



District of Columbia Retirement Board

**900 7th Street, NW
Second Floor
Washington, DC 20001**

Request for Proposals

**Strategic Planning
and Process Re-engineering for Retirement
Services Group**

Issue Date:	March 14, 2012
Deadline for Consultant Questions	March 23, 2012
Answers to Consultants' Questions Sent:	April 4, 2012
Proposal Due Date:	April 13, 2012, by 5:00 PM EST

Prospective Offerors who have received this solicitation from a source other than the issuing office of the District of Columbia Retirement Board should immediately contact Yolanda Smith, Contract Specialist at yolanda.smith@dc.gov and provide contact name and mailing address in order that any amendments or other communication related to the solicitation may be forwarded timely. Any prospective Offeror who fails to notify the Contract Specialist with this information assumes complete responsibility for not receiving timely communications about this solicitation.

**District of Columbia Retirement Board
Request for Proposals
Benefits Strategic Planning and Process
Re-engineering**

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1.0 Introduction

The District of Columbia Retirement Board (the “DCRB”) was established by the U.S. Congress on November 17, 1979, pursuant to the District of Columbia Retirement Reform Act (93 Stat. 866, P.L. 96-122), codified at DC Code § 1-701 et seq. (2001 Ed.), (the “Reform Act”). The Reform Act established the Board as an independent agency of the District of Columbia government (“District”) with exclusive authority to manage and control the assets of the District of Columbia Police Officers and Firefighters’ Retirement Fund, and the District of Columbia Teachers’ Retirement Fund (collectively, the “Funds”). Provisions of the Reform Act are very similar, and in some instances, identical to the Employee Retirement Income Security Act (“ERISA”).

Under the Reform Act, the DCRB has authority to promulgate rules, adopt resolutions, issue directives for the administration and transaction of its business, and perform such functions as may be necessary to carry out its responsibilities under the Reform Act.¹ The Board is also authorized to execute contracts with public or private sector entities in accordance with its procurement rules.²

The purpose of this solicitation is to obtain the services of an experienced strategic planning and business process re-engineering organization (“Consultant”) with the skills, expertise, and resources to assess the current operations of its Retirement Services function (known as “Benefits”).

The Board also will look to the selected organization to assist in developing and implementing a targeted strategy that result in improved efficiency and effectiveness of the Benefits function.

¹ DC Code § 1-711(e).

² DC Code § 1-711(i)(1).

2.0 Background and General Information

DCRB is an independent agency of the District of Columbia that administers a \$5 billion public pension program (non-ERISA) for approximately 12,000 active District of Columbia Teachers, Firefighters, and Police Officers (collectively referred to as “Members”). DCRB also provides retirement, disability, and survivor benefits to approximately 14,000 retirees. The Agency’s staff consists of approximately 50 employees, which includes 18 employees in the Benefits Department.

2.1 Retirement System

The retirement system is funded through a combination of investment income and employee and employer contributions and is governed by a 12 member Board of Trustees. DCRB manages the funds, receives contributions, and calculates benefits for qualifying Members upon retirement, termination, death, or disability. Because of DCRB’s obligation to the participants and their survivors and beneficiaries, the investment and administration of DCRB’s assets is made solely in the interest of providing benefits to plan Members.

2.2 Project Purpose

DCRB requests proposals for services to facilitate strategic planning for DCRB’s Benefits function, redesign of its core business processes, and an assessment of the appropriate staffing levels and core competencies required to conduct these processes.

The goal is to improve Member service and Member satisfaction, reduce cost through greater efficiencies, and increase organizational capacity. DCRB recognizes that our business starts and ends with our Members, and processes must be designed to meet the Members’ needs. All work done on this contract should have a customer, as well as an organizational, focus.

It is important for the Consultant to consider our current technology as they work with our business processes. However, the contractor should bear in mind DCRB’s intention to build a new Pension Information Management System in the near future. The deliverables from this project will be a critical factor in DCRB’s decision-making process on which a new technology system will ultimately be purchased or built with an emphasis on the technology requirements necessary to support the redesigned processes.

2.3 Project Objectives

DCRB has identified objectives and performance measures to ensure the redesign successfully fulfills its purpose. These objectives are the basis for the scope of the project and candidates should supply written answers to the questions identified in Section 12.2 “Services and Capabilities”, detailing how they will meet these objectives.

The project objectives are to:

1. Work with Benefits managers and employees to identify and re-engineer operations and core business processes outlined in this proposal.
2. Significantly reduce service delivery time through process re-engineering.
3. Reduce costs while performing value-added business functions.
4. Increase self-service features, if feasible.
5. Balance production workload with resource capacity.
6. Utilize technology where possible.
7. Create efficiencies and eliminate redundancies, wherever possible.

2.4 Project Performance Measures

The following Performance Measures will be used to determine the extent of which the project objectives have been met:

1. Total lead time.
2. Total process time.
3. Percent of output containing defects.
4. Freed capacity.
5. Customer satisfaction ratings.
6. Percent of met customer requirements.
7. Number of formalized audit findings.
8. Reduced steps and/or transactions.

3.0 Scope

The scope of this project involves a thorough review and redesign of key business processes that touch Members. The Scope begins with retirement, separation, or death until termination of their account within the pension plan. The touch points to and from DCRB employers as well as other business partners that provide services in support of the Member are also in scope. Flow charts of the “as-is” work processes are included in Attachment A “Retirement Benefits Process Workflow”. These charts are marginally dated, yet provide a rough flow of the current work.

In addition to processes, the project also requires a capacity analysis of current staffing levels utilized to perform the business sub-processes. As processes are redesigned through the “to-be” phase of the project, the capacity and skill levels of these resources must also be defined.

3.1 Optional Engagement

DCRB recognizes there are various other processes that act in support of, or enable, the core business and member service processes to occur. These processes are to be considered throughout the redesign effort for their impact upon the core business processes in scope and customer service processes below. Recommendations for redesign are to be noted where an enabling process places constraints on the core or member service processes.

