



P2C2 Group, Inc.

Support for IT Capital Planning and Investment Control

Qualification Statement

2009

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Dear Reader:

The P2C2 Group, Inc. is pleased to share our qualifications to support capital programming and the Capital Planning and Investment Control (CPIC) Process. We are committed to helping clients build and use repeatable information technology investment management processes that generate results.

Please call or e-mail me if you would like further information.

Sincerely,

James E. Kendrick ("Jim")
President

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INTRODUCTION

AGILE MANAGEMENT AS A STRATEGY

The P2C2 Group, Inc. develops and implements solutions for the Federal capital programming process, which integrates the planning, acquisition, management, and performance assessment of capital assets. The process supports the successful management of major capital investments, such as information technology and weapons systems.

Our team enables leading contractors and the government agencies they support to leverage management processes as a strategic asset for performance and mission results. Our expert consulting team develops and helps implement realistic processes that advance business mission, rather than burdening program missions with overhead and delay.

P2C2 APPROACH

Our solutions support the technology management process: We customize best practices, streamline and integrate multiple requirements, and assist with ongoing process improvements.



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HOW WE ADD VALUE

We help agencies achieve measurable results by transforming IT compliance burdens into decision making and management opportunities. The P2C2 Group specializes in capital programming, which integrates the planning, acquisition, project management, and operational control of capital assets. The P2C2 Group offers a number of distinguishing characteristics which clients find advantageous:

- **Customization** of IT investment management processes to the mission, core business area, and culture of each client agency—rather than imposing our company’s cookbook approach on the customers
- **Practical Support:** An understanding that a Program Management Office is a support office—responsible for delivering practical solutions and assistance to quicken improvements and reduce administrative burdens
- **Teamwork:** A commitment to team building within each customer agency because of the belief that enterprise IT management can best succeed when all stakeholders collaborate, share a common knowledge base, learn together, and work toward agency-wide success
- **Leveraging** its expertise and capabilities: The P2C2 Group works with partners, including leading federal contractors and independent consultants, to scale its contract services flexibly and quickly to meet varied government requirements.

The P2C2 Group is headed by Jim Kendrick, president. Over the past five years he has led teams providing management support for billions of dollars in IT capital investments. He has led workshops on IT capital planning, portfolio strategy, performance measurement and metrics, Earned Value Management, and acquisition. Mr. Kendrick is a Project Management Professional (PMP) and Certified Management Consultant (CMC).

ALIGNMENT WITH OUR CUSTOMERS’ STRATEGIC OUTCOMES

The P2C2 Team has the knowledge, experience, and resources to implement a Capital Planning and Investment Control (CPIC) support function that is capable of achieving our customers’ vision of strategic outcomes:

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Priority Outcome	P2C2 Solution in Brief
Minimize business unit administrative burden	<ul style="list-style-type: none"> • Streamline paperwork, giving more time to manage • Clear documentation with repeatable processes • Teambuilding, training, and collaboration • Integrate software solution tailored to the client organization • A “customer service” attitude by our team that leverages client productivity
Ensure the strategic goals of the agency are supported by the correct capital investments	<ul style="list-style-type: none"> • Requirements review and strategic alignment at least annually, with quarterly reviews • Clear roadmap for transitioning from “as is” portfolio to “to be” investments • Ongoing performance reporting and review
Eliminate redundant proposals for IT systems	<ul style="list-style-type: none"> • Strategic plan for consolidation and alignment • Integration of CPIC with Enterprise Architecture (EA) planning • Enterprise-wide communication, collaboration, and early feedback about candidate investments • Structured review processes for investment decisions that have buy-in
Streamline CPIC process to create more value-added decision making	<ul style="list-style-type: none"> • Focus on results measures and streamline processes • Provide consistent online information for all investments
Ensure performance measurements that allow the client organization to realize maximum return on investment (ROI) and use of resources	<ul style="list-style-type: none"> • Establish enterprise-wide criteria for performance that are mapped to the strategic plans and accountability reports • Focus on mission outcome measures that are linked to IT investment • Ensure that baselines are established and maintained for all investments • Standardize and establish comparability wherever practicable
Ensure that the agency moves toward “GREEN” in all categories of OMB review	<ul style="list-style-type: none"> • Conduct a needs assessment at the beginning of each fiscal year, determining a baseline of what is required to “Get to Green” • Update the “Get to Green” requirements when OMB adds or changes requirement • Track “Get to Green” progress at least quarterly and take corrective action to ensure attainment of the goal

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ORGANIZATION OF OUR QUALIFICATIONS STATEMENT

This qualifications statement is organized as follows:

- Information about our company
- Past experience regarding CPIC
- Information on satisfying requirements for IT capital programming and management

We are keeping our document as brief as practical, because excessive paperwork for CPIC and the overall IT management process is a burden that should be reduced to manageable proportions. Effective management does not require reams of paperwork, and we are fully committed to minimizing business unit administrative burden.

I. INFORMATION ABOUT OUR COMPANY

This section presents summary information about the P2C2 Team.

The P2C2 Group, Inc.

The P2C2 Group, Inc. is nationally recognized as a leader in federal IT CPIC, including strategy, portfolio processes, and project management. It has provided CPIC-related services to:

- Federal Reserve Bank of Richmond
- U.S. Department of Agriculture (USDA)
- U.S. Department of Commerce
- U.S. Department of Education (ED)
- U.S. Department of Health and Human Services (HHS)
- U.S. Department of Homeland Security (DHS)
- U.S. Department of Housing and Urban Development (HUD)
- U.S. Department of Labor (DOL)
- U.S. Department of Treasury
- Executive Office of the President (EOP)
- Small Business Administration (SBA)
- U.S. Agency for International Development (USAID)

By virtue of the breadth of its experience, the P2C2 Group has the knowledge and skills to identify and tailor government-wide best practices to the needs of the client agency. Its own experience is augmented by expert independent consultants and teaming partners who bring additional experience in the federal sector.

The P2C2 Group is a small business incorporated in Maryland in 2001, previously operating since 1994 as an unincorporated proprietorship. Jim Kendrick, the president, was previously

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chief operating officer of Kendrick & Company, a federal contractor. His resume is included in [Attachment B: Leadership](#). More information about our company can be accessed at our home page on the Web at <http://www.p2c2group.com>. Resumes of project teams are presented in our proposals.

