviews, "as is" analysis, gap analysis, "to be" processes and recommendations
- Process and operations optimization for a public service organization with global footprint with the goal of reducing redundant process, streamlining workload and move toward a shared service model
- Implementation of enabling technologies to support recommended process optimization for a major US University.

Key Staff: Qualification Summary

The table below provides a summary of CSG's executive team

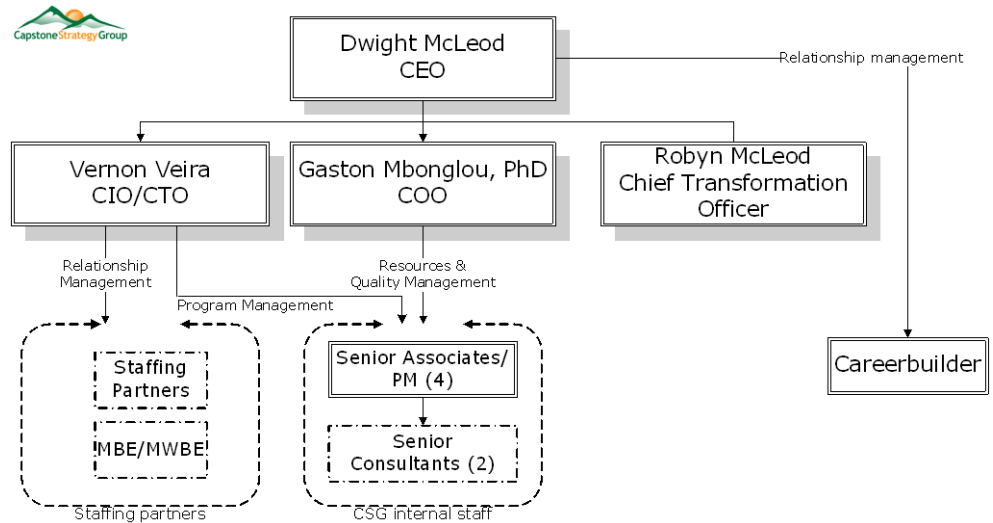
Key CSG Resources	
Resource	Experience summary
Dwight McLeod, CEO and CSG Executive sponsor	Dwight has been supporting multiple governments clients in NYC and NY state and ensured that the CSG team provides the best service possible to customers we serve. He has extensive experience in designing business processes for operational effectiveness and implementing complex enterprise systems for both government agencies and private corporations.
Vernon Veira, CIO and Program/ Project Manager	Vernon is CSG's CIO and CTO and provides disciplined program and project management for our clients. He has over 20 years of global experience helping organizations plan for and implement strategic change through business strategy, organizational development, design and business process improvement and re-design and implementation of enterprise systems. Vernon has worked extensively with middle and senior management across a variety of industries including public service to plan and implement lasting changes.
Gaston Mbonglou, COO and Program/ Project Manager	Gaston is CSG's COO and in that role, responsible for project staffing, delivery and overall quality management. He has led large strategy engagements in public services, financial services, telecommunications, and technology industries building high-impact solutions on corporate and business unit strategy, performance improvement, business concept development and system design and implementation.
Robyn McLeod, CO and Program/ Project Manager	Results-oriented consultant and coach with over 20 years' experience in organizational development, strategic initiatives, customer service, sales, and communications. Highly successful in developing, leading and implementing strategic efforts to support business goals. A self-starter with proven experience in senior management consultation and coaching, profit & loss accountability, team building, project leadership and stakeholder relations.

D. Organizational Capability

Organization Chart, Resources, Project Staffing and MBE Sub Contractor

Our business is our people, and we will provide dedicated personnel to deliver on the MRFP project. The section below presents our organizational chart for delivering on this project. From an organizational perspective, CSG has a core team of 10 resources including 4 senior executives with extensive business experience, project management skills and deep understanding of the public sector, 4 senior associates that could play different roles within a project based on skills required and 2 junior consultants. see figure below.

The CSG team understands that MRFP needs a flexible partner who can provide the necessary staffing quickly and effectively. Identified resources will be required to “hit the ground running” on new projects or integrate into projects that have been underway—they will need to be able to add value immediately. We are committed to responding quickly with qualified staff.



To meet such needs, CSG has developed a unique go-to-market strategy built around a combination of internal staff and strong partnerships with local staffing companies and major online employment database providers like CareerBuilder. This strategy enables us to quickly respond to resource requests and provide industry-tailored business solutions, including relevant best practices to our clients. We have earned credibility and respect from our customers because of the depth of our knowledge about the industries we serve, the quality of our resources, the strength of our methodologies and our track record of on-time and on-budget projects. Given our staffing partners' strength, CSG is able to achieve an average turnaround time of 48 hours to identify and find the right resources.