Should DCRB elect to extend this engagement with the selected Contractor, an optional proposal is also being requested for those processes identified by DCRB, but not included within the scope of this RFP. We are requesting an hourly rate for any additional redesign or re-engineering of Benefits’ business processes not included in this RFP.

For a detailed list of all DCRB-defined processes, both in- and out-of-scope, please refer to Attachment C: DCRB Benefits Core Business Processes.

3.2 Strategic Deliverables

The selected Consultant shall produce the following:

1. Working with the Benefits leadership team, the Consultant will create a list of Benefits’ business priorities.
2. Assess selected core and sub-core business processes.
3. Redesign or re-engineer those processes to be more effective, more efficient, and less costly (based on Return on Investment (ROI)) that have the greatest impact on DCRB’s mission and customer service.
4. Recommend organizational structure(s) to support the redesigned processes, including the redeployment and required courses to retrain staff, as necessary, to carry out the new processes within the new organizational structure.
5. Provide proposed project schedule within proposal, and deliver within 30 days of contract execution date a detailed project schedule.

The Consultant shall document their findings, prepare Standard Operating Procedures (SOPs), workflow diagrams, and metrics, as well as provide training and training materials to DCRB staff for the re-engineered methodology and support staff's attaining proficiency with the tools and techniques used to redesign the core business processes. Additional deliverables are detailed in the following table and shall be documented in a format that is approved by DCRB

Table 1 Consultant Deliverables

Activity	Deliverable	Outcome
Strategic Planning	<ol style="list-style-type: none"> 1. Develop and facilitate a strategic planning session with Benefits leadership team and other key project members (up to 6-8 Managers). 2. Present the change management methodology to re-engineer stated business processes. 	<ul style="list-style-type: none"> • Produce a 3-4 year plan outlining goals and measures. • Document approach; create templates and drafts of policies and procedures for each process.
Reporting	<ol style="list-style-type: none"> 3. Consultant will use the tool determined by the client for all reporting. 	<ul style="list-style-type: none"> • Create and submit weekly reports of accomplishments, planned activities, and project risks.
Process Assessment	<ol style="list-style-type: none"> 4. Create a high-level assessment of the current DCRB Benefits' business priorities and processes. 	<ul style="list-style-type: none"> • Validate DCRB's Core and Sub Processes, present validation results in writing.
Business Process Re-engineering (BPR)	<ol style="list-style-type: none"> 5. Identify those processes that have the greatest impact on DCRB's mission and customer service and that add value and those processes that can be eliminated or combined with other functions. Re-engineered processes should: <ol style="list-style-type: none"> a. Increase effectiveness, b. Increase efficiency c. Reduce cost based on Return on Investment (ROI). 	<ul style="list-style-type: none"> • Present assessment, process flows, and confirmation/recommendation of the processes identified to be re-engineered in writing.
Capacity Analysis	<ol style="list-style-type: none"> 6. Present a comprehensive capacity analysis, time to process, transactions processed, and number of staff completing the process, volume at peak and at normal processing intervals. 	<ul style="list-style-type: none"> • Present Consultant's written findings and improvement recommendations.
Organizational Structure	<ol style="list-style-type: none"> 7. Recommend organizational structure(s) to support the redesigned processes, to include: <ol style="list-style-type: none"> a. Redeployment b. Required courses to re-engineer staff, as necessary. 8. A skills assessment of the Benefits staff is required. 	<ul style="list-style-type: none"> • Present confidential written proposal to Senior Management, to include Consultant findings and improvement recommendations for roles and responsibilities supporting the new structure. Submit new organizational chart. • Submit confidential written report to Senior Management.

Activity	Deliverable	Outcome
Implementation Strategy	9. Create plan for implementing process re-engineering recommendations, including: <ol style="list-style-type: none"> a. Prioritization of implementation, based on time, cost, effort, and impact. b. Identify re-engineered processes that are not supported by existing technology and recommend alternative processes. c. Change management plan to improve likelihood of a successful implementation. 	<ul style="list-style-type: none"> • Present an achievable plan and timetable for successfully implementing the re-engineered processes. • Provide summary of technology requirements to support re-engineered processes. • Submit a change management plan that incorporates communication and training for staff and key stakeholders.
Training	10. Develop a train the trainer curriculum to transfer knowledge of the process reengineering methodology. 11. Develop recommendation for training staff on new processes. Recommendation may include: <ol style="list-style-type: none"> a. Computer-based training, b. Instructor-led training, c. Train-the-trainer materials, d. Job aids or procedures manuals. 12. Prepare training materials, based on training plan. 13. Train staff in new Business Processes using documents created per training plan.	<ul style="list-style-type: none"> • Conduct training. • Create a training plan that coincides with the implementation plan, will most effectively relay the needed learning, and be easily repeatable. • Prepare training materials that reflect the training plan.

Submit final report to include all findings, conclusions and recommendation to the Benefits Leadership Team. Including a manual which documents the reengineered processes with relevant flow charts and organizational charts.

3.3 Strategic Tasks

1. Conduct strategic planning with the Benefits Leadership Team.
2. Review the identified core DCRB Benefits business processes.
3. Analyze current DCRB Benefits business processes to determine value-added and non-value-added activities and baseline.
4. Recommend and obtain approval of those DCRB Benefits business processes to be redesigned or deleted and new processes to be implemented.
5. Recommend and obtain approval of proposed new DCRB Benefits business processes to be implemented.
6. Define and document business requirements (functional design) for each redesigned DCRB Benefits business process and sub-process.
7. Justify and document each redesigned business process and sub-process within DCRB.
8. Recommend training requirements for newly redesigned processes.
9. Train staff on how to best perform the redesigned processes.
10. Recommend performance measures and metrics for newly redesigned processes.
11. Perform capacity analysis and make recommendation on appropriate staffing and skill-levels for newly redesigned business processes.

3.4 Process Re-engineering Principles

DCRB anticipates the Consultant's methodology will include, at a minimum, the following principles of re-engineering. The Consultant's response shall recommend modifications, additions, or deletions to these principles:

1. Organize around outcomes, not tasks.
2. Place the decision points where the work is performed and build control into the processes.
3. Capture information once, and at the source.
4. Reduce redundant processes.
5. Include segregation of tasks and other audit/security/anti-fraud measures.