Contract Vehicles and Business Partners

The P2C2 Group works extensively through the Federal Supply Schedules and other vehicles of our business partners including K.W. Tunnell Government Services, Inc. The Tunnell Company is an international management consulting firm with experience spanning 40 years and 2000 engagements for more than 1,000 clients throughout the United States, Europe, Latin America, and Africa. The GSA MOBIS contract number is GS-23F-9786H.



The P2C2 Group also serves a subcontractor to major corporations, small businesses, 8(a) firms, and a service-disabled veteran owned company. Examples include:

BearingPoint
Computer Sciences Corporation
Convergenz
DISYS
InfoPro
InfoZen

K.W. Tunnell
Macro Solutions
Nortel Government Solutions
PowerTek
SBSI
STG

Expert Consultant Network

The P2C2 Group focuses on providing expert talent capable of original, authoritative solutions that are tailored to individual agency missions and organizational cultures. A unique feature of our approach is the P2C2 Group's Expert Consultant Network, composed of senior practitioners who have many years of experience and who are individually incorporated.

Many of the best experts can “make it on their own” and are not available for traditional W-2 employment. The P2C2 Group has drawn together a repertoire of leading talent by establishing its Expert Consultant Network. These are individuals who enjoy working together on P2C2 task teams—because of the opportunity to retain their expert identity and to work with colleagues within the network who share their advanced status. Together as a team, the network is capable of breakthrough contributions to IT capital programming and management.

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II. PAST EXPERIENCE

The P2C2 Group, Inc.

The P2C2 Group has nearly six years of experience with the CPIC process and other related disciplines such as strategic planning, EA, information security, and acquisition. Following is a summary of our project experience, with more information available in [Attachment A: Past Performance Summaries](#).

Agency	Project	Years
Federal Reserve Bank of Richmond	Cost Benefit Analysis for ASAP	2006 – Present
DHS, Federal Law Enforcement Training Center	Strategic Planning, System Development Lifecycle (SDLC) Documentation, and CPIC Program Support	2005 – 2008
ED	CPIC Program Support, OMB 83i Information Collection Estimate, Operational Analysis Review	2006 - present
Department of Homeland Security, OCIO	Consulting Support for Portfolio Management, CPIC including Exhibit 300s, and Business Analysis	2007 - present
Interior	Integrated Baseline Review (IMARS)	2008
Commerce	Operational Analysis Review of MBDA	2009
USAID	Enterprise-Wide CPIC Program Support	2005
Department of the Treasury, Internal Revenue Service (IRS) Office of the Chief Counsel	Alternatives and Cost Benefits Analysis (CBA)	2005 - 2006
USDA, NRCS	CPIC Support	2004
USDA, Assistant Secretary for Civil Rights	CPIC Support	2003 - 2004
DOL, Chief Information Officer Programs	Earned Value Management Systems (EVMS) Planning and Implementation	2004
SBA	CPIC Support	2006
DOL, Office of the Chief Information Officer (OCIO); Assistant Secretary for Policy; Employment and Training Administration	CPIC Support	2000 – 2004
DHS, U.S. Citizenship and Immigration Service	CPIC Support	2004
DOL, OCIO	Chief Information Officer (CIO) Program Support	2000 - 2003
EOP	Acquisition Support	1999 - 2000

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Agency	Project	Years
EOP	Program Management Support	1999 - 2000
DOL, Veterans Employment and Training Service	Program Performance Evaluation and Customer Satisfaction Survey	2003 - 2004
Department of Treasury, Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)	Acquisition Support	2001
Department of Treasury /Department of Justice (DOJ), ATF, TTB	Program Management Support	2002 - 2003

The P2C2 Group leverages its resources by focusing on its core business: government customers and their requirements. This is accomplished by outsourcing many traditional business functions including maintenance of federal contract vehicles (we use the Federal Supply Schedules of our teaming partners), accounting (our Certified Public Accounting (CPA) firm provides full-service support), and marketing (largely automated by our Web presence). Federal references are therefore for work performed through multiple companies, as identified.

III. SATISFYING REQUIREMENTS FOR IT CAPITAL PROGRAMMING AND MANAGEMENT

Overall Approach

The P2C2 Group recognizes the importance of achieving a more strategic approach to the CPIC process. As an introduction to the P2C2 Group’s general approach to IT capital programming, we shall present a brief discussion of IT Investment Management (ITIM), Program/Project Management Offices (PMOs), and the Year-Long CPIC process.

Information Technology Investment Model

Most agencies have stated a goal of progressing to a higher level of capability in the ITIM model. The following describes the ITIM model and P2C2’s unique approach to advance agencies through the levels of maturity. P2C2’s approach is consistent with the new ITIM investment management software tools emerging from ProSight..

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The ITIM Model: The general paradigm for the General Accounting Office (GAO) ITIM process maturity model is similar to those formulated earlier by the [Software Engineering Institute](#) at Carnegie Mellon University. There are five stages of process maturity, and defined capabilities (critical processes) are required at each stage of maturity beyond the undisciplined first stage. GAO updated *Information Technology Investment Management, A Framework for Assessing and Improving Process Maturity* in March 2004 (version 1.1). The critical processes should be familiar to any federal manager or contractor who has had to comply with the [Clinger-Cohen Act](#), respond to Section 300 of Office of Management and Budget (OMB) [Circular A-11](#), or engage in the [CPIC](#) process: selecting investments, evaluating performance, and improving results. A visual summary of the ITIM model is shown below:

The ITIM Stages of Maturity with Critical Processes

Maturity stages	Critical processes
Stage 5: Leveraging IT for strategic outcomes	<ul style="list-style-type: none"> - Optimizing the investment process - Using IT to drive strategic business change
Stage 4: Improving the investment process	<ul style="list-style-type: none"> - Improving the portfolio's performance - Managing the succession of information systems
Stage 3: Developing a complete investment portfolio	<ul style="list-style-type: none"> - Defining the portfolio criteria - Creating the portfolio - Evaluating the portfolio - Conducting postimplementation reviews
Stage 2: Building the investment foundation	<ul style="list-style-type: none"> - Instituting the investment board - Meeting business needs - Selecting an investment - Providing investment oversight - Capturing investment information
Stage 1: Creating investment awareness	<ul style="list-style-type: none"> - IT spending without disciplined investment processes

GAO envisions that at the highest level, Stage 5, "an organization leverages its IT investment capabilities both to anticipate the effects of next-generation information technologies and to significantly drive strategic business transformation. As organizations harness the capability to run effective management processes for constantly selecting, controlling, and evaluating IT investments, they can more effectively examine how best to institute major business transformations to better achieve their missions. These transformations no doubt will include fundamental changes made possible through the application of new information technologies to support major innovation in customer interaction, service delivery mechanisms, and more effective knowledge management."