Managing communication, quality control and on-time, on-budget delivery

As we engage new customers, our primary objective is to make them CSG “clients for life”. We do so by partnering with them in ways that achieve short-term goals while building a long-term relationship. We do so by creating an environment with efficient communication between CSG and MRFP based on a compelling strategy and project execution plan. Further, we establish a leadership team that comprises CSG and MRFP resources, is informed, is involved appropriately in decision-making and is accountable to the achievement of desired results. Further, the leadership team has the power to remove barriers, provide guidance, and secure resources to make the project a success. Such an approach shortens communication paths and ensures that issues are identified and discussed at the right level. This also reduces the need for escalations and fosters a collaborative project environment.

In a nutshell, CSG takes a holistic approach that addresses the process, people, technology and strategic elements of significant implementation efforts in a balanced fashion using project and program management best practices. The objective is to drive the advancement of MRFP's vision by providing strategic and operational program oversight, institutionalizing methodologies and leading practices and establishing a platform for continuous communication, improvement and knowledge transfer. To accomplish this, our approach incorporates a strong Program Management Office ("PMO"). Based on the above, CSG will commit senior resources to the MRFP to support projects.

E. References

CSG has been able to successfully deliver projects for our clients. The section below provides details on a sample project completed by CSG in line with MRFP's expectations in New York City and New York State.

Selected Reference Project: NYS OAG Charities Bureau BPAS

Project Information

The NYSOAG is looking to fulfill Business Process Analysis services for the OAG's Charities Bureau. The goal is to develop an implementation plan to improve and streamline processes to better meet the regulatory and compliance demands and external stakeholder needs.

Description of services performed:

Client

New York State Office of the Attorney General Charities Bureau

Challenge

The NYS OAG Charities Bureau is seeking to perform a work assessment and business process review to identify strengths, weaknesses, risks and opportunities. The goal is to develop an implementation plan to improve and streamline processes to better meet the regulatory and compliance demands and external stakeholder needs with focus on the registration and annual filing review functions for charitable organization and fundraising professionals.

The business process analysis should highlight risks and opportunities for business process improvement while providing suggestions on how to simplify workflows and optimize business processes. The goal is to identify workflow efficiencies to improve the existing evaluation and review process. An expectation of the review is to determine opportunities to better leverage registration and annual filing information and integrate enforcement and case management efforts. Further, recommendations should also include suggestions on how to improve the performance of current systems.

Approach

Capstone Strategy Group (CSG) competed for, and won the contract to work with NYS OAG Charities Bureau to complete the following:

Work with the internal:

- Registration
- annual financial filing
- professional fundraising
- Accounting
- Evaluation
- Compliance and enforcement team
- Information Technology

Work with the external:

- E-DocNy
- Guide star
- CauselQ
- Investigative Reporters

Selected Reference Project: NYS OAG Charities Bureau BPAS

- The Forward
 - Buzz Feed
- Lawyers Alliance
- Watchdog Organization
- Foundation Watch
- NYC Mayors Office of Contracts
- Charities
 - New York Council on Non-Profits – NYCON (umbrella group of nonprofits) –
 - Kelly Matthews
- Fundraisers
 - Association of Fundraising Professionals (AFP)
 - Kathryn Ross-Winnie, Chapter Manager WNY
 - Association of Direct Response Fundraising Council (ADRFCO) – Bob Tigner
- Fundraising Platform
 - NYCharities.Org – Cristine Cronin
- Watchdogs/Data Gatherers
 - BBB – Wise Giving Alliance - Bennett Weiner
 - Charity Watch - Danuiel Borochoff
- Accountants
 - Practitioner - Julie Floch
- OAG Research – Lacey Keller
- Cindy Lott
- Funders
 - PhilanthropyNY- (Foundation Funders - Ronna Brown)
 - Mayor's Office of Contract Services (MOCS) - Jenny Way
 - DOB Grants Gateway
 - Lisa Timoney
 - Ian Carlson
 - Hispanic Federation - José Calderón
- Lawyers
 - Lawyers Alliance for NY – Sean Delany
 - General Counsel of major charity – David Mulvihill – Make a Wish –
 - General Counsel of St Jude Hospital
 - Perlman & Perlman

Phase 1 - Key Deliverables

- Document current state processes including:
 - As-is process flows (maps) and description
 - As-is analysis of current documentation
 - As-is time it takes to complete critical and ancillary tasks
 - As-is performance metrics and gaps
 - Findings from review of relevant laws, rules, regulations, forms and instructions
 - Risks and opportunities list
 - As-is IT systems landscape and underlying integration
 - Data model gaps

