

**UNITED STATES TRANSPORTATION COMMAND
(USTRANSCOM)**

**Contract No. GS-35F-0306J
Order No. HTC711-09-F-0010**

Enterprise Systems Engineering Support

Awarded to

Booz Allen Hamilton

24 November 2008

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30				1. REQUISITION NUMBER F35T958283AC01		PAGE 1 OF 47	
2. CONTRACT NO. GS-35F-0308J		3. AWARD/EFFECTIVE DATE 24-Nov-2008		4. ORDER NUMBER HTC711-09-F-0010		5. SOLICITATION NUMBER	
7. FOR SOLICITATION INFORMATION CALL		a. NAME				b. TELEPHONE NUMBER (No Collect Calls)	
9. ISSUED BY USTRANSCOM-AQ - HTC711 508 SCOTT DR SCOTT AFB IL 62225-5357 TEL: CONTACT BUYER FAX: CONTACT BUYER		CODE HTC711		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE % FOR <input type="checkbox"/> SB <input type="checkbox"/> HUBZONE SB <input type="checkbox"/> 8(A) <input type="checkbox"/> SVC-DISABLED VET-OWNED SB <input type="checkbox"/> EMERGING SB SIZE STD: \$23M NAICS: 541512		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING 14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP	
15. DELIVER TO SEE SCHEDULE		CODE		16. ADMINISTERED BY SEE ITEM 9		CODE	
17a. CONTRACTOR/OFFEROR BOOZ ALLEN HAMILTON INC (b)(6) 8283 GREENSBORO DR MCLEAN VA 22102-4804 TEL. 818-622-2335		CODE 17038 FACILITY CODE		18a. PAYMENT WILL BE MADE BY DFAS-LIMESTONE - F67100 ATTN: DFAS-LI-JAQBD0 27 ARKANSAS RD LIMESTONE ME 04751-8218		CODE F67100	
<input type="checkbox"/> 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input checked="" type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES			21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	SEE SCHEDULE						
25. ACCOUNTING AND APPROPRIATION DATA See Schedule						26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$1,075,311.62	
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3 52.212-5 ARE ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED							
<input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4 FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED							
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 1 COPIES <input checked="" type="checkbox"/> TO ISSUING OFFICE CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN				29. AWARD OF CONTRACT. REFERENCE <input type="checkbox"/> OFFER DATED YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS			
30a. SIGNATURE OF OFFEROR/CONTRACTOR (b)(6)				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) <i>Gina K. Lee</i>		31c. DATE SIGNED 11/18/08	
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT) (b)(6) VICE PRESIDENT		30c. DATE SIGNED 11/18/08		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) Gina K. Lee TEL: MAIL:			

AUTHORIZED FOR LOCAL REPRODUCTION
PREVIOUS EDITION IS NOT USABLE

STANDARD FORM 1449 (REV 3/2005)
Prescribed by GSA
FAR (48 CFR) 53.212

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS (CONTINUED)				PAGE 2 OF 47	
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	SEE SCHEDULE				
32a. QUANTITY IN COLUMN 21 HAS BEEN <input type="checkbox"/> RECEIVED <input type="checkbox"/> INSPECTED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED: _____					
32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE		32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE			
		32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE			
33. SHIP NUMBER	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT		37. CHECK NUMBER
<input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL			<input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		
38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY			
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT 41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER		41c. DATE	42a. RECEIVED BY (Print)		
			42b. RECEIVED AT (Location)		
			42c. DATE REC'D (YY/MM/DD)	42d. TOTAL CONTAINERS	

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	Labor for ESE Tasks 1, 4, 5, 6, 8 LH Base Period in support of services for ESE Tasks 1, 4, 5, 6, and 8.	1	Lot	\$677,044.62	\$677,044.62

FOB: Destination

SIGNAL CODE: A

NSN: D302-09-283-AC01

TOT ESTIMATED PRICE

\$677,044.62

CEILING PRICE

\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000101	Funding to Support CLIN 0001 LH Base Period in support of services for ESE Tasks 1, 4, 6, and 8. FOB: Destination PURCHASE REQUEST NUMBER: F3ST958283AC01 PROJECT: 000 SIGNAL CODE: A NSN: D302-09-283-AC01		Lot		

TOT ESTIMATED PRICE

\$0.00

CEILING PRICE

\$0.00

ACRN AB

CIN: F3ST958283AC010000AA

\$509,108.62

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000102	Funding to Support CLIN 0001 LH Base Period in support of services for ESE Task 5. FOB: Destination PURCHASE REQUEST NUMBER: F3ST958283AC01 SIGNAL CODE: A NSN: D302-09-283-AC01		Lot		
				TOT ESTIMATED PRICE	\$0.00
				CEILING PRICE	\$0.00
	ACRN AA CIN: F3ST958283AC010000AB				\$167,936.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002	Labor for ESE Task 2 LH Base Period Labor in support of services for ESE Task 2 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$135,352.00	\$135,352.00 NTE
				TOT ESTIMATED PRICE	\$135,352.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000201	Funding to Support CLIN 0002 LH Base Period Labor in support of services for ESE Task 2 FOB: Destination PURCHASE REQUEST NUMBER: F3ST958283AC01 SIGNAL CODE: A NSN: D302-09-283-AC01		Lot		
				TOT ESTIMATED PRICE	\$0.00 NTE
				CEILING PRICE	\$0.00
	ACRN AA CIN: F3ST958283AC010000AB				\$135,352.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003	Labor for ESE Task 3 LH Base Year Labor in support of services for ESE Task 3 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$135,352.00	\$135,352.00 NTE
				TOT ESTIMATED PRICE	\$135,352.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000301	Funding to Support CLIN 0003 LH Base Year Labor in support of services for ESE Task 3 FOB: Destination PURCHASE REQUEST NUMBER: F3ST958283AC01 PROJECT: 000 SIGNAL CODE: A NSN: D302-09-283-AC01		Lot		
				TOT ESTIMATED PRICE	\$0.00 NTE
				CEILING PRICE	\$0.00
	ACRN AB CIN: F3ST958283AC010000AA				\$135,352.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004	Labor for ESE Task 7 LH Base Period Labor in support of services for ESE Task 7 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$110,779.00	\$110,779.00 NTE
				TOT ESTIMATED PRICE	\$110,779.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000401	Funding to Support CLIN 0004 LH Base Period Labor in support of services for ESE Task 7 FOB: Destination PURCHASE REQUEST NUMBER: F3ST958283AC01 PROJECT: 000 SIGNAL CODE: A NSN: D302-09-283-AC01		Lot		
				TOT ESTIMATED PRICE	\$0.00 NTE
				CEILING PRICE	\$0.00
	ACRN AB CIN: F3ST958283AC010000AA				\$110,779.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0005	Travel ODC / Other ODCs COST Base Period Travel ODCs and Other ODCs in support of ESE FOB: Destination NSN: D302-09-283-AC01 SIGNAL CODE: A		Lot		\$16,784.00
				ESTIMATED COST	\$16,784.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000501			Lot		\$0.00
	Funding to Support CLIN 0005				
	COST				
	Base Period				
	Travel ODCs and Other ODCs in support of ESE				
	FOB: Destination				
	NSN: D302-09-283-AC01				
	PURCHASE REQUEST NUMBER: F3ST958283AC01				
	PROJECT: 000				
	SIGNAL CODE: A				
				ESTIMATED COST	\$0.00
	ACRN AA				\$15,000.00
	CIN: F3ST958283AC010000AB				

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000502			Lot		\$0.00
	Funding to Support CLIN 0005				
	COST				
	Base Period				
	Travel ODCs and Other ODCs in support of ESE				
	FOB: Destination				
	NSN: D302-09-283-AC01				
	PURCHASE REQUEST NUMBER: F3ST958283AC01				
	PROJECT: 000				
	SIGNAL CODE: A				
				ESTIMATED COST	\$0.00
	ACRN AB				\$1,784.00
	CIN: F3ST958283AC010000AA				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Labor for ESE Tasks 1, 4, 5, 6, 8 LH Option Year 1 Labor in support of services for ESE Tasks 1, 4, 5, 6, and 8. FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$538,096.38	\$538,096.38
TOT ESTIMATED PRICE					\$538,096.38
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002 OPTION	Labor for ESE Task 9 LH Option Year 1 Labor in support of services for ESE Task 9 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$276,931.00	\$276,931.00 NTE
TOT ESTIMATED PRICE					\$276,931.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003 OPTION	Labor for ESE Task 10 LH Option Year 1 Labor in support of services for ESE Task 10 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$276,931.00	\$276,931.00 NTE
TOT ESTIMATED PRICE					\$276,931.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1004 OPTION	Labor for ESE Task 11 LH Option Year 1 Labor in support of services for ESE Task 11 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$566,633.00	\$566,633.00 NTE
TOT ESTIMATED PRICE					\$566,633.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1005			Lot		\$29,000.00
OPTION	Travel ODC / Other ODCs				
	COST				
	Option Year 1				
	Travel ODCs and Other ODCs in support of ESE				
	FOB: Destination				
	NSN: D302-09-283-AC01				
	SIGNAL CODE: A				

ESTIMATED COST	\$29,000.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		1	Lot	\$556,946.75	\$556,946.75
OPTION	Labor for ESE Tasks 1, 4, 5, 6, 8				
	LH				
	Option Year 2				
	Labor in support of services for ESE Tasks 1, 4, 5, 6, and 8.				
	FOB: Destination				
	SIGNAL CODE: A				
	NSN: D302-09-283-AC01				

TOT ESTIMATED PRICE	\$556,946.75
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CEILING PRICE	\$0.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002 OPTION	Labor for ESE Task 9 LH Option Year 2 Labor in support of services for ESE Task 9 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$283,300.00	\$283,300.00 NTE
TOT ESTIMATED PRICE					\$283,300.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003 OPTION	Labor for ESE Task 10 LH Option Year 2 Labor in support of services for ESE Tasks 10 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$283,300.00	\$283,300.00 NTE
TOT ESTIMATED PRICE					\$283,300.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2004 OPTION	Labor for ESE Task 11 LH Option Year 2 Labor in support of services for ESE Task 11 FOB: Destination SIGNAL CODE: A NSN: D302-09-283-AC01	1	Lot	\$579,665.00	\$579,665.00 NTE
TOT ESTIMATED PRICE					\$579,665.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2005 OPTION	Travel ODC / Other ODCs COST Option Year 2 Travel ODCs and Other ODCs in support of ESE FOB: Destination NSN: D302-09-283-AC01 SIGNAL CODE: A		Lot		\$29,000.00
ESTIMATED COST					\$29,000.00

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
000101	Destination	Government	Destination	Government
000102	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
000201	Destination	Government	Destination	Government
0003	Destination	Government	Destination	Government

000301	Destination	Government	Destination	Government
0004	Destination	Government	Destination	Government
000401	Destination	Government	Destination	Government
0005	Destination	Government	Destination	Government
000501	Destination	Government	Destination	Government
000502	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
1003	Destination	Government	Destination	Government
1004	Destination	Government	Destination	Government
1005	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
2003	Destination	Government	Destination	Government
2004	Destination	Government	Destination	Government
2005	Destination	Government	Destination	Government

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 24-NOV-2008 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 KINNEY, RORY 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-4094 FOB: Destination	F3ST95
000101	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	
000102	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0002	POP 24-NOV-2008 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 KINNEY, RORY 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-4094 FOB: Destination	F3ST95
000201	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	

0003	POP 24-NOV-2008 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 KINNEY, RORY 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-4094 FOB: Destination	F3ST95
000301	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0004	POP 24-NOV-2008 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 KINNEY, RORY 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-4094 FOB: Destination	F3ST95
000401	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0005	POP 24-NOV-2008 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 KINNEY, RORY 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-4094 FOB: Destination	F3ST95
000501	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	
000502	POP 24-NOV-2008 TO 30-SEP-2009	N/A	N/A FOB: Destination	
1001	POP 01-OCT-2009 TO 30-SEP-2010	N/A	USTC/J6 - F3ST95 KINNEY, RORY 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-4094 FOB: Destination	F3ST95
1002	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1003	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1004	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1005	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2001	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

2002	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2003	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2004	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2005	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

ACCOUNTING AND APPROPRIATION DATA

AA: 97X4930.FD50 6F9 70AB 124090 G62X00 43910 000000 667100 F67100 ESP:PD
 AMOUNT: \$318,288.00
 CIN F3ST958283AC010000AB: \$318,288.00

AB: 97X4930.FD50 6F9 70AB 128120 G642G0 43910 000000 667100 F67100
 AMOUNT: \$757,023.62
 CIN F3ST958283AC010000AA: \$757,023.62

CLAUSES INCORPORATED BY REFERENCE

52.204-7	Central Contractor Registration	APR 2008
52.232-18	Availability Of Funds	APR 1984
52.232-33	Payment by Electronic Funds Transfer--Central Contractor Registration	OCT 2003
252.204-7004 Alt A	Central Contractor Registration (52.204-7) Alternate A	SEP 2007
252.227-7014	Rights in Noncommercial Computer Software and Noncommercial Computer Software Documentation	JUN 1995
252.227-7019	Validation of Asserted Restrictions--Computer Software	JUN 1995
252.227-7028	Technical Data or Computer Software Previously Delivered to the Government	JUN 1995
252.227-7037	Validation of Restrictive Markings on Technical Data	SEP 1999
252.232-7003	Electronic Submission of Payment Requests and Receiving Reports	MAR 2008

CLAUSES INCORPORATED BY FULL TEXT

52.217-5 EVALUATION OF OPTIONS (JUL 1990)

Except when it is determined in accordance with FAR 17.206(b) not to be in the Government's best interests, the Government will evaluate offers for award purposes by adding the total price for all options to the total price for the basic requirement. Evaluation of options will not obligate the Government to exercise the option(s).

(End of provision)

52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor no later than 15 days before the contract expires.

(End of clause)

52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor no later than 15 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 30 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 35 months.

(End of clause)

5552.204-9000 Notification of Government security activity and visitor group security agreements.

NOTIFICATION OF GOVERNMENT SECURITY ACTIVITY AND VISITOR GROUP SECURITY AGREEMENTS (APRIL 2007)

This contract contains a DD Form 254, DOD Contract Security Classification Specification, and requires performance at a government location in the U.S. or overseas. Prior to beginning operations involving classified information on an installation identified on the DD Form 254, the contractor shall take the following actions:

(a) At least thirty days prior to beginning operations, notify the security police activity shown in the distribution block of the DD Form 254 as to:

- (1) The name, address, and telephone number of this contract company's representative and designated alternate in the U.S. or overseas area, as appropriate;
- (2) The contract number and military contracting command;
- (3) The highest classification category of defense information to which contractor employees will have access which must coincide with the level of classification granted to the company and cage code located in the Joint Personnel Adjudication System (JPAS);
- (4) The installations in the U.S. (in overseas areas, identify only the APO number(s)) where the contract work will

be performed;

(5) The date contractor operations will begin on base in the U.S. or in the overseas area;

(6) The estimated completion date of operations on base in the U.S. or in the overseas area; and,

(7) Any changes to information previously provided under this clause.

This requirement is in addition to visit request procedures contained in DOD 5220.22-M, National Industrial Security Program Operating Manual.

(b) Prior to beginning operations involving classified information on an installation identified on the DD Form 254 where the contractor is not required to have a facility security clearance, the contractor shall enter into a Visitor Group Security Agreement (or understanding) with the installation commander to ensure that the contractor's security procedures are properly integrated with those of the installation. As a minimum, the agreement shall identify the security actions that will be performed:

(1) By the installation for the contractor, such as providing storage and classified reproduction facilities, guard services, security forms, security inspections under DOD 5220.22-M, classified mail services, security badges, visitor control, and investigating security incidents; and

(2) Jointly by the contractor and the installation, such as packaging and addressing classified transmittals, security checks, internal security controls, and implementing emergency procedures to protect classified material.

(End of clause)

5552.204-9001 Facility Clearance

FACILITY CLEARANCE (APRIL 2007)

The offeror must possess, or acquire prior to award of a contract, a facility clearance equal to the highest classification stated on the Contract Security Classification Specification DD Form 254 attached to this solicitation.

(End of clause)

5552.223-9001 Health and Safety on Government Installations.

HEALTH AND SAFETY ON GOVERNMENT INSTALLATIONS (APRIL 2007)

(a) In performing work under this contract on a Government installation, the contractor shall:

(1) Comply with the specific health and safety requirements established by this contract;

(2) Comply with the health and safety rules of the Government installation that concern related activities not directly addressed in this contract;

(3) Take all reasonable steps and precautions to prevent accidents and preserve the health and safety of contractor and Government personnel performing or in any way coming in contact with the performance of this contract; and

(4) Take such additional immediate precautions as the contracting officer may reasonably require for health and safety purposes.

(b) The contracting officer may, by written order, direct Air Force Occupational safety and Health (AFOSH) Standards and/or health/safety standards as may be required in the performance of this contract and any adjustments resulting from such direction will be in accordance with the Changes clause of this contract.

(c) Any violation of these health and safety rules and requirements, unless promptly corrected as directed by the

contracting officer, shall be grounds for termination of this contract in accordance with the Default clause of this contract.

(End of Clause)

5552.242-9000 COMMON ACCESS CARDS (CACs) FOR CONTRACTOR PERSONNEL (AUG 2008)

(a) When contractor performance is required on government installation(s)/location(s), contractors shall ensure Common Access Cards (CACs) are obtained by all contract or subcontract employees who meet one or both of the following criteria:

- (1) Require long-term logical access to Department of Defense computer networks and systems in either:
 - (i) the unclassified environment; or
 - (ii) the classified environment where authorized by governing security directives.
- (2) Perform work on a long-term basis, which requires the use of a CAC for installation entry control or physical access to facilities and buildings.

(b) Contractors and their employees shall use the following procedures to obtain CACs:

(1) Contractors shall provide a listing of their employees that will require a CAC to the contracting officer. The listing will contain the following information in order for a CAC application to be created in the Contractor Verification System (CVS): last, middle, and first names; Social Security Number; Date of Birth; email address; the contract number; and the contract end date. The contracting officer will provide a copy of the list to the government representative in the local organization designated to authorize issuance of contractor CACs (i.e., Trusted Agent (TA)). The TA will then create a CAC application in the Contractor Verification System (CVS.)

(2) Once the TA has created the CAC application, a temporary login/password will be generated in CVS. The TA will notify each contractor employee when his/her application is created and will securely distribute the login/password to that contractor employee. Each contractor employee will then enter the CVS web site using the temporary login/password and complete the CAC application and submit it back to the TA.

(3) If contractor employees will not require access to classified information, each contractor employee will be required to complete either the Questionnaire for Non-Sensitive Positions (SF85), located at www.opm.gov/forms/pdf_fill/SF85.pdf, or the Questionnaire for Public Trust Positions (SF85P) and submit fingerprint cards (FD-258) to the USTRANSCOM contracting officer who will verify each employee and then forward the documents to the Security Services Center for processing. The questionnaires and fingerprint cards will be forwarded by the Security Services Center personnel to OPM who will conduct a National Agency Check with written Inquiries (NACI) background investigation. Before the TA approves the CAC application in CVS, the TA must verify that a background investigation has either been opened or completed by OPM, or adjudicated by the Air Force Central Adjudication Facility (AFCAF), as shown in the Joint Personnel Adjudication System (JPAS).

(4) If contractor employees will require access to classified information, the contractor's company Facility Security Officer processes the Questionnaire for National Security Positions (SF86) and the fingerprint cards (FD-258) and submits them directly to the Defense Industrial Security Clearance Office (DISCO). Before the TA approves the CAC application in CVS, the TA must verify that a background investigation has been either opened or completed by OPM, or adjudicated by DISCO, as shown in JPAS.

(5) Once the TA has approved the CAC application, the TA will inform the contractor employee to proceed to the nearest CAC issuance workstation (usually located within the local Military Personnel Flight (MPF)) with two forms of picture identification. CAC issuance workstation personnel will then issue the CAC.

(c) While visiting or performing work on government installation(s)/location(s), contractor employees shall wear or prominently display the CAC as required by the governing local policy.

(d) During the performance period of the contract, the contractor, or contractor employee as appropriate, shall:

- (1) Within 7 working days of any changes to the listing of the contract personnel authorized a CAC, provide an updated listing to the contracting officer who will provide the updated listing to the TA (who will create new CAC applications or revoke those for employees no longer performing on the contract as appropriate);
- (2) As part of security out-processing, or when no longer performing on the specific contract for which the CAC

was approved, return their CAC to either their TA, the USTRANSCOM Security Services Center personnel; or to a designated USTRANSCOM representative.

(3) Report lost or stolen CACs immediately to the TA, the USTRANSCOM Security Services Center, or to a designated USTRANSCOM representative.

(e) Within 7 working days following completion/termination of the contract, return all CACs issued to contractor employees to the TA, the USTRANSCOM Security Services Center, or to a designated USTRANSCOM representative.

(f) Failure to comply with these requirements may result in withholding of final payment.

(g) For OCONUS contracts, in addition to the above procedures, contractor employees requiring a Geneva Convention category on their CAC will be required to complete DD Form 1172-2, Application for Department of Defense Common Access Card DEERS Enrollment. This form shall be submitted to/approved by the contracting officer and then be presented to the CAC issuance workstation personnel in conjunction with the CVS application for CAC issuance.

(End of clause)

OCI CLAUSE

Organizational Conflict of Interest: Potential impact on other orders placed with the contractor.

Submission Requirements: PWS requirements may or may not be perceived as providing the winning contractor a competitive advantage for future contracts with USTRANSCOM or other DOD organizations. Future contracting with the Government shall be restricted as outlined in FAR Subpart 9.5, Organizational Conflicts of Interest. Contractors shall submit a mitigation plan that addresses actual or perceived conflicts of interest with contractor effort related to these services, as appropriate. If the contractor believes there is no OCI, a statement as such will be included.

The Government will conduct an independent assessment of potential OCI's and will review the contractor's OCI mitigation plan to determine whether that plan adequately resolves the conflict or potential conflict of interest. Additionally, the Government will monitor contract performance for emerging areas of conflict of interest and take action considered necessary to avoid, neutralize, or mitigate any conflicts.

ADMINISTRATIVE MATTERS

A. This is a Labor Hour Task order.

B. The Contractor's Staffing, Technical and Price Proposal dated 29 August 2008, including all revisions, is incorporated into this contract by reference. In the event of inconsistencies between the Performance Work Statement and the Contractor's Technical Proposal, the provisions of the PWS will take precedence.

C. INSPECTION AND ADMINISTRATION: Personnel designated as the Contracting Officer's Representative (COR) responsible for the administration, inspection, and acceptance of work performed under this order will be provided via letter to the contractor upon award of this order or as changes occur, if necessary.

D. INVOICE AND PAYMENT

The Contractor shall submit invoices in accordance with DFARS 252.232-7003, Electronic Submission of Invoices. The Contractor shall utilize Wide Area Work Flow (WAWF) for the creation of electronic receiving reports (DD Form 250) and electronic invoices. The WAWF routing information is incorporated herein.

E. Blocks 25 and 25. The total amount of this task order for the base period is \$1,073,527.62. The total contract value, including the base period plus 2 option years is \$4,493,330.75.

F. The Performance Work Statement is hereby incorporated as Attachment 1.

G. DD 254 is hereby incorporated as Attachment 2

WAWF INSTRUCTION

WIDE AREA WORKFLOW (WAWF) ELECTRONIC INVOICING INSTRUCTIONS

IN ACCORDANCE WITH DFARS 232.7002, USE OF ELECTRONIC PAYMENT REQUESTS IS MANDATORY. USE OF WAWF WILL SPEED UP YOUR PAYMENT PROCESSING TIME AND ALLOW YOU TO MONITOR YOUR PAYMENT STATUS ONLINE. THERE ARE NO CHARGES OR FEES TO USE WAWF.

Requests for payments must be submitted electronically via the Internet through the Wide Area WorkFlow system at <https://wawf.eb.mil>.

Questions concerning payment should be directed to the Defense Finance Accounting Services (DFAS) Limestone at (800) 756-4571 or faxed to (866) 392-7971 or e-mailed to cco-af-vpis@dfas.mil. Please have your contract/order number and invoice number ready when contacting DFAS about payment status. You can also access payment information using the DFAS myInvoice web site at <https://myinvoice.csd.disa.mil/index.html>

THE FOLLOWING CODES WILL BE REQUIRED TO ROUTE YOUR COST VOUCHERS AND ADDITIONAL E-MAILS CORRECTLY THROUGH WAWF.

CONTRACT NUMBER:	<input type="text" value="HTC711-09-F-0010"/>
DELIVERY ORDER NUMBER:	<input type="text"/>
TYPE OF DOCUMENT:	<input type="text" value="Cost Voucher"/>
CAGE CODE:	<input type="text" value="17038"/>
ISSUE BY DODAAC:	<input type="text" value="HTC711"/>
ADMIN DODAAC:	<input type="text" value="HTC711"/>
DCAA OFFICE:	<input type="text" value="HAA47F"/>
SERVICE ACCEPTOR DODAAC:	<input type="text" value="HTC711"/>

PAY OFFICE DODAAC:

F67100

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:

Deborah.young@ustranscom.mil

CONTRACTING OFFICER:

Gina.lee@ustranscom.mil

ADDITIONAL NOTIFICATION:

Brent.Bingham@ustranscom.mil

ADDITIONAL NOTIFICATION:

PERFORMANCE WORK STATEMENT**ENTERPRISE SYSTEMS ENGINEERING SUPPORT
PERFORMANCE WORK STATEMENT (PWS)****6 November 2008****1 Description of Services****1.1 Objective**

The Enterprise Systems Engineering (ESE) Performance Work Statement (PWS) describes the tasks required to support the Enterprise Systems Engineering Group (ESEG) to facilitate the realization of the DPO Corporate Services Vision (CSV) and the engineering of the Deployment and Distribution Enterprise.

1.1.1 Scope

This PWS supports the Distribution Process Owner (DPO) with the technical governance and systems engineering expertise necessary to ensure that the implementation of enterprise capabilities are coordinated and engineered properly to deliver the overall Deployment and Distribution Enterprise Architecture vision, which includes the CSV. The CSV is focused on employing a Service Oriented Architecture (SOA) approach to identify and re-use services across the Deployment and Distribution Enterprise, thus providing a foundation to meet agile business process needs and capability creation.

ESEG takes the Enterprise Architecture (EA) vision and turns it into enterprise engineering specifications that will be used by Programs of Record (PORs) to implement enterprise capabilities/requirements. To facilitate the Objective, the ESE support team provided by this PWS works with the Government ESEG to:

- Analyze all requirements submitted into the process
- Provide technical analyses
- Provide alternative analyses
- Provide recommendations to the Enterprise Requirements Review Council (ERRC) Working Group (ERRC WG), various other groups, and subsequently to the ERRC
- Provide and update technical governance and guidance including a taxonomy and technical reference documentation

- Produce engineering specifications
- Provide Resource Allocation Package (RAP) documentation to include Capability Product Specifications (CPSs) for targeted DPO initiatives
- Evaluate Commercial-Off-The-Shelf (COTS) tools
- Provide prototypes
- Provide recommendation reports

These activities will be performed for the duration of the contract. The specific tasks and deliverables are detailed in subsequent paragraphs.

1.2 Background

The ESEG uses the Enterprise Architecture (EA) views to develop the engineering specifications needed to ensure that the enterprise is cohesive and consistent. ESEG strives to ensure that the capabilities produced by the individual programs are fully integrated with other enterprise capabilities. ESEG considers integration issues between legacy, existing, and future information systems. The ESEG works at the DPO Enterprise level, whereas, organizations such as the Distribution Services Program Management Office (DS PMO) has an engineering staff that works at the HQ USTRANSCOM level, and, PORs have internal engineering support at their respective levels (e.g. Transportation Component Commands (TCCs), Military Departments, Agencies, etc.).

The roles, level of detail, and products produced by ESE engineers, EA architects, and program-level systems engineers are uniquely distinct from each other.

EA architects collect and analyze business processes and artifacts, and existing information flows in the enterprise. ESE Engineers use the enterprise architecture and associated data to look for ways to standardize interfaces, processes and services across the enterprise. The ESEG makes prescriptive technology recommendations as to how capabilities should be constructed to achieve the enterprise vision. The DS PMO, TCC, and program-level systems engineers focus on the physical implementation of specific requirements of the individual POR.

The differences between EA, ESE, and program-level support engineers is further described below within the construct of the USTRANSCOM Enterprise Architecture reference models shown in Figure 1, DPO Reference Models - Organizational Responsibility. As depicted in the diagram, different groups of people are responsible for different portions of the DPO enterprise architecture.

The Enterprise Data Engineering (EDE) and Enterprise System Engineering (ESE) capabilities reside in TCJ6-AD.

The DS PMO and other organizations, such as the TCCs, contain the individual program support required at the Programs and Initiatives level (shown in relationship to the EA Reference Models in Figure 1) to accomplish the fielding of individual PORs.

The Corporate Portfolio Review Process (CPRP) is the governance process, as shown in Figure 2, which is used to govern requirements and capabilities in the enterprise.

Most of the Enterprise engineering effort takes place within the red, orange, and mustard colored arrows of Figure 2. However, as part of the purple colored arrow, the ESEG also performs a periodic monitoring function as Enterprise capabilities are developed/executed, and, when each capability is completed, the ESEG provides a final report on the technical results (compliance and effectiveness).

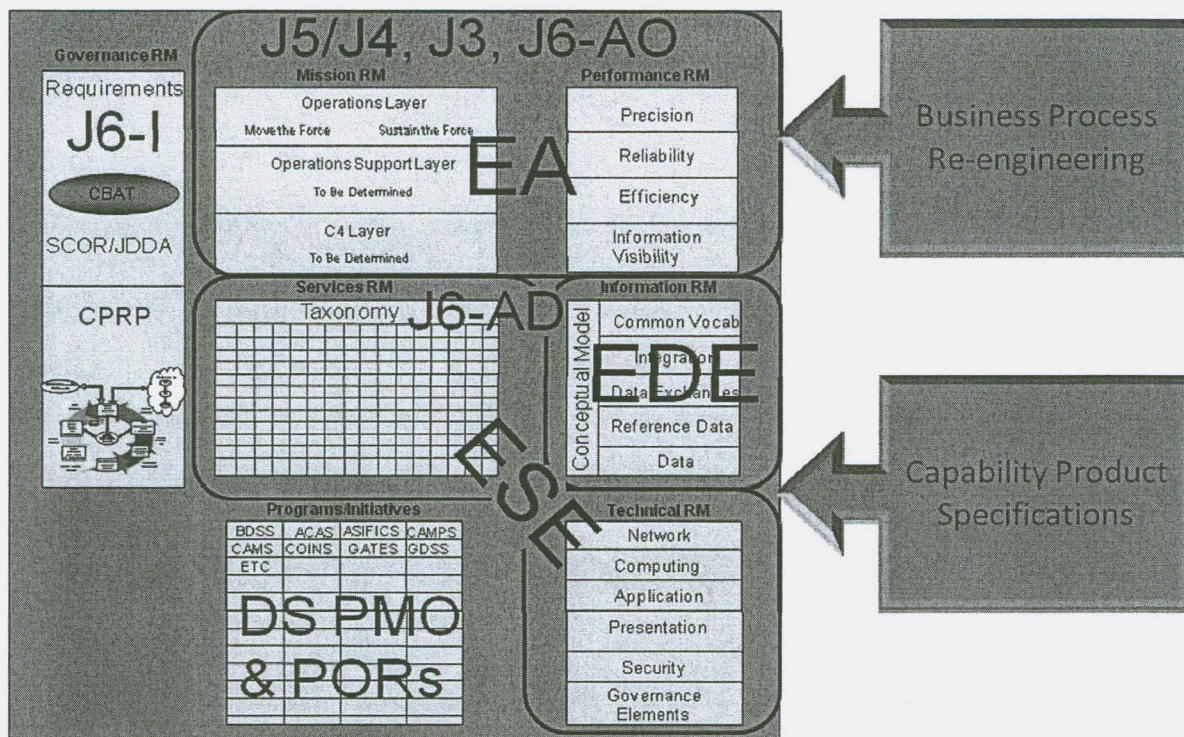


Figure 1: DPO Reference Models - Organizational Responsibility

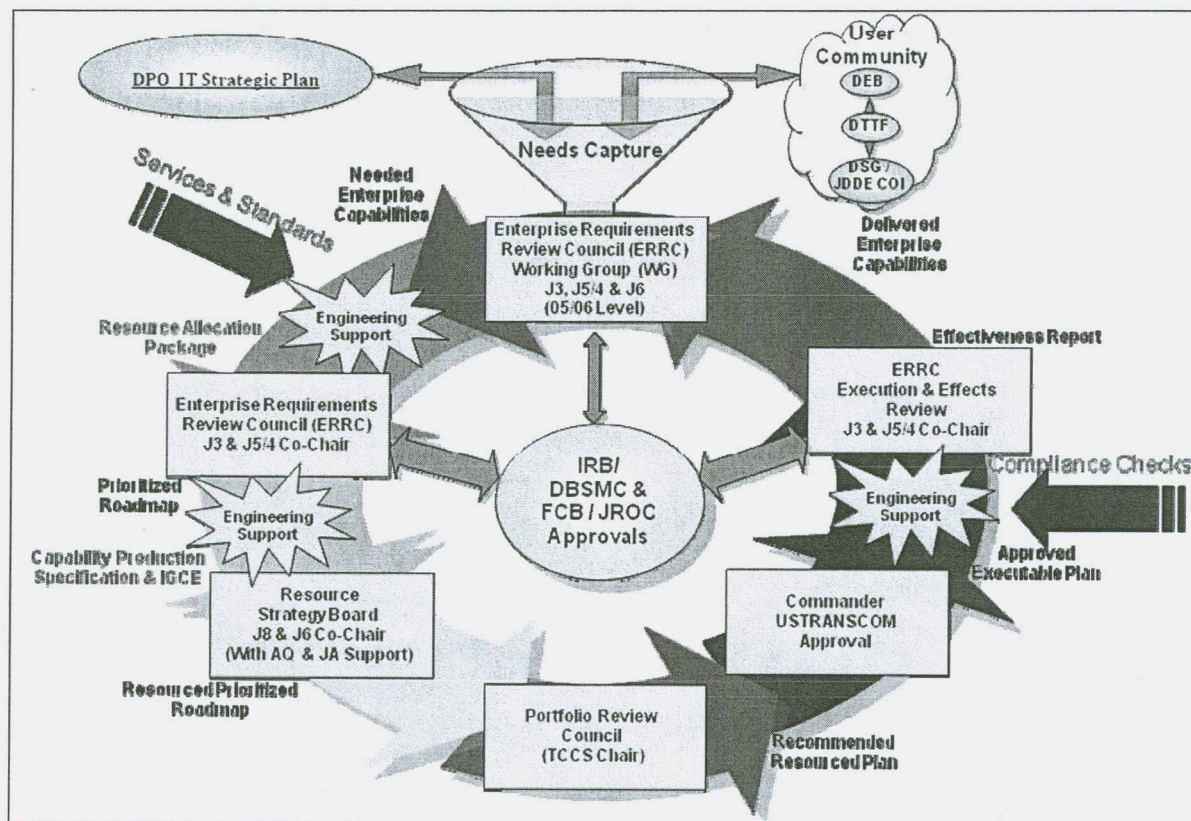


Figure 2: Corporate Portfolio Review Process (CPRP)

A draft ESEG Process Flow is provided in Figure 3.

