

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30				1. REQUISITION NUMBER		PAGE 1 OF 21					
2. CONTRACT NO. HTC711-07-D-0011		3. AWARD/EFFECTIVE DATE 15-Jun-2007		4. ORDER NUMBER		5. SOLICITATION NUMBER HTC711-07-R-0005		6. SOLICITATION ISSUE DATE 14-Feb-2007			
7. FOR SOLICITATION INFORMATION CALL:		a. NAME MAJ G. TODD SPENCER			b. TELEPHONE NUMBER (No Collect Calls) 618-256-9603		8. OFFER DUE DATE/LOCAL TIME 03:00 PM 16 Mar 2007				
9. ISSUED BY USTRANSCOM COMMAND ACQUISITION 508 SCOTT DR SCOTT AFB IL 62225-5357 TEL: 618-256-4300 FAX: 618-256-9600			CODE HTC711		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> 8(A) NAICS: 541611 SIZE STANDARD: 6.5M			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 checked="" type="checkbox"/> RFP		12. DISCOUNT TERMS Net 30 Days	
15. DELIVER TO SEE SCHEDULE			CODE		16. ADMINISTERED BY SEE ITEM 9					CODE	
17a. CONTRACTOR/OFFEROR IBM CORPORATION AMY UNDERWOOD 6710 ROCKLEDGE DRIVE, MAILSTOP BETHESDA MD 20817-1827 TEL. 703-653-7388			CODE OK670		18a. PAYMENT WILL BE MADE BY DEFENSE FINANCE AND ACCOUNTING SERVICE ATTN: DFAS-BAASD/CC PO BOX 369020 COLUMBUS OH 43236-9020					CODE F67100	FACILITY CODE OK670
<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						26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$2,500.00					
<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 checked="" type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED.					ADDENDA <input checked="" type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED						
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES <input 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 checked="" type="checkbox"/> OFFER DATED <u>16-Mar-2007</u> . YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS: SEE SCHEDULE						
30a. SIGNATURE OF OFFEROR/CONTRACTOR			31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)				31c. DATE SIGNED 15-Jun-2007				
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)			30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) William T. Rachal / Contracting Officer TEL: 618-256-4300 EMAIL: William.Rachal@ustranscom.mil						

**SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
(CONTINUED)**

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
 RECEIVED INSPECTED 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
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32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE	32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE
	32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE

33. SHIP NUMBER <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	37. CHECK NUMBER
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38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY
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41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT	42a. RECEIVED BY (<i>Print</i>)	
	42b. RECEIVED AT (<i>Location</i>)	
	42c. DATE REC'D (<i>YY/MM/DD</i>)	42d. TOTAL CONTAINERS
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER	41c. DATE	

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
0001	Firm Fixed Price Requirements FFP Base Year - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2.	UNDEFINED	Months	UNDEFINED	UNDEFINED
	Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement				
	POP: 15 Jun 2007 - 14 Jun 2008 FOB: Destination SIGNAL CODE: A				

MAX NET AMT	UNDEFINED
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ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
0002	Labor Hour Requirements LH Base Year - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2.	UNDEFINED	Lot	UNDEFINED	UNDEFINED
	Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement				
	POP: 15 Jun 2007 - 14 Jun 2008 FOB: Destination SIGNAL CODE: A				

TOT MAX PRICE	\$0.00
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ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
0003	Travel COST	UNDEFINED	Lot	UNDEFINED	UNDEFINED

Base Year - Travel Amount will be specified in individual task orders.

POP: 15 Jun 2007 - 14 Jun 2008

FOB: Destination

SIGNAL CODE: A

MAX COST	UNDEFINED
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ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
0004	Minimum Guarantee FFP Base Year	1	Lot	\$2,500.00	\$2,500.00

Contract Minimum Guarantee of \$2,500 (paid at end of base year if no awards are made)

POP: 15 Jun 2007 - 14 Jun 2008

FOB: Destination

SIGNAL CODE: A

MAX NET AMT	\$2,500.00
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ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
1003 OPTION	Travel COST	UNDEFINED	Lot	UNDEFINED	UNDEFINED

Option Year 1 (OY1) - Travel Amount will be specified in individual task orders

POP: 15 Jun 2008 - 14 Jun 2009

FOB: Destination

SIGNAL CODE: A

MAX COST UNDEFINED

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
2001 OPTION	Firm Fixed Price Requirements FFP	UNDEFINED	Months	UNDEFINED	UNDEFINED

Option Year 2 (OY2) - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2.

Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement

POP: 15 Jun 2009 - 14 Jun 2010

FOB: Destination

SIGNAL CODE: A

MAX NET AMT UNDEFINED

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
2002 OPTION	Labor Hour Price Requirements LH Option Year 2 (OY2) - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2. Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement POP: 15 Jun 2009 - 14 Jun 2010 FOB: Destination SIGNAL CODE: A	UNDEFINED	Lot	UNDEFINED	UNDEFINED
				TOT MAX PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
2003 OPTION	Travel COST Option Year 2 (OY2) - Travel Amount will be specified in individual task orders POP: 15 Jun 2009 - 14 Jun 2010 FOB: Destination SIGNAL CODE: A	UNDEFINED	Lot	UNDEFINED	UNDEFINED
				MAX COST	UNDEFINED

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
3001 OPTION	Firm Fixed Price Requirements FFP Option Year 3 (OY3) - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2. Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement POP: 15 Jun 2010 - 14 Jun 2011 FOB: Destination SIGNAL CODE: A	UNDEFINED	Months	UNDEFINED	UNDEFINED

MAX NET AMT	UNDEFINED
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ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
3002 OPTION	Labor Hour Requirements LH Option Year 3 (OY3) - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2. Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement POP: 15 Jun 2010 - 14 Jun 2011 FOB: Destination SIGNAL CODE: A	UNDEFINED	Lot	UNDEFINED	UNDEFINED

TOT MAX PRICE	\$0.00
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ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
3003 OPTION	Travel COST	UNDEFINED	Lot	UNDEFINED	UNDEFINED
Option Year 3 (OY3) - Travel Amount will be specified in individual task orders					

POP: 15 Jun 2010 - 14 Jun 2011

FOB: Destination

SIGNAL CODE: A

MAX COST

UNDEFINED

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
4001 OPTION	Firm Fixed Price Requirements FFP	UNDEFINED	Months	UNDEFINED	UNDEFINED
Option Year 4 (OY4) - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2.					

Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement

POP: 15 Jun 2011 - 14 Jun 2012

FOB: Destination

SIGNAL CODE: A

MAX
NET AMT

UNDEFINED

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
4002 OPTION	Labor Hour Requirements LH	UNDEFINED	Lot	UNDEFINED	UNDEFINED
Option Year 4 (OY4) - Amounts will be specified in individual task orders IAW the established labor rates specified in Attachment 2.					
Strategic Planning and Systems Integration (A&AS), as described in Attachment 1, Performance Work Statement					
POP: 15 Jun 2011 - 14 Jun 2012					
FOB: Destination					
SIGNAL CODE: A					
TOT MAX PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	MAX QUANTITY	UNIT	UNIT PRICE	MAX AMOUNT
4003 OPTION	Travel COST	UNDEFINED	Lot	UNDEFINED	UNDEFINED
Option Year 4 (OY4) - Travel Amount will be specified in individual task orders					
POP: 15 Jun 2011 - 14 Jun 2012					
FOB: Destination					
SIGNAL CODE: A					
MAX COST					UNDEFINED

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
0002	Destination	Government	Destination	Government

0003	Destination	Government	Destination	Government
0004	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
1003	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
2003	Destination	Government	Destination	Government
3001	Destination	Government	Destination	Government
3002	Destination	Government	Destination	Government
3003	Destination	Government	Destination	Government
4001	Destination	Government	Destination	Government
4002	Destination	Government	Destination	Government
4003	Destination	Government	Destination	Government

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 15-JUN-2007 TO 14-JUN-2008	N/A	N/A FOB: Destination	
0002	POP 15-JUN-2007 TO 14-JUN-2008	N/A	N/A FOB: Destination	
0003	POP 15-JUN-2007 TO 14-JUN-2008	N/A	N/A FOB: Destination	
0004	14-JUN-2008	1	USTRANSCOM COMMAND ACQUISITION TCAQ 508 SCOTT DR SCOTT AFB IL 62225-5357 618-256-4300 FOB: Destination	HTC711
1001	POP 15-JUN-2008 TO 14-JUN-2009	N/A	N/A FOB: Destination	
1002	POP 15-JUN-2008 TO 14-JUN-2009	N/A	N/A FOB: Destination	
1003	POP 15-JUN-2008 TO 14-JUN-2009	N/A	N/A FOB: Destination	
2001	POP 15-JUN-2009 TO 14-JUN-2010	N/A	N/A FOB: Destination	
2002	POP 15-JUN-2009 TO 14-JUN-2010	N/A	N/A FOB: Destination	

2003	POP 15-JUN-2009 TO 14-JUN-2010	N/A	N/A FOB: Destination
3001	POP 15-JUN-2010 TO 14-MAY-2011	N/A	N/A FOB: Destination
3002	POP 15-JUN-2010 TO 14-JUN-2011	N/A	N/A FOB: Destination
3003	POP 15-JUN-2010 TO 14-JUN-2011	N/A	N/A FOB: Destination
4001	POP 15-JUN-2011 TO 14-JUN-2012	N/A	N/A FOB: Destination
4002	POP 15-JUN-2011 TO 14-JUN-2012	N/A	N/A FOB: Destination
4003	POP 15-JUN-2011 TO 14-JUN-2012	N/A	N/A FOB: Destination

CLAUSES INCORPORATED BY REFERENCE

52.203-3	Gratuities	APR 1984
52.203-5	Covenant Against Contingent Fees	APR 1984
52.203-12	Limitation On Payments To Influence Certain Federal Transactions	SEP 2005
52.204-2	Security Requirements	AUG 1996
52.204-4	Printed or Copied Double-Sided on Recycled Paper	AUG 2000
52.204-9	Personal Identity Verification of Contractor Personnel	NOV 2006
52.209-6	Protecting the Government's Interest When Subcontracting With Contractors Debarred, Suspended, or Proposed for Debarment	SEP 2006
52.211-15	Defense Priority And Allocation Requirements	SEP 1990
52.212-4	Contract Terms and Conditions--Commercial Items	FEB 2007
52.212-4 Alt I	Contract Terms and Conditions--Commercial Items (Feb 2007)	FEB 2007
52.219-16	Liquidated Damages-Subcontracting Plan	JAN 1999
52.222-1	Notice To The Government Of Labor Disputes	FEB 1997
52.223-5	Pollution Prevention and Right-to-Know Information	AUG 2003
52.223-6	Drug-Free Workplace	MAY 2001
52.223-10	Waste Reduction Program	AUG 2000
52.223-14	Toxic Chemical Release Reporting	AUG 2003
52.224-1	Privacy Act Notification	APR 1984
52.224-2	Privacy Act	APR 1984
52.227-2	Notice And Assistance Regarding Patent And Copyright Infringement	AUG 1996
52.227-14	Rights in Data--General	JUN 1987
52.228-5	Insurance - Work On A Government Installation	JAN 1997

