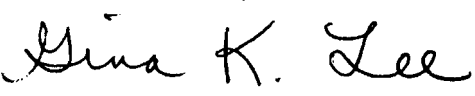


**UNITED STATES TRANSPORTATION COMMAND
(USTRANSCOM)**

**Contract No. HTC711-07-D-0011
Order No. 0002, 15 December 2008**

**Portfolio Management & Information Technology (IT)
Investment Strategies Support (DPfM)
RFTOP 08-10**

Awarded to: IBM Corporation

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS <i>OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30</i>				1. REQUISITION NUMBER F3ST958179AC01		PAGE 1 OF 37	
2. CONTRACT NO. HTC711-07-D-0011		3. AWARD/EFFECTIVE DATE 15-Dec-2008		4. ORDER NUMBER 0002		5. SOLICITATION NUMBER	
7. FOR SOLICITATION INFORMATION CALL:		a. NAME				b. TELEPHONE NUMBER (No Collect Calls)	
9. ISSUED BY USTRANSCOM-AQ - HTC711 508 SCOTT DR SCOTT AFB IL 62225-5357 TEL: CONTACT BUYER FAX: CONTACT BUYER		CODE HTC711		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SB <input type="checkbox"/> HUBZONE SB <input type="checkbox"/> 8(A) <input type="checkbox"/> SVC-DISABLED VET-OWNED SB <input type="checkbox"/> EMERGING SB SIZE STD: NAICS:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING 14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP	
15. DELIVER TO SEE SCHEDULE		CODE		16. ADMINISTERED BY SEE ITEM 9			
17a. CONTRACTOR/OFFEROR INTERNATIONAL BUSINESS MACHINES CORPORAT (b)(6) 12802 FEDERAL SYSTEMS PAR FAIRFAX VA 22033-4421 TEL. (b)(6)		CODE OK670 FACILITY CODE OK670		18a. PAYMENT WILL BE MADE BY DFAS-LIMESTONE - F67100 ATTN: DFAS-LI-JAQBDD 27 ARKANSAS RD LIMESTONE ME 04751-6216			
<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 type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES			21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	SEE SCHEDULE						
25. ACCOUNTING AND APPROPRIATION DATA See Schedule					26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$5,883,435.52		
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3, 52.212-5 ARE ATTACHED.				ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED			
<input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED.				ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED			
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN <u>2</u> 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>08-Oct-2008</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-Dec-2008	
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)		30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) GINA K. LEE / CONTRACTING OFFICER TEL: 618-256-6409 EMAIL: gina.lee@ustrancom.mil			

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

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	Labor for 1, 3, 4.1, 4.3, 5, 6, 9 & 13.1 LH Labor for Task Areas 1 and 3; Task Area 4, subtasks 1 and 3; Task Areas 5 and 6; Task Area 9; and Task 13, subtask 1 in accordance with the PWS dated 8 December 2008.	1	Lot	\$4,356,271.80	\$4,356,271.80
Period of Performance: 1 January 2009 - 30 September 2009					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$4,356,271.80
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000101	Labor for 1, 3, 4.1, 4.3, 5, 6, 9 & 13.1 LH Labor for Task Areas 1 and 3; Task Area 4, subtasks 1 and 3; Task Areas 5 and 6; Task Area 9; and Task 13, subtask 1 in accordance with the PWS dated 8 December 2008.		Lot		
Period of Performance: 1 January 2009 - 30 September 2009					
Funding for CLIN 0001					
FOB: Destination					
PURCHASE REQUEST NUMBER: F3ST958179AC01					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$0.00
CEILING PRICE					\$0.00
ACRN AA CIN: F3ST958179AC010000AA					\$4,356,271.80

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002		1	Lot	\$171,951.97	\$171,951.97

Labor for Task Area 2

LH

Labor for Task Area 2 in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE \$171,951.97

CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000201			Lot		

Labor for Task Area 2

LH

Labor for Task Area 2 in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST958179AC01

SIGNAL CODE: A

TOT ESTIMATED PRICE \$0.00

CEILING PRICE \$0.00

ACRN AC

CIN: F3ST958179AC010000AC

\$171,951.97

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003	Labor for Tasks 7, 11, 12 and 13.2 LH Labor for Task Area 7; Task Areas 11 and 12; and Task 13, subtask 2 in accordance with the PWS dated 8 December 2008.	1	Lot	\$374,566.78	\$374,566.78
Period of Performance: 1 January 2009 - 30 September 2009					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$374,566.78
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000301	Labor for Tasks 7, 11, 12 and 13.2 LH Labor for Task Area 7; Task Areas 11 and 12; and Task 13, subtask 2 in accordance with the PWS dated 8 December 2008.		Lot		
Period of Performance: 1 January 2009 - 30 September 2009					
Funding for CLIN 0003					
FOB: Destination					
PURCHASE REQUEST NUMBER: F3ST958179AC01					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$0.00
CEILING PRICE					\$0.00
ACRN AB					\$374,566.78
CIN: F3ST958179AC010000AB					

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004		1	Lot	\$35,396.09	\$35,396.09

Labor for Task 2, subtask 1 (Optional)

LH

Labor for Task 2, subtask 1 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE \$35,396.09

CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000401			Lot		

Labor for Task 2, subtask 1 (Optional)

LH

Labor for Task 2, subtask 1 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

Funding for CLIN 0004

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST958179AC01

SIGNAL CODE: A

TOT ESTIMATED PRICE \$0.00

CEILING PRICE \$0.00

ACRN AC

CIN: F3ST958179AC010000AC

\$35,396.09

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0005	Labor for Task 4, subtask 2 (Optional) LH Labor for Task 4, subtask 2 (Optional) in accordance with the PWS dated 8 December 2008.	1	Lot	\$343,903.94	\$343,903.94
Period of Performance: 1 January 2009 - 30 September 2009					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$343,903.94
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000501	Labor for Task 4, subtask 2 (Optional) LH Labor for Task 4, subtask 2 (Optional) in accordance with the PWS dated 8 December 2008.		Lot		
Period of Performance: 1 January 2009 - 30 September 2009					
Funding for CLIN 0005					
FOB: Destination					
PURCHASE REQUEST NUMBER: F3ST958179AC01					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$0.00
CEILING PRICE					\$0.00
ACRN AA					\$343,903.94
CIN: F3ST958179AC010000AA					

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0006		I	Lot	\$230,976.86	\$230,976.86

Labor for Task 4, subtask 4 (Optional)

LH

Labor for Task 4, subtask 4 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE \$230,976.86

CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000601			Lot		

Labor for Task 4, subtask 4 (Optional)

LH

Labor for Task 4, subtask 4 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

Funding for CLIN 0006

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST958179AC01

SIGNAL CODE: A

TOT ESTIMATED PRICE \$0.00

CEILING PRICE \$0.00

ACRN AA

CIN: F3ST958179AC010000AA

\$230,976.86

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0007		1	Lot	\$189,567.84	\$189,567.84

Labor for Task Area 8 (Optional)

LH

Labor for Task Area 8 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE \$189,567.84

CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000701			Lot		

Labor for Task Area 8 (Optional)

LH

Labor for Task Area 8 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

Funding for CLIN 0007

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST958179AC01

SIGNAL CODE: A

TOT ESTIMATED PRICE \$0.00

CEILING PRICE \$0.00

ACRN AB

CIN: F3ST958179AC010000AB

\$189,567.84

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0008		1	Lot	\$8,300.24	\$8,300.24

Labor for Task Area 10 (Optional)

LH

Labor for Task Area 10 (Optional) in accordance with the PWS dated 8
December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE \$8,300.24

CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
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000801

Lot

Labor for Task Area 10 (Optional)

LH

Labor for Task Area 10 (Optional) in accordance with the PWS dated 8
December 2008.

Period of Performance: 1 January 2009 - 30 September 2009

Funding for CLIN 0008

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST958179AC01

SIGNAL CODE: A

TOT ESTIMATED PRICE \$0.00

CEILING PRICE \$0.00

ACRN AB

CIN: F3ST958179AC010000AB

\$8,300.24

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0009			Lot		\$172,500.00

Travel

COST

Travel in accordance with PWS paragraph 5.3

Period of Performance: 1 January 2009 - 30 September 2009

FOB: Destination

SIGNAL CODE: A

ESTIMATED COST	\$172,500.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000901			Lot		\$0.00

Travel

COST

Travel in accordance with PWS paragraph 5.3

Period of Performance: 1 January 2009 - 30 September 2009

Funding for CLIN 0009

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST958179AC01

SIGNAL CODE: A

ESTIMATED COST	\$0.00
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ACRN AA

\$172,500.00

CIN: F3ST958179AC010000AA

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Labor for 1, 3, 4.1, 4.3, 5, 6, 9 & 13.1 LH Labor for Task Areas 1 and 3; Task Area 4, subtasks 1 and 3; Task Areas 5 and 6; Task Area 9; and Task 13, subtask 1 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2009 - 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$5,965,326.97	\$5,965,326.97
TOT ESTIMATED PRICE					\$5,965,326.97
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002 OPTION	Labor for Task Area 2 LH Labor for Task Area 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2009 - 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$235,465.15	\$235,465.15
TOT ESTIMATED PRICE					\$235,465.15
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003 OPTION	Labor for Tasks 7, 11, 12 and 13.2 LH Labor for Task Area 7; Task Areas 11 and 12; and Task 13, subtask 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2009 - 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$512,895.75	\$512,895.75
TOT ESTIMATED PRICE					\$512,895.75
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1004 OPTION	Labor for Task 2, subtask 1 (Optional) LH Labor for Task 2, subtask 1 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2009 - 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$48,468.64	\$48,468.64
TOT ESTIMATED PRICE					\$48,468.64
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1005 OPTION	Labor for Task 4, subtask 2 (Optional) LH Labor for Task 4, subtask 2 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2009 - 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$470,930.29	\$470,930.29
TOT ESTIMATED PRICE					\$470,930.29
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1006 OPTION	Labor for Task 4, subtask 4 (Optional) LH Labor for Task 4, subtask 4 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2009 - 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$316,295.52	\$316,295.52
TOT ESTIMATED PRICE					\$316,295.52
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1007 OPTION	Labor for Task Area 8 (Optional) LH Labor for Task Area 8 (Optional) in accordance with the PWS dated 8 December 2008.	1	Lot	\$259,591.50	\$259,591.50

Period of Performance: 1 October 2009 - 30 September 2010

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$259,591.50
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1008 OPTION	Labor for Task Area 10 (Optional) LH Labor for Task Area 10 (Optional) in accordance with the PWS dated 8 December 2008.	1	Lot	\$11,366.21	\$11,366.21

Period of Performance: 1 October 2009 - 30 September 2010

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$11,366.21
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1009			Lot		\$230,000.00

OPTION Travel

COST

Travel in accordance with PWS paragraph 5.3

Period of Performance: 1 October 2009 - 30 September 2010

FOB: Destination

SIGNAL CODE: A

ESTIMATED COST	\$230,000.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		1	Lot	\$6,144,311.37	\$6,144,311.37

OPTION

Labor for 1, 3, 4.1, 4.3, 5, 6, 9 & 13.1

LH

Labor for Task Areas 1 and 3; Task Area 4, subtasks 1 and 3; Task Areas 5 and 6; Task Area 9; and Task 13, subtask 1 in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 October 2010 - 30 September 2011

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$6,144,311.37
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CEILING PRICE	\$0.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002 OPTION	Labor for Task Area 2 LH Labor for Task Area 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2010 - 30 September 2011 FOB: Destination SIGNAL CODE: A	1	Lot	\$242,537.68	\$242,537.68
TOT ESTIMATED PRICE					\$242,537.68
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003 OPTION	Labor for Tasks 7, 11, 12 and 13.2 LH Labor for Task Area 7; Task Areas 11 and 12; and Task 13, subtask 2 in accordance with the PWS dated 8 December 2008. Periof of Performance: 1 October 2010 - 30 September 2011 FOB: Destination SIGNAL CODE: A	1	Lot	\$528,279.99	\$528,279.99
TOT ESTIMATED PRICE					\$528,279.99
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2004 OPTION	Labor for Task 2, subtask 1 (Optional) LH	1	Lot	\$49,923.32	\$49,923.32
Labor for Task 2, subtask 1 (Optional) in accordance with the PWS dated 8 December 2008.					

Period of Performance: 1 October 2010 - 30 September 2011

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$49,923.32
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2005 OPTION	Labor for Task 4, subtask 2 (Optional) LH	1	Lot	\$485,075.36	\$485,075.36
Labor for Task 4, subtask 2 (Optional) in accordance with the PWS dated 8 December 2008.					

Period of Performance: 1 October 2010 - 30 September 2011

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$485,075.36
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2006 OPTION	Labor for Task 4, subtask 4 (Optional) LH Labor for Task 4, subtask 4 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2010 - 30 September 2011 FOB: Destination SIGNAL CODE: A	1	Lot	\$325,780.38	\$325,780.38
TOT ESTIMATED PRICE					\$325,780.38
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2007 OPTION	Labor for Task Area 8 (Optional) LH Labor for Task Area 8 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2010 - 30 September 2011 FOB: Destination SIGNAL CODE: A	1	Lot	\$267,393.67	\$267,393.67
TOT ESTIMATED PRICE					\$267,393.67
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2008 OPTION	Labor for Task Area 10 (Optional) LH	1	Lot	\$11,707.60	\$11,707.60

Labor for Task Area 10 (Optional) in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 October 2010 - 30 September 2011

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$11,707.60
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CEILING PRICE	\$0.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2009 OPTION	Travel COST		Lot		\$230,000.00

Travel in accordance with PWS paragraph 5.3

Period of Performance: 1 October 2010 - 30 September 2011

FOB: Destination

SIGNAL CODE: A

ESTIMATED COST	\$230,000.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001 OPTION	Labor for 1, 3, 4.1, 4.3, 5, 6, 9 & 13.1 LH Labor for Task Areas 1 and 3; Task Area 4, subtasks 1 and 3; Task Areas 5 and 6; Task Area 9; and Task 13, subtask 1 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$6,273,822.35	\$6,273,822.35
TOT ESTIMATED PRICE					\$6,273,822.35
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002 OPTION	Labor for Task Area 2 LH Labor for Task Area 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$247,655.88	\$247,655.88
TOT ESTIMATED PRICE					\$247,655.88
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3003 OPTION	Labor for Tasks 7, 11, 12 and 13.2 LH Labor for Task Area 7; Task Areas 11 and 12; and Task 13, subtask 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$539,434.26	\$539,434.26
TOT ESTIMATED PRICE					\$539,434.26
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3004 OPTION	Labor for Task 2, subtask 1 (Optional) LH Labor for Task 2, subtask 1 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$50,976.32	\$50,976.32
TOT ESTIMATED PRICE					\$50,976.32
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3005 OPTION	Labor for Task 4, subtask 2 (Optional) LH Labor for Task 4, subtask 2 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$495,311.77	\$495,311.77
TOT ESTIMATED PRICE					\$495,311.77
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3006 OPTION	Labor for Task 4, subtask 4 (Optional) LH Labor for Task 4, subtask 4 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$332,634.43	\$332,634.43
TOT ESTIMATED PRICE					\$332,634.43
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3007 OPTION	Labor for Task Area 8 (Optional) LH Labor for Task Area 8 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$273,037.73	\$273,037.73
TOT ESTIMATED PRICE					\$273,037.73
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3008 OPTION	Labor for Task Area 10 (Optional) LH Labor for Task Area 10 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2011 - 30 September 2012 FOB: Destination SIGNAL CODE: A	1	Lot	\$11,953.94	\$11,953.94
TOT ESTIMATED PRICE					\$11,953.94
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3009			Lot		\$230,000.00

OPTION

Travel

COST

Travel in accordance with PWS paragraph 5.3

Period of Performance: 1 October 2011 - 30 September 2012

FOB: Destination

SIGNAL CODE: A

ESTIMATED COST	\$230,000.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001		1	Lot	\$4,443,957.49	\$4,443,957.49

OPTION

Labor for 1, 3, 4.1, 4.3, 5, 6, 9 & 13.1

LH

Labor for Task Areas 1 and 3; Task Area 4, subtasks 1 and 3; Task Areas 5 and 6; Task Area 9; and Task 13, subtask 1 in accordance with the PWS dated 8 December 2008.

Period of Performance: 1 October 2012 - 14 June 2013

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$4,443,957.49
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CEILING PRICE	\$0.00
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4002 OPTION	Labor for Task Area 2 LH Labor for Task Area 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2012 - 14 June 2013 FOB: Destination SIGNAL CODE: A	1	Lot	\$175,422.92	\$175,422.92
TOT ESTIMATED PRICE					\$175,422.92
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4003 OPTION	Labor for Tasks 7, 11, 12 and 13.2 LH Labor for Task Area 7; Task Areas 11 and 12; and Task 13, subtask 2 in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2012 - 14 June 2013 FOB: Destination SIGNAL CODE: A	1	Lot	\$382,099.27	\$382,099.27
TOT ESTIMATED PRICE					\$382,099.27
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4004 OPTION	Labor for Task 2, subtask 1 (Optional) LH Labor for Task 2, subtask 1 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2012 - 14 June 2013 FOB: Destination SIGNAL CODE: A	1	Lot	\$36,108.22	\$36,108.22
TOT ESTIMATED PRICE					\$36,108.22
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4005 OPTION	Labor for Task 4, subtask 2 (Optional) LH Labor for Task 4, subtask 2 (Optional) in accordance with the PWS dated 8 December 2008. Period of Performance: 1 October 2012 - 14 June 2013 FOB: Destination SIGNAL CODE: A	1	Lot	\$350,845.84	\$350,845.84
TOT ESTIMATED PRICE					\$350,845.84
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4006 OPTION	Labor for Task 4, subtask 4 (Optional) LH Labor for Task 4, subtask 4 (Optional) in accordance with the PWS dated 8 December 2008.	1	Lot	\$235,616.06	\$235,616.06
Period of Performance: 1 October 2012 - 14 June 2013					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$235,616.06
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4007 OPTION	Labor for Task Area 8 (Optional) LH Labor for Task Area 8 (Optional) in accordance with the PWS dated 8 December 2008.	1	Lot	\$193,401.73	\$193,401.73
Period of Performance: 1 October 2012 - 14 June 2013					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$193,401.73
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4008 OPTION	Labor for Task Area 10 (Optional) LH Labor for Task Area 10 (Optional) in accordance with the PWS dated 8 December 2008.	1	Lot	\$8,467.37	\$8,467.37
Period of Performance: 1 October 2012 - 14 June 2013					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$8,467.37
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4009 OPTION	Travel COST Travel in accordance with PWS paragraph 5.3		Lot		\$163,000.00
Period of Performance: 1 October 2012 - 14 June 2013					
FOB: Destination					
SIGNAL CODE: A					
ESTIMATED COST					\$163,000.00

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

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

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000101	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0002	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000201	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0003	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000301	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0004	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000401	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0005	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95

000501	POP 01-JAN-2009 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
0006	POP 01-JAN-2009 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
000601	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0007	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000701	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0008	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000801	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
0009	POP 01-JAN-2009 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
000901	POP 01-JAN-2009 TO 30-SEP-2009	N/A	N/A FOB: Destination	
1001	POP 01-OCT-2009 TO 30-SEP-2010	N/A	USTC/J6 - F3ST95 CAMPOS, RHONDA 508 SCOTT DR SCOTT AFB IL 62225-5357 618-229-3183 FOB: Destination	F3ST95
1002	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1003	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1004	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

1005	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1006	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1007	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1008	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1009	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2001	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2002	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2003	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2004	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2005	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2006	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2007	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2008	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2009	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3001	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3002	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3003	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3004	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

3005	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3006	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3007	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3008	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3009	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4001	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4002	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4003	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4004	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4005	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4006	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4007	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4008	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
4009	POP 01-OCT-2012 TO 14-JUN-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

ACCOUNTING AND APPROPRIATION DATA

AA: 97X4930.FD50 6F9 70AB 124080 G62X00 43910 000000 667100 F67100 ESP:PD

AMOUNT: \$5,103,652.60

CIN F3ST958179AC010000AA: \$5,103,652.60

AB: 97X4930.FD50 6F9 70AB 128130 G642G0 43910 000000 667100 F67100
AMOUNT: \$572,434.86
CIN F3ST958179AC010000AB: \$572,434.86

AC: 97X4930.FD50 6F9 70AB 124020 G64K00 43910 000000 667100 F67100
AMOUNT: \$207,348.06
CIN F3ST958179AC010000AC: \$207,348.06

CLAUSES INCORPORATED BY FULL TEXT

52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor no later than 30 days before the contract expires.

(End of clause)

CLAUSES INCORPORATED BY FULL TEXT

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

(a) The Government may extend the term of this contract by written notice to the Contractor no later than 30 days before the contract expires; 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 54 months.

(End of clause)

Exhibit/Attachment Table of Contents

DOCUMENT TYPE	DESCRIPTION	PAGES	DATE
Attachment 1	Performance Work Statement	26	08-DEC-2008
Attachment 2	DD 254	2	08-OCT-2008

ADMINISTRATIVE MATTERS

A. This is a Labor Hour task order.

B. The Contractor's proposal dated 8 October 2008 is incorporated into this task order by reference. In the event of inconsistencies between the Performance Work Statement and the Contractor's Proposal, the provisions of the PWS will take precedence.

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

D. INVOICE AND PAYMENT

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

E. Blocks 25 and 26. The total amount of this task order for the base period is \$5,883,435.52. The total contract value, including the base period plus 3 options years and one 8 1/2 month option period, is \$36,662,530.50.

