



Impact First

Innovation Through Collaboration

1mpact First Overview

- 1mpact First is a **nationally certified MWBE** that has supported over **20 public sector clients** across **35 projects** for over **10 years** to achieve distinctive, lasting, and substantial improvements.
- We offer a **comprehensive suite of capabilities** across **six service areas**: Strategic Planning and Roadmapping, Business Transformation, Technology Consulting, Program and Project Management, Independent Validation and Verification / Quality Assurance, and Financial Management and Accounting.
- We have **corporate partnerships** / joint business relationships with national firms to **win new work and deliver** on those initiatives through the abovementioned capabilities. 1mpact First is a MWBE firm that can own major workstreams and deliver value to projects rather than be silent partners.

Sample Clients



MWBE Certifications

National

- WBENC

State and Local

- New York State
- New York City
- Massachusetts
- Pennsylvania
- Maine
- South Carolina
- Tennessee
- Rhode Island

Regional and Ports

- NY/NJ Ports
- North Central Texas Regional Certification Agency (NCTRCA)

Partnerships



pwc



Guidehouse



Firm Capabilities

*Our team provides a comprehensive suite of capabilities across **six service areas**. Through these areas, we create and sustain innovation across every facet of an organization.*

This service turns a strategic vision into a tangible, achievable plan that guides an organization from its current state to the desired future state. We work with clients to define their long-term goals and objectives, then create a detailed, actionable plan to achieve them with clear milestones and priorities in addition to identifying opportunities and challenges.

Strategic Planning and Roadmapping

We support clients in reevaluating and redesigning their processes, organizational structures, and enabling technologies to significantly improve performance and efficiency. We provide various capabilities, including business process reengineering, organizational assessment, change management, and training.

Business Transformation

We support our clients across the SDLC with IT architecture design, application rationalization, application landscape analysis and evaluation, business and technology requirements gathering for implementation, and ultimately implementation. Our experience includes ERP and CRM implementations on Salesforce, Workday, Peoplesoft, and ServiceNow and custom-code in-house development.

Technology Consulting

We provide professional guidance, strategic planning, and oversight necessary to ensure the successful completion of a specific project or set of related projects (programs) to our clients. We focus on achieving desired outcomes by management scope, schedule, budget, quality, and risk.

Program and Project Management

We provide our clients with an objective third-party assessment of implementation projects to ensure they meet industry best practices. We also proactively identify and mitigate project risks to ensure project outcomes align with client objectives and expectations.

Independent Verification and Validation / Quality Assurance

We support clients with expert advice and in managing their financial operations and accounting practices efficiently. We offer a range of support activities, from basic bookkeeping to complex financial analysis and strategy development.

Financial Management and Accounting

Service Areas

Select Case Studies

Client	 NYC Parks and Recreation (PARKS)	 MA Early Education and Care (EEC)	 NYC Housing Authority (NYCHA)
Service Area	Strategic Planning and Roadmapping	Technology Consulting	Business Transformation
Capability	Organizational Restructuring Assessment	IT Strategic Planning	Business Process Reengineering and Requirement Gathering
Ask	Provide a recommendation on centralized, decentralized, and hybrid organizational models for the Forestry, Horticulture, and Natural Resources division versus their current decentralized model	Assess current IT capabilities and organizational model to develop an IT strategic plan aligned to their newly developed 5-year business strategy	Conduct business process reengineering and capture business and technology requirements/use-cases to allow the Authority to sunset three legacy mainframe applications and migrate to more modern technology
Approach	- Conducted over 30 interviews with stakeholders ranging from the COO to foresters in the field to understand the options and associated ramifications comprehensively - Analyzed data to evaluate the ramifications of each option on business operations, budget, assets, and headcount	- Held executive visioning sessions with business and technology leadership to capture desired future business objectives and align to strategic IT decisions on platforms and hosting that had been made - Captured current state application, integration, data, and physical architectures	- Interviewed with stakeholders from the tenants, applicants, business, technology, legal, and leadership to redefine the future of business operations from which we developed future state business processes and the associated technology requirements - Captured current state application, integration, data, and physical architectures - Screen scraped each legacy system to capture hidden business logic
Outcome	Compiled a comprehensive report and strategy for restructuring, including implementation plans and conducted executive sessions with Parks leadership to vet and discuss recommendations	- Developed a robust IT future state architecture and associated roadmap aligned to their business strategy - Key elements included application rationalization which reduced EEC's application footprint from 35 to 5, Single Sign-On and Portal which consolidated 10 disparate authentication and identity management solutions to 1, and implementation of IT Governance which delineated roles and responsibilities between EEC, EOEIT, and EOTSS	- Captured over 800 requirements which improved business operations, reduced IT complexity and support costs, and increased auditability and HUD compliance - Revised business processes to incorporate automation and improvements enabled by modern technology offerings