The ESEG and the support provided under this PWS comprise the ESE team. The ESE team supports an initial scrub of submitted requirements to assist the identification of Enterprise Requirements (2.0 in the figure). Requirements are then reviewed by the Enterprise Requirements Review Council Working Group (ERRC WG) (3.0) to determine if the requirement moves to the ESEG (4.0) for engineering analysis or to a Capabilities Based Assessment Team (CBAT) (5.0).

CBATs consist of key representatives J3, J5/J4, J6-I, and J6-A. J3, J5/4 or J6-I chair the CBATs. J6-A support to the CBAT includes ESE, EDE, EA, and Business Process Reengineering (BPR) expertise. The ESE team supports the CBAT to perform technical enterprise team leadership in the formulation of Enterprise capabilities. Organizations like the DS PMO and PORs contribute knowledge of existing capabilities and participate on an as needed basis. The DS PMO and PORs are the 'front line' implementers of their respective elements of an approved executable plan.

A Resource Allocation Package (RAP) is the product of a CBAT or an ESEG technical analysis. A RAP consists of consist of: a refinement of the Enterprise requirement; Enterprise architecture mapping and roadmap; risk assessment; dependency analysis; Enterprise solution expressed in terms of a Capability Product Specification (CPS); Independent Government Cost Estimate (IGCE); Enterprise prioritization considerations; Enterprise schedule for implementation, and recommended POR(s).

A CPS is a high-level functional and somewhat detailed technical requirements specification that presents at a conceptual level the overall business requirements, along with the technical requirements (e.g., the Web Service Definition Language (WSDL) for the desired service or services, and a working prototype of the service, as required) that must be satisfied by the capability.

As a part of the ESEG Technical Analysis (4.0) the ESE team presents technical proposals to an ESEG Synchronization/Coordination meeting. This meeting is held regularly to communicate the operation and function of technical proposals so that participants can provide input into how proposed changes may affect their programs. Participants include working-level engineers from USTRANSCOM J6, SDDC, MSC, AMC other affected organizations and programs of record. Technical proposals may consist of chosen Enterprise "services" selected from existing programs of record, newly purchased capabilities, services to be created for the Enterprise, or some other Enterprise capability.

Once the analysis is complete, the ESE team presents all engineering process, product, analysis, research findings, emerging technology planning activities, and strategic technical recommendations for enterprise technology insertion in the form of a RAP to the ESE Review Board (ESERB) (6.0) for approval. An approved RAP moves to the Enterprise Requirements Review Council (ERRC) for their approval. Once approved, the ESE team refines the package (8.0) for eventual submission to the Resource Strategy Board (10.0). Upon approval for execution, the ESE team periodically monitors the development (13.0) and produces an Execution and Effects Report (13.1) assessing the compliance and effectiveness of the developed capability.

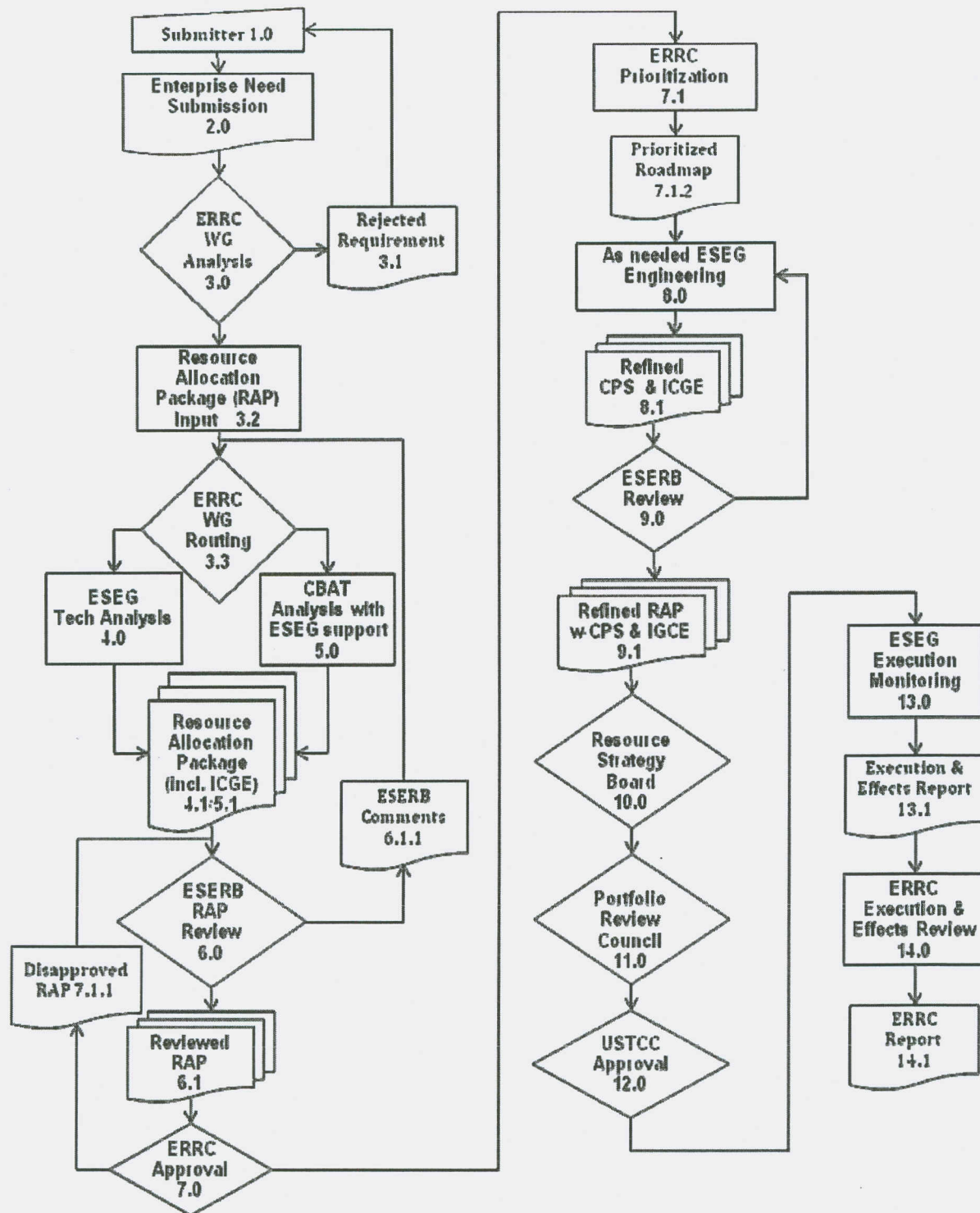


Figure 3: Draft ESEG Process Flow

1.3 Specific Tasks

All software and documentation developed in conjunction with this PWS shall be the property of the Government and shall have no license encumbrances.

Section 2 summarizes the deliverables, frequency, and deliverable schedule expected for each task.

1.3.1 Task 1: Contract Level and Task Order Management

This task consists of activities relating to administration and management of this effort. The Contractor shall provide program management of Contractor personnel performing tasks in this order. The Contractor shall designate a principal point of contact for technical issues.

The Contractor shall interface with the Government's Configuration Management (CM) process, as appropriate, for managing and controlling the products produced through this PWS.

This task will span the entire duration of the contract.

1.3.1.1 Task Order Management Plan (TOMP)

Contractor shall provide a base year task order management plan and subsequent updates of the base year task order management plan describing functional approach, organizational and financial resources, supporting organizational structure and management controls that Contractor will employ in accordance with tasks and deliverables in this PWS. Contractor shall submit draft plan within 15 business days after contract award, or option exercise. The TOMP shall include a program master schedule. Government will have 10 business days to review the plan and provide comments. Contractor shall have five business days from receipt of Government comments to submit final plan.

1.3.1.2 Status Reports

1.3.1.2.1 Monthly Status Reports

The Contractor shall provide monthly cost/status summary report and resource utilization report, separate from In Progress Review (IPR) materials that details the specifics of the work performed no later than the 10th of the following month. The monthly cost/status report shall summarize costs, status, progress, and recommendations for project areas being undertaken under this task order. Status reports will provide specific labor hours/costs by major project areas.

1.3.1.2.2 Weekly Activities Report (WAR)

The Contractor shall provide a WAR highlighting the significant events of the previous week for senior leadership review.

The WAR shall describe planned vs. actual task status, and highlight tasks that are at risk, along with the estimated time and resources required to deliver products.

This report will be given to the designated Government representative by close of business (COB) every Wednesday.

1.3.1.3 In Progress Review (IPR)

Contractor shall meet with Functional manager/Contracting Officer Representative (COR) every two months or as the COR may require, to discuss any problems with current tasks, assignment of future tasks, and to obtain Government decisions or guidance necessary to Contractor performance. The

Contractor shall deliver IPR minutes, with a copy of the presentation slides. At a minimum, the minutes shall reflect a record of activity, decisions made, date, location, and attendees.

1.3.2 Task 2: Analyze DPO Requirements (Base Year)

The Contractor will assist the Government in the review of submitted requirements and the determination of which are enterprise requirements. The Government will identify DPO enterprise requirements for review and analysis by the Contractor. Approximately 10 Enterprise requirement evaluations are anticipated. For each Government review and analysis request, the contractor shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed.

Upon approval of the ROM, the Contractor shall conduct technical congruency analyses on requirements utilizing the DPO elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Contractor shall support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs/month). Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Contractor shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Contractor shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Government within 5 business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Government, the Contractor shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately 10 RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Government, will be incorporated into the prescriptive architecture and related artifacts.

When directed by the Government, the Contractor shall support the Government's Enterprise Systems Engineering Group (ESEG) by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately 10 RAP updates are anticipated. The Contractor shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, and collaborate with Government engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The Contractor shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.3 Task 3: Analyze Defense Transportation System (DTS) Requirements (Base Year)

The Contractor will assist the Government in the review of submitted requirements and the determination of which are enterprise requirements. The Government will identify DTS enterprise requirements for review and analysis by the Contractor. Approximately 10 Enterprise requirement evaluations are anticipated. For each Government review and analysis request, the contractor shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed.

Upon approval of the ROM, the Contractor shall conduct technical congruency analyses on requirements utilizing the DTS elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Contractor shall support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs/month).

Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Contractor shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Contractor shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Government within 5 business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Government, the Contractor shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately 10 RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Government, will be for incorporated into the prescriptive architecture and related artifacts.

When directed by the Government, the Contractor shall support the Government's ESEG by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately 10 RAP updates are anticipated. The Contractor shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, CBAT technical representatives and collaborate with Government engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The Contractor shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.4 Task 4: Support for ESE Review Board (ESERB)

The Contractor shall support Internal Information Exchange Meetings via presentations to various boards and groups. As processes evolve, the names of boards and working groups may change but the frequency will remain the same. The Contractor shall provide ESE support to the ESERB (bi-weekly) and other designated working groups such as weekly USTRANSCOM J6-AD Staff/Contractor meeting, ESEG meetings, ESEG Synchronization/Coordination meetings, and Architecture Integration Steering Group (AISG) (as requested) meetings. The Contractor shall review ESE technical recommendations submitted for ESERB approval. The Contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various enterprise level views and information associations. The Contractor shall accomplish enterprise engineering tasks to include but not limited to: requirements refinement review, use of the enterprise architecture, alternative analysis, capability congruency analysis, enterprise engineering solution descriptions, and cost estimating. Evaluation of alternative solutions may also be considered for new technology, capability, business process improvement, or organizational improvement. The Contractor shall prepare and present briefings to the ESEG, ESEG Synchronization/Coordination meetings, the ESERB, and other forums as required.

This task will span the entire duration of the contract.

1.3.5 Task 5: SOA Management, Collaboration, and Concept Development

The purpose of this task is to provide technical support to the DPO and PORs to facilitate the implementation of enterprise web services and the Corporate Services Vision. All software and documentation developed in conjunction with this task shall be the property of the Government.

This task will span the entire duration of the contract.

1.3.5.1 DPO SOA Services Technical Governance

The Contractor shall define a SOA technical governance management structure and develop the policies and procedures necessary for the implementation and maintenance of the DPO SOA Services Technical Governance. The Contractor shall provide recommendations for SOA technical governance process. The Contractor shall provide SOA technical governance policies and procedures. The Contractor shall manage the technical governance processes, policies and procedures for the lifecycle of DPO services. This includes the management of services, technical evaluation of a candidate DPO service, service registration, service configuration management, publishing and discovery, composition, tracking service utilization, managing service promotion/demotion and retirement. The SOA Services Life Cycle Management Report on status and activities shall be reported monthly as part of the monthly status report.

1.3.5.2 DPO Developer Website

When directed by the Government, the Contractor shall build and deploy a website for DPO SOA similar to the capabilities on the Army's SOA site: <http://www.army.mil/ArmyBTKC/focus/sa/soa.htm>. It will be used for reference material and to empower a collaborative environment for the SOA developer community. This site will also support the prototyping of candidate services for the Enterprise. Access to services and service information will be controlled through user access controls.

The contractor shall analyze the concept requirements and submit a DPO SOA Website Requirements Document containing the detailed concept requirements and proposed implementation schedule for approval by the Government. The contractor shall host the website as directed by the government either within Government spaces, contractor spaces, or other locations. The web site must meet all relevant government Information Assurance controls. Upon approval, the Contractor shall design a preliminary solution set to satisfy the requirements and present a DPO SOA Website Design and updated schedule to Government. The design will be reviewed and approved by the Government. Upon approval of the design, the contractor shall develop the capability using agile development methodologies as described in either *Agile Software Development*, Alistair Cockburn, July 2002, ISBN: 0-201-69969-9; or, *Agile Software Development Ecosystems (The Agile Software Development Series)*, Jim Highsmith, ISBN: 0-201-76043-6.

At the discretion of the Government, the Government will participate in the agile software development requirements refinement and estimation meetings with the agile development team.

Upon completion of a development cycle, the Contractor shall demonstrate the current version of the prototype to the Government. At the completion of a successful demonstration, the contractor shall deliver the DPO SOA Website & Source Code package. When directed by the Government, the Contractor shall support the development of any documentation and engineering support to gain Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A).

1.3.5.3 SOA Concept Development and Prototyping

When directed by the Government, the Contractor shall build and deploy a concept prototype for candidate services developed for the Enterprise. The contractor shall analyze the concept requirements and submit the concept detailed requirements in a DPO SOA Concept Requirements Document. The Contractor shall provide a DPO SOA Concept Design, implementation schedule, and Rough Order of Magnitude (ROM) estimating the level of effort and associated costs, for approval from the Government. Upon approval by the Government, the Contractor shall design a solution set to satisfy the requirements. The design will be reviewed and approved by the Government. Upon approval of the design, the contractor shall develop the prototype. The Contractor shall develop the prototype using "Agile"

development methodologies. The Government will participate in the “Agile” software development requirements refinement and estimation meetings with the Agile development team. Upon completion of the development cycle, the Contractor shall demonstrate the current version of the prototype to the Government. At the completion of a successful demonstration, the contractor shall deliver the DPO SOA Concept & Source Code package. When directed by the Government the contractor shall support the development of any documentation and engineering support to gain ATC, ATO, and similar C&A.

1.3.5.4 SOA Service Registry Implementation

When directed by the Government, the Contractor shall configure, and deploy a capability to manage and communicate the availability of SOA services. The contractor shall analyze the SOA Service Registry requirements and submit the detailed requirements, implementation schedule, and Rough Order of Magnitude (ROM) estimating the level of effort and associated costs for approval from the Government. Upon approval by the Government, the Contractor shall design a solution set to satisfy the requirements. The design will be reviewed and approved by the Government. The contractor shall consider using the DPO’s Universal Discovery, Description and Integration (UDDI) registry capability as a starting point for this capability. The contractor shall create a simple front end that adequately reflects the branding of the DPO.

The Contractor shall work with the Government to establish and document the DPO taxonomy. Upon approval of the DPO taxonomy, the Contractor shall configure the registry with the approved taxonomy and maintain the taxonomy in the service registry. The Contractor shall support DPO programs by submitting, maintaining, and deprecating services. The contractor shall implement the registry to support at least two communities (DPO and DoD-Other). Access to services and service information will be controlled through user access controls. DoD-Other users shall not be allowed to see or access Services identified by the Government for DPO consumption only.

When directed by the Government, the Contractor shall automate the processes, policies, and procedures in an appropriate repository such as the DPO UDDI capability. When directed by the Government, the Contractor shall implement and then demonstrate these automated processes in support of the registry/repository. The Contractor shall support the development of any documentation and engineering support to gain ATC, ATO, and similar C&A.

1.3.6 Task 6: New Technology Tool/Product Evaluations and Recommendations

The Contractor shall conduct tool and product evaluations in support of the ESEG. In conjunction with the ESEG, the contractor shall develop criteria to evaluate the COTS tools/products to support an overall recommendation for the Enterprise. The Contractor and Government will mutually agree if a proposed tool/product evaluation is a simple or complex effort. The Contractor shall be able to perform a minimum of one complex and two simple evaluations per quarter. The Contractor shall prepare a COTS Tool/Product Evaluation Report with a summary recommendation for each evaluation. Approximately one complex and approximately two simple evaluations are anticipated per quarter..

This task will span the entire duration fo the contract.

1.3.7 Task 7: ESE Integration Support (Base Year)

The purpose of this task is to ensure that the initiatives identified as key by the Government are continuously monitored during execution to ensure that critical dependencies across multiple PORs are met.

As directed by the Government, the Contractor shall provide engineering integration support to the ESEG to monitor the implementation compliance through an ESE audit and assessment process across

USTRANSCOM's span of control (e.g. DS PMO, TCCs, Military Departments, and Agencies) for ESEG identified key initiatives as defined in approved executable plans or Transition Architectures. Engineering management support includes, but not limited to, enterprise schedule, process reengineering, common services, CBAT engineering recommendations, etc. The contractor shall recommend the monitoring process and the information that should be gathered to effectively complete this task. The Contractor shall maintain a log containing a record of significant interactions with non-ESEG organizations.

When discrepancies are identified, the contractor shall notify the ESEG via the Task 1 reports of their findings and present potential Courses of Action (COA) to resolve discrepancy. Anticipate approximately 12 – 15 development/implementation monitoring efforts resulting in periodic presentations on Status and Potential Courses of Action, (if any). Upon the completion of the implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner, the Contractor shall provide a summary report of the implementation results for EA update and submission to the ERRC Execution and Effects Review. Anticipate the completion of approximately – 4 efforts.

1.3.8 Task 8: Information Exchange Meetings

As directed by the Government, the Contractor shall attend and participate in various external information exchange meetings, both Government and private national forums (summits) to demonstrate and present Enterprise System Engineering, challenges, lessons learned and way-ahead. All demonstrations, presentations, and information exchange sessions shall be reviewed and pre-approved by the Government representative. The Contractor shall provide trip reports after each activity accomplished in support of this task. The trip report shall include, but not limited to: dates of travel, attendees, lessons-learned, discussion topics, etc.

This task will span the entire duration of the contract.

1.3.9 Task 9: Analyze DPO Requirements (Option Years)

The Contractor will assist the Government in the review of submitted requirements and the determination of which are enterprise requirements. The Government will identify DPO enterprise requirements for review and analysis by the Contractor. Approximately 20 Enterprise requirement evaluations are anticipated. For each Government review and analysis request, the contractor shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed.

Upon approval of the ROM, the Contractor shall conduct technical congruency analyses on requirements utilizing the DPO elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Contractor shall support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month). Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Contractor shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Contractor shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Government within 5 business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Government, the Contractor shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately 20 RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Government, will be incorporated into the prescriptive architecture and related artifacts.

When directed by the Government, the Contractor shall support the Government's Enterprise Systems Engineering Group (ESEG) by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately 20 RAP updates are anticipated. The Contractor shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, and collaborate with Government engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The Contractor shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.10 Task 10: Analyze Defense Transportation System (DTS) Requirements (Option Years)

The Contractor will assist the Government in the review of submitted requirements and the determination of which are enterprise requirements. The Government will identify DTS enterprise requirements for review and analysis by the Contractor. Approximately 20 Enterprise requirement evaluations are anticipated. For each Government review and analysis request, the contractor shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed.

Upon approval of the ROM, the Contractor shall conduct technical congruency analyses on requirements utilizing the DTS elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Contractor shall support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month). Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Contractor shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements

refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Contractor shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Government within 5 business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Government, the Contractor shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately 20 RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Government, will be for incorporated into the prescriptive architecture and related artifacts.

When directed by the Government, the Contractor shall support the Government's ESEG by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately 20 RAP updates are anticipated. The Contractor shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, CBAT technical representatives and collaborate with Government engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The Contractor shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.11 Task 11: ESE Integration Support (Option Years)

The purpose of this task is to ensure that the initiatives identified as key by the Government are continuously monitored during execution to ensure that critical dependencies across multiple PORs are met.

As directed by the Government, the Contractor shall provide engineering integration support to the ESEG to monitor the implementation compliance through an ESE audit and assessment process across the USTRANSCOM's span of control (e.g. DS PMO, TCCs, Military Departments, and Agencies) for ESEG identified key initiatives as defined in approved executable plans or Transition Architectures. Engineering management support includes, but not limited to, enterprise schedule, process reengineering, common services, CBAT engineering recommendations, etc. The contractor shall recommend the monitoring process and the information that should be gathered to effectively complete this task. The Contractor shall maintain a log containing a record of significant interactions with non-ESEG organizations.

When discrepancies are identified, the contractor shall notify the ESEG via the Task 1 reports of their findings and present potential Courses of Action (COA) to resolve discrepancy. Anticipate approximately 25 - 30 development/implementation monitoring efforts resulting in periodic presentations on Status and Potential Courses of Action, (if any). Upon the completion of the implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner, the Contractor shall provide a summary report of the implementation results for EA update and submission to the ERRC Execution and Effects Review. Anticipate the completion of approximately 25 - 30 efforts.

1.3.11.1 Subtask 11.1: ESE DTS Integration Support (Option Years)

As directed by the Government, the Contractor shall provide the services described in Task 11 in support of DTS programs or initiatives. The total number of efforts for Subtask 11.1 combined with Subtask 11.2 shall not exceed the total for Task 11, described above.

1.3.11.2 Subtask 11.2: ESE DPO Integration Support (Option Years)

As directed by the Government, the Contractor shall provide the services described in Task 11 in support of DPO programs or initiatives. The total number of efforts for Subtask 11.2 combined with Subtask 11.1 shall not exceed the total for Task 11, described above.

2 Deliverables/Deliverable Schedules

Task #	PWS Para.	Performance Objective	Delivery Schedule
1	1.3.1.1	Task Order Management Plan and Annual Updates	Draft - 15 business days after award or option exercise. Final – within five business days after Government comment
1	1.3.1.2.1	Monthly Status Report	10 th day of each month
1	1.3.1.2.2	Weekly Activities Report	COB Wednesday
1	1.3.1.3	In Progress Review (IPR)	Every 2 months or as required by the Government
1	1.3.1.3	IPR minutes	Within one business day after IPR
2	1.3.2	During the Base Year, Approximately 10 Enterprise requirement evaluations are anticipated. For each analysis request, provide: <ul style="list-style-type: none"> • Labor hour ROM for each analysis request • Recommendation and Findings Report 	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
2	1.3.2	During the Base Year, Support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs per month).	As required to support analysis.
2	1.3.2	During the Base Year, Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
2	1.3.2	During the Base Year, Provide cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
2	1.3.2	During the Base Year, Approximately 10 Resource Allocation Package Documents are anticipated.	Within five business days of government request

Task #	PWS Para.	Performance Objective	Delivery Schedule
2	1.3.2	During the Base Year, Approximately 10 Resource Allocation Package Documents updates are anticipated.	Within five business days of government request
3	1.3.3	During the Base Year, Approximately 10 Enterprise requirement evaluations are anticipated. For each analysis request, provide: <ul style="list-style-type: none"> • Labor hour ROM for each analysis request • Recommendation and Findings Report 	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
3	1.3.3	During the Base Year, Support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs/month).	As required to support analysis.
3	1.3.3	During the Base Year, Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
3	1.3.3	During the Base Year, Provide cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
3	1.3.3	During the Base Year, Resource Allocation Package Documents. Approximately 10 anticipated.	Within five business days of government request
3	1.3.3	During the Base Year, Resource Allocation Package Documents updates. Approximately 10 anticipated.	Within five business days of government request
4	1.3.4	Support Internal Information Exchange Meetings via presentations to various boards and groups. As processes evolve, the names of boards and working groups may change but the frequency will remain the same.	Bi-weekly ESERB; Weekly ESEG; Weekly ESEG Synchronization/ Coordination meetings; Weekly J6-AD Staff Coordination meetings; and 4 other meetings per week (e.g., AISG).
5	1.3.5.1	Provide recommendation for SOA technical governance process.	Draft - 45 business days after award Final – within five business days after Government comment

Task #	PWS Para.	Performance Objective	Delivery Schedule
5	1.3.5.1	SOA technical governance policies and procedures	Draft - 90 business days after government approval of recommendation Final – within five business days after Government comment
5	1.3.5.1	SOA Services Life Cycle Management Report	Monthly – attachment to monthly status report
5	1.3.5.2	DPO SOA Website Requirements Document	Within 10 days of the Government request
5	1.3.5.2	DPO SOA Website Design and schedule	Within 10 days of the Government request
5	1.3.5.2	DPO SOA Website & Source Code	Per Government agreed to schedule.
5	1.3.5.2	Demonstrate the DPO SOA Website	Per Government agreed to schedule.
5	1.3.5.2	Documentation to support achievement of Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities	As required. Expected to be accomplished one time with annual updates.
5	1.3.5.3	DPO SOA Concept Requirements Document	Within 10 days of the Government request
5	1.3.5.3	DPO SOA Concept Design, ROM, and implementation schedule.	Within 10 days of the Government request
5	1.3.5.3	DPO SOA Concept & Source Code for candidate services developed for the Enterprise.	Anticipate the development of 10 Services per year. Per Government agreed to schedule.
5	1.3.5.3	Demonstrate the DPO SOA Concept	Per Government agreed to schedule.
5	1.3.5.3	Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities Documentation.	As directed by the Government. Expected to be accomplished one time with annual updates.
5	1.3.5.4	SOA Service Registry/Repository Implementation Concept Design, ROM, and implementation schedule.	Within 20 business days of Government request
5	1.3.5.4	Demonstrate the DPO SOA Service Registry/Repository capability	Per Government agreed to schedule.
5	1.3.5.4	DPO Service Registry Taxonomy documentation.	10 business days prior to Service Registry/Repository Capability demonstration
5	1.3.5.4	Service Registry/Repository Capability Demonstration	Per Government agreed to schedule.
5	1.3.5.4	Service Registry/Repository Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities support.	As required. Expected to be accomplished one time with annual updates.

Task #	PWS Para.	Performance Objective	Delivery Schedule
6	1.3.6	COTS Tool/Product Evaluation Report for each evaluation. One complex and two simple evaluations are anticipated per quarter.	Simple evaluation: 10 business days. Complex evaluation: 20 business days
7	1.3.7	During the Base Year, anticipate approximately 4 development/ implementation monitoring efforts resulting in periodic presentations (via Task 1) on Status and Potential Courses of Action, (if any). Anticipate approximately 4 efforts to produce summary reports of the implementation results for EA update and submission to the ERRC Execution and Effects Review.	Monitoring efforts are reported via Task 1. Reports and briefings are delivered upon completion of a capability implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner.
8	1.3.8	Participation in external information exchange meetings/trips	A total of 8 are anticipated per year.
8	1.3.8	Trip Report	With 5 business days after trip completion
9	1.3.9	Each Option Year: Approximately 20 Enterprise requirement evaluations are anticipated. For each analysis request, provide: <ul style="list-style-type: none"> Labor hour ROM for each analysis request Recommendation and Findings Report 	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
9	1.3.9	Each Option Year: Support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month).	As required to support analysis.
9	1.3.9	Each Option Year: Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
9	1.3.9	Each Option Year: Provide a cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
9	1.3.9	Each Option Year: Anticipate approximately 20 Resource Allocation Package documents.	Within five business days of government request
9	1.3.9	Each Option Year: Anticipate approximately 20 Resource Allocation Package Documents updates.	Within five business days of government request

Task #	PWS Para.	Performance Objective	Delivery Schedule
10	1.3.10	Each Option Year: Approximately 20 Enterprise requirement evaluations are anticipated. For each analysis request, provide: <ul style="list-style-type: none"> Labor hour ROM for each analysis request Recommendation and Findings Report 	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
10	1.3.10	Each Option Year: Support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month).	As required to support analysis.
10	1.3.10	Each Option Year: Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
10	1.3.10	Each Option Year: Provide a cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
10	1.3.10	Each Option Year: Anticipate approximately 20 Resource Allocation Package documents.	Within five business days of government request
10	1.3.10	Each Option Year: Anticipate approximately 20 Resource Allocation Package Documents updates.	Within five business days of government request
11	1.3.11	Each Option Year, Anticipate 40 development/implementation monitoring efforts resulting in periodic presentations (via Task 1) on Status and Potential Courses of Action, (if any). Anticipate approximately 40 summary report of the implementation results for EA update and submission to the ERRC Execution and Effects Review.	Monitoring efforts are reported via Task 1. Reports and briefings are delivered upon completion of a capability implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner.

Task #	PWS Para.	Performance Objective	Delivery Schedule
11.1	1.3.11.1	Each Option Year, Provide the services and products described in Task 11 for DTS funded programs. Combined total efforts of Subtask 11.1 and Subtask 11.2 are not to exceed the anticipated total for Task 11.	Monitoring efforts are reported via Task 1. Reports and briefings are delivered upon completion of a capability implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner.
11.2	1.3.11.2	Each Option Year, Provide the services and products described in Task 11 for DPO funded programs. Combined total efforts of Subtask 11.1 and Subtask 11.2 are not to exceed the anticipated total for Task 11.	Monitoring efforts are reported via Task 1. Reports and briefings are delivered upon completion of a capability implementation or 10 business days after the calendar date of the completion milestones of a key initiative, whichever is sooner.
2 3 7 9 10 11	1.3.2 1.3.3 1.3.7 1.3.9 1.3.10 1.3.11	ROM Hour Estimate- Estimate of hours required to complete each effort	For each ROM
2 3 7 9 10 11	1.3.2 1.3.3 1.3.7 1.3.9 1.3.10 1.3.11	Hours burned to date of ROM and estimate of hours required to complete each effort	For each ROM

3 Service Delivery Summary

PWS Task #	Performance Objective	Performance Threshold
1.3.5.3	DPO SOA Concept	98% on-time and within ROM
	SOA Service Registry/Repository	Demonstration on-time ± 5 business days and within 5% of ROM estimate
1.3.5.4	Integrated Taxonomy	On-time ± 2 business days
All	Provide status and technical reports.	A 95% compliance rate is acceptable for the contractor to maintain the required data IAW the PWS requirements.
1.3.2 1.3.3 1.3.7 1.3.9 1.3.10 1.3.11	Accuracy of ROM estimate to complete	Actual hours to complete ROM within $\pm 10\%$ of contractor's estimate. Contractor will not be penalized for delays attributable to Government.

4 General Information

4.1 Place of Performance

Services will be performed at both at the contractor's off-site facility and at Scott Air Force Base, IL or at an alternate Government off-site facility within 4 miles of the base, such as Corporate Crossing in O'Fallon, IL. Contractor shall work normal duty hours, 7:30 a.m. – 4:30 p.m., Monday-Friday, excluding Government holidays. The Government has space for two on-site contractors, any additional contractor employees will work at the Contractor off-site facility. Contractor off-site facility shall be within 50 miles of Scott AFB and have meeting facilities, like a conference room, available for collaborative work.

4.2 Period of Performance (This should include hours of duty)

The initial Period of Performance for this contract is 24 November 2008 – 30 September 2009.

Period of Performance for the first option year is 1 October 2009 – 30 September 2010.

Period of Performance for the second option year is 1 October 2010 – 30 September 2011.

4.3 Travel

Travel requirements will be determined on an "as required" basis and will be a cost reimbursable contract line item. The COR must validate the anticipated travel costs prior to the Contractor incurring these costs. Contractor invoices (along with associated receipts) shall support all travel reimbursement requests. The Government will reimburse the Contractor for travel expenses subject to Federal Acquisition Regulation (FAR) and Joint Travel Regulation (JTR). The Contractor shall identify people who will be traveling in sufficient time to obtain the lowest possible rates for airfare, rental car and lodging. The contractor shall not be reimbursed by the Government for local travel within 100 miles of Scott Air Force Base.

The following estimates are provided for planning purposes only:

Number of Personnel	Number of Days	Number of Trips/year
1-2 each	3-5	8

4.4 Security Requirements

Contractor shall establish, document, and execute procedures to comply with Contractor requirements cited in DOD 5220.22-M, the National Industrial Security Program Operating Manual. The Contractor shall acquire all necessary installation passes for Contractor personnel. Contractors operating on Government installations shall ensure their personnel always wear a Contractor-furnished identification badge and provided USTRANSCOM Security Badges on their outer clothing, on the front of the body, between the neck and the waist, and it shall be visible at all times.

4.5 Notification of Installation Security

The Contractor shall notify local security personnel of contract start at each installation in accordance with TRANSFARS 5552.204-9000, Notification of Government Security Activity and Visitor Group Security Agreements. At a minimum, the security agreement shall address the following topics:

Visitor/Vehicle Pass
 Restricted Area Badges, AF Form 1199, as required
 Designated Government security manager
 Issue and turn in
 Control and accountability
 Inventories
 Associated training
 Escorts
 Pre-announcement Procedures

4.6 Security Regulation Compliance

The Contractor is required to comply with all security regulations and directives as identified herein and other security requirements in this contract. The Contractor shall comply with DD Form 254, Contract Security Classification Specification.