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

G. DD 254 is hereby incorporated as Attachment 2.

INVOICING INSTRUCTIONS

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

**WIDE AREA WORKFLOW
ELECTRONIC INVOICING INSTRUCTIONS**

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

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

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

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

CONTRACT NUMBER:

DELIVERY ORDER NUMBER:

TYPE OF DOCUMENT:

CAGE CODE:

ISSUE BY DODAAC:

HTC711

ADMIN DODAAC:

HTC711

DCAA OFFICE:

HAA314

SERVICE ACCEPTOR DODAAC:

HTC711

PAY OFFICE DODAAC:

F67100

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:

stephanie.mills@ustranscom.mil

CONTRACTING OFFICER:

To Be Provided At A Later Date

ADDITIONAL NOTIFICATION:

rhonda.campos@ustranscom.mil

**PERFORMANCE WORK STATEMENT FOR
UNITED STATES TRANSPORTATION COMMAND
COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER SYSTEMS
DIRECTORATE (TCJ6)**

**PORTFOLIO MANAGEMENT AND INFORMATION TECHNOLOGY INVESTMENT
STRATEGIES SUPPORT**



8 December 2008

PERFORMANCE WORK STATEMENT
FOR UNITED STATES TRANSPORTATION COMMAND
COMMAND, CONTROL, COMMUNICATIONS & COMPUTER SYSTEMS DIRECTORATE
(TCJ6), IT POLICY AND DISTRIBUTION PORTFOLIO MANAGEMENT DIVISION
FOR PORTFOLIO MANAGEMENT AND INFORMATION TECHNOLOGY INVESTMENT
STRATEGIES SUPPORT

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PERFORMANCE WORK STATEMENT

1. DESCRIPTION OF SERVICES

1.1 Background. The United States Transportation Command (USTRANSCOM) mission is to provide air, land and sea distribution for the Department of Defense (DOD), both during peace and war. The Commander of USTRANSCOM is tasked as the single manager of the Defense Distribution System (DDS). An important functional requirement is the integration of the Transportation Component Commands (TCCs): Military Sealift Command (MSC), HQ Air Mobility Command (AMC), and Military Surface Deployment and Distribution Command (SDDC). Distribution analysis and Corporate Services thread through the various TCJ6 projects, ensuring effectiveness and efficiencies are documented for decision making through out the DOD.

1.2 Objective. The primary objective of this PWS is to provide support for Portfolio Management (PfM), Chief Information Officer (CIO), Corporate Services Vision (CSV), and Information Technology (IT) Investment Management activities for USTRANSCOM. CSV represents the vision by which USTRANSCOM will fulfill its role as Distribution Portfolio Manager by transforming from a vertical, systems-oriented approach to horizontal, enterprise services-oriented portfolio management approach. The contractor shall provide functional, technical, and financial analysis for the development and maintenance of PfM and IT Investment Management processes for two organizational levels.

The first organizational level shall be for USTRANSCOM and its component commands of MSC, AMC and SDDC. The collection of IT systems, projects, and initiatives for this first grouping is referred to as Defense Transportation System (DTS)-wide. The DTS-wide systems, programs, and initiatives are under the direct control of USTRANSCOM via the Transportation Working Capital Fund (TWCF).

The second organizational level is for the collection of IT systems, projects, and initiatives across the DOD that are of significant interest to USTRANSCOM. This collection is referred to as DOD-wide. The DOD-wide systems, programs, and initiatives are under indirect control by USTRANSCOM via mechanisms such as the Distribution Process Owner (DPO) and DOD Business Systems Investment Review Boards (IRBs).

PfM and IT investment management processes for both organizational levels are often interrelated and require dependencies, integration and close coordination across levels.

As part of the support for the PfM and IT Investment Management processes, the contractor shall provide support to numerous activities such as the Corporate Portfolio Review Process (CPRP), Joint Capabilities Integration and Development System (JCIDS) processes, the Defense Business Systems Management Committee (DBSMC), the Distribution Portfolio Management process, the Distribution Steering Group (DSG), IRBs, and various USTRANSCOM workshops. The contractor shall also provide support for the Enterprise Requirements Management (ERM) program to include PfM for USTRANSCOM at all levels within DOD as required by evolving directives. The contractor shall provide support for the management of corporate cross-functional review of Automated Information Systems (AIS) supporting DBSMC and data packages in support of IRBs for the Office of the Secretary of Defense (OSD) for Acquisition Technology & Logistics (AT&L) guidelines for system funding approval. This PWS provides direct expertise and technical support for complex, direct, near- and long-term strategic, functional, and operational planning capabilities, policies, processes, architectures, performance metrics, systems, and standards in support of USTRANSCOM Directorate of Command, Control, Communications and Computer Systems (TCJ6) and joint interoperability concepts, standards, and specifications established in DOD directives, policies and guidance.

The contractor must be familiar and experienced in USTRANSCOM's role as Distribution Process Owner as described in the most current DOD Instruction 5158.06 titled Distribution Process Owner. The contractor must be familiar and experienced in the development and maintenance of the Defense PFM processes, strategies, and activities as described in the most current DOD Directive 8115.01 titled Information Technology Portfolio Management, and DOD 8115.02 Instruction titled Information Technology Portfolio Management Implementation. The contractor must also be familiar and experienced in the development and maintenance of the CIO processes, strategies, and activities as described in the E-Government Act of 2002 (Public Law 107-347), December 17, 2002; the Paperwork Reduction Act (Public Law 104-13, Chapter 35 of title 44, United States Code); Section 3541 of title 44, United States Code, "Federal Information Security Management Act (FISMA) of 2002"; DoD Directive 8000.1, Management of DoD Information Resources and Information Technology; and the Clinger-Cohen Act (CCA) of 1996. The Federal Acquisition Reform Act (Division D of Public Law 104-106) and the Information Technology Management Reform Act (Division E of Public Law 104-106) were signed into law as part of the National Defense Authorization Act for Fiscal Year 1996 and were subsequently designated the CCA of 1996. The contractor must be familiar with current memorandums, directives, and instructions issued in support of the above laws, directives, and instructions. The contractor shall be familiar with the Corporate Resource Information Source (CRIS) ORACLE database structure, CRIS web applications, and NetViz graphics software used to portray Enterprise Architecture (EA) products.

1.3 Scope. The contractor shall plan for all tasks identified in this task order, and gather all pertinent information. Contractor estimates and timelines shall be determined based on the deliverable due dates specified in each task. The contractor shall coordinate with the Government to ensure that all activities are well synchronized and integrated with other USTRANSCOM and distribution management efforts, and that replicated or overlapping efforts do not occur. All reports, studies, or policies identified in the PWS to be accomplished shall be prepared and submitted for Government approval.

The specific tasks are:

- Task Area 1: Contract-Level and Task Order Management
- Task Area 2: Defense Transportation System (DTS) Wide Portfolio Management Support
- Task Area 3: DOD-Wide Distribution Portfolio Management Support
- Task Area 4: DOD-Wide Distribution Portfolio Management Focus Area Analysis Support
- Task Area 5: Enterprise Requirements Management Process Support
- Task Area 6: DPfM CSV Governance Support
- Task Area 7: Corporate Portfolio Review Process (CPRP)
- Task Area 8: CIO Support (Optional Task)
- Task Area 9: Strategic Planning and Reporting/Enterprise Transition Planning and Reporting
- Task Area 10: Functional Area Communications and Computer Systems Manager (FACCSM) Support (Optional Task)
- Task Area 11: Technical Assessment
- Task Area 12: Strategic, Functional, and Operational Plans and Policy Support
- Task Area 13: Groupware Workshop Support

1.4 Specific Tasks.

1.4.1 Task Area 1: Contract Level and Task Order Management. This task consists of the functional activities relating to the administration and management of this effort. The contractor shall provide program management of contractor personnel performing tasks in this task order. The contractor shall designate a principal point of contact for technical issues.

The contractor shall provide a centralized program management capability at the contractor site. This function shall encompass administrative, clerical, documentation and related functions that provide general support for the program.

The contractor shall provide support by preparing documents such as briefings, point papers, and meeting minutes related to status of the performance of this task order.

The contractor shall be required to provide support in the specific areas outlined below in this PWS. The contractor shall work with the CIO and Distribution Portfolio Management Division, process owners/stakeholders, Federal and DOD Government representatives, and other contractors to accomplish these tasks.

All decisions regarding Government requirements or Government actions shall be made by Government personnel and the contractor's representative shall submit evaluations, recommendations, etc. to the Contracting Officer's Representative (COR) and/or Contracting Officer for further action.

1.4.1.1 Task 1 Subtask 1: Task Order Management Plan. The contractor shall prepare an integrated (i.e., Government and contractor) project plan that defines tasks, resources, and dependencies. The plan should also describe the technical approach, organizational resources, and management controls to be employed to meet the cost, performance, and schedule requirements throughout contract execution. The draft plan shall be submitted within fifteen (15) business days of task order start date. The Government will review the plan and provide comments to the contractor. The contractor will have five (5) business days from receipt of the Government's comments to submit the final plan. The plan should not be merely a reiteration of the PWS requirements.

1.4.1.2 Task 1 Subtask 2: Monthly Status Report (MSR). The contractor shall provide a Monthly Status Report (MSR) monitoring the quality assurance and configuration management. The status report shall list, by each active task/project area, the accomplishments of the reporting period by contractor name. The report should contain labor hours/costs by major project area and individual. The MSR should outline the current funding status and a brief synopsis of the efforts completed, deliverables provided, and conferences and trips conducted/attended during the reporting period, and an overall evaluation of the task order to date. Estimated and actual travel costs shall be reported by contractor name, trip location and purpose, and dates of travel. The report shall list the deliverables for each task and any issues, problem areas, and items that require Government action. The MSR is due no later than the 5th business day of each month.

1.4.1.3 Task 1 Subtask 3: Conduct In-Process Reviews (IPRs). The contractor shall conduct IPRs as scheduled by the Government for up to four IPRs during each period of performance summarizing status, progress, recommendations, and concerns in the development of any tasks or documentation described within this PWS. Presentation materials shall be prepared and provided to the COR five (5) business days prior to the IPR. The contractor shall deliver IPR minutes within five (5) business days as requested by the COR with a copy of the presentation slides used at the IPR. At a minimum, the minutes should reflect a record of discussion activity, decisions made, date, locations, and attendees.

1.4.1.4 Task 1 Subtask 4: Trip Reports. Within five (5) business days of completion of any travel, the contractor shall submit a trip report to include the following details: purpose, location and length of trip, travelers, and individuals contacted during trip, synopsis of all discussions, future actions identified, decisions made, or issues of concern arising during trip.

1.4.1.5 Task 1 Subtask 5: Employment Status Report. The contractor shall provide an employee status report containing names and labor categories of personnel supporting each major task. The report will be provided within thirty (30) calendar days after task order start date and within five (5) business days after any changes in personnel occur.

1.4.1.6 Task 1 Subtask 6: Weekly Activity Report. The contractor shall list, by each active task/project area, the accomplishments of the reporting period. Weekly activity reports should be provided by close of business each Wednesday to the corresponding branch chief to whom the activities are assigned.

1.4.2. Task Area 2: Defense Transportation System (DTS) Wide Portfolio Management

The contractor shall continue the evolution to further develop and document PfM oversight and policy for the DTS TWCF portfolio process. The contractor shall implement and conduct PfM activities for all new and changing DTS TWCF IT functional, technical, and resource requirements; system functionality; and mission capabilities. The contractor shall provide all support associated with the DTS portfolio process to include cross portfolio analysis for duplications and gaps, and system functionality analysis to facilitate the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability. The contractor shall update, refine, and publish the USTRANSCOM PfM Handbook, Training Guide, and Trifolds within thirty (30) calendar days of tasking by the Government on an annual basis. The contractor shall use automated tools when feasible to collect and report architectural and program data. The contractor shall analyze and assist with implementation of automated tools that the Government evaluates or uses to collect and report architectural and program data in support of PfM, Program Managers (PMs), Technical Assessment (TA), Operational Assessment (OA), CPRP, CSV and strategic planning. The contractor shall provide all reports and recommendations associated with management of the DTS portfolios and the CPRP process to the COR. The contractor shall provide the capability to create and execute database retrievals from the CRIS repository or other USTRANSCOM repositories as required to support the PfM process and portfolio managers.

1.4.2.1 Task 2 Subtask 1: Operational Assessment (OA). (Optional Task) The Government's intent is to exercise this optional task based on funding availability. The Government reserves the right not to exercise this optional task. The contractor shall work with representatives from the TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations to refine the methodology and business rules to support the OA process. The contractor shall accomplish a conceptual analysis assessing targeted Enterprise Infrastructure and operational capabilities provided by DTS systems and services in support of CPRP objectives. The contractor shall assist in resolving potential problems identified by the analysis. The contractor shall document the established repeatable methodology for accomplishing OA activities within forty-five (45) calendar days of Government tasking on an annual basis.

1.4.3 Task Area 3: DOD-Wide Distribution Portfolio Management

The contractor shall revise and keep updated the Distribution Portfolio Management (DPfM) Methodology for accomplishing the necessary processes, use of tools, and techniques required to gather and analyze the appropriate functional, technical, system, and financial information on DOD distribution IT systems in order to optimize investment decisions, to be consistent with the DPfM CSV governance and other Government direction. The contractor shall provide the support to implement and accomplish the plan as developed. The contractor shall develop an analysis plan to support these activities. The contractor shall develop and recommend a plan to establish performance metrics by which to evaluate the effectiveness of DPfM efforts. The contractor shall provide the plan within thirty (30) calendar days of

task order start date and the plan will be approved by the Government for implementation. The contractor shall provide the final plan within fifteen (15) business days of Government-provided comments.

Further, the contractor shall support the integration of the performance metrics into the DPfM governance, policies, processes and operations to align DPfM activities with strategic goals and objectives. The contractor shall leverage other relevant work to accelerate development of the metrics. The contractor shall develop and document DPfM oversight and policy for the command DPfM process as it evolves. This will include recommendations for policy, business rules, content, and procedures. DPfM activities include: analyze, select, control, and evaluate systems by portfolio relative to mission capabilities, the CSV, and impact on performance. The contractor shall perform DPfM activities for all distribution and distribution-related IT systems as identified by the Government. The contractor shall conduct duplication analysis, gap analysis and performance impact assessment and provide solution recommendation as an appropriate conclusion to each of the phases of the DPfM process. The contractor shall implement and conduct DPfM activities for all new and changing IT functional, technical, and resource requirements; system functionality; and mission capabilities. The contractor shall accomplish enterprise-wide distribution portfolio analysis for duplications, gaps and performance impact.

The contractor shall provide the necessary trained and fully-qualified personnel to refine and consult on DPfM IT Investment Strategy & Management oversight and policy. The contractor shall develop, implement, and provide DPfM management support for IT funding strategies based on IT requirements, system functionality, mission capabilities, CSV, impact on performance and associated Enterprise Architecture (EA) Information Exchange Requirements. The contractor shall partner with the EA support contractor to ensure timely population of systems migration information to the EA System and Technical Views. The contractor shall ensure timely DPfM Interface to the current EA. The contractor shall coordinate with the Government to ensure financial and economic activities are well synchronized and integrated. The contractor shall provide the capability to create and execute distribution information database retrievals from CRIS or other repositories as required to support the DPfM process.

Contractor support shall include, but is not limited to providing consultation on cost/benefit estimation associated with DPO systems and process analysis cost estimation. The contractor shall perform analysis on approximately 250 distribution systems, and research and make recommendations on basic information needed to support management decision making. The contractor shall include, as appropriate, distribution data entries in standard format to be input into the database.

1.4.3.1 Task 3 Subtask 1: DPfM Support for Investment Review Board (IRB) and Defense Business System Management Committee (DBSMC). The contractor shall support DPfM IRB and DBSMC organizational and management requirements as directed by OSD. The contractor shall conduct a series of interviews with the appropriate Government and contractor personnel to determine what functional, technical, and financial information is required for the oversight activities, above and beyond what is collected by Government-directed data calls and for National Defense Authorization Act (NDAA) Certification. The contractor shall leverage existing data collection tools and tailor them to the Distribution Portfolio Management, Enterprise Requirements, and CSV efforts to provide executive summaries and trip books for the IRB and DBSMC meetings. The contractor shall provide DPfM administrative support for required management pre-briefs for the IRB and DBSMC meetings.

This effort will produce summary reports for the IRB. The contractor shall ensure quality, consistency, completeness, and timeliness of the information by following up on issues and data calls. The contractor shall populate the Business Transformation Agency (BTA) Portal and maintain data quality for support to the IRB within ten (10) business days of IRB and DBSMC monthly meetings. The contractor shall document results of the IRB boards to facilitate revisions prior to execution of next cycle. The contractor shall assist in implementing new distribution procedures using the CRIS database or other repositories as

determined by the Government, and provide functional subject matter experts to work with CRIS for distribution data updates.

1.4.3.2 Task 3 Subtask 2: Distribution Portfolio Management Functional Advisory Support. The contractor shall provide subject matter expertise to provide branch level functional advice and consultation regarding all DOD Wide Distribution Portfolio Management activities and DPfM focus area analysis efforts. The contractor shall assist the Government to ensure synchronization of all portfolio analysis activities and that recommendations align with corporate vision. The contractor shall support preparation of branch and directorate leadership on portfolio management activities for senior leader forums such as the Distribution Steering Group.

1.4.3.3 Task 3 Subtask 3: Distribution Portfolio Management Technical Advisory Support. The contractor shall provide additional subject matter expertise to provide branch level technical advice and consultation regarding all DOD Wide Distribution Portfolio Management activities and DPfM focus area analysis efforts. The contractor shall assist the Government to ensure synchronization of all portfolio analysis activities and that recommendations align with corporate vision.

1.4.4 Task Area 4: DOD-Wide Distribution Portfolio Management Focus Area Analysis Support

The command DPfM process is multi-faceted and includes an initial structure for focus area analysis including Supply Chain Operational Reference Model (SCOR) and the Joint Deployment and Distribution Enterprise (JDDE) Reference Architecture. This approach has been developed to facilitate an organized, structured approach to the initial analysis of distribution and logistics-related processes, activities, and supporting systems. Under separate contract, USTRANSCOM is developing a reference model architecture including conceptual, prescriptive, and transition architectures. The contractor shall become familiar with this new structure and be prepared to produce relevant documentation consistent with that approach.

1.4.4.1 Task 4 Subtask 1: DPfM Business Case Analysis Development. The contractor shall provide personnel to perform analysis for one DPfM focus area. The team shall conduct functional, technical and cost analysis for functional working group assessment and development of a Business Case Analysis for DSG or Government-directed DPfM areas of interest within ninety (90) calendar days of focus area establishment. The contractor shall provide workshop management activities support for the focus area analysis team. Workshops may have personnel matrixed in from EA and Enterprise Systems Engineering (ESE) to provide activity/system support for process mapping of activities with resulting reports, recommendations, and IT transition plans.

Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with distribution systems and process analysis. The contractor shall perform analysis on Government-identified DPfM focus area groups of systems, such as: SCOR level four classes of supply, or the DPO Reference Architecture. The contractor shall provide research and make recommendations on basic information needed to support management decision making. The contractor shall include, as appropriate, distribution system data entries in standard format to be input into the CRIS database or other Government directed repositories.

The contractor shall provide cost and financial analysis support to prepare various cost and economic analyses on distribution IT systems, initiatives, or concepts. This will include oversight and/or development of formal DPfM business case analyses for IT system transitions. This effort includes financial and technical support in developing graphics and associated documentation. It also includes periodic ad hoc cost and financial analysis support for special interest projects/IT systems.

The contractor shall provide continuous updates to all documentation associated with the DPfM business case analysis documentation as directed by the Government task manager.

1.4.4.2 Task 4 Subtask 2: Additional DPfM Business Case Analysis Support. (Optional Task).

The Government's intent is to exercise this optional task based on funding availability. The Government reserves the right not to exercise this optional task. The contractor shall provide technical and functional resources to duplicate the research, evaluation and solution development capability identified in Task 4, Subtask 1: DPfM Business Case Analysis Development. With the exercise of this optional task, the contractor shall have the resources to maintain capability to perform business case analysis on an additional and concurrent DPfM Government-directed focus area.

1.4.4.3 Task 4 Subtask 3: DPfM Implementation Support. The contractor shall provide technical expertise and consultative services for the implementation of solutions that have been recommended by the DPfM business case and accepted for implementation. The contractor shall oversee implementation of up to six (6) focus areas and associated business cases. The contractor shall develop an oversight plan for each new focus area/business case within fifteen (15) business days of Government direction. Oversight includes project management and coordination with various programs of record to accomplish focus area solution implementation. The contractor will support various meetings to include Source System Review Board (SSRB) and Common Operational Picture Deployment and Distribution (COP D2) Review Board (CRB) meetings and activities. SSRB and CRB meetings occur quarterly. The contractor shall support the planning and execution of these and other meetings with the following activities: preparing, coordinating, organizing planning meetings and pre-briefs, and conducting all follow-up to prepare and coordinate minutes and action items. The contractor shall facilitate meetings, conduct the administration, and support as necessary to include the completion of agendas, meeting briefing packages, seating arrangements, minutes, action items, and other documentation and status reports as necessary. The contractor shall support the completion of action items and agenda topics by coordinating with points of contact, conducting data gathering and analysis, and reporting status as required.

1.4.4.4 Task 4 Subtask 4: Additional DPfM Implementation Support. (Optional Task). The Government's intent is to exercise this optional task based on funding availability. The Government reserves the right not to exercise this optional task. The contractor shall provide functional and technical expertise to augment the capability identified in Task 4 Subtask 3: DPfM Implementation Support to perform implementation oversight of an additional two DPfM (2) focus areas and associated business case solutions accepted for implementation.

1.4.5 Task Area 5: Enterprise Requirements Management Process Support

In order to effectively fulfill its role as DPO and DPfM, USTRANSCOM has instituted the CSV which enables the receipt and analysis of all enterprise requirements. The intended result is the reduction in duplicative investment and capability across the distribution enterprise as well as the development of enterprise service solutions where appropriate. The contractor shall provide consultation and administrative support to the Enterprise Requirements Management process which provides a single entry point for visibility and management for all new requirements. New requirements are captured in an automated Requirements Management Tool and managed in phases, which have corresponding status conditions. The contractor shall provide updates to the tool's front end capabilities on an as-needed basis and ensure accuracy of those capabilities. The contractor shall ensure the requirements tool is updated with the status of all new requirements.

