

Memorandum

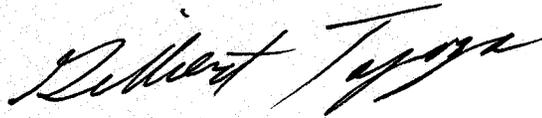
*Flex your power!
Be energy efficient!*

To: DEBBIE D. LEIBROCK
Chief Office of Technology Review, Oversight and Security
Department of Finance

Date: May 24, 2005

MATT PAULIN
Assistant Program Budget Manager
Department of Finance

From: GILBERT TAFOYA
Chief Information Officer, Acting



Subject: Market Analysis Report for the Project Resourcing and Schedule Management system,
Project Number 2660-160

We are submitting for your review the Market Analysis Report for Project Resourcing and Schedule Management (PRSM), in response to the Department of Finance (DOF) letter of August 30, 2004. The Department of Transportation (Caltrans) and Department of General Services (DGS) have completed the Market Analysis described in that letter.

In response to a Request for Qualifying Information (RFQI), vendors submitted twelve software products for consideration. The vendors conducted tightly scripted two-day demonstrations of seven of these products. Four of the remaining vendors withdrew and one did not appear at the scheduled demonstration. Caltrans Evaluation Team found that four products could meet all of the PRSM requirements. A fifth product quite likely can meet the requirements, but the evidence was inconclusive. One vendor withdrew after the demonstrations. The selection process in the RFQI says that the top six vendors shall receive Requests for Proposals (RFP). With only six vendors remaining, they will all receive RFPs.

We look forward to your approval of this report. Work on the RFP will begin as soon as your approval is received. If you should have any questions, please call Mr. Nigel Blampied at (916) 654-5395. Mr. Blampied's e-mail address is Nigel_Blampied@dot.ca.gov

Attachment

MATT PAULIN

May 24, 2005

Page 2

- c: Michael Liang, Deputy Secretary, Business Transportation and Housing Agency
- Randell Iwasaki, Chief Deputy Director, Department of Transportation
- Richard Land, Chief Engineer, Department of Transportation
- Karla Sutliff, Chief, Division of Project Management, Department of Transportation
- Norma Ortega, Chief, Division of Budgets, Department of Transportation
- Steven C. Casarez, Division of Procurement, Department of General Services
- Greg Loe, Department of Finance



Project Resourcing and Schedule Management

(State of California Information Technology Project 2660-160)

Market Analysis Report

May 2005



California Department of Transportation
Division of Project Management
Office of Project Management Systems Implementation
1120 N Street, Mail Station 28
Sacramento, CA 95814

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INTRODUCTION

What is PRSM?

PRSM is an acronym for “Project Resourcing and Schedule Management.” This software system will enable the Department of Transportation (Caltrans) effectively to manage State employee time in its Capital Outlay Support (COS) program. The \$1.2 billion-per-year COS program funds environmental studies, design services, construction engineering and right-of-way acquisition services for State Highway projects. Caltrans employs more than 10,000 people in COS. State employee time charges make up most of the costs in this program.

PRSM will address five problems:

1. Caltrans cannot fully meet the reporting requirements as mandated by the Legislature and the California Transportation Commission.
2. Substantial time and effort is required to develop resource-driven schedules.
3. Project and functional managers are unable to status projects on a timely basis, in a statewide database.
4. Caltrans does not have the ability to perform critical path scheduling and assign individuals accordingly.
5. Caltrans lacks the ability to identify skilled individuals and resource them to specific tasks.

As a Commercial-Off-The-Shelf (COTS) system, PRSM’s exact functionality will depend on what is available on the market.

PRSM Requirements

- The PRSM Feasibility Study Report (FSR) lists five problems, repeated above (“What is PRSM?”).
- The five problems are further broken down to ten objectives.
- The objectives are then broken down into forty-six “functional requirements.”

The problems, objectives, and functional requirements appear in Attachment A.

For the PRSM procurement, it is necessary to break down the functional requirements yet further into “business requirements.” These are *specific, measurable*, outcomes needed by the customers. Figure 1 contains an example of such a breakdown.

Functional Requirement 1:

Comparison of planned to actual costs.

Business Requirement 1:

(Specific, measurable explanation of Functional Requirement 1.)