Access to classified data up to SECRET will be required for this project. The contractor will also have access to confidential financial data. The government will require contractor employees to sign a non-disclosure statement regarding non-public information of other contractors or of the government. The contractor shall: 1) Institute safeguards that ensure compliance with applicable government network security guidance and policies (e.g., AFSSI 5027, <https://www.afca.scott.af.mil/ip/pubs/afssi/5027.doc>, and AFI 33-202, <http://afpubs.hq.af.mil/pubs/publist.asp/puborg=AF&series=33>); and 2) Cooperate with computer security compliance inspections and implement immediate corrective actions identified.

4.7 Personnel Security Clearances

The primary contractor (task leader) and all supporting contract personnel must possess a SECRET Security Clearance granted by the DOD in accordance with Defense Industrial Security Clearance Office (DISCO) before access will be granted to USTRANSCOM classified network. The security clearance level for this contract is SECRET; all key personnel and personnel requiring access to Government personnel working in a classified environment or working with, or in a work area containing SECRET data shall possess a minimum of a Secret Clearance. Personnel requiring security clearances must possess the clearance prior to beginning work on any classified information. The contractor shall comply with all

appropriate provisions or applicable security regulations. Contractor shall ensure changes in assigned and accepted personnel shall comply with security clearance requirements. To ensure cognizance of, and adherence to, security classification regulations, the Contractor and Contractor personnel will comply with all applicable DoD 5220.22-M National Industrial Security Program (NISPOM), Air Force, USTRANSCOM, and Scott AFB Directives and instructions. Specific security requirements are identified in the DD Form 254, Contract Security Classification Specification.

4.8 Inspection and Acceptance Criteria

All work performed under this PWS and all final deliverables provided under this PWS, are subject to inspection and acceptance by the Government.

4.9 Packaging, Packing and Shipping Instructions

All deliverables will be submitted to the contract manager in electronic format. Deliverables in electronic format shall be delivered on Compact Disk (CD) for large files. Multiple deliverables may be combined on a CD. All deliverables will be submitted to the respective contract manager.

4.10 Government Furnished Equipment (GFE)/Government Furnished Information

The Government will provide a work area for Contractor personnel within TCJ6 that is comparable to those currently occupied by Government personnel. The Government will also provide access to Class "A" phone service and personal computers, as required, comparable to those provided to Government employees already on site. The Contractor shall control all equipment and software provided by the Government as GFE. The Contractor shall release all GFE to the Government upon termination of the specific task or subtask, whichever date is earlier, in which its use is no longer necessary. The Government will provide the Contractor with information about the development of, and plan to implement future distribution process improvements. This information will be reviewed by the Contractor and incorporated as appropriate in Contractor products.

The Contractor shall be responsible for providing work stations, peripherals, and any Commercial-Off-The-Shelf (COTS) software as required for employees working off-site.

4.11 Contractor Proposed ODC

The Contractor shall recommend and procure any hardware and software required to support the ESE tasks identified above. A complete requirements list and price quotes for hardware and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The Contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement.

4.12 Government Proposed ODC

The Contractor shall procure any hardware and software as directed by Government in support of the ESE tasks identified above. Price quotes for hardware and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The Contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement.

4.13 Conference ODC

Up to 4 times a year, a technical summit may be held for the discussion of engineering topics of interest to the DPO community as they relate to this PWS. The contractor shall recommend and procure what is necessary to accomplish those summits. This includes but is not limited to; art, graphics, communications charges, meeting facility charges, conference, fees, reproduction, printing, duplication, scanning costs,

and other related expenses. The contractor may submit charges supporting the delivery of ODCs as specified in the approved plan for accomplishment of the contract activities, in accordance with existing government guidelines for expenses.

4.14 Nondisclosure Agreement for Contractor Employees

The Government will require all Contractor personnel to sign a non-disclosure statement to protect non-public information of other Contractors and/or Government.

4.15 Contractor Transition

4.15.1 Exit Requirements

If this contract is terminated for any reason by the Government or if an option year is not executed, the Contractor shall be given a sixty work day transition period. The Contractor shall organize all work related documents and files, store them on the designated shared drives, and provide a file plan outlining the file structure. Status for each project will be documented, to include recent, current and pending actions. The Contractor shall provide a listing of all GFE and COTS utilized in support of this task and soft copies of all procedures and training materials developed as part of this task. In addition the Contractor shall provide a complete list of all badges, vehicle passes, and Government software access permissions (i.e. CRIS, ModelMart, etc.) by individual currently on the task. The Contractor must ensure no logistics or contract data is corrupted, changed, or altered in a manner that would cause damage to the Government.

4.15.2 Ramp-Up Time

The Contractor shall have 50 percent of personnel available 15 calendar days after contract award. The Contractor shall ensure that personnel start dates do not impair performance to meet all contract deliverables.

NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES SUPPORTING USTRANSCOM CONTRACTS

NOTE: This Non-Disclosure Agreement is a standard agreement designed for use by contractor (including subcontractor) employees assigned to work on USTRANSCOM contracts. Its use is designed to protect non-public government information from disclosure and prevent violations of federal statutes/regulations. The restrictions contained in this agreement also serve contractors by promoting compliant behavior that keeps contractors eligible to compete for government contracts. In addition to the potential impact on future business opportunities, failure to abide by this agreement could result in administrative, civil or criminal penalties specified by statute or regulation.

1. I, _____ currently an employee of _____, hereby agree to the terms and conditions set forth below:

2. I understand that I will have access to confidential business information (as defined by 18 USC 1905), contractor bid or proposal information (as defined by FAR 3.104-3), and/or source selection sensitive information (as defined by FAR 3.104-3) either for contract performance or as a result of working in a USTRANSCOM facility or of working near USTRANSCOM personnel, contractors, visitors, etc. I fully understand that such information is sensitive and must be protected in accordance with 41 U.S. Code Section 423 and 18 U.S. Code Section 1905 and FAR Part 3. I also certify that I do not have any real or apparent conflicts of interest with respect to the information disclosed. If any potential conflicts of interest, real or otherwise, do present themselves, then I shall immediately disclose the pertinent

information that may be a potential conflict to an agency ethics official who shall review the circumstances.

3. In the course of performing under contract/order # _____ or some other contract or subcontract for the USTRANSCOM, I agree to:

a) Use only for Government purpose any and all confidential business information, contractor bid or proposal information, and/or source selection sensitive information to which I am given access. I agree not to disclose "non-public information" by any means (in whole or in part, alone or in combination with other information, directly or indirectly or derivatively) to any person except to a U.S. Government official with a need to know or to a non-Government person (including, but not limited to, a person in my company, affiliated companies, subcontractors, etc.) who has a need to know related to the immediate contract/order, has executed a valid form of this non-disclosure agreement, and receives prior clearance by the contracting officer. All distribution of the documents will be controlled with the concurrence of the contracting officer.

b) "Non-public information", as used herein, includes trade secrets, confidential or proprietary business information (as defined for government employees in 18 USC 1905); advance procurement information (future requirements, acquisition strategies, statements of work, budget/program/planning data, etc.); source selection information (proposal rankings, source selection plans, contractor bid or proposal information); information protected by the Privacy Act (social security numbers, home addresses, etc.); sensitive information protected from release under the Freedom of Information Act (pre-decisional deliberations, litigation materials, privileged material, etc.); and information that has not been released to the general public and has not been authorized for such release (as defined for government employees in 5 CFR 2635.703).

c) Not to use such information for any non-governmental purposes, including, but not limited to, the preparation of bids or proposals, or the development or execution of other business or commercial ventures.

d) To store the information in such a manner as to prevent inadvertent disclosure or releases to individuals who have not been authorized access to it.

4. I understand that I must never make an unauthorized disclosure or use of confidential business information, contractor bid or proposal information, and/or source selection sensitive information unless:

a) The information has otherwise been made available without restriction to the government, to a competing contractor, or to the public;

b) The contracting officer determines that such information is not subject to protection from release.

5. I agree that I shall not seek access to "non-public information" beyond what is required for the performance of the services I am contracted to perform. I agree that when I seek access to such information or attend meetings or communicate with other parties about such information, I will identify myself as a contractor. Should I become aware of any improper or unintentional release or disclosure of "non-public information", I will immediately report it to the contracting officer in writing. I agree that I will return all forms (including copies or reproduction of original documents) of any "non-public information" provided to me by the government for use in performing my duties to the control of the Government when my duties no longer require this information.

By signing below, I certify that I have read and understand the terms of this Non-Disclosure Agreement and voluntarily agree to be bound by its terms.

Signature of Employee

Date

Printed Employee Name

Government COR

Date

Contracting Officer

Date

Bien, Jolynn CIV USTRANSCOM CS

From: (b)(6)
Sent: Friday, August 29, 2008 12:33 PM
To: Young, Deborah CIV USTRANSCOM AQ; Lee, Gina CIV USTRANSCOM AQ
Cc: (b)(6)
Subject: Request for Quote Enterprise Systems Engineering Support RFQ HTC711-08-Q-0192
Attachments: Booz Allen Cover Letter USTRANSCOM ESE.pdf;
USTRANSCOM_ESE_VolA_PastPerformance.pdf; USTRANSCOM_ESE_VolC_Cost.pdf;
Volume C Appendix B - GSA IT Schedule 70 Price Quote.xls;
USTRANSCOM_ESE_VolB_TechnicalApproach.pdf; USTRANSCOM_ESE_VolC Appendix A
RFQ Info Sheet.pdf; USTRANSCOM_ESE_Vol C Appendix C CTA Agreement.pdf

Importance: High

Ms Lee and Ms Young

Booz Allen Hamilton is pleased to submit this proposal in response to USTRANSCOM's Request for Quote for Enterprise Systems Engineering Support.
Please contact me if you have any questions and thanks for allowing our team to participate in this solicitation.

R/ (b)(6)

(b)(6)

Senior Associate

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>

1003 E. Wesley Drive

Suite C

O'Fallon, IL 62269

Tel: 618-622-2335

Fax: 618-632-6605

Cell: 618-567-7838

(b)(6)

ab@bah.com <mailto:

(b)(6)

ab@bah.com>

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Booz Allen Hamilton Inc.
8251 Greensboro Drive
McLean, VA 22102

Tel 1-703-902-5000
Fax 1-703-902-3333

www.boozallen.com

August 29, 2008

RFQ Number: HTC711-08-Q-0192

United States Transportation Command (USTRANSCOM)
508 Scott Drive
Scott Air Force Base, IL 62225-5357

Attention: Gina K. Lee

Dear Ms. Lee:

Booz Allen Hamilton (Booz Allen) is pleased to submit this proposal in response to USTRANSCOM's Request for Quote (RFQ) for Enterprise Systems Engineering Support.

Our proposal is fully compliant with the requirements of the RFQ and remains firm for a period of one hundred and twenty (120) days from the date of our proposal submission. The proposal submission contains our technical approach, past performance proposal, and price proposal and is submitted under the terms and conditions of the Booz Allen GSA Federal Supply Services (FSS) Information Technology (IT) Schedule, Contract No. GS-35F-0306J. Booz Allen agrees with all terms, conditions, and provisions included in this solicitation.

Booz Allen is enthusiastic about this opportunity to work with USTRANSCOM and looks forward to partnering with you. Please call me at (b)(6) with any questions you may have. Our authorized negotiator is (b)(6) Senior Contracts Administrator. (b)(6) can be reached directly at (b)(6) by facsimile at (b)(6) and/or by e-mail at (b)(6)

Sincerely,



BOOZ ALLEN HAMILTON INC.

(b)(6)
Vice President



Enterprise Systems Engineering Support

Submitted to: US Transportation Command, Directorate of Acquisition,
DPO Support Division (TCAQ-D)

In Response To: Request for Quote HTC711-08-Q-0192

Booz Allen Hamilton GSA Schedule 70: GS-35F-0306J

TechGuard Security, LLC GSA Schedule 70: GS-35F-0922P

Proposal No: 0006-1930

Volume A

Past and Present Performance

Submitted by:

Booz Allen Hamilton

TechGuard Security, LLC

29 August 2008

Booz | Allen | Hamilton

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

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Enterprise Systems Engineering Support

Submitted to: US Transportation Command, Directorate of Acquisition,
DPO Support Division (TCAQ-D)

In Response To: Request for Quote HTC711-08-Q-0192

Booz Allen Hamilton GSA Schedule 70: GS-35F-0306J

TechGuard Security, LLC GSA Schedule 70: GS-35F-0922P

Proposal No: 0006-1930

Volume B

Staffing and Technical Approach

Submitted by:

Booz Allen Hamilton

TechGuard Security, LLC

29 August 2008

Booz | Allen | Hamilton

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1 INTRODUCTION

Booz Allen Hamilton (Booz Allen) is pleased to submit this proposal under the terms of the Request for Quote (RFQ) entitled "Enterprise Systems Engineering Support". Booz Allen, under a **Contractor Teaming Arrangement (CTA)**, is partnered with TechGuard Security, LLC (TechGuard) to deliver the necessary expertise in technical governance and systems engineering to support the Distribution Process Owner (DPO) in realizing the DPO Corporate Services Vision (CSV) and engineering of the Deployment and Distribution Enterprise. As previous partners at Scott Air Force Base and the National Geospatial Intelligence Agency, and ongoing partners in a mentor-protégé relationship, USTRANSCOM can be assured of a productive cooperative teaming environment between Booz Allen and TechGuard.

The Booz Allen Team has repeatedly demonstrated **our unparalleled proficiency in each of the requested support activities for key, transformational net-centric programs across the DoD and IC**. We have exercised our expertise in transitioning Enterprise Architecture (EA) into actionable, governed Service Oriented Architecture (SOA) guidance and implementations for programs such as Defense Information Systems Agency (DISA) Network Operations (NetOps), Army Enterprise Service-Oriented Architecture Foundation (AE SOAF), Distributed Common Ground System – Army (DCGS-A), and Under Secretary of Defense for Intelligence (USD(I)) DCGS Enterprise SOA (DES). The Booz Allen Team will leverage these experiences to ensure the portfolio of USTRANSCOM enterprise systems are harmonized in a SOA-environment; reducing point-to-point connections and achieving open, interoperable communications. As illustrated in Table 1, the Booz Allen Team's relevant experiences offer USTRANSCOM a low-risk, industry proven approach; **we will directly apply these experiences to the Deployment and Distribution Enterprise on Day One**.

BOOZ ALLEN TEAM ADVANTAGE:

- Contractor Teaming Agreement (CTA) among teammates **enables small business participation** in a more cost efficient arrangement than traditional prime-sub arrangement
- **Proven system and service engineering, systems integration, and SOA expertise** through support to transformation programs such as DCGS-A and NCES
- Proficiency in **operationalizing architecture standards** (DoDAF and FEA) as demonstrated through SAF/XC and DNI experiences
- Deep expertise facilitating **technical governance** for various SOA initiatives (e.g. DCGS-A, Air Force Integrated Space Situational Awareness (ISSA), DCGS Enterprise) across the DoD
- Substantial experience supporting the **DPO** at the strategic, operational and tactical levels
- Demonstrable capabilities in developing and deploying solutions using **agile development** methodologies and ensuring quality through the use of Capability Maturity Model Integration (CMMI) processes

Table 1: The Booz Allen Team's Approach and Ability to Deliver Exceptional Performance

Task Requirement	Features of our Approach	How Our Approach Delivers Exceptional Performance
PWS 1.3.1 – Contract Level and Task Order Management	Booz Allen follows a doctrine of "no surprises" in its task order management approach. Leveraging the management principles from engagements such as DCGS-A, we will provide continuous visibility and transparency into all activities and plans	<ul style="list-style-type: none"> • Includes the continuous participation of the Government Task Lead (GTL) to ensure each activity provides visible results to all stakeholders • Leverage lessons learned from previous and current SOA related engagements to identify common challenges and pitfalls, providing an ability to proactively mitigate risks and employ cost reduction tactics to drive down costs while ensuring success
PWS 1.3.2, 1.3.3, 1.3.9, 1.3.10 – Analyze DPO/DTS Requirements	Our approach features processes to examine requirements from both the top-down and from the bottom-up. We analyze the business processes and the information captured in Enterprise Architecture (EA) artifacts to examine the operational characteristics of the requirements, systematically analyzing requirements to design services	<ul style="list-style-type: none"> • Our proficiency, gained through experiences on DCGS and ISSA, in rapidly translating and understanding process requirements will reduce the time and cost it will take to thoroughly articulate required services and their full traceability to EA • Our blend of domain expertise and technical sophistication ensure that all identified services add value to the enterprise without reinventing existing capabilities
PWS 1.3.4 – Support for ESE Board	In supporting review boards and working groups, we will leverage our reach across the DoD and Intelligence Community (IC) SOA communities to ensure cross-pollination of SOA	<ul style="list-style-type: none"> • Supporting DoD and IC enterprise working groups such as the Enterprise Services Engineering Review Board (ES ERB), Booz Allen Team will socialize USTRANSCOM needs and capabilities to service providers and consumers across the community to ensure reuse and reduce overall cost • Our reach and presence in other areas of DoD and IC will enable reuse of community best practices and also help promote USTRANSCOM innovations across the DoD
PWS 1.3.5 – SOA Management, Collaboration, and Concept Development	Booz Allen's proven SOA Methodology fully addresses technical, governance, and collaboration activities. We use our experience in establishing specifications and our taxonomy management tools to establish governance and compliance to benefit USTRANSCOM from Day One	<ul style="list-style-type: none"> • Ensures success by building interoperability into service specifications and providing an actionable governance construct that guarantees implementation compliance with specifications, resulting in time, cost and risk reduction • Ensures success by promoting adoption through community engagement, facilitating buy-in by making the community a part of the solution, instead of simply recipients of a solution • Maximize community participation, facilitate governance, and ensure compliance by leveraging the Team's Service Portfolio Management Tool, a Web-based capability born from and successfully leveraged within transformational SOA programs

Task Requirement	Features of our Approach	How Our Approach Delivers Exceptional Performance
PWS 1.3.6 – New Tool/Product Evaluations and Recommendations	Booz Allen has an established methodology to evaluate new technologies and products. We will apply this approach to establish specific evaluation criteria to ensure all tools are evaluated in accordance to their potential value to the enterprise.	• Offers an honest broker approach with no vested commercial interest in COTS or GOTS products. USTRANSCOM will receive an unbiased evaluation that will assess potential technologies first and foremost on the added value to the Distribution and Deployment Enterprise
PWS 1.3.7, 1.3.11 – ESE DPO Integration Support	To ensure that critical dependencies across programs are met, the Booz Allen Team will apply its approach to technical governance as illustrated in Table 3 in addition to providing hands-on support. Key activities such as managing service specifications and the service development lifecycle will ensure all integration activities across the DPO achieve interoperability	<ul style="list-style-type: none"> • The Booz Allen Team will ensure interoperability by working with system implementers supporting USTRANSCOM programs, providing the expertise and examples from our prototypes to reduce time, cost, and implementation variance to accelerate the deployment of capabilities • Employs a proven technical governance approach successfully vetted and employed on key, transformational net-centric programs (e.g. DCGS-A, DES, ISSA)
PWS 1.3.8 – Information Exchange Meetings	The Booz Allen Team has regularly participated in the Distribution Data Community of Interest (DDCOI), and will represent J6A and collaborate with other representatives to drive interoperability and standardization across the enterprise	• The Booz Allen Team will provide USTRANSCOM a day one option by using our experienced and recognized staff to engage with groups such as the DDCOI and DTEB to apply immediate impact

Our approach, detailed in this response, will successfully provide the technical and DPO expertise necessary to ensure the future system enterprise of USTRANSCOM is deployed in a “cohesive and consistent manner”. Our approach provides an independent, unbiased view that will complement existing EA activities to further decompose enterprise views into a taxonomy of services that will facilitate information sharing and interoperability across USTRANSCOM’s portfolio of enterprise systems.

2 STAFFING APPROACH

The Booz Allen Team will provide USTRANSCOM with a team that will ensure the processes and technologies developed to support the DPO are adaptable, interoperable and provide the best value to the Distribution and Deployment Enterprise. Our team (see Table 2), provides the necessary expertise in system/service engineering and SOA in addition to functional expertise in DPO processes, providing the necessary blend of technical sophistication and domain understanding.

Table 2: Staffing and Associated Mapping to PWS Tasks

Position Title/Labor Category	Hours	PWS Task Number (BASE YEAR)										
		1.3.1	1.3.2	1.3.3	1.3.4	1.3.5	1.3.6	1.3.7	1.3.8	1.3.9	1.3.10	1.3.11
Lead Services Engineer / Adv. Technology Task Leader	1840		460	460	304	340		184	92	N/A	N/A	N/A
Systems - Services Engineer / Subject Matter Expert 2	1840	530	405	405	250	250				-	-	-
Delivery Specialist / Subject Matter Expert 1	195		55	55	10	65		10		-	-	-
Sr. Services Designer / Design & Development Engineer 4	1262					882		340	40	N/A	N/A	N/A
Services Analyst / Analyst 6	316					86	115	115		-	-	-
Sr. Process Specialist / Functional Specialist	882		441	441						N/A	N/A	N/A
Services Analyst / Design & Development Engineer 3	850					416	217	217		-	-	-
Totals	7185	530	1361	1361	564	2039	332	866	132			

Our staffing plan (see Appendix C for related resumes) will provide two on-site staff resources at USTRANSCOM, bringing deep expertise in USTRANSCOM’s mission and a breadth of experience in the application of SOA principles against DoD enterprise needs. The on-site staff will be augmented by technical and functional experts that will provide expertise to address tough problems and reach back into SOA initiatives across the broader DoD. This cost effective staffing approach provides USTRANSCOM with an on-site presence combined with access to the full spectrum of capabilities resident within our Team.

3 TECHNICAL APPROACH

3.1 CONTRACT LEVEL AND TASK ORDER MANAGEMENT [PWS 1.3.1]

For this delivery order, the Booz Allen Team will employ the same integrated program management process demonstrated successfully for DISA Net-Centric Enterprise Services (NCES), DCGS-A, DES, and AE SOAF. We will rely on proven methodology, such as ISO 9000 and CMMI, to address risks, costs, schedule, and performance, as well as the reporting of accomplishments and issues. We will designate a principal point of contact (POC) from our team to be the primary interface with the Government Task Leads (GTL) regarding all technical issues. The POC will, as appropriate, interface with the Government’s Configuration Management (CM) process for managing and controlling the products produced in response to this PWS. This structure and process also fosters open and direct communications among team members with the GTLs, **providing complete transparency into activities and enabling agile recalibration of priorities to meet evolving mission needs.** We will additionally leverage lessons learned from previous and current SOA related engagements to identify common challenges and pitfalls, **providing an ability to proactively mitigate risks and employ cost reduction tactics to drive down costs while ensuring success.**

3.1.1 TASK ORDER MANAGEMENT PLAN (TOMP) [PWS 1.3.1.1]

The Booz Allen Team will submit a draft TOMP within 15 business days after contract award. Our TOMP will be a comprehensively written communication of our intentions for succeeding in this effort. Applying project management best practices, we will decompose the tasks into a detailed Work Breakdown Structure (WBS) and dictionary. We will utilize our COTS automated tools to develop the schedule, including resource allocations, milestones, quality assurance checks, task interrelationships, critical paths, and communications plan. We will provide a management plan and schedule, status reports, and project plans enabling resource tracking (e.g. organizational and financial). Our management process, which we will implement in an engaged and anticipatory manner, will ensure our deliverables captured in the deliverables matrix (see Appendix A) meet the performance thresholds listed in the performance thresholds table (see Appendix B). Upon award, we will work with USTRANSCOM to schedule a Kickoff meeting at the earliest mutually agreeable date.

3.1.2 STATUS REPORTS [PWS 1.3.1.2]

3.1.2.1 Monthly Status Reports (MSR) [PWS 1.3.1.2.1]

The Booz Allen Team will track task completion and resource expenditures weekly. We will confer with the Government on the status and satisfaction of deliverables, reporting all relevant details in accordance with the TOMP schedule. On a monthly basis we will detail the accomplishments of the previous month in the MSR by task, resources (staff/hours), deliverables and the upcoming months' activities. We will include graphs that effectively illustrate financial status, including burn rates, projections, and deltas. Our proactive approach to status reporting will also detail any issues or risks, including mitigation plans and recommended courses of action.

3.1.2.2 Weekly Activities Report (WAR) [PWS 1.3.1.2.2]

The Booz Allen Team will develop and provide WARs every Wednesday to the GTLs that highlight significant events of the previous week for senior leadership review. The WAR will provide views of active tasks and status, measuring the planned versus actual task statuses, while highlighting any tasks that are at risk along with recommended mitigation strategies. We will use the same tools that produce the MSR, which enables a cost-effective mechanism to track status while ensuring consistency and transparency.

3.1.2.3 In Progress Review (IPR) [PWS 1.3.1.3]

The Booz Allen Team will conduct IPRs bimonthly (or as requested) and will cover higher-level aspects of the project, including a roadmap of planned activities and their impact on realizing the CSV. Prior to the meetings we will provide an IPR agenda and presentation slides that list issues, future tasks, and proposed recommendations with the analysis used to develop each recommendation. The Booz Allen Team will draft formal IPR minutes and submit them for approval, which will reflect the date, location, and attendees of the IPR in addition to a record of discussions, activities, decisions, and rationale for decisions made during the IPR. **As we have demonstrated on efforts such as DCGS-A and NCES, our approach to providing this level of transparency via MSRs, WARs, and IPRs will provide USTRANSCOM with full and real-time visibility into project activities and a cohesive, integrated ESE team.**

3.2 ANALYZE DPO REQUIREMENTS [PWS 1.3.2]

Our experience supporting the functional aspects of the DPO provides us with the necessary know-how to technically and functionally analyze DPO enterprise requirements (the CBAT) and establish an accurate Rough Order of Magnitude (ROM) cost proposal within one day of analysis completion. This expertise stems from significant experience supporting the functional aspects of the DPO. In support of the Commander, USTRANSCOM, we provided strategic assistance for the Joint Logistics (Distribution) Joint Integrating Concept (JL(D) JIC), the first full Capabilities Based Analysis (CBA) effort of the JL(D) JIC, as well as the recently approved Delineating Control Mechanisms and Providing Data Visibility for the Joint Deployment and Distribution Enterprise (JDDE) Initial Capabilities Document (ICD).

Upon approval of the ROM, our team will assemble the necessary experts to conduct technical congruency analyses on the DPO requirements. The focus of the analysis will be to target and identify enterprise duplication and gaps and to offer technical remediation options. Our previous and current engagements highlight our ability to produce valuable insight into the requirements process and complete the support documentation for the Resource Allocation Packages (RAP) and Capability Product Specification (CPS). As illustrated below in Figure 1, the Booz Allen Team will complete the RAP and CPS documentation by analyzing requirements in the context of top-down business process decomposition, using existing EA artifacts (e.g. AV-1, OV-2, OV-5) and other business process documentation (e.g. OV-6c) to build EA mappings. Through this process, we will also identify whether submitted requirements can be satisfied by enterprise capabilities. Using a bottom-up approach, we will also evaluate relevant, existing system and service providers, both internal and external, to identify gaps or potential reuse in establishing an enterprise capability. Internal sources include any legacy systems currently within use or planned for the USTRANSCOM portfolio. External sources include systems currently provided by USTRANSCOM partners including Defense Logistics Agency (DLA), Joint Staff, COCOMs, DISA and TCCs. The reuse analysis will complement the top-down analysis to identify necessary business services and their interactions. Working with the Enterprise Data Engineering (EDE) artifacts, the Booz Allen Team will establish technical service specifications in the form of Web Services Definition Language (WSDL) interfaces that reference and reuse EDE standard information models as well as service level objectives required to satisfy enterprise needs. We will additionally use this decomposition process to identify elements of a DPO Service Taxonomy and placement of identified candidate services within the taxonomy.

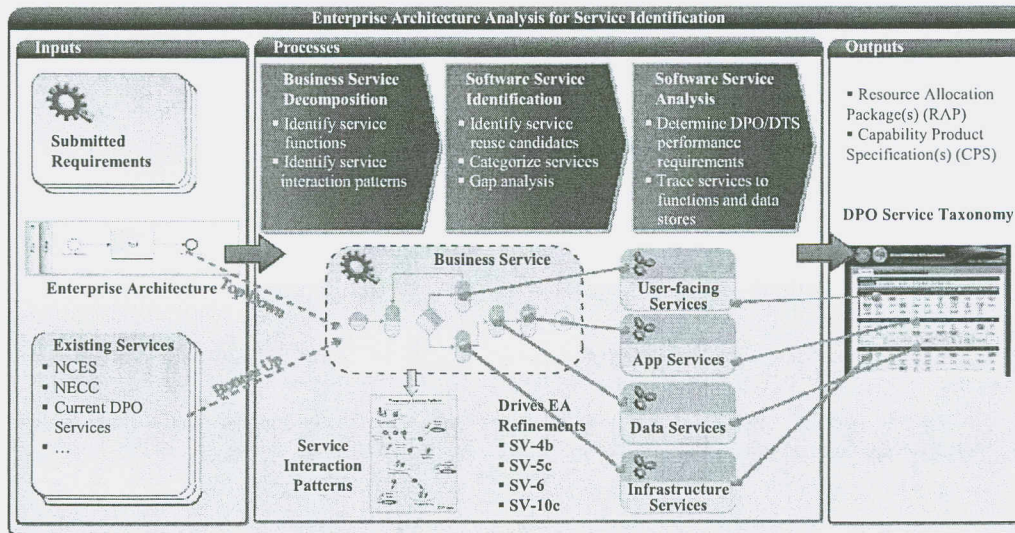
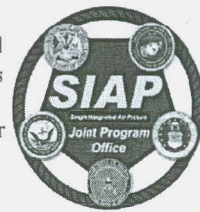


Figure 1: Enterprise Architecture Analysis for Service Identification

Business services are often realized or automated as composite services supported by an orchestrated set of underlying software services, with either human-to-machine or machine-to-machine interfaces. As a result, this EA decomposition and mapping establishes the traceability between business processes and the technical specifications used to describe the requisite Web Services. **This creates the link between the operational architecture and the system architecture, enabling complete communication of functional needs and technical realization.** As the team discovered early in the DCGS-A program, the decomposition of business services often follows a set of common service interaction patterns. Booz Allen identified more than a dozen ISR service-to-service usage patterns, such as Request Handling Pattern, Resource Service Pattern, Mediation Pattern, and Reachback Pattern; these patterns significantly reduced service orchestration complexity and can be readily reused to expedite the DPO effort.

Building on our past successes, the Booz Allen Team will use these same best practices in support of the Single Integrated Air Picture Joint Program Office (SIAP JPO), DCGS-A, and DES to ensure success for the DPO. We will leverage our existing contacts with stakeholders and subject matter experts, minimizing the need for additional travel through knowledge transfer. We will work closely with USTRANSCOM leads to ensure the entire process and results are fully understood, which will expedite the government review and approval process. Post ROM approval and analysis, we will readily support the Government's ESEG by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the Programs Of Record (PORs). We will collaborate with J3 and J5/J4 to refine requirements, participate in Technical Interchange Meetings, and collaborate with Government engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. Our team will maintain communication logs, and will develop a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

The Booz Allen Team developed the operational and systems requirements in support of SIAP JPO. Working with stakeholder across the air defense enterprise, Booz Allen refined and decomposed the system requirements and allocated those requirements to the SIAP system architecture (Integrated Architecture Behavior Model)



3.3 ANALYZE DTS REQUIREMENTS [PWS 1.3.3]

The Booz Allen Team has intimate knowledge of the Defense Transportation System (DTS) structure, business processes, and stakeholder environment. Our team has experience working with the Program Management offices of many of the DTS systems, providing thought leadership and technical guidance. The DTS requirements analysis methodology framework mirrors that described in Section 3.2 for DPO requirements; this methodology takes a novel, specification-driven approach by defining a model based on service (or service family) specifications. By utilizing the DTS elements of the Conceptual and Prescriptive Architecture, the Booz Allen Team will conduct an analysis and produce a ROM to implement DTS requirements as directed by Government. Such analyses support the ERRC WG approved Capabilities Based Analysis Teams (CBATs) and other working groups. As part of the analysis on DTS Family of Systems (FoS) and related requirements, an enterprise congruency analysis will be conducted to identify potential enterprise redundancies and gaps. We will report all findings, and upon approval of the recommendations will create documentation to support the completion of the RAPs and the related CPSs. All created documentation will be provided to the Government for review and acceptance by the Government for incorporation into the prescriptive architecture and related artifacts.

3.4 SUPPORT FOR ESE BOARD [PWS 1.3.4]

Partnering with the Government ESEG, the Booz Allen Team will maintain a proactive presence in the Corporate Portfolio Review Process (CPRP) to ensure that boards and working groups (e.g. ESERB) receive recommendations that are technically, functionally

and organizationally sound and provide the most efficient option for supporting the DPO objectives. Support will include the necessary data gathering, relative research and documentation to ensure that current and future initiatives and technical assets are properly exploited. This includes:

- Conducting the analysis and any necessary refinement to requirements and use of the enterprise architecture
- Continuously performing congruency analysis both on the processes and systems to eliminate redundant efforts
- Clearly documenting enterprise engineering solutions (to include alternatives) and associated descriptions
- Leveraging our significant experience in system and service engineering to provide accurate cost estimating support

Past experience in supporting enterprise systems governance boards (similar to those at USTRANSCOM) for USD(I)'s DCGS Enterprise SOA initiative gives our team a differentiated advantage in providing positive impact on the steering of enterprise investments. Our expertise has been utilized to provide analysis, technical recommendation and to refine enterprise system engineering requirements particularly in net-centric environments.

3.5 SOA MANAGEMENT, COLLABORATION, AND CONCEPT DEVELOPMENT [PWS 1.3.5]

With the number of programs delivering complex capabilities to the DPO, USTRANSCOM faces technical and organizational challenges in realizing the CSV. To overcome obstacles and enhance processes, DPO will require an agile, tailorable methodology to proactively manage risk and incrementally measure progress. The Booz Allen Team's technical approach to Enterprise Systems Engineering is based on over seven years of successful service-oriented engineering for DoD and Intelligence Community (IC) clients. Our team recognizes that in order to achieve integrated, service-enabled capabilities, the overall process must be governed from end-to-end and executed in collaboration with the user and developer community. By continuing to refine and reapply lessons-learned on key, net-centric initiatives, we have developed and demonstrated a proven methodology ensure success in enterprise transitions to SOA. This methodology, illustrated in Figure 2, provides the framework of our approach and has been used to assure the transformation to net-centricity of programs across DISA, Army, USD(I) and ODNI CIO. Our approach capitalizes not only on mature firm and industry technology best practices, but inherently leverages governance and collaborative outreach as ongoing, infused activities to guide this marriage of SOA principles and Agile implementation processes to develop new concepts and capabilities. We continually improve the methodology and re-apply new lessons learned, including recent enhancements that address the challenges of testing complex, distributed SOA solutions for compliance, functional, and performance factors.

