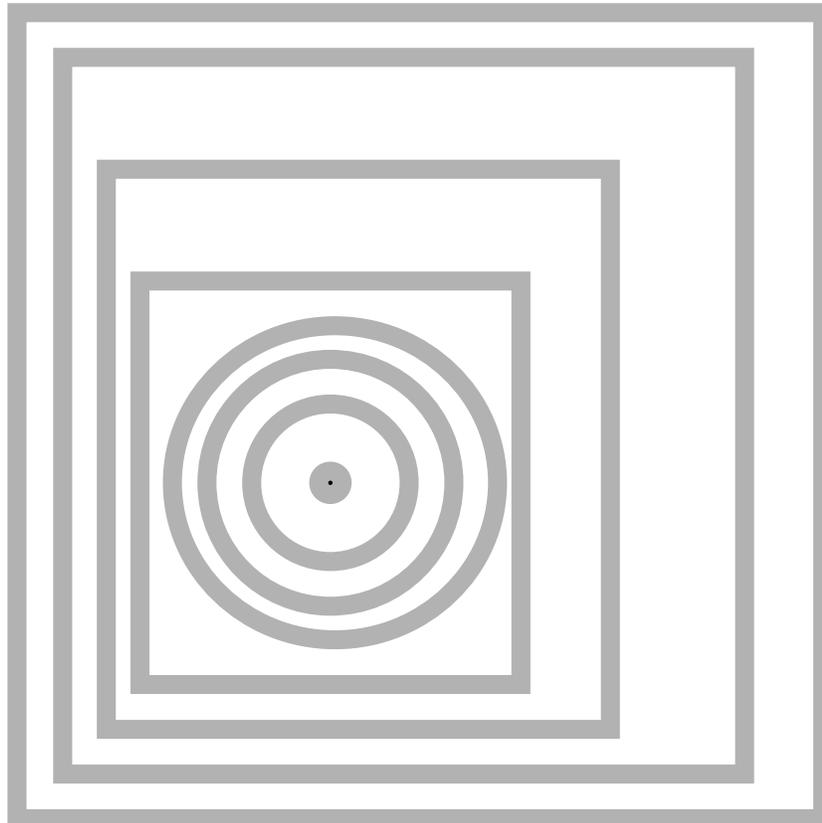


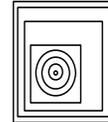
CONSULTANTS TO MANAGEMENT, INC.

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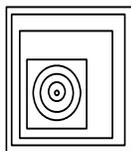
# Company Profile



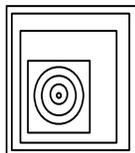
*Targeted solutions . . .  
for unique client environments*



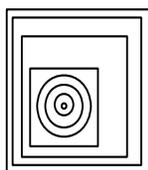
# Company Profile



Consulting Specialties



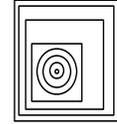
Typical Qualifications



Engagement Summaries

*Consultants To Management, Inc.*  
85 E. Laurel Ave. Suite 3A  
Lake Forest, Illinois 60045  
312-209-5512  
[www.cons2mgt.com](http://www.cons2mgt.com)

*W. Stephen Sawle, PgMP, PMP, CMC, PE*  
*President*  
[ssawle@cons2mgt.com](mailto:ssawle@cons2mgt.com)



# *Consultants To Management, Inc.*

***Highest quality services delivered in a professional, cost effective and ethical manner.***

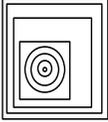
***CTM personnel have achieved both the Project Management Institute's and the Institute of Management Consultants' highest distinctions.***

***Unique problems require targeted solutions.***

*Consultants To Management* was founded in 1990 to provide a variety of industries (including healthcare, utility, telecommunications, medical, engineering, construction) with high-value consulting and program/project management services. Our mission is to provide clients with the highest quality services, delivered in a professional, cost effective and ethical manner.

*Consultants To Management* is proud to consider itself a *professional* service firm. This has important implications for our clients. In our field of consulting, the Project Management Institute (PMI) and the Institute of Management Consultants (IMC) serve as our governing bodies for service delivery, quality and ethics. In addition, the PMI recognizes an expert in the project management field with certifications as a "Program Management Professional" (PgMP) and a "Project Management Professional" (PMP). The IMC distinguishes its qualifying members as "Certified Management Consultants" (CMC). *Consultants To Management* personnel have achieved these distinctions in both organizations.