The proposed COTS based system is expected to create "SB45" reports for each project in the State Transportation Improvement Program (STIP). These reports are used to facilitate project communications between the State and its customers (the Regional Transportation Planning Agencies, Metropolitan Planning Organizations, and various county and city agencies).

The following data fields are needed for this report:

- BASELINE AMOUNT: PERMITS AND ENVIRONMENTAL STUDIES SUPPORT
- BASELINE AMOUNT: PLANS, SPECIFICATIONS, AND ESTIMATES SUPPORT
- BASELINE AMOUNT: RIGHT OF WAY SUPPORT
- BASELINE AMOUNT: CONSTRUCTION SUPPORT

- FUTURE ESTIMATED: AMOUNT PERMITS AND ENVIRONMENTAL STUDIES SUPPORT
- FUTURE ESTIMATED: AMOUNT PLANS, SPECIFICATIONS, AND ESTIMATES SUPPORT
- FUTURE ESTIMATED AMOUNT: RIGHT OF WAY SUPPORT
- FUTURE ESTIMATED AMOUNT: CONSTRUCTION SUPPORT

- EXPENDITURES TO DATE: PERMITS AND ENVIRONMENTAL STUDIES SUPPORT
- EXPENDITURES TO DATE: PLANS, SPECIFICATIONS, AND ESTIMATES SUPPORT
- EXPENDITURES TO DATE: RIGHT OF WAY SUPPORT
- EXPENDITURES TO DATE: CONSTRUCTION SUPPORT

Figure 1 - An example of a functional requirement broken down into its business requirement

Background to this Report

This report responds to a letter from the Department of Finance (Finance) dated August 30, 2004 giving approval for Caltrans to carry out a Market Analysis for PRSM with assistance from the Department of General Services (DGS). The August 30, 2004, letter is shown in Attachment B. The Market Analysis consists of four steps:

- Step 1: Develop a Request for Qualifying Information (RFQI) document identifying the minimum essential requirements as well as additional desired functionality for a PRSM solution. The RFQI will provide vendors with the opportunity to identify the availability, suitability and estimated costs of PRSM solutions in the marketplace.

- Step 2: Develop an RFQI scoring document to evaluate the vendor responses.



- Step 3: Develop a list of qualified vendors that will be invited to participate in future PRSM procurement, pending the requisite approval to conduct a PRSM procurement effort.
- Step 4: Document the results in a Market Analysis Report.

MARKET ANALYSIS PROCEDURE

Step 1: Develop a Request for Qualifying Information (RFQI).

Caltrans prepared an RFQI in cooperation with the Procurement Division of the Department of General Services (DGS). This RFQI is sixty-seven pages long. It is not reproduced in this report, but it is available on request.

DGS published the RFQI in the State Contracts Register on December 30, 2004. Potential bidders were given until February 4, 2005, to respond. The intervening period included an opportunity for vendors to submit questions, as shown in Figure 2.

RFQI Event	Date
RFQI published and released	December 30, 2004
Vendors submit questions for clarification of the RFQI document	January 14, 2005
All vendor questions re RFQI are answered by Caltrans	January 21, 2005
Qualifying Information due at DGS	2:00 P.M. PST, Friday, February 4, 2005.

Figure 2 – RFQI key procurement events and dates

Step 2: Develop an RFQI scoring document to evaluate the vendor responses.

Caltrans prepared a scoring document in cooperation with DGS. This document is available on request. It was provided as an attachment to the RFQI, and potential bidders were asked to self-score themselves against the PRSM requirements.

Step 3: Develop a list of qualified vendors that will be invited to participate in future PRSM procurement.

Eleven vendors submitted qualifying information by the February 4, 2005, deadline. One of them submitted two proposals, for different software products. The RFQI specifically permitted multiple submittals of this type. The goal of this permission was to ensure that Caltrans would receive the fullest possible perspective on the market.

The names of the vendors and their products will not be given in this report. Instead, they are called Vendor A through Vendor L. These names were assigned in the order in which submittals were opened – the first submittal opened is Vendor A and the last is Vendor L. The actual names of the vendors and their products will be provided to Finance confidentially upon request.