52.232-11	Extras	APR 1984
52.232-17	Interest	JUN 1996
52.232-18	Availability Of Funds	APR 1984
52.232-23	Assignment Of Claims	JAN 1986
52.232-33	Payment by Electronic Funds Transfer--Central Contractor Registration	OCT 2003
52.233-1	Disputes	JUL 2002
52.237-2	Protection Of Government Buildings, Equipment, And Vegetation	APR 1984
52.237-3	Continuity Of Services	JAN 1991
52.242-13	Bankruptcy	JUL 1995
52.242-15	Stop-Work Order	AUG 1989
52.242-15 Alt I	Stop-Work Order (Aug 1989) - Alternate I	APR 1984
52.242-17	Government Delay Of Work	APR 1984
52.244-6	Subcontracts for Commercial Items	SEP 2006
52.245-2	Government Property (Fixed Price Contracts)	MAY 2004
52.245-5	Government Property (Cost-Reimbursement Time-And- Materials, Or Labor Hour Contracts)	MAY 2004
52.245-9	Use And Charges	AUG 2005
52.246-20	Warranty Of Services	MAY 2001
52.246-25	Limitation Of Liability--Services	FEB 1997
52.248-1	Value Engineering	FEB 2000
52.251-1	Government Supply Sources	APR 1984
52.253-1	Computer Generated Forms	JAN 1991
252.201-7000	Contracting Officer's Representative	DEC 1991
252.203-7001	Prohibition On Persons Convicted of Fraud or Other Defense- Contract-Related Felonies	DEC 2004
252.203-7002	Display Of DOD Hotline Poster	DEC 1991
252.204-7000	Disclosure Of Information	DEC 1991
252.204-7003	Control Of Government Personnel Work Product	APR 1992
252.204-7005	Oral Attestation of Security Responsibilities	NOV 2001
252.204-7006	Billing Instructions	OCT 2005
252.205-7000	Provision Of Information To Cooperative Agreement Holders	DEC 1991
252.209-7004	Subcontracting With Firms That Are Owned or Controlled By The Government of a Terrorist Country	DEC 2006
252.215-7000	Pricing Adjustments	DEC 1991
252.219-7003	Small, Small Disadvantaged and Women-Owned Small Business Subcontracting Plan (DOD Contracts)	APR 1996
252.223-7004	Drug Free Work Force	SEP 1988
252.223-7006	Prohibition On Storage And Disposal Of Toxic And Hazardous Materials	APR 1993
252.225-7012	Preference For Certain Domestic Commodities	JUN 2004
252.227-7015	Technical Data--Commercial Items	NOV 1995
252.243-7001	Pricing Of Contract Modifications	DEC 1991
252.243-7002	Requests for Equitable Adjustment	MAR 1998

CLAUSES INCORPORATED BY FULL TEXT

52.212-5 CONTRACT TERMS AND CONDITIONS REQUIRED TO IMPLEMENT STATUTES OR
EXECUTIVE ORDERS--COMMERCIAL ITEMS (NOV 2006)

(a) The Contractor shall comply with the following Federal Acquisition Regulation (FAR) clauses, which are incorporated in this contract by reference, to implement provisions of law or Executive orders applicable to acquisitions of commercial items:

(1) 52.233-3, Protest After Award (AUG 1996) (31 U.S.C. 3553).

(2) 52.233-4, Applicable Law for Breach of Contract Claim (OCT 2004) (Pub. L. 108-77, 108-78).

(b) The Contractor shall comply with the FAR clauses in this paragraph (b) that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items: (Contracting Officer check as appropriate.)

(1) 52.203-6, Restrictions on Subcontractor Sales to the Government (SEP 2006), with Alternate I (OCT 1995) (41 U.S.C. 253g and 10 U.S.C. 2402).

(2) 52.219-3, Notice of HUBZone Small Business Set-Aside (Jan 1999) (15 U.S.C. 657a).

(3) 52.219-4, Notice of Price Evaluation Preference for HUBZone Small Business Concerns (JUL 2005) (if the offeror elects to waive the preference, it shall so indicate in its offer) (15 U.S.C. 657a).

(4) [Removed].

(5)(i) 52.219-6, Notice of Total Small Business Set-Aside (JUNE 2003) (15 U.S.C. 644).

(ii) Alternate I (OCT 1995) of 52.219-6.

(iii) Alternate II (MAR 2004) of 52.219-6.

(6)(i) 52.219-7, Notice of Partial Small Business Set-Aside (JUNE 2003) (15 U.S.C. 644).

(ii) Alternate I (OCT 1995) of 52.219-7.

(iii) Alternate II (MAR 2004) of 52.219-7.

(7) 52.219-8, Utilization of Small Business Concerns (MAY 2004) (15 U.S.C. 637 (d)(2) and (3)).

(8)(i) 52.219-9, Small Business Subcontracting Plan (SEP 2006) (15 U.S.C. 637(d)(4)).

(ii) Alternate I (OCT 2001) of 52.219-9

(iii) Alternate II (OCT 2001) of 52.219-9.

(9) 52.219-14, Limitations on Subcontracting (DEC 1996) (15 U.S.C. 637(a)(14)).

(10)(i) 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns (SEP 2005) (10 U.S.C. 2323) (if the offeror elects to waive the adjustment, it shall so indicate in its offer).

(ii) Alternate I (JUNE 2003) of 52.219-23.

(11) 52.219-25, Small Disadvantaged Business Participation Program--Disadvantaged Status and Reporting (OCT 1999) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).

(12) 52.219-26, Small Disadvantaged Business Participation Program--Incentive Subcontracting (OCT 2000) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).

- ___ (13) 52.219-27, Notice of Total Service-Disabled Veteran-Owned Small Business Set-Aside (May 2004).
- _X_ (14) 52.222-3, Convict Labor (JUNE 2003) (E.O. 11755).
- ___ (15) 52.222-19, Child Labor--Cooperation with Authorities and Remedies (JAN 2006) (E.O. 13126).
- _X_ (16) 52.222-21, Prohibition of Segregated Facilities (FEB 1999).
- _X_ (17) 52.222-26, Equal Opportunity (APR 2002) (E.O. 11246).
- _X_ (18) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).
- _X_ (19) 52.222-36, Affirmative Action for Workers with Disabilities (JUN 1998) (29 U.S.C. 793).
- _X_ (20) 52.222-37, Employment Reports on Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).
- _X_ (21) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (DEC 2004) (E.O. 13201).
- ___ (22)(i) 52.223-9, Estimate of Percentage of Recovered Material Content for EPA-Designated Products (AUG 2000) (42 U.S.C. 6962(c)(3)(A)(ii)).
- ___ (ii) Alternate I (AUG 2000) of 52.223-9 (42 U.S.C. 6962(i)(2)(c)).
- ___ (23) 52.225-1, Buy American Act--Supplies (JUNE 2003) (41 U.S.C. 10a-10d).
- ___ (24)(i) 52.225-3, Buy American Act--Free Trade Agreements--Israeli Trade Act (NOV 2006) (41 U.S.C. 10a-10d, 19 U.S.C. 3301 note, 19 U.S.C. 2112 note, Pub. L 108-77, 108-78, 108-286, 109-53 and 109-169).
- ___ (ii) Alternate I (JAN 2004) of 52.225-3.
- ___ (iii) Alternate II (JAN 2004) of 52.225-3.
- ___ (25) 52.225-5, Trade Agreements (NOV 2006) (19 U.S.C. 2501, et seq., 19 U.S.C. 3301 note).
- _X_ (26) 52.225-13, Restrictions on Certain Foreign Purchases (FEB 2006) (E.O.s, proclamations, and statutes administered by the Office of Foreign Assets Control of the Department of Treasury).
- ___ (27) 52.226-4, Notice of Disaster or Emergency Area Set-Aside (42 U.S.C. 5150).
- ___ (28) 52.226-5, Restrictions on Subcontracting Outside Disaster or Emergency Area (42 U.S.C. 5150).
- ___ (29) 52.232-29, Terms for Financing of Purchases of Commercial Items (FEB 2002) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).
- ___ (30) 52.232-30, Installment Payments for Commercial Items (OCT 1995) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).
- _X_ (31) 52.232-33, Payment by Electronic Funds Transfer--Central Contractor Registration (OCT 2003) (31 U.S.C. 3332).

____ (32) 52.232-34, Payment by Electronic Funds Transfer--Other than Central Contractor Registration (MAY 1999) (31 U.S.C. 3332).

____ (33) 52.232-36, Payment by Third Party (MAY 1999) (31 U.S.C. 3332).

X (34) 52.239-1, Privacy or Security Safeguards (AUG 1996) (5 U.S.C. 552a).

____ (35)(i) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (FEB 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631).

____ (ii) Alternate I (APR 2003) of 52.247-64.

(c) The Contractor shall comply with the FAR clauses in this paragraph (c), applicable to commercial services, that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items: [Contracting Officer check as appropriate.]

____ (1) 52.222-41, Service Contract Act of 1965, as Amended (JUL 2005) (41 U.S.C. 351, et seq.).

____ (2) 52.222-42, Statement of Equivalent Rates for Federal Hires (MAY 1989) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

____ (3) 52.222-43, Fair Labor Standards Act and Service Contract Act--Price Adjustment (Multiple Year and Option Contracts) (NOV 2006) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

____ (4) 52.222-44, Fair Labor Standards Act and Service Contract Act--Price Adjustment (February 2002) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

(d) Comptroller General Examination of Record. The Contractor shall comply with the provisions of this paragraph (d) if this contract was awarded using other than sealed bid, is in excess of the simplified acquisition threshold, and does not contain the clause at 52.215-2, Audit and Records--Negotiation.

(1) The Comptroller General of the United States, or an authorized representative of the Comptroller General, shall have access to and right to examine any of the Contractor's directly pertinent records involving transactions related to this contract.

(2) The Contractor shall make available at its offices at all reasonable times the records, materials, and other evidence for examination, audit, or reproduction, until 3 years after final payment under this contract or for any shorter period specified in FAR Subpart 4.7, Contractor Records Retention, of the other clauses of this contract. If this contract is completely or partially terminated, the records relating to the work terminated shall be made available for 3 years after any resulting final termination settlement. Records relating to appeals under the disputes clause or to litigation or the settlement of claims arising under or relating to this contract shall be made available until such appeals, litigation, or claims are finally resolved.