This methodology will be used to provide a proven, low-risk, integrated approach that delivers a DPO taxonomy of SOA service specifications that will transform the USTRANSCOM distribution community into an integrated and interoperable Net-Centric environment. Our approach leverages best practices in requirements analysis and decomposition, EA, service interface specification development, governance, and deployment of large-scale SOA solutions along with deep experience gained through our work in the logistics and distribution community for programs such as Business Transformation Agency Transformation Priorities and Requirements-Supply Chain Management (TP&R-SCM) strategy, USTRANSCOM Joint Logistics (Distribution) Joint Integrating Concept (JL(D) JIC) and the DLA Fusion Center.

Each discipline shown in the methodology is a collection of best-practices required to create the technical approach to successfully migrate to a fully interoperable Net-Centric system from design through implementation; below is a summary of each discipline:

- **Governance:** End-to-end governance infused into every discipline, defining the policies, standards, and metrics to direct the definition and deployment of reusable services to achieve USTRANSCOM'S CSV mission objectives; define the processes to ensure conformance with specifications and SLA's
- **Planning, Assessment, and Strategy:** Analyze mission/stakeholder needs and operational processes to develop to-be processes and service taxonomies; map capabilities and identified services to operational processes, prioritizing service implementation and deployment against mission requirements; results in management/execution strategy for service development
- **Architecture and Specifications:** Define and develop a reference architecture, decomposing the process model into a candidate service portfolio; identify and develop service specifications, explicitly stating service level objectives, performance requirements (e.g., SLAs), and implementation conformance rules
- **Capability Development:** Develop implementation guidance and reference implementations to demonstrate proper implementations of specifications; design and implement a specification compliance test kit (CTK) to assist implementers in ensuring conformance with service specifications; provide hands-on support to developers to ensure successful implementations of specifications; solicit community feedback to support refinement and evolution of specifications

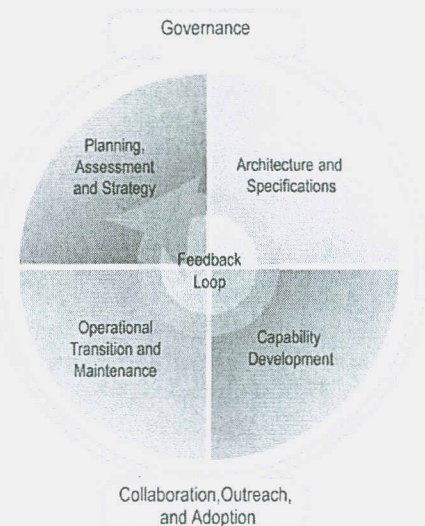


Figure 2: The Booz Allen SOA Methodology

- **Operation Transition and Maintenance:** Perform certification of implementation conformance with specifications, certifying services prior to deployment; monitor and manage the environment to ensure that QoS is maintained and that services are properly facilitating operational threads
- **Collaboration/Outreach/Adoption:** Promote open communication across the community through participation in Technical Interchange Meetings and working groups; provide a mechanism to engage stakeholders to promote buy-in and adoption.

The remaining sections describe in detail our approach for providing DPO SOA Service Technical Governance, the DPO Developer Website, SOA Concept Development and Prototyping, and SOA Service Registry Implementation.

3.5.1 DPO SOA SERVICE TECHNICAL GOVERNANCE [PWS 1.3.5.1]

Through blending of lessons learned and best practices from industry as well from our experiences with IC and DoD projects (NCES, DNI IC SOA, DCGS-A, and DCGS Enterprise SOA), we have developed and refined a repeatable and executable SOA governance model to establish service performance metrics that will be tailored to support ESE and the USTRANSCOM CPRP methodology.

SOA Governance is critical to the long-term success of DPO and the CSV. Without the appropriate decision-making and enforcement functions to identify the proper services, ensure specification conformance, and restrict divergence from the net-centric architecture, achieving the benefits of the effort will not be feasible. The Booz Allen Team approach to managing a rapidly evolving SOA is to control risk by developing and governing capabilities incrementally. We will leverage our established governance model, illustrated in Figure 3, which provides the necessary framework to foster effective decision-making in the implementation of the CSV, from the planning process through deployment of enterprise web services. **This is the same process that has been used in programs such as DCGS-A, DES, and NetOps to establish a managed SOA approach adopted by capability developers.**

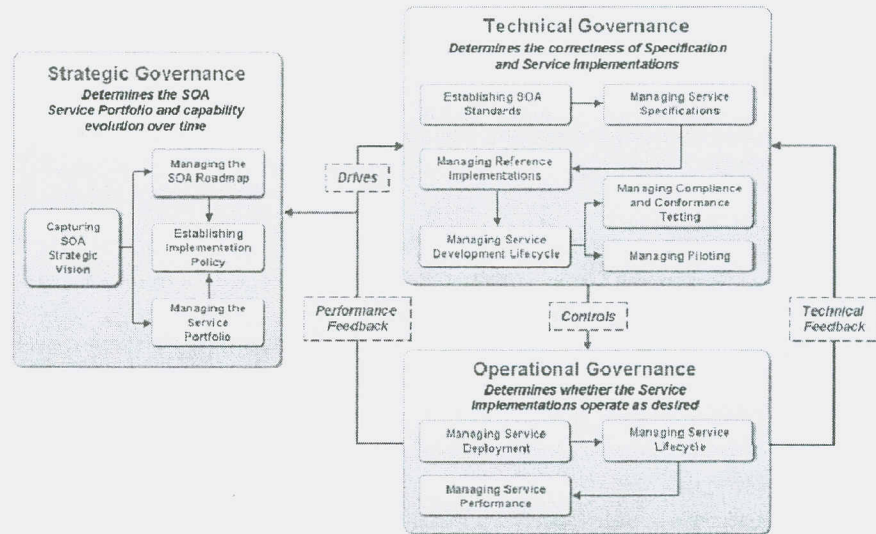


Figure 3: Governance Processes

Our comprehensive SOA Governance solution consists of three integrated components: Strategic, Technical, and Operational Governance. Each level of Governance is designed to engage the community with specific governance concerns and provide end-to-end lifecycle management and feedback/report, enabling iterative management of the Service Taxonomy. These activities are not meant to replace existing governance structures, but rather augment existing processes such as the Corporate Portfolio Review Process (CPRP), to address SOA-specific requirements. Some of the key activities that the Team will perform associated with the governance model include:

- Defining policies, standards, and metrics to direct the definition and deployment of reusable services to achieve CSV business objectives and information assurance concerns
- Defining the processes to enforce standards/guidelines/policies as an integral part of service planning, implementation, and management to ensure interoperability
- Assisting in evaluating candidate DPO services against defined mission needs, requirements, and the CSV to develop a Service Taxonomy describing required capabilities to support enterprise needs
- Managing and mitigating the risk associated with change and version control of standards and specifications, unanticipated cost from cross-program governance, and the use of immature or untested technologies
- Assisting the Government in managing functional and performance specification conformance of service implementations, as well as implementation policy conformance, so that issues can be identified and mitigated early to reduce risk
- Advising Programs to correctly describe and register services in the DPO Service Registry, including how and when to update the metadata of service life cycle in the registry, reflecting different levels of operational readiness
- Establishing and managing QoS levels through the monitoring of service performance and utilization by collecting operational metrics that characterize run-time service implementation performance
- Managing the overall service lifecycle, transitioning services into operation or retiring services when no longer required by evolving mission and requirements as captured in the Service Taxonomy

Our solution provides a proven and repeatable governance process, ensuring the full lifecycle of ESE activities align with the CSV. As demonstrated on DCGS-A and DES, this mechanism additionally provides full insight into all activities, enabling full reporting of not

just operational metrics of service implementations, but status and conformance level of implementation against specification requirements as well as level of coverage for capabilities identified in the ESE Service Portfolio. The Team will report on these metrics as a part of its monthly status reporting.

3.5.2 DPO DEVELOPER WEBSITE [PWS 1.3.5.2]

Booz Allen developed and maintained Developer Websites for the DNI and DISA NCES, enabling clear communication of SOA specifications and guidance, capturing developer feedback on architecture specifications, and facilitating developer interaction. This established and fostered a community of developers around SOA guidance, ultimately helping to ensure adoption.

With Government approval, the Booz Allen Team will facilitate outreach and collaboration by building and deploying a DPO Developer Website similar to the capabilities on the Army's SOA site. We will help create and empower a synchronized developer community around the DPO SOA by ensuring transparency and feedback collection. As we did for DCGS-A, NCES, and AE SOAF, we will field a DPO Developer Website that will disseminate information about DPO SOA activities, architecture designs, and the Service Taxonomy & specifications. We will provide a forum to enable co-located developers to ask questions of each other, trade implementation suggestions, and work with one another to achieve the CSV realization. This community website will provide a mechanism for developers to discover relevant specifications and provide feedback on specification drafts. **Additionally, the website will help working groups established as a part of the Team's Governance model provide developers with guidance in conforming to service specifications, as well as mechanisms to test and self-certify conformance with those specifications. The Booz Allen Team has extensive experience in creating and fostering teaming arrangements between government and contractor personnel through the promotion of a collaborative environment.** During the NCES pilot activities, we worked with community members to define community portal policies and practices. Booz Allen developers regularly monitored online support forums on the community portal to collaboratively solve integration and implementation issues. We will leverage our lessons learned from NCES, as well as engagements such as AE SOAF, DCGS-A, and DCGS Enterprise SOA to catalyze and sustain a collaborative developer community.

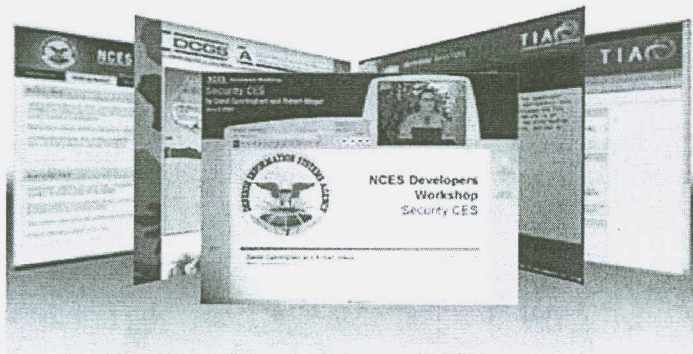


Figure 4: Booz Allen-Created Developer Websites

We will analyze develop detailed requirements for this website, capturing needs from Government stakeholders and end users to within a DPO SOA Website Requirements document. We will present these detailed requirements, along with a proposed architecture approach and implementation schedule, to the Government for review and approval. The Team is prepared to host the website in contractor spaces, Government spaces, or at a third party hosting facility at the Government's discretion. Upon approval to proceed, we will develop detailed designs for website layout, architecture, security, and Information Assurance controls, presenting this along with an updated implementation schedule to the Government as the DPO SOA Website Design document for review and approval.

Understanding the importance of rapidly developing and iteratively fielding website capabilities on an incremental basis,

the Booz Allen Team will employ an Agile development methodology to build the community website. Agile processes, as described in *Agile Software Development*, are now becoming considered a best practice in the industry. Our team has been successfully using Agile software development techniques for over six years on programs such as NCES and DCGS-A, always delivering on-time and within budget. We focus first and foremost on open, transparent communication and increased customer and team interaction.

The Team's Agile approach is successful at rapidly delivering working software while dramatically reducing the risks inherent in traditional development approaches. We will leverage rapid, two week iterations for software definition and engineering activities. At the conclusion of each iteration, the Team will demonstrate existing functionality and work with Government stakeholders to estimate and plan subsequent iterations. After the final iteration, the Booz Allen Team will deliver the DPO SOA Website and Source Code to the Government. We will also develop any documentation or provide engineering support as directed by the Government to gain Authority to Connect, Authority to Operate, or other Certification & Accreditation (C&A).

3.5.3 SOA CONCEPT DEVELOPMENT AND PROTOTYPING [PWS 1.3.5.3]

The Booz Allen Team has mitigated risks, validated emerging technical concepts, and promoted community adoption on programs such as NCES, DCGS-A, DNI's RDEC through the use of Service Development Kits and Reference Implementations.

The Booz Allen Team will work with the Government to identify SOA concepts to be prototyped that can positively impact the DPO and future services to be developed. Our experience on numerous other SOA programs, such as DCGS-A, has shown that initial 'quick win' concept prototypes provide substantial benefits to the distribution community including:

- Reduces implementation risk and demonstrates technical feasibility and utility to the Warfighter
- Validates interoperability across the Distribution Community of Interest (COI)

- Provides a mechanism to validate and refine processes, requirements, architecture, and service specifications
- Facilitates community buy-in and adoption across the joint logistics and distribution community

On the DCGS-A program, Booz Allen developed the DCGS-A Reference Implementation (RI), depicted in Figure 5, to instantiate the ISR service specifications. The DCGS-A RI, leveraged Google Earth to create a concept prototype that demonstrated both the operational value and technical feasibility of integrating data provided from Web Service-enabled legacy systems using the ISR interface specifications. In support of this effort, we leveraged an Agile approach to iteratively deliver capabilities that were used by the DCGS-A Program Office to support acquisition decisions, demonstrate operational value of a SOA environment, and validate/refine the specifications based upon lessons learned and community feedback.

The Booz Allen Team will re-apply this successful approach, along with lessons learned from other similar agile efforts such as DISA NetOps and NCES, to support the development of DPO concept prototypes. Examples of lessons learned include leveraging two-week iterations to manage the lifecycle from requirements to prototype development and conducting regular demonstrations and reviews with the Government. In support of the JTFG-GNO, we conducted client reviews on a monthly basis to validate the technical approach, solicit additional feedback from analysts, and keep momentum and senior advocacy for the initiative. The team will leverage a similar approach in support of the DPO SOA Concept Development and Prototyping. At the completion of each iteration, we will engage the USTRANSCOM team to validate our approach and progress. We will host the Government at our O'Fallon facility to demonstrate the mission value of the prototype and receive additional user feedback to ensure we develop and deliver a successful prototype that meets the needs of the logistics community.

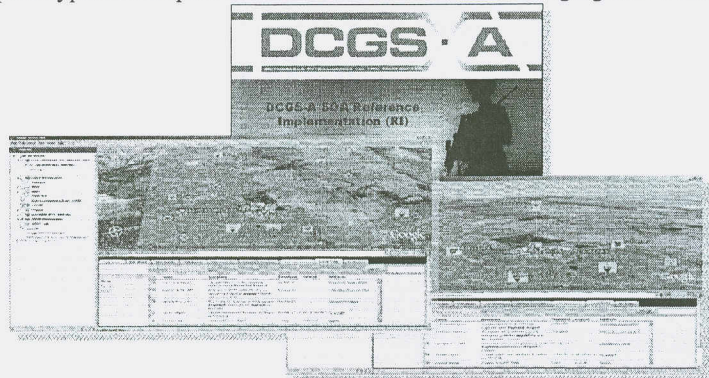


Figure 5: DCGS-A Reference Implementation SOA Prototype

3.5.4 SOA SERVICE REGISTRY AND TAXONOMY IMPLEMENTATION [PWS 1.3.5.4]

The Booz Allen Team brings proven experiences and “best practices” in Service and System Engineering through our experiences on strategic, transformational SOA initiatives across the DoD including DCGS-A, DCGS Enterprise, DISA NetOps, and Air Force IRPI. Our repeatable processes for the decomposition of operational requirements to define a service taxonomy provides USTRANSCOM with a low-risk approach that communicates enterprise service capabilities while facilitating end-to-end governance of the DPO services.

The Booz Allen Team will configure and deploy a capability that will manage and communicate the availability of SOA Services. Our team anticipates leveraging a Booz Allen developed, open source capability called the Service Portfolio Management Tool (SPMT). The SPMT, shown in Figure 6, was initially developed in support of the DCGS Enterprise program to provide visibility, management, and governance of enterprise service specifications for the DCGS Enterprise on behalf of USD(I). Currently, the tool is in use across number DoD clients (e.g. Army Materiel Command, ISSA, DCGS Enterprise) and offers several key features that will help **maximize community participation and facilitate service integrations:**

- **Taxonomy Management** – Provides a configurable mechanism to define and manage the DPO service taxonomy.
- **UDDI Integration** – Integrates with UDDI 3.X compliant registrations to publish services along with relevant metadata, and identifies all implementations of services in the Service Taxonomy. Our approach will leverage the DPO’s UDDI registry capability as the authoritative registry for this effort.
- **Access to Developer Documentation** – Assists the SOA Integrator, developers, and providers to identify available services and specifications, leverage available development guidance, and access developer Service Development Kits
- **Change Management**– Provides configuration management and versioning of service specifications.
- **Mission Threads** – Supports the definition of composite services to implement mission threads and operational requirements.
- **Technical Governance and Conformance Testing** –Ensure interoperability by providing developers with a mechanism to test and certify that service implementations conform to published service specifications and implementation policies.

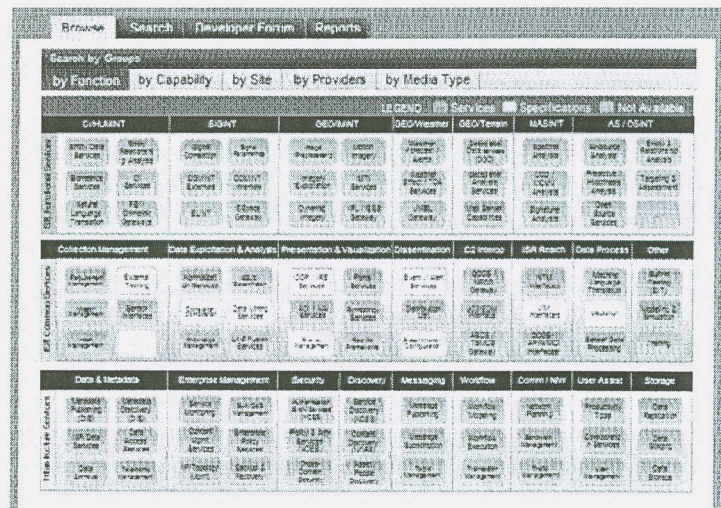


Figure 6: Booz Allen's Service Portfolio Management Tool

- **Management Reporting** – Provides dashboard metrics for status and conformance level of POR service implementations against specification requirements.
- **Secure Access Control** – Provides granular access control to ensure secure access to services to only authorized users within the DPO and DoD communities through either Role- or Attribute-Based Access Control.
- **Skinnable User Interface** – Provides configurable User Interface to adjust color schemes, layouts, fonts, and interface styles to dynamically conform to organizational requirements

Prior to rolling out the SPMT, the Booz Allen Team will engage the Government to elicit and analyze the SOA Service Registry requirements and produce a detailed requirements specification, implementation schedule, and Rough Order of Magnitude (ROM) estimating the level of effort and associated costs. We will also evaluate the requirements against the SPMT capabilities to ensure it will meet the Government requirements. The evaluation, along with a recommended technical implementation approach and design, will be documented and submitted to the Government for review and approval. The Booz Allen Team will then implement the approved solution and begin population of the tool with the DPO service taxonomy and service specifications. To accelerate time-to-market, we are prepared to host the SPMT at our facility in McLean, VA until final accreditation is received.

The Booz Allen Team will combine our deep SOA expertise with a strong understanding of USTRANSCOM and the distribution community to establish and document the DPO taxonomy. When defining the taxonomy, we will leverage the top-down business process decomposition and bottom-up system and service analysis described in Section 3.2 to identify elements of the taxonomy along with candidate services. Once the taxonomy and candidate services are identified, the Booz Allen Team will automate the processes, policies, and procedures when directed by the Government. Integrated with the DPO UDDI capability and leveraging our Governance model and expertise as the **architect and developer of NCES Service Discovery**, the Team's Service Portfolio Management Tool will provide the necessary mechanisms to maintain, update, and publish the Service Taxonomy to the DPO UDDI registry as well as realign currently registered service implementations in a secure fashion. As with activities described in Section 3.5.2, we will support the development of any necessary C&A documentation.

3.6 NEW TECHNOLOGY TOOL/PRODUCT EVALUATIONS AND RECOMMENDATIONS [PWS 1.3.6]

In support of the DPO SOA, the Booz Allen Team will execute SOA tool and product evaluations to identify and assess infrastructure and service capabilities that may satisfy ESEG requirements. The Team, in support of the DNI, Army, and DISA, has demonstrated expertise in evaluating SOA Commercial Off-the-Shelf (COTS) products. Our approach is rooted in four key activities:

- **Scoping:** Achieve concurrence between the Government and Team on focus area(s), using an established mission need to identify relevant COTS capabilities. Outline an initial evaluation plan, establishing goals of evaluation and jointly developing criteria to establish utility and measures of effectiveness for the assessed technology.
- **Evaluation Preparation:** Our team, with Government approval, will select the most promising COTS capabilities on the basis of literature review and feature comparison and will work with Government stakeholders to design the details of the evaluation. Typical complex evaluations will involve establishing prototype integrations with assessed COTS capabilities to assess capabilities in simulated real-world conditions, with simple evaluations focused on feature comparisons and light prototyping. The Team will finalize the metrics and evaluation plan with the Government's approval.
- **Execution:** Our team will iteratively develop necessary integrations between the evaluated technology and a standardized test harness, using the harness to conduct experiments and collect measurements for identified metrics. The evaluation itself may require testing through simply interacting with the tool in a way that mimics the use case identified during the scoping activity, or may require development of custom integration software, possibly integrating COTS tools against DPO service specifications
- **Analysis and Documentation:** Our team will analyze collected metrics and generate an Evaluation Report, describing the evaluation. This includes a description of the tool/technology in context of client needs, the general evaluation methodology, the analyzed metrics results and final recommendations. The Team will deliver this report, in addition to any software artifacts developed as a part of the evaluation, to the Government for review and action.

We have successfully executed this approach on the NCES, DCGS-A, and DNI RDEC programs to identify best-of-breed COTS capabilities, recently completing assessments of SOA management, auditing, and data access COTS products for the DNI. As an honest broker without vested commercial interest in COTS products, we will bring this experience to bear for USTRANSCOM to ensure relevance and thoroughness in the three evaluations (one complex, two simple) we will execute per quarter.

3.7 ESE DPO INTEGRATION SUPPORT [PWS 1.3.7]

To ensure design, interoperability and performance objectives are met, the Booz Allen Team will tightly align with ESEG Government personnel to monitor and steer integration efforts across the enterprise. We will utilize guidance provided in the DPO SOA Service Technical Governance (Section 3.5.1), adaptable technical governance component. This component establishes service performance metrics and manages adoption, conformance, and the service components of the service-oriented environment defined in the Corporate Services Vision (CSV). We will leverage its enterprise integration support experience from engagements such as DCGS-A to provide effective support to the ESEG. This support includes the monitoring of key initiatives' integration characteristics and activities making certain that implementations are compliant with the governance model and requirements / expectations that may have been set forth by ESEG. The Booz Allen Team will also ensure that the various integrations are invoking the common services available to the enterprise to enhance agile deployment and to avoid the introduction of unnecessary services and processes.

Table 3: Governance Activities to Support DPO SOA Integration

<i>Tech Governance</i>	<i>Activity</i>	<i>Information Gathered</i>
Establishing / Leveraging SOA Standards	Identify the Relevant Standards from industry, DoD, and DPO data, metadata, and services standards to leverage. Conduct comparison to ensure the system(s) being integrated are compliance.	<ul style="list-style-type: none"> Enterprise Architecture artifacts that represent the necessary processes, data and services Standards implemented in the integrated systems
Managing Service Specifications	Conduct review of Service Specification(s) or plans for service specification implementation. Provide guidance on whether services should be created or adopted from existing (available through common services).	<ul style="list-style-type: none"> Service Specification Templates and individual specifications. Mapping to service taxonomy to categorize as new, fully related with existing specification, or partially related to existing specification.
Managing Service Development Lifecycle	Provide necessary integration guidance to community developers and architects. Monitors the state of service development for a particular service specification to promote interoperability.	<ul style="list-style-type: none"> Evaluation status of service implementations during the integration lifecycle. Catalogue guidance given to the developers and architects for future community use.
Managing Compliance and Conformance Testing	Monitor Compliance through audit and assessment activities through a Net-Centric SOA compliance analysis and conformance test capability. Design and configure a DPO compliance test suite.	<ul style="list-style-type: none"> Documented compliance criteria to baseline evaluations. Compliance reports to track resolution of compliance violations.
Managing Pilot and Pre-Production Instances	Monitor run-time environment to measures metrics to determine how well service implementations operate in a simulated operational environment	<ul style="list-style-type: none"> Metric Reports to measure probable adherence to service level agreements

This proactive monitoring process that aligns to the technical governance component of our governance approach, gathers the necessary information to ensure compliance with architecture guidance provided by the ESEG. Throughout the integration support task, event logs (to include interactions with non-ESEG groups), findings reports and recommended action reports will be constructed and presented to the ESEG and the ERRC as directed. These activities in the technical governance approach have been defined and matured through multiple SOA engagements. In addition, our leadership in industry-leading SOA standards organizations such as OASIS provides early and regular exposure to those activities necessary to ensure net-centric initiatives, such as CVS, succeed.

3.8 INFORMATION EXCHANGE MEETINGS [PWS 1.3.8]

Members of our Team have actively participated in USTRANSCOM's Technical Exchange Meetings to include Defense Transportation E-commerce Board (DTEB), Defense Distribution Community of Interest (DDCOI), the SOA Working Group of the DDCOI and Distribution Data Quality Summits and Distribution Steering Group (DSG). With this breadth of knowledge, the Booz Allen Team will provide domain expertise to participate and present briefings or participate in the Information Exchange Meetings discussions as required by the Government. For each meeting we will review meeting preparation materials and update or complete any actions due from previous meetings, then discuss and agree with the Government representative on a clear outline of the DPO target objectives for the outcome of the meeting. Based on the outcome objectives and meeting format, we will create demonstrations, presentations, and other collateral documentation for review and approval by the Government representative. We will then assist in crafting plans to achieve each meeting's designated outcome, carefully choreographing presentations and demonstrations to conform to the meeting objectives. We will prepare the meeting trip report, minutes, action item results and assignments, and estimates on results of the presentation or demonstration. We will conduct a Government-contractor debrief meeting, provide follow-ups to track action items, and offer periodic updates on progress as required.

3.9 ANALYZE DPO REQUIREMENTS [PWS 1.3.9]

The Booz Allen Team will continue to provide the necessary technical and functional expertise to support the analysis of DPO requirements. The delivery of this task will continue the DPO requirements analysis activities described in section 3.2 of this response. We will continue to target and identify enterprise duplication and gaps, such as those that are identified in DTS programs' Functional Review Board (FRB) activities, and to offer recommendations. As provided the during base year, the option years will also include the leveraging of our experience with USTRANSCOM and its component commands (e.g. SDDC, MSC, AMC) in supporting the DPO.

3.10 ANALYZE DTS REQUIREMENTS [PWS 1.3.10]

Extending the DTS requirements analysis support described in Section 3.3 of this response, the Booz Allen Team will continue to provide analyses and produce ROMs to implement additional DTS. As part of the analysis process on DTS FoS and related requirements, an iterative enterprise study will be planned to identify potential enterprise duplication and gaps. Findings will be reported and, upon approval of the recommendations, documentation created to support the completion of the RAPs and the CPS.

3.11 ESE DPO INTEGRATION SUPPORT [PWS 1.3.11]

Continuing our integration support to the enterprise, the Booz Allen Team will interact with Government personnel to monitor and steer integration efforts across the enterprise. As defined in Section 3.7 of this response (base year) we will, in support of the ESEG, continue to monitor the various execution efforts to ensure that implementations across the DPO comply with interoperability and standardization guidelines.

APPENDIX A – DELIVERABLES MATRIX

The following table provides an overview of the deliverables required by the PWS (along with associated references back to the PWS) and the associated delivery schedule for each.

Task #	PWS Reference	Deliverable	Delivery Schedule
1	1.3.1.1	Task Order Management Plan and Annual Updates	Draft - 15 business days after award or option exercise. Final – within five business days after Government comment
1	1.3.1.2.1	Monthly Status Report	10th day of each month
1	1.3.1.2.2	Weekly Activities Report	COB each Wednesday
1	1.3.1.3	In Progress Review (IPR)	Every 2 months or as required by the Government
1	1.3.1.3	IPR minutes	Within one business day after IPR
2	1.3.2	Approximately 10 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
2	1.3.2	Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
2	1.3.2	Provide cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
2	1.3.2	Approximately 10 Resource Allocation Package Documents are anticipated.	Within five business days of government request
2	1.3.2	Approximately 10 Resource Allocation Package Documents updates are anticipated.	Within five business days of government request
3	1.3.3	Approximately 10 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
3	1.3.3	Support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs/month).	As required to support analysis.
3	1.3.3	Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
3	1.3.3	Provide cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
3	1.3.3	Resource Allocation Package Documents. Approximately 10 anticipated.	Within five business days of government request
3	1.3.3	Resource Allocation Package Documents updates. Approximately 10 anticipated.	Within five business days of government request
4	1.3.4	Support Internal Information Exchange Meetings via presentations to various boards and groups. As processes evolve, the names of boards and working groups may change but the frequency will remain the same.	Bi-weekly ESERB; Weekly ESEG & ESEG Synchronization & Coordination meetings; Weekly J6-AD Staff Coordination meetings; 4 other meetings per week (e.g., AISG).
5	1.3.5.1	Provide recommendation for SOA technical governance process.	Draft – 45 business days after award Final – within five business days after Government comment
5	1.3.5.1	SOA technical governance policies and procedures	Draft – 90 business days after government approval of recommendation Final – within five business days after Government comment
5	1.3.5.1	SOA Services Life Cycle Management Report	Monthly – attachment to monthly status report
5	1.3.5.2	DPO SOA Website Requirements Document	Within 10 days of the Government request
5	1.3.5.2	DPO SOA Website Design and schedule	Within 10 days of the Government request
5	1.3.5.2	DPO SOA Website & Source Code	Per Government agreed to schedule.
5	1.3.5.2	Demonstrate the DPO SOA Website	Per Government agreed to schedule.
5	1.3.5.2	Documentation to support achievement of Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities	As required. Expected to be accomplished one time with annual updates.

Task #	PWS Reference	Deliverable	Delivery Schedule
5	1.3.5.3	DPO SOA Concept Requirements Document	Within 10 days of the Government request
5	1.3.5.3	DPO SOA Concept Design, ROM, and implementation schedule.	Within 10 days of the Government request
5	1.3.5.3	DPO SOA Concept & Source Code for candidate services developed for the Enterprise. Anticipate the development of 10 Services per year.	Per Government agreed to schedule.
5	1.3.5.3	Demonstrate the DPO SOA Concept	Per Government agreed to schedule.
5	1.3.5.3	Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities Documentation.	As directed by the Government. Expected to be accomplished one time with annual updates.
5	1.3.5.4	SOA Service Registry/Repository Implementation Concept Design, ROM, and implementation schedule.	Within 20 business days of Government request
5	1.3.5.4	Demonstrate the DPO SOA Service Registry/Repository capability	Per Government agreed to schedule.
5	1.3.5.4	DPO Service Registry Taxonomy documentation.	10 business days prior to Service Registry/Repository Capability demonstration
5	1.3.5.4	Service Registry/Repository Capability Demonstration	Per Government agreed to schedule.
5	1.3.5.4	Service Registry/Repository Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities support.	As required. Expected to be accomplished one time with annual updates.
6	1.3.6	COTS Tool/Product Evaluation Report for each evaluation. One complex and two simple evaluations are anticipated per quarter.	Simple evaluation: 10 business days. Complex evaluation: 20 business days
7	1.3.7	During the Base Year, anticipate approximately 4 development or implementation monitoring efforts resulting in periodic presentations (via Task 1) on Status and Potential Courses of Action, (if any). Summary report of the implementation results for EA update and submission to the ERRC Execution and Effects Review. Anticipate the completion of approximately 4 efforts. Monitoring efforts are reported via Task 1.	Reports and briefings are delivered upon completion of a capability implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner.
8	1.3.8	Trip Reports	Within 5 business days after trip completion
9	1.3.9	Each Option Year: Approximately 20 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
9	1.3.9	Each Option Year: Support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month).	As required to support analysis.
9	1.3.9	Each Option Year: Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports due 5 business days after each CBAT completion.
9	1.3.9	Each Option Year: Provide a cumulative report on each POR interaction.	COB each Wednesday or within five business days after completion of POR interaction.
9	1.3.9	Each Option Year: Anticipate approximately 20 Resource Allocation Package documents.	Within five business days of government request
9	1.3.9	Each Option Year: Anticipate approximately 20 Resource Allocation Package Documents updates.	Within five business days of government request
10	1.3.10	Each Option Year: Approximately 20 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
10	1.3.10	Each Option Year: Support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month).	As required to support analysis.
10	1.3.10	Each Option Year: Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
10	1.3.10	Each Option Year: Provide a cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.

APPENDIX B – PERFORMANCE MEASUREMENT

The following table outlines the key performance objectives the Booz Allen Team will meet and the associated performance thresholds for each.

PWS Task Number	Performance Objective	Performance Threshold
1.3.5.3	DPO SOA Concept	98% on-time and within ROM estimate
1.3.5.4	SOA Service Registry/Repository	Demonstration on-time (within 5 business days) and within 5% of ROM estimate.
1.3.5.4	Integrated Taxonomy	On-time (within 2 business days)
All	Status and Technical Reports	95% compliance

APPENDIX C – RESUMES

The Booz Allen Team will provide USTRANSCOM with the staffing mix to ensure the processes and technologies developed to support the DPO are adaptable, interoperable and provide the best value. The team outlined below will provide ESE the necessary expertise to drive quality technical governance and system engineering initiatives leveraging our expertise in system and service engineering, service-oriented architecture (SOA), and the necessary functional expertise in DPO processes to hit the ground running and make an immediate impact.

DELIVERY SPECIALIST

Labor Category: Subject Matter Expert, Level I (BOOZ ALLEN)

General Experience:

Delivery and technical subject-matter-expert with over 10 years experience in designing and deploying of service-oriented solutions. An expert in the analytical evaluation and implementation of mission critical systems and services as it relates to net-centric initiatives. Skilled in identifying and applying best-practice integration tactics to architect and deploy a System-of-Systems. Specially focused on service engineering, SOA, process engineering, and strategic analysis.

