



## Innovative Solutions to Management Issues

### INSIDE

*Firm Overview*..... 1  
*Diverse Industries Served*..... 1  
*Management Services*..... 2  
*Our Corporate Philosophy*.....2  
*KH Serves Its 200th Client* ..... 3  
*Master Agreements* ..... 5  
*A WBE, Local, and Small Business*..... 5  
*Strategic Alliances*..... 5  
*KH's Clients Represent Diverse Locations* ..... 6

### *KH Know-How*

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### FIRM OVERVIEW

Since our inception in 1986, KH Consulting Group (KH) has served more than 200 clients located in 25 states and 9 foreign countries. As a management consulting firm, KH offers services in strategic planning, organizational design, process improvements, human resources, management audits (including ethics and social responsibility), and accountability and performance measurements.

Our clients benefit from our ability to undertake unique assignments, introduce new management concepts, and adapt approaches proven effective elsewhere. We work closely with management to identify problems and improve performance by applying sound concepts and developing practical recommendations. Our clients value our diverse and distinctive problem-solving capabilities.

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*“Small opportunities are often the beginning of great enterprises.”*

– Demosthenes

### DIVERSE INDUSTRIES SERVED

KH's assistance is effective because of our consultants' expertise and our familiarity with similar problems and responses in a variety of settings in the United States and abroad.

#### Private Sector Industries

Our private sector clients represent a spectrum of industries, including: entertainment, financial services, food, health care, high technology, insurance, manufacturing, oil refining, professional services (law, consulting, engineering), real estate, telecommunications, transportation, and utilities (electric, water, and gas).

#### Public Sector Organizations

Our public sector clients include airports, the arts, public colleges and universities, federal government, city and county government, not-for-profit organizations, public health care, ports, public schools, and public utilities (water and electric).

#### Quasi-Public/Private

Among our clients are many quasi-public/private entities – e.g., enterprise governmental agencies (utilities, ports, or federal banks), Public Utility Commission (PUC) regulated companies (utilities, telecommunication companies, etc.), and private educational enterprises facing stiff competition.

These entities must apply business strategies to remain competitive in a government-regulated environment. They realize that they need to be “run like a business” and find the unique knowledge and approach KH brings to projects advantageous.

## MANAGEMENT SERVICES

KH is a full-service management consulting firm, offering services in:

### Strategic Planning, Innovation, and Marketing

- Development of innovative long-term strategies and short-term tactics
- Definition of policies, objectives, and goals
- Strategic planning
  - Mission, vision, and values
  - Environmental scans that assess strengths, weaknesses, opportunities, and threats (SWOT)
  - Evaluation of available options
  - Benchmarking
  - Strategic priorities
  - Assessment of resources (staffing, capital, facilities, etc.) and competencies to achieve strategic directions
  - Strategic planning workshops
- Market research and opinion surveys
- Marketing strategies
- IT strategic planning
- Contingency/disaster recovery plans

### Organizational Planning, Design, and Development

- Definition of basic mission and major functions
- Organizational planning and design
- Delineation of decision-making and accountability responsibilities
- Role and composition of Boards of Directors/Trustees
- Analysis of multiple tiers of an organization or specific functions within it by:
  - Appraising existing organizational arrangements
  - Evaluating alternatives, including decentralization or centralization of key services
  - Proposing structure and staffing requirements
- Efficiency reviews and operations studies to improve productivity and expedite processes
- Implementation of organizational change, including mergers
- Performance reviews, operational audits, and management audits
- IT governance
- Process reengineering

*“If opportunity doesn’t knock, build a door.”*

– Milton Berle

### Coalition Building and Stakeholder Engagement

- Consensus building, involving one or multiple enterprises or consortiums
- Identification and convening of coalition participants and development of strategies
- Developing a sustainable collaborative model for dialogue, decision-making, and action
- Building buy-in to mission, vision, strategy, resource, and structural alignment across participant organizations
- Internal and external stakeholder input
  - Town hall meetings, workshops, and open forums
  - Q<sup>2</sup> (qualitative and quantitative) focus groups
  - Organizational culture surveys
  - Stakeholder surveys