The RFQI included a selection process that is quoted verbatim in Attachment C. In short, the six vendors with the highest self-scores were invited to demonstrate their products. Each demonstration lasted two days and followed a script provided by Caltrans. During the demonstrations, the Caltrans Evaluation Team validated the vendor's score. If Caltrans evaluation of the score was below the self-score of the seventh vendor, that vendor was invited to demonstrate. This process continued until the six highest-scoring vendors had been identified.

The vendors with the six highest self-scores were invited to demonstrate their products during the period from March 14 to 31, 2005. Two demonstrations were scheduled in each week, on Monday/Tuesday and Wednesday/Thursday.

Caltrans and DGS expected that some vendors would withdraw before the demonstrations, as happened. Caltrans intentionally made it as easy for vendors to submit qualifying information. This was done to encourage participation. The two-day demonstration was a much larger hurdle. Comments by vendors indicate that each firm assigned at least two people to work full-time for two weeks preparing for the demonstration. Some firms brought more than ten people to the demonstration. When one adds travel costs to employee salaries and overhead, the demonstration was a significant investment for each firm. As expected, several vendors decided that their chances of success did not warrant this investment.

One of the vendors withdrew once it had reviewed the demonstration script. Caltrans decreased the scores of two additional vendors to below that of the vendor with the ninth highest self-score. Three additional vendors were therefore invited to demonstrate. These were the vendors with the seventh through ninth highest self-scores. Their demonstrations were scheduled to begin on April 11, 13, and 18 respectively.

The vendors scheduled on April 11, 13 and 18 all withdrew once they had reviewed the demonstration script. The final three vendors were therefore invited to demonstrate. Their demonstrations were scheduled to begin on May 2, 4, and 9 respectively. One of these vendors did not appear for the demonstration. The others appeared and demonstrated their products.

One vendor withdrew after the demonstrations.

The outcome of the demonstrations is described below in the "Market Analysis Findings."

Step 4: Document the results in a Market Analysis Report.

This report is step 4.

MARKET ANALYSIS FINDINGS

Completeness of Solution

Meeting the PRSM Requirements

The Evaluation Team found that the six remaining products met between 46.43% and 80.07% of the PRSM requirements “Out of the Box” without further adaptations, as illustrated in Figure 3. Each vendor was asked to explain and demonstrate how it might meet the remaining requirements. Four of the six vendors produced evidence that they could meet all of the PRSM requirements. A fifth vendor produced evidence that it could meet all but one of the PRSM requirements. It quite likely can meet the remaining requirement, but the evidence was lacking.

Vendor ID	Percentage of Caltrans Requirements met “Out of the Box”	Percentage of Caltrans Requirements met after Adaptation
A	Withdrew after demonstration	
B	Withdrew before demonstration	
C	46.43%	67.92%
D	80.07%	98.68%
E	Withdrew before demonstration	
F	Withdrew before demonstration	
G	58.90%	100.00%
H	78.59%	100.00%
I	80.00%	100.00%
J	60.50%	100.00%
K	Withdrew before demonstration	
L	Did to appear at demonstration	
Caltrans XPM System (District 4, Oakland)	26.53%	Not applicable

Figure 3 – PRSM vendor ability to satisfy PRSM business requirements

Comparison to existing system

The Project Management Support Unit in District 4 (Oakland) evaluated the existing XPM system using the same standards as that used by the Evaluation Team. It found that the existing system meets 26.53% of the PRSM requirements.

Meeting the Tentative Minimum PRSM Requirements

The letter of August 30, 2004, requests, “To the extent possible, Finance expects the Market Analysis Report to clearly document vendor solutions and costs for meeting the minimum essential requirements separate from those specific to any additional desired functionality.”

The July 12, 2004, Value Analysis Report identified a subset of the PRSM Functional Requirements as, “Tentative Minima.” As noted above, four vendors produced evidence that they could meet all of the PRSM requirements, including the Tentative Minima. A fifth vendor quite likely can meet all the Tentative Minima.

DGS rules require that cost cannot be a consideration during the RFQI portion of a procurement. Caltrans was therefore unable to identify the costs of the Tentative Minima separate from those specific to any additional desired functionality. Caltrans was able to gather some cost information, which is discussed in the Cost Analysis section of this report.

Comparable Research by the Gartner Group

The Gartner Group regularly evaluates software of all types on two scales. It evaluates the “completeness of vision” of the product and the “ability to execute” of the firm that produces that product. Gartner places each product in one of four quadrants illustrated in Figure 4.

