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December 19, 2007

Department Of Transportation
Federal Transit Administration (FTA)
Federal Transit Administration HQ
Headquarters Contracting Team
1200 New Jersey Avenue, SE
Washington, DC. 20590

Subject: FTA-08-PMOC

Mr. Bardwell & Mr. Harper:

Please accept this letter and corresponding documentation as a capabilities statement for the future FTA proposal pertaining to Project Management. We would like to take this opportunity to introduce ourselves as one of Virginia's newly-formed computer consulting organization offering various business solutions, administrative support, and telecommunications services in the state. Phenix Data Solutions, LLC is a Small Women and Minority owned business headquartered in Manassas, Virginia. Our owners experience in the industry gives us the knowledge necessary to provide your organization with qualified person(s) to perform the work needed by this contract.

We anxiously anticipate the issue of this Project Management solicitation, in the near future and hope that this serves to express our interest and capabilities.

Sincerely,

Ada L Hunter
Vice-President/CIO
ahunter@phenixds.com

Enclosures:
Letter
Capabilities Statement
Original (1)

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Introduction

PHENIX DATA SOLUTIONS LLC. (PDS) is a consulting-oriented company, intending to fill in the market need for a professional and customer-focused computer company. The company emphasizes service and support to differentiate itself from more price-oriented computer companies. PHENIX will provide business solutions, administrative services, and support solutions to small, medium, and large businesses. PDS serves its clients as trusted allies, providing them with the loyalty of a business partner and the economics of an outside vendor. We want to make sure that our clients have what they need to run their businesses as well as possible, with maximum efficiency and reliability. Many of our information applications will be mission critical, so we will give our clients the assurance that we will be there when they need us.

Our philosophy centers on the needs and processes of our customers as our first priority. Our leading edge business solutions and best of industry skills will be applied to design and develop a fitting solution to empower the client's business in the most cost effective way. Our business mission is based mainly on ensuring that clients know what service(s) we are able to fulfill, and making the right service and information available to the right target client. Our intent is to implement a market penetration strategy that will ensure that our services are well known and respected in our respective industry. We strive to convey. We strive to convey a sense of quality and satisfaction in every aspect of the information technology industry.

Capabilities

Ada Hunter, CIO, has over 16 years of leadership experience. She had held positions of program manager, line manager, and chief engineer. As deputy program manager for the Automatic Dependant Surveillance (ADS) program, she was responsible for the success or failure of the program and became the primary interface to the customer. Ada has the overall responsibility to meet contract performance management objectives (quality, cost, schedule, and technical), to maintain customer satisfaction, and to ensure their program's compliance with all applicable standards, practices, policies and procedures. The ADS program contract value of \$90M is a basis of the type of programs that our CIO has handled. She managed a team that consisted of three

subcontractors, finance, contracts, subcontracts, and technical staff. Other duties as Program Manager included directing all phases of the program from inception through completion. Ada has coordinated subordinate employee recruitment, selection and training, performance assessment, work assignments, salary, and recognition/disciplinary actions of direct reports. Her other direct duties would include participation in the negotiation of contract and contract changes, coordination the preparation of proposals, business plans, proposal work statements and specifications, operating budgets and financial terms/conditions of contract. As Program Manager she has the responsibility as primary customer contact for program activities, leading program review sessions with customer to discuss cost, schedule, and technical performance.

Functional IPTs were created to execute this program The IPTs represent the functional segments of the program. Cross-Product Teams (CPTs) support each IPT so that systems engineering, program management, logistics, and testing disciplines are represented in each team. The IPTs are responsible for the development of their assigned system segments. The CPTs are responsible for their assigned processes and the integration of those processes into the ultimate product. Each IPT/CPT is empowered to proactively identify issues, control costs, manage schedule of respective activities, and ensure quality/mission success. The program's Earned Value System was used to monitor, control and report the financial & schedule progress of the Contractor Team. A monthly report and review was held to discuss the following information:

- Earned Value Data (BCWS, BCWP, ACWP, Budget, EAC, Variances and Indices) by reporting element for the Total Program and each contractor team member.
- Summary of Budget changes.
- Summary of EAC changes.
- Staffing Plans versus actual staffing for the contractor team.
- SPI and CPI for the total program and each contractor team member.
- Variance Analysis
- Contract funding, projected requirements, reported actuals and invoiced costs.
- EAC/management reserve/contract value over time.
- Recommendations for actions to reverse declining trends in any financial management parameter or to address issues identified in those areas.