3.5 Business Process Definition

DCRB has identified seven (7) core business processes. All of these core processes are to be reviewed and redesigned for maximum efficiency and improved customer service.

Additionally, Customer Service processes have been identified and are also to be included in the redesign.

Enabling, or governing processes, are to be considered during the redesign for their impact on the core and customer supporting processes. To the extent the enabling and governing processes in DCRB create roadblocks to achieving operational excellence, these must be identified.

3.6 Core Business Processes

The following processes have been identified by DCRB. For a detailed list of all DCRB-defined processes, both in- and out-of-scope, please refer to Attachment C: DCRB Benefits Core Business Processes.

3.6.1 Purchase of Service

Purchase of Service (POS) allows Plan members the opportunity to receive credit for other creditable service performed prior to becoming a police officer, firefighter or teacher. Other creditable service may be included in their total creditable service to calculate the amount of their retirement benefit.

3.6.2 Retirements and Refunds

The Benefit Initiation designating the Member's departure from active service and entry into retirement or disbursement through an account refund. This is a critical time for the Member as major life decisions are made. The following are forms of retirement under the Plans:

Police/Fire Plan	Teacher's Plan
Optional retirement	Voluntary retirement
Deferred retirement	Involuntary retirement
Disability retirement	Deferred retirement
	Disability retirement

3.6.2.1 Retirement Provisions

Multiple criteria are used to determine disbursement of the pension benefits. A sample of those provisions are:

1. Processing court-ordered deductions (e.g., federal tax levies, child support, or alimony payments).
2. The division of property pursuant to a QDRO (Qualified Domestic Relations Order).
3. The election of post-retirement health and life insurance coverage.
4. Federal and State tax withholdings.
5. In some cases, the initiation of benefits to beneficiaries and survivors.

3.6.2.2 Agency Retirement Contributors

The District agencies that determine benefit eligibility and/or provide income, retirement contributions and/or service data are:

1. The Police/Fire Retirement and Relief Board - forwards to the DCRB Benefits Department Board Orders for Plan Members who are eligible for an optional retirement benefit or a survivor benefit(s), or who are granted a disability retirement benefit.
2. The Police/Fire Clinic - conducts medical examinations for Plan Members who may be granted a disability retirement benefit. The PFC provides its findings to the PFRRB.
3. The MPD Office of Human Services --provide salary and service data used to calculate benefits for police officers.
4. The DC Department of Human Resources provide salary and service data used to calculate benefits for firefighters.
5. The DCPS Office of Human Services provides salary and service data used to calculate benefits for teachers.
6. The Office of Pay and Retirement Services (OPRS) provides retirement contribution data and purchase of service information paid via employee payroll deductions made in installment payments.
7. The STAR (System to Administer Retirements) system validates and then pays the retirement benefit (this system is managed by the U.S. Department of the Treasury Office of the D.C. Pensions).

3.6.3 Records Management

Document imaging is the conversion of paper documents into electronic images. Once converted, these documents can be retrieved promptly. This process is managed by the QA and Records Management Team using the Kofax and FileNet systems. The sub-processes leading up to imaging include:

1. Mail process
2. Imaging
3. Retirement
4. Quality assurance

There are two batch classes used for the document intake process:

1. Loose paper
2. Participant folder

3.6.4 Compliance for Non-Retirements

If a Member leaves the Police Department, Fire Department, or DC Public Schools before they are eligible to retire, they can request, in writing, a deferred retirement or a lump-sum refund of their retirement contributions. DCRB manages the refund process and retains the records in worksheets.

3.6.5 Other Retirement Affiliates

Other business areas of DCRB or institutions that assist in the executions of a refund payment:

1. DCRB Investment Department
2. State Street Bank (payment disbursement)

3.6.6 Member Relations

The DCRB Member Services Center is available to answer Member questions Monday through Friday from 8:30 AM to 5:00 PM ET, except on holidays recognized by the DC Government. DCRB responds to requests from active, retired, and separated Members. DCRB's Call Management System is iCORE Networks.

The sub-processes of Member Relations are:

3.6.6.1 Direct Member Contact

Direct Member contact is considered to be:

1. Members who phone-in.
2. Members who walk-in to the office.
3. Members who make appointments.

3.6.6.2 Indirect Member Contact

Indirect Member contact is considered to be:

1. Members who send correspondence via U.S. Mail.
2. Members who send emails or faxed messages.
3. Members who leave voice mail messages.
4. Members who have legal representation.

3.6.6.3 Member Communications

Member Communications is considered to be:

1. Debt Collection Letters.
2. Reconsideration Letters.
3. Messages attached to Earnings Statements.
4. Messages to Member Agencies.
5. DCRB Newsletters, published semi-annually.
6. Connections to supplier information center, e.g., List Server for OPM (Office of Personnel Management).
7. Change notice letters.

3.6.6.4 Member Counseling

Member counseling, which is a process that may begin within a Member's Agency's Human Resources (HR) office, is considered to be as follows:

1. Members requesting estimates, purchase of service, refunds, rollovers or re-deposits.
2. Members requiring help interpreting reconsideration, debt collection, law suits, the Plan provisions, etc.
3. Members responding to DCRB communications for clarity.
4. Members preparing for retirement.

3.6.7 Member Monitoring (Separation from Service)

When a Member separates from their employment for reasons other than service-related disability, there are several options that can occur based on the Members' years of service that impact the DCRB. They are as follows:

1. With less than five (5) years of service, a Member may request a lump-sum refund of their retirement contribution.
2. A lump-sum refund may include any POS deposits.
3. For reasons other than an optional or disability retirement with at least five (5) years of service, the Member may be eligible to receive a deferred retirement benefit upon reaching age 55, or may request, in writing, a lump-sum refund. DCRB refers to this option as "Term Vested".

With at least five (5) years of service and an election to receive a lump-sum refund, Members are not eligible for a deferred retirement benefit. However, if they receive a lump-sum refund, are re-hired and then re-deposit the amount refunded (plus interest), prior to reaching age 55, the Member may be eligible to receive a deferred retirement benefit.