Selected Reference Project: NYS OAG Charities Bureau BPAS

- Gaps around enterprise and public data quality standardization
- Completeness and effectiveness of policies, procedures and processes
- As-is process flows showing interaction with technology systems
- Current system relationship mapping and how it supports as-is processes
- Document future state (to be) requirements including:
 - Business Needs Analysis
 - High-Level Business Requirements
 - Compliance gaps
 - Business and system gap analysis including system needs
 - Risk and opportunity analysis.
 - Key Performance Indicators (KPIs) to measure the compliance of filers

Phase 2 - Key Deliverables

- Functional Requirements for a streamlined end-to-end process
- To-Be Process Flows including a document outlining anticipated process improvements
- Suggested changes to relevant laws, rules, regulations, forms and instructions
- Suggested improvements on data model
- Suggested improvements to enterprise and public data quality standardization
- Suggestions to improve completeness and effectiveness of policies, procedures and processes
- Suggested technology architecture that leverages and integrates current systems to support the future state process while highlighting those areas that could use additional technology.

Phase 3 – Key Deliverables

- Recommendations for optimizing and streamlining the end-to-end process
- Recommendations for short term, interim improvements
- Recommendations to address compliance gaps
- Recommendations to address data gaps
- Recommendations for better resources allocation and improving process completion time
- Performance framework to manage defined metrics and KPIs to measure performance and efficiency.

Results

CSG has completed the Current “As Is” State Analysis and have started the Future “To Be” State.

Selected Reference Project: NYC Administration Children Services (ACS)**Project Information**

Review the ACS Fair Hearing process and determine opportunities for driving efficiencies, clarifying work-functions, strengthening information flow and improving timeliness of processing and payments for Child Care and Foster Care Fair Hearings.

Description of services performed:**Client**

NYC agencies focusing children services.

Challenge

ACS' goal was to review the ACS Fair Hearing process and determine opportunities and protocols for efficiencies, clarifying work-functions, strengthening information flow and coordination and facilitating timeliness of processing and payments for Child Care Fair Hearings and Foster Care Fair Hearings. The review examined the process beginning from state notification to the Office of the General Counsel to issuance of payment at Financial Services. The work documented standards, protocols, procedures, process flows, communication between ACS and applicable parties (including the state and contract agencies) and data systems/spreadsheets used to research and determine Fair Hearing payments, in order to strengthen the overall process, strengthen controls and strengthen the timeliness of payments.

Approach

Capstone Strategy Group (CSG) competed for, and won the contract to work with ACS to complete the following:

- **Current state analysis and assessment**

- Description of the Fair Hearing work process and operation - "as-is" - for both Child Care and Foster Care Fair Hearings, including associated payment systems
- Workflow charts
- Lists of all IT systems used
- Collection of current FH documentation - forms, policies, procedures, etc.
- Collection of documentation describing the IT systems, including screen shots, examples of spreadsheets
- Assessment of the adequacy and timeliness of payment history from foster care provider agencies

- **Recommendations and guidelines**

- Recommendations for streamlining the end-to-end process
- Recommendations for more user-friendly and efficient accessing of foster care provider agency payment history data
- Recommendation for payment tracking process including reports, communications among Payment Services, Budget and Contracts
- Recommendations for identification and recoupment of overpayments to foster care provider agencies arising from the payment process, while being mindful of the need for timely compliance with Fair Hearing decisions
- Recommendations for short term, interim improvements
- Recommendations for streamlining, verifying or validating key appellant information prior to or at the Fair Hearing, including accuracy of dates of children's placement in the foster home and uniform information relating to foster care child care

Selected Reference Project: NYC Administration Children Services (ACS)

- documentation needs
- As above, development of the Fair Hearing work process and operation - "to be" - for both Child Care and Foster Care Fair Hearings
- Written guidelines.

Results

Project completed. Planning the implementation of recommendations.

Similarities to the work to be done under MRFP's Business Consultant Services

- This engagement includes activities within the following MRFP's RFP:
- Audits of internal processes
 - Creative communications vehicles
 - Procedures and systems
 - Developing quality improvement strategies and implementation roadmap
 - Time measurement and analysis
 - Standard operating procedures
 - Total or continuous quality management
 - Tracking and analyzing work processes and performance outcomes
 - Work process re-engineering

Reference Contact For ACS Project:

Client	NYC Administration Children Services (ACS)
Project Name	ACS Fair Hearing process review and recommendations for driving efficiency
Reference Contact	Name: Julie Zuckerbraun Title: Project Manager Email: Julie.Zuckerbraun@dfa.state.ny.us Tel: 212 227-6258

Project: NYC SBS - Administer 5000 customer satisfaction surveys per month to jobseekers**Project Information**

Project Name	SBS Survey and Statistical Analysis of Workforce Development
Location	New York City, NY
Project Owner	Department of SBS
Contact Person	Name: Tania Jospitre
Contact Title	Title: Director NYC Department of Small Bus. Services
E-mail	tjospitre@sbs.nyc.gov
Phone	212 618-8807

Description of services performed:**Client**

New York City Department of Small Business Services (SBS).