*Consultants To Management* recognizes that every organization exists in a unique environment. Clients' unique issues demand targeted solutions. We pride ourselves on our knowledge of our clients' business environments and our ability to react quickly to changing client needs. We accomplish this by providing high quality, personalized consulting services that focus on effective results. To support this claim, we provide this brochure as a profile of our firm and a summary of our expertise and qualifications.



# Consulting Specialties



## **PM**

- Engineering**
- Construction**
- Information Systems**
- New Product Development**
- Management Consulting**

## Program/Project Management

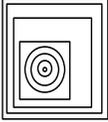
Program and Project Management are skill sets or functions that can be applied to a variety of industries and all types of programs & projects. Engineering, construction information systems, new product development and even management consulting are all areas that can benefit from *CTM's* Program/Project Management consulting services. These services may be delivered in any of the following forms:

**PM Consulting** - Services to help in developing a program/project management organization and structure or services to help plan a major project. This service may also be used to diagnose a troubled project and provide recommendations for recovery.

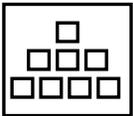
**PM Support** - Services to help a client manage an existing program or project, including Planning, Scheduling, Cost Control, Quality Assurance, Communications and Reporting Systems.

### *Reference Clients:*

*Regulatory Compliance Associates, Inc.*  
*Hill-Rom, Inc.*  
*Baxter Healthcare / Fenwal Inc.*  
*US Gypsum, Inc.*  
*One Equity Partners (BankOne)*  
*Cap Gemini Ernst & Young*  
*Commonwealth Edison Co.*  
*Rhopac Fabricators, Inc.*  
*Duquesne Light Company*  
*Argonne National Laboratory*



# Consulting Specialties



## **PMO**

- Design*
- Implementation*
- Outsourcing*

## Program Management Offices

The PMO is recognized as an important and effective organizational construct for managing and overseeing capital expenditures. A Program Management Office can exist at enterprise-wide or division-wide levels or it can exist to help manage one or more single major initiatives. Since most capital is authorized and spent on projects, a consistent approach, toolset, discipline and oversight are necessary to ensure appropriate management control. CTM's PMO services are tailored to suit a Chief Financial Officer's, Divisional VP's, or Program Manager's needs to help effectively manage their capital responsibilities.

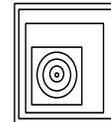
**PMO Consulting** - Services to help in developing a Program Management Office organization. *CTM* can provide the start-up knowledge of methods, project management tools, sample templates, training and coaching that is necessary to ensure the successful implementation of your PMO. Once operational, our project management experts are available to mentor and coach your PMO staff and project managers.

**PMO Outsourcing** – If your organization does not desire to retain permanent staff in the PMO role, *CTM* can provide the organization on a contract basis. This service includes professional staff, tool hosting, training and coaching for the duration of the contract.

### *Reference Clients:*

*Baxter Healthcare*

*Cap Gemini Ernst & Young*



## Capital Budgeting

\$

CB

- Strategy
- Econ Analysis
- Proj. Justification
- Budget Controls

*CTM* provides consulting services to assist clients in developing, monitoring and controlling a capital allocation strategy. *CTM* performs economic analyses, reviews alternatives and develops project justifications that can withstand the scrutiny of management, the board of directors and public utility commissions. Often referred to as Portfolio Management, *CTM* takes a pragmatic approach to allocating capital that considers resource availability as well as funding.

*Reference Clients:*

*Commonwealth Edison Co.  
Cincinnati Bell Telephone*



PR

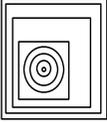
- Progress
- Quality
- Claims Management
- Organization
- Controls
- Expert Testimony

## Project Reviews

*CTM* provides technical evaluations of projects for clients interested in an independent assessment of project planning, progress, quality or the adequacy of controls. *CtM's* Project Review Package provides a painless way to measure the likelihood of project success in time to make meaningful corrections.