(3) As used in this clause, records include books, documents, accounting procedures and practices, and other data, regardless of type and regardless of form. This does not require the Contractor to create or maintain any record that the Contractor does not maintain in the ordinary course of business or pursuant to a provision of law.

(e) (1) Notwithstanding the requirements of the clauses in paragraphs (a), (b), (c), and (d) of this clause, the Contractor is not required to flow down any FAR clause, other than those in paragraphs (i) through (vi) of this paragraph in a subcontract for commercial items. Unless otherwise indicated below, the extent of the flow down shall be as required by the clause--

(i) 52.219-8, Utilization of Small Business Concerns (May 2004) (15 U.S.C. 637(d)(2) and (3)), in all subcontracts that offer further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$550,000 (\$1,000,000 for construction of any public facility), the subcontractor must include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.

(ii) 52.222-26, Equal Opportunity (April 2002) (E.O. 11246).

(iii) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).

(iv) 52.222-36, Affirmative Action for Workers with Disabilities (June 1998) (29 U.S.C. 793).

(v) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (DEC 2004) (E.O. 13201).

(vi) 52.222-41, Service Contract Act of 1965, as Amended (Jul 2005), flow down required for all subcontracts subject to the Service Contract Act of 1965 (41 U.S.C. 351, et seq.).

(vii) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (FEB 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631). Flow down required in accordance with paragraph (d) of FAR clause 52.247-64.

(2) While not required, the contractor May include in its subcontracts for commercial items a minimal number of additional clauses necessary to satisfy its contractual obligations.

(End of clause)

52.216-18 ORDERING. (OCT 1995)

(a) Any supplies and services to be furnished under this contract shall be ordered by issuance of delivery orders or task orders by the individuals or activities designated in the Schedule. Such orders may be issued from 15 June 2007 through 14 June 2012.

(b) All delivery orders or task orders are subject to the terms and conditions of this contract. In the event of conflict between a delivery order or task order and this contract, the contract shall control.

(c) If mailed, a delivery order or task order is considered "issued" when the Government deposits the order in the mail. Orders may be issued orally, by facsimile, or by electronic commerce methods only if authorized in the Schedule.

(End of clause)

52.216-22 INDEFINITE QUANTITY. (OCT 1995)

(a) This is an indefinite-quantity contract for the supplies or services specified, and effective for the period stated, in the Schedule. The quantities of supplies and services specified in the Schedule are estimates only and are not purchased by this contract.

(b) Delivery or performance shall be made only as authorized by orders issued in accordance with the Ordering clause. The Contractor shall furnish to the Government, when and if ordered, the supplies or services specified in

the Schedule up to and including the quantity designated in the Schedule as the "maximum". The Government shall order at least the quantity of supplies or services designated in the Schedule as the "minimum".

(c) Except for any limitations on quantities in the Order Limitations clause or in the Schedule, there is no limit on the number of orders that may be issued. The Government may issue orders requiring delivery to multiple destinations or performance at multiple locations.

(d) Any order issued during the effective period of this contract and not completed within that period shall be completed by the Contractor within the time specified in the order. The contract shall govern the Contractor's and Government's rights and obligations with respect to that order to the same extent as if the order were completed during the contract's effective period; provided, that the Contractor shall not be required to make any deliveries under this contract after 14 December 2013.

(End of clause)

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 within 30 days.

(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 within 30 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 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 5 years, 6 months.

(End of clause)

52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):

<http://farsite.hill.af.mil>

(End of clause)

52.252-4 ALTERATIONS IN CONTRACT (APR 1984)

Portions of this contract are altered as follows:

The following clauses incorporated by reference include the "Alternate I" language:

FAR 52.232-23
FAR 52.233-3
FAR 52.246-4

The following clause is included by reference:

DFARS 252.204-7004 Alternate A

(End of clause)

5352.204-9000 NOTIFICATION OF GOVERNMENT SECURITY ACTIVITY AND VISITOR GROUP SECURITY AGREEMENTS (APR 2003)

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;
- (4) The Air Force 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)

5352.242-9000 CONTRACTOR ACCESS TO AIR FORCE INSTALLATIONS (JUN 2002)

- (a) The contractor shall obtain base identification and vehicle passes for all contractor personnel who make frequent visits to or perform work on the Air Force installation(s) cited in the contract. Contractor personnel are required to wear or prominently display installation identification badges or contractor-furnished, contractor identification badges while visiting or performing work on the installation.
- (b) The contractor shall submit a written request on company letterhead to the contracting officer listing the following: contract number, location of work site, start and stop dates, and names of employees and subcontractor employees needing access to the base. The letter will also specify the individual(s) authorized to sign for a request for base identification credentials or vehicle passes. The contracting officer will endorse the request and forward it to the issuing base pass and registration office or security police for processing. When reporting to the registration office, the authorized contractor individual(s) should provide a valid driver's license, current vehicle registration, and a valid vehicle insurance certificate to obtain a vehicle pass.
- (c) During performance of the contract, the contractor shall be responsible for obtaining required identification for newly assigned personnel and for prompt return of credentials and vehicle passes for any employee who no longer requires access to the work site.
- (d) When work under this contract requires unescorted entry to controlled or restricted areas, the contractor shall comply with AFI 31-101, Volume 1, The Air Force Installation Security Program, and AFI 31-501, Personnel Security Program Management, as applicable.
- (e) Upon completion or termination of the contract or expiration of the identification passes, the prime contractor shall ensure that all base identification passes issued to employees and subcontractor employees are returned to the issuing office.
- (f) Failure to comply with these requirements may result in withholding of final payment. (End of clause)

Exhibit/Attachment Table of Contents

DOCUMENT TYPE	DESCRIPTION	PAGES	DATE
Attachment 1	Performance Work Statement	13	31-JAN-2007
Attachment 2	Labor Rates Table	5	16-MAY-2007
Attachment 3	Labor Category Descriptions	5	09-MAR-2007
Attachment 4	Task Order Prep Guide	2	14-FEB-2007

ADMINISTRATIVE INFORMATION

1. The Contractor's Mission Capability Proposal dated March 16, 2007, including all revisions and the Small Business Subcontracting Plan, is incorporated into this contract by reference. In the event of inconsistencies between the Performance Work Statement and the Contractor's Mission Capability Proposal, the provisions of the PWS will take precedence.

2. CONTRACT MINIMUM/MAXIMUM QUANTITY AND CONTRACT VALUE

The minimum quantity and contract value for all orders issued against this contract shall not be less than the minimum quantity and contract value stated in the following table. The maximum quantity and contract value for all orders issued against this contract shall not exceed the maximum quantity and contract value stated in the following table.

MINIMUM QUANTITY	MINIMUM AMOUNT	MAXIMUM QUANTITY	MAXIMUM AMOUNT
	\$2,500.00		\$250,000,000.00

3. INVOICING - 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.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 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>

Invoicing instruction sheet provided with each individual task order.

4. OMBUDSMAN - An Ombudsman facilitates the resolution of concerns from offerors, potential offerors, and others for this acquisition (including all future task orders). Before consulting with an ombudsman, concerned parties must first address their concerns, issues, disagreements, and/or recommendations to the contracting officer for resolution. If a resolution cannot be made by the contracting officer, concerned parties may contact the USTRANSCOM ombudsmen:

Mr. Dale Huegen
 508 Scott Drive (Bldg 1961)
 Scott AFB, IL 62225-5357
 Phone: (618) 256-4300
 Fax: (618) 256-9600

**PERFORMANCE WORK STATEMENT
FOR
UNITED STATES TRANSPORTATION COMMAND

STRATEGIC PLANNING AND SYSTEMS INTEGRATION
(ADVISORY AND ASSISTANCE SERVICES IDIQ)**



31 January 2007

SECTION I: OVERVIEW

1.0 OBJECTIVE

This Performance Work Statement (PWS) defines the general tasks to be performed under the United States Transportation Command (USTRANSCOM) Advisory and Assistance Services (A&AS) contract known as Strategic Planning and Systems Integration Support.

The objective of this contract is to provide A&AS solutions under a multiple award, Indefinite Delivery, Indefinite Quantity (IDIQ), contract that supports the USTRANSCOM unified command at Scott Air Force Base (SAFB). Support and coverage of the Transportation Component Commands (TCCs) will be considered in the future.

The primary contractors under this effort shall be knowledgeable of Department of Defense (DoD) transportation and distribution management processes, as well as related regulations and procedures. Contractors shall understand the USTRANSCOM distribution process owner (DPO) mission and the policies and procedures that are unique to USTRANSCOM. They must have a fundamental understanding of DoD and USTRANSCOM regulations, documentation and associated lifecycle support requirements.

2.0 SCOPE

The USTRANSCOM A&AS contract shall serve as a vehicle to provide broad technical and analytical tools, to support and improve policy development, management and administration, and to improve the operation of systems. USTRANSCOM A&AS shall be used to complement the Government's technical expertise in accomplishing its mission. Outputs may take the form of information, advice, opinions, alternatives, analyses, evaluations, recommendations, training and services to complement the Government's technical expertise. Under no circumstances will any work under this contract and subsequent task orders be used to perform work of a policy, decision-making, or managerial nature that is the direct responsibility of agency officials. This contract will be limited to directorates and other staff sections subordinate to USTRANSCOM at Scott AFB. The nature of this work will, at times, demand the contractor be capable of quick response to deadlines. Specific tasks included are identified in Section II of the PWS.

SECTION II: SPECIFIC TASKS (TASK AREA LIST)

3.0 General Description. The contractor shall provide A&AS solutions for operations and planning within USTRANSCOM. A&AS solutions exist within the scope of the eleven (11) task areas listed below:

1. Functional Support
2. Training Support
3. Continuous Process Improvement Support
4. Change Management Support
5. Exercise Support
6. Knowledge Management Construct and Collaboration

7. Analysis
8. Program Management Support
9. Enterprise Architecture Support
10. Portfolio Management Support
11. Strategic Planning

Major categories of task area support are identified by a **bolded and underlined** paragraph title.

3.1 TASK AREA 1: Functional Support. The Contractor shall provide functional expertise and support for daily operations by executing system data queries, evaluating data results, and performing functional data and operational database management tasks across the full spectrum of planning and execution processes during peace, contingency and wartime operations. The Contractor shall focus on solving distribution challenges and enable better resource allocation decisions while improving delivery of forces and sustainment to desired points of effect.

3.2 TASK AREA 2: Training Support. The Contractor shall provide user training across the USTRANSCOM, Joint Deployment and Distribution Enterprise (JDDE) and the full spectrum of Information Technology (IT) systems to develop knowledgeable joint logisticians and other DPO support personnel who rapidly respond to warfighter needs.

