Addendum No. 2
RFP 08-10380-3603
Project Management Training Program

Following are the answers to questions submitted in response to the above referenced RFP as of August 11, 2008. All of the questions have been listed verbatim, as received by the Pennsylvania Turnpike Commission.

1. When will answers to the questions submitted on August 11 be posted?
   **Answer: August 28, 2008.**

2. The proposal requests a vendor that has SAP and project management experience. This implies that you already have the SAP Project Management module installed. Is this true?
   **Answer: Yes, we have implemented SAP’s Project Systems module.**

3. If the SAP Project Management module is not installed already, will the vendor be required to work with SAP on the installation of the module? If the module is already being used by the PTC, how many years has it been operational?
   **Answer: Operational since March 1, 2008**

4. Does the Commission have a project manager assigned to the project? What is the project manager’s experience level with the Turnpike Commission? What is the project manager’s experience with the SAP project management module?
   **Answer: The Commission has assigned a qualified project manager.**

5. Does the Commission have an executive sponsor for this project?
   **Answer: No response; question is unclear.**

6. Are there any project deliverables with deadlines that are not mentioned in Section IV-4 of the RFP?
   **Answer: No**

7. The PTC is proposing a fixed fee proposal. However, the work to be accomplished will be dependent on what is determined in the assessment. Will the Commission accept a fixed fee for the “assessment” phase and an (all-inclusive) hourly billing rate schedule for development of training and customization of materials and delivery of the materials?
   **Answer: The cost proposal should be prepared and submitted as specified in the RFP.**
8. How many employees will be involved from the IT Department? We are assuming there are 130 engineers and selected employees in IT to be trained. Is this a valid assumption? Are there more departments besides Engineering and IT to be trained?
   Answer: No, it is 130 combined total; (approximately 30 are IT staff). No other department staff at this time.

9. Does PTC already have web-based training software available to use for this effort? If not, are they open to purchasing one or will all the training be classroom, instructor led training?
   Answer: Yes. As stated in the proposal Sect. IV-4 the training should be a blended solution of both e-learning and classroom training.

10. Does PTC have any standard policies, approval procedures, or methodologies specific to PTC that the vendor will be expected to follow or adhere to while working on this project?
    Answer: Yes.

11. Will the PTC provide full access to all forms, templates and procedures used currently for project management?
    Answer: Yes.

12. With regard to Section IV-3: If we are using a partner who provides online PM courseware and had intellectual property ownership of the proposed courses and can not outright sell the courses, can we provide a licensing structure in order to meet the requirement in this section? I.e., an annual licensing fee paid directly to the courseware company so that the Commission can continue to use the courseware/software beyond this project and when our services end.
    Answer: Yes. The ideal situation would be to buy the courseware outright with no annual fees so we could update and modify as our PM training needs change in the future. However if there is an alternate solution that provides this flexibility and makes economic sense or allows us to update for future changes then we would consider this as well.

13. In order to meet the requirements of Section IV-3, must the Commission be able to buy the courseware outright with no annual licensing fees, etc.?
    Answer: Yes. See answer to 12 above.

14. Is there an implementation incumbent?
    Answer: No.

15. Is there a training incumbent?
    Answer: No.

16. What is the period of performance?
    Answer: Term of agreement is one year.
17. When will the award be made?
   Answer: It is anticipated to be awarded within 90 days.

18. Why was the original RFP pulled?
   Answer: The RFP was revised.

19. Will M/W/DBE participation have any weighting in the decision process?
   Answer: The Commission will take into consideration all information provided by Proposers.

20. Where can we obtain the most current version of the Commission’s Travel Guidelines?
   Answer: Proposers should use the current CONUS rates.

21. For what reason(s) was this RFP revised and re-issued (from the original version released earlier in 2008)?
   Answer: See Question 18.

22. Would it be possible to use as a core team project workroom at the PA Turnpike Commission’s Central Administration Office facility in Middletown PA for the duration of the project? If so:
   a. How many people could the workroom reasonably accommodate?
   b. Would the workroom be provided free of charge (i.e., no lease/rental fee to the Proposer)?
   c. Would the workroom be wired to provide Internet access for the personnel on-site free of charge?
   d. Will there be any other office-related facilities available for team use (e.g., copy machine, fax machine, etc.)?
   Answer: Space will be provided in the Central Administration Bldg.

23. Does an electronic intranet currently exist, accessible by all PA Turnpike Commission stakeholders (i.e., the Engineers and IT personnel who need to be trained, etc.) by which a project-specific intranet site could be created and used for administration of the project?
   Answer: Yes.

   If so, what intranet/portal software (i.e., Microsoft SharePoint Server, AquaLogic, Buzzsaw, eRoom, etc.) is used? Is it envisioned that this tool would be used going forward for all PA Turnpike Commission projects?

   Follow-up Answer: The PTC provides an intranet site for Commission employees. We also utilize Buzzsaw and Constructware as our project collaboration tool for projects that need access with outside vendors. These tools will be used in the future for all Commission projects.
24. Has SAP’s project management functionality (i.e., the PS module, etc.) already been implemented at the PA Turnpike Commission? (This question was asked in #2) If so, to what, if any, degree is it currently being used to help manage projects? When was the PS Module implemented, what level of training was provided, and what level of use has occurred since that time?

Answer: The PS module is currently being used to manage all Capital Plan and independently funded Commission projects from initiation to close including the procurement process. The PS module was installed and in production on March 1, 2008. An extensive training program that included a web based overview course as well as a course that provided participants with the terms, concepts, knowledge and skills associated with processing complex projects through a complete lifecycle. These courses dealt primarily with the new functionality of SAP.

25. The opening of Part IV (Work Statement) expresses the Commission’s need to “create consistency across the organization.” Please describe the major areas, with examples, of the inconsistencies (implied) that exist currently.

