



MANAGEMENT CONSULTING

FOR

*STATE AND LOCAL
GOVERNMENTS*

FSR DEVELOPMENT

PROCUREMENT SUPPORT

TECHNOLOGY SERVICES

PROJECT MANAGEMENT

STRATEGIC PLANNING

California Energy Commission

RFO 11-409.00-004

Appliance Program Database Modernization Feasibility Study Report

Submitted via e-mail to:

Ms. Linda Hoffman
California Energy Commission
1516 9th Street, MS-7
Sacramento, CA 95814-5512
lhoffman@energy.state.ca.us

Submitted by:



bluecrane ®

Bluecrane, Inc.
210 Avenue I, Suite E
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November 15, 2011

Ms. Linda Hoffman
California Energy Commission
1516 9th Street, MS-7
Sacramento, CA 95814-5512
Submitted via e-mail: lhoffman@energy.state.ca.gov

Dear Ms. Hoffman:

Bluecrane, Inc. ("*bluecrane*") is pleased to submit our proposal to the California Energy Commission in response to RFO 11-409.00-004 to develop a Feasibility Study Report (FSR) and Information Technology Procurement Plan (ITPP) for a project to modernize and enhance the system currently used by the California Energy Commission's Appliance Efficiency Program.

bluecrane is a results-oriented consulting firm specializing in Public Sector Information Technology solutions and brings a long history of successfully assisting state and local jurisdictions across the U.S. in the management and coordination of high profile, complex projects that often involve multi-jurisdictional, multi-disciplined entities. The personnel we assign to our projects are world class, expert-level technicians, project managers, and strategists. Our individual and collective experience is well-respected and known across the country for our innovation, technical skills, and ability to get the job done when public sector organizations want to improve their way of doing business.

We understand how critical this project is to the Energy Commission. We believe that this proposal presents a compelling case to engage our firm for this important effort and that you will find *bluecrane's* experience and proposed team makes us the ideal choice to provide these services.

- *bluecrane* has hands-on experience developing Feasibility Study Reports (FSR) and consulting on projects related to FSR documentation. A few examples include:
 - The development of a Toxics Information Clearinghouse FSR for the Department of Toxics Substances Control (DTSC). Our team identified project stakeholders; elicited business objectives and goals in collaboration with the Clearinghouse project team and key stakeholders; elicited business functional requirements collaboratively with the project team and key stakeholders for user interface and business functionality; and determined high-level technical requirements for architecture and security. The Clearinghouse will provide a decentralized, web-based system for the collection, maintenance, and distribution of specific chemical hazard trait and environmental and toxicological end-point data. The Clearinghouse will be accessible to the public through a single Internet web portal.
 - The development of requirements for the Employment Development Department to upgrade their interactive Voice Response (IVR) system in call centers throughout the state (the Call Center Network Platform and Application Upgrade [UIMOD CCNPAU] Project). We conducted facilitated sessions to review goals

and objectives, and refine the business case. We proceeded to develop system requirements specifications; architecture requirements; and business readiness and implementation requirements (as well as traceability matrices) for what would eventually become the CCNPAU RFP. Armed with this level of detail, we then developed detailed Economic Analysis Workbooks (EAWs) for the FSR.

- The development of an Information Technology Infrastructure Upgrade/Refresh FSR for the Office of the Governor to enhance the infrastructure supporting the day-to-day operations of the Governor's Office; ensure that the Governor's Office network and server infrastructure is available and scalable to handle not only the current transmission and data flow needs but also the future needs of staff; augment business continuity capabilities of the Governor's Office; and provide additional "windows" of time for scheduled maintenance of equipment.
- The development of an Information Technology Procurement Plan (ITPP) for the California Public Utilities Commission (CPUC), working in close collaboration with CPUC contracts administration personnel.
- Our engagement with the Employment Development Department to develop an RFP to procure the System Integrator to design, develop, and implement the Disability Insurance Automation (DIA) system. For the DIA Project, we conducted several facilitated sessions with business users and technical personnel to define functional and business requirements. Our team developed detailed requirements for the State's RFP.
- *bluecrane* provided services in procuring Subject Matter Experts (SMEs) for a solutions-based, benefits-funded procurement for the California Board of Equalization (BOE). Deliverables included two Statements of Work (SOWs) for CMAS procurements to obtain the unique services required.
- *bluecrane* provided independent project oversight consulting services for the Department of Transportation's Construction Management System project where we were responsible for evaluating the mapping of FSR objectives with project scope during an extended pre-procurement phase of the project. We provide significant input to the ITPP developed by Caltrans contracts administration.
- *bluecrane* provided consulting services to the Department of Technology Services (OTech). Our team reviewed and rewrote administrative documents; trained OTech personnel on Budget Change Proposal (BCP) and FSR preparation; reviewed BCPs and FSRs and made recommendations for improvements; and
- An exceptional team of professionals with skills in project management, business case development, and requirements developments; unparalleled experience in technical architectural design; and years of experience defining business/functional requirements and feasibility study reporting.
 - I will personally serve as the Project Manager. I am a PMP and a proven performer in the area of process improvement, needs assessment, project management and IT expertise, all of which are required to provide an FSR document that will be ready for submission to the Department of Finance. I personally led and was involved in "hands-on" delivery of the DTSC Toxic

Information Clearinghouse FSR, the Governor's Office IT Assessments/FSR, and the EDD UIMOD CCNPAU FSR development projects, all cited above.

- Mr. Eric Olson will serve as Senior Consultant. Mr. Olson is a PMP and has established experience in state projects in compliance with SIMM. Mr. Olson was a primary author and analyst for the DTSC Toxic Information Clearinghouse FSR and the lead consultant for the Department of Transportation Construction Management pre-procurement project noted above.
- Mr. Gregor Noriskin will serve as Technical Architect. Mr. Noriskin is a senior technical leader and software architect with over 17 years experience in all aspects of software development, including software architecture, software quality assurance, and software engineering. Mr. Noriskin is proficient in Microsoft SQL Server 2008 R2 and is expert in .Net Framework. His inclusion on our FSR development team will enable us to provide the Energy Commission with the conceptual design needed in an FSR to provide both the Energy Commission itself and the reviewing control agencies with the confidence to move forward. Moreover, a sound conceptual design that traces its design elements back to the business case objectives and goals is an essential part of the FSR that the Energy Commission seeks to have developed.
- *bluecrane* brings operationally-focused business and technology planning expertise to its Public Sector clients. We understand and excel at leveraging client's resources and investments to help identify, plan, and achieve organizational goals and objectives.
- *bluecrane* has repeatedly demonstrated success in working with diverse, multi-disciplinary teams to develop and achieve common goals and objectives. We work exclusively with state and local government clients and understand your environment and the unique pressures under which you operate.
- We have proven management, technical and analytical skills and a demonstrated ability to communicate findings, recommendations, and other results to diverse audiences in a style and language that is effective and informative.
- We have proven effectiveness at mentoring staff and transferring essential knowledge for self-sufficiency beyond the end of our consulting engagements.

For these reasons and more that will be covered in detail in the proposal that follows, we are very excited about this opportunity to serve the Energy Commission. Please call me directly at 310-792-6243 (office) or 310-200-8535 (cell) if you have any questions or comments about our proposal.

Sincerely,



Allen Mills, CEO



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1. Proposal Cross-Reference Table

The following table provides a “roadmap” cross-reference for the Energy Commission by summarizing *bluecrane*’s proposal responses to individual RFO requirements and identifying where in the proposal document the full text of the specific responses may be found.

Energy Commission RFO Requirement		<i>bluecrane</i> Proposal Response	Response Reference
1	Completeness		
	<ul style="list-style-type: none"> Contractor References (3) 	Provided	Section 6, Contractor References
	<ul style="list-style-type: none"> Consultant References (3) 	Provided	Section 6, Contractor References
	<ul style="list-style-type: none"> Consultant Resumes 	Provided	Section 5, Staff Candidate Resumes
	<ul style="list-style-type: none"> CMAS Contract and price list 	Provided	Section 10, CMAS Contract
	<ul style="list-style-type: none"> Consultant classifications and hourly rates 	Provided	Section 9, Cost
2	Experience		
	Company Experience		
	<ul style="list-style-type: none"> Company Curriculum Vitae – brief profile of the company’s past successful projects similar to this RFO, including work projects of similar type, size/scope, and complexity. History of over seven years of similar work, with most recent project within the last two years. 	<i>bluecrane</i> has led the development of FSRs, ITPPs, RFOs, SOWs, and IT Summary Plans (prior to the existence of the ITPP) since 2004, beginning with the California Employment Department’s (EDD’s) Call Center Network Platform Application Upgrade (CCNPAU) Project, a \$40+ million element of the Unemployment Insurance Modernization Project. More recently, we developed an FSR for the California Department of Toxic Substances Control	Section 2, About <i>bluecrane</i>



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Energy Commission RFO Requirement		<i>bluecrane</i> Proposal Response	Response Reference
		(DTSC) for a database system with many similarities to the one contemplated by the Energy Commission.	
	<ul style="list-style-type: none"> Example of completed Feasibility Study Report 	California Department of Toxic Substances Control (DTSC) Toxic Information Clearinghouse FSR provided as example	Appendix A
	<ul style="list-style-type: none"> Example of completed Information Technology Procurement Plan 	California Public Utilities Commission (CPUC) Consumer Information Management System (CIMS) ITPP provided as example	Appendix B
	Individual Experience		
	<ul style="list-style-type: none"> Experience in designing/evaluating data management systems 	<ul style="list-style-type: none"> Mr. Mills – 1979 – present Mr. Olson – 1984 - present 	Section 5, Staff Candidate Resumes
	<ul style="list-style-type: none"> Experience in designing/evaluating business processes 	<ul style="list-style-type: none"> Mr. Mills – 1997 – present Mr. Olson – 1984 - present 	Section 5, Staff Candidate Resumes
	<ul style="list-style-type: none"> Experience in writing FSRs 	<ul style="list-style-type: none"> Mr. Mills – 2004 – present Mr. Olson – 1986 - present 	Section 5, Staff Candidate Resumes
	<ul style="list-style-type: none"> Experience in writing ITPPs 	<ul style="list-style-type: none"> Mr. Mills – 2004 – present (ITPP since 2007 and IT Summary Plan prior to 2007); attended 2007 Department of Finance training on preparation of ITPPs, BCPs, and capital planning documents Mr. Olson – 2097 - present 	Section 5, Staff Candidate Resumes
3	Contractor References		
	<ul style="list-style-type: none"> References 	Provided	Section 6, Contractor References



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2. About *bluecrane*

2.1 *Company Background*

bluecrane is a California-based corporation that has been providing professional consulting services to the State of California and other government clients in the western U.S. since its founding in 2001. For over 10 years, we've worked closely with state and local jurisdictions in the coordination of high profile, complex projects that often involve multi-jurisdictional, multi-disciplined entities. The personnel we assign to our projects are world class, expert-level project managers, technologists, and strategists. Our individual and collective experience is well-respected. We are known for our innovation, technical skills, and ability to get the job done when public sector organizations want to improve their way of doing business. We believe strongly in working closely with our clients throughout all engagements.

Our consulting services span a wide range of strategic, management, and technology consulting services for Public Sector clients throughout the U.S., including:

Procurement Planning

bluecrane provides services for the development of Feasibility Study Reports (FSRs), Requests for Proposals (RFPs), benefits-funded procurement planning including compensation modeling, requirements development, and other pre-procurement activities.

Technology Services

bluecrane provides a variety of technology consulting services including enterprise architecture planning, development, and implementation; and business process and workflow management.

Project Management

bluecrane provides services in hands-on Project Management, Project Oversight, and Quality Assurance; Project Management Office (PMO) establishment, method, practice and delivery; best practices assessments; process evaluation; governance framework development; and business/IT alignment.

Strategic Planning

bluecrane provides strategic technology planning.

Because we work extensively with state and local governments, we understand the challenges and unique issues inherent in government programs, operations, and technology projects. We know that government is different from commercial enterprise, and therefore requires solutions geared toward the environment in which it operates. We are particularly sensitive to organizational issues when elected officials and state executives coordinate to establish direction and programs for a government agency.



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We consistently focus on identifying and implementing the most effective and efficient methods for achieving operational objectives in all of our engagements. No matter what the task, we “cut to the chase”, and work to provide the most viable business solutions in the shortest amount of time, at the lowest cost.

Our Technical Architect for the Appliance Program Database Modernization FSR development effort, Mr. Gregor Noriskin, joins our team via a subcontract arrangement with Sierra Systems. Sierra has a track record of success delivering solutions to public sector agencies across North America over its 40+ year history. In the last 20 years, Sierra has completed hundreds of projects for more than 50 different public sector clients.

2.2 What We Do

2.2.1 Full Project Lifecycle Experience

Our services cover the full project lifecycle from prior to a Request for Proposal (RFP) (which often includes the development of an FSR) to implementation and operation of a developed system. The chart on the following page depicts the coverage of our services and notes 10 oversight/quality assurance services projects where we have demonstrated success.

We are **independent** of any solutions provider. Often, solution vendors provide their own brand of risk reduction and quality assurance. However, solution vendors have a built-in bias that we don't bring to our engagements.



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bluecrane i-FLOSS

independent Full (Project) Lifecycle Oversight Support Services

		← Full Project Lifecycle →							
		← System Development Lifecycle (SDLC) →							
		Pre-RFP	Specifications	RFP Development	Procurement	Design	Development	Implement	Operate
Oversight	-----								→
Risk Analysis	-----								→
PM Support	-----								→
Assessments	-----	*	*	*	*	*	*	*	*
bluecrane's Portfolio of Demonstrated Success									
California Unemployment Insurance Modernization				<i>6+ years, \$113 million project for statewide call center application</i>					→
L.A. City 3-1-1				<i>5+ years large-scale development project for city-wide call center application</i>					→
Washington Corrections					<i>multi-year \$20+ million project for mission-critical application system</i>				→
California Child Support					<i>multi-year \$20+ million project for centralized payment processing system</i>				→
Caltrans Construction Management System		<i>16-month project to build specs and RFP for mission-critical application system</i>							
California State Water Resources Control Board Oversight Project					<i>16-month project to build Water Rights information management system</i>				→
California Public Utilities Commission Consumer Complaint Tracking				<i>13-month project for mission-critical application system</i>					→
California Dept. of Technology Services Multi-Agency Consulting		<i>1 – 2 year engagement to provide i-FLOSS services to client agencies of State's new consolidated data center and technology organization</i>							
Contra Costa County Welfare System				<i>multi-year \$500+ million project for mission-critical application system</i>					→
California Office of Systems Integration Oversight for Welfare Systems				<i>"spot check" assessments of currently operational \$500+ million mission critical application systems</i>					* *



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2.2.2 Project Management Approach

Whether a consulting effort is one focused on developing an FSR, providing strategic advice, preparing an organization for cultural change, re-engineering business approaches and processes, or developing a new technical solution, disciplined project management is key to ensuring alignment of expectations and delivery of planned results. *bluecrane* follows a defined management method for completing projects on time and to the satisfaction of our clients. In other words, ***we apply the same project management rigor and discipline to our own work that we assist our clients in applying to their projects!***

We meet timelines and client expectations through our dedication to project management, communications, and a team-like relationship with our clients. Because a major part of our business is built on providing Project Management, Quality Assurance and Project Management Office services, we have developed a comprehensive set of skills and tools that we use internally.