4.0 Capacity Analysis

To facilitate the Capacity Analysis requirement of this redesign project, current processing times, and staff counts must be assessed along with transaction volumes for each sub-process. Processing capacity, both during normal and peak processing periods must be determined.

To assist with the assessment of process volume, DCRB will provide counts of the key drivers for each of the sub-processes, as available. The Consultant shall outline the critical indicator (form, number of calls, number of deposits, etc.) to be designated for each sub-process that is determined to be the key driver of completion for that process.

For example, the number of retirement applications finalized would be the key indicator of the number of retirements DCRB processes during a given time period.

Using this transaction volume data, DCRB seeks to determine the number of full time employees (FTEs) required to execute these volume levels, both currently, and in the “to be” environment. Comparisons can be made with other public pension systems of comparable fund size and members.

5.0 DCRB Training

The selected Consultant will be required to develop a training plan and materials that coincides with the implementation plan that will most effectively relay the needed learning, and be easily repeatable. Refer to “Table 1 Consultant Deliverables” as documented in section 3.2 Strategic Deliverables.

The selected Consultant will execute training for the following:

5.1 Staff Training

Develop recommendation for training Benefits staff on new processes. Recommendation may include:

1. Computer-based training,
2. Instructor-led training,
3. Train-the-trainer materials,
4. Job aids or procedures manuals.

Recommendations approved by the Benefits Leadership Team will then be developed and delivered by the selected Consultant.

5.2 Instructor Training

Develop a train the trainer curriculum to transfer knowledge of the process reengineering methodology.

The deliverables are:

1. Prepare training materials, based on training plan.
2. Train staff in new Business Processes using documents created per training plan.

6.0 Out-of-Scope Items

The end-to-end business process redesign scope of responsibilities will not include:

1. Review of processes associated with DCRB investment business.
2. Assessment of DCRB'S technology systems.
3. Redesign of DCRB'S business partners' internal operating business processes beyond their touch point(s) with DCRB.

The DCRB seeks a Consultant with substantial public retirement or pension-related experience to provide comprehensive planning and re-engineering services for DCRB. The Consultant selected will work closely with DCRB staff, and will provide written reports to the Project Manager (COTR) and meet as needed with DCRB executive team.

For a detailed list of all DCRB-defined processes, both in- and out-of-scope, please refer to Attachment C: DCRB Benefits Core Business Processes.

7.0 Term of Agreement

The term of the original Agreement shall be for one (1) year, with an option to extend for an additional year.

8.0 Proposal Specifications

8.1 General

To facilitate the evaluation of proposals, the DCRB asks Offerors to follow the instructions outlined in this section. Failure to respond to the instructions may disqualify the proposal and eliminate the Offeror from consideration.

All submitted proposals become DCRB property of the DCRB and may be subject to public disclosure under the D.C. Freedom of Information Act (FOIA). Offerors must expressly identify any information contained within the proposal that they consider proprietary and confidential.

8.3 Inquiries

Questions concerning this Request for Proposals (RFP) must be received in writing no later than 5:00 PM on March 28, 2012. Questions should be emailed to yolanda.smith@dc.gov.

Inquiries will be responded to, in writing, and copies of the inquiries and responses will be posted on the DCRB website at www.dcrb.dc.gov for review and retrieval.

8.4 Proposal Submission

The completed proposal, which is to include all attachments, must be received no later than 5:00 PM on April 13, 2012. Proposal received after the submission deadline will not be considered.

Faxed or emailed transmissions are not acceptable.

The original and eight (8) copies of the Proposal (of which, one copy must be unbound and ready to photocopy) are to be sent to the attention of:

District of Columbia Retirement Board
900 7th Street, NW
Second Floor
Washington, DC 20001
ATTN: Yolanda Smith, Contract Specialist

In addition to the hardcopies, Offerors should send a USB thumb-drive containing an electronic version of the complete response.

8.5 Proposal Format

1. **Cover Letter:** The proposal shall include a cover letter signed by an individual legally authorized to bind the Offeror to both its proposal and fee schedule. The cover letter should contain the name, title, address, email address, and phone number of the person(s) who are authorized to represent the organization and to whom the DCRB should direct follow-up correspondence.
2. **Services and Capabilities:** The proposal must include a complete set of responses to the questions identified in section 12.2 Services and Capabilities. The questions and/or requests made in this section should be duplicated in their entirety in the Proposal with each question and/or request repeated before the answer or response. The response to each question should be as succinct as possible, while containing all information necessary to evaluate the Offeror's qualifications.

8.6 Public Record

All responses received are deemed to be "public records" pursuant to the DC FOIA (D.C. Code 2-531 et seq).

8.7 Incurring Costs

Each Offeror is responsible for any costs associated with the submission of its response and all other related expenses, including any travel costs.

8.8 Withdrawal/Lock-Out

An Offeror may withdraw a response in writing, once submitted, provided that such withdrawal occurs prior to the proposal submission deadline.

Upon issuance of the RFP, all recipients of the RFP must refrain from intentional, unauthorized contact with any Trustee or DCRB Staff during the search and selection period to avoid the appearance of a conflict in the decision-making process. Authorized contact includes communication for (a) ordinary and necessary business purposes and (b) matters of public record other than unintended, incidental occurrences.

DCRB reserves the right to award this engagement based upon evaluation of the written responses received and without further discussions or negotiations. DCRB reserves the right to terminate the process at any time without any selection or notification.

9.0 Selection Process

All terms and conditions are subject to negotiation, amendment, or rescission by DCRB at any time prior to the execution of the Agreement if the DCRB deems it in the best interest of the Funds to do so. The DCRB reserves the right to request supplemental information from Offerors during the solicitation stage of this RFP process.

9.1 Selection and Evaluation Criteria

The DCRB seeks to retain the highest quality organization to provide consulting services in an open, fair, and competitive process. Through the selection process, the DCRB reserves the sole discretion in awarding the contract.

DCRB will determine the most qualified applicants based on the following evaluation criteria:

1. Understanding scope of services (20 percent weight).
2. Organization experience and resources (20 percent).
3. Consulting professional experience and qualifications of individual team members (40 percent).
4. Fee proposal (20 percent).