The P2C2 Approach: The P2C2 Group can help agencies make better use of achieving process maturity by taking a holistic approach to ITIM, rather than following the linear, step-by-step approach suggested by the GAO. That is, the processes of the government PMOs can incorporate higher-stage best practices without waiting for a 100% progression from Stage 2 to 3, or Stage 3 to 4, etc. We report our approach at a high level in our June 2006 newsletter, which is available at <http://www.p2c2group.com/jun06nws.html>.

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Program/Project Management and PMOs

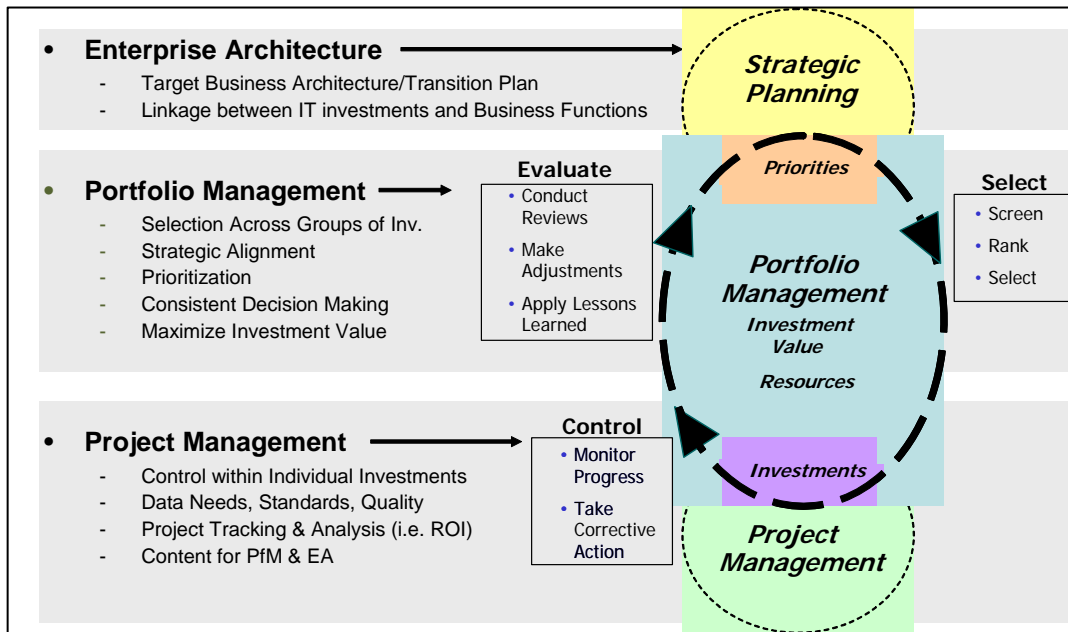
The P2C2 Group is often involved with work that encompasses elements of both a program management and a project management office. In carrying out the Statement of Work, our team will satisfy both requirements, and success in part requires acknowledging that these are two distinct (though overlapping) dimensions.

Project Management: A project, to paraphrase the Project Management Institute, is a temporary endeavor to create a unique product or service within a finite period of time. There is a definite beginning and a definite end. A PROJECT Management Office focuses on the business function of project management—seeking to support a defined, repeatable process which reduces risk, optimizes quality, increases cost efficiency, and provides ongoing support to project managers. An example would be a PMO that supports an enterprise portfolio of IT projects.

Program Management: A program, in the federal sector, is an agency program mission or business goal. Russ Martinelli and Jim Waddell (Intel and Tektronix respectively) make the case for a PROGRAM Management Office: "Program and project management are related but distinct disciplines. It is important for everyone within the organization to fully understand the distinctions between the two, as well as the differing roles and responsibilities of program and project managers. *In general, the greatest difference between program and project management is that program management focuses on achieving business results to create a competitive advantage while project management focuses on planning and executing the work required to deliver the end product.*" Deborah Sholtes, FDA CPIC Manager, depicted the relationship as follows (December 7, 2005, presentation at the Willard Hotel, Washington, DC):

U.S. Department of Health and Human Services

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In the federal sector, the distinction between project and program is blurred, because federal PMOs invariably have a mandate to be transformational “... achieving measurable improvements in program results.” After all, the Clinger-Cohen Act requires that IT project investments be fully aligned with agency mission, programs, and business goals (i.e., Business Architecture). In addition, most e-Government (e-Gov) initiatives are transformational and de facto programs.

The P2C2 Approach: A federal PMO needs to support business processes at both the portfolio management and project management levels, and the PMO will not function effectively unless it addresses the needs of both audiences. Enterprise and program management needs a smooth process for making decisions about the overall portfolio, identifying problems, taking corrective actions, and assuring outcomes that translate into results for the agency mission, its stakeholders, and citizens. At the same time, project managers and teams need a process that streamlines their business process, reduces paperwork and overhead burden, and provides practical management tools.

The way to achieve an effective PMO is to begin with a review of management—strategic plans and people (human resources) who will be users at the portfolio and project management levels. The next step is a requirements analysis—defining specific business goals and desired results. Once requirements are initially defined, it is important to baseline existing business processes and workflows, which will serve as the framework for re-engineering, process and workflow improvement, and automation. Much of the process can be automated; tools are discussed later in this section under [Automated Support](#).

Budget formulation, analysis, and execution is an integral process for a federal PMO, as is acquisition. Software development and integration is generally needed as glue to cement together

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multiple software applications, databases, and workflow routing. Finally, administrative support is needed to operate the PMO. Further discussions about the P2C2 Group's approach are online at <http://www.p2c2group.com/articles.htm>.