Our approach to project management and monitoring is based on a strong foundation that follows guidelines from the Project Management Institute (PMI). *bluecrane* has adopted PMI's Guide to the Project Management Body of Knowledge (PMBOK® Guide) as the basis for our project management method, and our QA services is consistent with current industry standards. Our approach is flexible, so that we may incorporate modifications needed to comply with the standards and practices of our individual clients. The following table summarizes our approach.

Approach to PMBOK® Guide Requirements

PMBOK® Guide Requirement	<i>bluecrane</i> Approach
Project Integration Management – processes which ensure that elements of the project are properly coordinated	<ul style="list-style-type: none"> • Develop a detailed project plan using Microsoft Project software or another project management and scheduling tool, based on the project's SOW and metrics from previous, similar engagements • Utilize the project plan as the basis for all work activities and staff assignments • Track to the project plan • Make the baseline project plan a “living document” to incorporate changes discussed with and agreed to by the client
Project Scope Management – processes which ensure that the scope of work is defined and followed	<ul style="list-style-type: none"> • Refine activities into a Work Breakdown Structure (WBS) • Conduct kick-off meeting(s) with client to discuss scope of work and ensure a common understanding of the scope • Define all project deliverables and milestones • Develop detailed deliverable outlines and Tables of Contents in advance of actual work on the deliverable • Develop procedures for discussing potential changes in scope • Develop and maintain project issue lists, including any issues related to scope



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PMBOK® Guide Requirement	<i>bluecrane</i> Approach
Project Time Management – processes required to ensure the timely completion of the project	<ul style="list-style-type: none"> • Define and schedule task durations, and beginning and ending dates • Define predecessors and successors so that dependencies are known • Maintain client and staff calendars so that resource constraints are known • Capture and maintain data about task status and dates
Project Cost Management – processes required to ensure that the project budget is complied with	<ul style="list-style-type: none"> • Capture project resource utilization on a regular and on-going basis • Report to-date costs and compare against budget costs, with appropriate adjustments if necessary
Project Quality Management - processes to ensure that the project satisfies the objectives	<ul style="list-style-type: none"> • Develop project Quality Assurance procedures and standards • Implement Quality Assurance
Project Human Resource Management – processes to ensure effective use of human resources	<ul style="list-style-type: none"> • Define staffing requirements by skills and function • Identify appropriate resources and assign tasks to them • Orient project members to the project's objectives, scope of work, deliverables, schedule, and budget • Monitor staff utilization and assignments
Project Communication Management – processes to ensure effective and timely communication with the client, team members, and project stakeholders	<ul style="list-style-type: none"> • Develop project directory/call list for staff and client • Define project reporting and deliverable distribution protocols • Define project status report formats and contents • Define deliverable standards • Produce and distribute status reports and deliverables • Hold frequent verbal project status update sessions/ teleconferences
Project Risk Management – processes to identify, analyze, and respond to project risk	<ul style="list-style-type: none"> • Develop a risk management plan • Involve <i>bluecrane</i> Management and Advisory Board in the review and analysis of deliverables, as appropriate • Include on-going assessment of project risks in status reports to the client
Project Procurement Management – processes to acquire goods and services, when required, from outside organizations	<ul style="list-style-type: none"> • <i>bluecrane</i> Project Manager and/or Team Lead have access to corporate administrative resources should any goods or services be required



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2.2.3 Project Success Approach

To assure customer satisfaction and successful performance on our projects, *bluecrane* employs a proven method of managing engagements. We focus on four primary elements of internal project management:

- Assignment of project managers and key technical staff
- Development of statements of work and project timelines
- Assessing and tracking progress
- Communicating with the client

Assignment of Project Managers and Key Technical Staff

First, we involve at least one senior member of our firm's staff on every engagement – either as project manager or executive sponsor. Second, the key technical staff that we assign to each project will have years of experience and have been involved in several projects of similar size and scope. Third, whenever possible, the project manager and key technical staff will have worked together as *bluecrane* staff on previous projects.

Development of Statements of Work and Project Timelines

Drawing on our years of practical experience in undertaking a broad array of government projects, we take a pragmatic approach when architecting statements of work (SOW) and project timelines. While we work with all due diligence, we do not commit to completing tasks or undertaking assignments that we know are beyond reasoned reach.

Assessing and Tracking Progress

Prior to initiation of any engagement, we define key markers from the project that are indicators of satisfactory progress. These markers may or may not be some of the defined deliverables or milestone in the formal SOW or project timeline. They are internal *bluecrane* reference points that characterize progress towards successful project completion. The Project Manager tracks these key markers and recalibrates *bluecrane* resources and priorities as necessary throughout the life of the engagement.

Communicating with the Client

Just as *bluecrane* internally establishes a chain of command for the operation of the project, we work with our clients to understand their corresponding chain of command and reporting protocols. We understand and adhere to these defined structures and will provide frequent updates on project progress, and any shortcomings and obstacles that may impede success of the progress. For each engagement, *bluecrane* develops, in concert with our clients, the specifics of our reporting responsibilities – and we tightly adhere to those specifics throughout the engagement.



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3. Experience and Qualifications

bluecrane has the experience and qualifications to prepare the Appliance Program Database Modernization FSR for the Energy Commission as required in this RFO. Moreover, we have years of demonstrated success in delivering these types of services. The following are a few examples of our previous FSR and related projects:

Department of Toxic Substances Control FSR Development - developed a Toxics Information Clearinghouse Feasibility Study Report (FSR). Our team identified project stakeholders; elicited business objectives and goals in collaboration with the Clearinghouse project team and key stakeholders; elicited business functional requirements collaboratively with the project team and key stakeholders for user interface and business functionality; and determined high-level technical requirements for architecture and security. The Clearinghouse will provide a decentralized, web-based system for the collection, maintenance, and distribution of specific chemical hazard trait and environmental and toxicological end-point data. The Clearinghouse will be accessible to the public through a single Internet web portal.

Employment Development Department UIMOD CCNPAU Project – developed requirements for the Employment Development Department to upgrade their interactive Voice Response (IVR) system in call centers throughout the state (the Call Center Network Platform and Application Upgrade [UIMOD CCNPAU] Project). We conducted facilitated sessions to review goals and objectives, and refine the business case. We proceeded to develop system requirements specifications; architecture requirements; and business readiness and implementation requirements (as well as traceability matrices) for what would eventually become the CCNPAU RFP. Armed with this level of detail, we then developed detailed EAWs for the FSR.

Governor’s Office (GO) Information Technology Infrastructure Refresh/Upgrade FSR - developed an FSR to review the feasibility of updating the existing IT infrastructure of the GO. Project objectives included the enhancement of the infrastructure supporting the day-to-day operations of the GO; ensuring that the GO network and server infrastructure is available and scalable to handle not only the current transmission and data flow needs of the GO but also the future needs of the GO staff; augment business continuity capabilities of the GO; and provide additional “windows” of time for scheduled maintenance of equipment.

California Public Utilities Commission - provided Project Management services during the pre-procurement period through the implementation of a new Consumer Information Management System (CIMS) in order to provide better Citizen Relationship Management. *bluecrane* was responsible for the day-to-day decision-making and management of project implementation to ensure the project met its scope, schedule, and budget. We developed the ITPP provided as a sample work product with this proposal.

Employment Development Department Disability Insurance Automation (DIA) Project – conducted several facilitated sessions with business users and technical personnel to define functional and business requirements. Our team developed detailed requirements for the State’s RFP.



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State of California, Board of Equalization - provided services in procuring Subject Matter Experts (SMEs) for a solutions-based, benefits-funded procurement. Deliverables included two Statements of Work (SOWs) for CMAS procurements to obtain the unique services required.

Department of Transportation Construction Management system Project - provided independent project oversight consulting services for the Department of Transportation's Construction Management System project where we were responsible for evaluating the mapping of FSR objectives with project scope during an extended pre-procurement phase of the project.

Department of Technology Services (OTech) Document Review and Preparation - reviewed and rewrote administrative documents; trained OTech personnel on BCP and FSR preparation; reviewed BCPs and FSRs and made recommendations for improvements; and developed guidelines for preparing BCP and FSR documents.

In addition to the previous projects listed above, the following are additional examples of current and past government engagements where we provided a wide variety of additional services.

Project Management and Project Oversight Engagements

City of Los Angeles American Recovery and Reinvestment Act (ARRA) Portfolio Management - provided Project Portfolio Management services to the City of Los Angeles' Office of the City Administrative Officer (CAO). *bluecrane* coordinated the City's grant identification and application processes and City-wide management of all ARRA grants received. We provided an independent assessment of the City's current ARRA grants management effort, and reporting on and advising the CAO on portfolio management roles, responsibilities, and processes as well as metric standardization, process improvement, and risk and priority review.

State of Washington Department of Corrections - provided Project Oversight/Quality Assurance consulting services for the State of Washington, Department of Correction's Offender Management Network Information (OMNI) project. *bluecrane* oversaw the work and deliverables of two development vendors (IBM and Sierra Systems) during the design, build, and implementation of the core mission critical system of the state Department of Corrections. Provided technical assessments of project status, including project adherence to industry accepted standards; identified shortcomings and made recommendations for improvements; conducted ongoing assessments and reporting through monthly reports which included a summary of the overall project; detailed discussion of significant issues and risks identified during the reporting period; recommendations for resolving the highest priority issues; and potential impact to the project if the issues are not resolved.

Employment Development Department – for over six years, *bluecrane* has provided three personnel for the Project Management Office (PMO) of the Employment Development Department's Unemployment Insurance Modernization (UIMOD) Project. The project is listed in the California State CIO's report of November, 2007, as the sixth largest modernization project



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in the State, with a projected cost of \$113 million. The Project Management services provided by *bluecrane* include: (1) integrated project scheduling and planning, (2) system engineering, and (3) application architecture support.

California Office of Technology Services - provided Project Schedule Manager and Technical Consulting services to the Department of Technology Services for the Consolidation Management Office (CMO) project. This Consolidation Project established the Department of Technology Services, under the jurisdiction of the State of California State and Consumer Services Agency, and covered the integration of the Health and Human Services Agency Data Center, the Stephen P. Teale Data Center and the Department of General Services' Office of Network Services. *bluecrane* provided services to ensure the various consolidation projects were scheduled, updated, merged and linked to track the progress of the consolidation while meeting all reporting requirements.

Contra Costa County - provided Project Management and Quality Assurance services which included an independent program of evaluating, monitoring, reporting project progress and recommending course changes for the CalWIN welfare system. Services included recommending project management and implementation strategies and methodologies for the preparation and implementation of County's Employment and Human Services Department CalWIN system. Tasks included Project Management Oversight; Change Management Oversight; Ad Hoc Consulting Services; Project Interface; Task Management and Reporting.

State Water Resources Control Board (SWRCB) - provided Independent Project Oversight Consulting services for the development of the Water Rights Information Management System (e-WRIMS). Our work focused on risks and issues; quarterly reports to the DOF; monthly status reports to the Water Board; reviewing project documentation; tracking the project schedule; and communicating project issues with DOF.

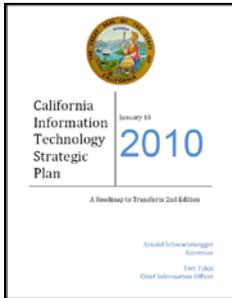
City of Los Angeles - provided Quality Assurance Manager services for the 3-1-1/E-Government Services Project. *bluecrane* was responsible for monitoring performance and providing QA oversight for the City's 3-1-1 project. We assessed project risks, evaluated the status of the project, analyzed the scope of the project, identified project successes, gauged the effectiveness of the project team, made recommendations when necessary, and prepared oral and written reports about the project to the 3-1-1 Steering Committee regularly. We monitored and reported to elected officials on the progress of all project related activities.

California Franchise Tax Board - provided Quality Assurance services for the Child Support Automation System State Disbursement project. Services included assisting in the development of deliverable review checklists, reviewing deliverables submitted by the implementation vendor, and supporting planning and execution of systems qualification testing, production validation, audit, and federal certification review.



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Strategic Planning, IT Governance, and Organizational Assessment Engagements



California Office of the Chief Information Officer, IT Strategic Plan. *bluecrane* worked with the CIO of the State of California to evaluate the State's IT oversight framework and produce a Strategic Plan and implementation strategy for the purpose of re-engineering the governance of the State's IT infrastructure. Our consulting team supported the State CIO and her staff to develop a strategy for a federated approach to IT governance within the State. We are continuing to provide leadership and support on the implementation of consolidation efforts. We are working with various task force teams composed of CIOs from a wide range of State agencies and departments. We have just completed the extended and enhanced 2nd edition - 2010 California Strategic IT Plan.



California Board of Equalization (BOE) IT Governance and Portfolio Management. *bluecrane* led a BOE project team and worked closely with BOE executives to design and implement a set of management processes for evaluating proposed projects based on pre-defined criteria, prioritizing and selecting projects for funding, and managing projects on an on-going basis within an enterprise portfolio. *bluecrane* developed the management processes and worked collaboratively with BOE personnel to tailor priority and risk factors appropriate to BOE's business needs and organizational culture. The resulting Governance and Project Portfolio management structure is a critical element of BOE's strategy for the future.



California Board of Equalization (BOE) Strategic Technology Plan. *bluecrane* was responsible for creating a Strategic Technology Plan document to communicate the California Board of Equalization's (BOE) "2020 Vision" to a wide range of audiences in a succinct and understandable fashion. The 2020 Vision is a broad, far-reaching vision that utilizes digitized information, searchable data, geographically-tagged data, customizable customer websites, employee-centric web capabilities, and more to achieve significant cost reductions and business process efficiencies. The document that *bluecrane* created was suitable for elected officials and other executives external to and

within BOE, the only elected tax commission in the nation. The strategic technology vision for BOE is an expansive one due to the significance of BOE's business operations. In fiscal year 2006–2007, the five-member Board and the agency's nearly 4,000 employees administered taxes and fees that produced nearly \$54 billion for education, public safety, transportation, housing, health services, social service, and natural resource management.



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California State Water Resources Control Board, Agency Information Management Strategic Plan Update.

bluecrane led the State Water Resources Control Board (SWRCB) through a strategic planning project to update their Agency IT strategic plan. We assessed the outcomes of the Water Boards 2004 IT strategic plan and made recommendations for completing the remaining key information technology strategic projects, meeting the performance measurements associated with the plan goals and objectives. A key area of focus for this effort was the development of a new approach to IT Governance for the Water Board. We facilitated sessions with SWRCB headquarters

personnel in Sacramento and key personnel from the nine Regional Water Boards to balance headquarters' enterprise requirements with the mission critical localized requirements of the Regional Water Boards. While our final deliverable was more of a "replacement" than a mere "update" plan, we provided our services at the originally contracted budget, and produced a plan that was acceptable at all levels of the organization and was officially adopted shortly after the conclusion of our engagement.