3.3 TASK AREA 3: Continuous Process Improvement Support.

3.3.1 The Contractor shall map USTRANSCOM and Transportation Component Command's (TCC) business processes and prepare operational architecture diagrams that focus on improved operations through integration of reengineered operational processes and support development and implementation of IT requirements to enhance the distribution process and the Defense Transportation System (DTS).

3.3.2 The Contractor shall manage, maintain and routinely monitor the performance of IT Systems, Projects and Initiatives (SPIs) contained in the Operations and Command & Control (C2) Portfolios and ensure portfolios are consistent with operational strategies to include making recommendations regarding whether IT SPIs should be continued, modified or, terminated by the Chief Information Officer Program Review Process (CPRP).

3.4 TASK AREA 4: Change Management Support. The contractor shall provide change management/change execution/enterprise change management expertise using proven change management methodologies and techniques to support a variety of initiatives to transform business and system processes, organizations, policy, and other activities as the command seeks to adopt best practices in implementing Distribution Process Owner (DPO) objectives. The contractor shall participate in all aspects of executing change management in support of various process and organizational initiatives to include concept development, planning, coordinating, monitoring, and measuring.

3.5 TASK AREA 5: Exercise Support. Participate in experimentation, wargaming, and exercises; prepare scenarios and scripts; support evaluation of USTRANSCOM and TCC systems during exercises; document lessons learned and manage the lessons learned database;

develop, coordinate, and publish the Joint Mission Essential Task List (J-METL) and Joint Quarterly Readiness Reviews (JQRR); and plan, coordinate and evaluate USTRANSCOM command post exercises.

3.6 TASK AREA 6: Knowledge Management (KM) Construct and Collaboration. The contractor shall provide KM and collaboration techniques and tools to help increase organizational effectiveness through the sharing of tools, techniques, products, and information. The contractor shall provide recommendations regarding commercially available technology leveraging their commercial expertise and vendor alliances. This capability will propel the development and management of JDDE decision support tools, and models and simulation tools. The contractor shall use their commercial expertise to analyze technical trends for KM process and performance improvements. The contractor shall provide access to KM industry experts in the commercial field and technical knowledge capital for recommendations to long-term distribution issues. The contractor shall recommend a knowledge management structure and construct a framework for knowledge exchange that depicts high-level processes, KM categories, technology options, etc. The contractor shall recommend query and reporting structures to help structure information to support its operational users.

3.7 TASK AREA 7: Analysis. The Contractor shall provide functional expertise and support in the following areas: data analysis, metrics, modeling & simulation, capabilities analysis, and operations research.

3.7.1 Data Analysis. The contractor shall retrieve and evaluate raw data downloads and identify trends (i.e., forecasts, transportation, distribution, financial), data errors, and data integrity issues. The contractor shall prepare, update, or review data reports. Facilitate analysis and assessment of global and regional distribution using standard enterprise metrics and applicable commercial leading practices for qualitative and quantitative measurement. Apply tools and other analysis techniques in performing detailed analyses. Provide system, process and policy metrics; and, provide system, process, and policy shortfall identification.

3.7.2 Metrics. The contractor shall develop a variety of quantitative metrics including time definite delivery (TDD) reliability of Integrated Distribution Lane (IDL) segments, supply chain nodes, and other metrics that will provide an accurate measurement of service to specific DOD customers. The contractor shall facilitate the construction of a balanced metrics and measures program for both the Command and the DoD Distribution System. The contractor shall prepare, update, or review metrics reports and provide/present comprehensive analysis of DPO execution/operational performance metrics to support recommended process and system improvements and identify business process improvements/recommended courses of action (COAs), system changes and process workarounds to achieve and improve data quality, intransit visibility (ITV), asset visibility and end-to-end (E2E) processes.

3.7.3 Modeling & Simulation. Contractor shall support a broad range of technical, engineering, and management functions pertaining to transforming analysis and wargaming activities to match evolving strategic and operational requirements. Analyses is required to support USTRANSCOM interests and issues including, but not limited to, the Operational Availability (OA) series of studies, Multi-Service Force Development support, the Mobility Capability Study

(MCS), Quadrennial Defense Review (QDR), common-user lift acquisition, reliability and service life extension program studies, and various Combatant Command (COCOM) modeling and simulation (M&S) support. The contractor shall provide the services required to enhance and transform joint analysis and wargame support and facilitate the interactions and collaborative efforts across the Joint Analysis Community. Specific activities include but are not limited to defining, acquiring, maintaining, and evolving the vision and process enablers in advancing collaborative joint analysis and the transformation of analysis paradigms; exploiting distributed, collaborative analysis technologies and methods; and synchronizing and leveraging the analysis and wargaming capabilities and activities of the Joint Analysis Community.

3.7.4 Capabilities Analysis. The contractor shall analyze the Joint Deployment and Distribution Enterprise (JDDE) and Joint Deployment and Distribution Architecture (JDDA) and identify capabilities gaps, inconsistencies, recommendations, and solutions. Contractor shall use tools and methodologies using various forms of supply chain analytics, leading practices, Supply Chain Operational Reference model (SCOR), and capabilities-based techniques that provide for systematic, integrated and interoperable materiel and non-materiel solutions to capability needs. Analyses shall be performed through a combination of data analysis, surveys, site visits, teleconferences and collaboration with National Partners [Defense Logistics Agency (DLA), Services, COCOMS, Office of the Secretary of Defense (OSD), etc.]. The contractor shall contribute and deliver a continuing suite and range of logistics and supply chain management analyses; planning and programming documents; and other supporting activities. Contractor shall develop Joint Capabilities Integration & Development System (JCIDS) documentation for submission and execution within the JCIDS process. Documentation includes Functional Area Analysis (FAA), Functional Needs Analysis (FNA), Functional Solutions Analysis (FSA) and post-independent analysis including doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) Change Recommendations (DCRs) and Initial Capabilities Documents (ICD). Contractor shall provide recommendations for change that cover defining problems, impacts and potential solutions. Contractor shall identify optimal cross-functional solutions enhancing the integration and synchronization of the deployment and distribution processes, while providing coordination and collaboration to ensure integration and synchronization with existing, and emerging, concepts, doctrine and policy.

3.7.5 Operations Research. The contractor shall provide operations research analysis and assessment of performance for each regional Combatant Command (COCOM) to include but not limited to 1) analysis of integrated data to identify trends and factors contributing to performance; 2) reviewing integrated data quality and rules for manipulating data into actionable information, 3) provide recommendations to improve data quality and format of periodic statistic reports. Contractor shall assess methodology and make recommendations to incorporate Integrated Distribution Lanes (IDL) integrated data within broader scope of a performance-based distribution management approach in support of the JDDE. Contractor shall provide assessment of contributing factors to identify pragmatic options to reduce activity process time and to reduce dwell time between physical distribution activities.

3.8 TASK AREA 8: Program Management Support. The Contractor shall provide program management and program technical support for USTRANSCOM IT and service programs. The Contractor shall assist USTRANSCOM in program planning, execution, installation, organization, development, implementation, configuration, integration, interoperability, life-

cycle support, status, interim authority to operate, acquisition, budget, security certification and accreditation documentation. The Contractor shall provide USTRANSCOM program assistance and support in the following areas: Acquisition Planning, Program and Technical Analysis, Analysis of Alternatives, Life Cycle Cost Estimating, Economic Analysis, Earned Value Management, Resource/Financial Management, Schedule Analysis, Risk Analysis/Management, Solution Analysis, Life-Cycle Management, Reporting Requirements, Acquisition Strategy & Transition, Development Oversight, Systems Engineering, Configuration Management, Test & Evaluation, and Technical Assessments. Additionally, the contractor shall provide similar support to non-IT programs such as force protection, information assurance, DPO management, and satellite communications (SATCOM) activities.

The contractor shall provide non-IT program management support which includes, but is not limited to: 1) developing concepts of operations (CONOPS) and charters and implementation plans; 2) developing and maintaining applicable directives, regulations [e.g., Defense Transportation Regulation (DTR)], and instructions; 3) posting functional and technical documentation to a program's web page; 4) participate in local related meetings, to include planning, scheduling, facilitating workshops, and producing post-workshop or conference minutes; and 5) assist in tracking program initiatives.

3.8.1 Program Documentation. The Contractor shall prepare, review, and/or maintain program documentation in compliance with JCIDS, Clinger-Cohen, Federal Acquisition Regulation, DODI 5000.2, Financial Management Regulations, and all other associated documented guidance as applicable or appropriate.

3.8.2 Program Support. The contractor shall provide on-site procurement, acquisition strategy and transition, and program management expertise in support of USTRANSCOM Command, Control, Communications & Computer Systems (C4S) programs, and advanced concept technology demonstrations (ACTD). The contractor shall execute project control efforts to include developing and tracking milestone schedules, preparing program/project briefings, and developing program documentation as required. The contractor shall provide support in the development of Technical Review Board (TRB)/Chief Information Officer Program Review Board (CPRB) data packages. Examples of program documentation deliverables may include, but not be limited to:

- Joint Capabilities Integration and Development System documentation
- Federal Acquisition Reform Act documentation
- Information Technology Management Reform Act documentation
- Security Evaluation and Threat Assessment documentation
- Project Plans
- Performance of Market Research and its documentation
- Analysis and documentation of system/program requirements.

3.8.3 Engineering Support. The Contractor shall provide systems engineering in support of program management activities. Tasks may include but are not limited to:

- Preparing, updating, or reviewing system documents

- Providing technical data/database quality engineering and functional database management specifications
- Providing technical analyses to USTRANSCOM regarding software designs and engineering activities
- Performing data/database quality engineering activities
- Conducting technical audits and assisting in the evaluation of progress required to establish system interface requirements.