The Year-Long CPIC Process

The P2C2 Group has spent years helping agencies transform the summer “300 Rush” into a year-long, disciplined CPIC process. Investment management must be part of the ongoing strategic planning, portfolio management, project management, and performance evaluation process. Following are highlights from our tactical and strategical approaches for achieving more effective CPIC methods:

Tactical Actions

CPIC Schedule: Sound CPIC planning and management is a year-long process. October is the time for all Agency IT projects to define a year-long CPIC schedule:

- Initiate strategic planning and improve alignment with the EA
- Improve alignment of performance goals with output and results measures
- Replace out-of-date alternatives analyses, and do market research for a real-world CBA
- Update or replace aging risk management or information security plans
- Update the e-Gov plan
- Fine-tune EVMS
- Conduct operational analysis reviews for Steady State investments
- Identify which contracts are due for initiation or re-competition during the fiscal year, and make sure these are aligned with performance-based contracting and EVMS
- Plan the full CPIC and SDLC drill for new investments.

Investment Selection Process: Early in the fiscal year is the best time to advance the Pre-Select CPIC process—identifying business needs, considering non-technology as well as IT solutions, conducting market research, and prioritizing potential investments.

Performance Measurement: An alarming number of IT investments cannot quantify what they actually accomplish. Set up metrics, and go way beyond IT process indicators. Simply stating 99.9% uptime is not sufficient these days. Congress wants to know whether that system was effective in supporting the agency mission that improved citizen health, made air transportation more secure, or helped students get loans for education.

Partnerships: OMB gives funding priority to investments that use partnerships to cut costs or improve services to citizens. However, truly effective partnerships require months or years of

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planning. To have a dynamite partnership for an investment that will go to OMB next summer, the work needs to begin now.

Competitive Sourcing: Much of the government's business architecture is still rooted in the 20th century and pre-date e-Gov and today's potential for efficiency. Either conducting a formal A-76 study or completing an informal review has the potential of achieving very large cost savings, which can pay for IT modernization and e-Gov. The benefit of the A-76 paradigm is that it forces agencies to update their business process—to define a Most Efficient Organization (MEO). This alone can produce dramatic breakthroughs, even if the resulting solution is not outsourced but kept in-house within the government. Again, conducting competitive sourcing reviews takes time, and the work needs to start at the beginning of the fiscal year.

Annual Enterprise-Level Plan for CPIC: Major IT investments usually bubble up on a project-by-project basis, but agencies need an enterprise-wide budget strategy for next summer's budget cycle. Certain tools like Balanced Scorecard methodology, ProSight, and Expert Choice can help, but the process takes time, fact finding, focus, and buy-in.

Strategic Actions

Re-imagining the Role of IT in the Enterprise: There needs to be a strategic plan that provides a detailed vision of the target business, information, and technology architecture. What is needed is a hard-core roadmap that will redefine how government performs its mission and serves its customers. It needs to:

Be specific enough to guide a long-term capital investment plan;

Lay out a framework for redefining the organizational structure and processes that IT will support; and

Have long-term budget goals.

Linkage to Enterprise Strategic Plans, Performance Objectives: It is simply a portfolio of resource vehicles that should drive the organization toward its goals and measurable objectives. October is the time to begin laying out how IT spending is tied to strategic plans and performance objectives.

Doing More with Fewer Dollars: It doesn't take a rocket scientist to figure out that Congress will eventually be forced to deal with the budget deficit and trim overall government spending. Some programs will be budget winners or losers in the process, but all programs will be held accountable to squeeze greater results and more cost efficiency out of every dollar.

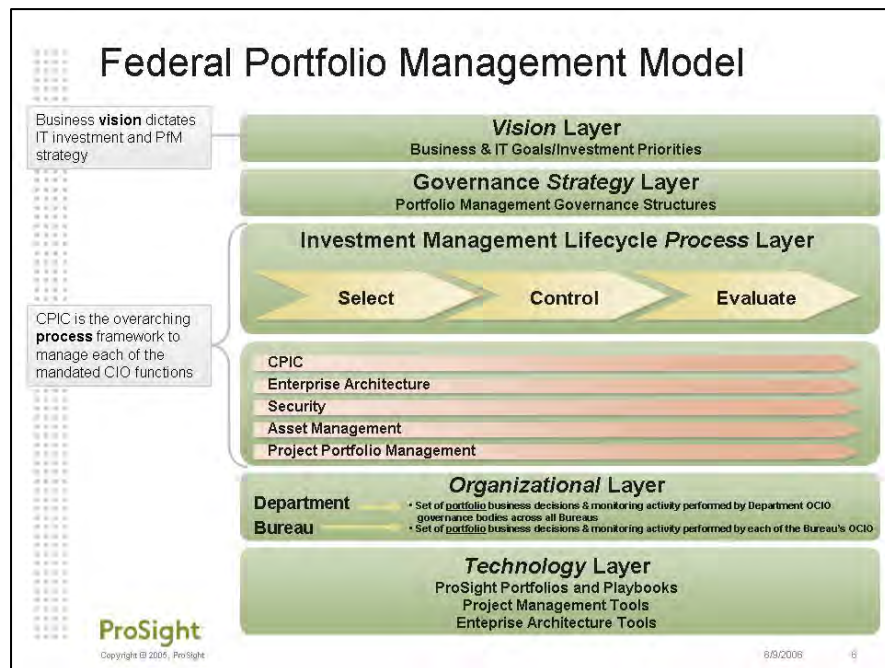
Automated Support

The P2C2 Group supports the use of automated tools for IT investment management at all levels: decision making, portfolio management, project management, CPIC templates, and EVMS.

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Collaboration: SharePoint and other software portals encourage collaboration and provide access to templates and common tools—so that IT investment management becomes a consistent, repeatable process that improves quality and reduces administrative burden. Such a portal can have multiple tiers for different audiences: project-managers who have everyday needs, portfolio managers who need to track and compare performance, and decision makers concerned about aligning IT with business results and budget decisions. The portal becomes a common ground for sharing, learning, improving results, and providing a high level of consistency in IT management.