The contractor shall provide weekly reports and recommendations associated with management of the Enterprise Requirements Management process to the Government twenty-four (24) hours prior to the Enterprise Requirements Review Council (ERRC) Working Group (WG) meetings. The contractor shall support the planning and execution of the ERRC WG. The contractor shall support meetings with the following activities: preparing, coordinating, organizing, planning meetings, executing the meetings, capturing the minutes, and conducting all follow-up to prepare and coordinate minutes and action items. The contractor shall facilitate meetings, conduct the administration, and support as necessary to include the completion of agendas, meeting briefing packages, seating arrangements, minutes, action items, and other documentation and status reports as necessary. The contractor shall support the completion of action items by coordinating with points of contact, conducting data gathering and analysis, and reporting status as required. The contractor shall ensure accuracy of the distribution requirements data within the tool. The contractor shall provide the capability to create and execute distribution information database retrievals from the CRIS repository or other USTRANSCOM repositories as required to support the DPfM process and portfolio managers.

The contractor shall perform initial requirements management triage in accordance with Government-approved criteria, make recommendation to ERRC WG as to whether the requirement meets enterprise criteria, and assign to appropriate offices of responsibility for solution development. For those initial requirements determined to be non-enterprise, the contractor shall coordinate with the appropriate program manager and portfolio manager to determine assignment and required action.

In conjunction with the EA contractor performing congruency analysis on enterprise requirements, the contractor shall perform requirements refinement with functional proponent and analyze the requirement against current distribution portfolio capabilities. Contractor will engage with Government-identified ESE Group resources who will lead technical and engineering aspects of material solution determination for enterprise requirements and provide a recommended solution that provides best value consistent with Government priorities and prescriptive architecture. Engagement may include participation in various meetings such as the bi-weekly Architecture Integration Steering Group, as directed by the Government. The contractor shall provide the appropriate personnel to perform the functional and resource analysis elements of enterprise Requirements Solution Analysis. The contractor, with ESE Group technical support, shall develop solution analysis which includes all elements of command template for the Resource Allocation Package for presentation to the Enterprise Requirements Review Council and associated working group and shall be produced within fifteen (15) to thirty (30) business days as determined by the Government depending upon the complexity of the individual requirement.

1.4.6 Task Area 6: DPfM CSV Governance Support

The contractor shall develop, update, and maintain all DPfM CSV governance products, to include the Governance Conceptual and Prescriptive reference models on a monthly basis, no later than the 10th business day each month. These products include documents, presentations, meeting minutes, and architectural artifacts relating to DPfM Corporate Governance. The architectural products include, but are not limited to the Conceptual and Prescriptive Reference Models governance components which should be reviewed annually by the 1st of October each year. The contractor shall also review and evaluate any Corporate Services and Corporate Governance reference models to ensure that all governance aspects of these architectural artifacts are adequately integrated, and provide consolidated instructions that support the requirements of the DPfM portfolios. All DPfM CSV governance materials may require the contractor to collect information from Government designated subject matter experts. This process may also require the incorporation of material generated in working groups or extracted from meeting presentations. The contractor shall be expected to merge these products then assemble, review, edit, format, and publish all DPfM CSV governance material with Government oversight and

approval. The contractor shall also update and maintain a Government approved documentation methodology for this process.

1.4.7 Task Area 7: Corporate Portfolio Review Process (CPRP)

1.4.7.1 Task 7 Subtask 1: CPRP. This task ties the CIO Investment management process to the command's Corporate Portfolio Review Process. The contractor shall support the CSV Corporate Governance process with various methods of cost analysis, functional and technical expertise, planning, and administrative actions in order to sustain the Investment Management office. The primary mission of the Investment Management office is to integrate efforts associated with IT investment management activities. The contractor shall recommend policy, business rules, and procedures for Clinger-Cohen compliance in IT Investment Management. The contractor shall refine and manage IT Investment Strategy and IT Strategic Planning for the CPRP to ensure CIO Statutory Compliance. The contractor shall provide recommendations and supporting rationale for improvements and enhancements to the CPRP process. This shall include recommendations for policy, business rules, content, and procedures. The contractor shall conduct the analysis and evaluation of IT systems; to include technical review of CPRP-funded systems, in preparation for decision ready package reporting. The contractor shall, as directed by the Government, support all other day-to-day IT Investment Strategy & Management for the CPRP. The contractor shall prepare and submit all applicable documents and reports within five (5) business days of Government tasking to the COR. The contractor shall support the development, implementation, and execution of automated media to incorporate data into the appropriate storage format. Support shall include researching, planning, and developing various capital planning and investment-related processes and reports for assigned systems, programs, and initiatives. The contractor shall use functional expertise to develop key summary information for use by the multi-level investment review process for assigned systems. The contractor shall recommend an integration method for presenting key decision-making financial information for use by each level of the IT investment review process. The contractor shall provide the capability to create and execute data base retrievals from CRIS or other repositories as required to support the IT Investment management process.

The contractor shall ensure all policy direction and governance is in CIO Statutory Compliance. The contractor shall develop, review, integrate, and recommend IT Systems Policy and Guidance applicable to PFM processes. The contractor shall maintain liaison with Directorate and Transportation Component Commands' PFM and IT Investment Management points of contact. NDAA certification should include management through specific portfolio areas by acting as a conduit for paperwork required for the certification approval process. This will include: a) ensuring standardization of input; b) ensuring deadlines are met; c) initiating changes as appropriate; d) interpreting and disseminating policies and procedures associated with certification; e) assuring timely action of information requests; f) identifying problem areas; g) assuring quality of information in database and written submissions, and i) taking corrective actions as appropriate.

1.4.7.2 Task 7 Subtask 2: TWCF Investment. Support to TCJ6 CIO shall include (but is not limited to) researching, planning, and developing various capital planning and investment-related processes for IT to include data management support. The contractor shall be able to accommodate increases in workload in order to meet semi-annual tasks within the Corporate Portfolio Review Process (CPRP) cycle. The contractor shall document results of the CPRP to facilitate revisions prior to execution of the next CPRP cycle. The contractor shall assist with CPRP data tool training, workshops and meetings as required to support the Planning and Execution phases of the CPRP Review Cycle and prepare for CPRP board and council meetings. The contractor shall provide a written summary analysis of the results of the CPRP and Transportation Working Capital Fund (TWCF) IT investment analysis review to Government task manager within sixty (60) calendar days of tasking on an annual basis. The summary analysis report shall

cover the following areas: CRIS “history” snapshots, highlights of the IT POM review, and financial analysis trends. The contractor shall use functional expertise to identify and recommend key decision-making information for use by each level of the IT investment review process. The contractor shall review Budget Change Proposals (BCPs), OMB 300 Exhibit funding positions, other financial documents to include reprogramming actions and acquisition packages and provide other financial analysis support as required. The contractor shall provide direct CPRP cost analysis and management support to TCJ6.

The Government anticipates the effort required for this subtask will involve the following:

- Cost estimation and analysis
- TWCF rules, policies, and procedures
- DOD planning, programming, and budgetary practices and concepts
- Economic Analysis
- Functional Economic Analysis
- Functional Process Improvement
- Use of Microsoft Office
- Use of cost estimating tools such as; System Evaluation and Estimation of Resources – Software Estimating Model (SEER-SEM)
- Sensitivity/Risk Analysis
- IT Capital Planning & Investment
- Portfolio Management
- Earned Value Management
- Project Portfolio Management

The contractor shall provide oversight to all tables assigned by the Government and monitor the data for consistency and accuracy by working with analysts, data providers, data modelers, and other functional experts. The contractor shall provide technical support for data collection, import/export activities related to the CRIS, DOD Information Technology (IT) Portfolio Repository (DITPR) and USTRANSCOM CRIS IT Reporting (CRITR) Tool databases in support of CPRP analysis and integration processes and related CSV processes. The contractor shall accomplish import and export activities in accordance with established DOD standards and guidelines

1.4.8 Task Area 8: CIO Support (Optional Task)

The Government’s intent is to exercise this optional task based on funding availability. The Government reserves the right not to exercise this optional task. The contractor shall perform systems compliance management and reporting. The contractor shall recommend policy, business rules, and procedures for IT compliance with the Clinger-Cohen Act, Federal Information Security Management Act (FISMA), Electronic Government (E-Gov) Act, Privacy Impact Assessment requirements, Electronic Authentication, PFM EA assessment, and interoperability. The contractor shall provide detailed analysis of command systems against these policies, and support the development and maintenance of USTRANSCOM CIO-related instructions, guidance, and handbooks as part of the CIO program. The contractor shall support DOD data requests, quarterly and annual reporting, audit requests, audit activities, and audit reporting in support of these compliance activities. The contractor shall synchronize IT compliance data fields in CRIS and DITPR as any system status changes, and ensure synchronization meets OSD and Joint Staff/J6 extraction dates seven or more times per year. The contractor shall identify requirements for IT compliance data fields in CRIS as policy changes, and provide support to implement and test those requirements. The contractor shall oversee all tables assigned by the Government and monitor the data for consistency and accuracy by working with analysts, data providers, data modelers, and other functional experts. The contractor shall provide technical support for data collection, import/export activities related to the CRIS, DITPR and CRITR databases in support of CIO analysis and

integration processes and related CSV processes. The contractor shall accomplish import and export activities in accordance with established DOD standards and guidelines. The contractor shall create reports and queries to monitor and enhance data quality and shall, as required, generate data administration tools and analysis reports to detect data errors and other anomalies.

The contractor shall support outreach activities as required with the Program Managers and Portfolio Managers to increase their knowledge so that they may provide more complete and accurate data. This will require scheduling and conducting meetings, responding to follow-up questions or solicitations for clarification, and developing documents and briefings to aid in their understanding. The contractor shall analyze and assist with the implementation of automated tools that the Government evaluates or uses to collect and report data in support of the PfM, and IT Investment Management process and/or strategic planning.

The contractor shall perform CIO video teleconference (VTC) management and support. The CIO and Components VTC is an O-7 led meeting on matters of CIO relevance to USTRANSCOM and its components. These meetings are held six to eight times per year. The contractor shall support the planning and execution of these meetings with the following activities: preparing, coordinating, organizing planning meetings and pre-briefs, and conducting all follow-up to prepare and coordinate minutes and action items. The contractor shall facilitate meetings, conduct the administration, and support as necessary to include the completion of agendas, meeting briefing packages, seating arrangements, minutes, action items, and other documentation and status reports as necessary. The contractor shall support the completion of action items and agenda topics by coordinating with points of contact, conducting data gathering and analysis, and reporting status as required.

1.4.9 Task Area 9: Strategic Planning and Reporting/Enterprise Transition Planning and Reporting

The contractor shall support the implementation of the DPfM strategy within the TCJ6 directorate to include assisting with the update of the goals, objectives, tasks, financial analysis, and metrics, as well as the reporting of metrics. The contractor shall also assist with DPfM strategic planning for the TCJ6 directorate, TCJ6-V Vice Director and the TCJ6-I division. The contractor shall provide DPfM analysis, strategic guidance and recommendations in support of the Corporate Services Vision, Corporate Governance, and the Distribution Steering Group.

The contractor shall support the Warfighter Mission Area (WMA) Enterprise Transition Plan (ETP) through coordination with TCJ5/4 and system/initiative Subject Matter Experts (SMEs). The contractor shall review and provide comments to the Office of the Secretary of Defense (OSD) in a timely manner on an as needed basis and complete the necessary staffing packages through the USTRANSCOM chain of command for approval and coordination. The contractor shall also provide support to the Business Mission Area (BMA) ETP by working with and coordinating all updates with TCJ5/4 to complete the semi-annual updates in March and September. The contractor shall be responsible for gathering enterprise level data for the BMA ETP from system/initiative SMEs, and work closely with the DOD Information Technology Portfolio Repository (DITPR) team to ensure the required DITPR data elements are updated with the correct information. The contractor shall provide BMA ETP milestone updates to the Business Transformation Agency (BTA) via the Progress Tracker web site on a monthly basis, within five (5) business days of the Government assigning the task, along with providing milestone updates to TCJ6 management for systems that are being certified along with the Investment Review Board/Defense Business System Management Committee (IRB/DBSMC) pre-briefs. The contractor shall assist the Distribution Portfolio Review Process (DPRP) team in gathering BMA and WMA ETP data in conjunction with system reviews on a monthly basis within five (5) business days of the Government

tasking. The contractor shall provide DPfM analysis and feedback to the BTA on draft and final products. The contractor shall ensure accuracy for USTRANSCOM submissions and evaluate component submissions related to and of interest to the DPO. The contractor shall also participate in all teleconferences and meetings to coordinate all BTA activities as required.

1.4.10 Task Area 10: Functional Area Communications and Computer Systems Manager (FACCSM) Support (Optional Task)

The Government's intent is to exercise this optional task based on funding availability. The Government reserves the right not to exercise this optional task. The contractor shall complete the necessary Functional Area Communications and Computer Systems Manager (FACCSM) training required by the USTRANSCOM Network Office and perform FACCSM duties in support of this contract IAW USTRANSCOM Instruction 33-16, paragraphs 4.5, 5.1, 6, 7, and 8. FACCSM duties will also include VTC and teleconference support.

1.4.11 Task Area 11: Technical Assessment (TA)

The contractor shall support TCJ6 and the USTRANSCOM CPRP and TA process. This includes collecting and evaluating data for systems identified by TCJ6 from the applicable system program managers. The TA data shall be entered/updated in the CRIS database prior to the CPRP. The contractor shall prepare an annual report by 30 September which documents actions completed to support the TA/CPRP and CSV and update CRIS data as required. The contractor shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle. The contractor shall assist in implementing new procedures using the CRIS database.

1.4.12 Task Area 12: Strategic, Functional, and Operational Plans and Policy Support

The contractor shall review and become familiar with the current organizational and management structure and management control review processes of USTRANSCOM, Joint Staff, Joint Forces Command (JFCOM) and DOD in order to provide technical support for direct near- and long-term strategic operations, and functional planning to TCJ6. The contractor shall assist Government personnel with the functional management of collaborative/web based analysis tools i.e. Defense Collaboration Tool Suite (DCTS), Sametime. The contractor shall provide development, integration, and interoperability of USTRANSCOM processes with USTRANSCOM architectures, systems, and the Joint community. The contractor shall assist and provide functional expertise to Government personnel in the IT Investment and Policy arena with functional program management of plans, policy, and programs. The contractor shall provide technical support, analysis and services to initiate and improve USTRANSCOM functional and cross-functional distribution capabilities, portfolio management joint capability areas and directed efforts. The contractor shall provide requirements analysis, planning, and integrations of USTRANSCOM and DOD Strategic Operational and Functional management boards, forums, concepts, plans, and policies which provide the foundation and impetus for transformation, and change and enhance the support to the warfighter into the 21st century.

The contractor shall assist the IT Investment and Policy effort in defining future strategies to satisfy command strategic and tactical requirements. Emphasis should be on functional strategy, user requirements, budget, and technical constraints. This will entail developing, creating, writing, or reviewing plans and policies, reports, briefings, and trip reports.

1.4.13 Task Area 13: Groupware Workshop Support

1.4.13.1 Task 13 Subtask 1: DPO Support. The contractor shall provide Group Systems software and technical support to USTRANSCOM, process owners, and organizations designated by the Government for use of the facility for the support of DPfM and DPO related efforts to include DSG meetings and DPfM capabilities based assessment team forums. The contractor shall provide support for workshops using mobile Group Systems suite to include setup/breakdown of all equipment (Local Area Network, laptops, audiovisual), planning, and technographer support at the designated location. The contractor shall manage the use of the Groupware facilities in coordination with the Government to include the publishing and maintenance of a schedule of Groupware Facility and Mobile suite activities within five (5) business days of task order start date and continuously thereafter. The contractor shall provide professional facilitation for workshops conducted with groupware assets.

1.4.13.2 Task 13 Subtask 2: TWCF Support. The contractor shall provide Group Systems software and technical support to USTRANSCOM, Defense Information Systems Agency (DISA), process owners, and organizations designated by the Government for use of the facility in support of non-DPO related activities on an as available basis. The contractor shall provide support for workshops using mobile Group Systems suite to include setup/breakdown of all equipment (Local Area Network, laptops, audiovisual), planning, and technographer support at the designated location. The contractor shall provide professional facilitation for workshops conducted with groupware assets.

2. DELIVERABLES

The contractor shall provide all deliverables electronically in Microsoft Office (Word, Excel, PowerPoint, Project, etc.) formats pursuant to the following schedule.

PWS Para	Deliverable Title	Schedule
1.4.1.1	Task Order Management Plan	Draft – within fifteen business days of task order start date. Final – within five business days of Government comment.
1.4.1.2	Monthly Status Reports	No later than the 5th business day of each month.
1.4.1.3	IPR Presentation Materials	Five business days prior to the IPR
1.4.1.3	IPR Minutes	Within five business days after IPR as requested by the COR
1.4.1.4	Trip Reports	Within five business days after completion of travel
1.4.1.5	Employment Status Report	Initial – Within thirty calendar days after task order start date Subsequent – Within five business days of any changes in personnel
1.4.1.6	Weekly Activity Reports	By close of business each Wednesday
1.4.2	DTS PfM Handbook, Training Guide Updates, and Trifolds	Within thirty calendar days of Government tasking on an annual basis
1.4.2.1 (Optional)	Document Operational Assessment methodology	Within forty-five calendar days of Government tasking on an annual basis

1.4.3	Analysis Plan to support Task 3	Draft – within thirty calendar days of task order start date Final – within fifteen business days of Government comments
1.4.3.1	Populate BTA Portal and maintain data quality	Within ten business days of IRB/DBMSC monthly meetings
1.4.4.1	Provide Business Case Analysis	Within ninety calendar days of focus area establishment
1.4.4.3	Oversight Plan	Within fifteen business days of Government direction
1.4.5	Provide reports and recommendations for management of ERRC Working Group meeting	Weekly, twenty-four hours prior to ERRC meetings
1.4.5	Enterprise Requirement Solution Analysis	Within fifteen to thirty business days as determined by Government dependent upon complexity of requirement
1.4.6	CSV Governance Instruction Updates	Monthly, 10th business day of each month
1.4.6	Governance Conceptual and Prescriptive Reference Model Review	Annually, by 1 October
1.4.7.1	IT Investment Strategy Oversight and Policy documentation	Within five business days after receiving the task from the Government
1.4.7.2	Written summary analysis of the results of the CPRP and TWCF IT investment analysis review.	Within sixty calendar days of Government tasking on an annual basis.
1.4.9	Provide BMA ETP milestone semi-annual updates	Semi-annually, March and September
1.4.9	Provide BMA ETP milestone monthly updates	Monthly, within five business days of the Government assigning the task
1.4.9	Status updates from systems/initiatives for BTA ETP development	Monthly, within five business days of the Government tasking
1.4.11	Technical Assessment Report	Annually, by 30 September
1.4.13	Develop and maintain Groupware Facility and Mobile Suite availability calendar to include schedule of use for both capabilities	Within five business days of task order start date and updates as needed thereafter

3. SERVICE DELIVERY SUMMARY

In order to measure contractor performance for the tasks and deliverables associated with this PWS, the contractor shall meet or exceed the operational objectives and performance or availability measurements in the Service Delivery Summary below.

PWS Para	Performance Objective	Performance Threshold
1.4.1.2	Monthly Status Reports	95% of the time Monthly Status Report is received no later than the 5th business days of each month
1.4.1.3	IPR Presentation Materials	95% of the time IPR Presentation Materials are received five business days prior to the IPR
1.4.1.3	IPR Minutes	95% of the time IPR Minutes are received five business days after IPR
1.4.1.4	Trip Reports	95% of the time Trip Reports are received within five business days after completion of travel
1.4.1.5	Employment Status Report	95% of the time Employment Status Report is received within five business days of any changes in personnel
1.4.1.6	Weekly Activity Reports	95% of the time Weekly Activity Reports are received by close of business each Wednesday
1.4.2.	DTS PfM Handbook, Training Guide Updates and Trifolds	95% of the time updates are received within thirty calendar days of tasking
1.4.2.1 (Optional)	Document Operational Assessment methodology	95% of the time methodology is received and updated within forty-five calendar days of tasking
1.4.3.1	Populate BTA Portal and maintain data quality	98% of the time BTA Portal is populated within ten business days of IRB/DBSMC monthly meetings
1.4.4.1	Provide Business Case Analysis	95% of the time Business Case Analysis is provided within ninety calendar days of focus area establishment
1.4.4.3	Oversight Plan	95% of the time Oversight Plan is developed within fifteen business days of Government direction
1.4.5	Provide reports and recommendations for management of ERRC Working Group Meeting	95% of the time, reports are provided twenty-four hours prior to ERRC Working Group weekly meeting
1.4.6	CSV Governance Instruction Updates	95% of the time update received by the 10th business day of the month
1.4.9	Provide BMA ETP milestone monthly updates	95% of the time updates provided within five business days of Government assigning the task
1.4.9	Status updates from systems/initiatives for BTA ETP development	95% of the time status updates provided within five business days of Government tasking

4. GOVERNMENT WORKSTATIONS AND EQUIPMENT

The Government shall provide an office environment and the following resources to the contractor for performance of this task order:

The Government shall provide workspace at a Government facility for the contractor up to 60 employees in support of this requirement. The Government shall provide all standard normal office equipment (office work area, telephone, computer, software, base network access, etc.) for official use only during task order performance.

The use of other contractor-requested Government office space, etc, shall be evaluated on an "as needed" basis, and USTRANSCOM shall grant approval for use if it does not conflict with mission requirements as mutually agreed upon. The Government shall furnish appropriate user identification cards and passwords for shared resources. Multiple sources of data are required throughout the terms of this PWS and shall be provide by the Government in a timely manner.

5. GENERAL INFORMATION

5.1 Place of Performance

Services will be performed both on-site in Building 1961 and the Groupware facility in Building 1700, Scott AFB, IL, and at the Government offsite location, 1734 Corporate Crossing, O'Fallon, IL, during normal duty hours, 0730-1600, Monday-Friday, excluding Government holidays, and at the contractor's off-site facility. Hours are subject to change due to increased requirements for operations outside the normal workday.