All twelve products that were submitted for consideration for PRSM appear in Gartner’s July 2004 evaluation of Project and Portfolio Management software. Three fall into each of the four quadrants.

Although the Evaluation Team was not aware of this, its findings roughly parallel the Gartner findings. Products that received the highest Gartner ratings generally received the highest “Out of the Box” ratings from the Evaluation Team.

Vendor’s Ability to Execute	Greater Ability to Execute	“Challengers” Three PRSM Vendors	“Leaders” Three PRSM Vendors
	Lesser Ability to Execute	“Niche Players” Three PRSM Vendors	“Visionaries” Three PRSM Vendors
		Less Complete Vision	More Complete Vision
Vendor’s Completeness of Product Vision			

Figure 4 – Gartner Groups’ matrix for categorizing software products

The actual names of the products in each quadrant will be provided to Finance confidentially upon request.

Cost Analysis

In an attempt to address the Finance request to document costs, and to assist with budgeting, DGS did allow Caltrans to ask each vendor to provide a “lowest credible” and “highest credible” cost estimate for implementing its solution, including adaptations and five years of support and upgrades. This cost is greater than the cost that would appear in a Special Project Report, which includes only one year of support. Figure 6 provides the vendor provided non-binding cost estimates.

Vendor ID	Percentage of Caltrans Requirements met after Adaptation	Vendor’s lowest credible cost estimate [Includes Five Years of Support and Upgrades]	Vendor’s highest credible cost estimate [Includes Five Years of Support and Upgrades]
C	67.92%	\$5,281,992	\$8,062,032
D	98.68%	\$9,456,000	\$12,725,000
G	100.00%	\$8,380,000	\$18,160,000
H	100.00%	\$12,872,956	\$18,729,498
I	100.00%	\$9,761,560	\$13,231,171
J	100.00%	\$13,507,436	\$19,488,950

Figure 6 – Vendor provided non-binding cost estimates

Risk and Probability of Success

The RFQI required each vendor to submit names of at least three of its largest existing clients that are using the product. Caltrans has begun contacting these clients. From their responses, it appears that several firms comparable in size to Caltrans have successfully achieved the PRSM requirements. It seems that the PRSM requirements can be met, and that this is not an extraordinary endeavor.

RECOMMENDED NEXT STEPS

Request for Proposals

The selection process in the RFQI (Attachment C) says that the top six vendors shall receive Requests for Proposals (RFP). With only six vendors remaining, they will all receive RFPs.

Caltrans and DGS propose to use a two-stage, two-envelope RFP, as follows:

- Each participating vendor will submit a draft technical proposal that describes how it will implement PRSM.
- Caltrans and DGS will conduct confidential discussions with each vendor to ensure that it understands the PRSM requirements and to clarify any uncertainties in its technical proposal.
- Each vendor will then submit a final technical proposal, and a cost proposal in a separate envelope.
- The technical proposals will be evaluated to ensure that the vendor has addressed the concerns with the draft. A Technical Proposal score will be assigned. This will count for less than 50 percent of the total score. To receive a passing score, vendors will need to meet a set of minimum requirements.
- The cost proposals of passing vendors will be opened. A Cost Proposal score will be assigned. This will count at least 50 percent of the total score. The lowest priced proposal will receive the maximum score and all other proposals will receive scores in inverse proportion to the lowest price.
- The vendor with the highest overall score will be selected.

Special Project Report (SPR)

An SPR will be submitted to Finance prior to contract award.

Award Contract

Proceed with execution of contract and begin contract work.

ATTACHMENTS

ATTACHMENT A: Problems, Objectives and Functional Requirements listed in the July 12, 2004 PRSM Value Analysis Report

Problem I: Caltrans cannot fully meet the reporting requirements as mandated by the Legislature and the California Transportation Commission.

Objective #1: Meet the reporting requirements of SB 45 for 100% of the State employee labor costs on STIP State Highway projects components where Caltrans is Implementing Agency.

FR 1. Comparison of planned to actual costs.

Objective #2: Provide project status data such as; plan vs. actual, earned value, cost performance indexing, etc., to our transportation partners on a near-time basis.

FR 2. Comparison of planned to actual milestones completed.