Specific Experience:

- Managed the lifecycle planning and delivery for enterprise-scale SOA implementations from inception to conclusion including requirements analysis, risk management, modeling, and design.
- Developed net-centric operating models and implementation road-maps for Government defense logistics clients
- Established models for governance and outreach activities for Government information-sharing SOA initiatives
- Developed large-scale (e.g., 3 million transactions per day) enterprise J2EE applications
- Established processes ensuring the integration and standards compliance of SOA system-of-systems
- Experienced in DoDAF and Zachman enterprise architecture frameworks
- Performed strategic enterprise architecture assessments, evaluation, analysis of alternatives, and recommendations for complex large-scale SOA initiatives

Education: Software Engineering, M.S.; Management Information Systems, B.S.

Security Clearance: Secret

SYSTEMS – SERVICES ENGINEER

Labor Category: Subject Matter Expert, Level II (TECHGUARD)

General Experience:

Technical lead, senior software architect, and engineer with over 12 years experience, specializing in object-oriented analysis, design, and programming. Experience with software development lifecycles, Agile Methodology, SOA, architecture design, multi-tier development, database-driven applications, client-server applications, Internet, Web, and wireless development.

Specific Experience:

- Architected and engineered operationally-ready state-of-the-art Web-based application suites for DoD systems
- Experienced with SOA design and implementation focused on secure, reliable, and high-performance deployments
- Coordinated analysis, independent evaluation, risk mitigation, and recommendations supporting custom SOA implementations for large-scale clients
- Developed plans and requirements within the Agile Software Development methodologies to enable efficient and effective high-quality software development in a rapid iterative environment
- Designed and implement service-enabled architectures
- Performed test-driven development to optimize system quality and to enable rapid refactoring

Education: Computer Science, M.A.; Computer Science, B.S.

Security Clearance: Secret

SENIOR PROCESS SPECIALIST

Labor Category: Functional Specialist (BOOZ ALLEN)

General Experience:

Supply chain management and logistics specialist with over 20 years experience in process improvement, transportation and logistics at a broad range of assignments; over 5 years experience with joint-service commands. Proven experience with U.S. Government initiatives, metrics, strategy, and doctrine development.

Specific Experience:

- Provided comprehensive frameworks for deployment, supply chain implementation, change management, distribution processes, strategic analysis, and policy development
- Advised DoD clients with regard to detailed strategic analyses of IT programs, evaluation of IT implementation efforts, and systems analyses.
- Developed and implement performance monitoring for major DoD transformation and logistics efforts
- Served as liaison between DoD directorates for strategy and policy development
- Coordinated process teams for development of pilots, processes, training, staffing, and logistics
- Monitored performance of enterprise logistics operations and information support systems
- Oversaw enterprise-wide transformation, modernization, and reorganization efforts including scheduling, budgeting, logistics support, policy development, process engineering, and balanced scorecards

Education: Technology Management, B.S.

Security Clearance: Top Secret

LEAD SERVICES ENGINEER

Labor Category: Advanced Technology Task Leader (BOOZ ALLEN)

General Experience:

Senior SOA Architect with over 15 years experience planning, organizing, and consulting with military logistics services through the promotion of Service Oriented Architectures focusing on logistics services. Specialized Defense experience and expertise with overall policy and guidance regarding the data, business policies, and policies for mobilization, deployment, redeployment, and demobilization of forces.

Specific Experience:

- Coordinated acquisition, development, and integration of a SOA system-of-systems architecture focused on business modernization
- Planned, organized, configured, and controlled logistics data and customer data exchanges
- Served as lead technologist to integrate policy, manage configuration activities, mitigate risk, and architect COTS and GOTS solutions supporting enterprise architecture transformations
- Provided advance studies into sophisticated technical solutions with associated implementation plans and policy impacts
- Oversaw phased implementation activities including design, analysis, code, configuration, testing, development, and implementation of complex computer software services in various net-centric languages

Education: Business Administration, B.A. Computer Science, B.S.

Security Clearance: Secret

SERVICES ANALYST

Labor Category: Analyst 6 (BOOZ ALLEN)

General Experience:

Senior systems engineer and software architect with over 7 years experience specializing in the analysis, design, and implementation of high-availability, distributed, real-time systems. An expert in object-oriented analysis and development with Unified Modeling Language (UML) using Model Driven Architecture. Subject matter expert in operational and systems requirements analysis and design.

Specific Experience:

- Supported the development processes and provide best practices, recommended approaches, and strategic objectives to produce operationally-ready software models using UML standards
- Led software architecture activities, software development, and quantitative analyses of next-generation Defense technologies
- Developed and evaluated architecture metrics to ensure platform-independence, portability, and interoperability of real-time computing environments
- Integrated and validated software development methodologies with systems engineering processes to enable the flexible prototyping of maturing systems designs.

Education: Electrical Engineering, M.S.; Computer Science, B.S.

Security Clearance: Secret

SENIOR SERVICES DESIGNER

Labor Category: Design and Development Engineer, Level 4 (BOOZ ALLEN)

General Experience:

Senior software engineer with over 5 years experience analyzing, designing, and implementing reliable and scalable SOA solutions. Experienced in UML engineering processes and methodologies, software development lifecycles, networking, security, and information assurance. Subject matter expert in systematizing operational requirements, systems engineering, and system's infrastructures and frameworks.

Specific Experience:

- Led development of infrastructure frameworks to provides a flexible foundation for service-enabled architectures
- Proposed and implemented an innovative strategic vision and plans for conversion and modernization of DoD systems and processes
- Proposed service-oriented architectural improvements to taking advantage of reuse opportunities and associated conversion activities to ensure interoperability
- Led engineering efforts for service-architecture layers and identify reference deployments for solution frameworks including development of the scope, objectives, process models, and technical vision.

Education: Computer Engineering, MSEE, B.S.

Security Clearance: Secret

SERVICES ANALYST

Labor Category: Design and Development Engineer Level 3 (BOOZ ALLEN)

General Experience:

Systems architect and engineer with over 3 years specializing in analysis, design, planning, and implementation of service-oriented architectures and DoDAF enterprise architectures.

Specific Experience:

- Provided technical guidance, advisory support, and assistance for DoD engineering and architecture efforts including system analysis, process analysis, issue identification, and problem resolution.
- Participated in SOA working groups and championed SOA implementations
- Developed architecture requirements, strategic designs, and implementation plans
- Supported the analysis, approval, and execution of technology budgets

Education: Information Technology Management, M.S.; Computer Science, M.A.; Computer Science, B.S.

Security Clearance: Secret

APPENDIX D – ORGANIZATIONAL CONFLICT OF INTEREST (OCI) STATEMENT

Booz Allen has determined, to the best of its knowledge and belief, that no conflicts of interest would arise from our performance of the proposed Performance Work Statement.

APPENDIX E – ACRONYMS

AE SOAF	Army Enterprise Service-Oriented Architecture Foundation
ATC	Authority to Connect
ATO	Authority to Operate
AV-1	All View 1 - Overview and Summary Information
CBA	Capabilities Based Analysis
CBATs	Capabilities Based Analysis Teams
CMMI	Capability Maturity Model Integration
COCOM	Combatant Command
COI	Community of Interest
COTS	Commercial Off-the-Shelf
CPRP	Corporate Portfolio Review Process
CPS	Capability Product Specification
CSV	Corporate Services Vision
CTA	Contractor Teaming Agreement
DCGS-A	Distributed Common Ground System – Army
DDCOI	Distribution Data Community of Interest
DES	DCGS Enterprise SOA
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoD	Department of Defense
DoDAF	Department of Defense Architecture Framework
DPO	Distribution Process Owner
DSG	Distribution Steering Group
DTEB	Defense Transportation E-commerce Board
EA	Enterprise Architecture
EDE	Enterprise Data Engineering
ESEG	Enterprise System Engineering Group
FEA	Federal Enterprise Architecture
FoS	Family of Systems
FRB	Functional Review Board
GOTS	Government Off-the-Shelf
GTL	Government Task Lead
IC	Intelligence Community
ICD	Initial Capabilities Document
IPR	In Progress Review
ISSA	Air Force Integrated Space Situational Awareness
J6	(TRANSCOM) Information Technology Directorate
JDDE	Joint Deployment and Distribution Enterprise
JL(D) JIC	Joint Logistics (Distribution) Joint Integrating Concept
MSR	Monthly Status Reports
NCES	Net-Centric Enterprise Services
NetOps	Network Operations
OV-2	Operational View 2 - Operational Node Connectivity Description
OV-5	Operational View 5 - Operational Activity Model
PMO	Program Management Office
POC	Point Of Contact
POR	Program Of Record
RDEC	Research, Development, and Engineering Center
RFQ	Request for Quote
RI	Reference Implementation
ROM	Rough Order of Magnitude
SAF/XC	Secretary of Air Force – Office of Warfighting Integration and Chief Information Officer
SDK	Service Development Kit
SIAP JPO	Single Integrated Air Picture Joint Program Office
SLA	Service Level Agreement
SOA	Service Oriented Architecture
SPMT	Service Portfolio Management Tool
TCC	Transportation Component Command
TOMP	Task Order Management Plan
TP&R-SCM	Transformation Priorities and Requirements-Supply Chain Management
UDDI	Universal Description, Discovery and Integration
USD(I)	Secretary of Defense for Intelligence
USTRANSCOM	U.S. Transportation Command
WAR	Weekly Activities Report
WSDL	Web Services Definition Language



Enterprise Systems Engineering Support

Submitted to: US Transportation Command, Directorate of Acquisition,
DPO Support Division (TCAQ-D)

In Response To: Request for Quote HTC711-08-Q-0192

Booz Allen Hamilton GSA Schedule 70: GS-35F-0306J

TechGuard Security, LLC GSA Schedule 70: GS-35F-0922P

Proposal No: 0006-1930

Volume C

Pricing Quote

Submitted by:

Booz Allen Hamilton

TechGuard Security, LLC

29 August 2008

Booz | Allen | Hamilton

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

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Appendix A – RFQ Attachment 3 – RFQ Information Sheet

Appendix B – GSA IT Schedule 70 Price Quote

Appendix C – CTA Agreement

Attachments

1. Introduction

Booz Allen Hamilton Inc. (Booz Allen) and TechGuard Security, LLC (TechGuard) is pleased to submit this proposal for Enterprise Systems Engineering for USTRANSCOM. This price proposal is submitted under the terms of the Statement of Work (SOW) as described in the Request for Proposal HTC711-08-Q-0192 and the terms and conditions of the Federal Acquisition Regulation (FAR) Part 8.4, Federal Supply Schedules, GSA IT Schedule, Contract Number GS-35F-0306J, and the assumptions contained within the proposal. If Booz Allen is selected for award, this proposal will be incorporated into the task order.

On July 31, 2008, Booz Allen Hamilton Inc. completed the strategic separation of its two industry leading business units - US Government consulting and commercial consulting - by divesting its commercial consulting business (now operating as "Booz & Co.") and retaining its US Government consulting business. Booz Allen Hamilton Inc. continues as the same privately held corporation with approximately \$4 billion in annual revenue and 20,000 employees around the world. It is led by the same Chairman and Chief Executive officer and top management team, and the same people and resources will perform its client contracts. Prior to the separation of our businesses, Booz Allen was owned exclusively by its officers; following the separation, it is owned by the same officers who focus on the US Government consulting business along with a strategic investor, the Carlyle Group.

2. Basis for Price

Our Team proposes to perform this project on a time-and-material basis. The estimated ceiling price associated with this proposal is provided in Attachment A. Prices are based on GSA IT Schedule, Contract Number GS-35F-0306J and GS-35F-0922P. Booz Allen's approved IT Schedule labor rates are priced and active through March 31, 2009. The approved labor rates for this contract are included in Attachment B of this proposal. This proposal represents our best estimate of the resources required to fulfill the statement of work. During performance of this time-and-material effort, Booz Allen may reallocate hours among labor categories in order to best respond to task requirements. TechGuard labor rates are based on the GSA IT Schedule, Contract Number GS-35F-0922P. TechGuard's current GSA Schedule 70 rates expire on September 30, 2009. Given the latest official Department of Labor Consumer Price Index for Urban Wage Earners and Clerical Workers, June 2008, of 5.6 percent, TechGuard proposes labor rates for the remainder of the option years using an escalation rate of 5.0 percent.

3. Period of Performance

The period of performance will be from be as follows:

Base Year –October 15, 2008 through September 30, 2009

Option Year 1 –October 1, 2009 through September 30, 2010

Option Year 2 –October 1, 2010 through September 30, 2011

4. Place of Performance

The primary place of performance is at the contractor sites as well as the client site located at Scott Air Force Base, IL.

5. Travel and Incidental Support Items

We anticipate that travel and incidental support items will be necessary in the performance of this task, and have included the client not to exceed estimate for such costs in our proposal. Travel shall occur at the direction of the Government and will be in accordance with the Federal Travel Regulations (FTR) or Joint Travel Regulations (JTR), as applicable.

6. Deliverables and Acceptance

Deliverables will be in accordance with Section 2.0 of the PWS.

7. Invoice and Payment

For this time-and-material proposal, our Team will invoice at the end of the month for actual hours expended in accordance with the labor rates in the IT Schedules. Incidental support/travel shall be billed and reimbursed for actual costs, including applicable indirect burdens (no fee or profit). We will apply our most current DCAA Forward Pricing Rates for G&A and/or Material Handling indirect rates. Billing will be at the indirect rates most current at the time costs are incurred. Booz Allen's standard invoices do not contain supporting documentation, such as copies of travel/incidental support receipts or timesheets.

8. Additional Assumptions

For this proposal, we are incorporating the following assumptions to ensure that the project can be completed according to schedule:

- When directed by the Government, a cost will be provided to host the DPO Developer Website.
- Government site labor rates are provided based upon the assumption that the Government provides suitable office facilities and related equipment (e.g., telephone, copier, parking, furniture, desktop computer, and other standard equipment and office supplies) for a period of no less than ninety (90) continuous calendar days at a Government site. Booz Allen maintains the lower overhead rates on which the Government site labor rates are based as long as these, or similar facilities are provided on a continuing basis throughout the task period. Use of the government site labor rates requires sufficient tasking to perform assignments on a full-time basis at these work sites. If assumption is not met, then contractor site rates may apply.

- Booz Allen intends to utilize the services of TechGuard Security, LLC during the performance of this effort. Pursuant to GSA guidelines for Contractor Teaming Arrangements, TechGuard Security, LLC is proposed as a Team Member, utilizing their own IT Schedule, Contract Number GS-35F-0922P. We assume that acceptance of this proposal constitutes consent to team and precludes the need for further notifications.

TechGuard's current GSA Schedule 70 rates expire on September 30, 2009. Given the latest official Department of Labor Consumer Price Index for Urban Wage Earners and Clerical Workers, June 2008, of 5.6 percent, TechGuard proposes labor rates for the remainder of the option years using an escalation rate of 5.0 percent.

- We assume the Government will issue a DD Form 254 upon task order award to ensure a smooth and expeditious task start. We understand that security clearances maybe required to perform this task. The following information is provided to assist in the completion of the DD254:

Block 6(a) Booz Allen Hamilton, Inc.
8283 Greensboro Drive
McLean, VA 22102

Block 6(b) CAGE CODE: 17038

Block 6(c) COGNIZANT SECURITY OFFICE:
Defense Security Service
14428 Albemarle Point Place, Suite 140
Chantilly, VA 20151-1678

Clearance: Top Secret with Top Secret Storage Capability Granted 9/1/92

Bien, Jolynn CIV USTRANSCOM CS

From: (b)(6)
Sent: Thursday, September 25, 2008 3:16 PM
To: Young, Deborah CIV USTRANSCOM AQ; Lee, Gina CIV USTRANSCOM AQ
Cc: Medairy, Brad [USA]; Voellger, Gary [USA]; Martin, Craig [USA]; Mickelson, Matthew [USA]
Subject: RE: RFQ HTC711-08-Q-0192 Amendment 0007
Attachments: IT Cost Prop_0006-1930 v4 092508.xls; USTRANSCOM_ESE_TechApproach_25Sept_v2.pdf

Ms Young and Lee,
Per your request, attached is our revised quote and technical/staffing proposal per the 25 Sep 08 letter, subject Request for Quotation (RFQ):
Enterprise Systems Engineering Support (Amendment 007).

If you have any questions, please let me know.

Thank you

(b)(6)

(b)(6)

Senior Associate

Booz | Allen | Hamilton

1003 E. Wesley Drive

Suite C

O'Fallon, IL 62269

Tel: 618-622-2335

Fax: 618-632-6605

Cell: 618-567-7838

(b)(6)

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-----Original Message-----

From: Young, Deborah CIV USTRANSCOM AQ
[mailto:Deborah.Young@ustranscom.mil]
Sent: Thursday, September 25, 2008 10:14 AM
Cc: Lee, Gina CIV USTRANSCOM AQ; Young, Deborah CIV USTRANSCOM AQ
Subject: RFQ HTC711-08-Q-0192 Amendment 0007
Importance: High

All - Attached is amendment 0007. The amendment is to attachment 3 and changes the NTE/ceiling price for CLIN 1003 and CLIN 2003. Revised attachment 3 is due no later than close of business, 25 September 2008.

Request confirmation of this e-mail with attachments.

Sincerely,
DEBBIE YOUNG
CONTRACT SPECIALIST
UNITED STATES TRANSPORTATION COMMAND
DIRECT: 618.256.9602 (DSN 576)
GENERAL OFFICE: 618.256.4300 (DSN 576) deborah.young@ustranscom.mil

Caution: This message may contain competitive, sensitive or other non-public information not intended for disclosure outside of official government channels. Do not disseminate this message outside official channels without the approval of the USTRANSCOM Directorate of Acquisition.

If you receive this message in error, please notify the sender by reply e-mail and delete all copies of this message.

Engineering Systems Engineering Support Base Period – 15 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 0001 Labor for Task 1, 4, 5, 6 and 8	1	Lot	\$677,044.62	\$677,044.62
CLIN 0002 (OPTIONAL) Labor for Task 2	1	Lot	\$130,007.85	\$130,007.85
CLIN 0003 (OPTIONAL) Labor for Task 3	1	Lot	\$129,865.35	\$129,865.35
CLIN 0004 (OPTIONAL) Labor for Task 7	1	Lot	\$96,454.54	\$96,454.54
CLIN 0005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Base Year				\$1,062,372.36

Engineering Systems Engineering Support Option Year One – 1 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 1001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$ 538,096.38	\$538,096.38
CLIN 1002 (OPTIONAL) Labor for Task 9	1	Lot	\$ 262,616.80	\$262,616.80
CLIN 1003 (OPTIONAL) Labor for Task 10	1	Lot	\$ 262,791.00	\$262,791.00
CLIN 1004 (OPTIONAL) Labor for Task 11	1	Lot	\$ 505,453.24	\$505,453.24
CLIN 1005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Option Year One				\$1,597,957.42

Engineering Systems Engineering Support Option Year Two – 1 October 2009 through 30 September 2010				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$556,946.75	\$556,946.75
CLIN 2002 (OPTIONAL) Labor for Task 9	1	Lot	\$272,988.12	\$272,988.12
CLIN 2003 (OPTIONAL) Labor for Task 10	1	Lot	\$272,565.24	\$272,565.24
CLIN 2004 (OPTIONAL) Labor for Task 11	1	Lot	\$524,459.62	\$524,459.62
CLIN 2002 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE

Total for Option Year Two	\$1,655,959.73
---------------------------	-----------------------

TOTAL LABOR (Base Period and ALL Option Years - Task 1, 4, 5, 6, and 8)	<u>\$1,772,087.75</u>
TOTAL LABOR (Base Period - Task 2)	<u>\$130,007.85</u>
TOTAL LABOR (Base Period - Task 3)	<u>\$129,865.35</u>
TOTAL LABOR (Base Period - Task 7)	<u>\$96,454.54</u>
TOTAL LABOR (ALL Option Years - Task 9)	<u>\$535,604.92</u>
TOTAL LABOR (ALL Option Years - Task 10)	<u>\$535,356.24</u>
TOTAL LABOR (ALL Option Years - Task 11)	<u>\$1,029,912.86</u>
TOTAL TRAVEL/OTHER ODC (Base Period and ALL Option Years)	<u>\$87,000.00</u> NTE
GRAND TOTAL (Base Period and ALL Option Years)	<u>\$4,316,289.51</u>

GSA SCHEDULE CONTRACTOR TEAM ARRANGEMENT

By and between

BOOZ ALLEN HAMILTON INC

And

TECHGUARD SECURITY, LLC

TEAM MEMBER: TechGuard Security	AGREEMENT #
COMPANY NAME TechGuard Security, LLC	PROJECT #
ADDRESS: 743 Spirit 40 Park Drive, Suite 206 Chesterfield, MO 63005	Type of Legal Entity: Limited Liability Corporation
	State of Incorporation: Missouri
BUSINESS STATUS:	PERIOD OF PERFORMANCE: Date of Contract
<input checked="" type="checkbox"/> Woman Owned ___ HUBZone	Award through September 30, 2009; Option
___ Veteran Owned ___ Service-Disabled	Periods: from 10/01 to 09/30 each period through 2012

This Agreement made as of this 23rd day of October, 2008 between Booz Allen Hamilton Inc., a Delaware corporation, with its principal place of business at 8283 Greensboro Drive, McLean, 22102 (hereinafter "Team Lead"), and TechGuard Security, LLC, a Missouri corporation, with its principal place of business at 743 Spirit 40 Park Drive, Suite 206, Chesterfield, MO 63005 (hereinafter "Team Member").

RECITALS

WHEREAS, the above parties, because of their unique and complementary capabilities, have determined that they would benefit from a GSA Schedule Contractor Team Arrangement between their respective organizations, in order to develop the best management and technical approach to the TRANSCOM ESE Proposal (hereinafter the "Program"), in response to Solicitation No. HTC711-08-Q-0192 (hereinafter the "Solicitation"), to be procured by United States Transportation Command (hereinafter the "Client") through a GSA Schedule Contractor Team Arrangement issued pursuant to the Solicitation (hereinafter "Agreement"); and

Whereas the Parties to this Arrangement possess their own GSA Schedule and the Parties hereto are desirous of offering Client a wide range of services and products at GSA Schedule Pricing and Terms, Team Lead and Team Member hereby enter into this GSA Schedule Contractor Team Arrangement (CTA).

WHEREAS, services to be performed, and product to be provided, by TechGuard Security under this GSA Schedule Contract Team Arrangement ("Work"), will generally be provided in accordance with Information Technology (IT) Professional Services GSA Schedule GS-35F-0922P Terms and Conditions; and

WHEREAS, as a part of Booz Allen Hamilton's GSA Schedule, GS-35F-0306J, which has been issued by General Services Administration, GaurdTech Security LLC shall perform and function as a GSA Schedule Contract Team Member and Booz Allen shall perform and function as the GSA Schedule Contract Team Lead.

NOW THEREFORE, in consideration of the mutual covenants and promises set forth herein, and other good and valuable consideration, the parties agree as follows:

This GSA Schedule Contract Team Arrangement ("Agreement") is made between Booz Allen Hamilton Inc. ("Team Lead"), and TechGuard Security, LLC ("Team Member"), effective on the first day of the Period of Performance as set forth above. Work will be performed in accordance with the terms and conditions of Team Member's GSA Schedule (GS-35F-0922P), this Agreement, and any and all attachments and modifications hereto. In the event of a conflict between Team Member's GSA Schedule Terms and Conditions and this Agreement, Team Member's GSA Schedule shall supersede and take precedence. Work to be provided hereunder shall only apply to orders issued by Client which reference Team Member's GSA Schedule Number GS-35F-0922P on orders issued to Team Lead.

ARTICLE 1 – RATES

Team Member staff shall conform to or exceed the minimum labor category descriptions in accordance with Team Member's GSA Schedule Labor Category Descriptions, provided as Attachment A. Booz Allen and Team Member agree that all prices charged Client shall be at or below Team Member's GSA Schedule contract prices. "Open Market" items shall be clearly identified as such and shall be provided to Client in accordance with FAR 8.402(f).

ARTICLE 2 – INDEPENDENT CONTRACTOR RELATIONSHIP AND TEAM MEMBER PERSONNEL

The relationship of the parties to this Agreement is that of Team Lead and a Team Member, and nothing herein shall be deemed or construed to create a joint venture, partnership, agency relationship or traditional prime contractor – Team Member relationship between the parties for any purpose. It is further understood that each party is an independent contractor and as such shall have no authority to bind or commit the other, except with regard to the certain administrative lead contractor responsibilities as set out in this Agreement.

Personnel supplied by Team Member hereunder shall be deemed employees of Team Member and shall not for any purposes be considered employees or agents of Team Lead. Team Member assumes full responsibility for the actions and supervision of such personnel while performing services under this Agreement. Team Lead assumes no liability for Team Member personnel.

Nothing in this Agreement shall be construed as providing for the sharing of profits or losses of either or both parties. Notwithstanding the above, the parties intend this to be a GSA Schedule Contractor Team Arrangement as defined by the U.S. General Services Administration.

ARTICLE 3 – TERM OF AGREEMENT

This Agreement is for a Base Term and, if exercised, two (2) option periods.

The Base Term of this Agreement is from October 15, 2008 through September 30, 2009.

Option Period one is from October 1, 2009 through September 30, 2010.

Option Period one is from October 1, 2010 through September 30, 2011

ARTICLE 4 – OPTION(S) TO EXTEND

Notwithstanding Team Lead and Team Member may extend the term of this Agreement by giving written notice to the Team Member and Client.

ARTICLE 5 – COSTS/LIABILITY LIMITATION

With the exception of the administrative fee 5% to be paid in accordance with this agreement, each party shall bear its own costs, expenses, and liabilities caused by or arising out of this Agreement, its performance, amendment, or expansion and neither party shall be liable for any such costs, expenses, or liabilities incurred or other obligations undertaken by the other party. Booz Allen Hamilton as Tech Lead, is ultimately responsible for performance of all contract requirements.

Except in the event of a party's gross negligence or willful misconduct, the aggregate liability of a party to the other party for claims, damages, costs, actions, or liabilities arising from or related to this Agreement, regardless of the legal theory of recovery, shall in no event exceed the actual out of pocket costs of the injured party incurred in the performance of this Agreement. In no event, however, shall either Party be liable to the other for any punitive, exemplary, special, indirect, incidental or consequential damages (including, but not limited to, lost profits, lost revenues, lost business opportunities, and loss of or corruption to data) arising out of or relating to this Agreement, regardless of the legal theory under which such damages are sought, and even if the Parties have been advised of the possibility of such damages or loss.

ARTICLE 6 – PROPRIETARY INFORMATION

Team Lead and Team Member acknowledge that, in performing this Agreement, Team Lead may be required to make available to Team Member, and Team Member to Team Lead, certain information which either may consider proprietary. Additionally, Team Lead and Team Member acknowledge that either may gain access to certain information which may be considered proprietary to Client. Such information includes without limitation, information related to patents, research, development, computer software, designs or processes, pricing, trade secrets, customer lists and technical and business information and know-how of Team Lead, Team Member and/or of Client ("Proprietary Information"). Team Member and Team Lead agree to safeguard and hold in strictest confidence all Proprietary Information.

If during the performance of this Agreement, Team Member is provided access to Booz Allen's computers, computer systems, and information systems (including, but not limited to e-mail, internet, intranet), (collectively "computer business systems"), then Team Member agrees to treat information received from these computer business systems as proprietary. Access to these computer business systems may be withdrawn at any time, with or without reason, with or without notice. Team Lead reserves the right to monitor usage of its computer business systems. Team Member agrees that it will use Team Lead's computer business systems in an appropriate manner, will not violate the security of proprietary/confidential information of Team Lead and its Client, and will not use these computer business systems in a manner inconsistent with this Agreement. Team Member shall inform its employees who are given access to these computer business systems of the restrictions contained in this paragraph and shall obtain such employees' written agreement that they will be bound by the restrictions contained in this paragraph. If requested by Team Lead, Team Member will provide Team

Lead copies of its employees written agreements. Team Member shall indemnify and hold Team Lead harmless for any breaches of this Article by Team Member's employees or by Team Member.

Team Member recognizes that its violation of this Article may give rise to irreparable injury to Team Lead, inadequately compensable in damages, and that, accordingly, Team Lead may immediately terminate this Agreement, in whole or in part, and seek and obtain reasonable, injunctive relief from the breach of Team Member's obligations under this Article, in addition to any other legal remedies which may be available

Team Member agrees not to make use of nor disclose to third parties any Proprietary Information except in performance hereunder or as expressly authorized in writing by Team Lead or, where Client's Proprietary Information is being used or disclosed, by Client. Team Member's obligations under the terms of this provision shall survive termination of this Agreement for a period of three (3) years.

Notwithstanding anything contained in paragraphs above, Team Member shall not be liable for any release or use of any information if Team Member can demonstrate by written evidence that the information:

1. is part of the public domain through no fault of Team Member; or
2. is in Team Member's rightful possession at the time of receipt thereof; or
3. is known to Team Member independently of Team Lead and Client and from a source other than one having an obligation of confidentiality to Team Lead or Client; or
4. is independently developed by Team Member without violation of this or any other agreement.
5. is disclosed by Team Member by order of a court, after the Team Member promptly notifies Team Lead and provides Team Lead an opportunity to oppose such order.

ARTICLE 7 — EXPIRATION/TERMINATION OF AGREEMENT

This Agreement may be terminated or extended by the mutual, written agreement of the parties.

In the event that, during the term of this Agreement, Team Leader determines that Team Member has a Conflict of Interest, Team Lead may unilaterally terminate this Agreement, so long as Team Lead has notified Team Member of its intent to terminate due to the Conflict of Interest and allowed Team Member no fewer than seven (7) calendar days prior to the effective termination date in which to cure same to Team Lead's satisfaction.

Either party may unilaterally terminate this Agreement for any of the following reasons, so long as the terminating party has notified the other party of its intent to terminate, the reason for such termination, and allowed the other party no less than seven (7) calendar days prior to the effective termination date in which to cure the stated reason:

- Actual failure of the other party to fulfill its obligations hereunder;
- Anticipated failure of the other party to fulfill its obligations hereunder, or anticipated inability of the other party to perform the Work, due to: (i) inadequate financial capability or (ii) loss or material degradation of corporate capabilities which are essential to the Program requirements, including without limitation loss or unavailability of the other party's key employees;
- The insolvency of the other party or the filing by or against the other party of a petition, arrangement, or proceeding seeking an order for relief under the bankruptcy laws of the United States, a receivership for any of the assets of the other party, a composition with or assignment for the benefit of creditors, a readjustment of debt, or the dissolution or liquidation of the other party.

- Either party may unilaterally terminate this Agreement in accordance with Article 9.0 ("No Assignment") hereof.

ARTICLE 8 – NOTICES

In regard to administrative and contractual matters relating to this Agreement, the parties hereby appoint the below-listed persons, or their duly authorized designees, as the only persons empowered to make commitments on behalf of their respective organizations to effect changes to any portion of this Agreement.

For Team Member:		For Booz Allen:	
Name:	(b)(6)	Name:	(b)(6)
Title:	Controller	Title:	Senior Subcontracts Administrator
Address:	743 Spirit 40 Park Drive, Suite 206 Chesterfield, MO 63005	Address:	8283 Greensboro Drive McLean, VA 2210
Phone:	(b)(6)	Phone:	(b)(6)
Fax:	636-519-4850	Fax:	703-902-6776
e-mail	(b)(6)	e-mail	(b)(6)

In regard to technical matters relating to this Agreement, the parties hereby appoint the below-listed representatives:

For Team Member:		For Booz Allen:	
Name:	(b)(6)	Name:	(b)(6)
Title:	Director, Technology Division	Title:	Associate
Address:	743 Spirit 40 Park Drive, Suite 206 Chesterfield, MO 63005	Address:	8283 Greensboro Drive McLean, VA 22102
Phone:	(b)(6)	Phone:	(b)(6)
Fax:	636-519-4850	Fax:	
e-mail	(b)(6)	e-mail	(b)(6)

The Booz Allen Technical Representative, or his/her duly authorized designee, is authorized to issue technical direction to the Team Member. Such direction may include instructions which provide details regarding, or otherwise clarify the Work. This direction shall not constitute new assignments of work, or changes, modifications, or amendments which justify any change to the Agreement terms and conditions, or price.

All notices required or permitted hereunder shall be in writing and shall be deemed delivered when delivered in person, sent by confirmed facsimile to the facsimile number below, or one calendar day after being sent by confirmed overnight mail to the address below:

ARTICLE 9 – NO ASSIGNMENT

Neither party may assign, novate, or transfer, by operation of law or otherwise, this Agreement, in whole or in part, without the prior written approval of the other party. For purposes of this Agreement, an assignment shall be deemed to occur upon the earlier of the announcement or consummation of any of the following: a merger, consolidation, sale or acquisition of a party or any division or component of a party, which is to perform the Work; the sale of all or substantially all of the assets of a party; or the acquisition of a controlling interest in the stock of a party. Any assignment, novation, or transfer not in

accordance with this Article shall be a material breach of this Agreement, which shall entitle the non-breaching party to terminate this Agreement immediately.

ARTICLE 10 – PUBLICITY

Team Member shall not issue a news release, public announcement, advertisement or any other form of publicity concerning its relationship with Team Lead or its efforts in connection with this Agreement without obtaining the prior written approval of Team Lead.

ARTICLE 11 – COMPLIANCE WITH LAWS

In the course of performance hereunder, the parties shall comply with all applicable local, state, and federal laws and regulations.

Team Member agrees to comply with all applicable U.S. or non-U.S. export control laws and regulations with respect to this Agreement, including obtaining all licenses, approvals, and customs clearances required for its role and actions hereunder. Team Member further agrees to notify Team Lead immediately and in writing if its role or actions under this Agreement are restricted by export control laws or regulations.

ARTICLE 12 – WAIVER

Neither party shall be deemed to have waived any right or remedy unless such waiver is made expressly and in a signed writing.

ARTICLE 13 – GOVERNING LAW/CHOICE OF FORUM

This Agreement shall be governed by the laws of the Commonwealth of Virginia, with the exception of its conflicts of laws provisions, and all controversies or disputes arising out of this Agreement shall be heard in either the Circuit Court of Fairfax County, Virginia or the U. S. District Court for the Eastern District of Virginia, Alexandria Division.

ARTICLE 14 – SEVERABILITY

Each provision of this Agreement is severable. If one provision is declared void, illegal, or unenforceable, the remaining paragraphs shall retain their full force and effect.

ARTICLE 15 – HEADING AND CAPTIONS

The headings and captions included in this Agreement are intended for convenience only and shall not be used to construe, explain, or modify this Agreement in any manner whatsoever.

ARTICLE 16 – COUNTERPARTS

This Agreement may be executed in counterparts, all of which when taken together shall constitute a single Agreement.