5.2 Period of Performance

Period of Performance for the Base Year is 1 January 2009 through 30 September 2009.

Period of Performance for the First Option Year is 1 October 2009 through 30 September 2010.

Period of Performance for the Second Option Year is 1 October 2010 through 30 September 2011.

Period of Performance for the Third Option Year is 1 October 2011 through 30 September 2012.

Period of Performance for the Fourth Option Year is 1 October 2012 through 14 June 2013.

5.3 Travel.

Performance under this task order may require contractor travel within and outside the Continental United States. The Government will reimburse the contractor for travel expenses subject to Federal Acquisition Regulation and Joint Travel Regulation. All contractor travel shall be coordinated with and approved by the primary or alternate Contracting Officer representative (COR) prior to incurring any travel expenses. The contractor shall identify personnel who will be traveling in sufficient time to obtain the lowest possible rates for airfare, rental car and lodging. For long distance travel, a minimum of five (5) business days advance notice from the travel commencement date is required. The travel request shall be in writing and contain the dates, location, and estimated travel costs. Contractor invoices (along with associated receipts) shall support all travel reimbursement requests. Actual travel costs will be reported to the Contractor Officer's Representative by person, by trip within five (5) business days of completion of travel. The Government will not reimburse local travel and related expenses to the contractor for daily travel to or from work at 1734 Corporate Crossing, O'Fallon, IL 62269 or Scott AFB.

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

5.5 Notification of Installation Security. The contractor shall notify local security personnel of contract start at each installation IAW USTRANSCOM FAR Sup 5552.204-9000, Notification of Government Security Activity and Visitor Group Security Agreements. At a minimum, the security agreement shall address the following topics:

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

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

5.7 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 their personnel, their subcontractors, and associate contractor personnel.

5.8 Personnel Security Clearances. All contractor personnel shall possess SECRET Security Clearances. All on-site contractor personnel shall be required to have access to SECRET information or data within a Government-controlled space at the start of the task order. The contractor shall ensure that sufficient personnel on duty have the appropriate security clearance to accomplish all services specified in this PWS. The Government will provide the contractor access to applicable Government facilities from the commencement of the contract until completion. All contractor and subcontractor personnel not possessing the proper clearances and requiring entry to restricted areas shall be continuously escorted. Designated contractor personnel who have been granted the appropriate security clearance and escort privileges shall provide this escort. The contractor shall ensure that adequate contractor personnel have been qualified as escorts so that performance of the requirements under this PWS is not delayed.

5.9 Inspection and Acceptance Criteria. All work performed under this PWS, and all deliverables provided under this PWS are subject to inspection and acceptance by the Government. The Government will usually require up to ten (10) business days from receipt of all deliverables for review and comment/acceptance. Acceptance will be based upon the deliverables meeting contract requirements and accepted professional standards for technical content, workmanship and relevance to stated functional business process requirements. If no guidance is received from the Government by the end of the ten day period, the contractor shall contact the COR for direction. Any guidance from the Government for improvement/revisions to deliverables will be provided in writing.

5.10 Packaging, Packing and Shipping Instructions. The contractor shall provide all deliverables and other project related products, reports, etc., as an electronic file e-mail attachment whenever possible. The contractor shall generate all document deliverables in standard office automation software products. If the contractor determines that it would be more beneficial to use non-standard office automation software to generate any of the required deliverables, the contractor must notify and receive approval from the COR prior to generation of those deliverables. In the event deliverables can not be delivered via e-mail they shall be hand delivered on Compact Disk (CD). Multiple deliverables may be combined on a CD.

5.11 Quality Assurance. The contractor shall support Government agency reviews and audits of all services and support provided under this PWS. The contractor shall be prepared to support Quality Assurance reviews conducted by the Government. The Government reserves the right to authorize an independent verification and validation of the contractor's procedures, methods, data, equipment, and other services provided at any time during the performance of this PWS.

5.12 Additional Information

Nondisclosure Agreement for Contractor Employees. Due to the sensitive nature of the data and information being worked with on a daily basis, completion of non-disclosure statements will be required by contractor personnel to ensure information that is considered sensitive or proprietary is not compromised. All contractor personnel will be required to sign a non-disclosure agreement. The Government will retain these documents. See Appendix 4.

6. Contractor Transition

6.1 Exit Requirements. If this contract is terminated for any reason by the Government or if an option year is not exercised, the contractor shall be given a sixty (60) business day transition period. The contractor shall organize all work related documents and files, store them on the designated shared drives, and provide a file plan outlining the file structure. Status for each project will be documented, to include recent, current, and pending actions. The contractor shall provide a listing of all GFE and COTS utilized in support of this task order and soft copies of all procedures and training materials developed as part of this task order. In addition, the contractor shall provide a complete list of all badges, vehicle passes, and Government software access permissions by individual currently working on the task order. The contractor must ensure no logistics or contract data is corrupted, changed, or altered in a manner that would cause damage to the Government.

6.2 Ramp Up Time. The contractor shall have at least 25 percent (25%) of all necessary personnel and the capability to support each task from task order start. The contractor shall have 50 percent (50%) of personnel available fifteen (15) calendar days after task order start date. The contractor shall ensure that personnel start dates do not impair performance to meet all deliverables.

Appendix 1

HISTORICAL WORKLOAD*

Task Area 1, Contract-Level and Task Order Management: 3,840 hrs
 Task Area 2, Defense Transportation System (DTS) Wide Portfolio Management Support: 3,840 hrs
 Task 2 Subtask 1, Operational Assessment (Optional): 960 hrs
 Task Area 3, DOD-Wide Distribution Portfolio Management Support: 13,440 hrs
 Task 3 Subtask 1, IRB and DBSMC Support: 5,760 hrs
 Task 3 Subtask 2, Distribution Portfolio Management Functional Advisory: 1,920 hrs
 Task 3 Subtask 3, Distribution Portfolio Management Technical Advisory: 1,920 hrs
 Task Area 4, DOD-Wide Distribution Portfolio Management Focus Area Analysis Support
 Task 4 Subtask 1, DPfM BCA Development: 9,600 hrs
 Task 4 Subtask 2, Additional DPfM BCA Support (Optional): 7,680 hrs
 Task 4 Subtask 3, Implementation Support: 15,360 hrs
 Task 4, Subtask 4, Additional Implementation Support (Optional): 5,760 hrs
 Task Area 5, Enterprise Requirements Management Process Support: 15,936 hrs
 Task Area 6, CSV Governance Support: 2,880 hrs
 Task Area 7, Corporate Portfolio Review Process (CPRP)
 Task 7 Subtask 1, CPRP: 960 hrs
 Task 7 Subtask 2, TWCF Investments: 5,160 hrs
 Task Area 8, CIO Support (Optional): 4,608 hrs
 Task Area 9, Strategic Planning and Reporting/Enterprise Transition Planning and Reporting: 7,680 hrs
 Task Area 10, Functional Area Communications and Computer Systems Manager Support (Optional): 192 hrs
 Task Area 11, Technical Assessment: 384 hrs
 Task Area 12, Strategic, Functional, and Operational Plans and Policy Support: 3,840 hrs
 Task Area 13, Groupware Workshop Support:
 Task Area 13, Subtask 1: DPO Support: 3,264 hrs
 Task Area 13, Subtask 2: TWCF Support: 576 hrs

*The Historical Workload is based on the current contract and is for the duration of one Fiscal Year. Actual workload may vary depending on the requirements of USTRANSCOM and other Government entities.

Appendix 2

ACRONYMS

Acronym	Definition
AIS	Automated Information System
AMC	Air Mobility Command
BCA	Business Case Analysis
BMA	Business Mission Area
BTA	Business Transformation Agency
CCA	Clinger-Cohen Act
CIO	Chief Information Officer
COP D2	Common Operational Picture Deployment and Distribution
CPRP	Corporate Portfolio Review Process
CRIS	Corporate Resource Information Source
CRITR	CRIS IT Reporting
CSV	Corporate Services Vision
DBSMC	Defense Business System Management Committee
DCTS	Defense Collaboration Tool Suite
DDS	Defense Distribution System
DITPR	DOD Information Technology Portfolio Repository
DISA	Defense Information Systems Agency
DOD	Department of Defense
DPfM	Distribution Portfolio Management
DPO	Distribution Process Owner
DPRP	Distribution Portfolio Review Process
DSG	Distribution Steering Group
DTS	Defense Transportation System
EA	Enterprise Architecture
E-Gov	Electronic Government
ERM	Enterprise Requirements Management
ERRC	Enterprise Requirements Review Council
ESE	Enterprise Systems Engineering
ETP	Enterprise Transition Plan
FACCSM	Functional Area Communications and Computer Systems Manager
FISMA	Federal Information Security Management Act
IPR	In Progress Review
IRB	Investment Review Board
IT	Information Technology
JCIDS	Joint Capabilities Integration and Development System
JDDE	Joint Deployment and Distribution Enterprise
JFCOM	Joint Forces Command
MSC	Military Sealift Command
MSR	Monthly Status Report

NDAA	National Defense Authorization Act
OA	Operational Assessment
OMB	Office of Management and Budget
OSD (AT&L)	Office of the Secretary of Defense for Acquisition Training & Logistics
PfM	Portfolio Management
PM	Program Manager
SCOR	Supply Chain Operational Reference
SDDC	Surface Deployment and Distribution Command
SEER-SEM	System Evaluation and Estimation of Resources – Software Estimating Model
SME	Subject Matter Expert
SSRB	Source System Review Board
TA	Technical Assessment
TCC	Transportation Component Command
TCJ6	Command, Control, Communications and Computer Systems Directorate
TWCF	Transportation Working Capital Fund
USTRANSCOM	United States Transportation Command
VTC	Video-teleconference
WMA	Warfighter Mission Area

Appendix 3

APPLICABLE DOCUMENTS

Federal and DOD Regulations

Clinger-Cohen Act (CCA) of 1996

<http://www.defenselink.mil/cio-nii/cio/cca.shtml>

DOD Directive 8000.1, Management of DoD Information Resources and Information Technology

<http://biotech.law.lsu.edu/blaw/dodd/corres/html2/d80001x.htm>

DOD Instruction 5158.06, Distribution Process Owner

<http://www.js.mil/whs/directives/corres/ins1.html>

DOD Instruction 8115.01, Information Technology Portfolio Management

<http://www.js.mil/whs/directives/corres/ins1.html>

DOD Instruction 8115.02, Information Technology Portfolio Management Implementation

<http://www.js.mil/whs/directives/corres/ins1.html>

E-Government Act of 2002 (Public Law 107-347)

http://en.wikipedia.org/wiki/E-Government_Act_of_2002

Federal Acquisition Reform Act (Division D of Public Law 104-106)

www.cio.noaa.gov/Policy_Programs/fara.pdf

Federal Information Security Management Act (FISMA) of 2002

http://en.wikipedia.org/wiki/Federal_Information_Security_Management_Act_of_2002

Information Technology Management Reform Act (Division E of Public Law 104-106)

Paperwork Reduction Act (Public Law 104-13, Chapter 35 of title 44, United States Code)

<http://www.archives.gov/federal-register/laws/paperwork-reduction/3501.html>

USTRANSCOM Instructions

USTRANSCOM Instruction 33-16

<https://portal.transcom.mil/>

USTRANSCOM FAR Supplement 5552.204-9000, Notification of Government Security Activity and Visitor Group Security Agreements

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

Appendix 4**NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES ON USTRANSCOM CONTRACTS**

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

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

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

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

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

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

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

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

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

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

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

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

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

Signature of Employee

Date

Printed Employee Name

Government COR

Date

Contracting Officer

Date

DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION <i>(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort.)</i>				1. CLEARANCE AND SAFEGUARDING a. FACILITY CLEARANCE REQUIRED <div style="text-align: center; font-weight: bold;">SECRET</div> b. LEVEL OF SAFEGUARDING REQUIRED <div style="text-align: center; font-weight: bold;">NONE</div>																																																																																					
2. THIS SPECIFICATION IS FOR: <i>(X and complete as applicable)</i>				3. THIS SPECIFICATION IS: <i>(X and complete as applicable)</i>																																																																																					
a. PRIME CONTRACT NUMBER		<input checked="" type="checkbox"/>		a. ORIGINAL <i>(Complete date in all cases)</i> DATE (YYYYMMDD) 20080623																																																																																					
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4. IS THIS A FOLLOW-ON CONTRACT? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO. If Yes, complete the following: Classified material received or generated under _____ <i>(Preceding Contract Number)</i> is transferred to this follow-on contract.																																																																																									
5. IS THIS A FINAL DD FORM 254? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO. If Yes, complete the following: In response to the contractor's request dated _____, retention of the classified material is authorized for the period of _____.																																																																																									
6. CONTRACTOR <i>(Include Commercial and Government Entity (CAGE) Code)</i>																																																																																									
a. NAME, ADDRESS, AND ZIP CODE IBM Government Security Operations 6710 Rockledge Dr. Bethesda MD 20817		b. CAGE CODE 8W884		c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> Defense Security Service 938 Elkridge Landing Road, Suite 310 Linthicum MD 21090																																																																																					
7. SUBCONTRACTOR																																																																																									
a. NAME, ADDRESS, AND ZIP CODE		b. CAGE CODE		c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i>																																																																																					
8. ACTUAL PERFORMANCE																																																																																									
a. LOCATION USTRANSCOM/TCJ6 508 Scott Dr Bldg 1961 & Bldg 1900 Scott AFB, IL 62225-5357		b. CAGE CODE N/A		c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> Defense Security Service 11132 South Towne Square, Suite 205 St. Louis, MO 63123-7818 (314) 260-8200																																																																																					
9. GENERAL IDENTIFICATION OF THIS PROCUREMENT Strategic Planning and Systems Integration Advisory and Assistance Services (A&AS) IDIQ Contract for TCJ6 Portfolio Management and Information Technology Investment Strategy Support																																																																																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">10. CONTRACTOR WILL REQUIRE ACCESS TO:</td> <td style="width: 5%;">YES</td> <td style="width: 5%;">NO</td> <td style="width: 40%;">11. IN PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:</td> <td style="width: 5%;">YES</td> <td style="width: 5%;">NO</td> </tr> <tr> <td>a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td></td> </tr> <tr> <td>b. RESTRICTED DATA</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>b. RECEIVE CLASSIFIED DOCUMENTS ONLY</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td></td> </tr> <tr> <td>c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>c. RECEIVE AND GENERATE CLASSIFIED MATERIAL</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>d. FORMERLY RESTRICTED DATA</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>e. INTELLIGENCE INFORMATION</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>e. PERFORM SERVICES ONLY</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>(1) Sensitive Compartmented Information (SCI)</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>f. 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- 12. PUBLIC RELEASE.** Any information (*classified or unclassified*) pertaining to this contract shall not be released for public dissemination except as provided by the Industrial Security Manual or unless it has been approved for public release by appropriate U.S. Government authority. Proposed public releases shall be submitted for approval prior to release ☐ Direct ☒ Through (*Specify*)

USTRANSCOM Public Affairs Office, ATTN: TCPA, 508 Scott Drive, Scott AFB, IL 62225-5357 (618) 229-4828.

to the Directorate for Freedom of Information and Security Review, Office of the Assistant Secretary of Defense (Public Affairs)* for review.
*In the case of non-DoD User Agencies, requests for disclosure shall be submitted to that agency.

- 13. SECURITY GUIDANCE.** The security classification guidance needed for this classified effort is identified below. If any difficulty is encountered in applying this guidance or if any other contributing factor indicates a need for changes in this guidance, the contractor is authorized and encouraged to provide recommended changes; to challenge the guidance or the classification assigned to any information or material furnished or generated under this contract; and to submit any questions for interpretation of this guidance to the official identified below. Pending final decision, the information involved shall be handled and protected at the highest level of classification assigned or recommended. (*Fill in as appropriate for the classified effort. Attach, or forward under separate correspondence, any documents/guides/extracts referenced herein. Add additional pages as needed to provide complete guidance.*)

For Official Use Only (FOUO) applies. Reference DoD Appendix 3 to DoD 5200.1-R, and Under Secretary of Defense of Intelligence memorandum, "Interim Information Security Guidance," April 16, 2004, for specific guidance on the handling and safeguarding of FOUO information. This contract requires access up to SECRET information. Due to SECRET information or data within a government controlled space, the primary contractor and all supporting contract personnel must possess a SECRET security clearance granted by Defense Industrial Security Clearance Office (DISCO) before access will be granted to classified area, information or documents. SECRET will not be released to contractor employees without specific release approval of the originator. Prior approval and certification of need-to-know shall be obtained from the appropriate Program Manager or designated Contract Monitor (CM), on such releases. SECRET materials furnished in support of this contract remain the property of the U.S. Government User Agency that released it. Upon completion or cancellation of the contract, SECRET materials previously furnished will be returned to the direct custody of the agency having cognizance unless other disposition instructions have been issued. All personnel requiring access to Government personnel working in a classified environment or working with, or in a work area containing SECRET data shall possess the clearance prior to beginning work on any classified information. The contractor shall comply with all appropriate provisions of applicable security regulations. Contractor shall ensure changes in assigned and accepted personnel shall comply with security clearance requirements. To ensure cognizance of, and adherence to, security classification regulations, the Contractor and Contractor personnel will comply with all applicable DoD 5220.22-M National Industrial Security Program Operating Manual (NISPOM), DoD 5220.22 Industrial Security Regulation, United States Air Force, United States Transportation Command, and Scott AFB Directives and Instructions. Specific security requirements are identified in the DD Form 254, Contract Security Classification Specification.

Steven M. Stuart
YC-2, Chief, AS & Security

- 14. ADDITIONAL SECURITY REQUIREMENTS.** Requirements, in addition to ISM requirements, are established for this contract. ☐ Yes ☒ No
(*If Yes, identify the pertinent contractual clauses in the contract document itself, or provide an appropriate statement which identifies the additional requirements. Provide a copy of the requirements to the cognizant security office. Use Item 13 if additional space is needed.*)

- 15. INSPECTIONS.** Elements of this contract are outside the inspection responsibility of the cognizant security office. ☐ Yes ☒ No
(*If Yes, explain and identify specific areas or elements carved out and the activity responsible for inspections. Use Item 13 if additional space is needed.*)

- 16. CERTIFICATION AND SIGNATURE.** Security requirements stated herein are complete and adequate for safeguarding the classified information to be released or generated under this classified effort. All questions shall be referred to the official named below.

a. TYPED NAME OF CERTIFYING OFFICIAL

Melvin E. Maxwell Jr

b. TITLE

COR

c. TELEPHONE (*Include Area Code*)

(618) 632-1768

d. ADDRESS (*Include Zip Code*)

USTRANSCOM (TCJ6)
508 Scott Drive
Scott AFB, IL 62225

17. REQUIRED DISTRIBUTION

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | a. CONTRACTOR |
| <input checked="" type="checkbox"/> | b. SUBCONTRACTOR |
| <input checked="" type="checkbox"/> | c. COGNIZANT SECURITY OFFICE FOR PRIME AND SUBCONTRACTOR |
| <input checked="" type="checkbox"/> | d. U.S. ACTIVITY RESPONSIBLE FOR OVERSEAS SECURITY ADMINISTRATION |
| <input checked="" type="checkbox"/> | e. ADMINISTRATIVE CONTRACTING OFFICER |
| <input checked="" type="checkbox"/> | f. OTHERS AS NECESSARY |

e. SIGNATURE

Mel Maxwell

International Business Machines Corporation



October 8, 2008

USTRANSCOM

**Portfolio Management (PfM) and Information Technology Investment
Strategies Support**

Response to RFTOP 08-10

Staffing and Technical Approach

Submitted to: USTRANSCOM, Directorate of Acquisition, DPO Support Division
Attn: Ms. Stephanie Mills & Ms. Gina K. Lee
Stephanie.mills@ustrancom.mil & gina.lee@ustrancom.mil

Submitted by: International Business Machines Corporation
12902 Federal Systems Park Drive
Fairfax, VA 22033

RESTRICTION ON DISCLOSURE AND USE OF DATA

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

The data in the pages of this proposal where so annotated contain trade secrets and commercial or financial information that are either specifically, exempted from disclosure by statute or privileged or confidential within the meaning of the exemption set forth in Sections 552(b)(3) and (4), respectively, of the Freedom of Information Act, 5 U.S.C. 552, the disclosure of which could invoke criminal sanctions of 18 U.S.C. 1905.

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1 Staffing Plan

Team IBM structures our staffing plan to immediately support Portfolio Management (PfM) and IT Investment Strategies Support (PMITISS) activities on Day 1 and sustain effective growth required to meet PWS requirements/schedule. The most important aspect of our staffing plan is identifying and committing, early on, highly experienced leaders to help facilitate successful execution of the remaining staffing plan activities. Our key personnel provide the experience and vision required to understand staffing needed to support investment decisions and business effectiveness and increase real and measurable Distribution Process Owner (DPO) support to the Warfighter. They are fully engaged and leading our staffing plan execution as detailed below.

1.1 Day 1 Staffing Plan

We assigned our key personnel during the proposal period; each signed letters of intent. Their experience is critical to effectively establish and execute our PfM staffing plan.

(b)(6) **(IBM)** is our Program Manager (PM). (b)(6) has experience in 6 and is intimately familiar with the m and challenges of PfM; as the architect of Distribution PfM (DPfM), (b)(6) understands resource skills required for exceptional project execution and has played a lead role in identifying and qualifying our committed resources.

(b)(6) **(Lockheed Martin)**, deputy PM and technical lead. (b)(6) brings a wealth of practical experience and USTRANSCOM insights learned via the ram, plus connectivity to IGC vision and execution. She has direct access to LM experienced local resources supporting USTRANSCOM and IGC.

(b)(6) **(Sumaria)**, Principal Business Process Reengineering (BPR) Specialist, was a lead Resource Information Source (CRIS) Database development and brings deep knowledge of CRIS staffing needs.