FR 3. Calculation of earned value.

FR 4. Charts, graphs and columnar reports.

FR 5. Microsoft Excel, Microsoft Access, Crystal reports, and other ODBC compliant reporting tools.

Problem II: Substantial time and effort is required to develop resource-driven schedules.

Objective #3: Realize efficiencies associated with entering initial workload estimates by WBS into an integrated, validating scheduling tool.

FR 13. Create project task resource and duration estimates using Workload Estimating Norms (WEN).

Objective #4: Reduce the manual effort required to compile information for the Program Resource Management semi-annual reviews.

FR 6. Allow resource allocation to projects and tasks based on actual staffing requirements rather than utilizing straight-line resource allocation.

FR 7. Provide resource-leveling capability across project tasks, making optimal use of available resource.

FR 8. Provide resource scheduling capability across multiple years.

FR 9. Provide statewide resource forecasting tools for programmed projects.

FR 10. Allow project and functional managers to assign resources by type (i.e., civil engineer, geologist, structural engineer) to projects based on availability of resources.

FR 11. Allow Headquarters to plan capacity for the program of projects independent of task

level project plans; forecasting of project costs and schedule.
FR 12. Provide a “what-if” analysis tools to improve forecasting and project scheduling.
FR 14. Support resource and task-driven duration calculations.
FR 15. Support fixed and variable duration tasks.
FR 16. Support multiple project, resource constrained scheduling.
FR 17. Provide actual effort and estimate-to-complete effort reporting information.
FR 18. Provide cost account designation for resource assignments and expenses.
FR 19. Capture calendar, contact and notes information by resource.
FR 20. Support earned value analysis and reporting.

Problem III: Project and Functional Managers are unable to status projects on a timely basis, in a statewide database.

Objective #5: Provide an enterprise scheduling tool to eliminate the need to update various shadow systems.

FR 22. Allow project managers to develop an initial project plan by either: copying an existing plan and making modifications, selecting a pre-defined template, or dynamically creating a plan from a task database based on answers to posed questions.
FR 23. Allow project managers to schedule tasks statewide by Work Breakdown Structure (WBS), Caltrans standardized hierarchical structure that defines work activities.
FR 25. Provide standard and ad-hoc reporting and cross-project analysis capabilities, on a statewide basis.

Objective #6: Provide project and functional manager desktop access to the resource and scheduling tool to plan and status projects at WBS level 7.

FR 21. Allow project managers and functional managers to directly access and update project plan information via their desktop or laptop accessing real-time project data, in a statewide database.
FR 24. E-mail issues to project participants.

Problem IV: Caltrans does not have the ability to perform critical path scheduling and assign individuals accordingly.

Objective #7: Provide a tool that allows project team members to continually forecast and optimally commit resources.

FR 27. Check whether projects and WBS elements are open and available for charging before accepting those charges.
FR 28. Support capture of time by individual day or by entire work period.
FR 29. Allow employees to enter all project and non-project (Jury Duty, Sick, etc) time charges.

- FR 30. Provide a method for staff to directly input progress on individual work assignments.
- FR 31. Support timesheet approval and return for correction with an e-mail alert.
- FR 33. Import timesheet information for more than 12,000 COS employees.
- FR 34. Provide weekly employee task or "to do lists" based on project plans.
- FR 35. Support the integration with the Human Resource System being implemented under TOPSS (Staff Central) (Transportation and Project Support System).
- FR 36. Assign tasks and get status updates/time reports from team members using the Caltrans e-mail system or an Internet Browser.

Objective #8: Provide supervisors with current critical path and individual prioritized task information in order to reduce project completion times.

- FR 26. Support the planning, scheduling, and tracking of critical deadlines, activities, resources, and budgets.
- FR 32. Utilize approved time sheet data to automatically update project plans each week, within one day after the required approval date.

Problem V: Caltrans lacks the ability to identify skilled individuals and resource them to specific tasks.

Objective #9: In order to utilize fixed cost resources more effectively, ensure that the staff with the most relevant skill-set is assigned to the right task.