*Reference Clients:*

*Regulatory Compliance Associates, Inc.  
One Equity Partners (Bank One)  
Commonwealth Edison Co.  
Rhopac Fabricators, Inc.  
Duquesne Light Company  
L.S. Gallegos & Assoc. (Santa Clara County)*



# Consulting Specialties



## **MA**

- Preparation*
- Administration*
- Implementation Assistance*
- Execution*

## Management Audits

Public utilities are often subject to commission-mandated or director-initiated management audits to help assure adequate managerial performance. *CTM's* service in this area focuses on helping utilities to prepare for these audits and to implement recommendations. *CTM* does not actively pursue commission-mandated management audits of public utilities.

### *Reference Clients:*

*Commonwealth Edison Co.*  
*Cincinnati Bell Telephone*  
*Argonne National Laboratory*



## **PA/I**

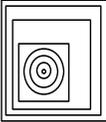
- Standards*
- Performance Indicators*
- Performance Reviews*

## Productivity Assessment/ Improvement

One of the purest forms of management consulting is reviewing and providing recommendations for improving a specific business process. *CTM* conducts performance reviews and systematically develops standards and performance indicators in order to help companies become more productive in conducting their business.

### *Reference Clients:*

*Regulatory Compliance Associates, Inc.*  
*Hill-Rom, Inc.*  
*Commonwealth Edison Co.*  
*Argonne National Laboratory*



## **TW**

- Procedure Design and Development**
- Technical Submittals**

# Technical Writing

One of the outputs of a Productivity Assessment/Improvement engagement is a revised business process. *CTM* develops standard operating procedures that implement the new process. If no prior procedure environment exists, *CTM* develops the procedure system and manual. Technical reports, strategies and business plans can also be produced and edited by *CTM*.

### *Reference Clients:*

*Regulatory Compliance Associates, Inc.*  
*Commonwealth Edison Co.*  
*Argonne National Laboratory*



## **CM**

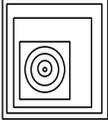
- Emergency Response Planning**
- Crisis Management**
- Recovery Evaluation**

# Crisis Management

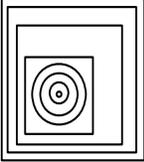
Planning for a major corporate emergency is an activity that all too often is postponed until *after* a serious event occurs. Emergency Response Planning is a service *CTM* combines with its project management expertise to give its clients effective and efficient plans to respond to corporate crises, such as major destruction of company assets (fires, earthquakes, floods); loss of company officers (death, retirement, termination); or change in business environment (hostile takeover, government regulation, environmental hazards).

### *Reference Clients:*

*Commonwealth Edison Co.*

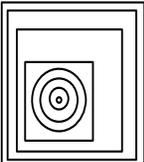


# Typical Qualifications



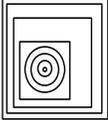
## Resource Strategy

*Consultants To Management* draws its resources from a core group of employees, a network of independent consultants, and strategic alliances formed with selected firms. By maintaining a high percentage of non-employee resources, *CTM* is best able to custom-tailor teams to suit client needs at minimal expense.



## Typical CTM Staff Profile

<b><i>Education:</i></b>	<i>Undergraduate degree in Engineering or Business</i> <i>Masters degree in Business and/or Engineering</i>
<b><i>Experience:</i></b>	<i>Ten to twenty years in related industry</i> <i>One to ten years consulting experience</i>
<b><i>Professional Certifications/Affiliations</i></b>	<i>Professional Engineers (PE)</i> <i>Project Management Professionals (PMP)</i> <i>Program Management Professionals (PgMP)</i> <i>Certified Management Consultants (CMC)</i>



# Engagement Summaries

## Regulatory Compliance Associates, Inc.



**PM**

Due to its recognized experience in project management as applied to the medical device and new product development industries, *Consultants to Management* was engaged to assist this mid-sized consultancy as it grew to a point where documented and established PM procedures and processes were necessary to ensure successful delivery of its services to clients. A two-day seminar was developed to train RCA PM's with the new methodology.



**PAI**

CtM developed a tailored set of project management procedures, tools, templates, and best practice examples for its use in delivering high-end consulting services to clients in the highly-regulated medical device industry. Earned Value Management was introduced as an effective performance reporting tool. A rapid project start-up workshop was developed and implemented on several engagements.