(b)(6) **(PRTM)**, Subject Matter Expert (SME), has been working USTRANSCOM issues and future process vision/direction for this past year and is a recognized thought leader on a wide range of DOD mobility programs, policy, and concepts; he developed the central vision of the Joint Deployment and Distribution Enterprise (JDDE) with senior logistics leaders resulting in the DOD approved distribution concept published in February 2006.

Our key leaders have been actively working the staffing plan during the proposal period to make sure our team hits the ground running on Day 1. Our Day 1 Staffing Plan provides that 25% of our key personnel are in place, facilities are ready, and communications are established upon contract start. The following are the activities needed to achieve Day 1 staffing requirements: 1) **Identified Key Personnel.** Team IBM selected its most highly qualified personnel to form our PMITISS Leadership Team; 2) **Created Staffing Matrix.** We based our matrix on the PWS requirements and our in-depth understanding of PMITISS and its critical success elements; 3) **Identified and Committed Team IBM Local Resources.** Using the Staffing Matrix, our Leadership Team identified and qualified local Team IBM resources. For those meeting the requirements, letters of intent were signed in preparation for Day 1 of the contract; 4) **Initiated Internal Resource Search.** IBM and its partners have access to robust internal search engines to identify and evaluate candidates from our pool of more than 17,000 of our IT Professionals (over 2,300 cleared to Secret or above), such as IBM's Professional Marketplace, a centralized database repository searchable on qualifications, location, and security clearance; 5) **Initiated External Resource Search.** Team IBM reviews over 250,000 IT professional resumes each year

and has over 90 professional in house recruiters. We use these recruiters, employee referral programs, and outside recruiters to identify and hire the very best resources available. IBM has a global Talent Management organization, with a dedicated team of 27 staff exclusively focused on recruiting and hiring IT Specialists who work in the public sector. The team recruits both professionals with a couple of years of experience to recognized SMEs in their field, and university hires, specifically through our recruiters assigned to St. Louis University and Washington University. A subset of the team also recruits staff with security clearances at or above Secret. Additionally, IBM continues to hire top performing personnel from USTRANSCOM and associated Commands.

To date, we have 20 critical resources for this program identified with letters of intent in process for a 1 January 2009 start date. These committed resources not only implemented PFM for other large organizations, but also understand key USTRANSCOM missions and project efforts, such as Global Transportation Network (GTN) Pre-Planned Product Improvement (P3I) and Integrated Data Environment (IDE) GTN Convergence (IGC). This experience includes creating, populating, and maintaining CRIS and developing industry best practice PFM techniques within DOD—e.g. JFCOM, USAF, and Intelligence Communities.

1.2 Day 15 Staffing Plan

Beyond continuing steps above for Day 1, upon award, we aggressively begin these following steps: 1) **Validate critical needs with USTRANSCOM.** We will meet with USTRANSCOM to identify preferred incumbent key resources; 2) **Execute Incumbent Capture Plan.** We begin executing our Incumbent Capture Plan based on feedback from USTRANSCOM and our own focused recruiting efforts; 3) IBM hires new college graduates that have training in areas that will complement the PMITISS initiative. We incorporate these recruits as local team members and assign them to this program. We have recent experience in incumbent capture on the Joint Inter-Agency Task Force (JIATF) South project where we hired 30% of incumbent staff on one effort and 100% on another in the first 20 days.

1.3 On-Going Staffing Plan

We continue to execute the recruitment plans outlined above until we reach full staffing. We identify candidates from the broad Team IBM talent pool, and monitor, analyze, and plan for near and future personnel staffing needs. Our Project Manager works with our recruiting team to identify any staffing needs. They look internally to our existing partner base first, identify opportunities to potentially relocate the skilled individuals to the Scott AFB area, while also focusing on the local community. Our recruiting manager develops a recruiting assessment of the locality based on 1) colleges, universities, and community colleges that excel in logistics, IT, and supply chain; 2) local job fairs and placement services; 3) organizations who can help, e.g. Chamber of Commerce, Rotary, Kiwanis, and the state Minority Supplier Development Councils; and 4) collaboration with other Team IBM partners recruiting programs.

1.4 Staffing Matrix & Generic Resumes

See Appendix A for Personnel Matrix and Appendix B for Generic Resumes.

2 Technical Approach

In 2008 USTRANSCOM committed to bringing better value to their stakeholders by evolving from a systems-based capabilities approach to a services-based approach. This is an innovative, but challenging evolution since USTRANSCOM must continue to provide uninterrupted support

to stakeholders in managing transportation/distribution portfolios while undertaking this complex business model evolution. At the heart of executing this evolution is TCJ6-I which must lead the evolution but continue to perform two critical PfM roles: Defense Transportation System (DTS) PfM and DOD-wide DPfM. The TCJ6-I must achieve the right balance of effectiveness and efficiency to support Warfighter deployment and distribution operations in times of peace and war. Part of the difficulty lies in clarifying the linkage between EA and PfM as it pertains to services and in the fact that varied and complex external drivers affect PfM. These external drivers come from the Business Mission Areas (BMAs), Warfighter Mission Area (WMA), and Enterprise Information Environment Mission Area (EIEMA).

This challenge demands a TCJ6-I industry partner who not only understands deployment and distribution operations, PfM, and USTRANSCOM and its stakeholders, but also brings a team of logistics professionals with extensive experience in PfM. This is just the kind of challenge Team IBM seeks, and we welcome the opportunity to become TCJ6-I's industry partner.

Team IBM brings the following strengths and benefits to USTRANSCOM TCJ6-I:

Extensive experience with USTRANSCOM PfM: We assisted in writing the internal processes reflected in the governance wheel that are applied to both the DTS and the Distribution portfolio. Teammate Lockheed Martin (LM) leads the IGC team, linking both DLA and USTRANSCOM and providing the backbone for the JDDE. Teammate PRTM provided TCJ5/4 and TCJ6 thought leadership on numerous Distribution issues. Teammate Sumaria architected, developed, and maintained the CRIS database and Enterprise Architecture (EA) repository.

Extensive experience with services-oriented PfM and other mission areas: At SAF/XC we are now defining linkage between EA and PfM as it pertains to services. We use EA to identify existing services before committing funds for new capabilities. We identify and streamline the certification and accreditation processes for services, providing substantial front-end savings and more rapid development and deployment. We also worked directly with Weapons System Lifecycle Management (WSLM) and Materiel Supply and Service Management (MS&SM) Investment Review Boards (IRBs) within BMA and the Focused Logistics Functional Capability Board within WMA that oversee the Distribution Portfolio.

Extensive experience at Office of Secretary of Defense (OSD) and BTA with DBSMC, IRBs, BEA and ETP: IBM provided comprehensive thought leadership and support in the formation and establishment of the Defense Business Systems Management Committee (DBSMC). Since the DBSMC inception, IBM provided hands-on support and data packages in support of IRBs for the OSD Acquisition Technology and Logistics (AT&L) organization, including BTA. Additionally, IBM was the original developer of the BEA and ETP and helped establish the IRB process for business transformation including those in USTRANSCOM PfM.

Program manager well known to TCJ6-I and well respected: (b)(6) led establishment of the USTRANSCOM CIO and DPfM Division (TCJ6-I) and has worked with USTRANSCOM since the inception of its PfM efforts.

Services-based capabilities thought leadership: Team IBM assisted USTRANSCOM in developing the Corporate Services Vision (CSV) through presentations at Armed Forces Communications and Electronics Association (AFCEA) conferences and facilitation of the first Distribution Data Community of Interest Services Oriented Architecture Working Group led by DLA J6. IBM is the world's leading provider of Services Oriented Architecture (SOA) solutions, with 53% of the market (Wintergreen Research).

Note: We assigned each “shall” in the PWS a sequential number relating to its paragraph and subtask number. To conserve space, we consolidated staff support “shall’s” at the end of a section, causing numbers to show gaps.

2.1 Task Area 1: Contract Level and Task Order Management

Our standing proposal for the USTRANSCOM A&AS IDIQ base contract (HTC711-07-D-0011) describes how we manage the contract and task orders on the contract. IBM agrees and complies with all requirements of section 1.4.1 Contract Level and Task Order Management of the PWS.

Our PM and designated single point of contact for this task order is (b)(6)

Beyond our standing agreement, we comply with and execute the requirements for trip reports, employment status reports, and weekly activity reports.

2.2 Task Area 2: Defense Transportation System (DTS) Wide PfM

Team IBM predicates our approach to DTS-wide PfM on several factors that are key to USTRANSCOM: 1) we bring staff who know the transportation portfolio, can conduct capability analysis, and make recommendations efficiently with the appropriate perspective; 2) we know the external drivers and influences of the process (BMA, WMA, and EIEMA) to enable us to align and integrate the processes and strategies; 3) we make sure to address USTRANSCOM’s ongoing evolution to a services-oriented environment in all recommendations; 4) we bring experience with the technologies supporting the existing process such as CRIS, OASIS, and Groupware—a key to a low-risk transition while supporting daily operations.

2.2.0.1 Continue Evolution of PfM Oversight & Policy: We understand and support the evolution to the CSV and the services-oriented methodology (discussed in detail in Task 6).

2.2.0.2 Implement and Conduct PfM Activities: With LM’s experience in delivering the first service to support the CSV (Joint Intermodal Platform Management System (JIPMS)), Team IBM implements and conducts PfM activities for new/changing DTS TWCF IT functional, technical, and resource requirements; system functionality; and mission capabilities. We use enterprise services-oriented techniques to verify that CSV-specific oversight and policy wisely/properly incorporated into existing PfM processes. We seamlessly integrate CSV and IGC to ensure EA, Technical Assessment (TA), Operational Assessment (OA), Corporate Portfolio Review Process (CPRP), and strategic planning processes work in concert to provide USTRANSCOM the high-quality information needed to make investment decisions.

2.2.0.3 DTS Portfolio Process Support: We support assessing performance of portfolios against the Supply Chain Operations Reference (SCOR) principles using the Performance Metrics Framework described in recent TCJ6-I briefings. We conduct cross-portfolio analyses incorporating these principles while addressing CSV. We join the Government to assess these processes to support CSV by leveraging our DTS knowledge, IGC Service experience, and service-oriented analysis techniques described in Task Area 6.

2.2.0.8 Database Retrievals from Repositories: Team IBM delivers a uniquely experienced team that includes Sumaria (CRIS architect, developer, and maintainer) to enter data and create / execute database retrievals from CRIS or other USTRANSCOM repositories. This supports the PfM process and portfolio managers. In 10 years, our staff executed hundreds of CRIS queries and trained over 100 users in CRIS and Integrated Definition for Data Modeling (IDEF1X).

Team IBM supports these sub-elements by providing experienced support staff: 2.2.0.4 Update, Refine, Publish USTRANSCOM PfM Documents; 2.2.0.5 Use of Automated Tools for

Collection and Reporting; 2.2.0.6 Analysis and Assistance to Implement Automated Tools;
2.2.0.7 Providing Reports and Recommendations for Management.

2.2.1 Task 2 Subtask 1: Operational Assessment (OA) (Optional Task)

2.2.1.1 Refine Methodology and Business Rules to Support OA: Team IBM members were instrumental in refining the process for OA of DTS systems. Team IBM defined and developed the DPfM Focus Area Analysis process and assessed operational impacts of system problems and proposed changes to systems. These experiences combined with our deep understanding of external PfM processes (BMA, WMA, and EIEMA) enable Team IBM to insightfully review and update the assessment steps for each portfolio from an operational perspective to include mapping systems to portfolio capability and creating the final evaluation package. We do this by using BPR methods to reflect any changes in today's OA practice and influence of CSV.

Team IBM supports these task sub-elements by providing necessary experienced support staff including expertise in business modeling tools such as WebSphere Business Modeler to accomplish them: 2.2.1.2 Conceptual Analysis; 2.2.1.3 Resolving Potential Problems Identified in Analysis; 2.2.1.4 Document Repeatable Methodology Annually.

2.3 Task Area 3: DOD-Wide Distribution Portfolio Management (DPfM)

Investment strategies involve large sums of taxpayer money; briefings occur at the highest DOD level including Deputy Secretary of Defense, so strategies must be of the highest quality, completely documented, and based on a repeatable DPfM Methodology. To support USTRANSCOM in providing IT investment strategies for its National Partners, Team IBM brings a deep understanding of USTRANSCOM's DPfM methodology and policies, a plan for executing this methodology and providing policy oversight, and a trained, fully-qualified workforce to execute the plan.

DOD demonstrated confidence in IBM's PfM capability: OSD recently awarded us the contract for its Logistics Capability Portfolio Management (CPM) initiative. This important relationship will benefit USTRANSCOM by providing insight/inroads into the Department's investment management process and facilitate knowledge sharing when appropriate.

2.3.0.1 Revision and Update of DPfM Methodology: Key to achieving DPfM Methodology improvements is coordination with other USTRANSCOM Directorates and National Partners. Team IBM member PRTM provides key relationships via its experience as advisor / thought leader to TCJ5/4, TCJ6, and the Army. Team IBM members wrote the original DPfM Methodology, so we can support USTRANSCOM's plan immediately and analyze current DPfM business processes and design improvements. Because we bring exceptional insight into external (BMA, WMA, and EIEMA) and internal processes (e.g., CSV, CPRP, Enterprise Resource Management) affecting DPfM, we can effectively revise the methodology.

2.3.0.3 Develop Analysis Plan: We understand the major challenge facing DPfM is to rapidly provide meaningful comment and direction to numerous distribution and distribution-related systems in the Distribution Portfolio. This task can be overwhelming if not properly planned. Within thirty calendar days of task order award, Team IBM provides a draft plan to analyze all systems in the Distribution Portfolio so we do not delay any system in achieving DBSMC certification while we provide meaningful, timely recommendations regarding portfolio capabilities. To rapidly assess each system we leverage insights to repositories both internal (e.g., CRIS and EA) and external (e.g., DOD Information Technology Portfolio Repository (DITPR)) to USTRANSCOM. Organized by distribution sub-portfolios, we assemble decision

packages for each system within each sub-portfolio. Some systems require more detailed analysis—especially those related to a Focus Area described in Task Area 4. For systems that receive more detailed analysis, we retain information gathered during Focus Area Analysis and use it to expedite future routine system analyses.

2.3.0.4 Performance Metrics Plan Development: To ensure our DPfM processes perform effectively/efficiently, we develop a performance metrics plan within 30 business days (final within 15 business days after review) using these steps: 1) work with the Government to confirm desired DPfM phase outcomes—analyze, select, control, and evaluate; these outcomes measure process operational effectiveness; 2) use Government Performance and Results Act (GPRA) standards to develop metrics that are realistic, measurable, and achievable; these must be true outcome or nearest proxy metrics rather than technical metrics (e.g., cycle time); 3) work with USTRANSCOM to determine what data it would / would not need to populate this metric; 4) poll capability owners, including sub-portfolio owners and PMs, to establish baseline metrics; 5) introduce metrics and data collection process into identified areas (e.g. governance, policies, processes and operations); and 6) begin metrics data collection on an agreed-upon cycle. We successfully created and implemented a similar metrics plan at Business Transformation Agency (BTA), Navy Open Architecture, and Air Force CIO's office.

2.3.0.5 Integration of Performance Metrics into DPfM governance: We relate all metrics to an operational outcome that supports a strategic goal. We include performance metrics in relevant DPfM governance, policies, processes, and operations to create real measures of success and support continuous DPfM process improvement. Improving DPfM process performance supports agency goals by identifying strategic-goal duplication of effort and capability gaps and by making transportation-service delivery more efficient. Effective DPfM governance requires that we analyze all Distribution Portfolio systems to improve efficiency and avoid delays in achieving DBSMC certification.

2.3.0.6 Accelerating Development of Metrics: Our current role as key advisor to TCJ5/4, TCJ6 and Joint Distribution Process Analysis Center (JDPAC) lets us collaboratively develop, refine, and monitor DPfM metrics in parallel rather than sequentially; that accelerates time to deploy and improves metrics quality.

2.3.0.7 Development and Documentation of DPfM Oversight & Policy: The DPfM Process is based on “analyze, select, control, and evaluate”. It is important to provide contributions to DPfM oversight and policy in context of these phases. Team IBM collaborates with USTRANSCOM on this summary of changes to validate proposed modifications. After proposed changes are approved, we publish or assist in the publication of revised policies.

2.3.0.8/9 DPfM Activities including Duplication, Gap, and Performance Impact Analyses & Solutions for Distribution and Distribution Related IT Systems: We support Distribution Portfolio Manager's objectives with proactive alignment among federated architectures, effective implementation of DPO EA, and IT PM assistance for writing Joint Capabilities Integration Development System (JCIDS). We work with EA team to link system views to operational views and review information exchanges to show where mechanisms may be heavily-used or overlap vs. areas that seem to have no supporting mechanisms. Where overlaps exist, we further analyze to determine if it is duplication (i.e., wasted effort) or redundancy (i.e., effort purposely repeated to increase reliability / reduce risk) or if separate capabilities exist. In the latter case, we work with users to identify opportunities to merge systems, change business processes, or eliminate unneeded functions and then make recommendations to USTRANSCOM. We implement and

conduct DPfM activities using the same method for new and changing capabilities, and we perform gap, duplication, and performance analysis enterprise-wide using the same techniques and processes described above. A recent example was in BTA, where Team IBM analyzed Mechanization of Contract Administration Services (MOCAS) system against Business EA (BEA). We documented results in a report to the WSLM/MS&SM IRB. We worked with BTA and the owning agency on how to address gaps and to do cost/benefit analysis on potential options.

2.3.0.10 Refine and Consult on DPfM Investment Strategy & Management: Our experience at BTA with the Business Capability Lifecycle (BCL) process shows the need to integrate various governance processes of JCIDS, DOD5000 with the IRB process that each focus on different aspects of the investment management strategy/decision. BCL (to be implemented DOD-wide in next year) emphasizes BCA before approving program investments. It is critical that USTRANSCOM's industry partner can adapt business case creation to this new paradigm.

2.3.0.11 Support for IT Funding Strategies: In any business environment, a great idea remains only an idea without funding. To support funding strategies for IT investments we: 1) leverage our world class EA, services, and Value Delivery Framework methodologies to propose creative investment options for USTRANSCOM, thereby realizing benefits of service orientation and providing a compelling investment case; 2) work with stakeholders to maximize buy-in to proposed business case and emphasize outreach at each step; 3) research and provide insights about creative funding strategies, e.g., analysis of funding type, timing, source, and issues to support execution/implementation. We also work with USTRANSCOM to provide creative funding ideas linked to business cases, e.g., recommending that Services jointly fund initiatives or recommending a subscription or fee service. We help USTRANSCOM navigate the red tape of the Program, Planning and Budgeting System (PPBS) to plan for future investments.

2.3.0.12 Partner with EA Support Contractor: When we migrate or the DPfM process affects systems, Team IBM reaches out to the EA contractor to populate this information in the system and in technical views of the architecture. We assist the EA team in determining proper disposition of system information based on system capability, system data, and location of system in the business process.

Team IBM supports these task sub-elements by providing necessary experienced support staff:

2.3.0.2 Support to Implement and Accomplish the DPfM Plan; 2.3.0.13 Timely DPfM Interface to Current EA; 2.3.0.14 Synchronization of Financial and Economic Activities; 2.3.0.15 Database Retrievals From Repositories (see Task 2); 2.3.0.16 Cost/Benefit Consulting; 2.3.0.17 Distribution System Analysis & Recommendations; 2.3.0.18 Distribution Data Entry to Database (see Task 2).

2.3.1 Task 3 Subtask 1: DPfM Support for IRB and DBSMC

2.3.1.1 Support for DPfM IRB and DBSMC: To improve distribution via the IRB process, USTRANSCOM must secure investment strategies that meet DPO strategic goals. Our IRB and DBSMC support includes 1) validating data requirements as addressed in DPfM methodology; 2) providing executive summaries and trip books for all meetings; 3) supporting management pre-briefs prior to meetings; 4) providing high quality summary reports for each IRB meeting; 5) populating BTA Portal within 10 days of meetings; and 6) documenting meeting results.

2.3.1.2 Functional, Technical, and Financial Interviews: We interview PMs, system requirements boards, and users for system information and work with EA team to discover

system disposition within the architecture. We work with senior leadership to learn strategic expectations. Our interviewers prompt experts to link data requirements to compliance requirements/regulations as a catalyst to identifying requirements. Our knowledge of how functional analysts use data helps determine the “right questions.”

Team IBM supports these task sub-elements by providing necessary experienced support staff:

2.3.1.3 Tailoring Existing Data and Tools to Provide Summaries and Trip Books; 2.3.1.4 Administrative Support for Required Management Briefs; 2.3.1.5 Follow up & Calls - Quality, Consistency, Completeness and Timeliness; 2.3.1.6 Populate BTA Portal & Maintain Quality; 2.3.1.7 Documenting Results of IRB Boards; 2.3.1.8 New Distribution Procedures Assistance.

2.3.2 Task 3 Subtask 2: DPfM Functional Advisory Support

2.3.2.1 Subject Matter Functional Expertise for DOD Wide DPfM: To perform meaningful analysis of the systems within the Distribution Portfolio and the Distribution process requires expertise in DOD transportation and logistics operations. Team IBM’s SMEs have inclusive knowledge of these functions, as well as the CSV and SOA. They provide branch-level functional advice that synchronizes the various activities supporting the efficient and effective implementation of the CSV. Across our team, we have DOD transportation and logistics SMEs who are also developers, maintainers, supporters, and users of many of the distribution systems and can provide technical advice.

Team IBM supports these task sub-elements by providing necessary experienced support staff:

2.3.2.2 Synchronization and CSV Alignment (see 2.3.2.1); 2.3.2.3 Preparation for Leadership on PfM Activities.

2.3.3 Task 3 Subtask 3: DPfM Technical Advisory Support

2.3.3.1 Additional Subject Matter Technical Expertise for DOD Wide DPfM: Functional knowledge of the distribution process/systems alone is not enough to transform JDDE; it requires not only process changes but also changes in the IT automating those processes. Team IBM brings technical expertise in the backbone of the JDDE (IGC and GTN through teammate LM), world leadership in enterprise services-oriented solutions (IBM), and system development experience for major DOD systems through teammate General Dynamics (GD).