City of Olympia, Washington, Strategic Technology Plan.

bluecrane was engaged by the City of Olympia, Washington, to develop a long-term strategic technology plan that included facilitation of focus group sessions with a diverse set of City departments and all levels of City management, including City Council members and the City Manager. We developed the City's Strategic Technology Plan with a focus on the Citywide vision and business process drivers for IT investments. Our efforts included consideration of delivery of City services; structures for sustained planning; support and training of City staff; staffing allocations and alignments; development of on-going processes for review and updating the Strategic Technology Plan in the future; governance structures; and definition of the management practices needed to govern investment decision making.



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IT General Consulting Services Projects

California Office of the CIO, Agency IT Consolidation Planning - provided consulting services for Agency IT consolidation planning, implementation, and reporting. Responsibilities included the coordination of Agency Consolidation Plans with 5-Year Capital Plans, facilitation of meetings of the Consolidation Planning Committee (ELC, AIOs, CIOs). Assisted the Committee with developing a Charter for Consolidation Planning and the activities of the Committee; Objectives for Agency IT Consolidation, and Principles for Agency IT Consolidation and developed templates for Agency IT Consolidation.

California Office of the CIO, Strategic Planning Assistance - this effort focused on assisting OCIO in its strategic planning activities, including incorporating the strategic plan for security into the statewide IT strategy.

California Office of the CIO, PIO Services – this effort included planning, organizing, and coordinating public information for the OCIO. Our consultant was responsible for media inquiries; preparing media and outreach efforts; arranging and coordinating board meetings as well as press interviews, press conferences, radio and television interviews, newsletter and magazine articles; and writing and assisting the State CIO in the preparation of speeches.

California Governor's Office, Strategic IT Assessment – provided strategic assessments of the Governor's Office IT infrastructure and the business processes and infrastructure of the Governor's website and recommendations for moving forward on a more strategic, multi-year planning basis.

State of California, Board of Equalization - provided services and deliverables that included: a review of the original BOE Digital Roadmap; assessment of progress since the Roadmap was developed in 2008; assessment of what has worked well and what has been less successful; meetings with the BOE Director and his deputies; several facilitated sessions with stakeholders; a diagram updating the original "jukebox" vision; and an updated Roadmap document, taking into consideration the progress made, the environmental changes of the past two years, and the expectations for future efforts.

California Office of Technology (OTech) Services, New Service Request Process Improvement - provided an assessment and documentation of the current processes (and sub-processes) for taking an idea for a new service offering from concept to implementation, including steps required for each of the following four phases: Formal proposal; Initiation; Development; and Implementation. We prepared an "inventory" of OTech's current portfolio of new concepts under development as potential new Service Offerings. For each concept/project, we identified the current phase and step.

California Office of Technology Services, Requirements Development for CRS - worked with OTech staff to document detailed requirements for the development of a Customer Relationship System (CRS). The CRS System identifies existing Customer Relationship Information (CRI) by all divisions; provides a central location for CRI to be used primarily by the Customer Delivery Division (CDD) staff, Service Managers, and Executives; ensures CRI data



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validity and confidentiality; and provides CRI that can be used to help OTech market new services to its customers.

California Office of Technology Services, Web Portal Roadmap – worked with the State of California eServices and OTech staff to develop a “Roadmap” for enhancing the State of California Web Portal. The effort included review, benchmarking, competitive analysis and gap analysis. The results were documented in a Roadmap that included concept recommendations for 60 days, 180 days, and one year time frames.

California Secretary of State, EA Documentation – developed an “As Is Inventory Package” for Enterprise Architecture (EA) submission to the OCIO including a business template mapping core business activities; a technology template mapping technologies used to support services and lines of business; identification of e-mail and identify management solutions using the technology template and an Agency roll-up template.

State Treasurer’s Office, SDLC Assessment – provided consulting services to develop a workflow process/framework to facilitate cross-division projects (i.e., interaction between developers, DBAs, security/infrastructure staff, etc.), and developed System Development Life Cycle (SDLC) process and checklists/templates that incorporate requirements and expectations of the various disciplines (application development, database administration, security, and infrastructure) in the system development/delivery process.

California Board of Equalization, Project Management Training – provided project management training for BOE personnel tasked with developing their rolling 90-day project plans to achieve cost savings over relatively short time horizons.

California Board of Equalization, Project Management for 90-Day Master Plan – provided Project Management services for BOE’s 90-Day Master Plan for Innovation Projects. Responsibilities included oversight of the 90-Day Master Plan schedule, development of new innovation project concepts and their incorporation into the Master Plan, weekly meetings with the CIO and Domain Owners.

California Board of Equalization, Organizational Assessment for BOE IT - conducted a series of facilitated group sessions with the Board’s Technology Services Division participants and several meetings with the Project Sponsors that focused on Strategy Development for IT Organizational Structure and Direction. Project tasks included: development of an As-Is model of the IT organization, including the decomposition of roles and responsibilities of each organizational unit, with a focus on what each unit actually does; assessment of the As-Is model for effectiveness of alignment and structure; analysis of opportunities for improvement; development of a To-Be model incorporating recommended improvements; and development of an Action Plan to implement the organizational changes.

California Board of Equalization, Application Life Cycle - conducted a series of facilitated group sessions that focused on Application Life Cycle (Phase 1) considerations such as: quality assurance vs. quality control; oversight of process; oversight of product; implementing process; focusing on building a product, not completing a checklist; degree of involvement required of



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business users in requirements development; and other similar lifecycle process considerations, and produced a Final Report documenting findings from the sessions and provided recommendations. A key driver behind this effort was the fact that BOE business users want to see a greater focus by the Information Technology staff on accomplishing the business mission (rather than following rote process) and on ensuring that system benefits outweigh costs.

California Board of Equalization, Testing Approach - worked with BOE to provide an “As Is” assessment of IT system testing services and processes; facilitated sessions for BOE’s testing group (formally part of the business group) and the new testing manager. These sessions included topics such as: how to create a scalable testing capability that goes beyond unit testing; how to change the role of testing within the larger application development and IT organizations; and how to improve regression testing.

California Board of Equalization, Change Leadership - provided consulting services to senior management at BOE to develop leadership thinking and skills in IT managers. The purpose of the engagement was to challenge mid-level management to engage in critical thinking and forward planning beyond the needs of day-to-day operations.

California Board of Equalization, Documentation Drafting for BOE’s 2020 Plan – assisted BOE in developing and documenting a functional/business architecture that will serve as a framework and set of guidelines for digital business solutions at BOE. This architectural framework is essential to BOE for moving forward with its business and technical plans to accelerate revenue in light of the State’s current dire budget situation.

California Board of Equalization, “White Mail” Work Group Facilitation - provided consulting services to facilitate the work group that addressed BOE’s white mail issue. White mail refers to those tax returns that are not printed on standard BOE forms and envelopes. We developed a business case analysis related to the scanning, imaging, and management of electronic documents.

California Board of Equalization, Realignment and Integration Plan - worked with the Board’s TSD to develop a plan and approach for implementing action plans and improvements related to: TSD’s organizational structure and direction; approach to life cycle application and systems development and; approach to testing and quality assurance. Assisted TSD management in the implementation of realignment and integration action plans through necessary facilitation, training, and marketing efforts defined in the plan and executed follow-up activities defined in the plan to assess any needed post-implementation adjustments.

State of Oregon, Assessment of the WorkSource Systems - provided Gap Analysis services for the State of Oregon and its local partners to review existing information systems within the various Workforce partner systems and make recommendations for an integrated management information system (IMIS).



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4. Project Approach

4.1 Deliverables

bluecrane's approach to developing the Appliance Program Database Modernization Feasibility Study Report (FSR) will comply with the requirements described under the six tasks in the Energy Commission's RFO. We will provide:

- Deliverables for Task 1 – Status Reports and Meetings
 - Status reports
 - Monthly face-to-face meetings
 - Kickoff and concluding meetings, as specified in the RFO
 - Invoices
- Deliverables for Task 2 – Project Plan – Initial and Updates
 - We will provide the Energy Commission with an initial project plan that lists and illustrates timelines and dependencies for the FSR project.
 - We will provide the Energy Commission with revised versions of the project plan (narrative and schedule) as updates are made and the plans evolve over the course of the FSR project.
- Deliverables for Task 3 – Information Gathering
 - Attendance of onsite and remote meetings as agreed upon and as determined by the project plan's tasks.
 - A draft summary report (two to three pages) of the information gathered about the Energy Commission's current operations and its business, IT, and process requirements
 - A final summary report that incorporates feedback from the Energy Commission
- Deliverable for Task 4 – Prepare Draft Feasibility Study Report
 - We will prepare a draft FSR based on the completed report in Task 3 that meets the requirements of SAM related to FSRs, describes which of the Six Strategic Concepts in the 2011 Statewide IT Capital Plan are met by the Appliance Efficiency Program Database Modernization Project, and describes how the project carries out the mission and vision of the 2011 California Information Technology Strategic Plan.
- Deliverable for Task 5 – Prepare Draft Information Technology Procurement Plan (ITPP)
 - We will provide a draft ITPP for procurement related to the proposed recommendation in the draft FSR.



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- Deliverables for Task 6 – Prepare Final FSR, ITPP, and Final Materials
 - We will provide a final FSR that will be an updated copy of the draft FSR, incorporating all revisions approved by the Energy Commission staff subsequent to their review of the draft FSR.
 - We will provide a final ITPP that will be an updated copy of the draft ITPP, incorporating all revisions approved by the Energy Commission staff subsequent to their review of the draft ITPP. The final ITPP will be consistent with the final FSR.
 - Final Invoice.

4.2 FSR Development Process

Our general approach to FSR development (and the substantive material that goes into the ITPP as well) includes the following sequence of activities:

- Develop the business case
 - Document the program background
 - Perform problem identification
 - Develop business objectives to resolve problems
 - Develop high level business functional requirements to meet objectives
- Develop a Gap Analysis
 - Document the baseline data
 - Conduct alternative analysis
 - Develop a proposed solution (in collaboration with Energy Commission personnel)
- Develop the Project Plan (for the implementation project, to be included in the FSR)
 - Develop a Project Management Plan
 - Develop a Risk Assessment
 - Develop an IT Procurement Plan
- Develop supporting FSR documentation
 - Develop Economic Analysis Worksheets (EAWs)
 - Develop an IT Project Summary Package
- Throughout the above process, prepare iterative drafts and, eventually, a final FSR
 - Provide assistance to Energy Commission in responding to questions from CTA and others (e.g., DGS)



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bluecrane's overriding objective in creating an FSR for the Energy Commission will be to create an FSR that is owned and used by the Energy Commission. Our aim will be to create a business case report that adds real value. In order to do so, all stakeholders need to be intimately involved in the report's development and conclusions. The stakeholders must own the FSR and be committed to its objectives after the consulting engagement is complete. Similarly, the ITPP must document a procurement approach that is acceptable to the stakeholders.

4.2.1 Project Initiation

Project initiation activities will clarify the FSR project mission and objectives, provide understanding of project communications needs, and identify Energy Commission participants and their roles and responsibilities associated with the FSR effort. This step will provide a clear understanding of the path leading up to the completion of FSR documents, confirm the involvement of Energy Commission stakeholders and timing of their involvement, and will consistently set expectations of the FSR effort across the organization.

4.2.2 Structured, Facilitated Group Sessions

With this in mind, *bluecrane* proposes a report development effort that is a combination of a facilitated group approach and individual interviews. We believe a facilitated group session with stakeholders will provide value during the development of the high-level elements of the business case (program background, roles and responsibilities, problem/opportunity, and objectives). We also propose a second facilitated group session to derive business and functional requirements of the Application Program Database Modernization project.

These facilitated group sessions that we propose will include both Program staff and Technical staff. Program drives information technology needs. Conversely, technology changes the way Program does business. Therefore, it is essential to have Program representatives involved and committed to the facilitated group process, and the Energy Commission will be responsible, early in the engagement, for identifying participants and scheduling them for the group sessions.

bluecrane consultants will facilitate the group sessions and document the results of the discussions. The facilitator will be present to help the group with the process of creating its product. The facilitator will not "own" the product; the group will. Moreover, it is best if the facilitator is not seen as "owning" the process either.

Each facilitated group session will be scheduled in two sessions. The first session gathers information from the participants using a structured agenda, facilitated by the consultant.

The structured agenda will include:

- Overview of the proposed plan for the meeting
- Discuss the group rules for the meeting
- Define the context for business and information technology



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- Achieve consensus for the goals and objectives for the meeting
- Define roles of the participants and the facilitator
- Engage in brainstorming and group discussions to carry out the objectives of the meeting
- Discuss assumptions and constraints
- Achieve consensus on direction
- Resolve/assign open issues
- Review meeting; agree on next steps

The second group session reviews a product, developed by *bluecrane*, with the group participants and accomplishes agreement on the final product.

These sessions are very structured, while still aimed at encouraging creative thinking. It is a proven process that works. For example, we used this process when we worked on the TIC FSR at DTSC and the CCNPAU FSR at EDD. The facilitated group approach helps to develop a common understanding of shared purpose and overall direction.

4.2.3 Business Case and Requirements Development

Our approach is to conduct group sessions using the process described above. The first task will focus on high-level elements of the business case, while the second task will focus on requirements of the Appliance Program Database Modernization. Development of agendas and selection of participants will be done in advance, collaboratively with Energy Commission staff.

Problem Identification

The group session will first focus on gaining an understanding of the business problems being addressed, the impact of the problems to Energy Commission business processes and the root cause of the problems.

Business Objectives

Once the business problems have been identified, the group session will focus on a set of objectives to resolve the problems. The *bluecrane* team will ensure that the business objectives trace back to the stated business problems and that the business objectives are specific, measurable, achievable, realistic, and timely. Each objective will be analyzed in relationship to how supported business processes will be improved.

Requirements Development

The *bluecrane* team will work with stakeholders to develop the business functional and technical requirements that will satisfy the identified business objectives. The requirements will address the business functions to be supported as well as other requirements related to technical architecture, interfaces, performance, usability and security.



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4.2.4 Gap Analysis (Baseline, Alternatives, and Proposed Solution)

The Gap Analysis includes three sub-tasks:

FSR Baseline Analysis

For the FSR Baseline Analysis, our consultants will conduct individual interviews and research using existing documentation. We'll inventory and assess current systems, evaluating current technologies and documenting costs.

Analysis of Alternatives

We will develop alternative approaches. We'll compare and evaluate the alternatives, seeking input and collaboration with Energy Commission personnel throughout the process. Evaluation criteria will be developed by the *bluecrane* team to help the board select the alternative that provides the best value.

