

RFI
Response to
Department of Transportation, Federal Transit Administration (FTA)
Sources Sought Notice
Solicitation Number FTA-08-PMOC
Posted December 20, 2007

ORIGINAL

Submitted to:
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DUNS NUMBER: 00-704-0533
GSA Schedule 70 # GS-35F-0484
8(a), SDB, SWOB Status

"This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of - or in connection with - the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets 1 through 25.

1.0 Executive Summary

Paragon Technology Group, Inc. (Paragon) is pleased to submit this response to the Sources Sought Notice; Solicitation Number FTA-08-PMOC issued by the Department of Transportation, Federal Transit Administration (FTA), to assist in Program Management Oversight Support Services. Paragon is a fast growing 8(a), Woman-owned Small Business (WOSB) Company

Founded in 1997, Paragon is a WOSB company headquartered in Vienna, VA providing cost effective and quality services for Government and Commercial customers. From its inception, Paragon has been dedicated to providing quality services with specialization in the areas of Program Management Office (PMO) Support/Governance, Business Consulting Services, Software Development Lifecycle Services, Financial Management Services, and Enterprise Business Modernization Services at competitive prices. We have grown steadily over the past 10 years to our current size of high quality professional staff with subject matter expertise in most industries. Our approach has been to develop sound business processes, use technology, and provision systems that assist us in deploying innovative solutions at competitive cost while providing the exceptional services that our customers have become accustomed to.

Paragon recognizes that success in supporting the Federal Transit Administration (FTA) relies on a broad spectrum of functional and managerial skills. Paragon has a number of large and small businesses where we have business relationships in order to provide our customers with comprehensive support in areas where we ourselves may not have fully developed capabilities. Together, Paragon and our business partners can provide seamless solutions for the FTA's requirements. We bring to our customers strong management practices, sound operational infrastructure and financial strength to ensure total success of their programs.

Paragon has established an extensive practice in Governance and PMO Support services, covering all dimensions of governance (strategic to tactical) including project management, program management, and portfolio management with focus on improving overall Organizational Project Management Maturity. We have provided these services to a number of federal and commercial customers (Department of Treasury, Department of Transportation – MARAD, US Transportation Command, Center for Medicare and Medicaid, Sprint-Nextel, and many more). Our practice centers around the synthesis of skilled practitioners, standardized processes, and best-in-class technology into a superior project management service offering for our clients. Paragon recruits and hires employees with a strong background in managing large projects and programs. We encourage any of our program and project managers that are not already PMP certified, to study and obtain that certification. We have developed processes and procedures based upon industry best practices including: PMI PMBOK, PMI OPM3, PMI PMCDF, and SEI CMMI v1.2. Paragon has codified its corporate experience in establishing and operating PMO's at both the Departmental and Enterprise level into a standardized methodology, called the ***Enhanced PMO Delivery System™ (ePMOds™)***. This methodology can be leveraged by our clients to mature their own internal PMO practices. Paragon has technical capabilities and extensive experience in a variety of project and program management toolsets, including MS Project, MS EPM, and ProSight Portfolios.

Finally, the sources sought identified the NAICS code as 541330 -- Engineering Services. The type of services requested is management consulting services better suited to the NAICS 541611 Administrative Management and General Management Consulting Services. We ask the Government consider revising the selected NAICS code.

2.0 Understanding the Requirement

2.1 Background and Purpose

The Federal Transit Authority (FTA) is seeking to identify businesses with capabilities or prior experience for potential award of a contract to conduct oversight services for selected capital projects. The overall activities include the continuous review and evaluation of regulatory requirements; monitoring large caseloads of projects to ensure the guidelines established by FTA are being followed; evaluating grantee project management and technical capacity and capability to successfully implement these major transit projects. Paragon is a leading provider of enterprise PMO support services.

2.2 Scope

The scope of this contract is Project and Program Management at its essence. Our team's requirement is to closely monitor and review the caseloads of projects and evaluate the capability to successfully implement these projects in accordance with regulatory requirements. Ultimately, our goal is to provide recommendations to the Government on how closely projects are completed on time, within budget, and within the established scope.

3.0 Technical Requirements

3.1 Continuous review and evaluation

Paragon has developed a Business Process Management (BPM) Methodology focused on managing business processes through **(1) Initial Assessment, (2) Business Process Modeling, (3) Business Process Reengineering, (4) Gap Analysis, and (5) Improvement.**

Paragon's history of program management support to offices of the CIO at the US Treasury, commercial clients and other Government organizations provides us with unparalleled insight into the issues faced within the government on a daily basis. This allows us to address and resolve these issues in a professional and efficient manner. For example, at the Department of Treasury, we led the implementation of a sound Capital Planning and Investment Control process and raised the maturity of the organization on the GAO ITIM Maturity Framework from zero to three within a 2 year period by implementing sound ITIM processes for the Selection, Control, and Evaluation phases.

3.2 Managing multiple programs/projects

Paragon has provided PMO support services to multiple projects simultaneously. At the Center for Medicare and Medicaid services Paragon has responsibility for over 15 projects and is adding additional staff to cover additional case load. Paragon's in-depth experience in leading process improvement efforts and extensive knowledge of industry best practices allows us to staff and support multiple projects and programs. Our expertise in performing process assessments, offering "best-in-class" solutions and managing enterprise-wide implementations are instrumental in the achieving the client's business process management goals.

