

**United States Department of Transportation
Federal Transit Administration
Project Management Oversight**



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Project Management Oversight Services
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Introduction to ICOR PARTNERS, LLC

ICOR Partners, LLC (ICOR), an award-winning¹, Veteran-owned, SBA Certified 8(a) Small Disadvantaged Business, is a strategic management consulting firm serving the public sector. As a prime contractor, ICOR provides integrated strategy, transformation, program management, and business improvement services to help Federal Agency clients achieve sustainable mission success. ICOR has a track record of delivering program and project management and integration services in support of high-stakes, high visibility complex activities that have national and global significance.

ICOR Partners, LLC is a market leader in providing PMI-based program/project management services. ICOR is not “all things to all people”, we specialize exclusively in integrating and delivering strategic consulting and project management disciplines to include program and project management, strategic planning, program integration, organizational development, and business process improvement. Additionally, to support our program management & integration (PMI) efforts, ICOR has on-going partnerships with key project/portfolio management tool vendors (HP, Metier, ProSight/Primavera, eCPIC, and Planview) and maintains a well-developed program management infrastructure and methodologies (to include a corporately funded PMI Certification Academy) and deep corporate experience from many engagements. Further, as a prime contractor, ICOR is completely independent and will serve as a true trusted advisor that will provide independent analysis, advisory and support – completely free of organizational conflicts of interests.

ICOR is recognized as a leader in the consulting industry. ICOR is also an industry leader in the specialized areas of business and IT transformation and designing and institutionalizing project management, and portfolio management processes and tools. As a testament to our industry leadership, ICOR was selected by *Consulting Magazine*, the consulting industry's



flagship publication, as one of only seven international firms that received the 2007 Small Jewel Award. Of the awardees, ICOR was the only firm that served in the federal government sector. Additionally, ICOR was listed on the Inc. 500 list of fastest growing privately held companies in the U.S.

ICOR is a specialty firm with the capabilities and expertise of big firms. ICOR was founded to provide an alternative to executives and managers by taking the best of large consulting and systems integration firms combined with independence and an entrepreneurial spirit that encourages intellectual risk taking, fresh perspectives, and new ideas. We are confident that ICOR, corporately and through each individual consultant, has the requisite qualifications to meet—and surpass—the requirements set

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¹ *Consulting Magazine* selected ICOR for the “2007 Small Jewel” award, which recognizes excellence in client impact, internal operations and thought leadership. The Department of Homeland Security (DHS) presented ICOR with its Under Secretary’s Award for Contractor Support in 2007 in recognition for program management, systems engineering and strategic business consulting services. ICOR consultants work directly with DHS executives and managers in planning, developing, transitioning and supporting advanced homeland security programs, integrated systems and capabilities. DHS also awarded ICOR the Small Business Achievement Award (2006) and the Under Secretary’s Award for Outstanding Contractor Support from the DHS Science & Technology Directorate (2005).

forth in the notice. We believe that our mix of specialization, current knowledge, proven capabilities, and culture makes ICOR an ideal strategic partner for the Federal Transit Administration (FTA). In addition to our roster of prime contractor program management clients, ICOR has successfully recruited and has been able to retain the highest caliber of employees, and those who are committed to our clients' long-term success. Indeed, the firm has resources that are certified in a variety of disciplines, including 30% of our firm who possess the Project Management Institute's Project Management Professional (PMP) certification. Additionally, more than 80 percent of ICOR employees have attained advanced degrees and the majority has past experience with large systems integrators and consulting firms:



As a testament to our success, approach, and organizational qualities, ICOR has been officially recognized for its performance and service in management consulting disciplines that are directly applicable to the requirements defined by:



We have the organizational depth and capability, a proven track record and verifiable experience in providing program management expertise.

- **U.S. Department of Homeland Security (DHS).** For the DHS Directorate for Management, ICOR designed a process to increase operational efficiency, introduce accountability, and implement a results-driven program environment to support the execution of DHS Management Directive 1400 to oversee and manage major programs across the Department.

For the DHS U.S. Citizenship and Immigration Services (CIS), Chief Financial Office (CFO) and Chief Information Office (CIO) ICOR provided organizational, consulting, financial modeling, process design, and program integration support in the areas of immigration policy, processes, and technology.

For the DHS Science & Technology Directorate (S&T), ICOR provided operational planning, financial management, process analysis, design, and implementation of program management support for the BioWatch, and BorderSafe Programs.

- **The National Nuclear Security Administration (NNSA).** ICOR provided program planning, organizational design, management consulting, financial management, and process improvement to support the Nuclear Materials Accountability program.

ICOR developed and supported OMB Ex. 300s/OMB 53 for the \$1.2B IT investment portfolio for the agency with a 100% first-time pass from OMB.