Portfolio and Project Management: Software suites such as ProSight have become quite sophisticated in providing a structured roadmap to CPIC phasing, IT project management, and portfolio investment management. ProSight for example has evolved far beyond Exhibit 300 support and, with multiple components, can provide full lifecycle investment management support both at the project and portfolio levels. In addition, the latest versions enable “what if” analyses of budget changes which can be implemented in conjunction with views of investment performance. Following is a visual summary of ProSight’s overall portfolio concept (as of late 2005):



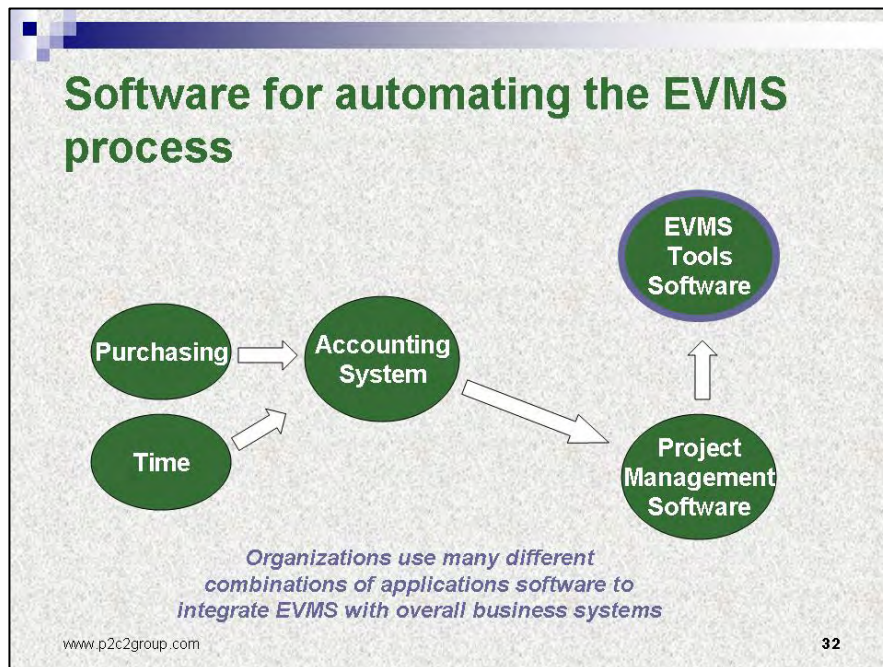
© 2005 ProSight

CPIC Templates: Use of templates is a common practice within the federal government—for CPIC, Security, SDLC documentation, etc. The P2C2 Group is an active supporter of the latest approaches—keeping documents brief and automating analyses as much as practical. For example, much of the work in Operational Analysis Reviews can be reduced to checklists and a

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spreadsheet comparison of planned and actual performance. Standardized performance metrics are maintained in a structured enterprise-wide database. Formulas for CBAs are included in pre-formatted Excel documents so that project managers and analysts do not need to “re-invent the wheel.”

EVMS and Financial Controls: Financial controls obviously are crucial to investment management. Our experience at the P2C2 Group indicates that this often requires the integration of multiple automated systems. We recently depicted the interrelationships at a presentation we delivered on Earned Value Management:



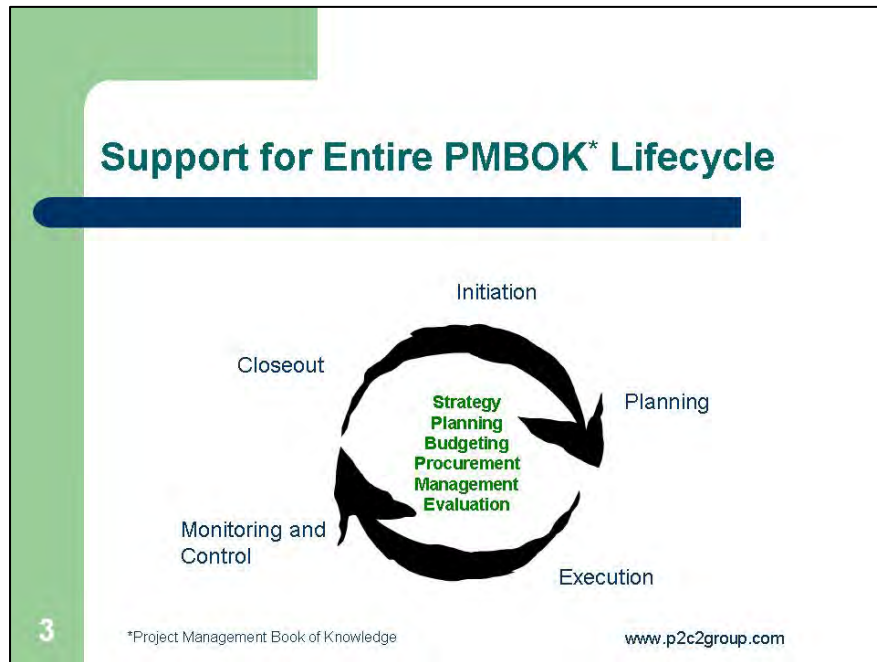
Software Integration with the CPIC Process: As always, an Agency’s requirements must drive the selection and integration of software selected to support ITIM and the Project Management Office. The ITIM process must be defined and documented, and the software tools integrated within these requirements.

Project Management Methodology

PMBOK® Framework

The P2C2 Group manages its contract support according to the standard Project Management Institute process, as modified by federal contract and oversight requirements. A summary is depicted in the following figure:

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“Smooth Start” Approach to New Contracts

The P2C2 Group uses a seven-step process for implementing CPIC support contracts:

1. Conduct entry meetings with the customer, including at least a high-level Initial Baseline Review
2. Review mission, culture, strategic requirements for contract support
3. Develop a summary project roadmap in collaboration with the customer
4. Prepare a project plan using the roadmap to establish the schedule, milestones, and staffing plan
5. Monitor execution and make refinements, in communication with the customer
6. Establish ongoing standard operating procedures (repeatable processes)
7. Evaluate and improve over time

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ATTACHMENT A: PAST PERFORMANCE SUMMARIES

COST BENEFIT ANALYSIS

Name of Project	Cost Benefit Analysis for ASAP
Agency	Federal Reserve Bank of Richmond
Period of Performance	November 20065 – May 2007
<p>Description of the Requirement</p> <p>With the Budget Year 2009 Exhibit 300, FMS was required to quantify benefits and provide a 5-Year Cost Benefit Analysis for each alternative. The objective of this Statement of Work was to provide requirements for obtaining a Cost Benefit Analysis for all alternatives to be included in the 2009 report and for analysis to be used as a planning tool for ensuring the financial viability of the ASAP system in the future.</p>	
<p>Description of the Solution</p> <p>Deliverables included:</p> <ul style="list-style-type: none"> Entry Meeting Draft Project Plan Final Project Plan Initial ASAP Definition Summary Review of Best Practices and Recommended CBA Methodology for ASAP Workshop on CBA Methodology Final Refinements to the CBA Methodology Document Initial ASAP Analysis Briefing on Preliminary CBA Draft ProSight Alternative Documents Final ProSight Documents Draft Final Report, Draft Lessons Learned Briefing for Final Report “Final” Final Deliverables Transfer Final CBA Files to FRBR/ASAP 	
Results: All work was completed on schedule and on budget, as negotiated and modified.	
Reference	Available