3.8.4 Cost/Financial Analysis. The contractor shall conduct cost analyses and prepare, review, and/or revise required program documentation. The Contractor shall conduct further types of analysis as requested to include Business Case Analyses (BCAs), Spend Analyses, workforce analyses, financial risk analyses and remediation, cost estimating, and strategic financial planning. Expertise in information technology life cycle cost estimating and alternative analysis is required. Deliverables may include, but not be limited to:

- Life Cycle Cost Estimates
- Economic Analysis
- Cost Benefit Analysis
- Analysis of Alternatives

3.8.5 Program Control. The contractor shall provide program control support to the designated program management offices. The contractor shall conduct financial/resource management, earned value management, schedule analysis, and budget management functions. The contractor shall maintain program schedules, analyze contractor-provided work breakdown structures, perform analysis on contractor-provided cost or earned value management reports, and perform budget planning, tracking, and management functions. Deliverables may include, but not be limited to:

- Resource-Loaded Schedule
- Work Breakdown Structure
- Schedule Analysis Report
- Earned Value Management Analysis Report
- Budget Status Report

3.8.6 Risk Analysis. The Contractor shall conduct program risk analyses and prepare, review, and/or revise documentation to identify cost, schedule, performance, technical, and organizational risk and associated impacts, and identify risk mitigation strategies. Deliverables may include, but not be limited to:

- Identification of risk areas
- Performance of risk assessments
- Identification of risk avoidance
- Identification of risk mitigation options/strategies
- Development of Risk Management Plans

3.8.7 Configuration Management. The Contractor shall provide technical and documentation support for configuration management activities. The Contractor will assist USTRANSCOM in the controlling and managing the DTS & DPO SPIs changes through the USTRANSCOM Configuration Management Office (CMO) (to be established). The CMO will receive Enterprise Change Proposals (ECPs) for new requirements, capabilities, or changes/modifications of existing requirements or capabilities that affect the USTRANSCOM Enterprise. This also includes enterprise level changes and modifications (i.e., downward directed change, regulation changes, etc.). The Contractor shall assist USTRANSCOM in controlling change through Configuration Management (CM) baselines. The Contractor shall assist USTRANSCOM in control and management of the CM Change Control process used to manage preparation, justification, evaluation, coordination, approval or disapproval, and implementation of proposed changes to any baselined change identification (CI) and change documentation. Once a baseline has been established, all changes must be processed according to established change control procedures. The Contractor shall assist USTRANSCOM in control and management of the CM Change Identification process including the selection of CIs, the issuance of identifiers for each CI, and the determination of the type of documentation required for each CI. Other tasks may include, but not be limited to:

- Management of technical and administrative direction and surveillance actions taken to identify and document the functional and physical characteristics of a CI
- Control changes to a CI and its characteristics
- Record and report change processing and implementation status.

3.8.8 Testing. The Contractor shall assist USTRANSCOM in management and control of configuration management tests. The contractor shall assist USTRANSCOM in management and control of the CM approach to CM testing for version releases including hardware, software, communication, documentation, and interfaces. The contractor shall provide the USTRANSCOM CMO with a briefing for each Configuration Baseline and CI being audited and should delineate the test results and findings for each CI.

3.8.9 Information Assurance (IA). The Contractor shall provide Information Assurance support to include Information Protection (IP), Service Assurance (SA), Secure Infrastructure Human Interface (SIHI), Public Key Infrastructure (PKI), Common Access Card (CAC), and Biometric capabilities.

3.8.10 Hardware and Software Management Support. The Contractor shall assist in researching and implementing the results of evaluating hardware and software solutions to meet future and existing operational requirements. Other tasks may include, but not be limited to:

- Recommend alternative design considerations regarding available technologies
- Assist in the development, implementation, and management of software consolidation solutions (Enterprise Licensing)
- Assist in the identification and assessment of relevant enabling hardware and software technologies to meet operational requirements

- Assist in the development, and maintenance of an Electronic Information Management (EIM) program to include Knowledge Management, Workflow, and Records management

3.9 TASK AREA 9: Enterprise Architecture Support. The Contractor shall provide support in the development and management of the Corporate Resource Information System (CRIS) as the central Enterprise Architecture metadata repository. The contractor shall develop Configuration Management (CM) Architecture Framework [i.e., DoD Architecture Framework (DoDAF)] specified architecture products providing text, diagram(s), process maps, and narratives to support the Configuration Management process. The Contractor shall be responsible for executing architectural CM support product concepts, product theme and structure to meet government documentation requirements and/or architecture development and expansion. This requires the Contractor to coordinate workshop support, which includes facilitation, information collection, storage, consolidation, and analysis for input to government-determined documentation. The Contractor shall provide architecture support for CM of all architecture products. The contractor will periodically develop and update architecture views and products for USTRANSCOM, the Joint Deployment and Distribution Enterprise (JDDE) [which includes the Defense Transportation System (DTS)] and the Distribution Process Owner (DPO). Working with Government functional and technical representatives from the DoD and other contractors, the contractor shall assist with the development of the USTRANSCOM Enterprise Architecture. The contractor shall assist with the evaluation and documentation of the integration of JDDE operational information into the architecture document.

3.9.1 Reserved.

3.9.2 Enterprise Data. The Contractor shall provide support in developing and maintaining the Transportation Data Management Program, assist in the management and implementation of the USTRANSCOM data architecture, the USTRANSCOM Master Model, and the USTRANSCOM Data Quality Program. The Contractor shall also assist in the management of the synchronization of redundant data management initiatives and elimination of redundant interfaces and integration of source data. The Contractor shall support the implementation of the Corporate Data Environment (CDE), the implementation of the Corporate Data Solution (CDS), the implementation of data standards, and management of the Joint Deployment and Distribution Architecture (JDDA) reference tables. Other tasks may include, but not be limited to:

- Implementation of the Knowledge Management Data Integration layer of the CDE
- Implementation and maintenance of the USTRANSCOM data repository
- Manages and oversees transportation-related XML Namespace
- Manages the Defense Transportation Electronic Business (DTEB) program.

3.9.3 Enterprise Operational, Systems & Technical Architecture. The Contractor shall assist in the establishment and maintenance of standard profiles for operational activities, facilitate workshops to collect and vet data for all functional activities and processes, and perform Configuration Management for all operational view products, assist in the management of external architecture alignments IAW approved architecture reference model. The Contractor shall also develop and maintain operational primary threads for various operational views,

support operational assessments in concert with Portfolio managers, and provide support to reconciliation workshops linking process capabilities to IT System functions. The Contractor shall assist in the establishment and maintenance of standard profiles for IT Systems, reconciliation of IT System functions with process capabilities, assist with the development and management of the Corporate Resource Information Source (CRIS) database. The Contractor shall assist in the development and performance of the Technical Assessment for all Transportation Working Capital Fund (TWCF) Information Technology (IT) Systems. Other tasks may include, but not be limited to:

- Support Portfolio Managers in performing technical reviews
- Perform Configuration Management for all System and Technical view products
- Perform data calls for all IT Systems
- Prioritizes and develops front-end applications to CRIS.
- Support Service Oriented Architecture (SOA) studies and implementation
- Investment decision making support (e.g., technical and operational assessment, CIO Program Review Process, etc.)
- Capability and interoperability analysis support (e.g., portfolio management, strategic planning, etc.)
- Program management and systems development support (e.g., JCIDS)
- Operational planning support (e.g., exercise and experimentation)
- Enterprise process mapping support (e.g., Fusion Center, Acquisition, deployment, sustainment, etc.)
- Data stewardship support for CRIS (e.g., configuration management, logical data model compliance, etc.)

3.10 TASK AREA 10: Portfolio Management Support. Primary support will be to assist in analyzing, selecting, controlling and evaluating all Distribution and Deployment-related IT systems, facilitating the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability.

3.10.1 Portfolio Analysis. The Contractor shall assist in the analysis, selection, control and evaluation of all Distribution and Deployment-related IT systems. Other tasks may include, but not be limited to:

- Assist in the implementation and management of Portfolio Management for new, changing, and updated TWCF and Distribution IT and functional requirements and capabilities
- Facilitate the development of business case studies
- Assist in the management of systems migration to the Enterprise Architecture (EA)
- Assist in the performance of evaluations to ensure CIO Statutory Compliance
- Assist in the development and management of IT strategic planning.

3.10.2 IT Investment Management. The Contractor shall assist in the facilitation of the analysis & evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability. Other tasks may include, but not be limited to:

- Assist in the management of IT Investment Strategy & Management CPRP
- Assist in the development, implementation, and management of IT funding strategy based on IT requirements and capabilities

3.11 TASK AREA 11: Strategic Planning. The Contractor shall provide functional expertise and support in the following ongoing areas: IT investment strategies management, force shaping, business strategy and enterprise planning.

3.11.1 Force Shaping. The contractor shall assist in the design and execution of an organizational integration strategy that focuses on understanding and merging the critical capabilities. Using existing resources (i.e., data, documents, “as-is” organizational frameworks, etc) and organizational transformation techniques, the contractor shall assist in the development of a “to-be” organization and process design framework, depicting internal and external information flow and products that enable delivery of the necessary capabilities. The framework shall recommend an integration strategy that minimizes risk to the Government. Contractor will not make decisions for the government or official statements on behalf of the government.

3.11.2 Business Strategy. The contractor shall provide functional expertise to support strategic and tactical business analyses of the Deployment and Distribution Enterprise. This includes, but not limited to, Defense Transportation System (DTS) and Distribution Process Owner (DPO) initiatives such as forecasting, end-to-end (E2E) distribution, and intermodal distribution lane (IDL) performance. The contractor shall produce strategic level documents, as required, through analysis, coordination, and collaboration that codify emerging joint concepts, capabilities and change recommendations. Review documentation, both internal and external, and validate that all products are integrated and synchronized with existing and emerging concepts, doctrine, and policy.

3.11.3 Enterprise Planning. The contractor shall provide functional expertise to support the strategic transformation efforts of corporate USTRANSCOM. Support focuses on orchestrating USTRANSCOM strategic transformation synergy and driving improvement of DoD-wide distribution. Activities include, but are not limited to, aligning objectives, outcomes, and measures to each of the major elements of the Commander’s Strategic Planning Process and providing roadmaps/plans of action and milestones (POA&M) for achieving; and providing support to the OSD Business Transformation Agency and Command Enterprise Transition Plan. Contract shall research requirements; draft briefing slides and issue papers; and support concept coordination and staffing for issues associated with strategic activities. Contractor will not make decisions for the government or official statements on behalf of the government.

SECTION III: ADMINISTRATIVE DATA

4.0 DELIVERABLE SCHEDULE

Deliverables will be defined for each task order.

5.0 Service Delivery Summary (SDS)

5.1 Quality Assurance. The Government will evaluate performance of the services listed in the SDS to determine if they meet the performance thresholds. When the proper level of performance is not met, the CO will issue a written Corrective Action Request (CAR). QAE's will follow the methods of surveillance specified in the Government's Quality Assurance Surveillance Plan (QASP). Government personnel will record all surveillance observations. When an observation indicates defective performance, the QAE will require the contract or TO manager or representative to initial the observation. The initialing of the observation does not necessarily constitute concurrence with the observation, only acknowledgment that they have been made aware of the defective performance.

5.2 Performance Deficiency Notification. The Government will employ three types of notification: First Notice, Second Notice, and a Corrective Action Request (CAR).

5.2.1 First Notification. First notification is used for minor tasks that can be re-performed. It will state "First Notice."

5.2.2 Second Notification. Second notification is used when first notice fails. It will state "Second Notice."

5.2.3. Corrective Action Request. Issued when previous notifications failed to result in corrective actions or for failure of an SDS item.

5.3 Performance Deficiency Resolution. Contractor shall take immediate action to correct all Government reported deficiencies, and to prevent recurrence of the deficiency.

