



EDUCATION CONSULTATION CAPABILITY STATEMENT

Who We Are

The Robert Bobb Group, LLC (RBG) is a minority-owned national consulting firm specializing in public and private sector consulting and advisory services. Located in Washington, D.C., we are committed to providing solutions for education organizations to address the various administrative complexities within their business structure, enabling sustainable growth and improvement. For over a decade, RBG has provided effective consultation strategies to help clients understand, analyze, and transform their business environments. We combine strategic planning and project execution with continuous innovation to support our clients' success in the Knowledge Era.

Our approach integrates business and education industry technical expertise, combined with an emphasis on respect and understanding. We listen to our clients' perspectives and tailor solutions accordingly, delivering clear and actionable assessments that leadership, management, and staff can easily implement. We develop strategies only after thoroughly listening to our clients' perspectives and customizing our solutions to meet their specific needs. Our evaluations of challenges are efficient and insightful, and we present them in a manner that is easy for leadership, management, and staff to understand and implement.

The RBG team includes experts in education, management, finance, and operations from both public and private sectors. With extensive experience in educational organizations, we effectively facilitate partnerships between municipalities, public and private sectors. Our work has generated millions in revenue and cost savings while enhancing efficiency and promoting systemic change. Our team has served in various leadership roles within school systems and municipalities, including: Emergency Financial Manager, City Manager, Deputy Mayor, School Superintendent, Education Grant and Risk Management Directors/Specialist, Homeland Security Director for the District of Columbia, U.S. Delegate, Real Estate Investment and Asset Management Specialist, Deputy Mayor/Director of Economic Development, Public Administrator, Project Manager, and Change Management PROSCI Certified Expert.

The firm's CEO, Robert Bobb, was appointed by former Michigan Governor Jennifer Granholm to serve as the Emergency Financial Manager. He was responsible for turning around the district during a financial and academic crisis. His results included \$4 million in annual security savings, \$8 million in annual transportation savings, \$14.8 million in annual janitorial and maintenance costs reduction, and \$4.8 million in revenue from the sale of the bus fleet. Robert Bobb also served as President of the District of Columbia Board of Education and DC State Board.

Our Services

Our team offers the following unique services to educational organizations:

- Review and analyze grant management related to Education Titles I-VI as well as State and Federal funding.
- Conduct organizational restructuring, business process engineering, and cost-savings assessment and implementation.
- Manage finances and enhance revenue.
- Provide consultation for risk management and the development of Corrective Action Plans.
- Offer consulting services for procurement, warehousing, and supply chain management.
- Manage inventory and fixed assets effectively.
- Conduct internal control audits and develop implementation strategies.
- Assist with technology and Financial Management Information Systems (i.e. Tyler MUNIS) implementation.
- Review, implement, and train on Standard Operating Procedures (SOPs).
- Conduct contract reviews and analyses.
- Perform operational benchmarking analyses and provide access to educational benchmarking data.
- Carry out environmental assessments and energy analyses.
- Provide interim management to fill key vacant leadership positions.
- Continuously review and rebalance costs in a sustainable manner.
- Develop implementation plans that consider priorities, risks, and internal capacity for transformation.
- Execute and monitor implementation activities, addressing any areas where changes are not achieving their intended impact swiftly.
- Create and execute marketing and sales plans to increase student enrollment and promote the sale of school merchandise.

Education Engagements

Members of RBG have successfully implemented and led education management consultations, cost-saving measures, and advisory strategies across the United States. Their efforts span various locations, including Detroit, Michigan; Washington, D.C.; Harrisburg, Pennsylvania; Puerto Rico; Guam; South Carolina; Inglewood, California; Richmond, Virginia; Kalamazoo, Michigan; and Chicago, Illinois.

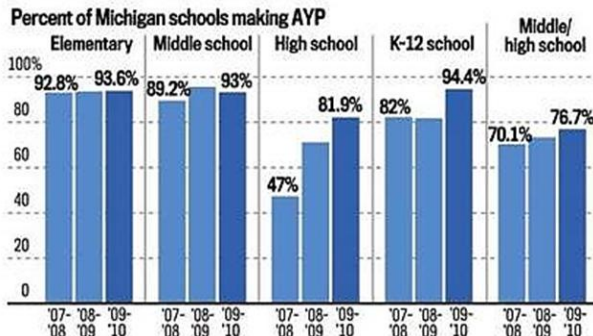
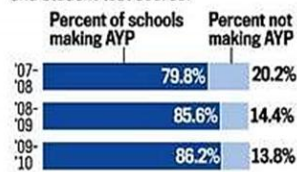
The following selected education projects demonstrate the engagements managed by RBG. These organizations faced significant organizational, operational, and financial challenges and mismanagement before RBG's involvement. As a result of RBG's efforts, millions of dollars in cost savings have been achieved, along with a new plan for sustained future growth. Additionally, RBG has provided staff to conduct follow-up meetings and facilitate quick problem-solving for our clients even after the completion of our contracts.