**PR**

Our services included assessments of several major RCA client engagements resulting in recommendations to help ensure successful delivery. On-going mentoring and coaching support of RCA project managers was provided.

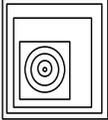


**TW**

*Reference Contacts:*

*Mr. Larry Servi  
Director, Project Management  
Regulatory Compliance Associates*

*Completion Date: 2008*



# Engagement Summaries



**PAI**



**PM**

## Hill-Rom, Inc.

*CTM* was asked to assist this major developer and provider of products to the medical device and healthcare industries, to improve its project performance. The Hill-Rom Research and Development division assigned CtM to assist in the management of three critical new product development projects. In addition, CtM was asked to review various established corporate processes related to project management.

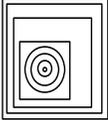
Each of the three projects were already well underway when CtM was assigned. Management perceived that the projects were troubled and needed outside assistance to ensure timely delivery. CtM resources reviewed each of the projects and determined the necessary remediation actions. CtM's activities included development of project charters, project management plans, progress reporting systems and templates, change management procedures, and regular status meeting formats. A CtM resource was assigned to each of the three projects to provide support and to act as a coach to the Hill-Rom project manager.

CtM also reviewed several of Hill-Rom's corporate procedures including: new product development, project management, portfolio management, change control, status reporting, etc. Recommendations for improvement were provided to management.

*Reference Contact:*

*Mr. Abinash Nayak  
VP Product Development  
Hill-Rom Inc.*

*Completion Date: 2008*



# Engagement Summaries



**PM**

## Baxter Healthcare / Fenwal, Inc.

*Consultants to Management* was first retained in 2005 by Baxter Healthcare, Inc. (Round Lake, IL) to help develop a Program Management Office (PMO) and to implement related project management processes and procedures. Working in the Research and Development Division of this international medical device manufacturer, CtM participated in the development of state of the art medical equipment representing hundreds of millions of dollars potential revenue. This division was later spun off as Fenwal Inc. (Lake Zurich, IL) as its own entity. CtM continued its work for this new corporation.

The initial CtM assignment led to several additional engagements and work in different departments. CtM provided project management expertise to several new product development projects. Some of these were the largest the company had undertaken and some were of the routine, short duration variety. In all cases, CtM applied commonly accepted good PM practices as determined by the Project Management Institute's PMBoK Guide.

CtM was also asked to provide project management expertise to assist in the Regulatory aspects of transitioning to a new company name. Manufacturing and distribution operations in over 40 countries world-wide needed to be re-registered under the new Fenwal name prior to existing registrations expiring. This was a major logistical exercise to coordinate licensing, inventory, product labeling, marketing literature and distribution.

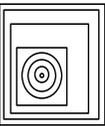
*Reference Contact:*

*Mr. Matt Nowland, VP Regulatory Affairs & Quality Management*

*Mr. Daryl Calhoun, Director Research & Development*

*Fenwal, Inc.*

*Completion Date: 2005 - 2009*



# Engagement Summaries

## US Gypsum, Inc.



**PM**

*Consultants to Management* was most recently engaged as a sub-consultant to the RGB Group for a major IT infrastructure project at US Gypsum, Chicago, IL. Mr. Sawle was assigned as the Project Manager for the “USG.net Plant Deployment Project” at US Gypsum, Chicago, IL. The scope of work included the deployment of new desktop and laptop PC’s, operating system upgrades, Windows XP installation, and new file/print/e-mail servers at nearly 50 plant locations in North America. The project entailed over 2100 PC’s and was completed in a 9 month period.

This project was part of a broader program to deploy similar infrastructure to the entire corporation.

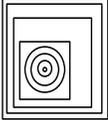
Besides being directly responsible for the completion of the plant deployments, Mr. Sawle played a key role in developing project management processes such as planning, reporting, earned value and status meetings for the entire program.