FSR Proposed Solution Section

For the FSR Proposed Solution Section, our consultants will document the recommended alternative and the other alternatives considered. We'll document the rationale for the selection of the recommended alternative. Our consultants will document the personnel, hardware, and software resources needed for ongoing support.

4.2.5 Project Plans

The Project Plans task includes three sub-tasks:

Project Management Plan

Our team of consultants includes two PMI-certified PMPs. We have extensive experience developing the individual plans and elements required for the Project Management Plan.

Risk Management Plan

Risk management is a specialty of our firm. As we've described above, a significant segment of our firm's work is in the area of oversight or quality assurance. We've developed many Risk Management Plans over the years. *bluecrane* will facilitate a risk identification session to document project risks and the risk mitigations that will reduce threats to the project's success.

IT Procurement Plan

The Procurement Plan is another element of an overall project plan with which we are very familiar. We'll document the procurement approach and address market research, acquisition method, procurement risk management, contract management approach, and evaluation factors/standards criteria. This information is needed not only for the FSR but is also fundamental to the ITPP.



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4.2.6 Supporting FSR Documentation (EAWs and Summary Package)

Supporting FSR Documentation includes two sub-tasks:

EAWs

In the past, we used the DOF automated Economic Analysis Workbooks (EAWs) on the DTSC TIC FSR, the CCNPAU Project at EDD, and the Governor's Office IT Infrastructure Refresh and Upgrade FSR. We are very familiar with how the automated workbooks function. We'll use them to compile detailed cost estimates for the existing system, proposed alternatives, other alternatives, the economic analysis summary, and the project funding plan.

IT Summary Package

For the IT Summary Package, our consultants will develop an Executive Summary for the FSR, project contacts, project relevance to State and/or Departmental Plans, budget information, vendor project budget, and risk assessment information.

4.2.7 Final FSR and ITPP

Our consultants will assemble and finalize the FSR and ITPP documents, ensuring that the reports are ready for submission to CTA.

4.2.8 Assistance to the EC in Responding to Questions and Issues Raised by CTA and Others

Our team will assist the Energy Commission in responding to questions and issues raised by CTA during the entire FSR and ITPP development process. To the extent desired by the Energy Commission, we will assist the Energy Commission in presenting and justifying the FSR and ITPP to CTA.

4.2.9 General, Preliminary Understanding of FSR and ITPP Content

bluecrane understands that the purpose of the overall project is to design an SQL Server 2008 R2 system that will consolidate the separate programmatic processes and data archives into a single system on a shared, extensible platform. This would have the advantage of moving to a platform that is natively web-enabled, that allows a common .Net framework to be used for all programming tasks, and that would make possible the creation of web-based interfaces for direct electronic completion and submittal of needed forms (using electronic signatures) and data. This, in turn, would allow for automation of several time-consuming programmatic tasks such as logging and tracking incoming submittals, including automating the basic review of submitted appliance data and providing immediate and specific automated responses when form or data fields are incompletely or incorrectly filled out, allowing correction by manufacturers prior to any action by staff. Lastly, we understand that this platform must also be usable as a common platform for other programs with similar data management needs, of which several have already been identified within the California Energy Commission.



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Our preliminary understanding is that the Appliance Efficiency Program currently relies on e-mail exchanges with various parties and on scanned electronic copies of the forms specified and required in Title 20, Sections 1601 - 1608 of the California Code of Regulations and accompanied by Excel-based data files matching an import template supplied by the Energy Commission. This process results in needing to maintain:

- A log file recording when data submittals were received and if/when they have been responded to, executed entirely in physical paper and handwritten entries;
- A database of over 1,500,000 listings of appliances (of over 60 separate categories) and their associated efficiency data, executed in Microsoft SQL Server 2000;
- A database recording approved test laboratories and third-party certifiers, executed in Microsoft Access 2007;
- Flat files recording submitted manufacturer contact information, executed in a collection of Microsoft Excel 2003 files; and
- Two separate web-based interfaces, for staff and public use respectively, with interfaces and associated tools executed variously in Visual Basic (as stored procedures), AJAX, Java, and other languages.

4.2.10 FSR and ITPP Content Alignment with EC Requirements and State Regulations

The FSR and ITPP that the *bluecrane* team develops will:

- Ensure that all of the above elements are captured in the design of the enterprise platform and described in the FSR (and summarized as appropriate in the ITPP);
- Meet all requirements of the State Administrative Manual relating to FSRs, including those found in Sections 4819.35, 4927, and 4928 of the Manual (SAM);
- Meet all the requirements of the Statewide Information Management Manual (SIMM) relating to FSRs, including Sections 5, 10, 17, and 20;
- Be developed in accordance to Energy Commission business and information technology policies and standards;
- Describe implementation of a system in sufficient depth and detail to be used as the basis of a subsequent contract for development and implementation;
- Describe which of the Six Strategic Concepts in the 2011 Statewide IT Capital Plan would be met by this solution and how they would be met;
- Describe how pursuing the described enterprise solution carries out the mission and vision of the 2011 California Information Technology Strategic Plan; and
- Use the DGS Procurement Division's ITPP Template (link found in the State Contracting Manual, Volume 3, Chapter 2).



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4.3 Design and Architectural Considerations

4.3.1 Design Philosophy

Our team's general design philosophy and best practices for integrating separate process components and placing them on a common platform begins with architectural considerations. Systems Architecture is the process of designing and developing a system in such a way that it will remain in harmony with the significant contexts within which it is created and runs over its entire lifetime.

Typically, when a system is designed, the contexts that are considered are the functional and non-functional requirements, and the financial and schedule constraints. The requirements are captured either upfront or over the course of the development process in a list of feature narratives, use cases, user stories, epics, diagrams or formal specification language artifacts; and typically only reflect the Technical and Business [Process] Contexts of the system.

For the Application Program Database Modernization FSR development effort, our team will work with Energy Commission staff through interviews, facilitated sessions, and other meetings as described earlier in this section to derive Business Objectives and Business Functional Requirements. We will cross-reference Problems/Opportunities with Business Objectives and with Functional Requirements. From those big-picture considerations, we will derive the key Architecture Definition Objectives and Criteria.

4.3.2 Architecture Considerations

The first requirement of any System Architecture is that it meets all of its functional requirements using the most appropriate current technologies. However, there are several other criteria that must be used in the definition of an architecture as discussed below:

Performance

Many of the technical decisions made in the design of an architecture are driven by performance requirements. For example, there is often a requirement for a sub-second response time for user interactions. If this is important, it will have a significant impact on the server and network architecture design and client architecture tradeoffs of a high performance rich client vs. a lower performance browser-based solution. Performance requirements will also affect costs of the system including requirements for network and server hardware.

Scalability

Frequently, scalability is a significant consideration. In this case, it is important to architect a system so that all sub-systems can either be scaled up or out to accommodate an increase in the number of users of the system or an increase in the number of transactions.



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Deployment

For support reasons, it is frequently desirable that the system be fully deployable via a single package from a web-browser-accessible network location as opposed to requiring installations at each client location. This is easily accommodated with a web-based application, but if other considerations drive towards the use of a rich-client application, other architectural solutions may be required, such as the use of Microsoft Click-Once technology in a .NET environment.

Longevity

The expected longevity of the new system is another factor to be considered in the specification of an architecture. This may require techniques such as the use of well-factored, modular technologies and the use of declarative workflow to drive many domain and interface activities.

Availability

The required availability of the system is a critical factor in specifying the architecture. While it is always tempting to specify a high level of availability (for example, 99.99%), it must be recognized that this requirement can add significant costs to the system.

Security

Similarly, the level of security required is another factor that requires careful consideration. Highly robust security mechanisms are now widely available to protect from malicious, fraudulent, and illegal tampering. However, implementing row and field level security to control access to data according to users, roles, and contexts adds significant cost and complexity to a system.

4.3.3 Architecture Definition

Once the driving objectives and criteria are identified and consensus is reached on their definitions and relative importance, we are ready to define the top-level architecture for the new system. In fact, there may be different architectures considered for the alternative solutions considered and evaluated in the FSR/ITPP development process.

In defining alternative solution architectures during FSR/ITPP development, we will work with the Energy Commission staff to identify the potential use of commercial-off-the-shelf (COTS) products or other re-usable application software components. Different alternative solutions will involve varying degrees of use of COTS or re-usable software components (possibly varying from “none” for custom development to considerable use of COTS for each alternative).

A rudimentary buy-versus-build analysis and/or a tradeoff study between different COTS alternatives as well as a custom development (“build”) alternative is typically required at this stage of the FSR development. While the specific activities of this step are highly dependent on the characteristics of the project and should remain very basic during the FSR/ITPP stage, our work here generally focuses on two major issues. The first relates to evaluating the gap between the functional requirements defined at this early stage and the functionality provided by likely COTS products being considered. The second issue is centered on the architectural



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implications of the use of potential COTS product candidates, such as the alignment and compatibility of likely products' core technologies and inherent architectures with other desired and mandated architecture considerations.

Working with the Energy Commission, we will need to define subsystems of the planned architecture. Some subsystems may remain consistent from one solution alternative to another. Other subsystems may vary among the alternatives. Subsystems that are frequently defined at this stage include:

- **Client Applications** – identification of the client platform. A key architectural consideration for each alternative considered involves the definition of the system as a thin, rich, or smart client application. This decision frequently involves tradeoffs between the required response time to user inputs, robustness of the user experience (i.e., drag and drop), security, deployment, support, and mobility requirements. Rich client architectures typically offer higher performance and more robust applications. Thin client (browser-based) architectures are more easily deployed and are more mobile. Smart client applications provide a compromise between the two.
- **Database Subsystem** – identification of the database architecture frequently involves tradeoffs between transaction efficiencies and reporting flexibility. Often, consideration of the identification of a data warehouse in addition to an operation database is part of this activity.
- **Workflow** – if there is a requirement for workflow management functionality, the architectural implementation of that capability generally becomes a driving factor due to the high degree of integration with other subsystems.
- **Document Management** – frequently, there are business requirements for management of documents and other files. The implementation of this functionality often includes evaluation of alternative COTS packages.
- **Reporting and Analysis** – the level of sophistication of the required reporting and analysis functionality drives both the underlying database architecture as well as the identification of reporting software package functionality.
- **Security Subsystem** – security requirements drive key decisions regarding the architecture and nature of the security subsystem required including considerations for system access, data storage and transport and physical security.
- **External Interfaces** – an analysis of the requirements to interface with external systems such as freshness and volume of data results in considerations for system and network capacity and availability.



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5. Staff Candidate Resumes

For the Appliance Program Database Modernization FSR project, *bluecrane* is pleased to present Mr. Allen Mills, Mr. Eric Olson, and Mr. Gregor Noriskin

Mr. Mills will serve as the Project Manager and a primary author and analyst. He is a PMP and a proven performer in the area of process improvement, needs assessment, project management and IT expertise, all of which are required to provide an FSR document that will be ready for submission to the Department of Finance. He has personally led and was involved in “hands-on” delivery of the DTSC Toxic Information Clearinghouse FSR, the Governor’s Office IT Assessments/FSR, and the EDD UIMOD CCNPAU FSR development projects, all cited earlier in our proposal.

Mr. Eric Olson will serve as Senior Consultant, with responsibilities as a primary author and analyst. Mr. Olson is a PMP and has established experience in state projects in compliance with SIMM. Mr. Olson was a primary author and analyst for the DTSC Toxic Information Clearinghouse FSR and the lead consultant for the Department of Transportation Construction Management pre-procurement project noted earlier in our proposal.

Mr. Gregor Noriskin will serve as Technical Architect. Mr. Noriskin is a senior technical leader and software architect with over 17 years experience in all aspects of software development, including software architecture, software quality assurance, and software engineering. Mr. Noriskin is proficient in Microsoft SQL Server 2008 R2 and is expert in .Net Framework. His inclusion on our FSR development team will enable us to provide the Energy Commission with the conceptual design needed in an FSR to provide both the Energy Commission itself and the reviewing control agencies with the confidence to move forward. Moreover, a sound conceptual design that traces its design elements back to the business case objectives and goals is an essential part of the FSR that the Energy Commission seeks to have developed.

Following are their resumes.



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5.1 Resume of Allen Mills, MBA, JD, PMP

Professional Summary

Mr. Mills has proven experience in delivering management consulting services to state and local government clients. Over the years, his clients have included:

- Cabinet-level State officers;
- State CIOs;
- Agency heads and agency CIOs;
- State IT Project Oversight Boards;
- Departmental CIOs; and
- Project Managers of very large development and implementation efforts.

Because of this depth of experience, Mr. Mills is skilled at and comfortable with communicating at all levels of organizations. However his experience goes beyond communication; he has been involved in numerous projects in which he has played a “hands on” role in discovering and documenting risks, developing alternative mitigation options, and making recommendations for resolution.

Education and Certifications

PMP, Project Management Institute - Certificate No. 462004
JD, Loyola Marymount University, Los Angeles, CA
MBA, UCLA Anderson Graduate School of Management, Los Angeles, CA
BS (Math), University of North Carolina, Chapel Hill, NC

Professional Experience

Founder, CEO, and Principal Consultant, Bluecrane Inc., Redondo Beach, California (11/00 – Present). With over 30 years of experience in complex project management, planning, and analysis, Mr. Mills is founder and CEO of *bluecrane*.

California Department of Toxic Substances Control FSR Development (06/09 – 04/10). Developed an FSR for Toxics Information Clearinghouse. The Clearinghouse will provide a decentralized, web-based system for the collection, maintenance, and distribution of specific chemical hazard trait and environmental and toxicological end-point data. Developed the business case, business objectives and business functional requirements through joint application requirements sessions and stakeholder interviews. Designed proposed solution through JAD sessions with functional and technical stakeholders and developed a list of project risks. The Clearinghouse will be accessible to the public through a single Internet web portal.

California Office of the Governor, IT Infrastructure Upgrade/Refresh FSR (03/07 – 03/07). Developed an Information Technology Infrastructure Upgrade/Refresh FSR for the Office of the



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Governor to enhance the infrastructure supporting the day-to-day operations of the Governor's Office; ensure that the Governor's Office network and server infrastructure is available and scalable to handle not only the current transmission and data flow needs but also the future needs of staff; augment business continuity capabilities of the Governor's Office; and provide additional "windows" of time for scheduled maintenance of equipment. Attended Department of Finance training on what was at the time the new ITPP process. Training included BCP preparation and capital planning documentation requirements.

California Office of Systems Integration (OSI)/Employment Development Department (EDD), Unemployment Insurance Modernization Call Center Network Platform and Application Upgrade (UIMOD CCNPAU) FSR (10/04 – 06/06). Project Manager and lead author for a team of *bluecrane* consultants tasked with developing a high-level architecture, defining business and technical requirements, and creating detailed requirements and traceability documents for the OSI/EDD UIMOD CCNPAU project. Authored the Feasibility Study Report. Developed and delivered system requirements specifications; a final architecture description; and final business, technical, and implementation requirements matrices for an implementation RFP.