Detroit Public Schools,

Detroit, MI
Emergency Financial and Operational Management
2008 - 2010

Progress noted

An increasing number of Michigan schools are meeting the adequate yearly progress standards of the federal No Child Left Behind Act, which measures graduation rates and student test scores.



"DPS meets federal education standards for first time in four years" - August 5, 2010

The Detroit News: <http://www.detroitnews.com/article/20100805/SCHOOLS/8050405#ixzz356FqV5bk>

RBG's President and CEO, Robert Bobb, was appointed Emergency Financial Manager of DPS by the former Governor of Michigan, Jennifer Granholm. The district was in a state of crisis due to decades of mismanagement and corruption. The RBG Team addressed the district's legacy deficit, which was projected to peak at \$305.8M, and created a Master Education Plan for 21st Century Teaching and Learning for the school district. RBG's work initiated and drove the process of removing DPS from the Federal High-Risk Status in 2013 by the Michigan Department of Education. Outcomes of the project included the successful passage of a \$500.5M bond issue, which resulted in 23 separate projects relating to real estate asset management and the modernization of 18 schools. All of these projects were completed on time and on budget within three years with very few change orders. Additionally, RBG employed more than 600 local students, traders, and laborers to assist with the projects.

The RBG team established and managed the DPS Real Estate Group that was responsible for all of the real estate functions of the school system, including over 10 million square feet of vacant buildings, and 400 acres of vacant land. The Real Estate Group generated over \$10M in revenue through the maximization of existing real estate assets, multiple acquisitions and dispositions, restructuring, and capital improvement projects, among other things. In two years RBG successfully disposed of over 3M square feet and generated millions in recurring revenue in addition to the \$10M.

Among other cost-saving projects, the RBG team administered the managed competition processes in Detroit Public Schools to improve performance and reduce costs of key functions including transportation, public safety, and facilities management. Results included \$4M in annual security savings, \$8M in annual transportation, \$14.8M in annual janitorial and maintenance costs, and \$4.8M in revenue from the sale of the bus fleet. Additionally, the team reduced the workforce by 32% and generated over \$500M in savings.

RBG led investigations into corruption and fraud, which led to the recovery of millions of dollars and the prosecution of individuals found to have been involved in illegal activity. RBG conducted full-

lifecycle administrative, operations, security, and policing assessments to identify operational mismanagement and best-practice turnaround consulting for each department and school.

RBG led technological upgrades to each necessary department, including the police department and student safety departments. RBG conducted public safety assessments and implemented strategic initiatives to improve student, staff, and public safety.

Lastly, RBG worked with the city transportation department to review, refine, and implement standards and strategies around bus service, public transportation service, and service and public roadways; with the intent to protect school assets, property, and student lives. RBG led training initiatives on the new transportation policies and procedures.

RBG managed the daily operations of Special Education services to DPS and identified numerous opportunities to improve quality and efficiency in the delivery of those services to DPS students. Over a two-year period, DPS implemented \$53M in cost savings while achieving unprecedented levels of compliance with Special Education requirements over the same period.



Chicago Public Schools,

Chicago, IL
Project Management, Records Management, Reporting, Consulting
2013 - 2014



The Robert Bobb Group, LLC was engaged on June 2013 to provide records management services for closed, turnaround, and consolidated schools as outlined in the *300 Decisions School Consolidation Planning Services Logistical Plan* (May 1, 2013), prepared for the Chicago Public Schools.

Consistent with the Plan, RBG developed a methodology of systems, strategies, and processes to perform the records management services. The records management methodology developed to service this project includes: preparing staffing plans, work plans, logistical and operational plans, records management plans, records management procedures, and records management protocols. These plans, procedures, and protocols were developed to collect, stage, sort, batch, pack (envelopes and boxes), index (box list), annotate boxes, and coordinate shipping of active student and active business and financial records.

A staffing plan was prepared to organize the project and secure the required human resources needed to implement the records management plans, procedures, initiatives, guidelines, and protocols. The project was staffed with an engagement executive, project executive (consulting archivist), four project managers, 118 records technicians, and with a shared financial, administrative, research and quality management support pool. All staff who worked on the project submitted a full-circle background check and fingerprinting, as required by CPS of employees and contractors working with or around children. After fingerprinting and being cleared by background check, the records technicians were scheduled for a records management training workshop on processing active student, business and financial records. Upon completing the records management training workshop, the records technicians were assigned to Principal Transition Coordinators at the identified schools.

Consulting: Real Estate Advisory

RBG was tasked with conducting a comprehensive economic analysis related to the leasing of a new facility, the movement of the central office staff, and the disposal of the prior central downtown office building. The following activities were performed in conducting this analysis: Evaluating existing option being considered by Chicago Public Schools to determine the potential cost savings and feasibility of the projects; Creating a comprehensive assessment of CPS' goals related to downsizing their central office footprint and develop alternative plans for consideration; provide a comprehensive analysis of costs to lease alternative space costs and costs associated with relocating to that space; Developing the business case for the sale of the downtown facility, and the potential benefits, both financial and operational, that CPS will achieve by vacating such property; and lastly, recommend an approach and strategy to implement the relocation option and approved options.