### Human Resources

- Leadership development and training
- Team-building and executive coaching
- Salary administration studies:
  - Compensation surveys
  - Incentive strategies and compensation plans
  - New classification structures
- Staff planning, forecasting, and implementation strategies
- Management succession plans and career planning
- Performance appraisal systems, including 360° designs
- Employee communication programs
- Recruitment strategies

## OUR CORPORATE PHILOSOPHY

KH has a corporate philosophy that emphasizes a strong commitment to our clients. Our charter is to:

- Serve our clients in achieving their objectives
- Offer practical and achievable recommendations
- Establish a rapport that makes our final recommendations shared conclusions
- Enable our clients to accomplish specific objectives for reasonable investments of time and money
- Treat the information developed during the course of our work confidentially
- Document our findings and recommended actions in well-honed reports that serve as useful references during implementation
- If needed, assist in implementing the recommendations

Because of our philosophy, KH delivers customized work in close cooperation with our clients. Gayla Kraetsch Hartsough, Ph.D., KH President, is frequently involved in projects and takes personal responsibility for their success.

## KH CLIENTS

KH has served more than 200 clients. The number of client engagements significantly exceeds this number since we often assist with implementation and perform follow-up studies for clients.

Action on Smoking and Health (ASH)  
 Advantage Printed Sportswear  
 AECOM Technology Corporation  
 Allan Hancock Joint Community College District (AHJCCD)  
 Arizona Nuclear Power Project of Arizona Power Company  
 Auto Giant  
 Automobile Club of Southern California  
 Bank of America  
 Bernard Krief (France)  
 Beverly Hills, City of  
 Blue Cross of California  
 Blood Systems, Inc.  
 Cabrillo Crane & Rigging  
 California State University System  
 CalOptima  
 Carlsbad, City of  
 Chabot-Las Positas Community College District  
 Childrens Hospital Los Angeles (CHLA)  
 China, Republic of, Government  
     Jiangsu  
     Shenzhen  
 City Electric  
 Community Redevelopment Agency of the City of Los Angeles (CRA/LA)  
 Confidential Client (a large international engineering and consulting firm)  
 Confidential Client (IT)  
 Consortium of Health Insurance Carriers  
 Contra Costa Community College District (CCCCD)  
 Daimler Chrysler Canada Inc.  
 Day Runner, Inc.  
 D.C. Credit Services  
 Denver, City and County of  
 Denver Rose Medical Center  
 Dix-See Sales  
 Dean Witter Reynolds  
 Dynasty Classics  
 Eastern New Mexico University  
 Edison International:  
     Customer Service Business Unit  
     Customer Energy Services Division  
     Health Care Department  
 Edutrain Charter School  
 El Camino College  
 Employers' Health Care Coalition of Los Angeles  
 Everex, Inc.  
 FactorNine  
 Federal Home Loan Bank of Boston  
 Federal Housing Finance Board and the 12 Federal Home Loan Banks  
 First 5 LA (Los Angeles County Proposition 10 Commission)  
 First Boston Corporation  
 GE Capital – ResCom  
 The Gas Company