ARTICLE 17 – INVOICE INSTRUCTIONS

Team Leader will be responsible for all billings and collections to and from the client. Team Member will invoice Team Leader, in accordance with its GSA IT Schedule Contract terms and conditions, for Team Member's respective portion of the client billing by the 15th day following the end of the month. Team Leader will pay Team Member no later than thirty (30) days after the receipt by Team Leader's finance department of a proper invoice. All invoices must be signed and approved by an authorized official of the Team Member, who shall certify that the invoices amounts are accurate and that the Team Member has in its possession records for all amounts for which payment is request.

ARTICLE 18 – REPORTING OF SALES AND INDUSTRIAL FUNDING FEE (IFF)

Team Member assumes all responsibility for reporting all sales under its own GSA Schedule Contract and further assumes all responsibility for payment of any and all related Industrial Funding Fees (IFF) to the General Services Administration. Team Member shall assume all responsibility for tracking sales made hereunder and Team Lead shall bear no responsibility for Team Member's reporting requirements.

ARTICLE 19 – INSPECTION AND ACCEPTANCE OF DELIVERABLES

- A. Client's acceptance of the Work shall be deemed to have occurred upon successful completion of testing and acceptance of same by Client, in accordance with Team Member's GSA Schedule.
- B. Inspection of product and services provided by Team Member shall be made in accordance with Team Member's GSA Schedule Terms and Conditions.
- C. Team Member assumes full responsibility for insuring that all product and services, provided by Team Member under this Agreement are in accordance with Client's delivery instructions and direction.

ARTICLE 20 – SECURITY CLEARANCE REQUIREMENTS

In the event that security requirements are necessary, the ordering agency may incorporate into their task orders a security clause in accordance with current laws, regulations, and individual agency policy. Each party agrees that any costs incurred as a result of the inclusion of security requirements, will be negotiated with the ordering agency.

ARTICLE 21 – ENTIRE AGREEMENT

This Agreement contains the entire agreement between the parties, which supersedes any prior oral or written agreements, commitments, understandings, or communications with respect to the subject matter of this Agreement. No change, modification, alteration, or addition to the terms and conditions of this Agreement shall be binding unless in writing and signed by authorized representatives of both parties.

Attachment A

Team Member GSA Schedule Labor Category Descriptions

SUBJECT MATTER EXPERT, LEVEL II

Minimum Education: B.A. or B.S. degree.

Minimum/General Experience: Must have 12 years of experience in the IT field.

Specialized Experience: At least 8 years of combined new and related older technical experience in the IT field directly related to the required area of expertise. Defines the problems and analyzes and develops plans and requirements in the subject matter area for moderately complex to complex systems. Coordinates and manages the preparation of analysis, evaluations, and recommendations for proper implementation of programs and systems specifications in the following specialties: information systems architecture; networking; telecommunications; automation; communications protocols; risk management/electronic analysis; software; life-cycle management; software development methodologies; and modeling and simulation.

ATTACHMENT B

TEAM LEAD & TEAM MEMBER SCOPE OF WORK

Team Member will perform the following work as described in the Prime Solicitation HTC711-08-Q-0192, Amendment 3 Performance Work Statement and subject to change by the Client upon award and receipt of individual Task Orders received from the Client:

1.3.2 Task 2: Analyze DPO Requirements (Base Year)

The Contractor Team, ("Team Lead & Team Member") will assist the Government ("Client") in the review of submitted requirements and the determination of which are enterprise requirements.

The Team Member will perform approximately 30% of the labor associated with this task as directed by Team Lead's Project Manager and Lead Services Engineer.

The Client will identify DPO enterprise requirements for review and analysis by the Team Lead & Team Member.

Approximately ten (10) Enterprise requirement evaluations are anticipated. For each Client review and analysis request, the Team Lead & Team Member shall provide a Rough Order of Magnitude (ROM) of required resources for the analysis prior to initiating the project.

The combined labor hour ROM is due to the client within one business day after analysis is completed.

Upon approval of the ROM, the Team Lead & Team Member shall conduct technical congruency analyses on requirements utilizing the DPO elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs).

The Team Lead & Team Member shall support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs/month).

Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps.

The Team Lead & Team Member shall produce draft reports during CBAT execution to support internal coordination.

Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Team Lead & Team Member shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture.

The Recommendations and Findings Report shall then be delivered and explained by the Team Lead, to the Client within five (5) business days after CBAT completion.

Upon approval of the Recommendations and Findings Report by the Client, the Team Lead & Team Member shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately ten (10 RAP) documents are anticipated. All documentation created, and submitted by the Team Lead will be reviewed, and once accepted by Client, will be incorporated into the prescriptive architecture and related artifacts. When directed by the Client, the Team Lead & Team Member shall support the Client's Enterprise Systems Engineering Group (ESEG) by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately ten (10) RAP updates are anticipated. The Team Lead & Team Member shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, and collaborate with Client engineers in

EDE, ESEG, the DS PMO, TCCs, and PORs. The Team Lead & Team Member shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.3 Task 3: Analyze Defense Transportation System (DTS) Requirements (Base Year)

The Team Lead & Team Member will assist the Client in the review of submitted requirements and the determination of which are enterprise requirements.

The Team Member will perform approximately 30% of the labor associated with this task as directed by Team Lead's Project Manager and Lead Services Engineer.

The Client will identify DTS enterprise requirements for review and analysis by the Team Lead & Team Member. Approximately ten (10) Enterprise requirement evaluations are anticipated. For each Client review and analysis request, the Team Lead & Team Member shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed. Upon approval of the ROM, the Team Lead & Team Member shall conduct technical congruency analyses on requirements utilizing the DTS elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Team Lead & Team Member shall support analyses of approximately nine (9) CBAT meetings per week (based upon approximately three (3) concurrent CBATs/month). Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Team Lead & Team Member shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Team Lead & Team Member shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Client within five (5) business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Client, the Team Lead & Team Member shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately 10 RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Client, will be for incorporated into the prescriptive architecture and related artifacts. When directed by the Client, the Team Lead & Team Member shall support the Client's ESEG by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately ten (10) RAP updates are anticipated. The Team Lead & Team Member shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, CBAT technical representatives and collaborate with Client engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The Team Lead & Team Member shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.4 Task 4: Support for ESE Review Board (ESERB)

The Team Lead & Team Member shall support Internal Information Exchange Meetings via presentations to various boards and groups.

The Team Member will perform approximately 50% of this task as directed by Team Lead's Project Manager and Lead Services Engineer.

As processes evolve, the names of boards and working groups may change but the frequency will remain the same. The Team Lead & Team Member shall provide ESE support to the ESERB (bi-weekly) and other designated working groups such as weekly USTRANSCOM J6-AD Staff/Team Lead & Team Member meeting, ESEG meetings, ESEG Synchronization/Coordination meetings, and Architecture Integration Steering

Group (AISG) (as requested) meetings. The Team Lead & Team Member shall review ESE technical recommendations submitted for ESERB approval. The Team Lead & Team Member shall provide support as determined by the Client representative to include scoping, researching, interviewing, and documenting various enterprise level views and information associations. The Team Lead & Team Member shall accomplish enterprise engineering tasks to include but not limited to: requirements refinement review, use of the enterprise architecture, alternative analysis, capability congruency analysis, enterprise engineering solution descriptions, and cost estimating. Evaluation of alternative solutions may also be considered for new technology, capability, business process improvement, or organizational improvement. The Team Lead & Team Member shall prepare and present briefings to the ESEG, ESEG Synchronization/Coordination meetings, the ESERB, and other forums as required.

1.3.5 Task 5: SOA Management, Collaboration, and Concept Development

The purpose of this task is to provide technical support to the DPO and PORs to facilitate the implementation of enterprise web services and the Corporate Services Vision. All software and documentation developed in conjunction with this task shall be the property of the Client.

The Team Member will perform approximately 15% of this task as directed by Team Lead's Project Manager and Lead Services Engineer.

1.3.5.1 DPO SOA Services Technical Governance

The Team Lead & Team Member shall define a SOA technical governance management structure and develop the policies and procedures necessary for the implementation and maintenance of the DPO SOA Services Technical Governance. The Team Lead & Team Member shall provide recommendations for SOA technical governance process. The Team Lead & Team Member shall provide SOA technical governance policies and procedures. The Team Lead & Team Member shall manage the technical governance processes, policies and procedures for the lifecycle of DPO services. This includes the management of services, technical evaluation of a candidate DPO service, service registration, service configuration management, publishing and discovery, composition, tracking service utilization, managing service promotion/demotion and retirement. The SOA Services Life Cycle Management Report on status and activities shall be reported monthly as part of the monthly status report.

1.3.5.2 DPO Developer Website

When directed by the Client, the Team Lead & Team Member shall build and deploy a website for DPO SOA similar to the capabilities on the Army's SOA site:

<http://www.army.mil/ArmyBTKC/focus/sa/soa.htm>

It will be used for reference material and to empower a collaborative environment for the SOA developer community. This site will also support the prototyping of candidate services for the Enterprise. Access to services and service information will be controlled through user access controls. The Team Lead & Team Member shall analyze the concept requirements and submit a DPO SOA Website Requirements Document containing the detailed concept requirements and proposed implementation schedule for approval by the Client. The Team Lead & Team Member shall host the website as directed by the Client

either within Client spaces, contractor spaces, or other locations. The web site must meet all relevant Client Information Assurance controls. Upon approval, the Team Lead & Team Member shall design a preliminary solution set to satisfy the requirements and present a DPO SOA Website Design and updated schedule to Client. The design will be reviewed and approved by the Client. Upon approval of the design, the Team Lead & Team Member shall develop the capability using agile development methodologies as described in either Agile Software Development, Alistair Cockburn, July 2002, ISBN: 0-201-69969-9; or, Agile Software Development Ecosystems (The Agile Software Development Series), Jim Highsmith, ISBN: 0-201-76043-6. At the discretion of the Client, the Client will participate in the agile software development requirements refinement and estimation meetings with the agile development team. Upon completion of a development cycle, the Team Lead & Team Member shall demonstrate the current version of the prototype to the Client. At the completion of a successful demonstration, the Team Lead & Team Member shall deliver the DPO SOA Website & Source Code package. When directed by the Client, the Team Lead & Team Member shall support the development of any documentation and engineering support to gain Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A).

1.3.5.3 SOA Concept Development and Prototyping

When directed by the Client, the Team Lead & Team Member shall build and deploy a concept prototype for candidate services developed for the Enterprise. The Team Lead & Team Member shall analyze the concept requirements and submit the concept detailed requirements in a DPO SOA Concept Requirements Document. The Team Lead & Team Member shall provide a DPO SOA Concept Design, implementation schedule, and Rough Order of Magnitude (ROM) estimating the level of effort and associated costs, for approval from the Client. Upon approval by the Client, the Team Lead & Team Member shall design a solution set to satisfy the requirements. The design will be reviewed and approved by the Client. Upon approval of the design, the Team Lead & Team Member shall develop the prototype. The Team Lead & Team Member shall develop the prototype using "Agile" development methodologies. The Client will participate in the "Agile" software development requirements refinement and estimation meetings with the Agile development team. Upon completion of the development cycle, the Team Lead & Team Member shall demonstrate the current version of the prototype to the Client. At the completion of a successful demonstration, the Team Lead & Team Member shall deliver the DPO SOA Concept & Source Code package. When directed by the Client the Team Lead & Team Member shall support the development of any documentation and engineering support to gain ATC, ATO, and similar C&A.

1.3.5.4 SOA Service Registry Implementation

When directed by the Client, the Team Lead & Team Member shall configure, and deploy a capability to manage and communicate the availability of SOA services. The Team Lead & Team Member shall analyze the SOA Service Registry requirements and submit the detailed requirements, implementation schedule, and Rough Order of Magnitude (ROM) estimating the level of effort and associated costs for approval from the Client. Upon approval by the Client, the Team Lead & Team Member shall design a solution set to satisfy the requirements. The design will be reviewed and approved by the Client. The Team Lead & Team Member shall consider using the DPO's Universal Discovery, Description and Integration (UDDI) registry capability as a starting point for this capability. The Team Lead & Team Member shall create a simple front end that adequately reflects the branding of the DPO. The Team Lead & Team Member shall work with the Client to establish and document the DPO taxonomy. Upon approval of the DPO taxonomy, the Team Lead & Team Member shall configure the registry with the

approved taxonomy and maintain the taxonomy in the service registry. The Team Lead & Team Member shall support DPO programs by submitting, maintaining, and deprecating services. The Team Lead & Team Member shall implement the registry to support at least two communities (DPO and DoD-Other). Access to services and service information will be controlled through user access controls. DoD-Other users shall not be allowed to see or access Services identified by the Client for DPO consumption only. When directed by the Client, the Team Lead & Team Member shall automate the processes, policies, and procedures in an appropriate repository such as the DPO UDDI capability. When directed by the Client, the Team Lead & Team Member shall implement and then demonstrate these automated processes in support of the registry/repository. The Team Lead & Team Member shall support the development of any documentation and engineering support to gain ATC, ATO, and similar C&A.

1.3.6 Task 6: New Technology Tool/Product Evaluations and Recommendations

The Team Lead & Team Member shall conduct tool and product evaluations in support of the ESEG. In conjunction with the ESEG, the Team Lead & Team Member shall develop criteria to evaluate the COTS tools/products to support an overall recommendation for the Enterprise.

The Team Member will perform approximately 50% of this task as directed by Team Lead's Project Manager and Lead Services Engineer.

The Team Lead & Team Member and Client will mutually agree if a proposed tool/product evaluation is a simple or complex effort. The Team Lead & Team Member shall be able to perform a minimum of one complex and two simple evaluations per quarter. The Team Lead & Team Member shall prepare a COTS Tool/Product Evaluation Report with a summary recommendation for each evaluation. Approximately one complex and approximately two simple evaluations are anticipated per quarter.

1.3.9 Task 9: Analyze DPO Requirements (Option Years)

The Team Lead & Team Member will assist the Client in the review of submitted requirements and the determination of which are enterprise requirements.

The Team Member will perform approximately 30% of the labor associated with this task as directed by Team Lead's Project Manager and Lead Services Engineer.

The Client will identify DPO enterprise requirements for review and analysis by the Team Lead & Team Member. Approximately twenty (20) Enterprise requirement evaluations are anticipated. For each Client review and analysis request, the Team Lead & Team Member shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed. Upon approval of the ROM, the Team Lead & Team Member shall conduct technical congruency analyses on requirements utilizing the DPO elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Team Lead & Team Member shall support analyses of approximately twelve (12) CBAT meetings per week (based upon approximately four (4) concurrent CBATs/month). Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Team Lead & Team Member shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Team Lead & Team Member shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Client within five (5) business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Client, the Team Lead & Team Member shall create documentation to support

the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately twenty (20) RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Client, will be incorporated into the prescriptive architecture and related artifacts. When directed by the Client, the Team Lead & Team Member shall support the Client's Enterprise Systems Engineering Group (ESEG) by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately twenty (20) RAP updates are anticipated. The Team Lead & Team Member shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, and collaborate with Client engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The Team Lead & Team Member shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

1.3.10 Task 10: Analyze Defense Transportation System (DTS) Requirements (Option Years)

The Team Lead & Team Member will assist the Client in the review of submitted requirements and the determination of which are enterprise requirements.

The Team Member will perform approximately 30% of the labor associated with this task as directed by Team Lead's Project Manager and Lead Services Engineer.

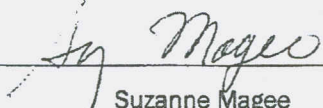
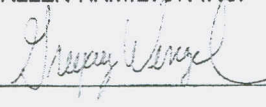
The Client will identify DTS enterprise requirements for review and analysis by the Team Lead & Team Member. Approximately 20 Enterprise requirement evaluations are anticipated. For each Client review and analysis request, the Team Lead & Team Member shall provide a ROM of required resources for the analysis prior to initiating the project. The labor hour ROM is due within one business day after analysis is completed. Upon approval of the ROM, the Team Lead & Team Member shall conduct technical congruency analyses on requirements utilizing the DTS elements of the Conceptual and Prescriptive Architecture in support of ERRC WG approved Capabilities Based Analysis Teams (CBATs). The Team Lead & Team Member shall support analyses of approximately 12 CBAT meetings per week (based upon approximately four (4) concurrent CBATs/month). Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. The Team Lead & Team Member shall produce draft reports during CBAT execution to support internal coordination. Reports will be based upon the results of requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, draft Capability Product Specification (CPS), enterprise engineering solution descriptions and development, and cost estimating. The Team Lead & Team Member shall then make recommendations to develop standard service, information and technical solutions to the prescriptive architecture. The Recommendations and Findings Report shall then be delivered and explained to the Client withing 5 business days after CBAT completion. Upon approval of the Recommendations and Findings Report by the Client, the Team Lead & Team Member shall create documentation to support the completion of the Resource Allocation Packages (RAPs). For example, RAP documentation may include a refined CPS, enterprise schedule, risk analysis, etc. Approximately twenty (20) RAP documents are anticipated. All documentation created will be reviewed, and once accepted by Client, will be for incorporated into the prescriptive architecture and related artifacts. When directed by the Client, the Team Lead & Team Member shall support the Client's ESEG by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the PORs. Approximately twenty (20) RAP updates are anticipated. The Team Lead & Team Member shall also meet with J3 and J5/J4 to refine requirements, participate in TIMs, CBAT technical representatives and collaborate with Client engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. The

Team Lead & Team Member shall maintain a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

SIGNATURE AND AUTHORIZATION

EACH PARTY REPRESENTS THAT IT HAS READ THIS ENTIRE SUBCONTRACT AND AGREES TO PERFORM IN ACCORDANCE WITH THE TERMS AND CONDITIONS CONTAINED HEREIN. EACH SIGNATORY TO THIS DOCUMENT WARRANTS BY AFFIXING HIS OR HER DIGITAL SIGNATURE BELOW THAT HE OR SHE IS DULY AUTHORIZED TO BIND THE PARTY WHOM SUCH SIGNATORY REPRESENTS.

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TECHGUARD SECURITY, LLC		BOOZ ALLEN HAMILTON INC.	
Signature:		Signature:	
Name:	Suzanne Magee	Name:	Gregory G. Wenzel
Title:	President/CEO	Title:	Vice President
Date:	10/24/2008	Date:	10/24/2008



Enterprise Systems Engineering Support

Submitted to: US Transportation Command, Directorate of Acquisition,
DPO Support Division (TCAQ-D)

In Response To: Request for Quote HTC711-08-Q-0192

Booz Allen Hamilton GSA Schedule 70: GS-35F-0306J

TechGuard Security, LLC GSA Schedule 70: GS-35F-0922P

Proposal No: 0006-1930

Volume B

Staffing and Technical Approach

Submitted by:

Booz Allen Hamilton

TechGuard Security, LLC

29 August 2008

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1 INTRODUCTION

Booz Allen Hamilton (Booz Allen) is pleased to submit this proposal under the terms of the Request for Quote (RFQ) entitled “Enterprise Systems Engineering Support”. Booz Allen, under a **Contractor Teaming Arrangement (CTA)**, is partnered with TechGuard Security, LLC (TechGuard) to deliver the necessary expertise in technical governance and systems engineering to support the Distribution Process Owner (DPO) in realizing the DPO Corporate Services Vision (CSV) and engineering of the Deployment and Distribution Enterprise. As previous partners at Scott Air Force Base and the National Geospatial Intelligence Agency, and ongoing partners in a mentor-protégé relationship, USTRANSCOM can be assured of a productive cooperative teaming environment between Booz Allen and TechGuard.

The Booz Allen Team has repeatedly demonstrated **our unparalleled proficiency in each of the requested support activities for key, transformational net-centric programs across the DoD and IC**. We have exercised our expertise in transitioning Enterprise Architecture (EA) into actionable, governed Service Oriented Architecture (SOA) guidance and implementations for programs such as Defense Information Systems Agency (DISA) Network Operations (NetOps), Army Enterprise Service-Oriented Architecture Foundation (AE SOAF), Distributed Common Ground System – Army (DCGS-A), and Under Secretary of Defense for Intelligence (USD(I)) DCGS Enterprise SOA (DES). The Booz Allen Team will leverage these experiences to ensure the portfolio of USTRANSCOM enterprise systems are harmonized in a SOA-environment; reducing point-to-point connections and achieving open, interoperable communications. As illustrated in Table 1, the Booz Allen Team’s relevant experiences offer USTRANSCOM a low-risk, industry proven approach; **we will directly apply these experiences to the Deployment and Distribution Enterprise on Day One**.

BOOZ ALLEN TEAM ADVANTAGE:

- Contractor Teaming Agreement (CTA) among teammates **enables small business participation** in a more cost efficient arrangement than traditional prime-sub arrangement
- **Proven system and service engineering, systems integration, and SOA expertise** through support to transformation programs such as DCGS-A and NCES
- Proficiency in **operationalizing architecture standards** (DoDAF and FEA) as demonstrated through SAF/XC and DNI experiences
- Deep expertise facilitating **technical governance** for various SOA initiatives (e.g. DCGS-A, Air Force Integrated Space Situational Awareness (ISSA), DCGS Enterprise) across the DoD
- Substantial experience supporting the **DPO** at the strategic, operational and tactical levels
- Demonstrable capabilities in developing and deploying solutions using **agile development** methodologies and ensuring quality through the use of Capability Maturity Model Integration (CMMI) processes

Table 1: The Booz Allen Team’s Approach and Ability to Deliver Exceptional Performance

<i>Task Requirement</i>	<i>Features of our Approach</i>	<i>How Our Approach Delivers Exceptional Performance</i>
PWS 1.3.1 – Contract Level and Task Order Management	Booz Allen follows a doctrine of “no surprises” in its task order management approach. Leveraging the management principles from engagements such as DCGS-A, we will provide continuous visibility and transparency into all activities and plans	<ul style="list-style-type: none"> • Includes the continuous participation of the Government Task Lead (GTL) to ensure each activity provides visible results to all stakeholders • Leverage lessons learned from previous and current SOA related engagements to identify common challenges and pitfalls, providing an ability to proactively mitigate risks and employ cost reduction tactics to drive down costs while ensuring success
PWS 1.3.2, 1.3.3, 1.3.9, 1.3.10 – Analyze DPO/DTS Requirements	Our approach features processes to examine requirements from both the top-down and from the bottom-up. We analyze the business processes and the information captured in Enterprise Architecture (EA) artifacts to examine the operational characteristics of the requirements, systematically analyzing requirements to design services	<ul style="list-style-type: none"> • Our proficiency, gained through experiences on DCGS and ISSA, in rapidly translating and understanding process requirements will reduce the time and cost it will take to thoroughly articulate required services and their full traceability to EA • Our blend of domain expertise and technical sophistication ensure that all identified services add value to the enterprise without reinventing existing capabilities
PWS 1.3.4 – Support for ESE Board	In supporting review boards and working groups, we will leverage our reach across the DoD and Intelligence Community (IC) SOA communities to ensure cross-pollination of SOA	<ul style="list-style-type: none"> • Supporting DoD and IC enterprise working groups such as the Enterprise Services Engineering Review Board (ES ERB), Booz Allen Team will socialize USTRANSCOM needs and capabilities to service providers and consumers across the community to ensure reuse and reduce overall cost • Our reach and presence in other areas of DoD and IC will enable reuse of community best practices and also help promote USTRANSCOM innovations across the DoD
PWS 1.3.5 – SOA Management, Collaboration, and Concept Development	Booz Allen’s proven SOA Methodology fully addresses technical, governance, and collaboration activities. We use our experience in establishing specifications and our taxonomy management tools to establish governance and compliance to benefit USTRANSCOM from Day One	<ul style="list-style-type: none"> • Ensures success by building interoperability into service specifications and providing an actionable governance construct that guarantees implementation compliance with specifications, resulting in time, cost and risk reduction • Ensures success by promoting adoption through community engagement, facilitating buy-in by making the community a part of the solution, instead of simply recipients of a solution • Maximize community participation, facilitate governance, and ensure compliance by leveraging the Team’s Service Portfolio Management Tool, a Web-based capability born from and successfully leveraged within transformational SOA programs

Task Requirement	Features of our Approach	How Our Approach Delivers Exceptional Performance
PWS 1.3.6 – New Tool/Product Evaluations and Recommendations	Booz Allen has an established methodology to evaluate new technologies and products. We will apply this approach to establish specific evaluation criteria to ensure all tools are evaluated in accordance to their potential value to the enterprise.	<ul style="list-style-type: none"> Offers an honest broker approach with no vested commercial interest in COTS or GOTS products. USTRANSCOM will receive an unbiased evaluation that will assess potential technologies first and foremost on the added value to the Distribution and Deployment Enterprise
PWS 1.3.7, 1.3.11 – ESE DPO Integration Support	To ensure that critical dependencies across programs are met, the Booz Allen Team will apply its approach to technical governance as illustrated in Table 3 in addition to providing hands-on support. Key activities such as managing service specifications and the service development lifecycle will ensure all integration activities across the DPO achieve interoperability	<ul style="list-style-type: none"> The Booz Allen Team will ensure interoperability by working with system implementers supporting USTRANSCOM programs, providing the expertise and examples from our prototypes to reduce time, cost, and implementation variance to accelerate the deployment of capabilities Employs a proven technical governance approach successfully vetted and employed on key, transformational net-centric programs (e.g. DCGS-A, DES, ISSA)
PWS 1.3.8 – Information Exchange Meetings	The Booz Allen Team has regularly participated in the Distribution Data Community of Interest (DDCOI), and will represent J6A and collaborate with other representatives to drive interoperability and standardization across the enterprise	<ul style="list-style-type: none"> The Booz Allen Team will provide USTRANSCOM a day one option by using our experienced and recognized staff to engage with groups such as the DDCOI and DTEB to apply immediate impact

Our approach, detailed in this response, will successfully provide the technical and DPO expertise necessary to ensure the future system enterprise of USTRANSCOM is deployed in a “cohesive and consistent manner”. Our approach provides an independent, unbiased view that will complement existing EA activities to further decompose enterprise views into a taxonomy of services that will facilitate information sharing and interoperability across USTRANSCOM’s portfolio of enterprise systems.

2 STAFFING APPROACH

The Booz Allen Team will provide USTRANSCOM with a team that will ensure the processes and technologies developed to support the DPO are adaptable, interoperable and provide the best value to the Distribution and Deployment Enterprise. Our team (see Table 2), provides the necessary expertise in system/service engineering and SOA in addition to functional expertise in DPO processes, providing the necessary blend of technical sophistication and domain understanding.

Table 2: Staffing and Associated Mapping to PWS Tasks

Position Title/Labor Category	Hours	PWS Task Number (BASE YEAR)										
		1.3.1	1.3.2	1.3.3	1.3.4	1.3.5	1.3.6	1.3.7	1.3.8	1.3.9	1.3.10	1.3.11
Lead Services Engineer / Adv. Technology Task Leader	1840		460	460	304	340		184	92	N/A	N/A	N/A
Systems - Services Engineer / Subject Matter Expert 2	1840	530	405	405	250	250				-	-	-
Delivery Specialist / Subject Matter Expert 1	195		55	55	10	65		10		-	-	-
Sr. Services Designer / Design & Development Engineer 4	1262					882		340	40	N/A	N/A	N/A
Services Analyst / Analyst 6	316					86	115	115		-	-	-
Sr. Process Specialist / Functional Specialist	882		441	441						N/A	N/A	N/A
Services Analyst / Design & Development Engineer 3	850					416	217	217		-	-	-
Totals	7185	530	1361	1361	564	2039	332	866	132			

Our staffing plan (see Appendix C for related resumes) will provide two on-site staff resources at USTRANSCOM, bringing deep expertise in USTRANSCOM’s mission and a breadth of experience in the application of SOA principles against DoD enterprise needs. The on-site staff will be augmented by technical and functional experts that will provide expertise to address tough problems and reach back into SOA initiatives across the broader DoD. This cost effective staffing approach provides USTRANSCOM with an on-site presence combined with access to the full spectrum of capabilities resident within our Team.

3 TECHNICAL APPROACH

3.1 CONTRACT LEVEL AND TASK ORDER MANAGEMENT [PWS 1.3.1]

For this delivery order, the Booz Allen Team will employ the same integrated program management process demonstrated successfully for DISA Net-Centric Enterprise Services (NCES), DCGS-A, DES, and AE SOAF. We will rely on proven methodology, such as ISO 9000 and CMMI, to address risks, costs, schedule, and performance, as well as the reporting of accomplishments and issues. We will designate a principal point of contact (POC) from our team to be the primary interface with the Government Task Leads (GTL) regarding all technical issues. The POC will, as appropriate, interface with the Government’s Configuration Management (CM) process for managing and controlling the products produced in response to this PWS. This structure and process also fosters open and direct communications among team members with the GTLs, **providing complete transparency into activities and enabling agile recalibration of priorities to meet evolving mission needs.** We will additionally leverage lessons learned from previous and current SOA related engagements to identify common challenges and pitfalls, **providing an ability to proactively mitigate risks and employ cost reduction tactics to drive down costs while ensuring success.**

3.1.1 TASK ORDER MANAGEMENT PLAN (TOMP) [PWS 1.3.1.1]

The Booz Allen Team will submit a draft TOMP within 15 business days after contract award. Our TOMP will be a comprehensively written communication of our intentions for succeeding in this effort. Applying project management best practices, we will decompose the tasks into a detailed Work Breakdown Structure (WBS) and dictionary. We will utilize our COTS automated tools to develop the schedule, including resource allocations, milestones, quality assurance checks, task interrelationships, critical paths, and communications plan. We will provide a management plan and schedule, status reports, and project plans enabling resource tracking (e.g. organizational and financial). Our management process, which we will implement in an engaged and anticipatory manner, will ensure our deliverables captured in the deliverables matrix (see Appendix A) meet the performance thresholds listed in the performance thresholds table (see Appendix B). Upon award, we will work with USTRANSCOM to schedule a Kickoff meeting at the earliest mutually agreeable date.

3.1.2 STATUS REPORTS [PWS 1.3.1.2]

3.1.2.1 Monthly Status Reports (MSR) [PWS 1.3.1.2.1]

The Booz Allen Team will track task completion and resource expenditures weekly. We will confer with the Government on the status and satisfaction of deliverables, reporting all relevant details in accordance with the TOMP schedule. On a monthly basis we will detail the accomplishments of the previous month in the MSR by task, resources (staff/hours), deliverables and the upcoming months' activities. We will include graphs that effectively illustrate financial status, including burn rates, projections, and deltas. Our proactive approach to status reporting will also detail any issues or risks, including mitigation plans and recommended courses of action.

3.1.2.2 Weekly Activities Report (WAR) [PWS 1.3.1.2.2]

The Booz Allen Team will develop and provide WARs every Wednesday to the GTLs that highlight significant events of the previous week for senior leadership review. The WAR will provide views of active tasks and status, measuring the planned versus actual task statuses, while highlighting any tasks that are at risk along with recommended mitigation strategies. We will use the same tools that produce the MSR, which enables a cost-effective mechanism to track status while ensuring consistency and transparency.

3.1.2.3 In Progress Review (IPR) [PWS 1.3.1.3]

The Booz Allen Team will conduct IPRs bimonthly (or as requested) and will cover higher-level aspects of the project, including a roadmap of planned activities and their impact on realizing the CSV. Prior to the meetings we will provide an IPR agenda and presentation slides that list issues, future tasks, and proposed recommendations with the analysis used to develop each recommendation. The Booz Allen Team will draft formal IPR minutes and submit them for approval, which will reflect the date, location, and attendees of the IPR in addition to a record of discussions, activities, decisions, and rationale for decisions made during the IPR. **As we have demonstrated on efforts such as DCGS-A and NCES, our approach to providing this level of transparency via MSRs, WARs, and IPRs will provide USTRANSCOM with full and real-time visibility into project activities and a cohesive, integrated ESE team.**

3.2 ANALYZE DPO REQUIREMENTS [PWS 1.3.2]

Our experience supporting the functional aspects of the DPO provides us with the necessary know-how to technically and functionally analyze DPO enterprise requirements (the CBAT) and establish an accurate Rough Order of Magnitude (ROM) cost proposal within one day of analysis completion. This expertise stems from significant experience supporting the functional aspects of the DPO. In support of the Commander, USTRANSCOM, we provided strategic assistance for the Joint Logistics (Distribution) Joint Integrating Concept (JL(D) JIC), the first full Capabilities Based Analysis (CBA) effort of the JL(D) JIC, as well as the recently approved Delineating Control Mechanisms and Providing Data Visibility for the Joint Deployment and Distribution Enterprise (JDDE) Initial Capabilities Document (ICD).

Upon approval of the ROM, our team will assemble the necessary experts to conduct technical congruency analyses on the DPO requirements. The focus of the analysis will be to target and identify enterprise duplication and gaps and to offer technical remediation options. Our previous and current engagements highlight our ability to produce valuable insight into the requirements process and complete the support documentation for the Resource Allocation Packages (RAP) and Capability Product Specification (CPS). As illustrated below in Figure 1, the Booz Allen Team will complete the RAP and CPS documentation by analyzing requirements in the context of top-down business process decomposition, using existing EA artifacts (e.g. AV-1, OV-2, OV-5) and other business process documentation (e.g. OV-6c) to build EA mappings. Through this process, we will also identify whether submitted requirements can be satisfied by enterprise capabilities. Using a bottom-up approach, we will also evaluate relevant, existing system and service providers, both internal and external, to identify gaps or potential reuse in establishing an enterprise capability. Internal sources include any legacy systems currently within use or planned for the USTRANSCOM portfolio. External sources include systems currently provided by USTRANSCOM partners including Defense Logistics Agency (DLA), Joint Staff, COCOMs, DISA and TCCs. The reuse analysis will complement the top-down analysis to identify necessary business services and their interactions. Working with the Enterprise Data Engineering (EDE) artifacts, the Booz Allen Team will establish technical service specifications in the form of Web Services Definition Language (WSDL) interfaces that reference and reuse EDE standard information models as well as service level objectives required to satisfy enterprise needs. We will additionally use this decomposition process to identify elements of a DPO Service Taxonomy and placement of identified candidate services within the taxonomy.