Team IBM supports this task sub-element by providing necessary experienced support staff:

2.3.3.2 Synchronization and CSV Alignment (see 2.3.2.1).

2.4 Task Area 4: DOD-Wide DPfM Focus Area Analysis Support

Support for focus area analysis and implementation requires functional, technical, and financial expertise about USTRANSCOM and its DPO National Partners processes. DPO processes also require support from systems in BMAs, WMAs, and EIEMAs. PfM processes expertise is essential to enable appropriate analysis and recommendations that include the most expeditious/enduring means for implementing the solution. Team IBM members designed and implemented the DPfM Focus Area Analysis Methodology and have experience in the external process to successfully support DPfM Focus Area Analysis.

2.4.0.1 Familiarization with New Reference Model Architecture: Team IBM brings skills required to complete this task, including JDDE functional expertise and Joint Deployment & Distribution Architecture (JDDA) technical expertise. We are familiar with the new RM architecture developed under a separate contract and will leverage it and produce relevant documentation that supports the model.

2.4.1 Task 4 Subtask 1: DPfM Business Case Analysis (BCA) Development

Once a focus area has been established, we work with USTRANSCOM and its National Partners to identify appropriate SMEs for Capabilities-Based Assessment Team (CBAT) workshops. We support the CBAT as it analyzes the focus area from three perspectives: right functionality, right technology, and resource needs. Our in-depth knowledge of the JDDE technical backbone offers a distinct advantage in analyzing groups of systems (teammate LM is developing and maintaining GTN and IGC).

Team IBM is experienced with the USTRANSCOM and JCIDS BCA processes, so we can make better investment recommendations and decisions. Our team follows basic JCIDS concepts as we rapidly analyze the focus area. We provide a BCA within 90 days of tasking that typically includes a draft Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) Change Request (DCR) to institutionalize the solution.

2.4.1.6 Decision Support Research and Recommendations: Key to this task is collecting the right type and quantity of information. Data calls can be meaningless if we do not thoroughly vet data requirements in advance—an important lesson-learned from our Defense Procurement and Acquisition Policy (DPAP) experience. To establish an organizational unique identifier, we needed data on various procurement and logistics systems country codes. We developed a data call and policy memo to cull this information from Services and Agencies—including a template that we pre-filled with the most common code types. We also provided specific cells for data, so the data was structured for easier analysis.

Team IBM supports the following task sub-elements by providing necessary experienced support staff: 2.4.1.1 Perform Analysis of One DPfM Focus Area; 2.4.1.2 Cost Analysis and Business Case Development; 2.4.1.3 Workshop Management Activities Support; 2.4.1.4 Consultation on Cost/Benefit Estimation; 2.4.1.5 Analysis on DPfM Focus Area Groups of Systems; 2.4.1.7 Data Entries into Database Repositories; 2.4.1.8 Cost and Financial Analysis for Distribution IT Systems, Initiatives, Concepts; 2.4.1.9 Continuous Documentation Updates.

2.4.2 Task 4 Subtask 2: Additional DPfM BCA Support (Optional Task)

2.4.2.1 Duplicate Research, Evaluation and Solution of Task 4, Subtask 1: Team IBM has a deep pool of qualified resources and can quickly expand the team size as needed to provide extra capability to perform BCA (see Task 4, Subtask 1).

2.4.3 Task 4 Subtask 3: DPfM Implementation Support

2.4.3.1 Technical/Consulting Services for Implementation of Business Case: Implementation of focus area recommendations has been a challenge. Team IBM provides technical expertise and consulting services support for implementation of up to six focus areas. While “Analyze” and “Select” are challenging steps, the most important are follow through on “Control” and “Evaluate”. We assist TCJ6-I as “Trail Boss” and manage the systems to achieve approved solutions. Keys to effective oversight include 1) automated method to track each investment from “Go” decision to FOC and possibly beyond; 2) institutionalizing processes so they outlast individual owners, 3) insights into each stakeholder’s budgeting process for specific focus area to quickly detect when funds may deviate from directed path, 4) insights into PM funds execution to ensure they are spent on DPO priorities vice other priorities, and 5) a sound mitigation and corrective action plan. We work with USTRANSCOM to develop an oversight plan for each new focus area within 15 business days and establish a tracking mechanism including regular reporting and Integrated Process Teams (IPTs) with milestones tied to funding for each initiative.

From our transformation work at the BTA and via oversight of specific program areas, we are familiar with the tools and techniques required to create appropriate tracking mechanisms.

Oversight is not enough: we also need execution. Team IBM led DOD-wide implementation of the Electronic Subcontract Reporting System, the first Government-wide procurement solution deployed on time and DOD-wide. This included 1) close coordination with site leads, joint leadership team with BTA (system operation / technical support), DPAP (procurement policy), and Office of Small Business Policy, working group with all services / agencies represented; 2) joint requirements validation; 3) training and outreach; 4) Concept of Operations (CONOPS) development; and 5) deployment checklists.

Team IBM supports the following sub-elements of this subtask by providing the necessary experienced support personnel to accomplish them: 2.4.3.2 Oversight Planning for Each New Focus Area (see 2.4.3.1); 2.4.3.3 Meeting Planning Support for Review Boards; 2.4.3.4 Meeting Arrangement and Facilitation; 2.4.3.5 Support for Action Item Completion and Status.

2.4.4 Task 4 Subtask 4: Additional DPfM Implementation Support (Optional Task)

2.4.4.1 Functional and Technical Expertise for Task 4 Subtask 3 for Two Additional Focus Areas: Team IBM provides extra capability to perform DPfM Implementation Support (see Task 4, Subtask 3). We have a deep pool of qualified resources and can quickly expand as needed.

2.5 Task Area 5: Enterprise Requirements Management Process Support

2.5.0.1 Consultative and Administrative Support to Enterprise Requirements Management:

Team IBM brings a balanced, measured, and fair approach to new requirements management—to keep requirements data and process clean and objectively measure investment operational effects in each new requirement. To do that, we link approved requirements to a capability or activity as defined by the architecture and the sub-portfolio as described below.

2.5.0.11 Initial Requirements Management Triage: First, we work with USTRANSCOM to “triage” requirements—establish and maintain a standard set of “buckets” for requirement types and assign a priority ranking to each bucket. For example, a successful BTA sample ranks requirements from most important (e.g., “causes system shut down or process stoppage if not implemented”) to least important (e.g., “benefits only one agency and is a ‘nice to have’”). For USTRANSCOM, we tailor this approach by identifying unique criteria and weighting factors to achieve standard requirements comparison and to remove subjectivity and political pressures from the initial review. Then we provide a prioritized list of requirements. Successful CSV implementation entails determining a requirement’s effect on total supply chain performance improvement based on changes in the Performance Measures Framework metrics. With TCJ5/4, Team IBM developed and implemented metrics to evaluate overall supply chain performance—expertise which is key to accurately evaluate a requirement’s quantitative supply chain performance improvement potential. The requirements triage team then reviews the down-selected requirements and determines if it has enough information for Enterprise Requirements Review Council (ERRC) to make a decision. This team works with originators as needed to collect additional information and determine the expected costs and benefits. For non-enterprise requirements, we coordinate with the appropriate portfolio manager and PM to determine assignment and required action.

2.5.0.13 Requirements Refinement and Analysis in Conjunction with EA Provider: Team IBM supports the EA provider’s congruency analysis by developing a process to evaluate different requirements and determine the best value consistent with USTRANSCOM priorities.

We reach out to ESE Groups to 1) help translate requirements into systems; 2) work with the EA team to link systems to capabilities and identify duplications; 3) work with TCJ5/4 to validate links between capabilities and USTRANSCOM strategic goals; 4) work with TCJ5/4 to establish Enterprise-level metrics for that strategic goal (Reliability, Precision, Information Visibility and Efficiency); 5) measure impact of that requirement on the strategic goal by applying the metrics; determine end-to-end supply chain benefits from proposed requirements and selecting the best value requirement; and 6) document requirement solution analyses into the Resource Allocation Package. Team IBM possesses the keys to successful evaluation of a requirement's alignment with strategic goals and expected requirement improvement: 1) knowledge of the entire supply chain and the main improvement opportunities; 2) expertise in developing and implementing the TCJ5/4 Enterprise-level metrics and corresponding strategic targets. For major DOD clients such as BTA, USAF, and Navy, Team IBM's EA formed the underpinning for enterprise optimization. This optimization typically reduces duplicate capabilities by over 30% while increasing the modularity and agility of our clients' IT portfolios.

Team IBM supports these task sub-elements by providing necessary experienced support staff: 2.5.0.2 Updates to Requirements Management Tool Front End; 2.5.0.3 Status Updates to Requirements; 2.5.0.4 Weekly Reports and Recommendations on Process; 2.5.0.5 Planning and Execution of ERRC WG; 2.5.0.6 Meeting Support; 2.5.0.7 Meeting Arrangement and Facilitation; 2.5.0.8 Support for Action Item Completion; 2.5.0.9 Maintain Accuracy of Distribution Requirements Data; 2.5.0.10 Database Retrieval from Repositories (see Task 2); 2.5.0.12 Non-Enterprise Coordination with Program and Portfolio Managers; 2.5.0.14 ESE Engagement; 2.5.0.15 Functional and Resource Analysis of Enterprise Requirements Solution Analysis (see 2.5.0.13); 2.5.0.16 Solution Analysis Development for ERRC.

2.6 Task Area 6: DPfM CSV governance Support

As USTRANSCOM evolves its IT governance from systems-based to a services-based, the challenge becomes correctly identifying the services to provide the JDDE and then ensuring delivery of those services to meet operational needs. To enable efficiency in the Distribution Portfolio, it is imperative that processes be implemented to govern the development and maintenance of services. DPfM must closely monitor each distribution and related system to avoid wasteful duplications of efforts. For example, if System X provides airfield weather forecasts, then other systems should not be creating airfield weather forecasters, but instead should use the weather service provided by System X. For mission critical services, DPfM may need to designate System Y to also provide a redundant weather service, ensuring more reliable support to real world operations. Successful evolution depends upon 1) current USTRANSCOM DPfM processes and practices insight; 2) understanding of services vs. systems architectures and the steps required for the transformation with industry-recognized thought leadership in governance strategy and policy in a RM-focused services environment; and 3) experience in implementing the evolution from a systems to services architecture.

IBM assisted USTRANSCOM in developing the CSV through presentations at Armed Forces Communications and Electronics Association (AFCEA) conferences and facilitation of the Distribution Data Community of Interest Services Oriented Architecture Working Group led by DLA J6 on behalf of the DPfM. We use techniques from IBM's SOA governance lifecycle to support USTRANSCOM's services governance. Our lifecycle includes the following major stages: 1) **Plan**: What is our services vision and strategy? What can we reuse from our existing governance model? How do we change our organization and our policies to gain the benefits of

service orientation? 2) **Define**: What internal standards do we need to establish and when? What processes do we need to identify, develop, deploy, and manage our services? 3) **Enable**: How do we unlock services from our existing applications? How does the registry and repository work? How do we implement it? What other tools do we need? 4) **Measure**: What base guidelines do we use to create our services model? How should the governance RM interact with other RMs? What metrics, key performance indicators, and reporting do we use?

Application of services governance principles to the CSV process raises the above questions that must be addressed in collaboration with USTRANSCOM and the EA Contractor:

2.6.0.1 Develop, Update, Maintain governance Products: USTRANSCOM has already completed much of the governance planning work including 1) documentation and validation of the CSV vision and strategy; 2) identification of current IT and services capabilities; and 3) identification of current DPfM and IT governance processes. To complete the Plan stage, Team IBM develops with USTRANSCOM the governance Conceptual and Prescriptive RMs—the governance plan, the processes, and the infrastructure for supporting the governance of all RMs. During the Define stage, we develop a desired governance framework, including new and modified methods, processes, success factors, metrics, roles, and responsibilities. The Enable stage incrementally deploys governance mechanisms, infrastructure and policies, and trains expected services governance behaviors and practices. The Measure stage monitors compliance and effectiveness to refine the CSV governance process and policies and all governance arrangements and metrics.

Team IBM has experience delivering CSV services (via IGC's JIPMS) and service governance providing a USTRANSCOM-specific foundation. At Air Force, SAF/XC (CIO), we implemented the IT Investment Requirement and Solution Decision Cycle.

2.6.0.2 Review and Evaluate Reference Models: CSV governance, an extension of IT governance, is captured in the governance Conceptual and Prescriptive RMs. The RMs support many governance products and actions: developing the policies; assigning decision rights, roles, and responsibilities; and developing the processes and performance measures of CSV. We review and evaluate the corporate services and corporate governance RMs in accordance with the schedule laid out in the PWS. We ensure adequate governance of architectural artifacts and provide consolidated instructions that support DPfM requirements. Team IBM weaves governance principles throughout the CSV RMs while keeping the governance aspects of the other RMs consistent. We present an Annual Review of the governance Conceptual and Prescriptive RMs.

Team IBM meets with USTRANSCOM to establish guidelines for measuring CSV governance maturity, and in particular, DPfM performance metrics elements. We outline a process for verifying compliance with governance policy, processes, and procedures. With USTRANSCOM authorization and coordination, the Team IBM governance lead collects and reviews all CSV and DPfM governance-related artifacts, focusing first on CPRP governance that enables CSV and later, on the wider DPfM. Not later than the 10th business day of each month, Team IBM reports: 1) the status of the review; 2) the level of maturity and completeness and specific changes in the level of maturity and completeness of the CPRP governance methodology and governance Conceptual and Prescriptive RMs; and 3) the level of compliance with CPRP governance policy and procedures; 4) the level of compliance with the governance practices identified in the governance RM itself; and 5) the level of maturity and completeness of the governance components within the other six RMs and their level of compliance with their governance

practices. Services governance provides a framework for the reuse and sharing of services from DTS to DPO. With USTRANSCOM oversight and approval, Team IBM extends IT governance aspects of the current suite of system-focused DPfM documentation to address CSV governance concerns, such as service identification, definition, registration, versioning, ownership, funding, monitoring, auditing, diagnostics, modeling, publishing, development, usage, retirement, and security. We address these concerns as we develop, update, and maintain the governance RMs and all other CSV governance products. We report progress on these activities monthly and review/evaluate all RMs annually.

Team IBM supports the following sub-elements of this subtask and provides the necessary experienced personnel to accomplish them: 2.6.0.3 SME Information Collection; 2.6.0.4 Merging and Assembly of governance Data; 2.6.0.5 Updating and Maintaining Documentation using Government-approved Methodology

2.7 Task Area 7: Corporate Portfolio Review Process (CPRP)

2.7.1 Task 7 Subtask 1: CPRP

2.7.1.1 Support for CSV Corporate governance Process: Team IBM provides broad strategic and capabilities-based support to the Investment Management Office by 1) recommending policy direction and governance that addresses CIO Statutory Compliance and is applicable to PfM processes; 2) conducting IT system analysis/evaluation and technical review for decision ready package reporting; and 3) recommending integration methods for presentations to support corporate financial decisions. The governance process described in Task Area 6 must be integrated into the CPRP to achieve the CSV. Sumaria's TCJ6-A Corporate Data Office (CDO) Data Quality (DQ) work demonstrates overall DPO process knowledge (CBATs and Functional Area Analyses (FAAs)), developed business rules, content, operational procedures, and governance processes for DQ issues. LM's P3I and GTN work also demonstrates knowledge and experience relevant to DPO.

2.7.1.9 Developing Key Summary Information for Working Capital Funds (WCF) and for Appropriated Funding Programs: There are significant differences between required data/information for Transportation WCF (TWCF) and the appropriated funding programs. Team IBM reports them accordingly. We develop key summary by gathering relevant data and information through contacts at USTRANSCOM and other DOD entities. We understand the different financial and accounting rules between organizations. IBM has extensive financial experience working with the multiple WCF programs of the USAF, Navy and Army. Teammates PRTM and LM maintain strong relationships with the Directorate and Transportation Component Command's (TCC's) PfM and IT Investment Management points of contact.

2.7.1.12 Policy and governance in CIO Statutory Compliance: We facilitate the process for National Defense Authorization Act (NDAA) certifications by 1) providing a common template or data collection tool; 2) creating a master schedule of surveys and response times; 3) following up with late submitters; 4) working with respondents to increase their knowledge and familiarity of the process and the data being requested; and 5) reviewing quality of information in database and written submissions. We monitor issues and problem areas in two areas—timeliness and quality of response—and take corrective action or raise the issue to the Government as necessary. IBM conducted NDAA certification process during our BTA Transformation work and at the Air Force SAF/XC. IBM and Sumaria's current work on SAF/XC is exactly where USTRANSCOM services-oriented PfM is going – we're already there.

We accomplish the following requirements by providing trained and experienced resources:

2.7.1.2 Recommendations for Clinger-Cohen Compliance; 2.7.1.3 Refinement and Management of IT Investments & Strategy; 2.7.1.4 Recommendations for Improvements and Enhancements; 2.7.1.5 Analysis and evaluation of IT Systems; 2.7.1.6 Day-to-Day IT Investment Strategy and Management; 2.7.1.7 Submission of Documents and Reports; 2.7.1.8 Formatting of data for storage; 2.7.1.10 Recommend an integration model for key decision-making financial information; 2.7.1.11 Database Retrieval from Repositories (see Task 2); 2.7.1.13 Develop, Review, Integrate and Recommend IT Systems Policy and Guidance; 2.7.1.14 Liaison with PFM and IT Investment Points of Contact (see 2.7.1.12). 2.7.2 Task 7 Subtask 2: TWCF Investment

2.7.2.2 Staff Adjustment for Semi-Annual Workload Increases: We accommodate workload increases by staffing with personnel trained in more than one skill area. This allows ramping up or down across tasks where needed without bringing in new resources to temporarily manage increased workload. This method also provides backup when staff absences occur.

2.7.2.6 Using Functional Expertise to Identify and Recommend Key Information: We identify and highlight key information using our past experience with the investment review process. IBM has supported the USAF Headquarters Materiel Command WCF project since 2001. We understand how the WCF process shapes investment allocations across the pillars of the BMA and the WMA.

2.7.2.8 Table Oversight and Data Monitoring: Team IBM supports the implementation of new procedures using the CRIS database and its tables. Our team includes Dave McCrorie, former Chief of the CDO and Mike Glass, who was a key designer and developer of the CRIS database. We understand the criticality of keeping the data clean. Team IBM is prepared for any CRIS data activity to include table oversight and data monitoring. Sumaria designed quality assurance directly into the layout. Sumaria is intimately familiar with the database and understands the standard interfaces and input processes to assist with data import.

Team IBM supplies personnel familiar with CPRP, Working Capital Fund analysis (IBM), and CRIS (Sumaria) who perform the following required support: 2.7.2.1 Research, Plan and Develop Capital Planning and Investment Processes; 2.7.2.3 Documenting Results of CPRP; 2.7.2.4 CPRP Data Tool Training and Support; 2.7.2.5 Summary Analysis of CPRP Results; 2.7.2.6 Review of Budget Change Proposals; 2.7.2.7 CPRP Cost Analysis and Management Support; 2.7.2.9 Technical Support for Data Collection and Import/Export Activities; 2.7.2.10 Import and Export Activities (See 2.7.2.8).

2.8 Task Area 8: CIO Support (Optional Task)

2.8.0.1 Systems Compliance Management and Reporting: At the CIO level, guidance must be understood, de-conflicted, and distributed to support the PFM processes. Team IBM supports the CIO with TCJ6-A experience, both Project Management Institute (PMI) and IT Infrastructure Library version 3 (ITILv3) certification, and administrative personnel. We support 1) IT compliance at the policy / process level and the data level; 2) outreach to program and portfolio managers with administrative and automated tool tasks; and 3) O-7 level CIO-relevant video teleconferences and meetings.

2.8.0.3 Analysis of Command Systems Against Policies: IBM provides detailed analysis of command systems against policies by 1) researching and staying current with changes in laws, regulations, and directives; and 2) measuring level of compliance with standardized surveys of system owners. We provide training/references to increase PM knowledge level of policies. Our

experience includes analysis, development, and maintenance of USTRANSCOM CIO-related instructions, guidance, and handbooks. Team IBM (Sumaria, Dave McCrorie) wrote USTRANSCOM Manuals on Data Management and SOPs related to synchronization of data across programs and users. Our experience includes gathering information, building consensus on a publication, and providing user training related to the publications. We use corporate reach back with IBM and teammates to provide USTRANSCOM the latest in best practices. We add value through our knowledge of, and work with, other agencies' policies including TCCs, OSD, BTA, DLA, JFCOM, DISA, and Department of Homeland Security.

2.8.0.7 Identify Requirements, Implement and Test IT Compliance Data Fields: Team IBM identifies, confirms, and maintains the data fields for IT compliance by meeting routinely with all IT compliance and CSV compliance stakeholders. We work with data stewards across multiple databases to implement compliance data fields consistently and accurately. This increases the value of the information passed to leadership when reporting compliance. We periodically test compliance data calculation and reporting. We proactively monitor configuration change requests (CCRs) and other database change requests to identify and track changes to compliance data fields in all Government-identified databases. We regularly create reports and queries to monitor the quality of compliance data. Team IBM maintains its current relationships with data quality leadership at several of USTRANSCOM's National Partners (TCCs, DLA, and JFCOM) and founders of the JDPAC to optimize USTRANSCOM compliance data fields and methods.

2.8.0.9 Technical Support for Data Collection and Import/Export: The challenge for Task Area 8 is the rapid collection, import, export, and accuracy of data for reports. Team IBM has the necessary technical expertise in CRIS and DITPR to support the CIO.