*Reference Contacts:*

*Ms Mary Higley  
Director, Information Technology  
US Gypsum*

*Mr. Dick Borgo  
President  
The RGB Group, Inc.*

*Completion Date: 2004*



# Engagement Summaries

## Cap Gemini Ernst & Young



### **PMO**

*CTM* resources were part of a team that designed, implemented and then operated an “Enterprise PMO” organization that had responsibility for the project/program management discipline in their North America operations. This organization operated as a Center of Excellence for Project Management. As such, it served hundreds of consulting and system implementation teams by providing methods, tools, sample templates and best practices. Training, coaching and mentoring were included.



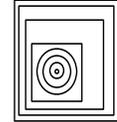
### **PM**

The organization played a significant role during the integration of the two merging companies (Cap Gemini and Ernst & Young). Project Management methods needed to be rapidly aligned on a global scale using the best of both company’s systems while at the same time aligning with the Project Management Institute’s *Guide to the Project Management Body of Knowledge (PMBOK)*.

#### *Reference Contact:*

*Mr. Don Ryan  
Center for Engagement and Program Management  
Cap Gemini Ernst & Young*

*Completion Date: 2003*



# Engagement Summaries

## One Equity Partners (a subsidiary of BankOne)



**PR**

*Consultants to Management* personnel provided project management expertise during the due diligence phase of a proposed company buy-out. The company proposed for acquisition is a major international supplier of power generation equipment and participates in some of the largest construction projects in the world. Virtually all of the target company's products are delivered in the form of projects.



**PM**

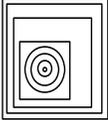
*CTM's* role in this effort was to evaluate the project and program management capabilities of the company leadership. *CTM* also reviewed procedures such as quality and risk management.

*CTM's* evaluation provided the One Equity Partner's leadership with some of the information it needed to make a balanced decision on whether or not to move forward with this close to one billion dollar investment.

*Reference Contact:*

*Mr. Kenneth Brown  
Managing Partner  
One Equity Partners*

*Completion Date: 2002*



# *Engagement Summaries*

## Santa Clara County Transportation Agency



**PM**

*CTM* was a subconsultant to L.S. Gallegos & Associates (a nationally known Project Management Consultant to the transit industry) for an engagement with this "Silicon Valley" California transportation agency. The SCCTA had traditionally hired construction management teams to manage their major light rail construction projects. With the large volume of projects pending, the SCCTA decided to develop their own in-house construction management capability.



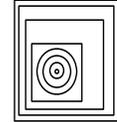
**PR**

L.S. Gallegos & Associates, Capital Partnerships, Inc. and *CTM* formed a team to help the SCCTA strategically restructure their organization. The final report provided a cost effective business process and a significant number of recommendations to improve the SCCTA's engineering and construction organization.

*Reference Contact:*

*Mr. L.S. Gallegos, President  
L.S. Gallegos & Associates*

*Completion Date: 1994*



# Engagement Summaries

## Commonwealth Edison Co. Information Systems Corporate Telecommunications



**PM**

*CTM* provided project and construction management services for a \$30 million project to install a new company-wide radio communication system. *CTM's* involvement with this technically advanced and highly visible project began in the development of the Project Management Plan. The *CTM* team performed the project controls function including Planning, Scheduling, Budgeting, Cost Control, Reporting, Close-out and Configuration Management. *CTM* assisted in the development of training/operating manuals and materials for the completed radio communication system. In addition, *CTM* established a process to make project closing more efficient.



**TW**



**PR**

*CTM* also developed a comprehensive Project Management Plan for a \$40 million, 600-mile fiber optic communications network. During the development of the Plan, *CTM* performed in-depth research and analysis of the primary contractor's proposal and conducted interviews with key project participants.

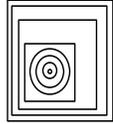
*Reference Contacts:*

*Mr. Carl Stern, Radio Project Manager*

*Mr. Zygi Boxer, Fiber Project Manager*

*Commonwealth Edison Co.*

*Completion Date: 1994*



# Engagement Summaries

## Commonwealth Edison Co. Information Systems Corporate Telecommunications



**PAI**

CTM provided consulting services to improve productivity and internal client response for the Information Systems and Corporate Telecommunications Departments of Commonwealth Edison.