Challenge

The NYC Department of Small Business Services (SBS) was looking for a consultant to administer five thousand (5000) customer satisfaction surveys each month to jobseekers that utilize their services at eight different Workforce centers. The goal was to collect feedback on the quality and impact of services provided at the

Project: NYC SBS - Administer 5000 customer satisfaction surveys per month to jobseekers

different work centers.

Approach

CSG worked with SBS to better understand business requirements and project expectations. In addition, the team leveraged CSG's BTI project methodology to deliver the project. In fact, using rapid prototyping for survey development, the team completed the project using the following phase approach:

- Phase 1: Project initiation, survey design and system implementation
- Phase 2: Survey execution and data collection
- Phase 3: Final reporting and review results.

Results

CSG worked with the SBS to refine survey questions and understand specific survey requirements. Within 2 weeks of project kickoff, CSG configured an online survey environment for data collection for both face to face interviews and online/real-time data gathering using tablets and desktops. In addition, CSG gathered and cleansed emails in support of online surveys and provided a real-time reporting platform and data extraction capabilities. Further, CSG provided reports to SBS stakeholders that met expectations. Project was completed on time and within budget.

Dates of service	2012
Contract	\$99,000
Project Director	Dwight McLeod

Reference Contact For SBS Project:

Client	NYC Small Business Services (SBS)
Project Name	Customer satisfaction surveys and data analysis
Reference Contact	Name: Tania Jospitre Title: Director NYC Department of Small Bus. Services Email: tjospitre@sbs.nyc.gov Tel: 212 618-8807

Selected Reference Project: City of Mt Vernon**Project Information**

Review current business processes across key customer facing departments to identify inefficiencies and provide a roadmap to address identified inefficiencies including a transformation agenda around the use of technology as enabler.

Description of services performed:**Client**

Mid-size city in Westchester County NY with dynamic population looking for means to leverage its proximity to New York to attract business and improve services to its constituents.

Selected Reference Project: City of Mt Vernon**Challenge**

The Mayor was looking to improve the quality of services provided to city residents, businesses and tourists. At the heart of the project was the need to review existing processes, supporting technology solutions for a total of 34 systems, identify gaps, make recommendations and leverage technology to streamline service to constituents.

Approach

CSG was trusted with the task of assisting the City with assessing key business processes and the current use of technology capabilities in customer facing departments including Building, Department of Public Works, Recreation, Management Services. As well as providing recommendations to meet future state business and functional requirements across these 4 departments.

Leveraging the BTI methodology, CSG executed the project in a three-phase approach:

- **Phase 1: Project baseline and Prioritization**

During this phase the CSG team conducted workshops and interviews to review drivers and challenges around selected departments and identify candidates that could benefit from technology infusion to help achieve process efficiency. This phase also included a current state snapshot to understand needs, a gap analysis around people, process and technology to get more insights on areas to focus on, a future state analysis to enable the organization to close identified gaps and a scoping effort of required changes.

- **Phase II: Understand Required IT Investments and Initiatives**

Leveraging the findings from phase 1, the CSG team created a framework that enabled the city to understand required IT investments. The goal was to identify required investments and initiatives with focus on:

1. The ability to support identified transformation candidates from phase I and drive process efficiency
2. The City's web presence and its ability to support the transformation agenda
3. Current capabilities around back-office processes and office communication
4. Required reporting capabilities and the ability to provide and distribute real-time information.

- **Phase Task III: Prioritize Initiatives and Create an Execution Plan**

Using the results from Tasks I & II, the CSG team created a portfolio of projects including prioritization (short term, mid-term and long term). In addition, suggested an execution plan (roadmap) that enabled the city to gradually implement the changes. Further, the team provided a performance framework based on the balanced scorecard methodology that provided a foundation for the city to manage service quality and performance going forward.

Results

Within 90 days of contract award, the CSG team completed the project to the customer's satisfaction and provided an overarching framework that met defined business and functional requirements and accommodated integration of other departmental needs. Further, CSG provided a detailed roadmap that included a timeline, resources needs, tasks prioritization and pricing for suggested technology solutions and a performance management framework based on the balanced scorecard to enable the city to better manage organization's performance and service quality to customers going forward. Using the CSG proposal, the city was able to secure a bond to support the suggested investments.