- FR 37. Store resource information such as name, skills, availability, location, etc.
- FR 38. Support "To be Hired" status of resources.
- FR 39. Support a centralized resource pool for resources available for tasking.
- FR 40. Capture skills inventory and skill development needs of all resources.
- FR 41. Allow generic skill types to be assigned to specific tasks.
- FR 42. Allow specific skill types to be assigned to specific tasks.
- FR 43. Allow individual persons to be assigned to specific tasks.
- FR 44. Allow various units of measure (FTE, Hours, Days, Cost, Percentage-based, etc.) for data capture.

Objective #10: Provide the required numbers of software licenses and system security.

- FR 45. 800 scheduling and resource users.
- FR 46. Information security at the network, DBA rights and permissions, and Application security on who can perform what functions.

ATTACHMENT B: Department of Finance letter of August 30, 2004



DEPARTMENT OF
FINANCE

ARNOLD SCHWARZENEGGER, GOVERNOR

916 L STREET ■ SACRAMENTO, CA ■ 95814-3706 ■ WWW.DOF.CA.GOV

AUG 30 2004

Mr. Randell Iwasaki, Interim Director
Department of Transportation
1120 N Street
Sacramento, CA 95814

Dear Mr. Iwasaki:

**The Project Resource and Scheduling Management Project—Value Analysis Report,
Project Number 2660-160**

The Department of Finance (Finance) has completed its review of the Department of Transportation's (Caltrans) Project Resource and Scheduling Management (PRSM) Project Value Analysis Report. The Value Analysis is the first phase of the Caltrans PRSM Work Plan approved by Finance on March 17, 2004. Based on our review, Caltrans is approved to proceed with the Market Analysis phase of the Work Plan.

In the Value Analysis Report Caltrans identifies the minimum essential requirements it believes are necessary to ensure project success. In addition, the Value Analysis Report identifies the relative value of additional desired functionality, beyond the minimum essential requirements, for the purposes of evaluating vendor proposals.

Finance understands that Caltrans, with assistance from the Department of General Services, will perform the following steps during the Market Analysis:

- Develop a Request for Qualifying Information (RFQI) document identifying the minimum essential requirements as well as additional desired functionality for a PRSM solution. The RFQI will provide vendors the opportunity to identify the availability, suitability, and estimated costs of PRSM solutions in the marketplace.
- Develop an RFQI Scoring Document to evaluate the vendor responses.
- Develop a list of qualified vendors that will be invited to participate in a future PRSM procurement, pending the requisite approval to conduct a PRSM procurement effort.
- Document the results in a Market Analysis Report.

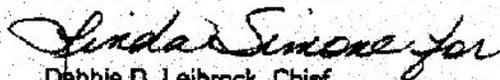
To the extent possible, Finance expects the Market Analysis Report to clearly document vendor solutions and costs for meeting the minimum essential requirements separate from those specific to any additional desired functionality. Finance expects Caltrans to structure its RFQI accordingly.

Mr. Randell Iwasaki
Page 2

Upon completion of this phase of the Work Plan, Caltrans will submit the Market Analysis Report to Finance for review. Caltrans shall not proceed with any subsequent PRSM Work Plan activities, beyond the Market Analysis, without written approval from Finance.

Any questions regarding the PRSM Project, the PRSM Work Plan, or the instructions identified above should be referred to Richard Gillihan, Technology Investment Review Unit at (916) 445-1777 ext. 3223, or via electronic mail at richard.gillihan@dof.ca.gov.

Sincerely,


Debbie D. Leibrock, Chief
Technology Investment Review Unit


Connie Squires, Program Budget Manager
Business, Transportation and Housing Unit

cc: Mr. Michael Liang, Deputy Secretary for Information Technology, Business, Transportation, and Housing Agency
Ms. Barbara Timmer, Chief Information Officer, Department of Transportation
Ms. Ann Evans, Chief, Information Technology Program and Project Management Division, Department of Transportation
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Ms. Kathryn Amann, Principal Program Budget Analyst, Department of Finance
Mr. Mark Monroe, Budget Analyst, Department of Finance
Mr. Andrew Ruppenstein, Budget Analyst, Department of Finance

ATTACHMENT C: Bidder Selection Process (quoted from the RFQI)

The Vendor-submitted PRSM Qualifying Information will be evaluated in the following manner:

Caltrans will invite Vendors to demonstrate the following short-listed products:

- The three products with the highest self-scores on the score sheet in Appendix F and
- The three products with the highest self-scores that also have a self-score of 100 for all the tentative minimum requirements indicated in the score sheet in Appendix F.