Select Case Studies (cont.)

Client	 MA Executive Office of Education (EOE)	 NYC Human Resources Administration (HRA)	 New York Metropolitan Transportation Authority (MTA)
Service Area	Technology Consulting	Business Transformation	Independent Verification and Validation / Quality Assurance
Capability	Application Landscape Analysis	Operations Modeling	Independent Verification and Validation
Ask	Conduct a thorough application landscape analysis to research, categorize, and benchmark potential solutions to replace EOE's existing Educator Licensing and Renewal System (ELAR) with COTS or custom development solutions	Perform a staffing assessment and develop a staffing model for the Supplemental Nutrition Assistance Program (SNAP) and Cash Assistance Programs	Execute Independent Validation and Verification services responsible for providing unbiased assessments and recommendations to the MTA leadership and steering committee on the functional and technical workstreams for a \$100MM PeopleSoft upgrade for Human Resources, Finance, Procurement, and Pension
Approach	- Researched and identified 30 solutions used by 26 other states - For each solution, developed a comprehensive overview of each vendor, and their application, benchmarked implementation timelines for other similar-sized initiatives, and, where possible, captured costs for the top candidates	- To build an accurate model, data was needed regarding the volume of applicants, participants, and each type of interaction and associated channel used. For each interaction, business process flows were created to identify the steps - Activities served as the basis for duration and timing capture analysis where our team performed “ride alongs” to observe and time the processes as well as legacy systems were scraped to capture data - Conducted stakeholder interviews to identify pain points and potential points of optimization	- Created an embedded team of functional and technical PeopleSoft experts and ensured real-time collaboration with the MTA and the implementation vendor to provide timely reviews of all work products and deliverables and identify, mitigate, and escalate risks - Implemented an IV&V leadership team as peers with the MTA executive leadership, which compiled and filtered results from the functional and technical SMEs to provide real-time feedback and updates to weekly and monthly steering calls
Outcome	Created a tailored procurement strategy to allow EOE to target the top vendors and receive the best possible responses and, ideally prices from bidders	Developed a complex Excel staffing model with Tableau visualization tools was created, allowing HRA to quickly understand their current staffing needs and project scenarios to prepare them for numerous options for modification of staffing	The MTA was able to successfully develop and deploy all PeopleSoft 9.2 HR, Finance, Procurement, and Pension functionality on time and on budget

Appendix – Project History

Client	Project Category				
	Technology Services	Business Transformation	Strategic Planning and Roadmapping	Program and Project Management	Independent Verification and Validation / Quality Assurance
New York Metropolitan Transportation Authority (MTA)		Business Process Reengineering of HR and Pension Processes (2017)			IV&V of PeopleSoft Upgrade for HR, Finance, Procurement, and Pension (2016 – Present)
New York City Department of Parks and Recreation (NYC Parks)	System and Business Process requirements gathering for Forestry system modernization to Salesforce (2023)		- Forestry Organizational Assessment (Centralization vs Decentralization) (2019 – 2020) - Operational Staffing Assessment and Staffing Model for all Parks Operations (2012 – 2013)		
New York City Housing Authority (NYCHA)	- System and Business Process requirements gathering for Public Housing and Leased Housing system modernization (2018 – 2019) - Application Landscape Analysis to replace AS400 mainframe with Yardi or competitor (2021) - Application Landscape Analysis to help decide best tool to meet housing compliance needs (2018)	- Business Process Reengineering of Public Housing and Leased Housing Operations and associated Financial Processes (2018 – 2019) - Digitization Strategy and execution plan for paper record backlog (2020)	IT Transformation Roadmap to implement new compliance tool (2018)	Joint Application Design and Project Management of Siebel Modernization for Public Housing and Leased Housing (2020)	- IV&V of Siebel Modernization for Public Housing and Leased Housing (2019) - Software Development Life Cycle Assessment (2016)

Appendix – Project History (cont.)