California Board of Equalization (BOE), Centralized Revenue Opportunity System (CROS) Project (03/10 – Present). Working with BOE executives on pre-procurement planning and procurement activities for the Centralized Revenue Opportunity System (CROS) Project, a performance-based, benefits-funded effort that parallels DOR's TaPR Program in numerous respects.

California Office of Systems Integration (OSI)/Employment Development Department (EDD), Unemployment Insurance Modernization Project Management Office (UIMOD PMO) (01/05 – Present). For over six years served as Project Executive responsible for the execution and performance of all aspects of our engagement with the Office of Systems Integration for the Project Management Office (PMO) of the Employment Development Department's Unemployment Insurance Modernization (UIMOD) Project. The project is listed in the California State CIO's report of November, 2007, as the sixth largest modernization project in the State, with a projected cost of \$113 million. The Project Management services provided by *bluecrane* include: (1) integrated project scheduling and planning, (2) system engineering, and (3) application architecture support.

State of Oregon, Department of Revenue Program Management Office (09/10 - 03/11). Worked with the Oregon Department of Revenue (DOR) to establish and implement a Program and Portfolio Management Office (PMO). Responsibilities included:

- Developing a Governance and Portfolio Management approach for Agency projects to select the best-value project work and to monitor progress of projects within the portfolio;
- Developing an Agency-wide Project Management methodology, with standard processes, procedures, and documentation requirements for all project work within DOR; and
- Trained over 160 DOR staff on the new Project Management methodology, including high-level training to Agency managers who also serve as Project Sponsors.



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Oregon, Worksystems, Inc. (WSI), IT Organizational Assessment (05/10 – 07/10).

Conducted a review and assessment of WSI's Information Technology (IT) organization. Evaluated the efficiency and effectiveness of current IT systems, services, infrastructure, and organization in supporting the overall goals and objectives of WSI.

California BOE, Project Management Office (06/09 – 02/10). Developed Project Management methods and approaches, helped the department establish a Project Management Office, and set up operational procedures for the new organization. Developed a framework for day-to-day operations of BOE's PMO.

California BOE, 90-Day Master Plan for (1) Cost Savings Program and (2) Innovation Program (12/09 – 05/10). Provided Program Management of BOE's Technology Services Division (TSD) 90-Day Master Plan for two programs, each with multiple projects. Responsibilities included the oversight of the 90-Day Master Plan schedule; development of new cost savings and innovation concepts and their incorporation into the Master Plan; weekly meetings with TSD "domain owners" to encourage the development of new cost savings and innovation projects for the 90-Day Master Plan; and weekly meetings with the BOE CIO and her staff to monitor performance against the rolling 90-Day Master Plan. Provided introductory project management training to a group of BOE personnel.

City of Los Angeles, Portfolio and Project Management Office (06/09 – 02/10). Provided American Recovery and Reinvestment Act (ARRA) Portfolio Management consulting services for the City's Centralized ARRA Grants Management Project. Reviewed and reported on the current ARRA grant portfolio approval process; analyzed on-going projects to compile an understanding of current processes; developed work packages and roles for the ARRA project team; documented as-is and recommended to-be process flows for all activities involved; identified and documented standardized and project-specific metrics; developed project risk rating processes and supporting documentation for the portfolio of ARRA projects; developed a project prioritization rating process; developed methods for distributing risk and priority list; reviewed project health reports and conducted on-site audits of projects to ensure metrics from business cases were being met.

California BOE, Architecture Documentation (12/08 – 04/09). Assisted BOE in developing and documenting a functional/business architecture that serves as a framework and set of guidelines for digital business solutions at BOE. Services included: meetings/facilitated sessions with BOE personnel to elicit information necessary for the architectural documentation and to confirm agreement on strategic direction; research and analysis regarding industry best practices and current BOE situation and practical progression for the creation of BOE's expanded digital architecture; documentation of the architectural framework including a breakdown of building-blocks or "chunks" of the framework to indicate options for scaling elements of the architecture; and time-phasing of the build-out of various elements of the architecture.

California BOE, Strategic Technology Plan (10/08 – 04/09). Created a Strategic Technology Plan document to communicate the California Board of Equalization's (BOE) "2020 Vision" to a



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wide range of audiences in a succinct and understandable fashion. The 2020 Vision is a broad, far-reaching vision that utilizes digitized information, searchable data, geographically-tagged data, customizable customer websites, employee-centric web capabilities, and more to achieve significant cost reductions and business process efficiencies. The document that *bluecrane* created was suitable for elected officials and other executives external to and within BOE, one of California's three revenue agencies and the only elected tax commission in the nation. The strategic technology vision for BOE is an expansive one due to the significance of BOE's business operations. In fiscal year 2006–2007, the five-member Board and the agency's nearly 4,000 employees administered taxes and fees that produced nearly \$54 billion for education, public safety, transportation, housing, health services, social service, and natural resource management.

California BOE, IT Governance and Portfolio Management (02/08 – 02/09). Led a BOE project team and worked closely with BOE executives to design and implement a set of management processes for evaluating proposed projects based on pre-defined criteria, prioritizing and selecting projects for funding, and managing projects on an on-going basis within an enterprise portfolio. He developed the management processes and worked collaboratively with BOE personnel to tailor priority and risk factors appropriate to BOE's business needs and organizational culture.

California BOE, Charter for Partnership (02/09 – 03/09). Assisted BOE and the Employment Development Department (EDD) in developing a project charter for an inter-agency partnership, facilitating a series of working group meetings with a diverse set of representatives from the two large agencies. The partnership between BOE and EDD was aimed at utilizing existing capabilities at EDD to provide scanning and imaging processing for BOE's tax processing business operations. As BOE and EDD launched this joint effort, a charter for partnership was crucial to set the "ground rules" for how the two organizations would govern and operate the joint activities.

California Public Utilities Commission (CPUC), Customer Information System (08/06 – 02/09). Served as Project Executive responsible for the execution and performance of all aspects of our Project Management engagement with CPUC. *bluecrane* managed the development and implementation project for a new Consumer Information Management System (CIMS) in order to provide better Citizen Relationship Management. *bluecrane* was responsible for day-to-day decision-making and management of scope, schedule, and budget.

California Department of Transportation, Construction Management System (CMS) Project (12/06 – 12/08). Served as Project Executive responsible for the execution and performance of all aspects of our engagement with the Department of Transportation to provide Project Management oversight services for the Requirements Definition and RFP Procurement phases of the Construction Management System Project, a legacy systems replacement effort.

California BOE, Electronic Document Management-Business Case Analysis and Development (05/08 – 08/08). Worked with BOE's Technology Services Division (TSD) to develop a business case analysis related to the scanning, imaging, and management of electronic documents. A high-level analysis was conducted and a business case developed



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that considered: imaging, scanning, and other means of electronic document processing on the “front-end” of BOE business processes (e.g., the filing of forms by taxpayers); imaging, scanning, and other means of electronic document processing of historical paper documents; and on-going management of electronic documents created.

California BOE, Change Leadership (06/08 – 08/08). Provided consulting services to senior management at BOE to develop leadership thinking and skills in IT managers. The purpose of the engagement was to challenge mid-level management to engage in critical thinking and forward planning beyond the needs of day-to-day operations.

Washington State Department of Corrections, OMNI Project (11/05 – 07/08). Provided consulting services for the Department of Correction’s Offender Management Network Information (OMNI) Project to oversee and assess all aspects of Project Management. Provided ongoing assessment and reporting through monthly reports which included a summary of the overall project, detailed discussion of significant issues and risks identified during the reporting period, recommendations for resolving the highest priority issues, and the potential impact to the project if the issues were not resolved. Worked closely with the Department of Corrections to manage strategic vendor relationships, first with IBM and later with Sierra Systems.

California BOE, Realignment and Integration Project (05/08 – 06/08). Provided consulting services to assist the Board’s Technology Services Division (TSD) in implementing changes related to: TSD’s organizational structure and direction; TSD’s approach to lifecycle application and systems development; and TSD’s approach to testing and quality assurance. Assisted TSD management in the implementation of realignment and integration action plans through facilitation, training, and communications efforts.

California BOE, Life Cycle Improvements Project – Business Integration Phase (04/08 – 06/08). Facilitated group sessions of BOE’s Technology Services Division and business area personnel in pursuit of aligning requirements and finalizing a jointly-owned vision and working model of the Application Life Cycle. Documented findings from the facilitated sessions and provided recommendations in a Final Report at the conclusion of the facilitated sessions.

California State Water Resources Control Board, Water Rights Information Management System (eWRIMS) Project (08/06 – 03/08). Served as Project Executive responsible for the execution and performance of all aspects of our engagement with the State Water Resources Control Board to provide Project Management oversight services for the procurement and implementation of a new Water Rights Information Management System.

California BOE, Strategy Development for IT Organizational Structure and Direction Project (12/07 – 03/08). Provided group facilitation sessions and consulting services that focused on Strategy Development for IT Organizational Structure and Direction. Tasks included: development of an As-Is model of the IT organization, including the decomposition of roles and responsibilities of each organizational unit; assessment of the As-Is model for effectiveness of alignment and structure; analysis of opportunities for improvement; development of a To-Be model incorporating recommended improvements; and development of an Action Plan to implement the organizational changes.



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California BOE, Life Cycle Improvements Project (12/07 – 03/08). Provided group facilitation sessions and consulting services that focused on Project Life Cycle considerations such as: quality assurance vs. quality control; oversight of process; oversight of product; implementing process; focusing on building a product, not completing a checklist; degree of involvement required of business users in requirements development; and other similar life cycle process considerations; and produced a Final Report documenting findings from the sessions and provided recommendations.

California State Water Resources Control Board (SWRCB), Agency Information Management Strategic Plan Update (09/07 – 02/08). Led the SWRCB through a strategic planning project to update their Agency IT strategic plan. Assessed the outcomes of the Water Boards' 2004 IT strategic plan and made recommendations for completing the remaining key information technology strategic projects, and meeting the performance measurements associated with the plan goals and objectives. A key area of focus for this effort was the development of a new approach to IT Governance for the Water Board. Facilitated sessions with SWRCB headquarters personnel in Sacramento and key personnel from the nine Regional Water Boards to balance headquarters' enterprise requirements with the mission critical localized requirements of the Regional Water Boards.

California Office of Technology Services, Consolidation Management Office (CMO) Project (07/05 – 10/07). Served as Project Executive responsible for the execution and performance of all aspects of our engagement with the Department of Technology Services for the Consolidation Management Office (CMO) Project. The CMO was a Project Management Office tasked with management of the integration of the Health and Human Services Agency Data Center, the Stephen P. Teale Data Center, and the Department of General Services' Office of Network Services. *bluecrane* provided services to ensure the various consolidation projects were scheduled, updated, merged, and linked to track the progress of the consolidation.

City of Los Angeles, 3-1-1 Project (07/06 – 06/07). Served as Project Executive responsible for the execution and performance of all aspects of our engagement with the City of Los Angeles. *bluecrane* provided Project Management oversight services for the 3-1-1/e-Government Services Project; assessed project risks; evaluated the status of the project; analyzed the scope of the project; identified project successes; gauged the effectiveness of the project team; made recommendations when necessary; and prepared oral and written reports about the project to the 3-1-1 Steering Committee regularly.

California Office of the Governor, IT Review and Assessment (07/06 - 03/07). Provided Project Management and assessment services for an IT Review and Assessment of the Office of the Governor. Services included evaluating the efficiency and effectiveness of the current IT systems service infrastructure and organization in support of the overall goals and objectives of the Office of the Governor.

California Franchise Tax Board (FTB), Child Support Automated System State Disbursement Project (01/05 - 11/06). Project Executive responsible for the execution and



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performance of all aspects of our QA engagement with the FTB for the Child Support Automated System State Disbursement Project. *bluecrane* services included task management, reporting activities including alternative action plans, corrective actions, assisting in the development of deliverable review checklists, assisting in informal reviews, assisting in formal reviews of deliverables and, supporting planning and execution of systems qualification testing, production validation, audit and federal certification review.

State of Oregon Employment Department, Planning and Assessment of the WorkSource Systems (01/06 – 08/06). Provided planning and assessment services for the State of Oregon and its local partners through the Employment Department to review existing information systems within the various Workforce partner systems and made recommendations for an integrated management information system (IMIS) to provide the best information possible on training employment and workforce development activities and services provided under the Workforce Investment Act and through various workforce initiatives.

Contra Costa County Employment and Human Services Department, CalWIN Project (06/02 – 09/05). Provided Project Management oversight consulting services for the implementation of the statewide CalWIN welfare automation system. Services included recommending project management and implementation strategies and methodologies for the preparation and implementation of the system. Responsible for the independent assessment of project progress and effectiveness including evaluation of project plans, schedules, deliverables, and other work products with regards to completeness, correctness, scope, and risk. Mentored the project team in establishment of project management practices based on PMI PMBOK methodologies.

City of Olympia, Washington, Strategic Technology Plan (06/04 – 12/04). Led the development of a long-term strategic technology plan that included facilitation of focus group sessions with a diverse set of City departments and all levels of City management, including City Council members and the City Manager. Developed the City's Strategic Technology Plan with a focus on the Citywide vision and business process drivers for IT investments. Our efforts included consideration of delivery of City services; structures for sustained planning; support and training of City staff; staffing allocations; development of on-going processes for review and updating the Strategic Technology Plan in the future; governance structures; and definition of the management practices needed to govern investment decision making.

Cook County, Illinois, IT Repository Project (01/03 – 12/03). Project Manager for the Planning and Intelligence team that provided IT logistical support for a project reporting directly to the Governor of Illinois. The project was focused on investigating circumstances surrounding an October 2003 fire in a county administrative building in which six individuals perished. Utilizing a Web-based application environment, our project team structured a database and populated it with investigative data.

California Health and Human Services Agency Data Center (HHSDC), Facility Architectural and Security Assessment (01/02 – 09/02). Project Manager for an assessment of the State of California's largest technology center that entailed an assessment of the current state of data center facilities; determination of the requirements for HHSDC's data center facilities; definition



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and documentation of site selection criteria for relocating the data center facilities; and making recommendations for the relocation including factors affecting business continuity and disaster recovery; identification of the gaps between the current state of the center and the requirements; and making recommendations to fill the gaps. Provided oversight and management of multiple subcontracting companies including a multi-billion dollar data center architectural firm. Managed the project to successful completion and was the primary author of four documents developed by the project. Actively participated in developing a high-level cost/benefit analysis of the recommendations.

Experian, Inc., Phoenix Program (12/97 – 11/00). Program Manager of a portfolio of projects undertaken to build a new technical infrastructure for the business credit and business-to-business direct marketing division of Experian. Managed a series of projects with over 140 total personnel. Projects included an IT infrastructure project (replacing a mainframe based infrastructure and architecture with a distributed infrastructure and architecture); IT model development (development of statistical models as products available to customers on the new infrastructure); data acquisition, cleansing, and standardization; call center implementation; authentication of on-line customers; and numerous other efforts to rebuild the back-office and products of the \$40+ million revenue operational business.