Some products may qualify under more than one of these categories. If the screening produces a short list of fewer than six Vendors, four products will be selected in each category. If there are still fewer than six finalist Vendors, five products will be selected in each category, and so on until at least six Vendors are on the short list or, if there are fewer than six participating Vendors, every Vendor has at least one product on the short-list.

Caltrans may invite Vendors that submit more than one proposal, for different product suites, to demonstrate more than one suite. Even though it demonstrates more than one suite, each Vendor will count as only one of the Vendors on the short list.

Vendors will demonstrate only specific functions requested by the Evaluation Team. The purpose of the demonstrations is to verify that products perform as claimed. If a product does not meet a tentative minimum requirement, the Vendor will be asked to explain how it might meet that requirement, or what alternative approach there may be to achieve the Department's goals without meeting the specific requirement.

If the Evaluation Team considers that the product does not perform a particular business requirement as claimed, the Team may question the score. In response, the Vendor may provide additional information in support of the score.

After the demonstrations, the Evaluation Team will meet in camera and develop a final score for each business requirement for each product. No score will be adjusted that was not questioned in the proposed system demonstration.

The Vendor will be informed of any adjustments from their self-score. If the adjusted score is "75" the Vendor will be asked to submit a lowest and highest credible cost of meeting the requirement.

If the product's score after adjustment is such that another product would have qualified in its place for the demonstrations above, that product will replace the product with the adjusted score. The added product will be evaluated in accordance with methods above. The product with the

adjusted score will be eliminated from the competition, unless this would result in fewer than six finalist Vendors. A product can return to the competition if it succeeds in replacing another product in the manner described in this paragraph.

All products that successfully complete the demonstrations will be short-listed to receive the Request for Proposals.

ATTACHMENT D: Ability to meet the PRSM Functional Requirements 'Out of the Box.'

Note: Most Functional Requirements are divided into several Business Requirements. This accounts for the partial scores on Functional Requirements.

PRSM Problems, Objectives and Functional Requirements	Weight within Entire Project	Tentative Minimum Set?	District	Vendor C	Vendor D	Vendor G	Vendor H	Vendor I	Vendor J
Problem I: Caltrans cannot fully meet the reporting requirements as mandated by the Legislature and the California Transportation Commission.									
Objective #1: Meet the reporting requirements of SB 45 for 100% of the State employee labor costs on STIP State Highway projects components where Caltrans is Implementing Agency.									
FR 1. Comparison of planned to actual cost.	6.12%	Yes	2.02%	3.92%	5.63%	4.65%	6.12%	6.12%	6.12%
Objective #2: Provide project status data such as; plan vs. actual, earned value, cost performance indexing, etc. to our transportation partners on a near-time basis.									
FR 2. Comparison of planned to actual milestones completed.	3.92%	Yes	1.29%	2.43%	3.61%	2.94%	3.92%	3.92%	3.92%
FR 3. Calculation of earned value.	2.49%		0.00%	0.00%	2.49%	2.49%	2.49%	2.49%	2.49%
FR 4. Charts, graphs, and columnar reports.	2.02%		0.42%	1.29%	1.86%	1.68%	2.02%	1.62%	1.80%
FR 5. Microsoft Excel, Microsoft Access, Crystal reports, and other ODBC compliant reporting tools.	3.45%	Yes	3.45%	3.45%	3.45%	3.45%	3.45%	3.45%	3.45%
Problem II: Substantial time and effort is required to develop resource-driven schedules.									
Objective #3: Realize efficiencies associated with entering initial workload estimates by WBS into an integrated, validating scheduling tool.									
FR 13. Create project task resource and duration estimates using Workload Estimating Norms (WEN).	9.28%		0.00%	0.00%	9.28%	0.00%	9.28%	9.28%	0.00%
Objective #4: Reduce the manual effort required to compile information for the Program Resource Management semi-annual reviews.									
FR 6. Allow resource allocation to projects and tasks based on actual staffing requirements rather than	2.17%	Yes	0.00%	0.00%	2.17%	1.04%	2.17%	2.17%	1.04%