5.4 SERVICE DELIVERY SUMMARY TABLE

PERFORMANCE OBJECTIVE	PERFORMANCE MEASURE
(1) Develops and submits all required deliverables	Contractor submits deliverables on time, in the format specified, and with the content directed by or mutually agreed to between the contractor and the government IAW each individual task order (TO) 98% of the time.
(2) Maintains a stable workforce	The contractor effectively retains personnel performing to reduce and minimize the need for the government to expend time/money/effort to retrain and re-orient new contractor personnel. The contractor's turnover rate is less than 5% (total number of personnel assigned to TOs/number of personnel replaced or moved without government direction).
(3) Successfully meets requirements of TO	Contractor receives less than 2 formal customer complaints/corrective action requests for the period of performance for each TO. The contractor successfully resolves customer complaints within 10 days of receipt, 100% of the time.
(4) Successfully meet all security requirements	Contractor must meet and maintain all security requirements, 100% of the time.

6.0 PLACE OF PERFORMANCE

The primary place of performance for the PWS tasks may take place either at the contractor's location, in Government facilities, or as mutually agreed between the contractor and the Government. Place of performance will be stipulated in each individual task order.

7.0 SECURITY

Security items may be further defined in each task order.

7.1 SECURITY REQUIREMENTS

Contractor personnel shall comply with USTRANSCOM directives regarding building access. The Contractor shall provide employee identification badges. The Contractor shall acquire all necessary base passes for Contractor personnel. The Government will provide security badges. The contractor shall obtain a long-term visitor agreement in order to gain access to work areas within USTRANSCOM. The contractor's security officer shall forward a visitor request letter to the government point of contact, USTRANSCOM/TCJ3-SA, as well as to the Industrial Security Office at the following address:

375th SFS/SFA
 ATTN: Industrial Security Office
 201 W. Winters Street
 Scott AFB IL 62225

7.2 SECURITY CLEARANCE

Contractor personnel shall be required to have access to SECRET information or data within a government-controlled space and are required to hold a SECRET security clearance. The DD Form 254, Department of Defense Contract Security Classification Specification, provides security classification guidance to the contractor. At the Government's discretion, provisions may be made to allow Contractor employees to perform duties, outside of the classified areas, while obtaining their clearances, provided they are under the supervision of an individual with the required security clearance, need-to-know, and escort privileges. The Government will provide unrestricted access to facilities consistent with security clearances.

7.3 PHYSICAL SECURITY

The Contractor shall safeguard all Government owned equipment and materials in the Contractor's possession or used in the day-to-day performance of the Contract. The Government will not be held accountable/responsible for any contractor items that may have been lost or stolen. Responsibility for the contractor's compliance with internal security at the site shall be assigned to the contractor. All contractor personnel shall be briefed on site security operating procedures prior to or upon commencement of contract award and shall be debriefed upon termination. The contractor shall be responsible for all continuing security training of the contractor, sub, and associate contractor personnel.

7.4 NON-PUBLIC INFORMATION

In performance of this contract, the contractor may obtain access to sensitive, non-public information. The contractor agrees to: (a) use and protect such information from unauthorized disclosure in accordance with the Federal Acquisition Regulation (FAR); (b) use and disclose such information only for the purpose of performing this contract and to not use or disclose such information for any personal or commercial purpose; (c) obtain permission from the contracting officer's representative (COR) before disclosing/discussing such information with a third party; (d) return, upon Government request, any non-public, sensitive information no longer required for contractor performance; and (e) advise the COR of any unauthorized release of such information. The Government will require Contractor personnel to sign a non-disclosure statement to protect non-public information of other Contractors and/or the Government.

7.5 AUTOMATED DATA PROCESSING (ADP) POSITION SENSITIVITY

Department of Defense Instruction (DoDI) 5200.2-R, DoD Personnel Security Program, requires DoD Contractor personnel who perform work on sensitive automated information systems to be assigned to positions, which are designated at one of two sensitivity levels (ADP-I, ADP-II). These designations equate to Critical Sensitive, Non-critical Sensitive. All positions required for DoD task orders are, at a minimum, ADP-II. ADP position sensitivity will be addressed in individual task orders. The Contractor shall assure that individuals assigned have completed the appropriate forms. The required investigation will be completed prior to the assignment of individuals to sensitive duties associated with the positions. The Contractor shall forward their

employee clearance information (completed SF 85P, Questionnaire for Positions of Public Trust, and two DD Forms 258 (Fingerprint cards) to: Defense Security Service (DSS) and for further assistance they can be reached through their website at www.dss.mil. USTRANSCOM retains the right to request removal of Contractor personnel, regardless of prior clearance or adjudication status, whose actions, while assigned to this task order, clearly conflict with the interests of the Government. The reason for removal will be fully documented in writing by the Contracting Officer. When and if such removal occurs, the Contractor shall within three working days assign qualified personnel to any vacancy(ies) thus created.

8.0 GOVERNMENT FURNISHED EQUIPMENT (GFE)

GFE, if any, will be specified in each individual task order.

9.0 PERIOD OF PERFORMANCE

This contract will be a base year with four (4) one year option periods. The base period is 15 June 2007 through 14 June 2008. Option periods are:

Option Year 1: 15 June 2008 through 14 June 2009;

Option Year 2: 15 June 2009 through 14 June 2010;

Option Year 3: 15 June 2010 through 14 June 2011;

Option Year 4: 15 June 2011 through 14 June 2012.

10.0 OTHER PERTINENT INFORMATION OR SPECIAL CONSIDERATIONS

10.1 This contract is a "nonpersonal services contract" as defined in FAR 37.101. It is, therefore, understood and agreed that the contractor and/or the contractor's employees: (1) shall perform the services specified herein as independent contractors, not as employees of the government; (2) shall be responsible for their own management and administration of the work required and bear sole responsibility for complying with any and all technical, schedule, or financial requirements or constraints attendant to the performance of this contract; (3) shall be free from supervision or control by any government employee with respect to the manner or method or performance of the services specified; but (4) shall, pursuant to the government's right and obligation to inspect, accept or reject the work, comply with such general direction of the contracting officer, or the duly authorized representative of the contracting officer as is necessary to ensure accomplishment of the contract objectives.

10.2 Legal Holidays. The following Federal holidays are observed under this contract:

New Year's Day	1 January
Martin Luther King's Birthday	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	4 July
Labor Day	First Monday in September
Columbus Day	Second Monday in October

Veteran's Day
Thanksgiving Day
Christmas Day

11 November
Fourth Thursday in November
25 December

NOTE: Any of the above holidays falling on a Saturday shall be observed on the preceding Friday. Holidays falling on a Sunday shall be observed on the following Monday.

10.0 TRAVEL

Performance under this PWS may require contractor travel within the U.S. and overseas. The Government will reimburse the contractor for travel expenses subject to the current Federal Acquisition Regulation and Joint Travel Regulation. All travel shall be coordinated with and approved by the primary or alternate COR prior to contractor incurring any travel expenses. Invoices (along with associated receipts) shall support all travel reimbursement requests. The Government will not reimburse local travel and related expenses to the contractor for daily travel to or from work at Scott AFB. Contractors cannot use General Services Administration city pair contracts. Specific travel requirements will be defined at the task order level.

11.0 GLOSSARY OF TERMS

A&AS – Advisory and Assistance Services

ACTD – Advanced Concept Technology Demonstrations

ADP – Automated Data Processing

BCA – Business Case Analyses

CAC – Common Access Card

CDE – Corporate Data Environment

CDS – Corporate Data Solution

CI – Change Identification

CIO – Chief Information Officer

CM – Configuration Management

CMO – Configuration Management Office

COA – Courses of Action

COCOM – Combatant Command

CPRB – Chief Information Officer Program Review Board

CPRP – Chief Information Officer Program Review Process

CRIS – Corporate Resource Information Source

C2 – Command & Control

C4ISR - Command, Control, Communications, Computers and Intelligence, Surveillance, and
Reconnaissance

C4S – Command, Control, Communications & Computer Systems

DCR – DOTMLPF Change Recommendations

DLA – Defense Logistics Agency

DOTMLPF – doctrine, organization, training, material, leadership, personnel, and facilities

DSS – Defense Security Service

DTR – Defense Transportation Regulation

DTS – Defense Transportation System

DoD – Department of Defense
DPO – Distribution Process Owner
EA – Enterprise Architecture
ECP – Enterprise Change Proposals
EIM – Electronic Information Management
E2E – end-to-end
FAA – Functional Area Analysis
FAR – Federal Acquisition Regulation
FNA – Functional Needs Analysis
FSA – Functional Solutions Analysis
GFE – Government Furnished Equipment
IA – Information Architecture
IDIQ – Indefinite Delivery, Indefinite Quantity
IP – Information Protection
IT – Information Technology
ITV – Intransit Visibility
J-METL – Joint Mission Essential Task List
JCIDS – Joint Capabilities Integration & Development System
JDA – Joint Deployment Agency
JDDA – Joint Deployment and Distribution Architecture
JDDE – Joint Deployment and Distribution Enterprise
JQRR – Joint Quarterly Readiness Reviews
KM – Knowledge Management
MCS – Mobility Capability Study
M&S – Modeling and Simulation
OA – Operational Availability
OSD – Office of the Secretary of Defense
POA&M – plans of action and milestones
PWS – Performance Work Statement
QDR – Quadrennial Defense Review
SATCOM – Sattelite Communications
SIHI – Secure Infrastructure Human Interface
SPIs – Systems, Projects and Initiatives
TCC – Transportation Component Command
TDD – time definite delivery
TRB – Technical Review Board
TWCF – Transportation Working Capital Funds
USTRANSCOM – United States Transportation Command

Strategic Planning and Systems Integration Contract Labor Rate Table

Advisory & Assistance IDIQ Labor Rate Table

BASE PERIOD (15 JUNE 07 - 14 JUNE 08)

CAT NO.	LABOR CATEGORY	ON-SITE RATE	OFF-SITE RATE
1	Program Manager	\$ 137.86	\$ 160.98
2	Project Manager	\$ 126.13	\$ 138.75
3	Senior Functional Analyst	\$ 62.61	\$ 75.13
4	Functional Analyst	\$ 50.27	\$ 60.32
5	Senior Logistics Analyst	\$ 92.41	\$ 99.19
6	Logistics Analyst	\$ 60.40	\$ 72.48
7	Database Management Specialist	\$ 73.86	\$ 77.63
8	Administrative Specialist	\$ 39.20	\$ 42.99
9	Senior Training Specialist	\$ 73.57	\$ 88.29
10	Training Specialist	\$ 59.30	\$ 69.22
11	Senior Business Process Reengineering	\$ 122.48	\$ 131.36
12	Business Process Reengineering	\$ 91.91	\$ 100.75
13	Senior Systems Analyst	\$ 71.83	\$ 79.02
14	Systems Analyst	\$ 44.46	\$ 53.35
15	Program Analyst	\$ 56.87	\$ 62.56
16	Financial Analyst	\$ 43.48	\$ 52.18
17	Operation Research Analyst	\$ 67.97	\$ 74.77
18	Systems Architect	\$ 113.25	\$ 135.90
19	Senior Information Engineer	\$ 94.09	\$ 100.91
20	Information Engineer	\$ 58.94	\$ 64.84
21	Subject Matter Expert	\$ 187.57	\$ 215.70
22	Technical Writer	\$ 44.59	\$ 49.05