Team IBM supports the following sub-elements of this subtask by providing the necessary experienced support personnel to accomplish them: 2.8.0.2 Recommendations for IT Compliance with Government Acts 2.8.0.4 Analysis/Support for Instructions/handouts for CIO Program; 2.8.0.5 Support for DOD Data Requests; 2.8.0.6 Synchronization of IT Compliance Data Fields; 2.8.0.8 Table Oversight and Data Monitoring; 2.8.0.10 Import and Export Activities; 2.8.0.11 Monitoring and Enhancing Data Quality & Error Detection (see 2.8.0.7); 2.8.0.12 Support for Outreach Activities for Knowledge Increases, 2.8.0.13 Automated Tool Implementation Support; 2.8.0.14 CIO Video Teleconference Support, 2.8.0.15 Meeting Planning and Execution; 2.8.0.16 Meeting Facilitation, Materials, and Tracking; 2.8.0.17 Action Item Completion.

2.9 Task Area 9: Strategic Planning and Reporting/ETP and Reporting

2.9.0.1 Support for Implementation of DPfM Strategy: BMA and WMA ETPs drive implementation of the DPfM strategy in conjunction with USTRANSCOM and DPO strategies. Development/implementation of portfolio strategy, targets, and metrics aligned with CSV and governance groups help USTRANSCOM measure progress toward its strategic objectives. We continuously coordinate with BTA, CJCS, TCJ6-I, and TCJ5/4 to align Command Strategy with BMA ETP / WMA strategy documents. Requirements captured in the WMA ETP or similar strategic documents drive coordination with TCJ5/4 to properly align USTRANSCOM Command Strategy. This document also drives the annual staffing package for OSD that outlines governance process/procedures. BMA ETP also drives coordination with TCJ5/4 to align USTRANSCOM Command Strategy properly and provide links to / integration with DITPR team and BTA. DPRP supports and complements this process. IBM completes ETP tasks while considering CSV support, corporate governance, and the Distribution Steering Group (DSG).

2.9.0.2 Strategic Planning Assistance: We provide strategic planning assistance experience. We start with the highest level of strategic guidance (in this case at DOD level) and then break down the strategic plans into major outcomes/accomplishments while aligning all lower level goals with a higher level goal. We also host a staff-level workshop, where we solicit goals from system owners and link them to a capability and then a strategic outcome. We work with focus area and initiative owners to maximize integration/alignment with CSV and related governance groups. Using these two methods, and mindful of the ETP tiered accountability view, we help produce a strategic vision and goals that are vertically/horizontally aligned, executable, and measurable.

2.9.0.6 Support for BMA/WMA ETP: We have a proven, repeatable process (successful at BTA and other DOD entities) to support BMA ETP production and corresponding efforts. Our insight into the annual ETP (Sep) and Congressional update report to (Mar) assists DPfM.

2.9.0.11 Accuracy and Evaluation of Submissions: We follow SMART (Specific, Measurable, Attainable, Realistic and Timely) goal-setting principles that identify success criteria and align metrics/milestones with strategic plans / EAs. We involve stakeholders early (e.g., Senior USTRANSCOM leadership, DLA, COCOMS Services) to maximize buy-in. We leverage strong working relationships with external BMA/WMA support staff and provide the flexibility to adapt to the rapidly expanding PfM environment in the DOD (Federation, EIEMA ETP, services-oriented technologies, Capability Portfolio Managers & Deputy Chief Management Officer). The process allocates time for USTRANSCOM leadership review in accordance with ETP draft submission cycle. The result helps identify DOD Enterprise transformational priorities and documents how USTRANSCOM strategy aligns with these efforts. We coordinate all actions with TCJ5/4 and the overall DPRP. We review all USTRANSCOM submissions related to and of interest to DPO while minimizing errors.

Team IBM supports these task sub-elements by providing necessary experienced support staff: 2.9.0.3 Analysis, Guidance, and Recommendations to Support CSV (see 2.9.0.2); 2.9.0.4 Support for WMA ETP; 2.9.0.5 Review and Comments for OSD; 2.9.0.7 Enterprise Level Data Gathering and Update; 2.9.0.8 Milestone Updates with 5 Business Days; 2.9.0.9 Assistance for BMA and WMA ETP Data Gathering; 2.9.0.10 DPfM Analysis and Feedback to the BTA (see 2.9.0.2); 2.9.0.12 Participation in Teleconferences and meetings.

2.10 Task Area 10: Functional Area Communications and Computer Systems Manager (FACCSM) Support (Optional Task)

2.10.0.1 FACCSM Training Completion: Team IBM provides personnel with experience and appropriate security clearances in this area to complete refresher/update training as needed. Those performing these duties do so in compliance with USTRANSCOM Instruction 33-16 and/or current governing instructions or directives.

2.10.0.2 FACCSM Duties to Include VTC and Teleconference Support: We support VTC and teleconference activities in this arena as needed and as described in Task Area 8 (see 2.8).

2.11 Task Area 11: Technical Assessment (TA)

The TA of DTS systems is a critical step in USTRANSCOM's annual CPRP process. As reported in the CRIS "Decision Ready Package", assessment outcomes are the primary source of system information for CPRP members. Thus, they can be a key indicator for determining systems funding levels and can affect overall portfolio strategic capability.

2.11.0.1 Support for TA Process: We provide USTRANSCOM expert TA process support using functional and technical experts with IGC data bus experience. Our TA DTS support provides one piece of the overall governance process and supports BMAs and WMAs. We understand that the data is critical and must be completely accurate. Prior to the CPRP, our team consults with the Government to determine what TA data requirements to document. We understand that numerous data calls can create problems and add unnecessary stress for PMs. We minimize stress by reviewing available data to determine what really requires updating and what does not. We also consult the Government to learn what systems it is evaluating—so we can list identified systems and points of contact. For updates, we help prepare a data call requiring minimal effort on our stakeholders, e.g., PMs.

2.11.0.4 Implementation of New Procedures into CRIS: Since Sumaria helped build and implement CRIS database, we have a strong understanding of system capabilities. We provide a person with extensive CRIS expertise to help implement new procedures, using CRIS.

Team IBM provides trained/experienced resources to support the following sub-elements of this task: 2.11.0.2 Annual Report Preparation; 2.11.0.3 Documentation of Results and Revision.

2.12 Task Area 12: Strategic Functional and Operational Plans and Policy Support

2.12.0.1 Review of Current Organizational and Management Structure: Team IBM helps drive the WMA Management Control Process (MCP) through DTS for the Distribution Portfolio. We have experience with JCIDS, functional capabilities and Joint Logistics (Distribution) Joint Integrating Concepts (an original author, (b)(6)). Thus, we understand the MCP for USTRANSCOM, JFCOM, and the DOD and the related regulations and policies and discussed MCP impact on the DTS portfolio.

2.12.0.2 Functional Management of Web Tools: Our experienced staff helps with functional management of USTRANSCOM's web-based tools, e.g., Defense Collaboration Tool Suite. We are also experts on the DISA collaboration tool, eCollaboration (IBM developed based on Sametime) that DISA stakeholders commonly use for daily meetings, to review papers, draft agendas, collaborate on presentations, and contact SMEs for timely answers during meetings. Our staff is proficient in using these tools to minimize travel/maximize communication.

2.12.0.4 Functional Expertise for IT Investment & Policy: We have functional funding expertise—working capital, appropriated, non-appropriated, and other working capital. We provide functional program management of plans, policy, and programs. We understand financial/procurement regulations relating to funding appropriations and how they constrain or provide opportunities for USTRANSCOM to propose innovative solutions.

2.12.0.6 Requirements Analysis, Planning and Integration for Transformation: Team IBM provides requirements analysis, planning, and integration of USTRANSCOM Strategic Operational and Functional management boards, forums, concepts, plans, and policies. The process involves four steps: review draft documents (e.g., JCIDS documents) from various DOD organizations, create USTRANSCOM comments, coordinate them internally, and obtain final USTRANSCOM comments. We bring insights into using collaboration tools (e.g., DISA e-Collaboration and Sametime) and can therefore recommend process improvements.

Team IBM supports these sub-elements by providing experienced support staff: 2.12.0.3 Development, Integration, and Interoperability of USTRANSCOM Processes; 2.12.0.5 Technical Support, Analysis, and Services for DPfM; 2.12.0.7 IT Investment and Policy Assistance for Future Strategies Team.

2.13 Task Area 13: Groupware Workshop Support

2.13.1 Task 13 Subtask 1: DPO Support

2.13.1.1 Groups Systems Software and Technical Support: Team IBM provides Group Systems software and technical support to USTRANSCOM, DISA, process owners, and organizations designated by the Government task manager for use of the Government facility within business days of task order start. Our employees, experienced in Ventana, GroupSystems, and other vendor tools, support both fixed site and mobile requirements. This includes set up and breakdown of equipment, planning for locations use, and technographer support.

2.13.1.2 Workshop Support using Group Systems Suite: Team IBM provides professional workshop facilitation using certified employees, experienced in a variety of industry accepted methods including de Bono's Six Thinking Hats, lateral and parallel thinking disciplines, and process expertise for group effectiveness.

2.13.1.3 Managing Groupware Facilities: We run/publish the calendar/schedule, establish priorities for usage, monitor the use of the facilities, scheduling of laptops for field use, and other resource management as required.

2.13.1.4 Professional Facilitation for Workshops: see 2.13.1.2.

2.13.2 Task 13 Subtask 2: TWCF Support

We support Group Systems software, workshops, and facilitation for this subtask as we did Subtask 13.1 above for TWCF—includes following requirements; 2.13.2.1 Groups Systems Software and Technical Support (see 2.13.1.1); 2.13.2.2 Workshop Support using Group Systems Suite (see 2.13.1.2); 2.13.2.3 Professional Facilitation for Workshops (see 2.13.1.2).

2.14 Additional PWS Requirements

PWS Sections:

- **2 Deliverables:** Team IBM agrees to the deliverables and schedule.
- **3 Service Delivery Summary:** Team IBM agrees to the Service Delivery summary table and to meet or exceed the performance objectives therein.
- **5 Security Subparagraphs:** Team IBM agrees to the Security requirements/clearances.
- **5.11 Quality Assurance:** Our standing proposal Mission Capability volume addresses Quality Assurance. We support the QASP in accordance with requirements.
- **5.12 Non-disclosure:** Team IBM agrees to the nondisclosure requirements.
- **6 Contractor Transition:** Team IBM agrees to the requirements and our staffing plan addresses ramp-up time.

Appendix A – Staffing Matrix

Task	Subtask	Description	PWS Paragraph	Labor Category	CLIN	Base Hours	Base FTE	Opt 1 Hours	Opt 1 FTE	Opt 2 Hours	Opt 2 FTE	Opt 3 Hours	Opt 3 FTE	Opt 4 Hours	Opt 4 FTE	Total Hours	Total FTE
1	0	Contract-Level and Task Order Management	1.4.1			2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Program Manager			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Project Manager			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
2	0	DTS Wide Portfolio Management Support	1.4.2			2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Functional Analyst			0002	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Systems Analyst			0002	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
2	1	Operational Assessment (optional)	1.4.2.1			720	0.5	960	0.5	960	0.5	960	0.5	680	0.5	4,280	2.5
		Functional Analyst			0004	720	0.5	960	0.5	960	0.5	960	0.5	680	0.5	4,280	2.5
3	0	DOD Wide Portfolio Management Support	1.4.3			10,080	7.0	13,440	7.0	13,440	7.0	13,440	7.0	9,620	7.0	59,820	35.0
		Principal Business Process Reen			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Functional Analyst			0001	3,600	2.5	4,800	2.5	4,800	2.5	4,800	2.5	3,400	2.5	21,400	12.5
		Senior Systems Analyst			0001	2,160	1.5	2,880	1.5	2,880	1.5	2,880	1.5	2,040	1.5	12,840	7.5
		Systems Analyst			0001	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
3	1	IRB & DBMSC Support	1.4.3.1			4,320	3.0	5,760	3.0	5,760	3.0	5,760	3.0	4,080	3.0	25,680	15.0
		Senior Financial Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Financial Analyst			0001	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
3	2	Portfolio Management Functional Advisory	1.4.3.2			1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Functional Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
3	3	Portfolio Management Technical Advisory (optional)	1.4.3.3			1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Systems Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
4	1	DOD Wide PIM Focus Area Analysis Support	1.4.4.1			7,200	5.0	9,600	5.0	9,600	5.0	9,600	5.0	6,800	5.0	42,800	25.0
		Financial Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Functional Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Principal Business Process Reen			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Systems Analyst			0001	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
4	2	Additional BCA (optional)	1.4.4.2			5,760	4.0	7,680	4.0	7,680	4.0	7,680	4.0	5,440	4.0	34,240	20.0
		Functional Analyst			0005	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Senior Systems Analyst			0005	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
4	3	Implementation Support	1.4.4.3			11,520	8.0	15,360	8.0	15,360	8.0	15,360	8.0	10,880	8.0	66,480	40.0
		Senior Systems Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Program Analyst			0001	7,200	5.0	9,600	5.0	9,600	5.0	9,600	5.0	6,800	5.0	42,800	25.0
		Functional Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Systems Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
4	4	Additional Implementation Support (Optional)	1.4.4.4			4,320	3.0	5,760	3.0	5,760	3.0	5,760	3.0	4,080	3.0	25,680	15.0
		Program Analyst			0006	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Functional Analyst			0006	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
5	0	Enterprise Requirements Management Support	1.4.5			11,952	8.3	15,936	8.3	15,936	8.3	15,936	8.3	11,288	8.3	71,048	41.5
		Information Engineer			0001	432	0.3	576	0.3	576	0.3	576	0.3	408	0.3	2,568	1.5
		Senior Functional Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Subject Matter Expert			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Functional Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Systems Analyst			0001	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Systems Analyst			0001	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Senior Financial Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
6	0	CSV Governance Support	1.4.6			2,160	1.5	2,880	1.5	2,880	1.5	2,880	1.5	2,040	1.5	12,840	7.5
		Subject Matter Expert			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Technical Writer			0001	720	0.5	960	0.5	960	0.5	960	0.5	680	0.5	4,280	2.5
7	1	DPO Wide CPRP (Misnamed)	1.4.7.1			720	0.5	960	0.5	960	0.5	960	0.5	680	0.5	4,280	2.5
		Financial Analyst			0003	720	0.5	960	0.5	960	0.5	960	0.5	680	0.5	4,280	2.5
7	2	TWCF Investments	1.4.7.2			3,870	2.7	5,160	2.7	5,160	2.7	5,160	2.7	3,655	2.7	23,005	13.4
		Financial Analyst			0003	3,870	2.7	5,160	2.7	5,160	2.7	5,160	2.7	3,655	2.7	23,005	13.4
8	0	CIO Support	1.4.8			3,456	2.4	4,608	2.4	4,608	2.4	4,608	2.4	3,264	2.4	20,544	12.0
		Administrative Specialist			0007	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Senior Systems Analyst			0007	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
		Information Engineer			0007	576	0.4	768	0.4	768	0.4	768	0.4	544	0.4	3,424	2.0
9	0	Strategic Planning and Reporting/Enterprise Transition	1.4.9			5,760	4.0	7,680	4.0	7,680	4.0	7,680	4.0	5,440	4.0	34,240	20.0
		Functional Analyst			0001	4,320	3.0	5,760	3.0	5,760	3.0	5,760	3.0	4,080	3.0	25,680	15.0
		Financial Analyst			0001	1,440	1.0	1,920	1.0	1,920	1.0	1,920	1.0	1,360	1.0	8,560	5.0
10	0	FACCSM Support	1.4.10			144	0.1	192	0.1	192	0.1	192	0.1	136	0.1	856	0.5
		Information Engineer			0008	144	0.1	192	0.1	192	0.1	192	0.1	136	0.1	856	0.5
11	0	Technical Assessment	1.4.11			288	0.2	384	0.2	384	0.2	384	0.2	272	0.2	1,712	1.0
		Information Engineer			0003	288	0.2	384	0.2	384	0.2	384	0.2	272	0.2	1,712	1.0
12	0	Strategic Functional Assessment & Operational Plan & Policy Support	1.4.12			2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
		Functional Analyst			0003	2,880	2.0	3,840	2.0	3,840	2.0	3,840	2.0	2,720	2.0	17,120	10.0
13	1	DPO Support	1.4.13.1			2,448	1.7	3,264	1.7	3,264	1.7	3,264	1.7	2,312	1.7	14,552	8.5
		Functional Analyst			0001	2,448	1.7	3,264	1.7	3,264	1.7	3,264	1.7	2,312	1.7	14,552	8.5
13	2	TWCF Support	1.4.13.2			432	0.3	576	0.3	576	0.3	576	0.3	408	0.3	2,568	1.5
		Functional Analyst			0003	432	0.3	576	0.3	576	0.3	576	0.3	408	0.3	2,568	1.5
Totals						86,670	60.2	115,560	60.2	115,560	60.2	115,560	60.2	81,855	60.2	515,205	300.9

Appendix B – Generic Resumes

Notes:

1. Numbers that precede each generic resume correlate with numbers in Amendment P00002 Labor Category Descriptions in the Base IDIQ contract.
2. For requirements requested in the RFP on education, experience, security, or special skills needed to perform the intended PWS tasks, see these headers:
 - Education and years of experience: see “Labor Category”
 - Content for experience and the required knowledge: see “Relevant Qualifications”
 - Security: see “Program Role” header and “Clearance Type”
 - Special skills: see “Special Skills”

1. Program Manager

Program Role : Program Manager			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
<p>Demonstration of Sufficient Knowledge</p> <ul style="list-style-type: none"> • Has industry and program management expertise • Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design • Understands PFM processes, strategies, and activities • Understands concepts/techniques needed to generate Return on Investment (in Government terms)—to improve supply chain results <p>Demonstration of Sufficient Experience</p> <ul style="list-style-type: none"> • Acted as primary customer contact for program activities, leading program review sessions with customer to discuss cost, schedule, and technical performance • Has experience formulating and enforcing work standards • Has experience assigning contractor schedules • Has experience reviewing work discrepancies • Has experience supervising contractor personnel • Has experience communicating policies, purposes, & goals of the organization to subordinates • Provided leadership and overall direction for large programs with multiple task elements • Directed all phases of programs from inception through completion • Worked with senior executives in the customer's organization • Participated in the negotiation of contracts and contract changes • Coordinated IBM and subcontractor personnel, services, and products • Demonstrated responsibility for the program cost, schedule and technical performance • Established milestones and monitored adherence to master plans and schedules • Identified potential program problems/risks and obtained solutions (such as allocation of resources) • Directed the work of employees assigned to a program of similar size and scope • Has considerable relevant experience in consulting and/or program management related to management planning, finance, and/or technology functions • Has experience with PFM processes, strategies, and activities 			
Labor Category: Program Manager			
Education:	Master's degree in administrative, technical		
Years of Experience:	15 years of professional		

or management science (or similar). Prefer combination of degrees in technical and management disciplines.	experience. Experience with USTRANSCOM, PFM, and information technology.
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Special Skills

IBM and Project Management Institute Project Management Certification

2. Project Manager

Program Role : Project Manager

Clearance Type:	Secret	Available Start Date:	Immediately
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Relevant Qualifications (Skills Required to Execute A&AS)

Demonstration of Sufficient Knowledge

- Has project management expertise
- Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design
- Understands PFM processes, strategies, and activities
- Understands concept/techniques needed to generate Return on Investment (in Government terms)--improved supply chain results

Demonstration of Sufficient Experience

- Assisted Program Manager in working with the Government Contracting Officer, the task order level Contracting Officer Representatives (CORs), Government management personnel and customer agency representatives
- Served as the project manager for a task order (or a group of task orders)
- Under Program Manager guidance, was responsible for the overall management of a specific task order(s) and responsible for the technical solutions and schedules in the task order were implemented in a timely manner
- Supported Program Manager in providing leadership and overall direction for large programs with multiple task elements
- Supported Program Manager in directing all phases of programs from inception through completion
- Acted as primary customer contact for program activities in the Program Manager's absence, leading program review sessions with customer to discuss cost, schedule, and technical performance
- Worked with senior executives in the customer's organization
- Participated in the negotiation of contracts and contract changes
- Coordinated IBM and subcontractor personnel, services and products
- Has experience with PFM processes, strategies, and activities
- Demonstrated responsibility for the program cost, schedule, and technical performance
- Established milestones and monitored adherence to master plans and schedules
- Identified potential program problems/risks and obtained solutions (such as allocation of resources)
- Has considerable relevant experience in program management related to oversight planning, administration, finance, and/or technical implementation
- Led projects or related work streams within the larger program
- Coordinated and directed the activities of junior consultants and provided direct consulting support and expertise
- Has experience working with Government representatives
- Has experience in task order management
- Has experience completing technical solutions and schedules in a timely manner

Labor Category: Project Manager

Education: Bachelor's degree in management or technical discipline	Years of Experience: 10 years of professional experience.
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Special Skills

- Exposure to CMMI level 3 maturity (or similar standard) environment.