Answer: With the new integrated software there is a greater need for us to provide better information to meet our project delivery goals, enterprise project reporting, the ability to measure and control project priorities and risks; Better inter/intra-departmental coordination, as well as provide the basis for process improvement. With the use of an Executive Information System (EIS) to keep staff informed it is a requirement for the Project Managers to update on a regular basis the data that supports this EIS. Consistency will be required to make sure this information is useful.

26. Please provide examples of the typical projects that the “initial audience of approximately 130 Engineers and Information Technology Department Staff” (page 11) manage, including the typical scope, budget, duration, number of resources involved, etc.

Answer: Projects have a wide range of scope, costs, duration and resources. The Engineering Department can deal with projects from a simple design and construction of a mill and pave job that lasts several months and costs several hundred thousand dollars to a complex project such as the Susquehanna River Bridge replacement that costs hundreds of millions of dollars and takes several years to complete. IT department projects tend to be less complex and they also provide management for portions of some Engineering projects. For construction, we would have various extremes. We can have an open end roadway or bridge project with a construction cost of $500,000. This type of project would involve a PTC Engineer, Construction Manager, and 2 - 3 inspectors. These projects typically are for a one year time frame.
Budget estimates for these types of projects is in the neighborhood of $20,000. The other extreme example would be the Susquehanna River Bridge Project. This project involved multiple prime contactors with a total project cost of $150 million dollars. In addition we would have a consultant construction manager, multiple inspectors. This type of project can last from two to three years. Budget estimates for these types of projects is several million dollars.

27. What are the most significant challenges that the issuer of this RFP feels will be encountered by the Proposer who is awarded this contract?

Answer: Change management and acceptance by the Project Managers.

28. Is an Organizational Chart available that depicts the hierarchy, structure, and staff available who work on engineering and IT projects? If so, is the chart current or are modifications and updates anticipated? Does it include all of the disciplines or functions that are involved in projects (e.g., engineering, design, survey, IT, procurement, construction inspection, etc.)?  

Answer: Yes, charts are available but may need to be reviewed and updated.

29. Are written (i) job descriptions, (ii) vision-mission-goals, and (iii) roles and responsibilities for each discipline or function available? Do these align with and reflect your business processes to ensure that pay increases, bonuses, and promotions are based, at least in part, on meeting management’s expectations related to project implementation methodologies? If so, are these documents current or are modifications and updates anticipated?

Answer: Yes, these documents are available however at this time it is not part of this RFP to review and update.

30. Are the engineering and IT project implementation methodologies documented in written or business process map format and available? If so, are the methodologies current or are modifications and updates anticipated?

Answer: Documentation from the SAP implementation is available however it is a goal of this project to put the necessary business processes in SAP as well as anything outside of SAP into a defined Project Management Methodology for the PTC.

31. Associated with the engineering and IT project implementation methodologies, are there standardized forms and templates that are used that are available encompassing all of the activities and deliverables involved in the execution of the project implementation methodologies (e.g., project schedules, work breakdown structure, responsibility matrices, budgets, RFI and RFP forms, bills of materials, inspection reports, management of change forms, action item lists, etc.)? If so, are these forms and templates complete and current or are modifications and updates anticipated? (Similar to question #11.)

Answer: Yes we have most of this documentation in place. It is the goal of this project to put these documents into a consistent Project Management Methodology.
32. Should training of the other disciplines or functions (e.g., procurement, financial, etc.), specifically as their work relates to the implementation of projects, be considered part of Year One or a later phase? If part of Year One, how many individuals are involved and where are they located? Answer: At this time these disciplines or functions would be addressed in a later phase.

33. Has any written or e-training been completed in the past and are these materials available? Answer: Yes documentation is available from the training provided with the PRI DE project.

34. Are project-related materials (i.e., completed forms, templates, etc.) for past engineering and IT projects available for review and use as samples? Answer: Yes

35. Does the PA Turnpike Commission have a Change Management Program and a Quality Management Program available that are designed address the people side of change as well as ensuring that quality is maintained by ensuring that the methodologies, processes, procedures, etc. rolled out are followed appropriately? Answer: A Change Management program has been utilized as part of our PRI DE project but no defined Quality Management Program is utilized at the PTC.

36. Is implementing formalized project staffing and tracking part of the Year One scope of work? Answer: No response; question is unclear.

37. Are there libraries of standard commercial and technical specifications available? Are these current or are modifications and updates required? Answer: Not at the Commission.

38. Are the methodologies, procedures, templates, etc. that are ultimately rolled out as part of the training program going to be mandated by management or agreed to by consensus prior to roll out? Answer: Yes

39. Section II-8 Cost Submittal states “Proposers should not include any assumptions in their cost submittals. If the proposer includes assumptions in its cost submittal, the Issuing Officer may reject the proposal.” Section IV-4 Tasks, states “Conduct Commission-wide needs assessment to determine both individual and organizational project management maturity” and “Develop training plans at departmental and individual levels based on assessment.” Would it be acceptable to categorize the anticipated training level requirements as High, Medium, and Low to accommodate for different knowledge levels of project management in existing staff? Answer: This categorization can be used however the needs assessment must be detailed comprehensive enough to identify and develop departmental and individual training plans.
40. How many copies of the Cost Submittal are required?

   **Answer:** Seven copies of both the Technical and Cost Submittals.

41. Is the Commission looking for an expected commitment level for MBEs/WBEs?

   **Answer:** There is no required minimum participation level.

42. Can the Commission disclose the budget for Year 1 of the project?

   **Answer:** No.

All other terms, conditions and requirements of the original RFP dated July 30, 2008 remain unchanged unless modified by this or any other Addenda.