Travel G&A Rate

___21.5___%

Material Handling Rate

___0.0___%

Strategic Planning and Systems Integration Contract Labor Rate Table

Advisory & Assistance IDIQ Labor Rate Table

OPTION YEAR 1 (15 JUNE 08 - 14 JUNE 09)

CAT NO.	LABOR CATEGORY	ON-SITE RATE	OFF-SITE RATE
1	Program Manager	\$ 142.00	\$ 165.81
2	Project Manager	\$ 129.92	\$ 142.91
3	Senior Functional Analyst	\$ 64.49	\$ 77.39
4	Functional Analyst	\$ 51.78	\$ 62.13
5	Senior Logistics Analyst	\$ 95.18	\$ 102.16
6	Logistics Analyst	\$ 62.21	\$ 74.65
7	Database Management Specialist	\$ 76.08	\$ 79.96
8	Administrative Specialist	\$ 40.38	\$ 44.27
9	Senior Training Specialist	\$ 75.78	\$ 90.94
10	Training Specialist	\$ 61.08	\$ 71.29
11	Senior Business Process Reengineering	\$ 126.16	\$ 135.31
12	Business Process Reengineering	\$ 94.67	\$ 103.77
13	Senior Systems Analyst	\$ 73.99	\$ 81.39
14	Systems Analyst	\$ 45.79	\$ 54.95
15	Program Analyst	\$ 58.58	\$ 64.44
16	Financial Analyst	\$ 44.78	\$ 53.74
17	Operation Research Analyst	\$ 70.01	\$ 77.01
18	Systems Architect	\$ 116.65	\$ 139.98
19	Senior Information Engineer	\$ 96.91	\$ 103.94
20	Information Engineer	\$ 60.71	\$ 66.78
21	Subject Matter Expert	\$ 193.19	\$ 222.17
22	Technical Writer	\$ 45.93	\$ 50.52

Travel G&A Rate

___21.5___%

Material Handling Rate

___0.0___%

Strategic Planning and Systems Integration Contract Labor Rate Table

Advisory & Assistance IDIQ Labor Rate Table

OPTION YEAR 2 (15 JUNE 09 - 14 JUNE 10)

CAT NO.	LABOR CATEGORY	ON-SITE RATE	OFF-SITE RATE
1	Program Manager	\$ 146.26	\$ 170.78
2	Project Manager	\$ 133.82	\$ 147.20
3	Senior Functional Analyst	\$ 66.42	\$ 79.71
4	Functional Analyst	\$ 53.33	\$ 63.99
5	Senior Logistics Analyst	\$ 98.04	\$ 105.22
6	Logistics Analyst	\$ 64.08	\$ 76.89
7	Database Management Specialist	\$ 78.36	\$ 82.36
8	Administrative Specialist	\$ 41.59	\$ 45.60
9	Senior Training Specialist	\$ 78.05	\$ 93.67
10	Training Specialist	\$ 62.91	\$ 73.43
11	Senior Business Process Reengineering	\$ 129.94	\$ 139.37
12	Business Process Reengineering Specialist	\$ 97.51	\$ 106.88
13	Senior Systems Analyst	\$ 76.21	\$ 83.83
14	Systems Analyst	\$ 47.16	\$ 56.60
15	Program Analyst	\$ 60.34	\$ 66.37
16	Financial Analyst	\$ 46.12	\$ 55.35
17	Operation Research Analyst	\$ 72.11	\$ 79.32
18	Systems Architect	\$ 120.15	\$ 144.18
19	Senior Information Engineer	\$ 99.82	\$ 107.06
20	Information Engineer	\$ 62.53	\$ 68.78
21	Subject Matter Expert	\$ 198.99	\$ 228.84
22	Technical Writer	\$ 47.31	\$ 52.04

Travel G&A Rate

___21.5___%

Material Handling Rate

___0.0___%

Strategic Planning and Systems Integration Contract Labor Rate Table

Advisory & Assistance IDIQ Labor Rate Table

OPTION YEAR 3 (15 JUNE 10 - 14 JUNE 11)

CAT NO.	LABOR CATEGORY	ON-SITE RATE	OFF-SITE RATE
1	Program Manager	\$ 150.65	\$ 175.90
2	Project Manager	\$ 137.83	\$ 151.62
3	Senior Functional Analyst	\$ 68.41	\$ 82.10
4	Functional Analyst	\$ 54.93	\$ 65.91
5	Senior Logistics Analyst	\$ 100.98	\$ 108.38
6	Logistics Analyst	\$ 66.00	\$ 79.20
7	Database Management Specialist	\$ 80.71	\$ 84.83
8	Administrative Specialist	\$ 42.84	\$ 46.97
9	Senior Training Specialist	\$ 80.39	\$ 96.48
10	Training Specialist	\$ 64.80	\$ 75.63
11	Senior Business Process Reengineering	\$ 133.84	\$ 143.55
12	Business Process Reengineering Specialist	\$ 100.44	\$ 110.09
13	Senior Systems Analyst	\$ 78.50	\$ 86.34
14	Systems Analyst	\$ 48.57	\$ 58.30
15	Program Analyst	\$ 62.15	\$ 68.36
16	Financial Analyst	\$ 47.50	\$ 57.01
17	Operation Research Analyst	\$ 74.27	\$ 81.70
18	Systems Architect	\$ 123.75	\$ 148.51
19	Senior Information Engineer	\$ 102.81	\$ 110.27
20	Information Engineer	\$ 64.41	\$ 70.84
21	Subject Matter Expert	\$ 204.96	\$ 235.71
22	Technical Writer	\$ 48.73	\$ 53.60

Travel G&A Rate

___21.5___%

Material Handling Rate

___0.0___%

Strategic Planning and Systems Integration Contract Labor Rate Table

Advisory & Assistance IDIQ Labor Rate Table

OPTION YEAR 4 (15 JUNE 11 - 14 JUNE 12)

CAT NO.	LABOR CATEGORY	ON-SITE RATE	OFF-SITE RATE
1	Program Manager	\$ 155.17	\$ 181.18
2	Project Manager	\$ 141.96	\$ 156.17
3	Senior Functional Analyst	\$ 70.46	\$ 84.56
4	Functional Analyst	\$ 56.58	\$ 67.89
5	Senior Logistics Analyst	\$ 104.01	\$ 111.63
6	Logistics Analyst	\$ 67.98	\$ 81.58
7	Database Management Specialist	\$ 83.13	\$ 87.37
8	Administrative Specialist	\$ 44.13	\$ 48.38
9	Senior Training Specialist	\$ 82.80	\$ 99.37
10	Training Specialist	\$ 66.74	\$ 77.90
11	Senior Business Process Reengineering Specialist	\$ 137.86	\$ 147.86
12	Business Process Reengineering Specialist	\$ 103.45	\$ 113.39
13	Senior Systems Analyst	\$ 80.86	\$ 88.93
14	Systems Analyst	\$ 50.03	\$ 60.05
15	Program Analyst	\$ 64.01	\$ 70.41
16	Financial Analyst	\$ 48.93	\$ 58.72
17	Operation Research Analyst	\$ 76.50	\$ 84.15
18	Systems Architect	\$ 127.46	\$ 152.97
19	Senior Information Engineer	\$ 105.89	\$ 113.58
20	Information Engineer	\$ 66.34	\$ 72.97
21	Subject Matter Expert	\$ 211.11	\$ 242.78
22	Technical Writer	\$ 50.19	\$ 55.21

Travel G&A Rate

___21.5___%

Material Handling Rate

___0.0___%

management with decision-making, policy formulation, or other managerial functions. Frequently concentrates on collecting and analyzing data. May develop and supply optimal time, cost, or logistics networks for program evaluation, review, or implementation.

Minimum Education/Experience Requirements: An Operations Research Analyst shall, as a minimum have a Bachelor's degree in mathematics, business, engineering, operations research, or related field with ten years operations research experience.

18. **Systems Architect:** The Systems Architect is responsible for conceptualizing, designing, developing, and overseeing complex information technology solutions/systems. Must work with others to develop and propose new business and technical solutions and translate user objectives into actionable business, organization and technology objectives. Architects, designs and develops integrated information technology solutions/systems and controls project requirements, scope, risk, and change management issues. Researches, evaluates and stays current on emerging tools, techniques and technologies.

Minimum Education/Experience Requirements: The Systems Architect must have a Master's degree in computer science, information systems, engineering, or other related area and 10 years of experience in systems analysis, design, and development or automated information systems.

19. **Senior Information Engineer:** Applies an enterprise-wide set of disciplines for the planning, analysis, design and construction of information systems on an enterprise-wide basis or across a major sector of the enterprise. Develops analytical and computational techniques and methodology for problem solutions. Performs enterprise wide strategic systems planning, business information planning, business and analysis. Performs process and data modeling in support of the planning and analysis efforts using both manual and automated tools. Applies reverse engineering and re-engineering disciplines to develop migration strategic and planning documents. Provides technical guidance in software engineering techniques and automated support tools.

20. **Information Engineer:** Applies business process improvement practices to reengineer methodologies/principles and business modernization projects. Applies, as appropriate, activity and data modeling, transaction flow analysis, internal control and risk analysis and modern business methods and performance measurement techniques. Assist in establishing standards for information systems procedures. Develops and applies organization-wide information models for use in designing and building integrated, shared software and database management systems. Constructs sound, logical business improvement opportunities consistent with corporate Information Management guiding principles, cost savings, and open system architecture objectives. Provides daily supervision and direction to staff.