This information was analyzed to determine the progress of the program. In the case of little to no progress, the emphasis was to determine actions that need to be taken or could be taken to minimize any negative impacts.

An Integrated Master Schedule (IMS) was used to facilitate the attainment of program goals (i.e. achieve desired technical results, on schedule and within budget). To effectively support these goals, schedule management was used to

flag, in a timely manner, situations which could jeopardize the ability to meet program goals so that appropriate steps can be taken. Following are types of steps that could be taken in response to potential problems: Take corrective actions so that the program gets back on a plan that will allow the achievement of program goals. Types of corrective actions that could be taken include:

- Modify staffing levels
- Adjust program schedule (e.g. more parallel activities, early procurement, modified task sequence)
- Recognize that program goals will not be met, predict the likely outcome, and take appropriate actions, including:
 - Slip schedule
 - Obtain additional funding
 - Change technical scope
- I also had the responsibility as the risk manager. The Risk Manager's primary responsibilities included:
 - Ensuring a risk management process is implemented and followed across the team
 - Maintaining and implementing the Risk Management Plan
 - Establishing and monitoring the program risk database
 - Providing risk training
 - Conducting risk reviews and assessments
 - Preparing risk briefings and summary reports

As Chief Engineer of the E-6 program, Ada was responsible for the entire technical engineering activities for a program and was the primary liaison between the Program Manager and the stakeholders for all technical issues. The E-6 Program had a contract value of \$10M over six years. She had the responsibility to ensure that the technical objectives and requirements of the program were achieved while meeting the cost and schedule constraints. The Chief Engineer had the authority to allocate requirements to subsystems and configuration items in the system. The Chief Engineer worked with all of the various groups, such as Subcontracts, Configuration Management, Quality Assurance, Systems Engineering, Software Engineering, Hardware Engineering, Supportability Engineering, Test and Integration, and others to ensure that they support overall program requirements.

Additional duties of the Chief Engineer was to establish design concepts, criteria and engineering efforts for product research, development, integration and test. Work with the program manager to develop new business or expand the product line with the customer. The Chief Engineer established milestones and monitors adherence to master plans and schedules, identified program problems and obtains solutions, such as allocation of resources or changing contractual specifications. Directed the work of employees assigned to the

program from technical, manufacturing and administrative areas. Some of the lessons learned for the E-6 base program were:

- Proposals must specifically address program content/development processes so that there are no misunderstandings with the customer on intentions/plans.
- Team building with the customer as close to contract negotiations as possible is critical to understand customer expectations and contractor development intent.
- Managing customer expectations is critical to making timely progress on the program.
- Control of requirements churn is imperative to meeting proposed schedules. Improperly managed customer expectations causes churn and impedes program progress.
- Formal documentation of customer redirection is key to substantiating change in contract scope/direction/cost and schedule.

The program completed five (5) weeks late and with an overrun but with a product that has received rave reviews from the customer. The company continued to manage the lessons learned and applied changes to the process. The company has since won approximately \$30M in follow-on business and has delivered successfully within schedule and budget.

Conclusion

Phenix Data Solutions LLC proudly submits this statement of capabilities to handle the Project Management needs of the FTA. Our company would like for your organization to rest assured that our first priority is your satisfaction of our service. We are a small business operating in the state of Virginia and take every opportunity to thank our customers for their support in helping us grow as an organization. We look forward to fulfilling your needs, and if you have any further questions please feel free to contact us.

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