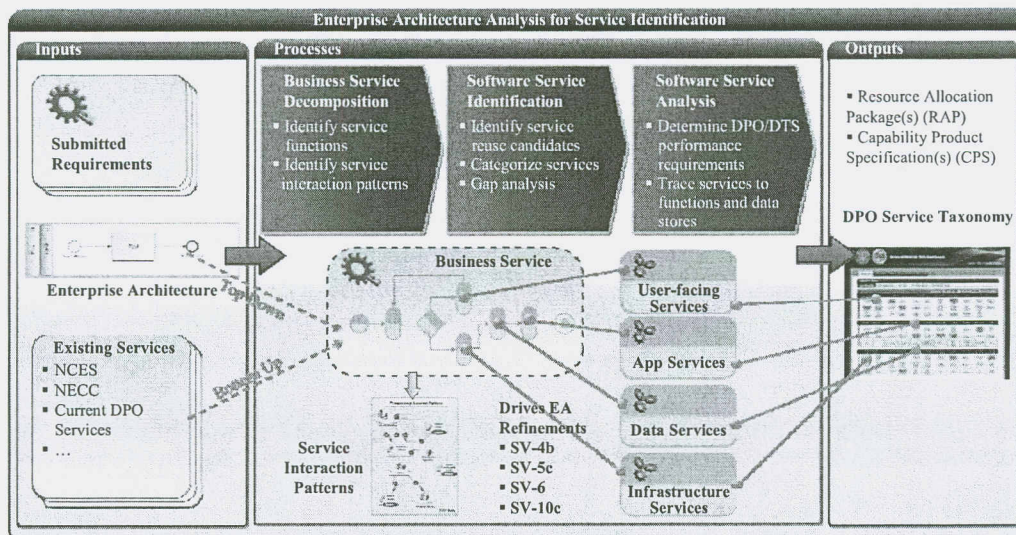
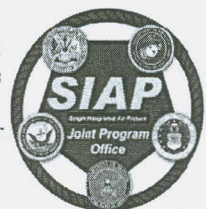


Figure 1: Enterprise Architecture Analysis for Service Identification

Business services are often realized or automated as composite services supported by an orchestrated set of underlying software services, with either human-to-machine or machine-to-machine interfaces. As a result, this EA decomposition and mapping establishes the traceability between business processes and the technical specifications used to describe the requisite Web Services. **This creates the link between the operational architecture and the system architecture, enabling complete communication of functional needs and technical realization.** As the team discovered early in the DCGS-A program, the decomposition of business services often follows a set of common service interaction patterns. Booz Allen identified more than a dozen ISR service-to-service usage patterns, such as Request Handling Pattern, Resource Service Pattern, Mediation Pattern, and Reachback Pattern; these patterns significantly reduced service orchestration complexity and can be readily reused to expedite the DPO effort.

Building on our past successes, the Booz Allen Team will use these same best practices in support of the Single Integrated Air Picture Joint Program Office (SIAP JPO), DCGS-A, and DES to ensure success for the DPO. We will leverage our existing contacts with stakeholders and subject matter experts, minimizing the need for additional travel through knowledge transfer. We will work closely with USTRANSCOM leads to ensure the entire process and results are fully understood, which will expedite the government review and approval process. Post ROM approval and analysis, we will readily support the Government's ESEG by updating RAP technical contents during the incorporation of CPSs into an approved executable plan for the Programs Of Record (PORs). We will collaborate with J3 and J5/J4 to refine requirements, participate in Technical Interchange Meetings, and collaborate with Government engineers in EDE, ESEG, the DS PMO, TCCs, and PORs. Our team will maintain communication logs, and will develop a log containing a record of significant interactions with non-ESEG organizations and provide a cumulative report of each POR interaction.

The Booz Allen Team developed the operational and systems requirements in support of SIAP JPO. Working with stakeholder across the air defense enterprise, Booz Allen refined and decomposed the system requirements and allocated those requirements to the SIAP system architecture (Integrated Architecture Behavior Model)



3.3 ANALYZE DTS REQUIREMENTS [PWS 1.3.3]

The Booz Allen Team has intimate knowledge of the Defense Transportation System (DTS) structure, business processes, and stakeholder environment. Our team has experience working with the Program Management offices of many of the DTS systems, providing thought leadership and technical guidance. The DTS requirements analysis methodology framework mirrors that described in Section 3.2 for DPO requirements; this methodology takes a novel, specification-driven approach by defining a model based on service (or service family) specifications. By utilizing the DTS elements of the Conceptual and Prescriptive Architecture, the Booz Allen Team will conduct an analysis and produce a ROM to implement DTS requirements as directed by Government. Such analyses support the ERRC WG approved Capabilities Based Analysis Teams (CBATs) and other working groups. As part of the analysis on DTS Family of Systems (FoS) and related requirements, an enterprise congruency analysis will be conducted to identify potential enterprise redundancies and gaps. We will report all findings, and upon approval of the recommendations will create documentation to support the completion of the RAPs and the related CPSs. All created documentation will be provided to the Government for review and acceptance by the Government for incorporation into the prescriptive architecture and related artifacts.

3.4 SUPPORT FOR ESE BOARD [PWS 1.3.4]

Partnering with the Government ESEG, the Booz Allen Team will maintain a proactive presence in the Corporate Portfolio Review Process (CPRP) to ensure that boards and working groups (e.g. ESERB) receive recommendations that are technically, functionally

and organizationally sound and provide the most efficient option for supporting the DPO objectives. Support will include the necessary data gathering, relative research and documentation to ensure that current and future initiatives and technical assets are properly exploited. This includes:

- Conducting the analysis and any necessary refinement to requirements and use of the enterprise architecture
- Continuously performing congruency analysis both on the processes and systems to eliminate redundant efforts
- Clearly documenting enterprise engineering solutions (to include alternatives) and associated descriptions
- Leveraging our significant experience in system and service engineering to provide accurate cost estimating support

Past experience in supporting enterprise systems governance boards (similar to those at USTRANSCOM) for USD(I)'s DCGS Enterprise SOA initiative gives our team a differentiated advantage in providing positive impact on the steering of enterprise investments. Our expertise has been utilized to provide analysis, technical recommendation and to refine enterprise system engineering requirements particularly in net-centric environments.

3.5 SOA MANAGEMENT, COLLABORATION, AND CONCEPT DEVELOPMENT [PWS 1.3.5]

With the number of programs delivering complex capabilities to the DPO, USTRANSCOM faces technical and organizational challenges in realizing the CSV. To overcome obstacles and enhance processes, DPO will require an agile, tailorable methodology to proactively manage risk and incrementally measure progress. The Booz Allen Team's technical approach to Enterprise Systems Engineering is based on over seven years of successful service-oriented engineering for DoD and Intelligence Community (IC) clients. Our team recognizes that in order to achieve integrated, service-enabled capabilities, the overall process must be governed from end-to-end and executed in collaboration with the user and developer community. By continuing to refine and reapply lessons-learned on key, net-centric initiatives, we have developed and demonstrated a proven methodology ensure success in enterprise transitions to SOA. This methodology, illustrated in Figure 2, provides the framework of our approach and has been used to assure the transformation to net-centricity of programs across DISA, Army, USD(I) and ODNI CIO. Our approach capitalizes not only on mature firm and industry technology best practices, but inherently leverages governance and collaborative outreach as ongoing, infused activities to guide this marriage of SOA principles and Agile implementation processes to develop new concepts and capabilities. We continually improve the methodology and re-apply new lessons learned, including recent enhancements that address the challenges of testing complex, distributed SOA solutions for compliance, functional, and performance factors.

This methodology will be used to provide a proven, low-risk, integrated approach that delivers a DPO taxonomy of SOA service specifications that will transform the USTRANSCOM distribution community into an integrated and interoperable Net-Centric environment. Our approach leverages best practices in requirements analysis and decomposition, EA, service interface specification development, governance, and deployment of large-scale SOA solutions along with deep experience gained through our work in the logistics and distribution community for programs such as Business Transformation Agency Transformation Priorities and Requirements-Supply Chain Management (TP&R-SCM) strategy, USTRANSCOM Joint Logistics (Distribution) Joint Integrating Concept (JL(D) JIC) and the DLA Fusion Center.

Each discipline shown in the methodology is a collection of best-practices required to create the technical approach to successfully migrate to a fully interoperable Net-Centric system from design through implementation; below is a summary of each discipline:

- **Governance:** End-to-end governance infused into every discipline, defining the policies, standards, and metrics to direct the definition and deployment of reusable services to achieve USTRANSCOM'S CSV mission objectives; define the processes to ensure conformance with specifications and SLA's
- **Planning, Assessment, and Strategy:** Analyze mission/stakeholder needs and operational processes to develop to-be processes and service taxonomies; map capabilities and identified services to operational processes, prioritizing service implementation and deployment against mission requirements; results in management/execution strategy for service development
- **Architecture and Specifications:** Define and develop a reference architecture, decomposing the process model into a candidate service portfolio; identify and develop service specifications, explicitly stating service level objectives, performance requirements (e.g., SLAs), and implementation conformance rules
- **Capability Development:** Develop implementation guidance and reference implementations to demonstrate proper implementations of specifications; design and implement a specification compliance test kit (CTK) to assist implementers in ensuring conformance with service specifications; provide hands-on support to developers to ensure successful implementations of specifications; solicit community feedback to support refinement and evolution of specifications

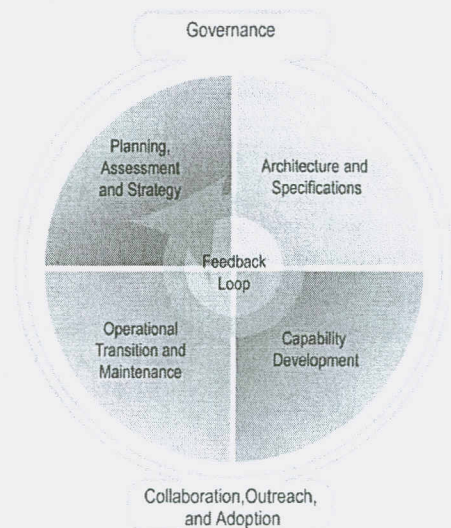


Figure 2: The Booz Allen SOA Methodology

- **Operation Transition and Maintenance:** Perform certification of implementation conformance with specifications, certifying services prior to deployment; monitor and manage the environment to ensure that QoS is maintained and that services are properly facilitating operational threads
- **Collaboration/Outreach/Adoption:** Promote open communication across the community through participation in Technical Interchange Meetings and working groups; provide a mechanism to engage stakeholders to promote buy-in and adoption.

The remaining sections describe in detail our approach for providing DPO SOA Service Technical Governance, the DPO Developer Website, SOA Concept Development and Prototyping, and SOA Service Registry Implementation.

3.5.1 DPO SOA SERVICE TECHNICAL GOVERNANCE [PWS 1.3.5.1]

Through blending of lessons learned and best practices from industry as well from our experiences with IC and DoD projects (NCES, DNI IC SOA, DCGS-A, and DCGS Enterprise SOA), we have developed and refined a repeatable and executable SOA governance model to establish service performance metrics that will be tailored to support ESE and the USTRANSCOM CPRP methodology.

SOA Governance is critical to the long-term success of DPO and the CSV. Without the appropriate decision-making and enforcement functions to identify the proper services, ensure specification conformance, and restrict divergence from the net-centric architecture, achieving the benefits of the effort will not be feasible. The Booz Allen Team approach to managing a rapidly evolving SOA is to control risk by developing and governing capabilities incrementally. We will leverage our established governance model, illustrated in Figure 3, which provides the necessary framework to foster effective decision-making in the implementation of the CSV, from the planning process through deployment of enterprise web services. **This is the same process that has been used in programs such as DCGS-A, DES, and NetOps to establish a managed SOA approach adopted by capability developers.**

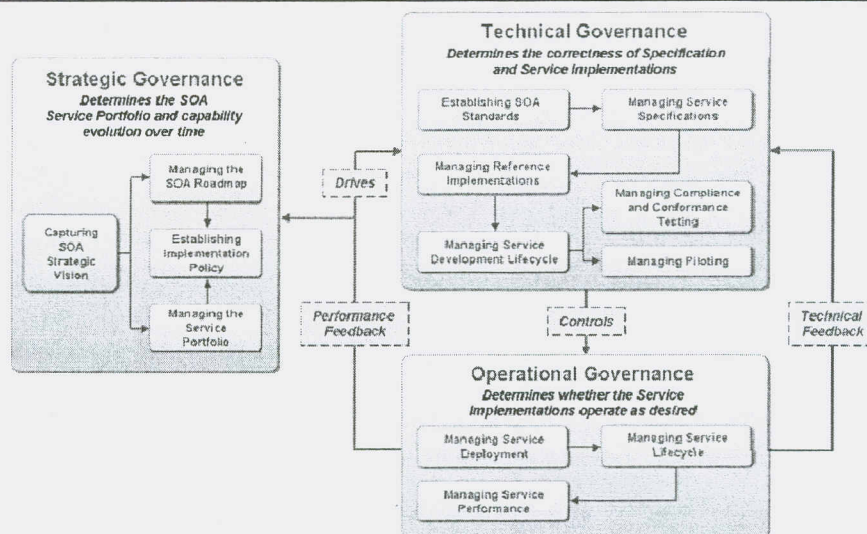


Figure 3: Governance Processes

Our comprehensive SOA Governance solution consists of three integrated components: Strategic, Technical, and Operational Governance. Each level of Governance is designed to engage the community with specific governance concerns and provide end-to-end lifecycle management and feedback/report, enabling iterative management of the Service Taxonomy. These activities are not meant to replace existing governance structures, but rather augment existing processes such as the Corporate Portfolio Review Process (CPRP), to address SOA-specific requirements. Some of the key activities that the Team will perform associated with the governance model include:

- Defining policies, standards, and metrics to direct the definition and deployment of reusable services to achieve CSV business objectives and information assurance concerns
- Defining the processes to enforce standards/guidelines/policies as an integral part of service planning, implementation, and management to ensure interoperability
- Assisting in evaluating candidate DPO services against defined mission needs, requirements, and the CSV to develop a Service Taxonomy describing required capabilities to support enterprise needs
- Managing and mitigating the risk associated with change and version control of standards and specifications, unanticipated cost from cross-program governance, and the use of immature or untested technologies
- Assisting the Government in managing functional and performance specification conformance of service implementations, as well as implementation policy conformance, so that issues can be identified and mitigated early to reduce risk
- Advising Programs to correctly describe and register services in the DPO Service Registry, including how and when to update the metadata of service life cycle in the registry, reflecting different levels of operational readiness
- Establishing and managing QoS levels through the monitoring of service performance and utilization by collecting operational metrics that characterize run-time service implementation performance
- Managing the overall service lifecycle, transitioning services into operation or retiring services when no longer required by evolving mission and requirements as captured in the Service Taxonomy

Our solution provides a proven and repeatable governance process, ensuring the full lifecycle of ESE activities align with the CSV. As demonstrated on DCGS-A and DES, this mechanism additionally provides full insight into all activities, enabling full reporting of not

just operational metrics of service implementations, but status and conformance level of implementation against specification requirements as well as level of coverage for capabilities identified in the ESE Service Portfolio. The Team will report on these metrics as a part of its monthly status reporting.

3.5.2 DPO DEVELOPER WEBSITE [PWS 1.3.5.2]

Booz Allen developed and maintained Developer Websites for the DNI and DISA NCES, enabling clear communication of SOA specifications and guidance, capturing developer feedback on architecture specifications, and facilitating developer interaction. This established and fostered a community of developers around SOA guidance, ultimately helping to ensure adoption.

With Government approval, the Booz Allen Team will facilitate outreach and collaboration by building and deploying a DPO Developer Website similar to the capabilities on the Army's SOA site. We will help create and empower a synchronized developer community around the DPO SOA by ensuring transparency and feedback collection. As we did for DCGS-A, NCES, and AE SOAF, we will field a DPO Developer Website that will disseminate information about DPO SOA activities, architecture designs, and the Service Taxonomy & specifications. We will provide a forum to enable co-located developers to ask questions of each other, trade implementation suggestions, and work with one another to achieve the CSV realization. This community website will provide a mechanism for developers to discover relevant specifications and provide feedback on specification drafts. **Additionally, the website will help working groups established as a part of the Team's Governance model provide developers with guidance in conforming to service specifications, as well as mechanisms to test and self-certify conformance with those specifications. The Booz Allen Team has extensive experience in creating and fostering teaming arrangements between government and contractor personnel through the promotion of a collaborative environment.** During the NCES pilot activities, we worked with community members to define community portal policies and practices. Booz Allen developers regularly monitored online support forums on the community portal to collaboratively solve integration and implementation issues. We will leverage our lessons learned from NCES, as well as engagements such as AE SOAF, DCGS-A, and DCGS Enterprise SOA to catalyze and sustain a collaborative developer community.

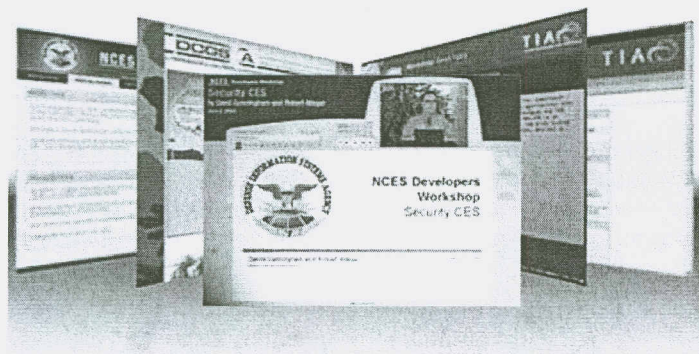


Figure 4: Booz Allen-Created Developer Websites

We will analyze develop detailed requirements for this website, capturing needs from Government stakeholders and end users to within a DPO SOA Website Requirements document. We will present these detailed requirements, along with a proposed architecture approach and implementation schedule, to the Government for review and approval. The Team is prepared to host the website in contractor spaces, Government spaces, or at a third party hosting facility at the Government's discretion. Upon approval to proceed, we will develop detailed designs for website layout, architecture, security, and Information Assurance controls, presenting this along with an updated implementation schedule to the Government as the DPO SOA Website Design document for review and approval.

Understanding the importance of rapidly developing and iteratively fielding website capabilities on an incremental basis,

the Booz Allen Team will employ an Agile development methodology to build the community website. Agile processes, as described in *Agile Software Development*, are now becoming considered a best practice in the industry. Our team has been successfully using Agile software development techniques for over six years on programs such as NCES and DCGS-A, always delivering on-time and within budget. We focus first and foremost on open, transparent communication and increased customer and team interaction.

The Team's Agile approach is successful at rapidly delivering working software while dramatically reducing the risks inherent in traditional development approaches. We will leverage rapid, two week iterations for software definition and engineering activities. At the conclusion of each iteration, the Team will demonstrate existing functionality and work with Government stakeholders to estimate and plan subsequent iterations. After the final iteration, the Booz Allen Team will deliver the DPO SOA Website and Source Code to the Government. We will also develop any documentation or provide engineering support as directed by the Government to gain Authority to Connect, Authority to Operate, or other Certification & Accreditation (C&A).

3.5.3 SOA CONCEPT DEVELOPMENT AND PROTOTYPING [PWS 1.3.5.3]

The Booz Allen Team has mitigated risks, validated emerging technical concepts, and promoted community adoption on programs such as NCES, DCGS-A, DNI's RDEC through the use of Service Development Kits and Reference Implementations.

The Booz Allen Team will work with the Government to identify SOA concepts to be prototyped that can positively impact the DPO and future services to be developed. Our experience on numerous other SOA programs, such as DCGS-A, has shown that initial 'quick win' concept prototypes provide substantial benefits to the distribution community including:

- Reduces implementation risk and demonstrates technical feasibility and utility to the Warfighter
- Validates interoperability across the Distribution Community of Interest (COI)

- Provides a mechanism to validate and refine processes, requirements, architecture, and service specifications
- Facilitates community buy-in and adoption across the joint logistics and distribution community

On the DCGS-A program, Booz Allen developed the DCGS-A Reference Implementation (RI), depicted in Figure 5, to instantiate the ISR service specifications. The DCGS-A RI, leveraged Google Earth to create a concept prototype that demonstrated both the operational value and technical feasibility of integrating data provided from Web Service-enabled legacy systems using the ISR interface specifications. In support of this effort, we leveraged an Agile approach to iteratively deliver capabilities that were used by the DCGS-A Program Office to support acquisition decisions, demonstrate operational value of a SOA environment, and validate/refine the specifications based upon lessons learned and community feedback.

The Booz Allen Team will re-apply this successful approach, along with lessons learned from other similar agile efforts such as DISA NetOps and NCES, to support the development of DPO concept prototypes. Examples of lessons learned include leveraging two-week iterations to manage the lifecycle from requirements to prototype development and conducting regular demonstrations and reviews with the Government. In support of the JTFG-GNO, we conducted client reviews on a monthly basis to validate the technical approach, solicit additional feedback from analysts, and keep momentum and senior advocacy for the initiative. The team will leverage a similar approach in support of the DPO SOA Concept Development and Prototyping. At the completion of each iteration, we will engage the USTRANSCOM team to validate our approach and progress. We will host the Government at our O'Fallon facility to demonstrate the mission value of the prototype and receive additional user feedback to ensure we develop and deliver a successful prototype that meets the needs of the logistics community.

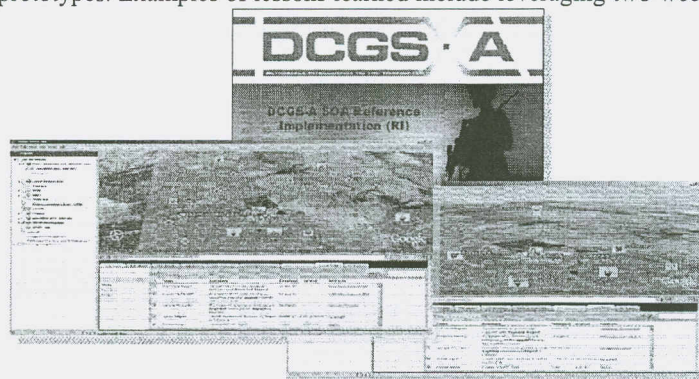


Figure 5: DCGS-A Reference Implementation SOA Prototype

3.5.4 SOA SERVICE REGISTRY AND TAXONOMY IMPLEMENTATION [PWS 1.3.5.4]

The Booz Allen Team brings proven experiences and “best practices” in Service and System Engineering through our experiences on strategic, transformational SOA initiatives across the DoD including DCGS-A, DCGS Enterprise, DISA NetOps, and Air Force IRPI. Our repeatable processes for the decomposition of operational requirements to define a service taxonomy provides USTRANSCOM with a low-risk approach that communicates enterprise service capabilities while facilitating end-to-end governance of the DPO services.

The Booz Allen Team will configure and deploy a capability that will manage and communicate the availability of SOA Services. Our team anticipates leveraging a Booz Allen developed, open source capability called the Service Portfolio Management Tool (SPMT). The SPMT, shown in Figure 6, was initially developed in support of the DCGS Enterprise program to provide visibility, management, and governance of enterprise service specifications for the DCGS Enterprise on behalf of USD(I). Currently, the tool is in use across number DoD clients (e.g. Army Materiel Command, ISSA, DCGS Enterprise) and offers several key features that will help **maximize community participation and facilitate service integrations**:

- **Taxonomy Management** – Provides a configurable mechanism to define and manage the DPO service taxonomy.
- **UDDI Integration** – Integrates with UDDI 3.X compliant registrations to publish services along with relevant metadata, and identifies all implementations of services in the Service Taxonomy. Our approach will leverage the DPO's UDDI registry capability as the authoritative registry for this effort.
- **Access to Developer Documentation** – Assists the SOA Integrator, developers, and providers to identify available services and specifications, leverage available development guidance, and access developer Service Development Kits
- **Change Management**– Provides configuration management and versioning of service specifications.
- **Mission Threads** – Supports the definition of composite services to implement mission threads and operational requirements.
- **Technical Governance and Conformance Testing** – Ensure interoperability by providing developers with a mechanism to test and certify that service implementations conform to published service specifications and implementation policies.

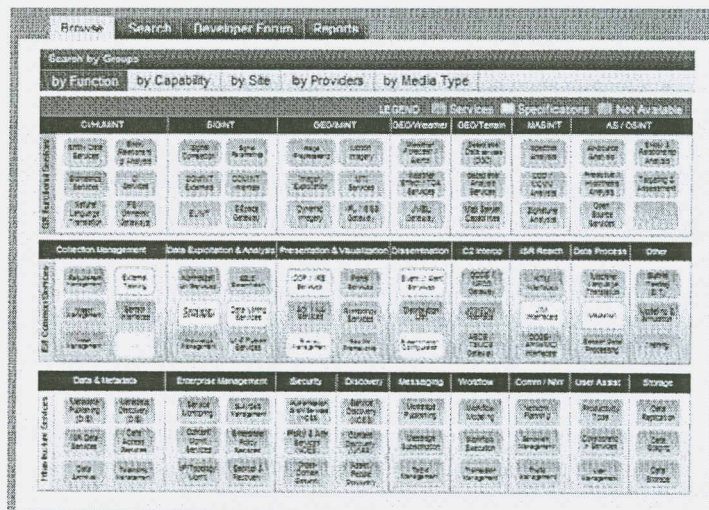


Figure 6: Booz Allen's Service Portfolio Management Tool

- **Management Reporting** – Provides dashboard metrics for status and conformance level of POR service implementations against specification requirements.
- **Secure Access Control** – Provides granular access control to ensure secure access to services to only authorized users within the DPO and DoD communities through either Role- or Attribute-Based Access Control.
- **Skinnable User Interface** – Provides configurable User Interface to adjust color schemes, layouts, fonts, and interface styles to dynamically conform to organizational requirements

Prior to rolling out the SPMT, the Booz Allen Team will engage the Government to elicit and analyze the SOA Service Registry requirements and produce a detailed requirements specification, implementation schedule, and Rough Order of Magnitude (ROM) estimating the level of effort and associated costs. We will also evaluate the requirements against the SPMT capabilities to ensure it will meet the Government requirements. The evaluation, along with a recommended technical implementation approach and design, will be documented and submitted to the Government for review and approval. The Booz Allen Team will then implement the approved solution and begin population of the tool with the DPO service taxonomy and service specifications. To accelerate time-to-market, we are prepared to host the SPMT at our facility in McLean, VA until final accreditation is received.

The Booz Allen Team will combine our deep SOA expertise with a strong understanding of USTRANSCOM and the distribution community to establish and document the DPO taxonomy. When defining the taxonomy, we will leverage the top-down business process decomposition and bottom-up system and service analysis described in Section 3.2 to identify elements of the taxonomy along with candidate services. Once the taxonomy and candidate services are identified, the Booz Allen Team will automate the processes, policies, and procedures when directed by the Government. Integrated with the DPO UDDI capability and leveraging our Governance model and expertise as the **architect and developer of NCES Service Discovery**, the Team's Service Portfolio Management Tool will provide the necessary mechanisms to maintain, update, and publish the Service Taxonomy to the DPO UDDI registry as well as realign currently registered service implementations in a secure fashion. As with activities described in Section 3.5.2, we will support the development of any necessary C&A documentation.

3.6 NEW TECHNOLOGY TOOL/PRODUCT EVALUATIONS AND RECOMMENDATIONS [PWS 1.3.6]

In support of the DPO SOA, the Booz Allen Team will execute SOA tool and product evaluations to identify and assess infrastructure and service capabilities that may satisfy ESEG requirements. The Team, in support of the DNI, Army, and DISA, has demonstrated expertise in evaluating SOA Commercial Off-the-Shelf (COTS) products. Our approach is rooted in four key activities:

- **Scoping:** Achieve concurrence between the Government and Team on focus area(s), using an established mission need to identify relevant COTS capabilities. Outline an initial evaluation plan, establishing goals of evaluation and jointly developing criteria to establish utility and measures of effectiveness for the assessed technology.
- **Evaluation Preparation:** Our team, with Government approval, will select the most promising COTS capabilities on the basis of literature review and feature comparison and will work with Government stakeholders to design the details of the evaluation. Typical complex evaluations will involve establishing prototype integrations with assessed COTS capabilities to assess capabilities in simulated real-world conditions, with simple evaluations focused on feature comparisons and light prototyping. The Team will finalize the metrics and evaluation plan with the Government's approval.
- **Execution:** Our team will iteratively develop necessary integrations between the evaluated technology and a standardized test harness, using the harness to conduct experiments and collect measurements for identified metrics. The evaluation itself may require testing through simply interacting with the tool in a way that mimics the use case identified during the scoping activity, or may require development of custom integration software, possibly integrating COTS tools against DPO service specifications
- **Analysis and Documentation:** Our team will analyze collected metrics and generate an Evaluation Report, describing the evaluation. This includes a description of the tool/technology in context of client needs, the general evaluation methodology, the analyzed metrics results and final recommendations. The Team will deliver this report, in addition to any software artifacts developed as a part of the evaluation, to the Government for review and action.

We have successfully executed this approach on the NCES, DCGS-A, and DNI RDEC programs to identify best-of-breed COTS capabilities, recently completing assessments of SOA management, auditing, and data access COTS products for the DNI. As an honest broker without vested commercial interest in COTS products, we will bring this experience to bear for USTRANSCOM to ensure relevance and thoroughness in the three evaluations (one complex, two simple) we will execute per quarter.

3.7 ESE DPO INTEGRATION SUPPORT [PWS 1.3.7]

To ensure design, interoperability and performance objectives are met, the Booz Allen Team will tightly align with ESEG Government personnel to monitor and steer integration efforts across the enterprise. We will utilize guidance provided in the DPO SOA Service Technical Governance (Section 3.5.1), adaptable technical governance component. This component establishes service performance metrics and manages adoption, conformance, and the service components of the service-oriented environment defined in the Corporate Services Vision (CSV). We will leverage its enterprise integration support experience from engagements such as DCGS-A to provide effective support to the ESEG. This support includes the monitoring of key initiatives' integration characteristics and activities making certain that implementations are compliant with the governance model and requirements / expectations that may have been set forth by ESEG. The Booz Allen Team will also ensure that the various integrations are invoking the common services available to the enterprise to enhance agile deployment and to avoid the introduction of unnecessary services and processes.

Table 3: Governance Activities to Support DPO SOA Integration

<i>Tech Governance</i>	<i>Activity</i>	<i>Information Gathered</i>
Establishing / Leveraging SOA Standards	Identify the Relevant Standards from industry, DoD, and DPO data, metadata, and services standards to leverage. Conduct comparison to ensure the system(s) being integrated are compliance.	<ul style="list-style-type: none"> Enterprise Architecture artifacts that represent the necessary processes, data and services Standards implemented in the integrated systems
Managing Service Specifications	Conduct review of Service Specification(s) or plans for service specification implementation. Provide guidance on whether services should be created or adopted from existing (available through common services).	<ul style="list-style-type: none"> Service Specification Templates and individual specifications. Mapping to service taxonomy to categorize as new, fully related with existing specification, or partially related to existing specification.
Managing Service Development Lifecycle	Provide necessary integration guidance to community developers and architects. Monitors the state of service development for a particular service specification to promote interoperability.	<ul style="list-style-type: none"> Evaluation status of service implementations during the integration lifecycle. Catalogue guidance given to the developers and architects for future community use.
Managing Compliance and Conformance Testing	Monitor Compliance through audit and assessment activities through a Net-Centric SOA compliance analysis and conformance test capability. Design and configure a DPO compliance test suite.	<ul style="list-style-type: none"> Documented compliance criteria to baseline evaluations. Compliance reports to track resolution of compliance violations.
Managing Pilot and Pre-Production Instances	Monitor run-time environment to measures metrics to determine how well service implementations operate in a simulated operational environment	<ul style="list-style-type: none"> Metric Reports to measure probable adherence to service level agreements

This proactive monitoring process that aligns to the technical governance component of our governance approach, gathers the necessary information to ensure compliance with architecture guidance provided by the ESEG. Throughout the integration support task, event logs (to include interactions with non-ESEG groups), findings reports and recommended action reports will be constructed and presented to the ESEG and the ERRC as directed. These activities in the technical governance approach have been defined and matured through multiple SOA engagements. In addition, our leadership in industry-leading SOA standards organizations such as OASIS provides early and regular exposure to those activities necessary to ensure net-centric initiatives, such as CVS, succeed.

3.8 INFORMATION EXCHANGE MEETINGS [PWS 1.3.8]

Members of our Team have actively participated in USTRANSCOM's Technical Exchange Meetings to include Defense Transportation E-commerce Board (DTEB), Defense Distribution Community of Interest (DDCOI), the SOA Working Group of the DDCOI and Distribution Data Quality Summits and Distribution Steering Group (DSG). With this breadth of knowledge, the Booz Allen Team will provide domain expertise to participate and present briefings or participate in the Information Exchange Meetings discussions as required by the Government. For each meeting we will review meeting preparation materials and update or complete any actions due from previous meetings, then discuss and agree with the Government representative on a clear outline of the DPO target objectives for the outcome of the meeting. Based on the outcome objectives and meeting format, we will create demonstrations, presentations, and other collateral documentation for review and approval by the Government representative. We will then assist in crafting plans to achieve each meeting's designated outcome, carefully choreographing presentations and demonstrations to conform to the meeting objectives. We will prepare the meeting trip report, minutes, action item results and assignments, and estimates on results of the presentation or demonstration. We will conduct a Government-contractor debrief meeting, provide follow-ups to track action items, and offer periodic updates on progress as required.

3.9 ANALYZE DPO REQUIREMENTS [PWS 1.3.9]

The Booz Allen Team will continue to provide the necessary technical and functional expertise to support the analysis of DPO requirements. The delivery of this task will continue the DPO requirements analysis activities described in section 3.2 of this response. We will continue to target and identify enterprise duplication and gaps, such as those that are identified in DTS programs' Functional Review Board (FRB) activities, and to offer recommendations. As provided the during base year, the option years will also include the leveraging of our experience with USTRANSCOM and its component commands (e.g. SDDC, MSC, AMC) in supporting the DPO.

3.10 ANALYZE DTS REQUIREMENTS [PWS 1.3.10]

Extending the DTS requirements analysis support described in Section 3.3 of this response, the Booz Allen Team will continue to provide analyses and produce ROMs to implement additional DTS. As part of the analysis process on DTS FoS and related requirements, an iterative enterprise study will be planned to identify potential enterprise duplication and gaps. Findings will be reported and, upon approval of the recommendations, documentation created to support the completion of the RAPs and the CPS.

3.11 ESE DPO INTEGRATION SUPPORT [PWS 1.3.11]

Continuing our integration support to the enterprise, the Booz Allen Team will interact with Government personnel to monitor and steer integration efforts across the enterprise. As defined in Section 3.7 of this response (base year) we will, in support of the ESEG, continue to monitor the various execution efforts to ensure that implementations across the DPO comply with interoperability and standardization guidelines.

APPENDIX A – DELIVERABLES MATRIX

The following table provides an overview of the deliverables required by the PWS (along with associated references back to the PWS) and the associated delivery schedule for each.