21. **Subject Matter Expert:** Provides high-level assistance, expert advice, assistance, guidance or counseling in support of management, organizational, and business improvement or investigative efforts for all functional areas. Develop and recommends creative and innovative solutions to customer's problems. Conduct demonstrations and introduce leading edge technology into systems design and development. Research, analyze, document, and report and proposed developmental, consulting, or implementation efforts/recommendations. Provide

LABOR CATEGORY DESCRIPTIONS

1. **Program Manager:** Serves as the contractor's single contract manager and shall be the contractor's authorized interface with the Government Contracting Officer (CO), Government management personnel and customer agency representatives. Responsible for formulating and enforcing work standards, assigning contractor schedules, reviewing work discrepancies, supervising contractor personnel and communicating policies, purposes, and goals of the organization to subordinates. The Program Manager is responsible for overall contract performance.
2. **Project Manager:** Serves as the project manager for the task order (or a group of task orders) and shall assist the Program Manager in working with the Government Contracting Officer, the task order level Contracting Officer Representatives (CORs), Government management personnel and customer agency representatives. Under the guidance of the Program Manager, responsible for the overall management of the specific task order(s) and insuring that the technical solutions and schedules in the task order are implemented in a timely manner.
3. **Senior Functional Analyst:** Analyze user needs to determine functional and cross-functional requirements. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task. Provides daily supervision and direction to support staff.
4. **Functional Analyst:** Analyze user needs to determine functional and cross-functional requirements. Performs functional allocation to identify required tasks and their interrelationships. Identifies resources required for each task.
5. **Senior Logistics Analyst:** Performs logistic support functions. Must be familiar with the principles of purchasing, handling, control and transportation of material and other property. Works under limited supervision. Performs tasks in support of logistics projects. Develops, upgrades and improves systems for tracking and reporting material, material handling procedures, and scheduling. May supervise other Logistics Analysts or Logisticians.
6. **Logistics Analyst:** Performs logistic support functions. Must be familiar with the principles of purchasing, handling, control and transportation of material and other property. Works under limited supervision. Performs tasks in support of logistics projects. Develops, upgrades and improves systems for tracking and reporting material, material handling procedures, and scheduling.
7. **Database Management Specialist:** Must be capable of providing highly technical expertise and support in the use of DBMSs. Must be able to evaluate and recommend available DBMS products to support validated user requirements. Defines file organization, indexing methods, and security procedures for specific user applications. Develops, implements, and maintains database backup and recovery procedures for the processing environments and ensures that data integrity, security, and recoverability are built into the DBMS applications.

iv. It is necessary to place an order to satisfy a minimum guarantee.

E. Task order proposals shall normally consist of the following: a management and technical volume, a past performance volume, and a cost/price proposal volume. The technical volume shall not exceed ten (10) pages in length; past performance shall not exceed five (5) pages in length; and the cost/price proposal volume shall not exceed five (5) pages in length. Total page count, therefore, will not exceed twenty (20) pages. Resumes, if required, are not included in the page content. Contractors may submit a "standing proposal" which contains only standard terms and conditions applying to most or all of their task orders. The Contractor then need only reference the applicable terms and conditions from the standing proposal in their technical proposal for each RFTOP. When oral presentations are authorized, the contractor shall submit the same information required in written proposals and shall immediately submit a written record of the oral presentation. Specific instructions for will be provided in each RFTOP.

1. If a Firm-Fixed-Price (FFP) task order is contemplated as a result of issuance of a RFTOP, contractors will be required to prepare a FFP proposal. The Contractor shall provide and be evaluated at a bottom line price for the entire effort. However, to facilitate the technical evaluation, the Contractor shall provide a breakout of labor categories, descriptions, and hours for personnel proposed.

2. If a Labor-Hour (LH) task order is contemplated as a result of issuance of a RFTOP, the task order proposal will specify the staffing plan, the estimated number of hours for each labor category, and the exact, fully-burdened hourly rates to be charged, including a general discussion of how the hours were developed. The contractor shall work closely with the government in monitoring the "burn rate" of these task orders to ensure adequate funding is available to meet task order requirements.

3. Travel-Cost Reimbursable: Cost reimbursable CLINs may be used in any task order. Travel cost will be based on estimated costs per the Joint Travel Regulation (JTR) Vol. #2. Cost estimates will be based on number of trips, number of personnel, and location Per Diem Rate as posted on <https://secureapp2.hqda.pentagon.mil/perdiem/>. The government may give a To Be Determined (TBD) for travel and will provide the cost estimate for that CLIN. The contractor should use this cost estimate in its overall price proposal.

F. The Government may issue task orders with option periods when it is determined appropriate in accordance with FAR 17.2. A task order with options shall be evaluated in accordance with FAR 52.212-2(b), Evaluation - Commercial Items.

G. Award of task orders will be accomplished using a best value determination process as defined in FAR Part 15 and specified in the RFTOP.

business change, provide support in implementing new policy/procedures, processes, techniques, metrics/models, and other time/cost saving initiatives, work with project teams to transition to a new business process and evaluate the success of the reengineered process.

Minimum Education/Experience Requirements: The Business Process Reengineering Specialist must have a Bachelor's degree in information systems, management information systems or other related area and ten years of experience in business process reengineering.

13. Senior Systems Analyst: Under minimal supervision, applies process improvement and re-engineering methodologies/principles to conduct process modernization projects. Develops functional area process and data models for use in designing and building integrated, shared software and database management systems. Translates user specifications and input from staff members to design requirements.

Minimum Education: Bachelor's degree required, Master's degree preferred.

14. Systems Analyst: Under general supervision, applies process improvement and re-engineering methodologies/principles to conduct process modernization projects. Develops functional area process and data models for use in designing and building integrated, shared software and database management systems. Works to determine User requirements for integration in to the application development process.

Minimum Education: Bachelor's degree required.

15. Program Analyst: Possesses and applies comprehensive knowledge across multiple functional areas and task environments. Has leadership qualities in strategizing approaches and managing project objectives. Develops, plans, and leads segments of a project. Evaluates results and recommends changes in development and execution of project phases and meeting schedules. Operates across multiple tasks and works independently, contributes to deliverables and performance metrics.

Minimum Education: Bachelor's degree in a related field is required.

16. Financial Analyst: A Financial Analyst is responsible for providing advice on and performing professional or technical work in budget, cost, or schedule analysis and/or research. Work requires the technical capability to assess cost, budget, or schedule implications of existing or projected technological advances, as well as being able to evaluate the impact of new and innovative acquisition strategies. This encompasses a basic knowledge of statistical techniques, applied mathematics, economics, and an engineering discipline.

Minimum Education/Experience Requirements: The Financial Analyst must have a Bachelor's degree in business, engineering, or related field with five years of cost, budget, or schedule analysis, operations research or engineering experience.

17. Operation Research Analyst: Formulate and apply mathematical modeling and other optimizing methods using a computer to develop and interpret information that assists

expert determination on the accuracy and reasonableness of data. Support a wide variety of technical and business assignments in all functional areas. Develops and recommends creative and innovative solutions to customer's problems.

Minimum Education/Experience: A subject matter expert shall, as a minimum, have a Master's degree and at least ten years of experience providing technical expertise within a specific discipline and be recognized as an expert in the field.

22. Technical Writer: Assists in collecting and organizing information for preparation of user manuals, training materials, installation guides, proposals, and other reports. Edits functional descriptions, system specifications, user manuals, special reports, and any other customer deliverables and documents. Assists in performing financial and administrative functions. Must demonstrate the ability to work independently or under only under general direction.

Minimum Education/Experience: Associate's degree in related field.

TASK ORDER PREPARATION GUIDELINES

A. The Government will determine the most appropriate contract type (IAW FAR 16) for each task order. Task orders will be limited to Firm Fixed Price (FAR 16.2) or Labor-Hour (FAR 16.6) types, with cost reimbursable CLINs for travel. The Contractor shall propose in accordance with the task order type specified by the Contracting Officer (CO) in the Request for Task Order Proposal (RFTOP) not later than the time frame specified in the RFP, generally expected to be not less than ten (10) calendar days. The Contractor shall perform in accordance with the task order type selected by the CO indicated in the award document or other authorized award notification.

B. When the Government has a requirement for work to be performed, the CO will notify the contractors of: (1) the work to be performed; (2) the desired performance period; and (3) any other information considered to be of assistance to the Contractor in preparing a proposal. The Contractor will transmit the written task order proposal by the date and method described in the RFTOP. Offerors will normally be allowed 10 work days to respond to RFTOPs.

C. The RFTOP shall not obligate the Government to issue task orders under this contract nor shall it authorize the Contractor to perform any work pursuant to such requests for proposal prior to the Contractor's receipt of a task order.

D. Fair Opportunity to Compete.

1. Small Business Set-Aside Clause: IAW FAR 19.501 the contracting officer can unilaterally set aside any RFP for any small business entity, which is capable of meeting the requirements and falls within the Small Business Set-Aside general guidelines.

2. Competition is a major focus of this contract; accordingly, awardees will be highly encouraged, but not required, to submit a proposal for every RFTOP presented to them. In the event a contractor chooses not to provide a proposal, the Contractor shall submit a "no bid" statement to the Ordering CO with a brief explanation. Applicable to large business primes only: If the Ordering CO discerns a trend by those large business primes in submission of "no bids," the Contractor's past performance in consideration of further task order awards under this contract will be affected and may also be negatively reflected in the Business Relations section of the Contractor Performance Assessment Reporting System (CPARS) evaluation, unless the Contracting Officer determines extenuating circumstances exist. Additionally, an unacceptable trend as determined by the Contracting Officer may result in the Government not exercising an option on the contract.

a. Fair Opportunity To Compete and Task Order Awards: For the purposes of this contract, "Fair Opportunity" allows the government to restrict competition. If the government executes such a restriction, all primes will be notified of the restriction. When no restriction is performed, all primes are highly encouraged to submit proposals responding to the RFTOP.

b. Ordering Clause: IAW FAR 16.505, Ordering, all multiple award contractors shall be provided a fair opportunity to be considered for each order in excess of \$2,500 pursuant to the procedures established in this section, unless the contracting officer determines that:

i. The agency's need for the services or supplies is of such urgency that providing such opportunity to all such contractors would result in unacceptable delays.

ii. Only one such contractor is capable of providing the services or supplies at the level of quality required because the services or supplies ordered are unique or highly specialized.

iii. The task/delivery order should be issued on a sole source basis in the interest of economy or efficiency because it is a logical follow-on to an order already issued under the contract, provided that all awardees were given a fair opportunity pursuant to the procedures in this clause to be considered for the original order.

iv. It is necessary to place an order to satisfy a minimum guarantee.

E. Task order proposals shall normally consist of the following: a management and technical volume, a past performance volume, and a cost/price proposal volume. The technical volume shall not exceed ten (10) pages in length; past performance shall not exceed five (5) pages in length; and the cost/price proposal volume shall not exceed five (5) pages in length. Total page count, therefore, will not exceed twenty (20) pages. Resumes, if required, are not included in the page content. Contractors may submit a "standing proposal" which contains only standard terms and conditions applying to most or all of their task orders. The Contractor then need only reference the applicable terms and conditions from the standing proposal in their technical proposal for each RFTOP. When oral presentations are authorized, the contractor shall submit the same information required in written proposals and shall immediately submit a written record of the oral presentation. Specific instructions for will be provided in each RFTOP.

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G. Award of task orders will be accomplished using a best value determination process as defined in FAR Part 15 and specified in the RFTOP.