10.0 Tentative Timetable

The following tables details a tentative time schedule for the Board's search for an organization to provide general consulting services. All dates are subject to modification with notice.

Proposed Date	Issuance of RFP
March 14, 2012	Procurement Announces
March 23, 2012	Deadline for submission of questions
March 28, 2012	Consultant Conference
March 30, 2012	DCRB response to questions
April 4, 2012	DCRB disseminates record of questions
April 13, 2012	Deadline for submission of proposals
April 17and 18, 2012	DCRB Evaluation Report and Panel discussion
April 18, 2012	Selection of Finalist
April 18, 2012	Final consultant selection presented to DCRB Chief Contracting Officer for approval
April 19, 2012	DCRB oral presentation/recommendation to Benefits Committee and Consultant selection
April 19, 2012	Benefits Committee to make recommendation to the Board of Trustees
April 20, 2012	Contract awarded
May 1, 2012	Expected contract commencement date

11.0 Minimum Criteria

Offeror must meet all of the following minimum criteria to be given further consideration in the DCRB's search for a Business Process Re-engineering Consultant. Failure of an Offeror to meet the minimum criteria will result in the Proposal's immediate rejection.

- 11.1** The Offeror and its proposed consulting team have all authorizations, permits, licenses, and certifications required by federal and state laws and regulations to perform the services specified in this RFP at the time Respondent submits a response to the RFP.
- 11.2** The Offeror has successfully provided re-engineering services to at least one U.S. public pension fund or a pension-related public agency.
- 11.3** The Offeror will designate a senior consultant with a minimum of five (5) years of experience in re-engineering consulting to work on DCRB's Contract.

The designated senior consultant ("Primary Consultant") will be expected to quickly and thoroughly become knowledgeable and up-to-date with the Benefits' processes, to provide clear and cogent weekly reports to the DCRB Project Manager, and to attend specified meetings. The designated Primary Consultant may not be changed by the Offeror during the contract term without the express written approval of the DCRB Chief Contracting Officer.

- 11.4** The Offeror is not involved in pending litigation or under a censure or restraining order by a court of proper jurisdiction, or in bankruptcy, conservatorship, or receivership.
- 11.5** The Offeror will disclose any legal and/or regulatory inquiries and/or sanctions against the Offeror or any individuals employed by the Offeror.
- 11.6** The Offeror will carry adequate fiduciary liability insurance, errors and omissions insurance, and fidelity bond insurance.
- 11.7** The Offeror agrees to disclose all potential conflicts of interest.
- 11.8** The Offeror will be required to conduct Background Checks for each team member.

12.0 Organizational Background

1. Please provide the following information regarding your organization:
 - a. Organization Name
 - b. Contact's Name and Title
 - c. Contact's Mailing Address
 - d. Contact's E-mail Address
 - e. Contact's Phone and Fax Numbers
 - f. Organization's Website Address (if any)

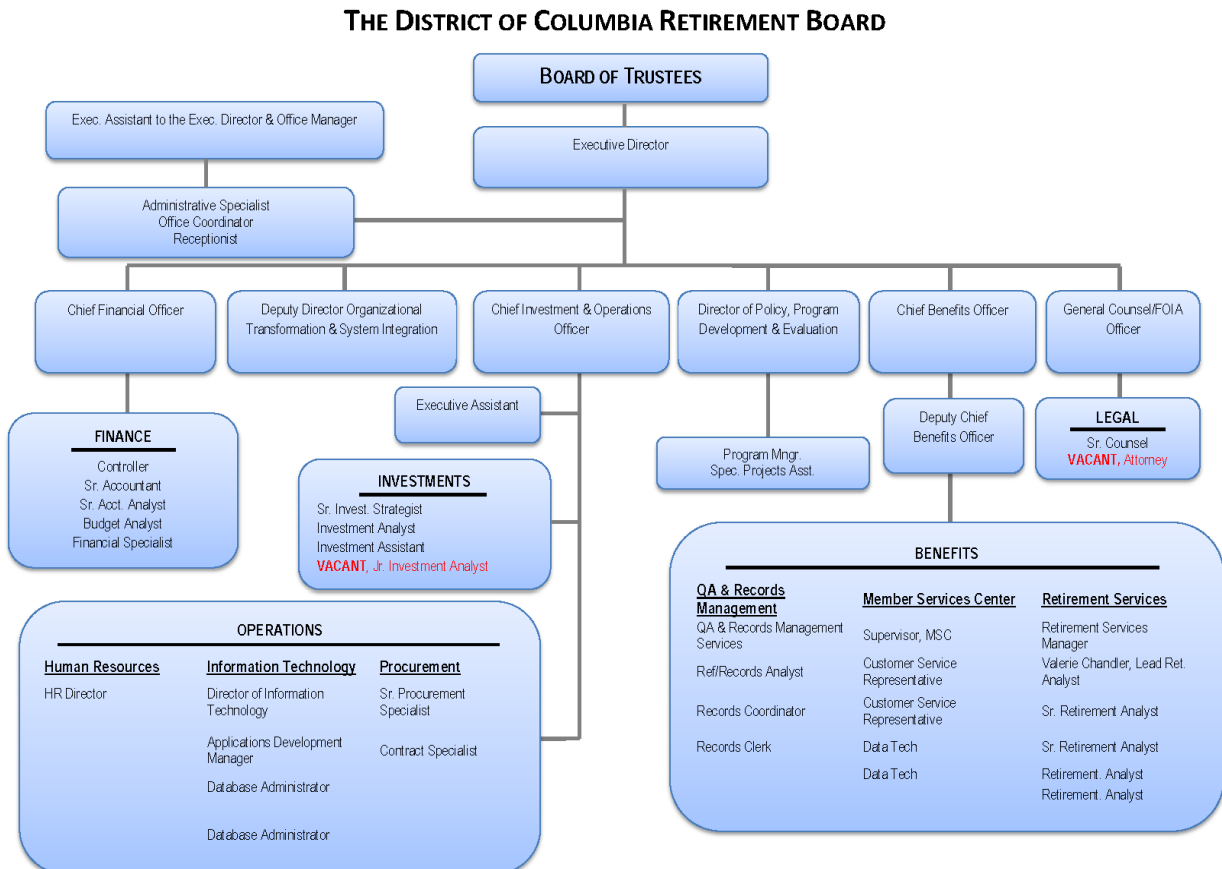
2. Please provide the following information related to your organization:
 - a. Number of years providing business process re-engineering consulting services.
 - b. Number of years providing business process re-engineering consulting services to public pension funds or pension-related public agencies.
 - c. Percentage of organization's revenue from providing business process re-engineering consulting services.