Selected Reference Project: City of Mt Vernon**Similarities to the work to be done under MRFP's Business Consultant Services**

- This engagement includes activities within the following MRFP's RFP:
- Audits of internal processes
 - Creative communications vehicles
 - Procedures and systems
 - Developing quality improvement strategies and implementation roadmap
 - Time measurement and analysis
 - Standard operating procedures
 - Total or continuous quality management
 - Tracking and analyzing work processes and performance outcomes
 - Work process re-engineering

Reference Contact For Mt. Vernon Project:

Client	Mt Vernon
Project Name	Business process analysis and improvement across city services.
Reference Contact	Name: Yolanda Robinson Title: Mayoral Chief of Staff Email: onpoint23@gmail.com Tel: 914 400-8847

Additional References

CSG also competed for and won one of ten spots on a pre-qualified list of vendors with NYC Human Resources Administration (HRA) to provide "Continuous Quality Improvements and Quality Assurance" services for the seven NYC Health and Human Services (HHS) Agencies. The agencies include:

- a. Administration for Children Services (ACS),
- b. Department of Correction (DOC),
- c. Department of Probation (DOP),
- d. Department for the Aging (DOA),
- e. Department of Health and Mental Hygiene (DoHMH),
- f. Department of Homeless Services (DoHS), and
- g. Human Resources Administration (HRA).

For this contract, CSG will be providing Business Process Modelling (BPM) services which includes business process analysis "as is" and process optimization "to be" mapping with comprehensive people, process, and technology recommendations, roadmaps, and implementations to help achieve agency transformation. We are very proud that some of the other companies selected in that same category are KPMG, Price Waterhouse Coopers (PWC), Gartner, and Boston Consulting Group (BCG).

F. Appendix

Detailed Resumes of Key Staff

Below are resumes for the key CSG staff identified for MRFP project.

Dwight McLeod, CEO

Summary of Qualifications

Extensive Experience in Business Management, Complex Procurement/Sales, and Strategic Planning.

Demonstrated effectiveness in:

- **Business Development**-Experience in market analysis, design of packaged product solutions and customer positioning.
- **Sales Management**-Broad-based knowledge in the planning and implementation of sales strategies. Experience in directing regional sales teams to increase top-line revenue and strengthen existing accounts.
- **Strategic Negotiations**-Seasoned negotiator of complex network sales, internal project implementation, and supplier agreements.
- **Project Leadership**-Skilled in directing teams toward attainment of business goals within set timeframes and budgets.
- **Team Building**-Experience in recruiting, training and leading teams to improve productivity and customer service. Ability to mobilize resources, through direct and indirect organizational structures, to produce results.
- **Communications**-Excellent written and oral communication skills. Led organization-wide communications programs. Skilled in establishing rapport with customers as primary contact.

Experience

Capstone Strategy Group, LLC

1998-Present

Business consulting and transformation practice, specializing in local governments and universities. Improving efficiency, reducing cost, and increasing revenue.

Chief Executive Officer (CEO)

Works with clients to provide oversight, guidance and critical input in support of a successful delivery of high quality solutions to CSG clients. In addition, actively participates in projects

Real Estate Sales and Investment, Yonkers, NY

2004-2009

Developed investment strategy for real estate purchases, obtained NYS real estate license to sell commercial and residential real estate.

Verizon, White Plains, NY

2001-2003

Software Development/Project Management and Development

Worked with team of software experts to develop national products to increase workforce productivity and enhance management oversight.

Bell Atlantic, New York, NY

1995-2001

Senior Sales Manager

Directed team that developed and sold vertical market solutions for the hospitality industry to capture untapped internet/video entertainment revenue (Market Potential: \$200M). Managed Manhattan Large Business account base for Bell Atlantic through a network of 33 independent sales agencies. Responsible for sales and service to 1000 Accounts totaling \$45M in revenue.

NYNEX, New York, NY

1992-1995

Director-Process Re-Engineering

Led teams designing and implementing systems-related changes required for Materials Management Process Re-Engineering initiatives. (i.e. resource planning, electronic data interchange, automated information gathering)

NYNEX, New York, NY

1983-1992

Materials Management Specialist including

- Supplier relations
- Supplier communications and partnering, measurements at internal and external service levels
- Purchasing staff
- Directed buyer training, methods and procedures, compliance, systems enhancements and auditing
- Purchasing services
- Managed Team responsible for purchasing, warehousing and delivery of products

New York Telephone, Westchester, NY

1974-1983

Customer Provisioning

- Managed various teams involved in customer care
- Installation and repair
- Customer service

Education

- **Marymount College, Tarrytown, NY, 1996**
B.A., Economics, graduated Magna Cum Laude

Professional Licenses

- New York State Real Estate License, 2004
- NAPM-National Association of Purchasing Managers, 1988
- CCIM Candidate, 2007/2008
- USGBC Member, Accreditation Candidate, 2008

Gaston Mbonglou, COO

Summary of Qualifications

Senior IT executive experienced in U.S. & international markets with a proven track record in strategy development, operations management and information technology. Proven ability in business management and exceptional performance in helping organizations optimize productivity, efficiency and profitability by leveraging technology and business process improvement.