Consulting: School Closure Analysis

The Robert Bobb Group, LLC was tasked with providing professional guidance and advice to CPS executive staff and their school closure management consulting team as it relates to the strategy

and implementation of the plan for the closing of selected school and subsequent repositioning or disposition of closing school assets in Chicago. In addition, RBG was tasked with making recommendations and assisting in the management and process plan for asset, inventory and records management.



Accountability and Efficiency Task Force,

Richmond, VA

**Financial Analysis, Budget Analysis, Cost Savings Analysis, Revenue Enhancement Analysis
2012**



The Robert Bobb Group (RBG) was engaged by the Mayor's School Accountability and Efficiency Task Force to support the work of the Task Force and identify cost savings and targeting resources to the programs that will help Richmond Public Schools improve student achievement by identifying and recommending strategies to redirect non-instructional savings to classrooms. Furthermore, RBG was tasked with finding immediate savings of \$23M which can be allocated to the fy2012-2013 budget.

RBG conducted its work over a three week period between April 2, 2012 and April 20, 2012 with a team of eight professionals with diverse expertise in various areas of urban public education management. RBG worked collaboratively with the Superintendent and her staff throughout the process. RBG's work was rooted in a review and analysis of cost savings recommendations submitted by the Superintendent to the Richmond City School Board in the FY2012-2013 proposed budget as well as organizational and efficiency recommendations from previous studies of the Richmond Public Schools. RBG submitted its findings and recommendations to the Mayor, Superintendent, School District, and Community during the last few weeks of the project.

Achievements

RBG's recommendations accepted by the Task Force would result in the elimination of 188 positions. Of this total, it was expected that 64 will be vacant and 54 will be filled at the end of the fiscal year. To mitigate the impact of these cuts on employees, RBG recommended that RPS implement an absolute hiring freeze which places the decision to fill each position subject to review and approval by the Superintendent.

RBG proposed the following long-term savings opportunity to address RPS's structural budget needs including: Adopting shared services and department consolidations with the City of Richmond; a review of retirees who have been rehired by the district under contract. Decisions to rehire retirees should be based on need and financial considerations as determined by the Superintendent; audits of the procurement and transportation departments; completion and implementation of the long-term facilities master plan that includes school closures which is now underway; a review of the \$4.6M contract with Community Education Partners by August 1, 2012; providing a retirement incentive to long-term employees in conjunction with the City by December 1, 2012; examination of the allocation of speech teachers in exceptional education; and a strategic review of RPS's operating structure to assess whether its capacities and systems are aligned and can support RPS's overall academic vision and plan.

In addition to these funding recommendations, RBG recommended that the City and School District jointly develop a fund balance policy or process for allocating unspent funds from the prior fiscal year as well as a budget development timeline that is aligned to the state's budget calendar. This policy and process should be agreed upon by September 1, 2012. RBG also recommended that the district engage in a Managed Competition process for plant management services, and security services that provides current employees with the first opportunity to apply for jobs within the new firms at comparable wage and benefit levels. The result would save approximately \$3.2M. A number of operational recommendations regarding: Food Services, Transportation, Furlough Days, Bonus Budgets, vendor and contract negotiations were made as well.

Lastly, RBG recommended that the City establish an Education Investment Fund of \$500,000 annually transferred to the RPS Foundation for academic enhancement programs that are recommended by the Superintendent.



Additional Selected Projects,

California, Pennsylvania
Operational Review, Budget Management
2012 - 2013

Inglewood Unified School District



The Robert Bobb Group, LLC was hired by the Fiscal Crisis and Management Assistance Team (FCMAT) for the Inglewood Unified School District (IUSD). We were tasked with conducting a comprehensive review and analysis of the academic systems and practices of the IUSD. RBG sent a small team of consultants to conduct the work under a tight deadline. Specifically, RBG worked within the Academic component of the review; analyzing academic performance metrics, curriculum and teacher management, and teacher performance metrics. Our team conducted this study over the course of four months; spring semester 2013. Recently (2015), the RBG Team was retained by FCMAT to conduct a comprehensive Pupil Achievement and HQ administrative assessment of the IUSD.

Pittsburgh Public Schools



The Robert Bobb Group, LLC was a part of consulting team tasked with providing consulting services to the Pittsburgh Public Schools at the direction of the District's Superintendent in connection with their efforts in seeking to validate and plan for the implementation of the Fiscal Year 2012 Budget. Those services included conducting past year assessments of the budget years, cost savings analysis, revenue enhancement analysis, As-Is analysis and final budget development. In addition, RBG helped to produce policies and procedures for Budget Management for the school district.

Company Information

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