The Getty Conservation Institute  
 Glendale Community College District  
 Glendale (California) Unified School District, Board of Education  
 Home Express, Inc.  
 Hong Kong Shanghai Bank Corp. (Singapore)  
 HQ Office Supply  
 Illinois Power Company  
 Indonesia, Government  
 Iowa Board of Regents  
 Iowa State University  
 ITT Canon and ITT Gilfillan  
 James Gile and Company  
 Kaiser Permanente  
 Kern Community College District (KCCD)  
 LA★Vets  
 Long Beach Community College District  
 Los Angeles Regional Adult Education Collaboration (LARAEC)  
 Los Angeles City Employees Association (LACEA)  
 Los Angeles, City of:  
     Bureau of Engineering  
     City Council  
     Department of Airports  
     Department of Building and Safety  
     Department of City Planning  
     Department of Transportation  
     Department of Water & Power  
     Development Reform  
     General Services Department  
     Harbor Department  
     Los Angeles Police Department (LAPD)  
     Office of the Chief Legislative Analyst (CLA)  
     Office of the City Administrative Officer (CAO)  
     Office of the Controller  
     Office of the Mayor  
     Personnel Department  
     Recreation and Parks (RAP)  
 Los Angeles Coalition for Linked Learning (LACLL)  
 Los Angeles Community College District (LACCD):  
     Office of the Chancellor  
     East Los Angeles College  
     Los Angeles Trade-Technical College  
 Los Angeles, County of:  
     Ad Hoc Panel on the Management Appraisal and Performance Plan (MAPP)  
     Agricultural Commissioner/Weights & Measures Department  
     Auditor-Controller  
     Board of Supervisors  
     Executive Office for the Board of Supervisors  
     Assessment Appeals Division in the Executive Office  
     Community Development Commission (CDC)  
     Department of Beaches & Harbors (DBH)  
     Department of Children and Family Services (DC&FS)  
     Department of Health Services (DHS)  
     Department of Human Resources (DHR)  
     Department of Public Health  
     Department of Public Social Services (DPSS)  
     Department of Public Works (DPW)  
     Department of Regional Planning (DRP)  
     Information Technology Service  
     Internal Services Department (ISD)  
     Office of the Assessor  
     Office of the Chief Executive Officer (CEO)  
     Office of the Registrar-Recorder

Office of Small Business/Small Business Commission  
 Office of Unincorporated Area Services (OUAS)  
 Public Library  
 Sheriff's Department  
 Treasurer and Tax Collector (TTC)  
 Los Angeles County Civil Grand Jury  
 1999-2000; 2000-2001; 2002-2003; 2003-2004; 2004-2005;  
 2005-2006; 2006-2007; 2007-2008; and 2011-2012  
 Los Angeles Department of Water & Power (DWP)  
 Los Angeles Higher Education Roundtable  
 Los Angeles Homeless Services Authority (LAHSA)  
 Los Angeles Metro  
 Los Angeles Regional Adult Education Consortium (LARAEC)  
 Los Angeles Unified School District (LAUSD)  
 Los Angeles World Airports (LAX, ONT, VNY, PMD)  
 Marriott Corporation  
 Marymount College  
 Matco  
 Maui & Sons  
 Mayo Clinic Scottsdale (MCS)  
 Megabazaar  
 Metrolink  
 Metropolitan Water District of Southern California  
 Modern Mode  
 Montgomery Watson Americas, Inc.  
 National Coach  
 National Medical Fellowship (NMF)  
 National Mental Health Association of Greater Los Angeles  
 Northwestern University/Evanston Research Park  
 OC Parks  
 Ocean Pacific Sunwear, Ltd.  
 Orange, County of, Department of Human Resources  
 Orange County Transit Authority (OCTA)  
 Omniplan, City of West Covina (California)  
 Pak-Poy & Kneebone, Ltd., of Australia  
 Pasadena Senior Center  
 Pico Rivera, City of  
 Pink's Famous Chili Dogs  
 Pioneer Refining (Singapore)  
 Port Authority of New York-New Jersey (including JFK, LGA,  
 EWR, TEB airports)  
 Port of Long Beach  
 Port of Los Angeles  
 Port of Oakland (including OAK airport)  
 Public Health Foundation Enterprises, Inc.  
 Queen's Health Care Plan  
 Radnet (Medcom)  
 Real D Cinema  
 Rice and Siegel Law Firm  
 SRI International  
 SAG-AFTRA  
 San Bernardino, County of, General Services Group,  
 Department of Information Services  
 San Diego Unified Port District  
 San Francisco Community College District  
 San Jose/Evergreen Community College District  
 Saudi Arabia  
 Ministry of Higher Education  
 Saudi Arabian Marketing and Refining Company (SAMAREC)  
 Scientific Micro Systems (SMS)  
 Sega of America  
 Servatron  
 Shorebreak Unlimited Inc.  
 Sierra West – Big Dogs  
 Siller Brothers, Inc.  
 Small Business Development Center (SBDC) Network  
 Snell and Wilmer Law Firm  
 South Australia Department for Transport, Energy and  
 Infrastructure  
 Southern California Tees  
 South Los Angeles Transit Empowerment Zone (SLATE-Z)  
 Southland Master Distributors  
 Southwestern College (Chula Vista, CA)  
 Special Olympics of Southern California (SOSC)  
 St. John's Regional Medical Center (Oxnard, CA)  
 St. Joseph's Hospital and Medical Center (Phoenix, AZ)  
 State of California, Office of the Chancellor for the Community  
 Colleges  
 Systems & Computer Technology Corp. (SCT)  
 Taiwan Federal Government, National Civil Service Institute  
 Tehachapi Valley District Hospital (California)  
 Telecommunication Management International (TMI)  
 Telstra Enterprise & Government (Australia)  
 Texas Utilities Electric (TU)  
 Tierra del Sol  
 Traditional Industries  
 Transamerica Pension Services  
 Travelers Insurance  
 TW Graphics  
 Unitel (Canada)  
 University of California at Los Angeles (UCLA):  
 Campus Human Resources (CHR)  
 Campus Police  
 Custom Programs & Corporate Education Programs  
 Executive Education  
 Facilities Management and Environmental Health  
 Student Affairs  
 University of Nevada Las Vegas (UNLV)  
 University of Iowa  
 University of Northern Iowa  
 University of the Pacific  
 University of Southern California (USC):  
 Facilities Maintenance and Operation  
 International Public Policy and Management (IPPAM)  
 Norris Cancer Center  
 Parking and Transportation Services  
 U.S. Department of Health and Human Services (DHHS):  
 Health Care Financing Administration (HCFA)  
 Health Resources and Services Administration (HRSA)  
 U.S. Department of Labor, Employment and Training  
 Administration  
 U.S. Veterans Administration, Sepulveda VA Medical Center  
 Van de Kamps Bakery  
 Ventura County Community College District (VCCCD)  
 Washoe Medical Center (Nevada)  
 W. M. Keck Foundation  
 World Vision International  
 Zenith Insurance