3. Please provide the following information related to your organization's current clients:
 - a. Total number of clients.
 - b. Number of public pension fund clients, or pension-related public agencies, including the size of each public pension fund client or pension-related public sector agencies.
 - c. Percentage breakdown of clients by category (e.g., public pension funds, pension-related public agencies, other governmental organizations, etc.).

12.1 Organization Chart

DCRB's organizational chart by functions:

Figure 1: The District of Columbia Retirement Board Organization Chart

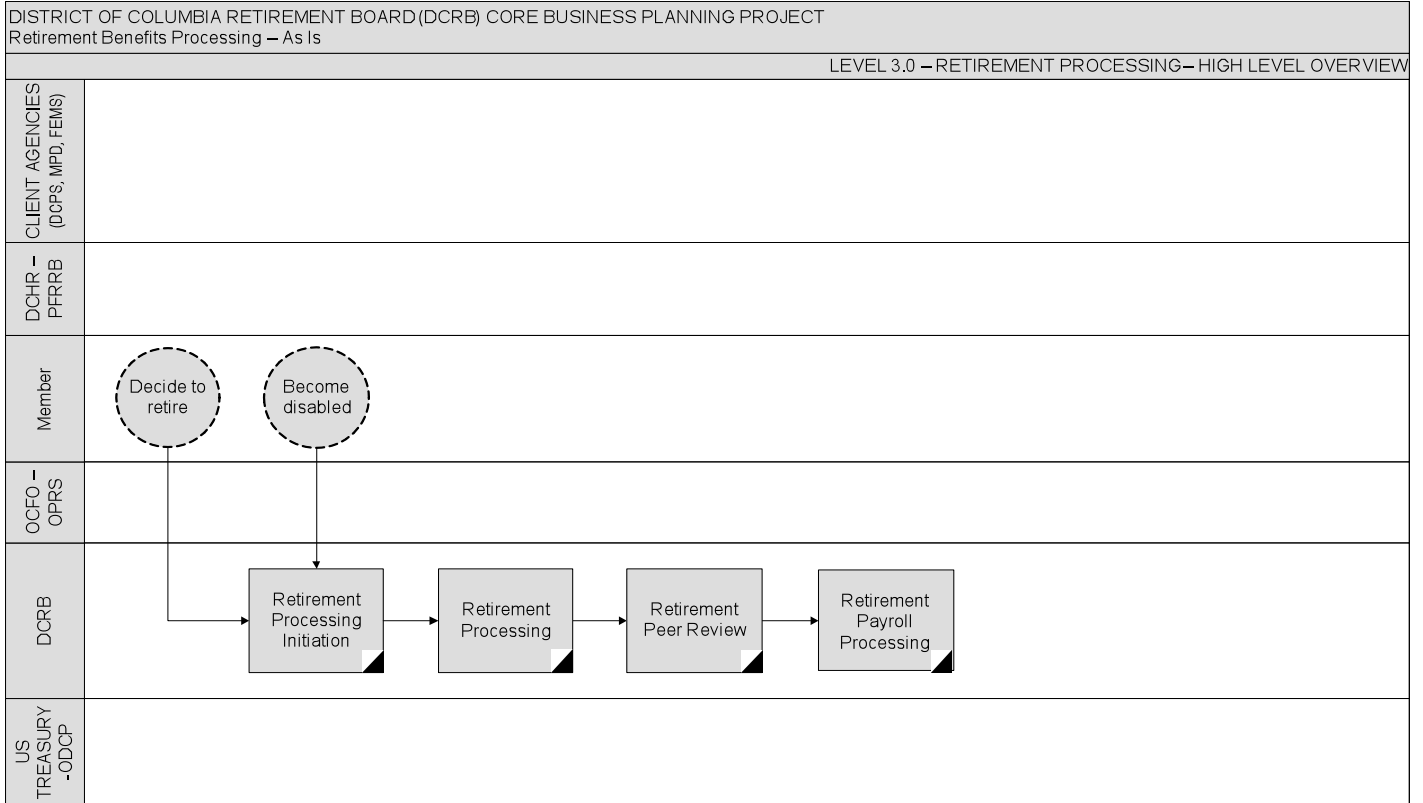


12.2 Services and Capabilities

- 12.2.1. Describe the range of consulting services that your organization's offers.
- 12.2.2. Describe the internal structure, organization, and capabilities of your **Strategic Planning and Process Re-engineering Consulting Services** department (if no separate department exists, describe how this function is performed).
- 12.2.3. Describe your organization's process for determining the appropriate strategy and approach for strategic planning and process re-engineering. Describe your organization's process for recommending modifications to the existing structure.
- 12.2.4. Describe your organization's recommended best practice to maintain business documentation. Who should manage the process document library? What are the industry requirements for record retention associated with a Public Pension System, or pension-related public agencies?
- 12.2.5. Please identify the most challenging or difficult problem that your organization has encountered regarding process re-engineering. Was your organization's recommendations either successful in resolving the problem or not?
- 12.2.6. Explain how risk management is related to business processes. What are the key risks, and how does a business mitigate those risks?
- 12.2.7. Please describe your organization's experience and capability to develop training (including web-based) for staff and instructor manuals (see section 5.0 DCRB Training).
- 12.2.8. Please describe your organization's experience and capability to deliver standup training for Management and Staff.