ISSG Project (12/00 – 07/01). Managed a portfolio of projects, providing IT infrastructure support to large IT projects in entertainment, petroleum, automotive, and aerospace.

Andersen Consulting, El Segundo, CA, Senior Manager (12/95 - 12/97). Senior Manager focused on developing state and local government Welfare and Human Services consulting opportunities in California, Texas, Maryland, and Arizona.

TRW, Redondo Beach, Carson, and Orange, CA (07/80 - 12/95). Spent 15 years with TRW and promoted through a series of progressively more responsible positions.

- **Manager, Business Alignment, Information Systems and Services (07/95 – 12/95).** Served as an internal consultant for adoption and integration of new technologies in TRW's data content businesses.
- **Manager, Business Development, Information Systems and Integrated Solutions (02/92 – 07/95).** Managed new market penetration efforts for state and local government clients. Initiated client contact, developed bid opportunities, and closed systems integration deals.
- **Manager, Market Planning and Analysis, Space and Defense Sector (01/90 – 02/92).** Developed the strategic business plan for a \$3 billion high technology electronics-based business in collaboration with senior management. Provided market research, analysis, and planning support to all operating units.
- **Manager, Strategic and Operations Planning, Defense Systems Group (02/88 – 01/90).** Provided process leadership in developing the strategic business plan and annual operating plans for a \$1 billion business unit actively involved in a variety of information technology-



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based businesses, including systems planning, systems integration, and software development.

- **Manager, New Business Forecasting, Defense Systems Group (01/85 – 02/88).**
Developed long-term and current new business forecasts. Provided analytical support on non-routine special staff assignments, market research, and internal investment analysis and planning.

Data Base Administrator, Bank of America (formerly NationsBank & NCNB), Charlotte, NC (02/79 - 07/80).

Computer Programmer/Analyst Duke Power Company, Charlotte, NC (01/78 - 02/79).



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5.2 Resume of Eric N. Olson, MBA, PMP

Professional Summary

- 20 years of project management experience
- Experienced in successfully managing large scale system integration projects
- Experienced in providing project management support services to state agencies
- Experienced with California State procurement and system implementation processes
- Experienced in implementing Project Management Office (PMO) best practices
- Experienced in utilizing software development lifecycle (SDLC) best practices
- Experienced in utilizing PMI, CMMI and IEEE standards and methodologies
- PMI instructor

Strong project management and systems implementation skills. Experienced in guiding successful, large scale systems integration and software development teams and managing all phases of the systems development life cycle. Demonstrated leadership in managing projects, schedules, budgets, changes, risks and issues; motivating project teams; and building relationships with sponsors, management, program staff, vendors and other stakeholders.

Education and Certifications

PMP, Project Management Institute - Certificate No. 54473
Golden Gate University, MBA in Information Systems
University of Oregon, Bachelor's Degree in Computer Science

Professional Experience

California Department of Social Services, Feasibility Study Report for Income and Eligibility Verification System (IEVS) (\$10M), Senior Project Manager (08/11 – Present)

- Developing FSR for web-based eligibility verification system that compares data in state welfare systems to data in state and federal income source systems
- Developing business case, business objectives and business functional requirements through joint application requirements sessions and stakeholder interviews
- Designing proposed solution through JAD sessions with functional and technical stakeholders and conducting alternatives analysis
- Presenting FSR summary to executive and control agency stakeholders

California Department of Social Services, Oversight, Child Welfare Services/Web Project (\$200M), Senior Project Manager (06/08 – 05/11)

- Reviewed and assessed control agency documents: ITPPs, SPRs, RFP, IAPD, BCPs
- Evaluated and reported on project compliance with State of California, CTA Project Oversight Framework



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- Conducted project management assessments and risk analysis using industry PMI, CMMI and IEEE project management standards
- Worked with project management team and project team to implement improvements in project management processes

California Department of Toxic Substances Control, Feasibility Study Report (FSR) for Toxics Information Clearinghouse (\$2M), Senior Project Manager (06/09 – 04/10)

- Developed the FSR for web-based chemical database application
- Developed business case, business objectives and business functional requirements through joint application requirements sessions and stakeholder interviews
- Designed proposed solution through JAD sessions with functional and technical stakeholders and alternatives analysis
- Reviewed FSR with executive stakeholders

California Board of Equalization, Establish Project Management Office, (1M), Senior Project Manager (06/09 – 04/10)

- Developed project management plans and templates for all project management processes including scope, schedule, resource, risk, issue, communication, change, configuration, cost, procurement, and contract management plans
- Plans were developed based on PMI standards, CA-PMM methodology and OSI best practices
- Developed and provided training to PMO and IT staff on project management processes

California Department of Transportation (Caltrans), Oversight, Construction Management System (CMS) Project, (\$25M), Senior Project Manager (12/06 – 09/09)

- Reviewed and assessed control agency documents: ITPPs, SPRs, RFP, BCPs
- Evaluated and reporting on project compliance with State of California, CTA Project Oversight Framework
- Conducted project management assessments and risk analysis using industry PMI, CMMI and IEEE project management standards
- Worked with project management team and project team to implement improvements in project management processes

California Public Utilities Commission (CPUC), (\$5M), Consumer Information Management System (CIMS) project, Senior Project Manager (08/06 – 11/08)

- Assisted with development of control agency documents: ITPPs, SPRs, RFP, BCPs
- Managed the successful implementation of customer relationship management system
- Coordinated activities of program, systems integration vendor, and information technology resources
- Managed and tracked project schedule, risk, issues, changes, decisions, and lessons learned



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California State Water Resources Control Board, Oversight, Water Rights Information Management System (eWRIMS) Project, (\$10M), Senior Project Manager (08/06 – 06/08)

- Reviewed and assessed control agency documents: ITPPs, SPRs, BCPs
- Developed Post Implementation Evaluation Report (PIER) for eWRIMS Project to compare FSR objectives with results of system implementation
- Provided guidance to project and program management to ensure successful implementation of water rights management system
- Worked with project management team and project team to implement improvements in project management processes
- Evaluated and reported on project compliance with State of California, CTA Project Oversight Framework
- Conducted project management assessments and risk analysis using industry PMI, CMMI and IEEE project management standards

California Department of Technology Services (DTS), Data Center Consolidation project, Senior Project Manager (09/05 – 12/06)

- Provided project management support services to state data center
- Developed and implemented project management office processes including project portfolio, scope, schedule, risk, issue and communication management
- Performed assessment and implementation of improvements to department project management processes
- Conducted project briefings with senior management

Contra Costa County, Employment and Human Services Department, CalWIN System, Senior Project Manager (02/02 – 09/05)

- Provided project management support services in the implementation CalWIN welfare system for Contra Costa County
- Provided guidance to project team in developing and managing project plans, schedules, change, issue, and risk management
- Performed information technology assessment using the ISO 15504 Process Assessment standard
- Evaluated project deliverables for completeness, scope, and risk
- Developed project management reports for executive management

Autovia Corporation, Rapid Auto Net System, Director of Product Development (03/98 – 02/01)

- Provided project management services in development of web-based commerce system connecting automotive repair shops to auto parts distributors
- Managed domestic and offshore product development organizations to design and deliver complex system utilizing agile software development methodology
- Coordinated with product and sales managers to integrate requirements into build components and report project status to company executives and Board of Directors
- Implemented integrated data warehouse



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IBM Corporation, Global Services, Customer and Network Management System, Senior Project Manager (01/94 – 03/98)

- Managed multi-company team of systems analysts and software developers to design and deliver multiple releases of web-based infrastructure management system
- Key infrastructure management system allowed IBM Global Services to become the leader in distributed system outsourcing
- Clients included Texaco, American Express, and other IBM national accounts
- Established best practices for object-oriented design and development including requirements decomposition, use case development, business object generation, test plan formulation, data model design and component construction
- Coordinated design, development and testing activities in three US locations
- Established best practices for object-oriented design and development using the Unified Modeling Language
- Pioneered use of integrated workflow management system in 50,000-seat deployment
- Instituted life cycle software development and project management processes and methodologies
- Facilitated quality assurance team to ensure fulfillment of requirements

IBM Corporation, Personal Systems, Project Manager (09/92 – 01/94)

- Managed team of system analysts and software developers to convert mainframe office systems to client/server systems
- Coordinated with executive sponsors and stakeholders to establish and meet project expectations through project management and SDLC best practices

IBM Corporation, Financial Systems, Senior Systems Analyst (01/89 – 09/92)

- Developed Feasibility Study Reports, High Level Designs and Detailed Designs for accounting information systems and order reconciliation system
- Managed project teams to design, develop and implement accounting systems
- Facilitated financial analyst workgroups to establish system requirements and implement business process improvements

ROLM Corporation, Manufacturing Systems, Systems Analyst/Programmer Analyst (06/80 – 01/89)

- Developed Feasibility Study Reports, High Level Designs and Detailed Designs for manufacturing systems, including inventory control, work-in-process, materials requirements planning, and purchasing systems
- Architected complex systems facilitate the flow of manufacturing piece parts requirements based on current inventory, customer orders and sales predictions
- Facilitated JAD sessions with manufacturing personnel to determine requirements and design system specifications
- Re-engineered manufacturing processes to improve performance



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5.3 Resume of Gregor Noriskin

Professional Summary

A Senior Technical Leader with over 16 years experience in all aspects of Software Development, including Software Architecture, Software Quality Assurance, Change Agency, Technical Project Management, Security and Performance Engineering, Technical Marketing and Software Engineering in general. Demonstrates technical breadth and depth in multiple domains. Skilled at solving hard technical and business problems with singular focus, integrity and commitment.

Education

Bachelor in Computer Science Equivalency (2003)

Skills and Experience

System and Application Architecture, Design and Development

- Designed commercial document and e-mail management client platform for Colligo Networks, Inc.
- Designed and developed an automated system for managing technical auditing activities at Electronic Arts Canada.
- Solution Architect responsible for the technical design and delivery of an engagement, knowledge management and document management portal for Microsoft Services Worldwide.
- Designed and developed a solution for capturing and analyzing normalized views of the software architecture of Microsoft Services projects, and automatically identifying technical risk areas.
- Collaborated on the design of performance-related features of the Common Language Runtime in Microsoft's .Net Framework.
- Partnered with multiple Microsoft customers as an Architectural Advisor in an early adoption program for the first version of Visual Studio.Net and the .Net Framework.
- Developed reference applications for multiple Microsoft products and technologies for demonstration and training purposes.
- Architected multiple software development projects for Microsoft Consulting services in Southern Africa, Sweden, Italy, Australia and the United States.
- Participated, as a Software Architect, on the team that built South Africa's first online banking site for Nedbank.
- Designed and implemented South Africa's first Intranet for Rennie's.
- Designed and developed tools for visualizing bond and securities market behavior in 3D.

Software Quality Assurance

- Developed a Software Quality Assurance Maturity Model for Electronic Arts Canada.
- Developed a detailed strategy to move Electronic Arts Canada from a defect-detection-focused QA process to a defect-prevention-focused process.
- Redesigned the technical auditing process for Electronic Arts Canada.



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- Audited Microsoft Services software development projects accounting for 100 million US Dollars of revenue for Microsoft over 18 months.

Change Agency

- Drove the adoption of Agile software engineering practices at Colligo Networks.
- Influenced the creation and leadership of a change agency group, Team Novo, at Electronic Arts Canada.
- Drove a significant change in the Software Quality Assurance processes at Electronic Arts Canada.
- Drove improvements in software development process maturity within Microsoft Services, through direct engagement with solution teams and the development of tools.
- Partnered with the CTO of Microsoft, in the formulation, execution and oversight of a number of long term initiatives to inflect the company's long term product development roadmap.
- Created a performance engineering culture in Microsoft's Common Language Runtime and .Net Framework teams.
- Drove the adoption of Microsoft's .Net Framework and Visual Studio.Net in multiple corporations and software development companies who had not used Microsoft's software development technologies before.
- Drove the adoption of multiple new internet technologies and frameworks at Internet Solutions.

Technology Risk Management

- Audited the software architectures of high risk software development projects conducted by Microsoft Consulting Services worldwide.
- Developed risk analysis tools for establishing the technical risk of large software developments projects conducted by Microsoft Services.

Technical Project Management

- Surveyed software estimation techniques across Microsoft Services and the software industry in general and recommended standard for all of Microsoft Services.
- Earned a reputation as an expert in multiple software development methodologies including iterative (MSF), agile (SCRUM, XP, Test Driven Development) and waterfall (CMMI) methodologies.

Software Performance and Scalability Engineering

- Improved the performance and scalability of Colligo's Contributor for SharePoint product.
- Ensured that the Microsoft Common Language Runtime met the performance, scalability, start-up time, and memory usage requirements of all its customers. Presented at numerous events and wrote a number of technical articles for MSDN on Managed Code performance.
- Presented at numerous events and wrote a number of technical articles for MSDN on Managed Code performance.



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Software Security Engineering

- Conducted software development security reviews of multiple large Microsoft Services projects, focusing on coding practices, application architecture and security engineering process.

Other

- Developed good technical working knowledge of virtual runtime technologies, including the Java Virtual Machine and the Common Language Runtime.
- Utilized many software engineering tools, e.g. Microsoft's Visual Studio, Team Foundation Server, Perforce, DevTrak etc., Eclipse, Xcode, MonoDevelop, etc.
- Made presentations at many technical conferences and events, and to many senior executives and senior technical decision makers of large multinational companies.

Professional Experience

Enterprise Architect, Justice and Public Safety, Technical Director (12/10 – 07/11).

Conducted a SharePoint Opportunity and Capability Analysis for Sierra and developed a strategy for the creation of a SharePoint-focused consulting practice. Developed a comprehensive strategy for the creation and operation of a Microsoft Technology Consulting Practice, including strategies for Recruiting, Service Readiness, Training, Marketing, Sales, and for the creation of Product, Solution and Service offerings based on Microsoft's products and technologies. Manager of a cross-disciplinary delivery team on the largest project ever undertaken by Sierra, a \$65 million law enforcement solution for the Government of Alberta. Responsibilities on this project included management of teams responsible for the development of interfaces between COTS products that comprised the solution, legacy data integration and migration, report development, ALM infrastructure, and configuration management. Designed an ETL and Batch Processing architecture based on Windows Server AppFabric, Windows Workflow 4.0 and SQL Server Integration Services. Also developed tools for Activity, Risk, Issue and Action tracking and escalation based on InfoPath, Excel and SharePoint 2010. Designed formal processes for Release Management customized to the specific needs of the project. Participated in the creation of a number of other proposals and RFP responses as Solution Architect.