3.3 Evaluation of project management and technical capacity and capability to successfully implement major projects.

Paragon has been selected by the US Treasury to assess and evaluate their project management and provide an OPM 3 project management assessment. This work is summarized in the following paragraph.

Treasury Department: Paragon was tasked by the Department of Treasury's Office of the Comptroller of Currency's (OCC) IT Policy and Planning group to Perform an OPM3 assessment of the ITS group and other OCC business units in relation to its project management practices and produce an assessment report that summarizes its findings. Using PMI's OPM3 Assessment and Organizational Project Management Maturity Framework as a basis, the main objective for performing the assessment was to establish a Current State baseline for OCC's project management maturity level, based on the information obtained from interviewed personnel and to identify areas of priority (i.e. weaknesses) for project management improvement with special focus on training requirements. As part of this Project Management change initiative, Paragon developed an assessment report that provides a high-level assessment of the project management practices within ITS. As part of the Organizational Project Management improvement program, Paragon proceeded to provide Project Management Fundamentals Training based on the PMI PMBOK Methodology and Earned Value Management (EVM) Training for the Project Management community across ITS and OCC business units.

3.4 Monitor the projects to determine whether they are progressing on time, within budget, and in accordance with approved grantee plans and specifications.

Paragon will employ effective project controls to ensure that a project's tasks are completed on time and within budget. Project controls will be used to provide clear visibility by managers, sponsors, and other stakeholders into how well the project team is meeting scope and delivery objectives. Early detection of schedule slippage or scope creep will enable appropriate adjustments in scope, schedule, or budget. Controlling processes include performance monitoring and reporting, schedule control, cost control, quality control, risk control, and change control. We also use Earned Value Management (EVM) to assess a project's performance for adherence to the triple constraints of Cost, Schedule, and Performance. Our experience is EVM is summarized below.

Earned Value Management:

Paragon has extensive experience in the implementation and use of EVM within organizations and projects. Our understanding spans government regulations, policy requirements, and ANSI 748 EVM requirements and implementation methodologies. For example: Paragon developed the Department of Treasury's EVM Policy Guide and provided training to bureaus on the guide. Paragon also developed OCC's EVM guidelines for project managers and provided EVM training to more than 50 project and program managers at the OCC. The training included using MS Project for developing baseline project plans (resource, cost, and schedules were build in to the MS Project files) during the project planning phase; and using MS Project's software features during the Project Monitoring and Control phase to progress the schedule using % completes and Actual Start/Finish dates to arrive at EVM performance metrics such as Schedule Variance (SV%), Cost Variance (CV%), and Estimate to Complete (ETC). Paragon was engaged to provide CPIC PMO and business case development support and mentoring to the Department of Treasury, OCIO, OCC, and DOT MARAD. Paragon provided guidance in the implementation and use of EVM, and application of EVM to major and non-major projects (e.g. establishing a baseline cost and schedule; progressing schedules (% Complete, Actual Start/Finish Dates) and reporting on

performance using Schedule Variance and Cost Variance) during the CPIC Control Phase. Paragon also has a comprehensive understanding as well as extensive experience utilizing both the EVM Module in Primavera ProSight and Deltek's wInsight. These tools are designed specifically to help organizations integrate performance data in order to improve insight into project performance, streamline the process of project management, and enhance communications across all projects.

4.0 Past Performance and Summary

Paragon understands that a good end product requires a thorough understanding of the relevant business areas, as well as the statutory, administrative, and regulatory requirements of the FTA. Paragon has in-depth program management experience both implementing and evaluating programs and program management. In order to round out our capability and provide the FTA with the best possible support we have identified several business relationships that would allow us to provide complete support to this project. Each step of the way, our team understands how to provide sound program management oversight in reviewing and monitoring the management of major investment projects. Some of our recent and current experiences in Program Management and Project Management are summarized below:

Office of the Comptroller of Currency (Treasury): Portfolio Management and CPIC PMO Support: Pre-select, Select, Control, Evaluate. Developed OCC-wide EVM Policy Guide; Project Management Support (FISMA Portfolio Restructuring): Develop; Integrated Master Schedules and EVM Baselines for all FISMA major investments within OCC. Provide Project Management (PMO PMBOK) and EVM Training to IT Project and Program Managers; Financial Management Division Project/Program/Portfolio Management Support; OM; PMO Assessment and PMO Implementation Planning; PMI OPM3 Project, Program and Portfolio Management Organizational Maturity Assessment, and recommendation and implementation of a path to improvement.

Department of Treasury, OCIO: Portfolio Management and CPIC Support, E300 Scoring and Portfolio Analytics, Project Management Support, Development of Treasury-wide EVM Policies and Guidelines. **Department of Transportation, MARAD:** Portfolio Management and CPIC Support: Select, Control, & Evaluate.

Center for Medicare/Medicaid, HHS: Project Management Lifecycle Support Services for the entire IT Organization: Project Initiation, Planning, Execution, Control, and Closing; in compliance with PMBOK standard methodology. Project Management improvement in compliance with PMI best practices.

We look forward to supporting your organization.