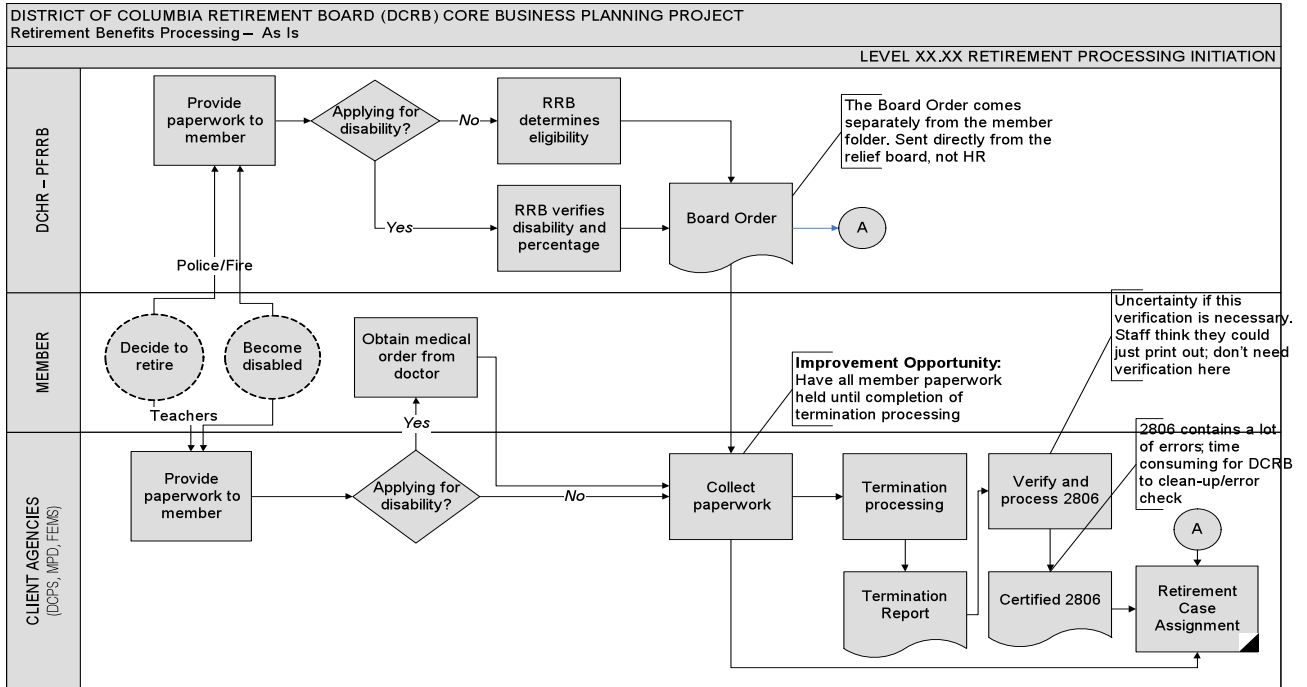
Attachment A: High Level Retirement Benefits Process Flow

District of Columbia Retirement Board Request for Proposals Benefits Process Re-engineering Consulting Services



Attachment B: Retirement Benefits Process Initiation Flow

District of Columbia Retirement Board Request for Proposals Benefits Process Re-engineering Consulting Services



Attachment C: DCRB Benefits Core Business Processes

DCRB's Benefits' Core Business Processes

As of March 6, 2012

The following list represents a large number of business processes for the DCRB Benefits department, but is not inclusive of all processes of Benefits Administration. One of the deliverables for the selected consultant is to validate the number of core and sub-business processes.

3.6.0 Retirement Services (In Scope)

3.6.1 Purchases of Service

- 3.6.1.1 Received documentation from active member
- 3.6.1.2 Calculate purchase amount
- 3.6.1.3 Coordinate with member for receipt of lump-sum amount and proper Documents
- 3.6.1.4 Send funds to Investment Department for forwarding to State Street
- 3.6.1.5 Enter data about purchase into appropriate spreadsheet
- 3.6.1.6 Provide Records staff with documents for scanning
- 3.6.1.7 Coordinate installment payment initiation with OPRS

3.6.2 Retirement Processing

- 3.6.2.1 Receive and review retirement applications
- 3.6.2.2 Review for proper documentation
- 3.6.2.3 Coordinate receipt of missing documents with HR offices
- 3.6.2.4 Receive contribution and purchase of service information from OPRS
- 3.6.2.5 Receive Board Orders from PFRRB
- 3.6.2.6 Enter data into STAR
- 3.6.2.7 Calculate retirement benefit
- 3.6.2.8 Send retirement letter and attachments to retirees
- 3.6.2.9 Send appropriate information to survivors and beneficiaries
- 3.6.2.10 Correct errors
- 3.6.2.11 Process legal documents (e.g., QDROs, tax levies, court orders)
- 3.6.2.12 Coordinate payments with BPD
- 3.6.2.13 Coordinate mass changes with BPD (e.g., COLAs, legislative changes)
- 3.6.2.14 Provide Records staff with folders and documents for scanning
- 3.6.2.15 Participate in projects related to upgrades and testing
- 3.6.2.16 Respond to member retirement related inquiries via phone, correspondence, or walk-in visits
- 3.6.2.17 Conduct 2nd level review of cases processed

3.6.3 Records Management and Quality Assurance (In Scope)

3.6.3.1 *Records Management*

- 3.6.3.1.1 Receive and log incoming mail and distribute it appropriately
- 3.6.3.1.2 Prepare and Scan documents that have been processed by other Benefits staff
- 3.6.3.1.3 Review scanned documents and box documents appropriately
- 3.6.3.1.4 Respond to requests for physical documents (e.g., for audits)
- 3.6.3.1.5 Coordinate requests for changes to scanning system

3.6.3.2 *Quality Assurance*

- 3.6.3.2.1 Perform third level review of at least 25 percent of cases processed each month
- 3.6.3.2.2 Fill requests by Auditors for cases to be reviewed
- 3.6.3.2.3 Provide feedback to management related to errors and needed training
- 3.6.3.2.4 Complete statistical reports for inclusion in monthly dashboard information
- 3.6.3.2.5 Conduct EVS review and corrections

3.6.4 Compliance for Non-Retirements (In Scope)

If a Member leaves the Police Department, Fire Department, or DC Public Schools before they are eligible to retire, they can request, in writing, a deferred retirement or a lump-sum refund of their retirement contributions. This process is managed by DCRB and those records are retained in worksheets.