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STRATEGIC PLANNING, SDLC DOCUMENTATION, AND CPIC PROGRAM SUPPORT

Name of Project	IT Strategic Planning, Business Case Development, and Supporting Documentation Federal Law Enforcement Training Center
Agency	U.S. Department of Homeland Security (DHS)
Period of Performance	September 2005 – September 2006
Description of the Requirement	
<p>The OCIO of the Federal Law Enforcement Training Center (FLETC) of the DHS had an immediate requirement to acquire Contractor support in the development of a FLETC IT Strategic Plan that was properly aligned with the goals and objectives of the FLETC and DHS Strategic Plans, and follow-on program management support for the Training Technology Modernization Program (TTMP) business case for submission to DHS and OMB during the FY 2008 budget cycle. The project also required all supporting documentation. ProSight was the software used for managing business cases.</p>	
Description of the Solution	
<p>Deliverables included:</p> <ul style="list-style-type: none"> IT Strategic Plan OMB Exhibit 300 Privacy Impact Assessment Functional Statement of Need Feasibility Study Requirements Analysis Analysis of Alternatives and CBA Market Analysis/Research Risk Analysis/Risk Management Plan Independent Government Cost Estimate Acquisition Plan Implementation Plan IT Security Plan 	
Results: All work was completed on schedule and on budget.	
Reference	Available

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DEPARTMENT OF EDUCATION CPIC PROGRAM SUPPORT

Name of Project	IT CPIC Support
Agency	U.S. Department of Education (ED)
Period of Performance	April 2006 – present
Description of the Requirement	
<p>The Office of Elementary and Secondary Education (OESE) Office of Migrant Education (OME) required CPIC support. OME is responsible for administering the Migrant Education Program (MEP). OME is mandated by the No Child Left Behind Act, Section 1308 (b) to assist the States in developing effective methods for the electronic transfer of student records and in determining the number of migratory children in each State. OME established the Migrant Student Information Exchange (MSIX) project to accomplish this mandate.</p>	
Description of the Solution	
<p>The P2C2 Group is responsible for updating the MSIX business case and OMB 300 submissions on a quarterly and yearly basis. This includes responsibilities to research information on the ED EA, the Federal Enterprise Architecture Business Reference Model (FEA BRM) and the ED CPIC (eCPIC) process as necessary to complete the updates in a timely manner. The P2C2 Group provides expertise in all areas of IT investment management including earned value analysis, and is familiar with relevant OMB directives for IT projects. The P2C2 Group participates in the ED IT oversight reviews for MSIX including but not limited to technical architecture reviews, security reviews, and production readiness reviews.</p>	
Results	
<p>Ongoing support is being delivered.</p>	
Reference	Available

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USAID ENTERPRISE-WIDE CPIC PROGRAM SUPPORT

Name of Project	IT CPIC Support
Agency	United States Agency for International Development (USAID)
Period of Performance	June 2005 – September 2005
<p>Description of the Requirement</p> <p>There was a requirement for agency-wide program management support of the CPIC management process including Business Case Reviews (BCRs), scoring, development of a new business case, and revision of additional Exhibit 300s.</p>	
<p>Description of the Solution</p> <p>Provided expert leadership, the BCR team, and two business case developers. Developed a new business case and had primary responsibility for complete revision of two other Exhibit 300s. Also developed two Alternatives Analyses/CBAs and an Operational Analysis Review. Coached other developers and assisted with budget development. Constructed integrated financial models linking spending tables, funding plans, and CBAs.</p> <p>Served as subcontract manager, reporting to prime contractor and serving as direct liaison to federal managers. Organized project team, developed and managed work plan, and prepared weekly status reports. Responsible for overseeing invoicing of prime contractor and initiating payments to subcontract team members.</p> <p>The agency received the second highest increase in IT funding in the entire federal executive branch.</p>	
<p>Results</p> <p>All work was completed on schedule and on time.</p>	
Reference	Available

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IRS ALTERNATIVES AND COST BENEFITS ANALYSIS

Name of Project	Analysis of Alternatives and Cost Benefits Analysis for Case Management System
Agency	Internal Revenue Service (IRS), Office of the Chief Counsel (OCC) Treasury Department
Period of Performance	November 2005 – March 2006
Description of the Requirement	
One of the tasks under the prime contract was to conduct an alternatives analysis and CBA for a large multi-function legacy system providing case management, litigation support, and other user services. The work had to be aligned with an existing OMB Exhibit 300.	
Description of the Solution	
The P2C2 Group served as subcontractor. Responsibilities included developing the technical approach, collaborating with the prime contractor about viable alternatives, developing the financial model, developing the template for the report, conducting quantitative analysis, and co-authoring the resulting report.	
Results: Work was accepted by the government customer and integrated into the updated submission of the Exhibit 300.	
Reference	Available

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USDA Natural Resources Conservation Service CPIC SUPPORT

Name of Project	IT CPIC Support NRCS
Agency	U.S. Department of Agriculture (USDA)
Period of Performance	April 2004 – September 2004
Description of the Requirement	
The P2C2 Group supported the re-alignment of NRCS Exhibit 300 documents as subcontractor to Computer Sciences Corporation (CSC).	
Description of the Solution	
<ul style="list-style-type: none"> • Conducted preliminary review of existing material <ul style="list-style-type: none"> – Reviewed existing materials—(including previous OMB submission; subsequent work products to enhance exhibit 300; enterprise architecture; privacy/security work; Perot Systems findings; and USDA initial work plan)¹ – Conducted interviews with select USDA staff (to gain background, understand work to date; gain basic understanding of status of relevant systems) – Conducted onsite interviews and other data collection, with special focus on the Alternatives and Funding sections • Performed work to complete select sections of Exhibit 300 <ul style="list-style-type: none"> – Prepared weekly status reports, indicating progress and actions needed to keep momentum against commitments; raise issues at weekly meeting – Completed drafts of deliverables – Submitted interim draft of deliverable • Completed Exhibit 300 deliverable <ul style="list-style-type: none"> – Reviewed existing materials – Updated deliverable to reflect OCIO comments and feedback – Enhanced quality of 300s to reflect ongoing changes – Worked to integrate business case analyses into broader planning and performance monitoring processes 	
Results	
All work was completed on schedule and on time. Project deliverables were of outstanding quality and reflected many best practices.	
Reference	Available