Experience

Capstone Strategy Group, NY

2010-Present

Business consulting and transformation practice, specializing in local governments and universities. Improving efficiency, reducing cost, and increasing revenue.

Chief Operating Officer (COO)

Responsible for the overall quality of the work performed. Works with clients to make sure deliverables meet expectations.

MW2 Services, Philadelphia, PA

2008-2010

Provides strategic consulting around business processes and technology and enable organizations to streamline their business processes and align IT investments with business imperatives.

Chief Executive Officer (CEO)

- Advised the executive team of one of the largest US public retirement plan managers (provided financial and trust services to various governmental entities and ~ 280,000 retirees) revamp their overall technology platform and processes in order to reduce system integration and maintenance costs and achieve better process governance.
- Advised key LOBs of a major US bank on how to leverage business service management, IT service management and business process redesign to improve monitoring capabilities of critical applications and achieve operational efficiency (more than 100k transactions per day)
- Redesigned Business Processes and the IT strategy for a US city, reduced operating costs, improved service to citizens and businesses through 24/7 online service offering and back office automation and identified new strategies for revenue generation. The ultimate goal was to increase the city revenue by 15% within 2 years.
- Advised C-level executives of an emerging US online University on streamlining business processes around admissions, marketing, sales, finances, operations, IT and reduced dependencies from non performing 3rd party service providers. Achieved savings: ~3M per year.

MW2 CONSULTING, Philadelphia, PA

2006-2008

Provides software and services that enabled organizations to automate their IT and align it with business imperatives using enterprise management software.

Vice President of Service Delivery

- Built MW2's East Coast practice from scratch to a \$1M organization within one year.

- Increased yearly revenue to \$5M in the second year and grew the organization to a multimillion dollar sales engine, supporting the sales force of one of the world's largest IT companies.

BEARINGPOINT, Philadelphia, PA

1999-2006

Provides strategic consulting, applications services, technology solutions, and managed services to government organizations.

Senior Manager

Relevant consulting engagements

- Managed a \$25M software development and support engagement for BearingPoint's telecom consulting operations. The system provided integrated order management and fulfillment features to test telecommunication carriers, interconnect gateways, and OSS-Systems and their compliance with the competitive requirements checklist of the 1996 Telecommunications Act.
- Assisted one of the largest US Federal Agencies (\$3.2 billion budget) with assessing and redesigning their front-end applications and shared system components in support of an overarching architectural solution to implement a single EDI system for receiving, sending and editing electronics transactions from all health care service providers throughout the US.
- Assisted a ~\$100 billion dollar computer manufacturer with the design and implementation of a complex demand and supply system that provided seamless integration with its reseller and distributor channel; reduced the average order processing time by 40% and significantly decreased order errors and returns, thus allowing resellers to improve profits by maintaining a much smaller inventory.
- Assisted a major US mutual fund corporation with creating an ITSM and BSM roadmap to support its ISO 20K certification efforts and streamline the existing tool landscape. The company had acquired many tools over the years in addition to developing custom packages to support different LOBs with their business process and infrastructure monitoring needs. In an effort to streamline costs and consolidate the tool landscape, the company leveraged MW2's expertise to define an overarching tool roadmap that accounted for investments already made while providing a clear path toward adoption of an integrated platform.
- As advisor to the COO, CFO and CIO of a major global online university (~350M revenue) managed strategic engagements aimed at addressing market challenges resulting from increased competition and the need to deploy a more customer centric business model. Sample projects include CRM strategy, PeopleSoft ERP integration, business process improvement, and a shared service strategy to support global operations and reduce costs.
- Managed the selection, design and implementation of a CRM package for a major consulting firm. Key for the project was the integration to the company's SAP system and to Dun & Bradstreet database for online feed of corporate information and analysis.

KPMG, Berlin, Germany

1996-1999

Provides strategic consulting and business process improvement to corporations and government organizations.

Manager

Relevant consulting engagements

- Assisted the City of Berlin with redesign of key business processes around finance and accounting, as part of a large initiative to streamline costs and balance the state budget (~\$30billion). In addition, designed and implemented a controlling package to ensure compliance with established processes.
- Assisted the largest German Telco carrier with design of a market entry strategy for EMEA. The project entailed identifying acquisition opportunities in the multi-billion dollar European Telco market, defining the best product mix in target markets and creating an execution plan for C-Level executives.
- Managed the implementation and launch of a \$10M corporate E-Business solution for a multi-billion dollar global high-tech company. The goal was to provide a single E-Business platform for sales, marketing and business partners.
- Managed an engagement aimed at assessing a homegrown Document Management System that supported key processes around document archiving and content management for a fortune 500 company. The goal was to ensure the system was able to accommodate anticipated demand for content digitization and archiving. As a technical lead, I assessed system capabilities and provided a roadmap toward a solution that could address identified gaps and support anticipated growth.