PRSM Problems, Objectives and Functional Requirements	Weight within Entire Project	Tentative Minimum Set?	District 4	Vendor C	Vendor D	Vendor G	Vendor H	Vendor I	Vendor J
FR 19. Capture calendar, contact and notes information by resource.	0.79%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Problem III: Project and Functional Managers are unable to status projects on a timely basis, in a statewide database.									
Objective #5: Provide an enterprise scheduling tool to reduce the need for various shadow systems.									
FR 20. Support earned value analysis and reporting.	1.18%		0.30%	0.59%	1.06%	0.96%	1.18%	0.98%	1.18%
FR 22. Allow project managers to develop an initial project plan by either: copying an existing plan and making modifications, selecting a pre-defined template, or dynamically creating a plan from a task database based on answers to posed questions.	2.41%		0.00%	0.00%	2.41%	0.00%	2.41%	2.41%	0.00%
FR 23. Allow project managers to schedule tasks statewide by Work Breakdown Structure (WBS), Caltrans standardized hierarchical structure that defines work activities.	4.55%	Yes	0.00%	0.00%	4.55%	0.00%	4.55%	4.55%	0.00%
FR 25. Provide standard and ad-hoc reporting and cross-project analysis capabilities, on a statewide basis.	1.96%		0.63%	1.20%	1.73%	1.49%	1.96%	1.96%	1.96%
Objective #6. Provide project and functional manager desktop access to a statewide resource and scheduling tool to plan and status projects at WBS level 7.									
FR 21. Allow project managers and functional managers to directly access and update project plan information via their desktop or laptop accessing real-time project data, in a statewide database.	7.45%	Yes	4.10%	7.45%	7.45%	7.45%	7.45%	7.45%	7.45%
FR 24. E-mail issues to project participants.	2.62%		0.00%	0.00%	2.62%	2.62%	0.00%	2.62%	2.62%
Problem IV: Caltrans does not have the ability to perform critical path scheduling and assign individuals accordingly.									

PRSM Problems, Objectives and Functional Requirements	Weight within Entire Project	Tentative Minimum Set?	District	Vendor C	Vendor D	Vendor G	Vendor H	Vendor I	Vendor J
who can perform what functions.	100.00%		4	46.43%	80.07%	58.90%	78.59%	80.00%	60.50%
TOTALS	100.00%		26.53%	46.43%	80.07%	58.90%	78.59%	80.00%	60.50%

ATTACHMENT E: PRSM Market Analysis Participants

PRSM Project Management Team:

Charles Hill (Market Analysis Task Manger), Nigel Blampied, Steve Maan, Paul Lukkarila, Mike Shami

Department of General Services, Procurement Division:

Steven C. Casarez

Acquisition Specialist Consultant:

Richard Norris, SKA Consulting

Independent Project Oversight Consultants:

Rochelle Furtah and Payson Hall, Public Sector Consultants

Dress Rehearsal of Scripted Demonstration:

Roger Yoh, District 7, Los Angeles

Comparative Evaluation of existing XPM System:

Mohammad Din, District 4, Oakland
 Said Ismail, Central Region / District 6, Fresno

Demonstration Facility Reservation, Arrangements and Support:

Judy Wong, Office of Capital Project Skill Development

Demonstration Exhibits:

Kevin Akin and Angela Gladden, Office of Land Surveys, CADD Support

PRSM Evaluation Team:

District or Division	Name	Function
North Region: District 03 Marysville	Kim Schutz	District Project Management Support
District 04 Oakland	Muhammad Din	District Project Management Support
District 04 Oakland (Alternate)	Dave Mohanty	District Project Management Support
Central Region: District 06 Fresno	Scott Smith	Environmental Analysis
Central Region: District 10 Stockton (Alternate)	Rita Encinas	District Project Management Support
District 07 Los Angeles	Mark Archuleta	Construction
District 08 San Bernardino	Jamal Elsaleh	Highway Project Manager

District or Division	Name	Function
District 11 San Diego	Shahin Sepassi	Traffic Operations
Engineering Services	Alan Anderson	Project Management Support
HQ Information Technology	Mark Hopkins	Enterprise Applications
HQ Information Technology (Alternate)	Khanh Quan	Enterprise Applications
HQ Project Management	Nigel Blampied	PRSM Project Manager
HQ Project Management	Guy Paulsell	Workload and Data Management