## MASTER AGREEMENTS

KH has the following Master Agreements with governmental agencies:

- **Office of the Chief Executive Officer, County of Los Angeles:** Strategic Planning, Customer Service, Performance Measurement, and Special Studies
- **Office of the Auditor-Controller, County of Los Angeles:** Management Audits and Special Studies
- **Office of the Controller, City of Los Angeles:** Management Audits and Special Studies
- **Los Angeles World Airports (LAWA):** Audit Services
- **LA Metro:** Audit Bench
- **University of California, Office of the Chancellor**
- **Port of Los Angeles:** Master Agreement for Management Consulting Services
- **State of California, Department of General Services (DGS):** Master Agreement to perform Business Management Consulting Services

To be certified as a firm capable of conducting performance reviews or management audits, KH has completed several Peer Review processes, as per the U.S. Government's Yellow Book requirements.

## A WBE, LOCAL, AND SMALL BUSINESS

For our Public Sector clients:

- KH meets the requirements of the U.S. Federal Government, State of California, City of Los Angeles, and County of Los Angeles as a Small Business Enterprise (SBE)
- KH is recognized by the City of Los Angeles and County of Los Angeles as a Local Small Business Enterprise (LSBE) and Community-Based Enterprise (CBE) respectively
- KH is certified as a Women Business Enterprise (WBE) by various agencies within California and in other states
- KH has been designated by some agencies as a Disadvantaged Business Enterprise (DBE)

*“The secret of change is to focus all of your energy, Not on fighting the old, But on building the new.”* – Socrates

## STRATEGIC ALLIANCES

KH began developing strategic alliances in the mid-1980s as a means of bringing needed expertise to client engagements at reasonable costs. In addition to KH's core of professional project managers and consultants, we maintain continuing relationships with consulting firms and professionals practicing in specialized areas. If appropriate, these professionals are engaged as consultants on our KH study teams. The routine blending of experienced KH consultants and expert outside consultants has enabled KH to respond to a wide range of requests for services. It permits KH's team to consider complex, controversial issues in a professional and conceptually sound manner.