Colligo Networks, Product Architect (12/09 – 11/10). Colligo Networks produces Microsoft Windows and Office clients for SharePoint Server. As Product Architect was responsible for the design of all enhancements to current and future products, including the core architecture, user interface, and SDKs. Promoted the use of leading edge Microsoft development technologies including .Net 4.0, C#, IronPython and Windows Presentation Foundation. Responsible for design and development of prototype applications and proof of concepts. Partly responsible for product planning and project management, including feature planning and prioritization, resource allocation and scheduling. Owned the technology roadmap for the company. Drove the adoption of Agile software development practices, including Scrum, Planning Poker and Test Driven Development. Conducted software architecture "archeology" on existing product offering, to identify reusable software assets for future products. Technical management and mentoring of six member development team. Ongoing improvements to engineering process maturity, including driving the adoption of Visual Studio Team Foundation Server 2010, and



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implementation of a mature software quality assurance process. Responsible for hiring members of the development team.

Electronic Arts Canada, Group Technical Director, Team Novo (09/07 – 04/09). Team Novo was created to transform the game development process at Electronic Arts Canada. Initial responsibility was to do an analysis of the studio's "Online" strategies and technologies and propose a comprehensive technical and operational plan for the online enablement of EAC products. Developed tools for mapping online technology and operational capabilities to capabilities required by game teams. Initiated and facilitated the creation of a Game Development Quality Assurance Maturity Model. Based on this work was tasked to redefine how software quality assurance is done in the studio. Developed a detailed strategy to move from a defect-detection-focused QA process to a defect-prevention-focused process. Managed the Software Test Engineering team during organizational restructuring. Took ownership of redesigning the technical auditing process and designing and implementing a software system to automate that process. Application was based on Microsoft's SharePoint, Windows Workflow, Windows Communication Foundation, InfoPath and other .NET technologies. Member of the Technical Management Office for the EAC (chaired by studio CTO), and Technical Leaders for the EA Sports Label (chaired by label CTO). Designed and drove the adoption of a mature, comprehensive software engineering process.

Solution Architect, Technical Quality Assurance, Services (3/07 – 09/07). Solution Architect responsible for the technical design and delivery of an engagement portal for Microsoft Services. The platform was designed to support the execution of projects conducted by Microsoft Services worldwide and includes automated service provisioning, knowledge, document and metadata management, reusable asset harvesting and production, standard process and taxonomy enforcement, process maturity improvement, project management capabilities, and rich reporting and statistical analysis. This system went into production in 2008. The system was based on Microsoft Office SharePoint Server 2007, InfoPath and other .NET technologies.

Architect, Office of the CTO of Microsoft Services (08/05 – 03/07). Ensured the technical quality of customer projects undertaken by members of Microsoft Consulting Services worldwide, through tactical project reviews and strategic development of tools, guidance and a platform for automated technical risk assessment and mitigation. Personally reviewed projects accounting for \$100 million of revenue for Microsoft (services and product sales) over 18 months. Developed standardized software estimation process for Microsoft Services.

Technical Assistant to the CTO, Platform Technology and Strategy (08/03 - 08/05). Primary responsibility was to support the CTO in a technical advisory capacity and to provide technical and program management assistance on key initiatives of the Office of the CTO. Engaged senior executives, technical leaders and product team management from across Microsoft. Received an award for outstanding contribution.

Performance Program Manager, Common Language Runtime (CLR) (01/02 – 03/03). Responsible for ensuring that the CLR met the performance, scalability, start-up time, and



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memory usage requirements of all its customers. Responsibilities included ownership of all performance bugs, all communication pertaining to performance with Microsoft-internal, and external CLR customers, coordination of performance related design and implementation work with other teams within the CLR and .net Framework, generation of CLR performance documentation, creation and management of team portal, and all presentations regarding CLR performance. Presented at numerous events and wrote a number of technical articles for MSDN on Managed Code performance.

Technical Evangelist, Developer Division (08/00 – 01/02). Primary responsibility of the team was the execution of a .net Framework and Visual Studio.net early adoption program. Goal of the program was to generate technical case studies and marketing material for Visual Studio.net launch. Architectural Advisor to 14 corporate customers in the program, mostly in the financial sector, based in the United States, United Kingdom, Europe and Australia. Also did multiple speaking tours in the United States to evangelize the first version of the .net Framework and Visual Studio.net to technical decision makers, architects and developers. Received an award for outstanding contribution.

Program Manager, MSDN Field Content Team (04/00 – 08/00). Responsible for producing technical training material for the Microsoft field organization. Developed technical presentations, code samples and documentation. Also responsible for managing 3rd-party vendors who were producing content for the team.

Microsoft South Africa, Senior Project Consultant (02/98 – 04/00). Responsible for providing technical consulting services to Microsoft's enterprise customers, with a focused on systems architecture, application development technologies and tools, electronic commerce, and other Internet related technologies. Worked on projects in Southern Africa, Sweden, Italy, Australia and the U.S., as a lead developer and architect.

The Internet Solution, Senior Systems Architect and Technical Manager, Commercial Division (02/96 – 02/98). Role included technical management of the development team, which grew from a team of six to a team of thirty developers and architects. Participated with senior management in setting the software technology strategy for the company. Provided architectural direction on multiple ground-breaking projects, including South Africa's first online retail banking web property, and largest corporate intranets. Principle architect for most web solutions delivered by the Commercial Division. Appeared on television as the technical spokesman for The Internet Solution, published multiple technical papers, and was recognized as Internet industry expert and futurist by South African press.

Systems Programming Limited (SPL) (01/95 – 02/96)

Software Developer, Desktop Integration Services (1996)

Responsible for researching the, then emerging, Internet and World Wide Web. Visited the United States and the United Kingdom to establish what opportunities the Internet presented. Based on findings was tasked with establishing an Internet development team within SPL. Successfully built a five-person team to build World Wide Web and Intranet applications.



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Software Developer, Transaction Services Division (1995)

Assisted in the porting of a transaction-processing application for a large bank's automated teller machine network, from an IBM mainframe platform to a Stratus/VOS platform.

Developed an AIX UNIX monitoring and reporting system for the ATM terminals.

SKILLS INVENTORY			
Languages	Versions	Skill Level	Yrs. Exp.
C#	1.0 – 4.0	Expert	10
Visual Basic, VBA	3.0 – 6.0	Proficient	15
T-SQL	SQL 1.0 – SQL 9.0	Proficient	15
HTML	HTML 1.0 – XHTML 1.0	Proficient	15
Javascript (JSON, DHTML)	1.0 – 1.5	Proficient	10
CSS	1.0 – 2.1	Proficient	10
XML (XSD, XSL, XPath)	1.0	Proficient	10
Visual Basic.Net	1.0 – 3.0	Proficient	7
Visual C++ (MFC, ATL, C++/CLI)	5.0 – 2008	Competent	10
Java	JDK 1.0 – J2SE 5.0	Competent	5
F#	2.0	Competent	2
XAML	.Net Framework 3.0 – 4.0	Competent	2
Python	IronPython 2.6	Competent	1
JQuery	1.3 – 1.4.1	Competent	1
Ruby	IronRuby 1.0	Beginner	1
ObjectiveC/ COCOA	2	Beginner	1
Technologies			
.Net Framework	1.0 – 4.0	Expert	10
.Net Compact Framework	1.0, 2.0	Expert	10
SQL Server	1.0 – 2008 R2	Proficient	15
TCP/IP	4	Proficient	15
ASP.Net	.Net Framework 1.0 – 4.0	Proficient	10
Web Services (SOAP, REST)	SOAP 1.0, WS-*	Proficient	10
COM (OLE, DCOM, COM+)	OLE2 – COM+	Proficient	10
Windows Presentation Foundation	.Net Framework 3.0 – 4.0	Proficient	4
LDAP	1.0, 2.0	Proficient	2
IIS (ISAPI, ASP)	1.0 – 6.0	Competent	10



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SKILLS INVENTORY			
Languages	Versions	Skill Level	Yrs. Exp.
Windows Workflow	.Net Framework 3.0 – 4.0	Competent	2
Mono	1.0 – 2.4	Competent	2
Servlets/JSP	1.0 – 2.3/1.0	Competent	2
Windows Server AppFabric	1.0	Competent	1
Windows Communication Foundation	.Net Framework 3.0 – 4.0	Beginner	2
AJAX		Beginner	1
Operating Systems			
Windows Client	3.1.1 – Windows 7	Proficient	15
Windows Server	NT Server – 2008 R2	Proficient	15
MacOS	System 1.0 – X	Competent	25
Linux	1.0 – 2.6	Competent	10
Windows Mobile	WinCE 3.0 – WinMo 5.0	Competent	5
Microsoft Project	3.0 – 11 (2003)	Competent	5
Microsoft BizTalk Server	2002 – 2010	Competent	3
Other Unix (AIX, Solaris, FreeBSD, Irix)		Competent	2
VOS (Stratus)		Competent	2
Products			
Microsoft Office	3.0 – 14 (2010)	Expert	15
Microsoft Access	2.0 – 11 (2003)	Expert	15
Microsoft Visio	1.0 – 12 (2007)	Expert	10
Microsoft Visual Studio	97 – 2010	Expert	10
Microsoft InfoPath	11 – 14	Expert	5
Microsoft SharePoint Server	2001 – 2010	Expert	5
Microsoft Team Foundation Server	VS 2005 – 2010	Proficient	3
Microsoft Project	3.0 – 11 (2003)	Competent	5
Microsoft BizTalk Server	2002 – 2010	Competent	3
Microsoft Expression Suite	2 – 4	Competent	2
Perforce	4	Competent	2
Eclipse	3	Competent	1
Other			
Public Speaking		Expert	12



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SKILLS INVENTORY

Languages	Versions	Skill Level	Yrs. Exp.
Performance Engineering		Expert	7
Software Quality Assurance		Expert	5
Waterfall (MSF CMMI, RUP)		Proficient	15
Technical Writing		Proficient	12
UML, OO Design		Proficient	10
Strategy and Planning		Proficient	8
Leadership and Mentoring		Proficient	7
Security Engineering		Proficient	7
Agile (MSF Agile, XP, Scrum)		Proficient	5
Software Estimation		Proficient	5
Training		Competent	11



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6. Contractor and Consultant References

6.1 Reference Summary Table

bluecrane is providing the contractor and consultant references for the EC as described in the following table.

Reference Type	References
Contractor References for <i>bluecrane</i>	References #1, 2, 3, and 4
Consultant References for Allen Mills	References #1, 2, 3, and 4
Consultant References for Eric Olson	References #1, 2, and 3
Consultant References for Gregor Noriskin	References #5, 6, and 7



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6.2 Contractor and Consultant References

6.2.1 Reference #1 – bluecrane, Allen Mills, and Eric Olson

REFERENCE #1	
1. Contractor or Consultant Info	
Name: Bluecrane, Inc. Allen Mills Eric Olson	Primary Contact Phone Number: 310-792-6243 (Allen Mills)
Reference is for: <input type="checkbox"/> Contractor <input type="checkbox"/> Consultant <input checked="" type="checkbox"/> Both (if same)	
2. Client info	
Client Name: CalEPA, Department of Toxic Substances Control	Contact Name: Mike Cave (recently moved to CA Board of Equalization)
Address: 1001 I Street Sacramento, CA 95814	Contact Phone: 916-322-9675 (new BOE phone number)
3. Project/ Work info	
Name of Project: Toxic Information Clearinghouse Feasibility Study Report	Dates Served on Project (from/to): 06/2009 to 04/2010
Project Description: Develop a Feasibility Study Report (FSR) and Economic Analysis Worksheets (EAWs) for a web-based chemical information database application.	
Contractor or Consultant Involvement on the Project: Provided consulting services to develop a Toxics Information Clearinghouse FSR for the Department of Toxics Substances Control. The clearinghouse will provide a decentralized, web-based system for the collection, maintenance, and distribution of specific chemical hazard trait and environmental and toxicological end-point data. The clearinghouse will be accessible to the public through a single Internet web portal.	
Deliverables Prepared By Contractor or Consultant: Developed a Feasibility Study Report that: <ul style="list-style-type: none">• Provided a platform for awareness on the deficiency of chemical hazard trait and toxicological endpoint data for the 3.4 million chemicals in existence.• Provided a web-based portal that is searchable and can access existing information from disparate sources to provide consistent information.• Provided a single source of toxic chemical information through the integration of multiple sources of chemical information from government organizations, non-	



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governmental organizations (NGOs), non-governmental agencies (NGAs), independent researchers and manufacturers.

- Provided a one-stop location for product designers to find additional available information on potential alternative chemicals with less hazardous end-points but similar reaction or end-product characteristics, thus leading to safer products.
- Prepared Economic Analysis Worksheets (EAWs) for the web-based chemical information database application.

4. Project Measurements and Results

Original estimated hours on project: 420 hours	Actual hours on project: 420 hours
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	YES	NO
Was the project or contract terminated prior to successful conclusion? If "yes," please explain the reason.		X
Were your work products reviewed and approved by any agency outside the client? If "yes", please list the approving agencies. Our work products have been reviewed by CTA, and all questions asked of the agency were addressed at the time of the CTA review. However, at the time of this writing, the DTSC has not committed the budget to proceed to procurement and implementation. A <i>final control agency approval</i> is not expected prior to DTSC making a final internal commitment to pursue the procurement effort.	X	



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6.2.2 Reference #2 – *bluecrane*, Allen Mills, and Eric Olson

REFERENCE #2	
1. Contractor or Consultant Info	
Name: Bluecrane, Inc. Allen Mills Eric Olson	Primary Contact Phone Number: 310-792-6243 (Allen Mills)
Reference is for: <input type="checkbox"/> Contractor <input type="checkbox"/> Consultant <input checked="" type="checkbox"/> Both (if same)	
2. Client info	
Client Name: California Public Utilities Commission	Contact Name: Jack (John) Leutza
Address: 505 Van Ness Avenue San Francisco, CA 94102	Contact Phone: 415-703-1060
3. Project/ Work info	
Name of Project: Consumer Information Management System (CIMS)	Dates Served on Project (from/to): 08/2006 to 11/2008
<p>Project Description:</p> <p>Provided Project Management services to manage the implementation of a new Consumer Complaint Tracking system in order to better serve consumers who are seeking assistance in resolving complaints or answering questions about the utilities that CPUC regulates. This mission-critical project will bring effective resolution of consumer complaints in a manner that assures:</p> <ul style="list-style-type: none"> • informed and accurate resolution • efficient processing of complaints that enables the Consumer Affairs Branch (CAB) representatives to focus on those complaints that require intervention rather than performing data entry and manual processes that consume valuable time • improved quality of service for consumers including faster complaint resolution • improved timely access to accurate and complete data for use throughout the CPUC enabling staff to more easily identify trends in the utility industry and conduct enforcement 	
<p>Contractor or Consultant Involvement on the Project:</p> <p>Bluecrane/Eric Olson: Project Manager for procurement of system integrator and implementation of system.</p> <p>Bluecrane/Allen Mills: Project Executive responsible for the execution and performance of all aspects of our Project Management engagement with CPUC.</p>	



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Deliverables Prepared By Contractor or Consultant:

Responsible for the day-to-day decision-making and management of project implementation to ensure the project met its scope, schedule, and budget. This mission-critical project will bring

- Effective resolution of consumer complaints.
- Increase effectiveness in resolving complaints.
- Increase efficiency in processing complaints.
- Improve quality of service.
- Improve data analysis throughout CPUC.