Education

University of Technology Dresden, Germany

- 1995, PhD in Computer Science
- 1992, Master in Computer Science

Teaching and Research

- **University of Maryland University College**

2004-present

Adjunct Associate Professor, Grad School of Management & Technology

Courses:

Emerging and current technologies, IT strategy, IT management, IT acquisition and project management, system integration, leveraging IT as business enabler.

- **University of technology Dresden, Germany**

1992-1996

Associate Professor, School of Engineering

Courses:

System and process automation and automated control systems

- **Research:**

Process visualization using automated control systems

Reducing software development lifecycle through improved management.

Languages

Fluent in English, German and French

Technology Skills

- SOFTWARE:
SAP, DocStar, Crystal Report, Documentum, Siebel, Salesforce, Vantive, Maximizer, GoldMine, Microsoft CRM/Dynamics, Citrix, PeopleSoft, Microsoft Project, Microsoft Office, HP Software, Remedy BMC
- Implementation expertise with key vendor solutions including HP, Microsoft and IBM
- PROGRAMMING LANGUAGES: Java, .Net, Pascal, C/C++, Scripting, ASP, JSP, Java Script, VBScript, .Bet, C#, Macromedia Cold Fusion Suite 4,5,MX, CGI Scripting, Perl, HTML, XML, PHP, EDI, NDM, FTP, SOA, Web Services
- HARDWARE:
IBM, Sun, HP, Compaq, Dell, EMC.
- NETWORKING:
LAN, WAN, MAN, routing, firewalls, IPX, TCP/IP, SMTP, VPNs, DHCP, WINS, DNS.

DATABASES:

Oracle, Microsoft SQL, Microsoft Access, Fox Pro, MySQL.

Vernon Veira, CIO/CTO

Summary of Qualifications

Senior Technology Executive with extensive accomplishments as a strategic visionary and operational planner for software research and product development. An inclusive and collaborative leader with strong business and financial acumen, possessing high personal integrity and interpersonal savvy. Highly skilled in business development, management of large complex technical organizations, client relationships, capital and expense budgeting, and workforce globalization.

Experience

Capstone Strategy Group, LLC

2010 - Present

Business consulting and transformation practice, specializing in local governments and universities. Improving efficiency, reducing cost, and increasing revenue.

Chief Technology Officer

- Provide leadership to effectively identify and solve business problems with technology solutions for the local government sector.
- Drive the use of the **BTI** methodology to perform **B**usiness health checks, develop **T**ransformation strategies, and provide **I**mplementation, coaching, and support, to reduce cost, improve efficiency, increase revenue recognition potential, drive stakeholder returns, and enhance customer / citizen satisfaction.
- Lead development of strategic partnership relationships with the appropriate software development companies to fulfill the customer's requirements.
- Establish a Caribbean based offshore/nearshore software development and support company to deliver cost effective solutions. .

PITNEY BOWES, INC, Stamford, CT

2001-2010

Vice President, Internet and PC Software Development (Global Mailstream Engineering)

- Designed, implemented, and managed a software research and development practice with the objective of driving web-based product development.
- Created a world class organization with a strong customer focus philosophy that was globally dispersed (US, Europe, and India) decreasing direct labor costs by 20% and improving productivity by 25%.
- Managed development, global delivery, and support of software products and services targeting the enterprise, mid-market, small business, and consumer markets, with multiple delivery and consumption models (on-premise, cloud, hybrid) generating approximately \$150 million in annual revenue. Such products included:
 - Internet online postage (eg. product used by eBay for package shipping with the USPS)
 - Multi-carrier outbound shipping and inbound receiving and tracking solutions
 - Address management solutions
 - Postage accounting and cost management solutions
 - Print stream manipulation solutions
- Helped increase brand awareness, and market penetration by changing the perception of serving its customers in the basement (where mail rooms existed) to serving them on their desktop (visible to corporation's entire workforce, and consumer market place).

- Senior member of strategic transformation team responsible for establishing framework leading to required organizational and technological changes to deliver on the promise to the "street" to reduce the cost structures by approximately \$250 million to improve profitability.

VERIZON COMMUNICATIONS, New York, NY

1990-2001

- Senior E-Business Executive, E-Business Organization
- Executive Director, Bell Atlantic, Network Systems Advanced Technology
- Technical Director, NYNEX Science and Technology, Inc.
- Implemented "just in time" framework for capacity creation of Verizon's network factory. Maximized network resources and improved revenue streams through better demand management, forecasting, and complex strategic supplier collaboration, procurement, project/resource management, and transportation management.
- Delivered E-Procurement platform using Ariba engine to streamline and control commodity purchases and payments for corporate sourcing/logistics organization.
- Facilitated more efficient network operations by producing tools that targeted senior management team supporting communications, decision making and customer escalations, middle management team supporting workforce and workflow management, quality and safety inspections, and timesheet review and approval, and central office technicians supporting network facilities provisioning and maintenance.
- Developed, delivered, and supported Mobile Workforce Solution. The solution equipped thirty five thousand plus field technician force with hand-held based applications allowing them to download and status work-orders, update facilities database, run billing transactions, complete timesheets, and sell new services to customers.