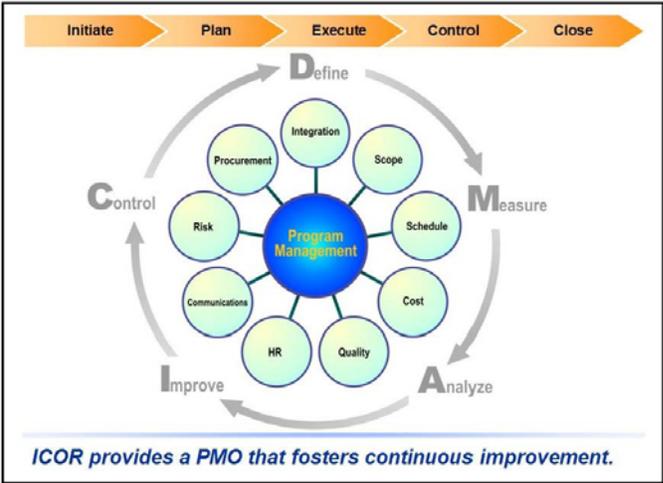
- **U.S. Department of Health and Human Services (HHS).** ICOR provided national-level planning, program integration, financial management and coordination between HHS, Department of Defense (DOD), and Veterans Affairs (VA).
- **American Red Cross (ARC).** ICOR developed and implemented the enterprise IT governance and project management processes for the Business Office the CIO to include defining all project and sub-project portfolios, designing life cycle governance processes, synthesizing project planning an execution data, and guiding IT-business collaboration, using the Planview project portfolio management tool.
- **U.S. Department of Education.** ICOR provided life cycle information technology investment management support to the Office of the CIO to include facilitating the Investment Review Board, managing all major IT investments and related OMB Exhibit 300s, training all Department program managers and investment owners, and implementing program/project management processes.
- **U.S. Department of Treasury.** For the Office of the Comptroller of the Currency (OCC) ICOR provided investment governance process support to facilitate the investment life cycle management program. In addition, our team assisted with meetings facilitation, relationship management, and periodic and ad-hoc reporting.
- **U.S. Small Business Administration (SBA).** ICOR directly supported the reengineering of key 7a and 504 loan processes. Our team provided management and reporting of multiple improvement projects to support the Lean Six Sigma improvement campaigns at SBA HQ and multiple SBA loan processing and support centers to include Fresno, Little Rock, Herndon, Ft. Worth and the Buffalo call center
- **U.S. Department of Energy (DOE).** ICOR established the enterprise Program Management Office to support the cross-agency assessment, integration and modernization of various legacy Nuclear Material Accountability (NMA) systems across the Nuclear Weapons and Civilian Nuclear programs enterprise. ICOR developed and supported all OMB Ex. 300s for the program.
- **U.S. Agency for International Development (USAID).** ICOR provided direct program management and technical advisory support to the USAID Technology Modernization program in its design, development and project oversight of major global infrastructure upgrades and deployment of systems.

ICOR has unique real-world experience in the Program Management Support of mission critical services and capabilities. We provide the full range of services as defined in this Source Sought Notice.

- **Manage Compliance to External Drivers.** Our activities within the PMO will be shaped and constrained by numerous mandates and government-wide initiatives, including the Federal Transit Law as codified in Chapter 53 of Title 49, United States Code (USC), CFR Title 49, State and local directives, regional office interpretations, as well as FTA and OMB Circulars (A-21, A-87, A-122, A-133). To account for these critical elements, we will develop and document within an **Implementation Plan** and a **Quality Management Plan**, a detailed understanding of the touch points and dependencies between these functions. Our experienced consultants will partner

with FTA to integrate knowledge of policy and strategic drivers with the proven best practices required to identify, implement, and manage business operations while meeting statutory and legacy requirements.

- **Exercise Program and Project Oversight.** ICOR will provide monitoring and technical assistance services to support FTA in its mission to provide leadership, technical assistance and financial resources for safe, technologically advanced public transportation. While ICOR will closely adhere to the established FTA statutory schema of grantee self-certifications, annual audits to ascertain that grantees are carrying out their projects, and triennial reviews as well as FTA grant monitoring tools such as grantee technical capacity and capability reviews, monitoring of project development and implementation, ad-hoc spot checks and reviews, daily communication, and final reports to include lessons learned, we



proposes the use of our Accelerated Business Improvement approach that combines program management, Lean Six Sigma, and organizational change management with functional knowledge of grants management and oversight to achieve and sustain FTA’s objectives. Threaded throughout our approach is a commitment to continuous improvement and knowledge transfer.

- **Support Technical Solutions.** ICOR has significant expertise and past performance implementing and supporting custom and commercial systems and tools to oversee project life cycles to include the development of the Master Management Information System (MMIS) to conduct analytics and oversight of 300+ projects, cooperative agreements, and grants within DHS S&T, development of the Performance Reporting System (PRS) for oversight of \$6B in major DHS program, configuration of Metier WorkLenz to support the \$80M/year integrated Cyber Security Program at NNSA, and maintaining the Webportal for the Chief Engineer at USAID. In our solutions we integrate the legacy environment, ECHO-Web and TEAMWeb, while applying life cycle project and portfolio management concepts that will assist FTA to oversee and manage its portfolio of grants. Finally, as we have done before at USAID, DOE-NNSA, and other clients we will ensure that there are standard templates that will streamline the entire management process. To accelerate this process, as a component of our Project Management & Integration practice area, we have developed the PMOWorkbenchsm. The PMOWorkbenchsm is an HTML-indexed toolkit that contains best practices templates for PMI-based life-cycle project management documents. We plan to leverage this toolkit extensively to increase efficiency, simplify operations for FTA personnel and the selected solution provider, and reduce the risk of cost overruns, schedule slippage, or scope creep.