4. Project Measurements and Results

Original estimated hours on project: 2,604	Actual hours on project: 6,326 <i>bluecrane</i> was initially hired as the Project Manager during the pre-procurement period to assist with the ITPP and the RFP for the implementation vendor. Our contract was extended twice to remain on-board during all phases of implementation, training, roll-out, and full deployment of the solution. The effort has been described by executives at CPUC as “the most successful IT project” with which they have ever been involved.			
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"></td> <td style="width: 25%; text-align: center;">YES</td> <td style="width: 25%; text-align: center;">NO</td> </tr> </table>		YES	NO
	YES	NO		
Was the project or contract terminated prior to successful conclusion? If “yes,” please explain the reason.	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"></td> <td style="width: 25%;"></td> <td style="width: 25%; text-align: center;">X</td> </tr> </table>			X
		X		
Were your work products reviewed and approved by any agency outside the client? If “yes”, please list the approving agencies. The ITPP that we prepared was reviewed and approved by the California Department of Finance.	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;"></td> <td style="width: 25%; text-align: center;">X</td> <td style="width: 25%;"></td> </tr> </table>		X	
	X			



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6.2.3 Reference #3 – *bluecrane*, Allen Mills, and Eric Olson

REFERENCE #3	
1. Contractor or Consultant Info	
Name: Bluecrane, Inc. Allen Mills Eric Olson	Primary Contact Phone Number: 310-792-6243 (Allen Mills)
Reference is for: <input type="checkbox"/> Contractor <input type="checkbox"/> Consultant <input checked="" type="checkbox"/> Both (if same)	
2. Client info	
Client Name: California State Water Resources Control Board	Contact Name: Cliff Johnsrud
Address: 1001 I Street, 8 th Floor Sacramento, CA 95814	Contact Phone : 916-341-5466
3. Project/ Work info	
Name of Project: Water Rights Information Management System (eWRIMS) Replacement Project	Dates Served on Project (from/to): 07/10/06 – 06/20/08 (included PIER time period)
Project Description: This project involved the evaluation of the existing California Integrated Water Quality data model and existing program functional requirements to better deliver a useful and relevant product to the Water Boards' customers based on the Water Boards Water Rights program business functions and as defined in the approved Feasibility Study Report (FSR).	
Contractor or Consultant Involvement on the Project: Bluecrane/Eric Olson: QA consultant for the e-WRIMS project and prepared a PIER to assess the success of the project in meeting the goals established in the FSR and identify recommendations for future projects. Bluecrane/Allen Mills: Project Executive responsible for the execution and performance of all aspects of our QA engagement with the SWRCB.	
Deliverables Prepared By Contractor or Consultant: Provided consulting services to assist the State Water Resources Control Board (SWRCB), Office of Information Technology (OIT), in conducting Independent Project Oversight Consulting services for the development of the new Water Rights Information Management System (e-WRIMS). Our work focused on risks and issues; quarterly reports to the Department of Finance (DOF); monthly status reports to the Water Board; reviewing project documentation;	



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tracking the project schedule; and communicating project issues with DOF.

bluecrane also prepared a Post Implementation Evaluation Report (PIER) to assess the success of the project in meeting the goals established in the Feasibility Study Report and to identify recommendations for future projects of similar size and scope. The benefits outlined in the project's FSR were used as justification for funding the project. The PIER identifies how well those benefits were realized through the implementation of the system as well as providing an accounting for the actual costs incurred during implementation

4. Project Measurements and Results

Original estimated hours on project: 800

Actual hours on project: 800

	YES	NO
Was the project or contract terminated prior to successful conclusion? If "yes," please explain the reason.		X
Were your work products reviewed and approved by any agency outside the client? If "yes", please list the approving agencies. California Department of Finance	X	



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6.2.4 Reference #4 – *bluecrane* and Allen Mills

REFERENCE #4	
1. Contractor or Consultant Info	
Name: Bluecrane, Inc. Allen Mills	Primary Contact Phone Number: 310-792-6243 (Allen Mills)
Reference is for: <input type="checkbox"/> Contractor <input type="checkbox"/> Consultant <input checked="" type="checkbox"/> Both (if same)	
2. Client info	
Client Name: Department of Technology Services for the Office of the Governor	Contact Name: Steve Rushing
Address: 3101 Gold Camp Drive Rancho Cordova, CA 85670	Contact Phone: 916-739-7973
3. Project/ Work info	
Name of Project: Office of the Governor, IT Infrastructure Upgrade/Refresh FSR	Dates Served on Project (from/to): 03/01/07 to 05/01/07
Project Description: <p>The Governor's Office (GO) of the State of California requested funding for an Information Technology (IT) Infrastructure Refresh/Upgrade. The California Department of Finance requested that additional documentation, including a brief Feasibility Study Report (FSR), be developed and provided in support of the budget requests that were to be submitted to the California State Legislature on March 30, 2007. SAM Policy (4819.34 – 4819.39) requires an FSR to be approved by the State Department of Finance in conjunction with funding requests for IT projects.</p>	
Contractor or Consultant Involvement on the Project: Bluecrane/Allen Mills: developed an IT Infrastructure Upgrade/Refresh FSR for the Office of the Governor.	
Deliverables Prepared By Contractor or Consultant: <ul style="list-style-type: none">• Draft FSR within a week of contract start.• Final FSR incorporating changes from (what was then) DTS within a second week of contract start.• Follow-up support for questions and presentations.	



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4. Project Measurements and Results		
Original estimated hours on project: 36	Actual hours on project: 36	
	YES	NO
Was the project or contract terminated prior to successful conclusion? If "yes," please explain the reason.		X
Were your work products reviewed and approved by any agency outside the client? If "yes", please list the approving agencies. California Department of Finance	X	



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6.2.5 Reference #5 – Gregor Noriskin

REFERENCE #5	
1. Contractor or Consultant Info	
Name: Gregor Noriskin	Primary Contact Phone Number: 778-996-5884
Reference is for: <input type="checkbox"/> Contractor <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Both (if same)	
2. Client info	
Client Name: Colligo Networks Inc	Contact Name: Dave Foster
Address: 1333 Johnston Street, Suite 320 Vancouver BC, Canada V6H 3R9	Contact Phone : +1 778-241-4197
3. Project/ Work info	
Name of Project: Colligo Contributor	Dates Served on Project (from/to): 12/2009 – 12/2010
Project Description: Design and develop a new product framework and platform for Colligo Networks from the ground up and create a team and process to deliver that platform.	
Contractor or Consultant Involvement on the Project: As Product Architect was responsible for the design of all enhancements to current and future products, including the core architecture, user interface, and SDKs. Promoted the use of leading edge Microsoft development technologies including .Net 4.0, C#, IronPython and Windows Presentation Foundation. Responsible for design and development of prototype applications and proof of concepts. Partly responsible for product planning and project management, including feature planning and prioritization, resource allocation and scheduling. Owned the technology roadmap for the company. Drove the adoption of Agile software development practices, including Scrum, Planning Poker and Test Driven Development. Conducted software architecture “archeology” on existing product offering, to identify reusable software assets for future products. Technical management and mentoring of six member development team. Ongoing improvements to engineering process maturity, including driving the adoption of Visual Studio Team Foundation Sever 2010, and implementation of a mature software quality assurance process. Responsible for hiring members of the development team.	
Deliverables Prepared By Contractor or Consultant: Delivered a leading-edge, scalable, extensible, module architecture based on Microsoft’s current platform upon which Colligo can base its future products, thus driving significant increase in revenue and profits.	



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4. Project Measurements and Results		
Original estimated hours on project: 2000	Actual hours on project: 2000	
	YES	NO
Was the project or contract terminated prior to successful conclusion? If "yes," please explain the reason.		X
Were your work products reviewed and approved by any agency outside the client? If "yes", please list the approving agencies.		X



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6.2.6 Reference #6 – Gregor Noriskin

REFERENCE #6	
1. Contractor or Consultant Info	
Name: Gregor Noriskin	Primary Contact Phone Number: 778-996-5884
Reference is for: <input type="checkbox"/> Contractor <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Both (if same)	
2. Client info	
Client Name: Electronic Arts Canada	Contact Name: Marija Radulovic-Nastic
Address:	Contact Phone : +1 604-456-3600
3. Project/ Work info	
Name of Project: Team Novo	Dates Served on Project (from/to): 09/2007 to 04/2009
Project Description: Team Novo was created to transform the game development process at Electronic Arts Canada.	
Contractor or Consultant Involvement on the Project: Initial responsibility was to do an analysis of the studio's "Online" strategies and technologies and propose a comprehensive technical and operational plan for the online enablement of EAC products. Developed tools for mapping online technology and operational capabilities to capabilities required by game teams. Initiated and facilitated the creation of a Game Development Quality Assurance Maturity Model. Based on this work was tasked to redefine how software quality assurance is done in the studio. Developed a detailed strategy to move from a defect-detection-focused QA process to a defect-prevention-focused process. Managed the Software Test Engineering team during organizational restructuring. Took ownership of redesigning the technical auditing process and designing and implementing a software system to automate that process. Application was based on Microsoft's SharePoint, Windows Workflow, Windows Communication Foundation, InfoPath and other .NET technologies. Member of the Technical Management Office for the EAC (chaired by studio CTO), and Technical Leaders for the EA Sports Label (chaired by label CTO). Designed and drove the adoption of, a mature, comprehensive software engineering process.	
Deliverables Prepared By Contractor or Consultant: <ul style="list-style-type: none">• Improvements in software quality of all titles produced by the studio.• Reduction in QA costs for all titles produced by the studio.• Improvements in software engineering process maturity.• Efficiency improvements in technical review process.	



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4. Project Measurements and Results		
Original estimated hours on project: FT 20 months	Actual hours on project: FT 20 months	
	YES	NO
Was the project or contract terminated prior to successful conclusion? If "yes," please explain the reason.		X
Were your work products reviewed and approved by any agency outside the client? If "yes", please list the approving agencies.		X



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6.2.7 Reference #7 – Gregor Noriskin

REFERENCE #7		
1. Contractor or Consultant Info		
Name: Gregor Noriskin	Primary Contact Phone Number: 778-996-5884	
Reference is for: <input type="checkbox"/> Contractor <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Both (if same)		
2. Client info		
Client Name: Microsoft Corporation	Contact Name: Doug Laundry	
Address: One Microsoft Way, Redmond WA 98052	Contact Phone : 425-882-8080	
3. Project/ Work info		
Name of Project: MSEngage	Dates Served on Project (from/to): Oct 2006 – September 2007	
<p>Project Description:</p> <p>The platform was designed to support the execution of projects conducted by Microsoft Services worldwide and includes automated service provisioning, knowledge, document and metadata management, reusable asset harvesting and production, standard process and taxonomy enforcement, process maturity improvement, project management capabilities, and rich reporting and statistical analysis. This system went into production in 2008. The system was based on Microsoft Office SharePoint Server 2007, InfoPath and other .NET technologies.</p>		
<p>Contractor or Consultant Involvement on the Project: Solution Architect responsible for the technical design and delivery of an engagement portal.</p>		
<p>Deliverables Prepared By Contractor or Consultant:</p> <ol style="list-style-type: none"> 1. Business Case 2. System Architecture 3. System Prototype 4. Adoption Plan 		
4. Project Measurements and Results		
Original estimated hours on project: N/A	Actual hours on project: N/A	
	YES	NO
Was the project or contract terminated prior to successful conclusion? If "yes," please explain the reason.		X
Were your work products reviewed and approved by any agency outside the client? If "yes", please list the approving agencies.		X



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7. Example of Prior Work

Included as Appendix A: Sample FSR Work Product, is a copy of the Department of Toxic Substances Control, Toxics Information Clearinghouse FSR prepared by *bluecrane*.

Included as Appendix B: Sample ITTP Work Product, is a copy of a completed Information Technology Procurement Plan (ITPP) prepared by *bluecrane*.

8. Availability and Timeframe

bluecrane's proposed consultants will be available to begin work immediately after the award of a purchase order and will provide all deliverables in accordance with the schedule contained in the Energy Commission's RFO. (We've noted those key milestones in a table in the Cost section below.)

9. Cost

Our total price for providing the Energy Commission with the Appliance Program Database Modernization FSR and ITTP development services is \$197,400.00.

Hours and rates for our proposed consultants are shown in the following table:

Personnel	Labor Classification	Total Hrs.	Rate	Price
Allen Mills	Senior PM	560	\$165	\$92,400
Eric Olson	Senior Consultant	580	\$150	\$87,000
Gregor Noriskin	Technical Architect	120	\$150	\$18,000
Total		1260		\$197,400

Our estimate of hours per month is the following:

Personnel	Labor Classification	Dec	Jan	Feb	Mar	Apr	May	June	Total Hrs.	Rate	Price
Key Milestones/Deliverable Dates:		Contract Award - 12/15	Kick-off Meeting by 1/6; Initial Project Plan by 1/13	Summary Report: Draft - 2/9 Final - 2/21		Draft FSR and Draft ITTP - 4/2; Final FSR and ITTP - 4/30					
Allen Mills	Senior PM	20	120	110	110	120	40	40	560	\$165	\$92,400
Eric Olson	Senior Consultant	20	120	120	120	120	40	40	580	\$150	\$87,000
Gregor Noriskin	Technical Architect	0	20	32	28	24	8	8	120	\$150	\$18,000
Total		40	260	262	258	264	88	88	1260		\$197,400



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We are hopeful that a contract award will be made in mid-December and, if we are selected for the work, that we could meet with Energy Commission staff briefly before the holiday break in order to begin research and tailor more meaningful materials for the early January kick-off meeting with stakeholders. If that is not the case, we'll be prepared to conduct the kick-off meeting immediately after contract start in early 2012.

Our estimate of hours per task is the following:

Personnel	Labor Classification	Task 1: Status Reports & Meetings	Task 2: Project Plan Initial and Updates	Task 3: Information Gathering	Task 4: Prepare Draft FSR	Task 5: Prepare Draft ITPP	Task 6: Prepare Final FSR, ITPP, and Final Mat'ls	Total Hrs.	Rate	Price
Allen Mills	Senior PM	32	24	180	112	112	100	560	\$165	\$92,400
Eric Olson	Senior Consultant	32	24	180	120	120	104	580	\$150	\$87,000
Gregor Noriskin	Technical Architect	16	0	40	24	20	20	120	\$150	\$18,000
Total		80	48	400	256	252	224	1260		\$197,400
Percent of Total		6%	4%	32%	20%	20%	18%	100%		

10. CMAS Contract

A complete copy of our current CMAS contract #3-09-70-2099B and Pricelist is included as Appendix C to our proposal.