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New York State Education Department (NYSED)					IV&V of Custom Development for Professions Licensing (2022 – Present)
Massachusetts Department of Early Education and Care (EEC)	IT Strategic Plan and Roadmap for Application Rationalization, New Application Development, Data Migration, and IT Governance (2020 - 2021)				
Massachusetts Executive Office of Education (EOE)	Application Landscape Analysis to replace Educator Licensing and Renewal application with COTS product (2022)				
Massachusetts Department of Transportation (MassDOT)	Application Landscape Analysis to replace Financial Reimbursement / Grant Management application with Salesforce or competitor (2020)				
Maine Department of Administrative and Financial Services (DAFS)					IV&V of Workday Implementation for HR, Finance, and Procurement (2023 - Present)

Appendix – Project History (cont.)

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	Technology Services	Business Transformation	Strategic Planning and Roadmapping	Program and Project Management	Independent Verification and Validation / Quality Assurance
New York City Human Resources Administration (HRA)		Operational Staffing Assessment and Staffing Model for Supplemental Nutrition Assistance Program (SNAP) and Cash Assistance Programs (2017)			
New York City Division of Youth and Family Justice (DYFJ)		Operational Staffing Model for two new facilities associated with “Raise the Age” legislation (2019)			
New York State Department of Financial Services (DFS)		- Business Process Reengineering of Rate and File Review Processes (2012) - Business Process Reengineering of Consumer Complaints Processes (2011)		NYS DFS CIO (2012 – 2014)	
New York State Division of Budget (DOB)				Provided over 200 claims processors for Emergency Rental Assistance Program (ERAP) for COVID-19 relief (2022 – Present)	
New York State Department of Taxation and Finance (DTF)	Application Assessment and Rationalization Plan for the Office of Real Property Tax Services (2015)				

Appendix – Project History (cont.)

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Prospect Park Alliance (PPA)		Operational Staffing Assessment and Staffing Model for all Parks Operations (2015)			
New York State Office of Information Technology Services (OITS)	Migration and Consolidation of NYS DFS Data Centers and Help Desk into the OITS environment (2013)				
New York State Department of Transportation (NYSDOT)	System and Business Process requirements gathering for Rolling Asset Management for potential standardization to Assetworks (2019)				
New York State Department of Corrections and Community Supervision (DOCCS)	System and Business Process requirements gathering for Rolling Asset Management for potential standardization to Assetworks (2019)				
New York State Police (NYSP)	System and Business Process requirements gathering for Rolling Asset Management for potential standardization to Assetworks (2019)				

Appendix – Project History (cont.)

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	Technology Services	Business Transformation	Strategic Planning and Roadmapping	Program and Project Management	Independent Verification and Validation / Quality Assurance
New York State Thruway Authority (NYSTA)	System and Business Process requirements gathering for Rolling Asset Management for potential standardization to Assetworks (2019)				
MA Emergency Management Agency (MEMA)	System requirements gathering for COVID-19 reimbursement Applicant Portal (2022)				
Centers for Medicare and Medicaid (CMS)			Conducted a data-driven analysis of Medicare fraud patterns across high-risk counties, identifying key opportunities for fraud prevention and process improvement (2018)	- Directed CMS audit of Medicare Advantage providers in 3 states, analyzing claims and risk adjustment data. Uncovered inaccurate plan details for ~15% of providers (2017) - Proposed corrective action plan leveraging automation and analytics to reduce payment leakage 10% (2018) - Developed Corrective Action Plans to guide states in payment compliance after managing state payment integrity audits (PERM) (2017)	

Appendix – Project History (cont.)

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DC Department of Healthcare Finance	Implementation of a modernization of a comprehensive eligibility system, successfully integrating Medicare, Medicaid, and social welfare benefits into a unified, user-friendly platform (2019)				
Pinnellas County Department of Health	System requirements gathering for Coordinated Access Model aimed at enhancing the delivery of behavioral health services (2021)				