4. Senior Functional Analyst

Program Role : Senior Functional Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design • Understands PfM processes, strategies, and activities • Understands user needs well enough to determine functional and cross-functional requirements • Knows processes, tools, and techniques required to analyze functions and recommend solutions including improvements, workarounds, and tool selection • Knows requirements for location identification and In-Transit Visibility 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Identified user needs and using interview and research techniques performed functional analysis • Identified required tasks and their interrelationships to perform satisfactory functional allocation • Identified resources required to perform each task and assigned resources • Provided daily supervision and direction to support staff • Has experience with PfM processes, strategies, and activities • Interacted with Government representatives and technical colleagues • Communicated organizational policies and technical needs to subordinates 			
Labor Category: Senior Functional Analyst			
Education: Bachelor's degree (Master's preferred) in Business or relevant discipline.		Years of Experience: 10 years of professional experience in the field of work	
Special Skills			
N/A			

5. Functional Analyst

Program Role : Functional Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Understands user needs well enough to determine functional and cross-functional requirements • Knows processes, tools, and techniques required to analyze functions and recommend solutions including improvements, workarounds, and tool selection • Knows requirements for location identification and In-Transit Visibility 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Identified user needs and using interview and research techniques performed functional analysis 			

<ul style="list-style-type: none"> Identified required tasks and their interrelationships to performed satisfactory functional allocation Identified resources required to perform each task and assigned resources Interacted with Government representatives and technical colleagues 	
Labor Category: Functional Analyst	
Education: Bachelor's degree in business or relevant discipline	Years of Experience: 5 years of professional experience in the field of work and in DOD transportation and/or logistics
Special Skills	
N/A	
Task-Specific Requirements	
<p>Task 2—Years of Experience: 5 with DOD transportation and/or logistics; Task 3, 3 ST1—Years of Experience: 5 with DOD transportation and/or logistics Task 4, ST1/2—Years of Experience: 5 in the field; SCOR and FAA, CBAT processes Task 5—Years of Experience: 5 in the field; translating capabilities into IT specifications; working with capability originators to determine actual needs; understanding entire supply chain & ability to understand how potential capabilities can improve in overall supply chain performance as demonstrated in command metrics changes Task 9—Years of Experience: 5 in the field; DOD PFM practices BMA; understanding of Business Enterprise Transition Plan, and Business Capability Lifecycle processes Task 9—Years of Experience: 5 in the field; DOD PFM practices WMA; understanding of Joint Capability Area Concept</p>	

10. Administrative Specialist

Program Role : Administrative Specialist			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
<p>Demonstration of Sufficient Knowledge</p> <ul style="list-style-type: none"> Understands administrative and clerical requirements for project tasks that may include secretarial, word-processing, graphics, desktop publishing, editing, and coordination <p>Demonstration of Sufficient Experience</p> <ul style="list-style-type: none"> Provided general purpose administrative and clerical support for project tasks, including secretarial, word-processing, graphics, desktop publishing, editing, and coordination Has experience with word-processing, graphics, and desktop publishing software packages Prepared documents for review and production processes Met project production deadlines Interacted with Government representatives, technical staff, and managers 			
Labor Category: Administrative Specialist			
Education: No degree required.		Years of Experience: 3 in appropriate area	
Special Skills			
N/A			

14. Senior BPR Specialist

Program Role : Senior BPR Specialist			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> Has expertise in BPR strategies and potential costs and benefits to support improvement efforts 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> Using mature skills, capabilities, and expertise, provided expert opinion on BPR strategies and studies potential costs and benefits to support improvement efforts Developed CONOPS and mapped out processes and business rules Helped implement new policies/procedures, process techniques metrics/models in other time/cost saving initiatives Evaluated specialized tools and solutions to aid in business change Worked with project teams in transitioning to business process areas and evaluated success of reengineered process Provided daily supervision and direction to other project personnel Provided BPR and supply chain management solutions Analyzed business process problems and opportunities, developing business strategies identifying significant process and enabling, developing action plans, and enacting effective change management. Has significant process improvement experience in a manufacturing industry such as heavy industrial products, consumer goods, aerospace and defense, and transportation logistics Has significant process reengineering experience, including strategy development, process analysis, process and system requirements definition, and implementation planning. Has superior oral and written communication skills—to present problems in simple, business-oriented terms for review with program management and with first line supervision and middle management 			
Labor Category: Senior BPR Specialist			
Education: Bachelor's degree (Master's degree preferred) in related discipline.		Years of Experience: 10 in field of work	
Special Skills			
<ul style="list-style-type: none"> Six Sigma or Lean Sigma certification 			

16. Senior Systems Analyst

Program Role : Senior Systems Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design Understands PFM processes, strategies, and activities 			
Demonstration of Sufficient Experience			

<ul style="list-style-type: none"> • Under minimal supervision, applied process improvement and reengineering methodologies/principles to conduct process modernization projects • Developed functional area process and data models for use in designing and building integrated, shared software and database management systems • Translated user specifications and input into design requirements • Has experience with PFM processes, strategies, and activities • Has experience in techniques/tools for integrating user requirements into application development process • Has experience in Capability Maturity Model Integration (CMMI) level 3 maturity (or similar standard) environments 	
Labor Category: Senior Systems Analyst	
Education: Bachelor's degree (Master's degree preferred) in a related discipline.	<ul style="list-style-type: none"> • Years of Experience: <ul style="list-style-type: none"> ○ 10 in field of work
Special Skills	
<ul style="list-style-type: none"> • Exposure to CMMI level 3 maturity (or similar standard) environment and two years of logistics, supply chain, and or transportation chain implementation experience • Experience in the implementation, integration, test, and documentation of COTS products 	

17. Systems Analyst

Program Role : Systems Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design • Understands PFM processes, strategies, and activities 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Under general supervision, applied process improvement and reengineering methodologies/principles to conduct process modernization projects • Developed functional area process and data models for use in designing and building integrated, shared software and database management systems • Determined user requirements for integration into application development process • Has experience in techniques/tools for integrating user requirements into application development process • Prefer experience in CMMI level 3 maturity (or similar standard) environment 			
Labor Category: Systems Analyst			
Education: Bachelor's degree in a related discipline		Years of Experience: 5 of professional experience.	
Special Skills			
<ul style="list-style-type: none"> • Exposure to CMMI level 3 maturity (or similar standard) environment and two of logistics, supply chain, and or transportation chain implementation experience. • Experience implementing, integrating, testing, and documenting COTS products 			
Task-Specific Requirements			
<ul style="list-style-type: none"> • Task 2—Years of Experience: 3 with Defense Transportation System • Task 3—Years of Experience: 5 with DPO-related systems; knows IDEF1X, Erwin, SQL, CRIS database 			

- **Task 3—Years of Experience:** 5 with DPO-related systems
- **Task 4; Subtask 1/Subtask 2—Experience:** Oracle and CRIS databases; BPR, and process improvement tools
- **Task 5—Experience:** Translating capabilities into IT specifications; working with capability originators to determine actual needs

18. Program Analyst

Program Role : Program Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Possesses comprehensive knowledge across multiple functional areas and task environments 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Has leadership qualities in strategizing approaches and managing project objectives • Developed, planned, and led project segments • Evaluated results and recommended changes in development/execution of project phases to meet schedules • Operated across multiple tasks and works independently • Has experience with multiple functional areas and task environments • Contributed to deliverables and performance metrics 			
Labor Category: Program Analyst			
Education: Bachelor's degree in a related discipline.		Years of Experience: 5 of professional experience	
Special Skills			
N/A			
Task-Specific Requirements			
<ul style="list-style-type: none"> • Task 4; Subtask 3—Experience: leading cross functional teams and facilitating meetings; experienced or trained in SCOR and in FAA and CBAT processes • Task 3; Subtasks 3 and 4—Experience: leading cross functional teams and facilitating meetings; experienced or trained in SCOR and in FAA and CBAT processes 			

21. Financial Analyst

Program Role : Financial Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Knows basics of statistical techniques, applied mathematics, economics, and an engineering discipline • Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design • Understands PFM processes, strategies, and activities • Knows budget preparation requirements and processes • Knows requirements to assess and analyze financial programs—estimated versus actual costs, schedule, benefits, savings, variance analysis, program impact 			

<ul style="list-style-type: none"> • Knows status reporting and fund execution tracking systems such as CRIS-AF • Knows DOD funding documents and automated accounting systems • Knows processes, tools, and techniques required to help program officials resolve technical, conceptual, and policy budget, cost, and schedule issues 	
Demonstration of Sufficient Experience	
<ul style="list-style-type: none"> • Advised on and performed professional or technical work in budget, cost, or schedule analysis and/or research • Assessed costs, budget, or schedule implications of existing or projected technological advances • Assessed impact of new and innovative acquisition strategies • Has experience with PFM processes, strategies, and activities • Has relevant experience in performing financial analysis • Identified financial program issues and helped develop/execute plans to resolve issues relating to budget, cost, and schedule • Interacted with Government representatives and technical colleagues 	
Labor Category: Financial Analyst	
Education: Bachelor's degree in business, engineering, or relevant discipline.	Years of Experience: 5 of professional experience in the field of work; in DOD transportation and/or logistics, and in cost, budget, or schedule analysis, operations research, or engineering
Special Skills	
N/A	
Task-Specific Requirements	
Task 4; Subtask 1—Experience/training: USTRANSCOM FAA and CBAT processes Task 5—Experience: translating capabilities into IT specifications; working with capability originators to determine actual needs; understanding of entire supply chain and ability to understand how potential capabilities can lead to improvement in overall supply chain performance as demonstrated in changes to command metrics	

28. Information Engineer

Program Role : Information Engineer			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge			
<ul style="list-style-type: none"> • Knows business process improvement practices to reengineer methodologies/principles and business modernization projects • Knows activity and data modeling, transaction flow analysis, internal control and risk analysis and modern business methods and performance measurement techniques • Knows standards for information systems procedures • Knows how to develop/apply organization-wide information models for use in designing and building integrated, shared software and database management systems • Knows business improvement opportunities consistent with corporate Information Management guiding principles, cost savings, and open system architecture objectives • Understands supply chain management processes • Understands how potential capabilities can lead to improvements in overall supply chain performance as demonstrated in changes to command metrics • Knows about CMMI level 3 maturity (or similar standard) environment with development systems and Operational Test & Evaluation (OT&E) 			

<ul style="list-style-type: none"> • Knows how to provide staff with daily supervision and direction 	
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Applied business process improvement practices to reengineer methodologies/principles and business modernization projects • Applied, as needed, activity and data modeling, transaction flow analysis, internal control and risk analysis and modern business methods and performance measurement techniques • Assisted in establishing standards for information systems procedures • Developed and applied organization-wide information models for use in designing and building integrated, shared software and database management systems • Constructed sound, logical business improvement opportunities consistent with corporate Information Management guiding principles, cost savings, and open system architecture objectives • Provided daily supervision and direction of staff • Has experience in translating capabilities into IT specifications • Has experience working with capability originators to determine actual needs 	
Labor Category: Information Engineer	
Education: Bachelor's degree in Computer Science, Information Systems, Engineering, or other related scientific or technical disciplines.	Years of Experience: 5 of professional experience
Special Skills <ul style="list-style-type: none"> • Experience working in a CMMI level 3 maturity (or similar standard) environment with development systems and OT&E • Prefer experience implementing, integrating, testing, and documenting COTS products 	
Task-Specific Requirements	
Task 5—Experience: translating capabilities into IT specifications; working with capability originators to determine actual needs; understanding of entire supply chain and ability to understand how potential capabilities can lead to improvement in overall supply chain performance as demonstrated in changes to command metrics Task 11—Years of Experience: 5 with Oracle, SQL; knowledgeable about USTRANSCOM Technical Assessment, IDEF1X, Erwin, and CRIS	

30. Subject Matter Expert

Program Role : Subject Matter Expert			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Has high-level perspective on how the portfolio investments improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design • Understands PFM processes, strategies, and activities • Understands concept/techniques needed to generate Return on Investment (in Government terms)--improved supply chain results 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Provided high-level assistance, expert advice, assistance, guidance, or counseling in support of management, organizational, and business improvement or investigative efforts for all functional areas • Developed and recommends creative and innovative solutions to customer's problems 			

<ul style="list-style-type: none"> • Conducted demonstrations and introduces leading edge technology into systems design and development • Researched, analyzed, documented, and reported proposed developmental, consulting, or implementation efforts/recommendations • Provided expert determination on the accuracy and reasonableness of data • Supported a wide variety of technical and business assignments in all functional areas • Has been a SME on a commercial supply chain project • Has experience implementing portfolio investments to improve enterprise-wide performance for the Warfighter in areas such as supply chain and engineering and IT design • Has led cross-functional teams and facilitated meetings • Has experience with PFM processes, strategies, and activities 	
Labor Category: Subject Matter Expert	
Education: At a minimum, a Master's degree.	<ul style="list-style-type: none"> • Years of Experience: <ul style="list-style-type: none"> ◦ 15 providing expertise within specific discipline; recognized as expert in the field
Special Skills	
• NA	

31. Technical Writer

Program Role : Technical Writer			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> • Knows writing/editing techniques and is aware of style issues and conventions 			
Demonstration of Sufficient Experience <ul style="list-style-type: none"> • Assisted with collecting/organizing information for preparation of user manuals, training materials, installation guides, proposals, and other reports • Edited functional descriptions, system specifications, user manuals, special reports, other customer deliverables and documents • Assisted with financial and administrative functions • Worked independently or under minimal, general direction 			
Labor Category: Technical Writer			
Education: Associate's degree required and Bachelor's preferred		Years of Experience: 3 of professional experience	
Special Skills			
N/A			

13. Principal Business Process Reengineering Specialist

Program Role : Principal BPR Specialist			
Clearance Type:	Secret	Available Start Date:	Immediately

Relevant Qualifications (Skills Required to Execute A&AS)	
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> Has expertise in BPR strategies and potential costs and benefits to support improvement efforts 	
Demonstration of Sufficient Experience <ul style="list-style-type: none"> Using complex skills, capabilities, and expertise, provided expert opinion to complex business process reengineering strategies and studies with potential costs and benefits to support management, organizational, and business process improvement efforts Recommended innovative business processes and provided commercial best practices to enhance business decisions to optimize operational effectiveness Interfaced with senior Government officials to understand their business challenges and strategic direction and provided leadership necessary for complex business activities Provided BPR and supply chain management solutions Analyzed business process problems and opportunities, developed business strategies, identified significant process, enabled/developed action plans, and enacted effective change management Has significant process improvement experience in a manufacturing industry such as heavy industrial products, consumer goods, aerospace and defense, and transportation logistics Has significant process reengineering experience, including strategy development, process analysis, process and system requirements definition, and implementation planning Has superior oral and written communication skills—ability to present problems in simple, business-oriented terms for review with program management and with first line supervision and middle management 	
Labor Category: Senior BPR Specialist	
Education: Master's degree in the field.	Years of Experience: 15 years of experience in business process reengineering
Special Skills	
NA	

20. Senior Financial Analyst

Program Role : Senior Financial Analyst			
Clearance Type:	Secret	Available Start Date:	Immediately
Relevant Qualifications (Skills Required to Execute A&AS)			
Demonstration of Sufficient Knowledge <ul style="list-style-type: none"> Has strong familiarity of transportation and distribution concepts and IT systems development life cycle processes Has working level knowledge of Defense finance, Program Planning, Budget Execution processes and a detailed understanding of the capital investment strategy review process as it relates to USTRANSCOM systems, reconciling Accounts Receivable and Accounts Payable, and supporting budget execution functions Knows basics of statistical techniques, applied mathematics, economics, and an engineering discipline Understands concept/techniques needed to generate Return on Investment (in Government terms)—to improve supply chain results Knows budget preparation requirements and processes Knows requirements to assess and analyze financial programs—estimated versus actual costs, benefits, savings, variance analysis, program impact Knows status reporting and fund execution tracking systems such as CRIS-AF Knows how to assess costs, budget, or schedule implications of existing or projected technological advances Knows DOD funding documents and automated accounting systems Knows processes, tools, and techniques required to help program officials resolve technical, conceptual, and policy budget, cost, and schedule issues 			

Demonstration of Sufficient Experience

- Provided expert advice on and performs professional/technical work in budget, cost, or schedule analysis and/or research
- Has demonstrated technical capability to assess cost, budget, or schedule implications of existing or projected technological advances and to evaluate impact of new and innovative acquisition strategies
- As needed, supported USTRANSCOM staff to include researching, planning, and developing various capital planning and investment-related processes for IT
- Assisted with review/validation/staffing OSD Exhibit 300 documents each budget cycle
- Worked with USTRANSCOM Directorates, Project Management Offices and/or Transportation Component Commands to ensure the exhibits are correct
- Has considerable relevant experience in performing financial analysis
- Has considerable experience interacting with Government representatives and technical colleagues
- Identified financial program issues and developed/executed plans to resolve issues relating to budget, cost, and schedule
- Has experience communicating organizational policies and technical needs to subordinates
- Advised on and performed professional or technical work in budget, cost, or schedule analysis and/or research
- Provided daily supervision and direction to support staff

Labor Category: Senior Financial Analyst

Education: Bachelor's degree (Master's degree preferred) in finance, accounting, business, engineering, or related field.

Years of Experience: 10 of professional experience with cost, budget, or schedule analysis, operations research, or engineering; also needs experience in DOD transportation and/or logistics

Special Skills

N/A

Appendix C – Acronym List

<u>ACRONYM</u>	<u>MEANING</u>
AALPS	Automated Air Load Planning System
AF	Air Force
AMC	Air Mobility Command
AMP	Analysis of Mobility Platform
ANSI	American National Standard Institute
APOD Model	Aerial Port Of Debarkation
ATL	Acquisition Technology and Logistics
BCA	Business Case Analysis
BCL	Business Capability Lifecycle
BDSS	Business Decision Support System
BEA	Business Enterprise Architecture
BMA	Business Mission Area
BPR	Business Process Reengineering
BTA	Business Transformation Agency
CBAT	Capabilities Based Assessment Team
CBMR	Core Mission Business Representatives
CCR	Configuration Change Request
CIO	Chief Information Officer
CMMI	Capability Maturity Model Integration
CMOS	Cargo Movement Operations System
COCOM	Combatant Command
CONOPS	Concept of Operations
COR	Contracting Officer's Representative
COTS	Commercial off the shelf
CPRP	Corporate Portfolio Review Process
CRIS	Corporate Resource Information Source
CSV	Corporate Services Vision
DBSMC	Defense Business Systems Management Committee
DCR	DOTMLPF Change Request
DCTS	Defense Collaboration Tool Suite
DISA	Defense Information Systems Agency
DITPR	DOD Information Technology Portfolio Repository
DLA	Defense Logistics Agency
DOD	Department of Defense
DOTMLPF	Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities
DPAP	Defense Procurement Acquisition Policy
DPfM	Distribution Portfolio Management
DPO	Distribution Process Owner
DPRP	Distribution Portfolio Review Process
DSG	Distribution Steering Group
DTS	Defense Transportation System
EA	Enterprise Architecture
EIEMA	Enterprise Information Environment Mission Area
EMA	Emergency Management Agency
ERM	Enterprise Requirements Management
ERP	Enterprise Resource Planning
ERRC	Enterprise Requirements Review Council

ESE	Enterprise Systems Engineering
ESI	Enterprise Software Initiative
ESRS	Electronic Subcontract Reporting System
ETP	Enterprise Transition Plan
Eval	Evaluation
FAA	Functional Area Analysis
FACCSM	Functional Area Communications and Computer Systems Manager
FAR	Federal Acquisition Regulation
FEMA	Federal Emergency Management Agency
FNA	Function Needs Analysis
FOC	Full Operational Capability
FSA	Functional Solutions Analysis
GATES	Global Air Transportation Execution System
GD	General Dynamics
GDSS	Global Decision Support System
GFE	Government Furnished Equipment
GFM	Global Freight Management
GPRA	Government Performance and Results Act
GTN	Global Transportation Network
GTN/P3I	Global Transportation Network Pre-Planned Product Improvement
IBS	Integrated Booking System
IDEF1X	Integrated Definition for Data Modeling
IDIQ	Indefinite Delivery Indefinite Quantity
IGC	Integrated Data Environment Transportation Network Convergence
IPT	Integrated Process Team
IRB	Investment Review Board
ISO	International Standard Organization
IT	Information Technology
ITES	Information Technology Enterprise Services
ITILv3	Information Technology Infrastructure Library Version 3
J5/4	USTRANSCOM Strategy, Policy, Programs & Logistics Directorate
JALIS	Joint Air Logistics Information System
JCIDS	Joint Capabilities Integration Development System
JDDA	Joint Deployment & Distribution Architecture
JDDE	Joint Deployment and Distribution Enterprise
JDPAC	Joint Distribution Process Analysis Center
JFAST	Joint Flow and Analysis System for Transportation
JFCOM	Joint Forces Command
JIATF	Joint Inter-Agency Task Force
JIPMS	Joint Intermodal Platform Management System
JL(D) JIC	Joint Logistics (Distribution) Joint Integrating Concepts
JROC	Joint Requirements Oversight Council
JSJ4	Joint Staff Logistics Directorate
JSJ6	Joint Staff Command, Control, Communications & Computer System Directorate
LM	Lockheed Martin
LOGBOOK	Event Logbook
LOGMOD	Logistics Module
MA	Mission Areas
MBA	Master of Business Administration
MMAD	Army Maxi-, Mini-, and Database contract

MOCAS	Mechanization of Contract Administration Services
MS&SM	Materiel Supply and Service Management
NASA SEWP	Solutions for Enterprise-Wide Procurement
NDAA	National Defense Authorization Act
OA	Operational Assessment
OASIS	Operational Assessment (OA) System Information Status
OCI	Organizational Conflict of Interest
OSD	Office of the Secretary of Defense
OT&E	Operational Test & Evaluation
PfM	Portfolio Management
PM	Project Manager
PMI	Project Management Institute
PMITISS	Portfolio Management and Information Technology Investment Strategies Support
PMO	Program Management Organization
POM	Program Objective Memorandum
PPBS	Program, Planning, and Budgeting System
PRTM	Managerial Consulting Firm
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
RF-ITV	Radio Frequency In-Transit Visibility
RFTOP	Request for Task Order Proposal
RM	Reference Model
SAF/XC	Office of Warfighting Integration and Chief Information Officer
SCOR	Supply Chain Operations Reference
SDDC	Surface Deployment and Distribution Command
SMART	Specific, Measurable, Attainable, Realistic and Timely
SME	Subject Matter Expert
SMS	Single Mobility System
SOA	Service Oriented Architecture
SOP	Standard Operating Procedure
SW	Software
TA	Technical Assessment
TC-AIMS II	Transportation Coordinators' Automated Information for Movement System II
TCC	Transportation Component Command
TCJ3	Command Operations Directorate
TCJ5	Command Strategic Planners
TCJ5/4	Command Strategy, Programs, Policy and Logistics
TCJ6	Command, Control, Communications & Computer Systems Directorate
TCJ6-A	Command Distribution Enterprise Architectures Division
TCJ6-I	Command CIO & DPfM Division
TCJ8	Command Program Analysis and Financial Management
TFMS	Transportation Financial Management System
TWCF	Transportation Working Capital Funds
USTRANSCOM	United States Transportation Command
VTC	Video-Teleconference
WCFs	Working Capital Fund
WG	Working Group
WMA	Warfighter Mission Area
WPS	Worldwide Port System
WSLM	Weapons System Lifecycle Management