**TW**

CTM also developed the environment for standard operating procedures for Information Systems and Corporate Telecommunications. The project involved interviewing numerous executives and ascertaining requirements. A comprehensive listing of procedure topics was developed and prioritized.



**PM**

CTM began the project in 1992 (after a management audit noted deficiencies) and took a lead role in designing and writing a number of procedures. The business processes involved ranged from administrative (Employee Orientation, Document Filing & Control) to highly complex issues (Project Management, Cost Estimating, Emergency Response, Circuit Administration). A feasibility study of automating Information Systems' procedure development, distribution and use was also conducted.



**MA**

*Reference Contacts:*

*Mr. Randy Drew  
Information Planning  
Commonwealth Edison Co.*

*Mr. Mark Tirio  
Corp Telecommunications  
Commonwealth Edison*

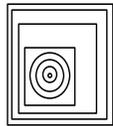
*Completion Date: 1994*



**CB**



**CM**



# Engagement Summaries

## Commonwealth Edison Co.

### Corporate Telecommunications



**CM**

*CTM* performed a diagnostic assessment of Commonwealth Edison's emergency response focusing on two 1992 disasters that affected the communications function: "The Great Chicago Flood" and a major, system-wide, storm-induced power outage. *CTM* conducted in-depth interviews with key executives to ascertain the effectiveness of current Crisis Management procedures. *CTM* issued a report that outlined strong and weak areas throughout the corporate communications function and provided recommendations for Crisis Management improvement.

*Reference Contact:*

*Mr. Mark Tirio, Corporate Telecommunications*

*Commonwealth Edison Co.*

*Completion Date: 1993*

### Operational Analysis



**PM**

*CTM* provided Design and Project Management services for the development of a mobile Emergency Command and Communications Operation facility (ECCO). The completed ECCO facility consisted of a mobile office trailer containing sophisticated communications and computer equipment, and a mobile radio repeater site with a telescoping 100 ft. antenna.

*Reference Contact:*

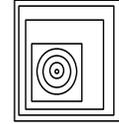
*Mr. Ronald Grams, Operational Analysis*

*Commonwealth Edison Co.*

*Completion Date: 1994*



**CM**



# *Engagement Summaries*

## Rhopac Fabricators, Inc.



**PM**

*CTM* provided Project Management and Construction Assessment consulting services to this mid-sized manufacturing company. Rhopac was contemplating the construction of, and a move to, a new factory location. *CTM* provided advice during the contract negotiation stage.

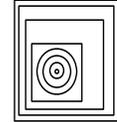


**PR**

Like many companies, Rhopac has no in-house staff familiar with the construction process. By using *CTM* for this function, Rhopac effectively becomes a company sophisticated in Construction Management without the liability of carrying the expertise on their payroll.

*Reference Contact:*  
*Mr. Dan Rebecca, President*  
*Rhopac Fabricators, Inc.*

*Completion Date: 1992*



# Engagement Summaries

## Duquesne Light Company



**PM**

CTM facilitated a Duquesne Light Company review of its Project Management practices. The focus of the review centered on all company applications of Project Management principles including Information Services, Nuclear Construction, Finance and Transmission/ Distribution projects. Representatives from all of these areas participated on the Task Force reviewing the Project Management practices.

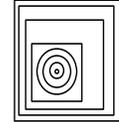


**PR**

This scoping study resulted in numerous recommendations for additional study areas.

*Reference Contact:*  
*Mr. Frank A. Hoffman*  
*Sr. Vice President*  
*Duquesne Light Company*

*Completion Date: 1991*



# *Engagement Summaries*

## Cincinnati Bell Telephone



**MA**

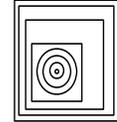
*CTM* was a subconsultant to a large international consulting firm that was engaged by this independent telephone company to review its capital budgeting and construction planning processes. The company was anticipating a management audit by its public utility commission.

**\$**

**CB**

*CTM's* Capital Budgeting and Management Audit experience helped to provide both cost-saving recommendations and improved performance in advance of a potential management audit.