3.6.5 Other Retirement Affiliates (In Scope)

Other business areas of DCRB or institutions that assist in the executions of a refund payment:

- 3.6.5.1 DCRB Investment Department
- State Street Bank (payment disbursement)

3.6.6 Member Relations (In Scope)

3.6.6.1 *Direct Member Contact*

3.6.6.1.1 *Respond to Incoming Calls*

- 3.6.6.1.1.1 Answer calls
- 3.6.6.1.1.2 Provide responses to requests
- 3.6.6.1.1.3 Mail documents requested
- 3.6.6.1.1.4 Direct caller to another staffer for response, if appropriate

3.6.6.1.2 *Meet with members who stop in with requests*

- 3.6.6.1.2.1 Discuss information with member
- 3.6.6.1.2.2 Provide appropriate response
- 3.6.6.1.2.3 Follow through with documents, if necessary

3.6.6.2 Indirect Member Contact

3.6.6.2.1 Respond to e-mails and Faxed Requests

- 3.6.6.2.1.1 Retrieve e-mails and faxed requests from the system
- 3.6.6.2.1.2 Forward message/request to appropriate staffer for response
- 3.6.6.2.1.3 Keep log of request, staffer responsible for responding, and date of response

3.6.6.3 Member Communication

3.6.6.3.1 Annual Open Enrollment Activities

- 3.6.6.3.1.1 Coordinate process with OPM and DCHR
- 3.6.6.3.1.2 Prepare communications materials
- 3.6.6.3.1.3 Provide federal materials to consultant for distribution
- 3.6.6.3.1.4 Distribute packets to members with District coverage
- 3.6.6.3.1.5 Process changes for the coming calendar year

3.6.6.3.2 Student Certification and Death Processing

- 3.6.6.3.2.1 Coordinate process with OPM and DCHR
- 3.6.6.3.2.2 Identify student group and distribute materials for certification of school attendance
- 3.6.6.3.2.3 Process documents for deaths and coordinate continuance of health/life coverage
- 3.6.6.3.2.4 Follow up with changes, as necessary

3.6.6.3.3 Satisfaction Surveys

- 3.6.6.3.3.1 Identify population, coordinate mailing, track, and report on results.

3.6.6.4 Counseling (*Future Activity*)

- 3.6.6.4.1 Discuss the retirement process with members preparing to retire
- 3.6.6.4.2 Provide the member with benefit options and estimates
- 3.6.6.4.3 Respond to questions posed by the member
- 3.6.6.4.4 Assure that the member is informed of choices and issues that affect the retirement process and benefit amounts
- 3.6.6.4.5 Coordinate the distribution of updated Summary Plan Descriptions (SPDs)
- 3.6.6.4.6 Coordinate the production and distribution of annual Benefit Statements
- 3.6.6.4.7 Partner with the HR offices in providing retirement workshops and seminars

3.6.7 Member Monitoring (Separation from Service) (In Scope)

3.6.7.1 *Refund Requests and Non-Vested Automatic Refunds*

- 3.6.7.1.1 Process the refund of contributions for terminating members who request them
- 3.6.7.1.2 Process the refund of contributions for terminating members who are not vested (have fewer than five years of service)
- 3.6.7.1.3 Maintain information in the Access data base appropriate to action taken

3.6.7.2 *Terminated Vested Members*

- 3.6.7.2.1 Determine that the terminating member is vested
- 3.6.7.2.2 Send the member a letter describing option to either take a lump-sum distribution of contributions or defer retirement to normal retirement age.
- 3.6.7.2.3 Process the lump-sum or the deferral documents
- 3.6.7.2.4 Maintain information in the Access data base appropriate to action taken

3.6.7.3 *Data Base Maintenance*

- 3.6.7.3.1 Maintain information in the Access data base as indicated above
- 3.6.7.3.1 Add new individuals in accordance with monthly lists received from OPRS or DCHR
- 3.6.7.3.1 Maintain information in the Access data base monthly, recording date related to those who have retired, died, or requested refunds in lieu of deferred retirement benefits

3.6.8 Legal Compliance (Out-of-Scope)

3.6.8.1 *Access Data Base Processing*

- 3.6.8.1.1 Execute an annual Access data base query to determine compliance milestones
- 3.6.8.1.2 Send letters to members reaching normal retirement age reminding them of their eligibility for deferred retirement
- 3.6.8.1.3 Send letters to members who will be 70 ½ informing them that they must begin receiving their benefits by April 1 of the following year
- 3.6.8.1.4 Maintain information in the Access data base appropriate to action taken

3.6.8.2 *STAR Data Base Processing*

- 3.6.8.1.1 Distribute and process materials for Annuitant Verification project
- 3.6.8.1.2 Research and process stale-dated checks
- 3.6.8.1.3 Process correspondence for over- and underpayments
- 3.6.8.1.4 Coordinate debt collection with BPD
- 3.6.8.1.5 Prepare letters for responses to Reconsiderations and Appeals
- 3.6.8.1.6 Coordinate responses related to child and spouse support orders, tax levies, subpoenas
- 3.6.8.1.7 Review QDROs and coordinate requests for missing information
- 3.6.8.1.8 Coordinate income verification reviews for disability retirees

3.6.9 Communications (Out-of-Scope)

- 3.6.9.1 Coordinate the updating and review of Summary Plan Descriptions (SPDs)
- 3.6.9.2 Coordinate the development and review of Summaries of Material Modification
- 3.6.9.3 Draft and coordinate the review of Newsletter articles
- 3.6.9.4 Coordinate responses to inquiries received from Congress, the office of the Mayor, the DC Council, Union officials, and other Agencies.
- 3.6.9.5 Draft and coordinate appropriate updates to DCRB website on Benefits related matters
- 3.6.9.6 Draft and coordinate use of new/updated forms