CSS & ASSOCIATES

Creed, Shea, Sinclair & Associates LLC

Service-Disabled Veteran-Owned Small Business | SBA Certified

Business planning, operational enablement, and leadership development for federal healthcare

CORE COMPETENCIES

- **Business planning and resource alignment.** Design and facilitate facility-level planning processes that connect strategic priorities to service-level plans, workforce and resource requirements, and budget execution.
- **Operational planning enablement.** Assess organizational readiness, engage leadership, train service-level teams, facilitate planning events, review plans, and support executive budget roll-up and reconciliation.
- **Governance and gap analysis.** Assess governance structures, resource committees, decision processes, and allocation practices against VA best practices and identify opportunities for improvement.
- **Strategic and operational analysis.** Conduct supply-and-demand analysis, workload projection, Make/Buy analysis, efficiency benchmarking, and other analyses supporting operational and resource decisions.
- **CFO advisory and budget support.** Provide peer-level support to facility CFOs and fiscal teams, including FTEE and control-point analysis, budget formulation, reconciliation of service requests to available resources, actual-to-budget monitoring, and interim fiscal leadership.
- **Leadership development.** Provide executive coaching, team development, and leadership transition services for facility and network leadership teams, supported by validated leadership and team assessments.

DIFFERENTIATORS

- **Proven VA-specific planning approach.** CSS principals developed VA-specific annual business planning methods, tools, and best practices that have been successfully applied across VA medical centers and networks for more than 15 years. CSS principals also helped design the original VA business planning platform supporting this approach.
- **Experienced VA executive bench.** CSS brings experience from former VISN Directors, VA Medical Center Directors, VISN Chief Financial Officers, and experienced strategy and analytics leaders. Our team understands the operating environment because its members have served in or directly supported the roles and organizations they advise.
- **Documented, repeatable program**. Standardized facilitator guides, curricula, planning tools, and review processes support consistent delivery across facilities and consultants.
- **Platform agnostic**. CSS business planning and enablement methods are independent of any individual planning software and can integrate with the technology environment selected by the client.
- **Similarly situated entity.** As a certified SDVOSB, work subcontracted to CSS can support prime-contractor compliance with applicable limitations on subcontracting for set-aside vehicles.
- **Capability, not dependence**. Engagements transition from intensive implementation support to reinforcement and sustainment, transferring ownership of the planning cycle to client leadership and staff.

Tony Creed, DBA(ABD), MBA | Managing Partner | U.S. Navy, Retired
tonycreed@css-associates.com (702) 343-8005 www.css-associates.com

CSS & ASSOCIATES

SELECTED PAST PERFORMANCE & EXPERIENCE

CSS & Associates LLC was formed February 28, 2022.

VA North Texas Health Care System	Prime contract supporting business planning training and implementation across 49 services in an approximately $2B operating-budget and 7,500-FTE environment. 95 percent of services were on or ahead of schedule, and the FY budget roll-up was delivered on time with complete service-level data.

CSS principals and associates have supported implementation of VA business planning and related management practices at more than 30 VA Medical Centers and Veterans Integrated Service Networks since 2006, including network-wide implementations in VISNs 8, 19, and 22. Work has included facility readiness assessment, leadership engagement, service-level business and budget planning, executive plan review, resource reconciliation, and budget roll-up facilitation.

PRINCIPALS' EXPERIENCE

Tony Creed, MBA, CPBC, CPBL | Managing Partner

Tony has spent a decade helping VA leadership teams align operational plans, budgets, workforce, and workload. As Associate Director of VA Greater Los Angeles, he led system-wide planning for a $1.3 billion, 6,000-employee organization and established its Resource Management Committee. Previously, as CFO at VA Southern Nevada, he implemented Service-level planning. With CSS, he led VA North Texas planning across 49 Services and a $2 billion budget. He also introduced the model at the Los Angeles Homeless Services Authority and is a retired U.S. Navy officer.

Timothy Shea, MS, MSW, FACHE | Partner

Tim spent 30 years in VHA leadership, serving as Director of three VA medical centers and VISN 17. He later served as Director of Strategy for Plan 4 Healthcare (2014–2022). He has led strategic and business planning implementations at nearly 20 VA medical centers and overseen planning at more than 40. His honors include the Presidential Rank Award (2006) and ACHE Federal Healthcare Executive of the Year (2008). He holds master's degrees in healthcare management and social work and is a U.S. Marine Corps veteran.

Seth Sinclair | Partner

Seth brings more than 25 years of experience in strategic planning, operations, and organizational performance. He has supported VA business planning and resource management since 2006 and co-founded Plan 4 Healthcare, where he helped develop the 4Cast platform and supported VA implementations. He also co-founded Sinclair Advisory Group and held executive roles as COO of WhiteSky Communications and Senior Director at RealPage, leading operational improvement and performance management initiatives. He holds a bachelor's degree in finance.

COMPANY DATA

UEI	NU3RSJHBE2U6	**CAGE**	9FZX7
NAICS	541611 (primary), 541618, 611430, 541990	**PSC**	R408, R410, R499, U008
SAM.GOV	Active through June 30, 2027	**LOCATION**	Las Vegas, Nevada

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