*Reference Contact: Mr. Scott Ringo  
Regulatory Affairs  
Cincinnati Bell Telephone  
Completion Date: 1991*



# Engagement Summaries

## Argonne National Laboratory



**PM**

*CTM* provided consulting and Technical Writing services as staff augmentation to this Department of Energy research facility. *CTM* assisted the Facilities Planning and Engineering Department in establishing an efficient and effective set of engineering and construction operating procedures. Functional areas included: Configuration Management, Estimating, Reporting and Project Management.



**MA**

*CTM* helped to initiate the development of a laboratory-wide project controls system after an Inspector General audit noted deficiencies. The new system is intended to meet the increasingly stringent requirements of the Department of Energy. An effective project controls system is a mandatory part of this process.



**PA/I**

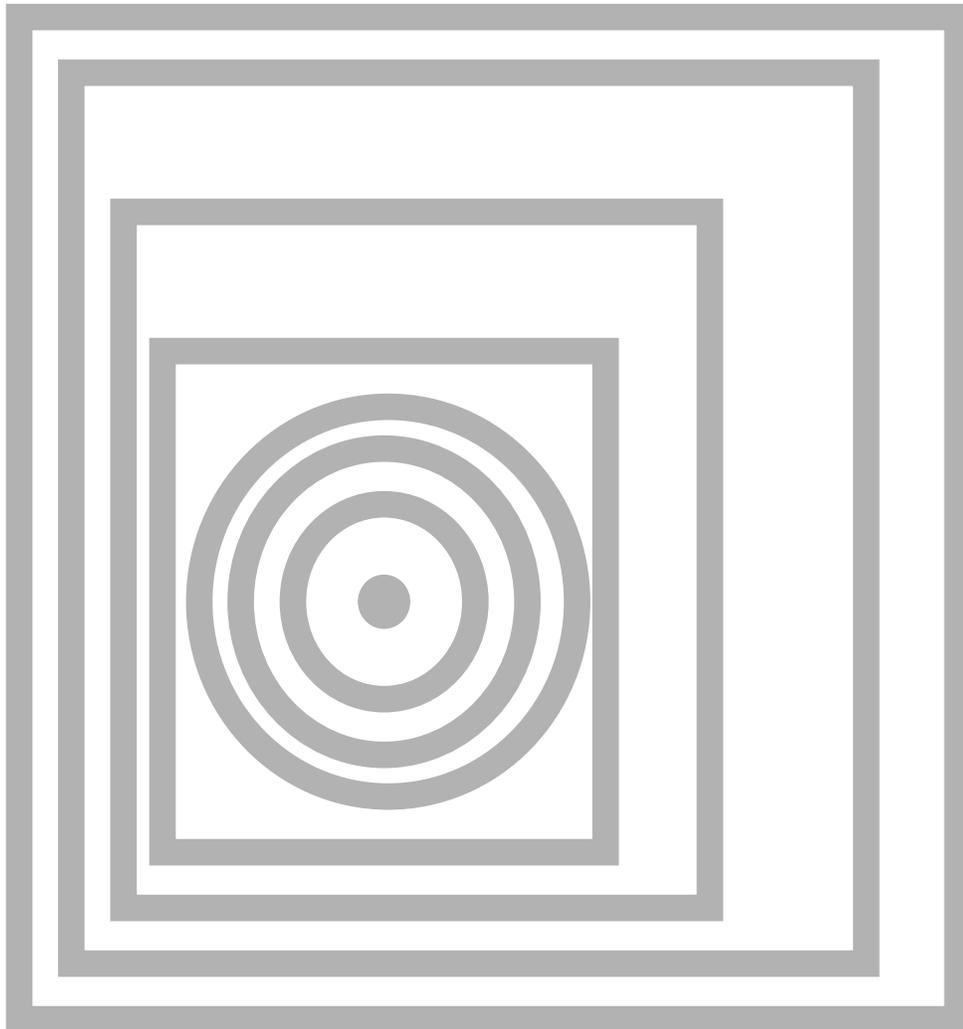
*Reference Contact:*

*Mr. Rabinder Malhotra  
Manager, Facilities Planning & Engineering  
Argonne National Laboratory*



**TW**

*Completion Date: 1993*



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*For further information, contact us at:*

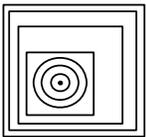
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