ITRON, INC., Spokane, WA

1984-1990

Software Development Manager, Project manager, Programmer Analyst

**UNITED STATES AIRFORCE, Homestead Air-force Base, Homestead, FL
1984**

1979-

Avionic Instrumentation Technician

Education

- Quinnipiac University - Master of Science in Information technology
- Florida International University - BBA, Management Information Systems
- University of Michigan, Ross School of Business-Leadership Training
- Columbia University Graduate School of Business-Marketing Management
- George Washington University-Project Management Training
- US Air Force-Avionic Instrumentation Technician Training

Professional Licenses, Recognitions and Community involvement

- Board of Trustees of Monroe College (current)
- Board of Directors of the Stamford Boys and Girls Club (current)
- Member of ITSMF (Information Technology Senior Management Forum) helping minority executives advance their IT/Engineering careers (2004-current)

- Represented Pitney Bowes in NACME (National Action Counsel for Minorities in Engineering), chartered to assist minority students with engineering scholarships (2006-2008)
- Featured in Profiles in Diversity Journal (January/February 2011),
- Diversity/Careers in Engineering and Information Technology Magazine (August/September 2007), National Society of Black Engineers Magazine (September 2003)
- Organized an annual field trip for inner-city students and teachers to the Pitney Bowes Technology Center to inspire them to pursue engineering careers (2006-2009)
- Established the Credo Veira Memorial Foundation to award scholarships, fund text books, school supplies, and medical equipment for Caribbean countries (2006-current).

Robyn McLeod, Chief Transformation Officer**Summary of Qualifications**

Results-oriented consultant and coach with over 20 years' experience in organizational development, strategic initiatives, customer service, sales, and communications. Highly successful in developing, leading and implementing strategic efforts to support business goals. A self-starter with proven experience in senior management consultation and coaching, profit & loss accountability, team building, project leadership and stakeholder relations.

Experience**Capstone Strategy Group/Chatsworth Consulting Group****2002-present**

Mt Vernon, NY / Wayne, PA, Principal

Provides executive coaching and consulting services in the areas of organizational development, leadership, change management, team development, and strategic communications and thinking. Using a process of needs assessment, creative collaboration, and hands-on implementation, develops solutions to the challenges that prevent clients from achieving top financial and organizational performance.

Deloitte & Touche**1998-2002**

Wilton, CT, Senior Manager

Directed firm's Initiative on Retention and Development of Talented People and Workforce Diversity, reporting to National Managing Director of Human Resources. Consulted with firm leadership on diversity strategies and measurements and developed firm wide programs to achieve business goals. Responsibilities included learning design and development, succession planning and tracking, champion coaching and consultation, and leadership development.

Verizon Communications (current name)**1982-1998**New York, NY, **Executive Director****1995-1998**

Led corporate culture initiatives, including diversity and inclusion. Reporting to VP of human resources, developed coaching and consultation program for senior executives to help them identify and develop strategies and programs based on corporate goals and business unit needs. Developed measurement and tracking systems to heighten accountability and effectiveness. Successfully focused on incorporating diversity issues into business planning and human resources processes.

Branch Manager**1990-1995**

Directed operations of telecommunications sales and servicing functions in greater New York for small and medium-sized business customers. Increased revenue nearly 20 percent to \$40 million in organization of 350 employees. As part of companywide process re-engineering efforts, planned, designed and staffed new account team center ahead of schedule and under budget with no disruptions to customer service.

Director**1987-1990**

Managed external corporate image programs, including sports marketing, customer positioning events, and video and brochure production. Responsible for \$15 million budget with team of eight. Established chargeback system to distribute costs to business units and evaluation system to gauge effectiveness of programs. Earned the Chairman's Award for World Class Excellence.

Editor

1984-1987

Responsible for production of monthly magazine and weekly newsletter to employees, including writing, editing, layout, design, art direction, and management of three staff members.

Staff Assistant

1982-1984

Held a variety of positions in media relations, advertising and corporate communications

Education

- **Coaches Training Institute** **2005**
Alexandria, VA
Certified Professional Co-Active Coach
- **Coachville** **2002-2006**
New York, NY
Graduate School of Coaching
- **Columbia University** **1991-1993**
New York, NY
Master in Business administration
- **Syracuse University** **1978-1982**
S.I. Newhouse School of Public Communications
School of Management
Syracuse, NY
Bachelor of Science - Marketing/Communications Management