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USDA CPIC SUPPORT

Name of Project	IT CPIC Support USDA Civil Rights Enterprise System
Agency	U.S. Department of Agriculture (USDA)
Period of Performance	September 2003 – January 2004
Description of the Requirement	
<p>The USDA needed a core solution for the civil rights function in its EA. The solution replaces two flawed information systems that processed employment discrimination complaints and program service discrimination complaints. USDA was facing nearly \$1 billion in court judgments and criticism from Congress. A solution was needed, and a new enterprise-wide system had to be justified to OMB, which requires a rigorous CPIC process. WorkLenz was the software used at USDA.</p>	
Description of the Solution	
<p>The P2C2 Group completed a major CPIC assignment to evaluate options, assist USDA in determining an effective solution, and preparing a formal justification to OMB for the investment. The P2C2 Group conducted interviews and market research and prepared an extensive set of deliverables within four months: a Requirements Analysis, CBA, Alternatives Analysis, Risk Management and Mitigation Plan, Information Security Risk Analysis, an Exhibit 300 Business Case, an Enterprise-Wide Project Management Implementation Plan, a Privacy Impact Assessment, and an initial System Security Plan. The P2C2 team also used Excel to construct a complex integrated financial model to evaluate costs, benefits, risks, and CBA — for the baseline system and four alternatives. The project required close work with Departmental and USDA Civil Rights personnel, as well as the OCIO.</p>	
Results	
<p>All work was completed on schedule and on time. Project deliverables were of outstanding quality and reflected many best practices.</p>	
Reference	Available

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DOL EVMS PLANNING AND IMPLEMENTATION

Name of Project	Earned Value Management System, Planning and Implementation Support
Agency	U.S. Department of Labor (DOL) Office of the Chief Information Officer
Period of Performance	April 2004 – October 2004
Description of the Requirement	
<p>OMB requires that agencies comply with American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) Standard 748, EVMS for major capital investments in IT. Compliance is necessary for achieving a Green Light for e-Gov.</p>	
Description of the Solution	
<p>The P2C2 team supported DOL CIO Programs in identifying, acquiring, and implementing an EVMS that was accepted by OMB. The P2C2 team was responsible for:</p> <ul style="list-style-type: none"> • Requirements Analysis • Gap Analysis • Alternatives Analysis • Project Management Plan • User Guide • Draft DOL Policies for EVMS • Evaluation of the Rollout • Mapping EVMS to the planned (new) core financial system <p>The software support that best fit the DOL environment was a combination of MS Project and wInsight.</p>	
Results	
<p>DOL received a provisional Green Light for e-Gov, an assessment which included the work on EVMS.</p>	
Reference	Available

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SBA CPIC SUPPORT

Name of Project	Quick-Response Capital Investment Support
Agency	Small Business Administration (SBA) Office of the Chief Financial Officer (OCFO), and Office of Grants and Contracts
Period of Performance	June 2006 – present
Description of the Requirement	
The SBA evaluated alternative solutions for its Loan Management and Accounting System (LMAS), a mission-critical system for a \$70 - \$80 billion loan and loan guarantee portfolio.	
Description of the Solution	
The P2C2 team supported the SBA by providing quick-response consulting support for: <ul style="list-style-type: none"> • Exhibit 300 planning, development and review • Developing an Alternatives Analysis and CBA for LMAS • Responding to internal requirements for capital investment planning and management 	
Results	
Work was completed and deliverables prepared on schedule.	
Reference	Available

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DOL CPIC SUPPORT

Name of Project	IT Capital Investment Planning
Agency	U.S. Department of Labor Office of the CIO Office of the Assistant Secretary for Policy Employment and Training Administration
Period of Performance	Intermittent under multiple GSA Schedule orders; December 2000 – June 2003
<p>Description of the Requirement</p> <p>Under Circular A-11, OMB requires extensive capital investment planning for information technology projects. The business case for each project is summarized in an OMB Exhibit 300, and the activities must include budget analysis, alignment with agency mission, alternatives analysis, performance measures, risk analysis, acquisition planning, work breakdown structure, alignment with the EA, compliance with information security and privacy, and coordination with the Government Paperwork Elimination Act (GPEA). eCPIC was the software used at DOL.</p>	
<p>Description of the Solution</p> <p>The solution involved development of 15 Exhibit 300s for multiple agencies at DOL including both General Support Systems (networks) and Major Applications. Over half of these documents were for new projects and required extensive analysis, research and preparation. The work encompassed extensive collaboration with agency technical personnel, program managers, and budget officers. Drafts were reviewed and verified, and then entered into the Information Technology Investment Portfolio System (ITIPS)—the automated capital investment management system preferred by OMB.</p> <p>The work also involved an initiative to streamline and improve the coordination between the CIO and the Budget Office, and the P2C2 team was instrumental in developing a process at DOL known as “300 Lite.” In addition to developing a work process, this also involved planning and conducting a one-day workshop with participatory training exercises.</p>	
<p>Results</p> <p>The Exhibit 300s had an extraordinarily high rate of approval and funding—over 80%. The workshop received an average rating of 4.2 on a scale of 1 to 5.</p>	
References	Available

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DHS CPIC SUPPORT

Name of Project	IT CPIC Support U.S. Citizenship and Immigration Service
Agency	U.S. Department of Homeland Security
Period of Performance	May 2004 – September 2004
Description of the Requirement	
<p>The U.S. Citizenship and Immigration Service had recently appointed its first CIO, who was responsible for organizing a CPIC program and bringing FY 2006 budget submissions into compliance with OMB requirements. All nine Exhibit 300s needed extensive work.</p>	
Description of the Solution	
<p>The P2C2 team and four other subject matter experts worked as a team to improve the Exhibit 300s dramatically. Work involved conducting an assessment (gap analysis) of existing drafts and developing agency-wide solutions. The P2C2 team took lead responsibility for performance measures, alternatives analysis (and CBAs), acquisition strategy, funding plan, and EVMS. In addition, each P2C2 team member worked with several project managers to improve individual investments. The P2C2 team worked closely with the technical staffs for two major systems.</p>	
Results	
<p>All work was completed on schedule and on time. All nine documents gained an average rating of 4 (good), and none were placed on the OMB watch list.</p>	
Reference	Available