Over the years, KH has worked on projects with:

- ACCENTURE
- APM
- ARTHUR D. LITTLE AND COMPANY
- BARRINGTON WELLESLEY GROUP (BWG)
- BERNARD KRIEF MANAGEMENT CONSULTANTS (FRANCE)
- BOOZ ALLEN HAMILTON
- CLAREMONT STRATEGIES GROUP
- DAVID M. GRIFFITH & ASSOCIATES
- DELOITTE
- EPSTEIN & FASS
- FIRST BOSTON CORPORATION
- GE CONSULTING
- HARVEY ROSE ACCOUNTANCY CORPORATION
- HUMAN CAPITAL DEVELOPMENT (HCD) (Singapore)
- NEW DAY MANAGEMENT GROUP
- HERRON INTERNATIONAL (THE JCM GROUP)
- PAK-POY & KNEEBONE CONSULTING ENGINEERS (ADELAIDE, AUSTRALIA)
- RONALD DOADES & COMPANY
- SCHILLING & MAURE
- SEDGEWICK
- STONE & WEBSTER MANAGEMENT CONSULTANTS INC. (SWMCI)
- TELECOMMUNICATION MANAGEMENT INTERNATIONAL (TMI)
- TOWERS WATSON (formerly TOWERS PERRIN)
- URS GREINER

*“Unless commitment is made, there are only promises and hopes... but no plans”*

– Peter Drucker



**KH'S CLIENTS  
REPRESENT  
DIVERSE  
LOCALITIES**

**UNITED STATES**

**Alabama**

Tuskegee

**Arizona**

Phoenix  
Scottsdale

**California**

**San Francisco Bay Area**

Evergreen  
Livermore  
Martinez  
Menlo Park  
Oakland  
Pittsburg  
Pleasanton  
San Francisco  
San Jose

**Greater Los Angeles Area**

Burbank  
Culver City  
East Los Angeles  
Glendale  
Inglewood  
Long Beach  
Los Angeles  
Monrovia  
Montebello  
Pasadena  
Pico Rivera  
Rosemead  
San Bernardino  
San Pedro  
Santa Monica

**Orange/San Diego  
County Area**

Carlsbad  
Fullerton  
Garden Grove  
Orange

San Diego  
Santa Ana  
**Santa Barbara/  
Central Valley**

Bakersfield  
Oxnard  
Porterville  
Ridgecrest  
Santa Barbara  
Santa Maria  
Stockton  
Tehachapi

**Colorado**

Denver

**Connecticut**

Hartford

**District of Columbia**

Washington, D.C.

**Florida**

Tallahassee

**Georgia**

Atlanta

**Hawaii**

Honolulu

**Illinois**

Evanston  
Decatur

**Indiana**

Bloomington

**Iowa**

Ames  
Cedar Falls  
Des Moines  
Iowa City

**Louisiana**

New Orleans

**Maryland**

Bethesda  
Rockville

**Massachusetts**

Boston  
Cambridge

**Michigan**

Detroit

**Nevada**

Las Vegas  
Reno

**New Jersey**

**New Mexico**

Portales  
Roswell  
Ruidoso

**New York**

New York City

**Pennsylvania**

Philadelphia

**Texas**

Dallas  
Houston

**Tennessee**

Nashville

**Virginia**

McLean

**Wisconsin**

Madison

**OTHER COUNTRIES**

**Australia**

Adelaide, South Australia  
Sydney, New South Wales

**Canada**

Bramalea, Ontario  
Brampton, Ontario  
Toronto, Ontario  
Vancouver, British  
Columbia

**China**

Jiangsu  
Shenzhen

**Czech Republic**

Prague

**France**

Paris

**Saudi Arabia**

Jeddah

**Indonesia**

Jakarta

**Singapore**

**Taiwan**

Taipei

*“Success is not final; failure is not fatal:  
It is the courage to continue that counts.”*

– Winston S. Churchill

Additional descriptions of KH firm capabilities, including a general KH firm brochure, are available upon request.

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