Task #	PWS Reference	Deliverable	Delivery Schedule
1	1.3.1.1	Task Order Management Plan and Annual Updates	Draft - 15 business days after award or option exercise. Final – within five business days after Government comment
1	1.3.1.2.1	Monthly Status Report	10th day of each month
1	1.3.1.2.2	Weekly Activities Report	COB each Wednesday
1	1.3.1.3	In Progress Review (IPR)	Every 2 months or as required by the Government
1	1.3.1.3	IPR minutes	Within one business day after IPR
2	1.3.2	Approximately 10 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
2	1.3.2	Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
2	1.3.2	Provide cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
2	1.3.2	Approximately 10 Resource Allocation Package Documents are anticipated.	Within five business days of government request
2	1.3.2	Approximately 10 Resource Allocation Package Documents updates are anticipated.	Within five business days of government request
3	1.3.3	Approximately 10 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
3	1.3.3	Support analyses of approximately 9 CBAT meetings per week (based upon approximately 3 concurrent CBATs/month).	As required to support analysis.
3	1.3.3	Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
3	1.3.3	Provide cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.
3	1.3.3	Resource Allocation Package Documents. Approximately 10 anticipated.	Within five business days of government request
3	1.3.3	Resource Allocation Package Documents updates. Approximately 10 anticipated.	Within five business days of government request
4	1.3.4	Support Internal Information Exchange Meetings via presentations to various boards and groups. As processes evolve, the names of boards and working groups may change but the frequency will remain the same.	Bi-weekly ESERB; Weekly ESEG & ESEG Synchronization & Coordination meetings; Weekly J6-AD Staff Coordination meetings; 4 other meetings per week (e.g., AISG).
5	1.3.5.1	Provide recommendation for SOA technical governance process.	Draft – 45 business days after award Final – within five business days after Government comment
5	1.3.5.1	SOA technical governance policies and procedures	Draft – 90 business days after government approval of recommendation Final – within five business days after Government comment
5	1.3.5.1	SOA Services Life Cycle Management Report	Monthly – attachment to monthly status report
5	1.3.5.2	DPO SOA Website Requirements Document	Within 10 days of the Government request
5	1.3.5.2	DPO SOA Website Design and schedule	Within 10 days of the Government request
5	1.3.5.2	DPO SOA Website & Source Code	Per Government agreed to schedule.
5	1.3.5.2	Demonstrate the DPO SOA Website	Per Government agreed to schedule.
5	1.3.5.2	Documentation to support achievement of Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities	As required. Expected to be accomplished one time with annual updates.

Task #	PWS Reference	Deliverable	Delivery Schedule
5	1.3.5.3	DPO SOA Concept Requirements Document	Within 10 days of the Government request
5	1.3.5.3	DPO SOA Concept Design, ROM, and implementation schedule.	Within 10 days of the Government request
5	1.3.5.3	DPO SOA Concept & Source Code for candidate services developed for the Enterprise. Anticipate the development of 10 Services per year.	Per Government agreed to schedule.
5	1.3.5.3	Demonstrate the DPO SOA Concept	Per Government agreed to schedule.
5	1.3.5.3	Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities Documentation.	As directed by the Government. Expected to be accomplished one time with annual updates.
5	1.3.5.4	SOA Service Registry/Repository Implementation Concept Design, ROM, and implementation schedule.	Within 20 business days of Government request
5	1.3.5.4	Demonstrate the DPO SOA Service Registry/Repository capability	Per Government agreed to schedule.
5	1.3.5.4	DPO Service Registry Taxonomy documentation.	10 business days prior to Service Registry/Repository Capability demonstration
5	1.3.5.4	Service Registry/Repository Capability Demonstration	Per Government agreed to schedule.
5	1.3.5.4	Service Registry/Repository Authority To Connect (ATC), Authority to Operate (ATO), and similar Certification & Accreditation (C&A) activities support.	As required. Expected to be accomplished one time with annual updates.
6	1.3.6	COTS Tool/Product Evaluation Report for each evaluation. One complex and two simple evaluations are anticipated per quarter.	Simple evaluation: 10 business days. Complex evaluation: 20 business days
7	1.3.7	During the Base Year, anticipate approximately 4 development or implementation monitoring efforts resulting in periodic presentations (via Task 1) on Status and Potential Courses of Action, (if any). Summary report of the implementation results for EA update and submission to the ERRC Execution and Effects Review. Anticipate the completion of approximately 4 efforts. Monitoring efforts are reported via Task 1.	Reports and briefings are delivered upon completion of a capability implementation or 10 business days after the calendar date of the completion milestone of a key initiative, whichever is sooner.
8	1.3.8	Trip Reports	Within 5 business days after trip completion
9	1.3.9	Each Option Year: Approximately 20 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
9	1.3.9	Each Option Year: Support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month).	As required to support analysis.
9	1.3.9	Each Option Year: Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports due 5 business days after each CBAT completion.
9	1.3.9	Each Option Year: Provide a cumulative report on each POR interaction.	COB each Wednesday or within five business days after completion of POR interaction.
9	1.3.9	Each Option Year: Anticipate approximately 20 Resource Allocation Package documents.	Within five business days of government request
9	1.3.9	Each Option Year: Anticipate approximately 20 Resource Allocation Package Documents updates.	Within five business days of government request
10	1.3.10	Each Option Year: Approximately 20 Enterprise requirement evaluations are anticipated. For each analysis request, provide: • Labor hour ROM for each analysis request • Recommendation and Findings Report	Labor hour ROM is due within one business day after analysis is completed The Recommendation and Findings Report is due within five business days after CBAT completion
10	1.3.10	Each Option Year: Support analyses of approximately 12 CBAT meetings per week (based upon approximately 4 concurrent CBATs/month).	As required to support analysis.
10	1.3.10	Each Option Year: Produce reports resulting from requirements refinement support, enterprise architecture mapping, alternative analysis, capability congruency analysis support, capability product specification, enterprise engineering solution descriptions and development, and cost estimating.	Draft reports during CBAT execution as required for internal coordination. Final reports within five business days after each CBAT completion.
10	1.3.10	Each Option Year: Provide a cumulative report on each POR interaction.	COB Wednesday or within five business days after completion of POR interaction.

APPENDIX B – PERFORMANCE MEASUREMENT

The following table outlines the key performance objectives the Booz Allen Team will meet and the associated performance thresholds for each.

PWS Task Number	Performance Objective	Performance Threshold
1.3.5.3	DPO SOA Concept	98% on-time and within ROM estimate
1.3.5.4	SOA Service Registry/Repository	Demonstration on-time (within 5 business days) and within 5% of ROM estimate.
1.3.5.4	Integrated Taxonomy	On-time (within 2 business days)
All	Status and Technical Reports	95% compliance

APPENDIX C – RESUMES

The Booz Allen Team will provide USTRANSCOM with the staffing mix to ensure the processes and technologies developed to support the DPO are adaptable, interoperable and provide the best value. The team outlined below will provide ESE the necessary expertise to drive quality technical governance and system engineering initiatives leveraging our expertise in system and service engineering, service-oriented architecture (SOA), and the necessary functional expertise in DPO processes to hit the ground running and make an immediate impact.

DELIVERY SPECIALIST

Labor Category: Subject Matter Expert, Level I (BOOZ ALLEN)

General Experience:

Delivery and technical subject-matter-expert with over 10 years experience in designing and deploying of service-oriented solutions. An expert in the analytical evaluation and implementation of mission critical systems and services as it relates to net-centric initiatives. Skilled in identifying and applying best-practice integration tactics to architect and deploy a System-of-Systems. Specially focused on service engineering, SOA, process engineering, and strategic analysis.

Specific Experience:

- Managed the lifecycle planning and delivery for enterprise-scale SOA implementations from inception to conclusion including requirements analysis, risk management, modeling, and design.
- Developed net-centric operating models and implementation road-maps for Government defense logistics clients
- Established models for governance and outreach activities for Government information-sharing SOA initiatives
- Developed large-scale (e.g., 3 million transactions per day) enterprise J2EE applications
- Established processes ensuring the integration and standards compliance of SOA system-of-systems
- Experienced in DoDAF and Zachman enterprise architecture frameworks
- Performed strategic enterprise architecture assessments, evaluation, analysis of alternatives, and recommendations for complex large-scale SOA initiatives

Education: Software Engineering, M.S.; Management Information Systems, B.S.

Security Clearance: Secret

SYSTEMS – SERVICES ENGINEER

Labor Category: Subject Matter Expert, Level II (TECHGUARD)

General Experience:

Technical lead, senior software architect, and engineer with over 12 years experience, specializing in object-oriented analysis, design, and programming. Experience with software development lifecycles, Agile Methodology, SOA, architecture design, multi-tier development, database-driven applications, client-server applications, Internet, Web, and wireless development.

Specific Experience:

- Architected and engineered operationally-ready state-of-the-art Web-based application suites for DoD systems
- Experienced with SOA design and implementation focused on secure, reliable, and high-performance deployments
- Coordinated analysis, independent evaluation, risk mitigation, and recommendations supporting custom SOA implementations for large-scale clients
- Developed plans and requirements within the Agile Software Development methodologies to enable efficient and effective high-quality software development in a rapid iterative environment
- Designed and implement service-enabled architectures
- Performed test-driven development to optimize system quality and to enable rapid refactoring

Education: Computer Science, M.A.; Computer Science, B.S.

Security Clearance: Secret

SENIOR PROCESS SPECIALIST

Labor Category: Functional Specialist (BOOZ ALLEN)

General Experience:

Supply chain management and logistics specialist with over 20 years experience in process improvement, transportation and logistics at a broad range of assignments; over 5 years experience with joint-service commands. Proven experience with U.S. Government initiatives, metrics, strategy, and doctrine development.

Specific Experience:

- Provided comprehensive frameworks for deployment, supply chain implementation, change management, distribution processes, strategic analysis, and policy development
- Advised DoD clients with regard to detailed strategic analyses of IT programs, evaluation of IT implementation efforts, and systems analyses.
- Developed and implement performance monitoring for major DoD transformation and logistics efforts
- Served as liaison between DoD directorates for strategy and policy development
- Coordinated process teams for development of pilots, processes, training, staffing, and logistics
- Monitored performance of enterprise logistics operations and information support systems
- Oversaw enterprise-wide transformation, modernization, and reorganization efforts including scheduling, budgeting, logistics support, policy development, process engineering, and balanced scorecards

Education: Technology Management, B.S.

Security Clearance: Top Secret

LEAD SERVICES ENGINEER

Labor Category: Advanced Technology Task Leader (BOOZ ALLEN)

General Experience:

Senior SOA Architect with over 15 years experience planning, organizing, and consulting with military logistics services through the promotion of Service Oriented Architectures focusing on logistics services. Specialized Defense experience and expertise with overall policy and guidance regarding the data, business policies, and policies for mobilization, deployment, redeployment, and demobilization of forces.

Specific Experience:

- Coordinated acquisition, development, and integration of a SOA system-of-systems architecture focused on business modernization
- Planned, organized, configured, and controlled logistics data and customer data exchanges
- Served as lead technologist to integrate policy, manage configuration activities, mitigate risk, and architect COTS and GOTS solutions supporting enterprise architecture transformations
- Provided advance studies into sophisticated technical solutions with associated implementation plans and policy impacts
- Oversaw phased implementation activities including design, analysis, code, configuration, testing, development, and implementation of complex computer software services in various net-centric languages

Education: Business Administration, B.A. Computer Science, B.S.

Security Clearance: Secret

SERVICES ANALYST

Labor Category: Analyst 6 (BOOZ ALLEN)

General Experience:

Senior systems engineer and software architect with over 7 years experience specializing in the analysis, design, and implementation of high-availability, distributed, real-time systems. An expert in object-oriented analysis and development with Unified Modeling Language (UML) using Model Driven Architecture. Subject matter expert in operational and systems requirements analysis and design.

Specific Experience:

- Supported the development processes and provide best practices, recommended approaches, and strategic objectives to produce operationally-ready software models using UML standards
- Led software architecture activities, software development, and quantitative analyses of next-generation Defense technologies
- Developed and evaluated architecture metrics to ensure platform-independence, portability, and interoperability of real-time computing environments
- Integrated and validated software development methodologies with systems engineering processes to enable the flexible prototyping of maturing systems designs.

Education: Electrical Engineering, M.S.; Computer Science, B.S.

Security Clearance: Secret

SENIOR SERVICES DESIGNER

Labor Category: Design and Development Engineer, Level 4 (BOOZ ALLEN)

General Experience:

Senior software engineer with over 5 years experience analyzing, designing, and implementing reliable and scalable SOA solutions. Experienced in UML engineering processes and methodologies, software development lifecycles, networking, security, and information assurance. Subject matter expert in systematizing operational requirements, systems engineering, and system's infrastructures and frameworks.

Specific Experience:

- Led development of infrastructure frameworks to provides a flexible foundation for service-enabled architectures
- Proposed and implemented an innovative strategic vision and plans for conversion and modernization of DoD systems and processes
- Proposed service-oriented architectural improvements to taking advantage of reuse opportunities and associated conversion activities to ensure interoperability
- Led engineering efforts for service-architecture layers and identify reference deployments for solution frameworks including development of the scope, objectives, process models, and technical vision.

Education: Computer Engineering, MSEE, B.S.

Security Clearance: Secret

SERVICES ANALYST

Labor Category: Design and Development Engineer Level 3 (BOOZ ALLEN)

General Experience:

Systems architect and engineer with over 3 years specializing in analysis, design, planning, and implementation of service-oriented architectures and DoDAF enterprise architectures.

Specific Experience:

- Provided technical guidance, advisory support, and assistance for DoD engineering and architecture efforts including system analysis, process analysis, issue identification, and problem resolution.
- Participated in SOA working groups and championed SOA implementations
- Developed architecture requirements, strategic designs, and implementation plans
- Supported the analysis, approval, and execution of technology budgets

Education: Information Technology Management, M.S.; Computer Science, M.A.; Computer Science, B.S.

Security Clearance: Secret

APPENDIX D – ORGANIZATIONAL CONFLICT OF INTEREST (OCI) STATEMENT

Booz Allen has determined, to the best of its knowledge and belief, that no conflicts of interest would arise from our performance of the proposed Performance Work Statement.

APPENDIX E – ACRONYMS

AE SOAF	Army Enterprise Service-Oriented Architecture Foundation
ATC	Authority to Connect
ATO	Authority to Operate
AV-1	All View 1 - Overview and Summary Information
CBA	Capabilities Based Analysis
CBATs	Capabilities Based Analysis Teams
CMMI	Capability Maturity Model Integration
COCOM	Combatant Command
COI	Community of Interest
COTS	Commercial Off-the-Shelf
CPRP	Corporate Portfolio Review Process
CPS	Capability Product Specification
CSV	Corporate Services Vision
CTA	Contractor Teaming Agreement
DCGS-A	Distributed Common Ground System – Army
DDCOI	Distribution Data Community of Interest
DES	DCGS Enterprise SOA
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoD	Department of Defense
DoDAF	Department of Defense Architecture Framework
DPO	Distribution Process Owner
DSG	Distribution Steering Group
DTEB	Defense Transportation E-commerce Board
EA	Enterprise Architecture
EDE	Enterprise Data Engineering
ESEG	Enterprise System Engineering Group
FEA	Federal Enterprise Architecture
FoS	Family of Systems
FRB	Functional Review Board
GOTS	Government Off-the-Shelf
GTL	Government Task Lead
IC	Intelligence Community
ICD	Initial Capabilities Document
IPR	In Progress Review
ISSA	Air Force Integrated Space Situational Awareness
J6	(TRANSCOM) Information Technology Directorate
JDDE	Joint Deployment and Distribution Enterprise
JL(D) JIC	Joint Logistics (Distribution) Joint Integrating Concept
MSR	Monthly Status Reports
NCES	Net-Centric Enterprise Services
NetOps	Network Operations
OV-2	Operational View 2 - Operational Node Connectivity Description
OV-5	Operational View 5 - Operational Activity Model
PMO	Program Management Office
POC	Point Of Contact
POR	Program Of Record
RDEC	Research, Development, and Engineering Center
RFQ	Request for Quote
RI	Reference Implementation
ROM	Rough Order of Magnitude
SAF/XC	Secretary of Air Force – Office of Warfighting Integration and Chief Information Officer
SDK	Service Development Kit
SIAP JPO	Single Integrated Air Picture Joint Program Office
SLA	Service Level Agreement
SOA	Service Oriented Architecture
SPMT	Service Portfolio Management Tool
TCC	Transportation Component Command
TOMP	Task Order Management Plan
TP&R-SCM	Transformation Priorities and Requirements-Supply Chain Management
UDDI	Universal Description, Discovery and Integration
USD(I)	Secretary of Defense for Intelligence
USTRANSCOM	U.S. Transportation Command
WAR	Weekly Activities Report
WSDL	Web Services Definition Language

Engineering Systems Engineering Support				
Base Period – 15 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 0001 Labor for Task 1, 4, 5, 6 and 8	1	Lot	\$677,044.62	\$677,044.62
CLIN 0002 (OPTIONAL) Labor for Task 2	1	Lot	\$130,007.85	\$130,007.85
CLIN 0003 (OPTIONAL) Labor for Task 3	1	Lot	\$129,865.35	\$129,865.35
CLIN 0004 (OPTIONAL) Labor for Task 7	1	Lot	\$96,454.54	\$96,454.54
CLIN 0005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Base Year				\$1,062,372.36

Engineering Systems Engineering Support				
Option Year One – 1 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 1001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$ 538,096.38	\$538,096.38
CLIN 1002 (OPTIONAL) Labor for Task 9	1	Lot	\$ 262,616.80	\$262,616.80
CLIN 1003 (OPTIONAL) Labor for Task 10	1	Lot	\$ 131,226.00	\$131,226.00
CLIN 1004 (OPTIONAL) Labor for Task 11	1	Lot	\$ 505,453.24	\$505,453.24
CLIN 1005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Option Year One				\$1,466,392.42

Engineering Systems Engineering Support				
Option Year Two – 1 October 2009 through 30 September 2010				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$556,946.75	\$556,946.75
CLIN 2002 (OPTIONAL) Labor for Task 9	1	Lot	\$272,988.12	\$272,988.12
CLIN 2003 (OPTIONAL) Labor for Task 10	1	Lot	\$136,401.24	\$136,401.24
CLIN 2004 (OPTIONAL) Labor for Task 11	1	Lot	\$524,459.62	\$524,459.62
CLIN 2002 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE

Total for Option Year Two	<u>\$1,519,795.73</u>
TOTAL LABOR (Base Period and ALL Option Years - Task 1, 4, 5, 6, and 8)	<u>\$1,772,087.75</u>
TOTAL LABOR (Base Period - Task 2)	<u>\$130,007.85</u>
TOTAL LABOR (Base Period - Task 3)	<u>\$129,865.35</u>
TOTAL LABOR (Base Period - Task 7)	<u>\$96,454.54</u>
TOTAL LABOR (ALL Option Years - Task 9)	<u>\$535,604.92</u>
TOTAL LABOR (ALL Option Years - Task 10)	<u>\$267,627.24</u>
TOTAL LABOR (ALL Option Years - Task 11)	<u>\$1,029,912.86</u>
TOTAL TRAVEL/OTHER ODC (Base Period and ALL Option Years)	<u>\$87,000.00</u> NTE
GRAND TOTAL (Base Period and ALL Option Years)	<u>\$4,048,560.51</u>

Bien, Jolynn CIV USTRANSCOM CS

From: (b)(6)
Sent: Thursday, September 25, 2008 9:21 AM
To: Young Deborah CIV USTRANSCOM AQ; Lee, Gina CIV USTRANSCOM AQ
Cc: (b)(6)
Subject: RE: RFQ HTC711-08-Q-0192 Amendment 0000
Attachments: USTRANSCOM_ESE_TechApproach_25Sept_v1.pdf; IT Cost Prop_0006-1930.v3 092508.xls
Importance: High

Ms Young and Lee,
Per your request, attached is our revised quote and technical/staffing proposal per the 23 Sep 08 letter, subject Request for Quotation (RFQ):
Enterprise Systems Engineering Support (Amendment 006). All changes are marked with black lines in the Technical Approach per your request.

If you have any questions, please let me know.

Thank you

(b)(6)

(b)(6)

Senior Associate

Booz | Allen | Hamilton

1003 E. Wesley Drive

Suite C

O'Fallon, IL 62269

Tel: 618-622-2335

Fax: 618-632-6605

(b)(6)

(b)(6)

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notify the sender by reply e-mail, and then destroy all copies of the transmission. Thank you.

-----Original Message-----

From: Young, Deborah CIV USTRANSCOM AQ
[mailto:Deborah.Young@ustranscom.mil]
Sent: Tuesday, September 23, 2008 4:02 PM
Cc: Lee, Gina CIV USTRANSCOM AQ; Young, Deborah CIV USTRANSCOM AQ
Subject: RFQ HTC711-08-Q-0192 Amendment 0006

All -

Attached is amendment 0006 to RFQ HTC711-08-Q-0192. Also, attached is Questions #49 and #50 with respective answers.

Request confirmation of this email by replying that you have received Amendment 0006 with the attached four documents.

Sincerely,

DEBBIE YOUNG

CONTRACT SPECIALIST

UNITED STATES TRANSPORTATION COMMAND

DIRECT: 618.256.9602 (DSN 576)

GENERAL OFFICE: 618.256.4300 (DSN 576) deborah.young@ustranscom.mil

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Engineering Systems Engineering Support Base Period – 15 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 0001 Labor for Task 1, 4, 5, 6 and 8	1	Lot	\$677,044.62	\$677,044.62
CLIN 0002 (OPTIONAL) Labor for Task 2	1	Lot	\$130,007.85	\$130,007.85
CLIN 0003 (OPTIONAL) Labor for Task 3	1	Lot	\$129,865.35	\$129,865.35
CLIN 0004 (OPTIONAL) Labor for Task 7	1	Lot	\$96,454.54	\$96,454.54
CLIN 0005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Base Year				\$1,062,372.36

Engineering Systems Engineering Support Option Year One – 1 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 1001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$ 538,096.38	\$538,096.38
CLIN 1002 (OPTIONAL) Labor for Task 9	1	Lot	\$ 262,616.80	\$262,616.80
CLIN 1003 (OPTIONAL) Labor for Task 10	1	Lot	\$ 262,791.00	\$262,791.00
CLIN 1004 (OPTIONAL) Labor for Task 11	1	Lot	\$ 505,453.24	\$505,453.24
CLIN 1005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Option Year One				\$1,597,957.42

Engineering Systems Engineering Support Option Year Two – 1 October 2009 through 30 September 2010				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$556,946.75	\$556,946.75
CLIN 2002 (OPTIONAL) Labor for Task 9	1	Lot	\$272,988.12	\$272,988.12
CLIN 2003 (OPTIONAL) Labor for Task 10	1	Lot	\$272,565.24	\$272,565.24
CLIN 2004 (OPTIONAL) Labor for Task 11	1	Lot	\$524,459.62	\$524,459.62
CLIN 2002 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE

Total for Option Year Two	<u>\$1,655,959.73</u>
TOTAL LABOR (Base Period and ALL Option Years - Task 1, 4, 5, 6, and 8)	<u>\$1,772,087.75</u>
TOTAL LABOR (Base Period - Task 2)	<u>\$130,007.85</u>
TOTAL LABOR (Base Period - Task 3)	<u>\$129,865.35</u>
TOTAL LABOR (Base Period - Task 7)	<u>\$96,454.54</u>
TOTAL LABOR (ALL Option Years - Task 9)	<u>\$535,604.92</u>
TOTAL LABOR (ALL Option Years - Task 10)	<u>\$535,356.24</u>
TOTAL LABOR (ALL Option Years - Task 11)	<u>\$1,029,912.86</u>
TOTAL TRAVEL/OTHER ODC (Base Period and ALL Option Years)	<u>\$87,000.00</u> NTE
GRAND TOTAL (Base Period and ALL Option Years)	<u>\$4,316,289.51</u>

Bien, Jolynn CIV USTRANSCOM CS

From: (b)(6)
Sent: Monday, September 29, 2008 10:15 AM
To: Young, Deborah CIV USTRANSCOM AQ
Cc: Lee, Gina CIV USTRANSCOM AQ; (b)(6)
Subject: RE: RFQ HTC/11-08-Q-0192
Attachments: Attachment 3 - RFQ Information Sheet_0006-1930 v3 updated 092908.pdf
Importance: High

Ms Young,
Attached is our updated Attachment 3, Amendment 0007, per your request.

Thanks
(b)(6)

(b)(6)

Senior Associate

Booz | Allen | Hamilton

1003 E. Wesley Drive

Suite C

O'Fallon, IL 62269
Tel: 618-622-2335

Fax: 618-632-6605

(b)(6)

(b)(6)

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-----Original Message-----

From: Young, Deborah CIV USTRANSCOM AQ
[mailto:Deborah.Young@ustranscom.mil]
Sent: Sunday, September 28, 2008 12:05 PM
To: (b)(6)
Cc: Lee, Gina CIV USTRANSCOM AQ
Subject: RFQ HTC711-08-Q-0192

(b)(6)

The CLIN Structure (attachment 3) submitted with your revised cost proposal appears to have been altered and does not match Attachment 3, Amendment 0007.

Request that you please resubmit using Attachment 3, Amendment 0007.

For

your convenience, attached is a copy of Attachment 3, Amendment 0007.

When

filling out this attachment, please do not change the dollar amounts on the form. Only fill-in dollar amounts where there are none provided.

Request that you provide a correct copy of attachment 3 no later than 1100 hours CDT on Monday, 29 September 2008. Please only provide attachment 3, Amendment 0007. I will not be able to accept any other revisions to your proposal.

If you have any questions please free to contact myself or Gina Lee.

Sincerely,

DEBBIE YOUNG

CONTRACT SPECIALIST

UNITED STATES TRANSPORTATION COMMAND

DIRECT: 618.256.9602 (DSN 576)

GENERAL OFFICE: 618.256.4300 (DSN 576) deborah.young@ustranscom.mil

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If you receive this message in error, please notify the sender by reply e-mail and delete all copies of this message.

REQUEST FOR QUOTE HTC711-08-Q-0192**PLEASE SUBMIT QUOTE BY COB 25 SEPTEMBER 2008 BY 1300 (CDT)****POC: Ms. Deborah Young, 618-256-9602, deborah.young@ustranscom.mil;
or Ms. Gina Lee, gina.lee@ustranscom.mil, 618-256-6409****DISCOUNT TO GSA SCHEDULE PRICES REQUESTED.****Booz Allen Hamilton Information****1. Vendor Name/Address (Must have ZIP + 4):**

Booz Allen Hamilton
8283 Greensboro Drive
McLean, VA 22102-3830

2. Vendor Telephone No.:(703) 902-5163**3. Fax No.:(703) 902-3555****4. E-mail address: kirby_bruce@bah.com****5. Vendor Cage Code: 17038****6. Vendor Tax Identification Number (TIN): 36-2513626****7. DUNS No.: 00-692-8857****8. Size Business: Large****9. Please check any of the following that apply to your firm:**☐ Hub Zone Certification ☐ Educational Organization☐ Nonprofit Educational ☐ Other Educational☐ Service-Related Disabled Veteran-Owned Small Business☐ Other Veteran-Owned Small Business**10. GSA Contract No.: GS-35F-0306J****Contract Period: 4/1/05 through 3/31/09****11. Prompt Payment Discount: N/A****12. FOB Point: Destination****13. Defense Contract Audit Agency (DCAA) Point of Contact: OR DCAA Letter confirming proposed G&A rates.**

Defense Contract Audit Agency, Fairfax Branch Office, 171 Elden Street, Suite 315, Herndon, Virginia 20170. Contact: (b)(6) Acting Supervisory Auditor,
E-Mail: (b)(6) Telephone: (b)(6) Fax: (703) 902-3013

14. Central Contractor Registration (CCR): Registration is required for schedule contractors to be eligible for award IAW DFARS Clause 252.204-7004. Payment by Electronic Funds Transfer - Central Contractor Registration is required IAW FAR Clause 52.232-33.

Booz Allen's information contained in the CCR is current and has not expired.

TechGuard Security LLC Information

1. Vendor Name/Address (Must have ZIP + 4):

TechGuard Security, LLC
743 Spirit 40 Park Drive, Suite 206
Chesterfield, MO 63005-1129

2. Vendor Telephone No.: (636) 519-4848

3. Fax No.: (636) 519-4850

4. E-mail address: (b)(6)

5. Vendor Cage Code: 3WJG9

6. Vendor Tax Identification Number (TIN): 43-1879145

7. DUNS No.: 148485654

8. Size Business: Small / Woman-Owned / Disadvantaged

9. Please check any of the following that apply to your firm:

☐ Hub Zone Certification ☐ Educational Organization ☐ Nonprofit Educational

☐ Other Educational ☐ Service-Related Disabled Veteran-Owned Small Business

☐ Other Veteran-Owned Small Business

10. GSA Contract No.: GS-35F-0922P Contract Period: 9/30/04 through 9/30/09

11. Prompt Payment Discount: N/A

12. FOB Point: Destination

13. Defense Contract Audit Agency (DCAA) Point of Contact: OR DCAA Letter confirming proposed G&A rates.

Defense Contract Audit Agency, Chicago Branch Office, St Louis Suboffice, Central Region,
Robert A. Young Federal Building, 122 Spruce St., STE 2.203, St. Louis, MO 63103-2812,
(314) 331-5985

14. Central Contractor Registration (CCR): Registration is required for schedule contractors to be eligible for award IAW DFARS Clause 252.204-7004. Payment by Electronic Funds Transfer - Central Contractor Registration is required IAW FAR Clause 52.232-33.

TechGuard Security, LLC's information contained in the CCR is current and has not expired.

CLIN STRUCTURE

(Schedule contractor shall fill out the Unit Price, Extended Amount, and Total Amount)

Engineering Systems Engineering Support Base Period - 15 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 0001 Labor for Task 1, 4, 5, 6 and 8	1	Lot	\$677,044.62	\$677,044.62
CLIN 0002 (OPTIONAL) Labor for Task 2	1	Lot	\$135,352.00	\$135,352.00 NTE
CLIN 0003 (OPTIONAL) Labor for Task 3	1	Lot	\$135,352.00	\$135,352.00 NTE
CLIN 0004 (OPTIONAL) Labor for Task 7	1	Lot	\$110,779.00	\$110,779.00 NTE
CLIN 0005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Base Year				\$1,087,527.62

Engineering Systems Engineering Support Option Year One - 1 October 2008 through 30 September 2009				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 1001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$ 538,096.38	\$538,096.38
CLIN 1002 (OPTIONAL) Labor for Task 9	1	Lot	\$ 276,931.00	\$276,931.00 NTE
CLIN 1003 (OPTIONAL) Labor for Task 10	1	Lot	\$ 276,931.00	\$276,931.00 NTE
CLIN 1004 (OPTIONAL) Labor for Task 11	1	Lot	\$ 566,633.00	\$566,633.00 NTE
CLIN 1005 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Option Year One				\$1,687,591.38

Engineering Systems Engineering Support Option Year Two - 1 October 2009 through 30 September 2010				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Task 1, 4, 5, 6, and 8	1	Lot	\$556,946.75	\$556,946.75
CLIN 2002 (OPTIONAL) Labor for Task 9	1	Lot	\$283,300.00	\$283,300.00 NTE
CLIN 2003 (OPTIONAL) Labor for Task 10	1	Lot	\$283,300.00	\$283,300.00 NTE
CLIN 2004 (OPTIONAL) Labor for Task 11	1	Lot	\$579,665.00	\$579,665.00 NTE
CLIN 2002 Travel/Other ODC	1	Lot	\$29,000.00	\$29,000.00 NTE
Total for Option Year Two				\$1,732,211.75

TOTAL LABOR (Base Period and ALL Option Years - Task 1, 4, 5, 6, and 8) \$1,772,087.75

TOTAL LABOR (Base Period - Task 2) \$135,352.00 NTE

TOTAL LABOR (Base Period - Task 3) \$135,352.00 NTE

TOTAL LABOR (Base Period - Task 7) \$110,779.00 NTE

TOTAL LABOR (ALL Option Years - Task 9) \$560,231.00 NTE

TOTAL LABOR (ALL Option Years - Task 10) \$560,231.00 NTE

TOTAL LABOR (ALL Option Years - Task 11) \$1,146,298.00 NTE

TOTAL TRAVEL/OTHER ODC (Base Period and ALL Option Years) \$87,000.00 NTE

GRAND TOTAL (Base Period and ALL Option Years) \$4,507,330.75

INVOICING PROCEDURES – Submit electronic invoices monthly through Wide Area Work Flow (WAWF-RA).

**WIDE AREA WORKFLOW – RECEIPT AND ACCEPTANCE (WAWF-RA)
ELECTRONIC RECEIVING REPORT AND INVOICING INSTRUCTIONS**

IN ACCORDANCE WITH DFARS 232.7002, USE OF ELECTRONIC PAYMENT REQUESTS IS MANDATORY. USE OF WAWF WILL SPEED UP YOUR PAYMENT PROCESSING TIME AND ALLOW YOU TO MONITOR YOUR PAYMENT STATUS ONLINE. THERE ARE NO CHARGES OR FEES TO USE WAWF.

Requests for payments must be submitted electronically via the Internet through the Wide Area WorkFlow – Receipt and Acceptance (WAWF-RA) system at <https://wawf.cb.mil>.

Questions concerning payment should be directed to the Defense Finance Accounting Services (DFAS) Limestone at (800) 756-4571 or faxed to (866) 392-7971 or e-mailed to cco-af-vpis@dfas.mil. Please have your order number and invoice number ready when contacting DFAS about payment status. You can also access payment information using the DFAS myInvoice web site at <https://myinvoice.csd.disa.mil/index.html>

THE FOLLOWING CODES WILL BE REQUIRED TO ROUTE YOUR RECEIVING REPORTS, INVOICES AND ADDITIONAL E-MAILS CORRECTLY THROUGH WAWF.

CONTRACT NUMBER:	<input type="text"/>
DELIVERY ORDER NUMBER:	<input type="text"/>
TYPE OF DOCUMENT:	<input type="text" value="COST VOUCHER"/>
CAGE CODE:	<input type="text" value="17038"/>
ISSUE BY DODAAC:	<input type="text" value="HTC711"/>
ADMIN DODAAC:	<input type="text" value="HTC711"/>
DCAA OFFICE:	<input type="text" value="Will be furnished at time of award."/>
SERVICE ACCEPTOR / SHIP TO:	<input type="text" value="HTC711"/>
PAY OFFICE DODAAC:	<input type="text" value="F67100"/>

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:	<input type="text" value="Deborah.Young@ustranscom.mil"/>
CONTRACTING OFFICER:	<input type="text" value="Gina.lee@ustranscom.mil"/>
ADDITIONAL NOTIFICATION:	<input type="text" value="Will be furnished at time of award"/>
ADDITIONAL NOTIFICATION:	<input type="text" value="Will be furnished at time of award."/>