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DOL CIO SUPPORT

Name of Project	Support for Chief Information Officer Programs
Agency	U.S. Department of Labor Office of the Chief Information Officer
Period of Performance	December 2000 – April 2003
Description of the Requirement	
<p>The CIO is responsible for a wide range of responsibilities including IT policy, information security, paperwork reduction, EA, strategic plans, capital investment, and e-Gov. The CIO must prepare many enterprise documents for internal use and submission to oversight agencies such as OMB.</p>	
Description of the Solution	
<p>The P2C2 team provided quick-response, on-site support of OCIO Programs at DOL. This included updating IT policy documents, developing security and risk management plans, reviewing plans for the EA, developing a Contingency Plan for the network, writing content for the CIO's website, writing Project Management Plans, supporting the implementation of Public Key Infrastructure, and analyzing new federal requirements.</p>	
Results	
<p>The OCIO received versatile and timely support for numerous quick-response assignments required for enterprise policy, management, and compliance with OMB requirements.</p>	
Reference	Available

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EOP ACQUISITION SUPPORT

Name of Project	Acquisition Support
Agency	Executive Office of the President
Period of Performance	March 1999 – December 1999
Description of the Requirement	
<p>The EOP needed numerous Statements of Work to support Y2K work. There was a very short period of time (9 months) to develop and award contracts to replace or fix over 100 systems and applications.</p>	
Description of the Solution	
<p>The P2C2 team developed an enhanced template for Statements of Work and gained concurrence by the procurement office, legal staff, and IT division. The P2C2 team then led a small team to develop and produce the documents—and gain approvals for technical and legal compliance.</p>	
Results	
<p>The procurement documents were completed on schedule after a very late start. The statements of work addressed many different technical issues—networks, Web servers, firewalls, help desk functions, and major business applications. The P2C2 team received a letter of commendation from the White House.</p>	
Reference	Available

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EOP PROGRAM MANAGEMENT SUPPORT

Name of Project	Management Support
Agency	Executive Office of the President
Period of Performance	December 1999 – February 2000
Description of the Requirement	
An acting Program Manager was needed to oversee the operation of www.whitehouse.gov while the federal manager was on extended leave.	
Description of the Solution	
The P2C2 team served as acting Program Manager, overseeing the activities of two contractors—one responsible for Web operations, the other responsible for developing an alternative content management system. This period included the first-ever live-Web coverage of the State of the Union Address.	
Results	
The White House website operated smoothly without a hitch while the federal manager was on extended leave. This included smooth coordination with the Whitehouse Webmaster who was responsible for content, the staffs of two contractors, the procurement office, the White House Communications Agency, and the deputy director of Information Systems and Technology (Office of Administration).	
Reference	Available

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**PROGRAM PERFORMANCE EVALUATION AND
CUSTOMER SATISFACTION SURVEY**

Name of Project	Evaluation of USERRA Issues for Returning Military
Agency	U.S. Department of Labor Veterans Employment and Training Service and the Office of the Assistant Secretary for Administration and Management
Period of Performance	October 2003 – September 2004
Description of the Requirement	
DOL needed a nation-wide survey research project to evaluate how well the Uniformed Services Employment and Reemployment Rights Act (USERRA) is working for returning military personnel—especially members of National Guard and Reserve Units. USERRA encompasses rights regarding re-employment, seniority, health benefits, and pensions.	
Description of the Solution	
The P2C2 team was responsible for designing, conducting, and evaluating the results of a nation-wide survey of National Guard and Reserve members returning from active service. The P2C2 team also provided expert services in the areas of research design, sampling, questionnaire development, data collection, statistical analysis, and evaluation. In addition to technical and analytical skills, the P2C2 team provided assistance to DOL in solidifying a cooperative agreement with the Department of Defense (DOD) for joint participation in the survey. Work included compliance with OMB Information Collection requirements and a technical review by DOL's Bureau of Labor Statistics.	
Results	
The P2C2 team provided high-quality research and analysis support to the customer. The evaluation achieved its goals, as required by the agency's annual performance plan.	
Reference	Available

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ATF ACQUISITION SUPPORT

Name of Project	Acquisition Support for FIRETOSS, National Fire Research Laboratory
Agency	Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) U.S. Department of Treasury
Period of Performance	January 2001 – June 2001
Description of the Requirement	
The new National Fire Research Laboratory needed to acquire a complex information system for use in a fire laboratory involving scientific research about arson cases. This was a unique system and required a unique acquisition solution.	
Description of the Solution	
The P2C2 team was responsible for developing the acquisition plan, RFI, and Performance Work Statement. This involved extensive collaboration with procurement personnel and research scientists. The system was for a large facility that had not yet been built.	
Results	
All acquisition documents were completed on schedule.	
Reference	Available

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ATF PROGRAM MANAGEMENT SUPPORT

Name of Project	System Engineering and Technical Assistance Support for ATF Imaging Section
Agency	Bureau of Alcohol, Tobacco, Firearms, and Explosives Alcohol and Tobacco Tax and Trade Bureau (TTB) U.S. Department of Treasury/Department of Justice (DOJ)
Period of Performance	August 2002 – June 2003
Description of the Requirement	
<p>The imaging section was understaffed, and FTE ceilings restricted adding federal employees. This was a project sponsored by the head of the Information Systems Division to demonstrate that a significant backlog of work traditionally assigned to federal employees could be outsourced to a System Engineering and Technical Assistance (SETA) contractor.</p>	
Description of the Solution	
<p>The P2C2 team served as project manager for a contract that encompassed such areas as (1) documentation for the information security Certification and Accreditation process, (2) requirements analysis and related documents for new systems, (3) an asset management system for imaging hardware and software, and (4) investigation of alternatives to improve the EA.</p>	
Results	
<p>The project successfully demonstrated the valuable contribution a SETA contractor could make. In addition, the project produced numerous deliverables such as security documents for imaging, requirements documents, and an asset management system.</p>	
References	Available