

**UNITED STATES TRANSPORTATION COMMAND  
(USTRANSCOM)**

**Contract No. HTC711-07-D-0016  
Awarded to Asynchrony Solutions, Inc.**

**Enterprise Architecture Support to  
Portfolio Management and the  
Corporate Services Vision Environment**

**18 June 2008**

Previously released under FOIA  
Information withheld is pursuant to  
5 U.S.C. 552 (b)(6).

<b>SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS</b> OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30				1. REQUISITION NUMBER F35T058028AC01		PAGE 1 OF 22	
2. CONTRACT NO. HTC711-07-D-0016		3. AWARD/EFFECTIVE DATE 18-Jun-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: 618-228-2513 FAX: 618-256-8316		CODE HTC711		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> 8(A) NAICS: SIZE STANDARD:		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"/> RFO <input type="checkbox"/> IFB <input type="checkbox"/> RFP	
15. DELIVER TO  <b>SEE SCHEDULE</b>		CODE		16. ADMINISTERED BY  <b>SEE ITEM 9</b>		CODE	
17a. CONTRACTOR/OFFEROR ASYNCHRONY SOLUTIONS, INC 1709 WASHINGTON AVENUE SUITE 200 SAINT LOUIS MO 63103-1729  TEL. 314-678- FACILITY CODE		CODE 1QV05		18a. PAYMENT WILL BE MADE BY DFAS-LIMESTONE - F67100 ATTN: DFAS-LI-JAQBDD 27 ARKANSAS RD LIMESTONE ME 04751-6216		CODE F67100	
<input type="checkbox"/> 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.		20. SCHEDULE OF SUPPLIES/ SERVICES		21. QUANTITY		22. UNIT	
		<b>SEE SCHEDULE</b>				23. UNIT PRICE	
						24. AMOUNT	
25. ACCOUNTING AND APPROPRIATION DATA  <b>See Schedule</b>				26. TOTAL AWARD AMOUNT (For Govt. Use Only)  <b>\$1,331,404.00</b>			
<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>0</u> COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.				29. AWARD OF CONTRACT REFERENCE <input type="checkbox"/> OFFER DATED . . . YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:			
30a. SIGNATURE OF OFFEROR/CONTRACTOR				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)		31c. DATE SIGNED	
				<i>Gina K. Lee</i>		19-Jun-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: 618-256-6257 EMAIL: gina.lee@ustrancom.mil			

(b)(6)

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

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
SEE SCHEDULE					

32a. QUANTITY IN COLUMN 21 HAS BEEN  
 RECEIVED  INSPECTED  ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED: \_\_\_\_\_

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE
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32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE	32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE
	32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE

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

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Tasks 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$745,148.00	\$745,148.00 NTE
POP: 1 July 2008 through 30 September 2008					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$745,148.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000101	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Tasks 3, 5, 6, 7, 9, 12, 13, 14 (DPO Funds)	1	Lot		
POP: 1 July 2008 through 30 September 2008					
FOB: Destination					
PURCHASE REQUEST NUMBER: F3ST958028AC01					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$0.00
CEILING PRICE					\$0.00
ACRN AA					\$523,148.00
CIN: F3ST958028AC010001					

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000102	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Tasks 1, 4, 8, 10 (TCWF Funds)	1	Lot		
POP: 1 July 2008 through 30 September 2008					
FOB: Destination					
MILSTRIP: F3ST958028AC01					
PURCHASE REQUEST NUMBER: F3ST958028AC01					
PROJECT: 000					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$0.00
CEILING PRICE					\$0.00
ACRN AB					\$222,000.00
CIN: F3ST958028AC0100002					

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Task 2 (Spiral 1)	1	Lot	\$571,256.00	\$571,256.00 NTE
POP: 1 July 2008 through 30 September 2008					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$571,256.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000201	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Task 2 (Spiral 1)	1	Lot		
POP: 1 July 2008 through 30 September 2008					
FOB: Destination					
MILSTRIP: F3ST958028AC01					
PURCHASE REQUEST NUMBER: F3ST958028AC01					
PROJECT: 000					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$0.00
CEILING PRICE					\$0.00
ACRN AA					\$571,256.00
CIN: F3ST958028AC010001					

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 11	1	Lot	\$24,813.00	\$24,813.00 NTE
TBD at time of Modification					
POP: 1 July 2008 through 30 September 2008					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$24,813.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 15  TBD at time of Modification  POP: 1 July 2008 through 30 September 2008 FOB: Destination SIGNAL CODE: A	1	Lot	\$98,998.00	\$98,998.00 NTE
				TOT ESTIMATED PRICE	\$98,998.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0005	Travel for Enterprise Architecture COST Travel for Enterprise Architecture Support Service  POP: 1 July 2008 through 30 September 2008  FOB: Destination SIGNAL CODE: A		Lot		
				ESTIMATED COST	\$10,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000501	Travel for Enterprise Architecture COST Travel for Enterprise Architecture Support Service		Lot		
	POP: 1 July 2008 through 30 September 2008 FOB: Destination PURCHASE REQUEST NUMBER: F3ST958028AC01 SIGNAL CODE: A				
				ESTIMATED COST	\$0.00
	ACRN AA CIN: F3ST958028AC010001				\$10,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0006	Other ODCs for Enterprise Architecture COST Other ODCs for Enterprise Architecture Support Service		Lot		
	POP: 1 July 2008 through 30 September 2008 FOB: Destination SIGNAL CODE: A				
				ESTIMATED COST	\$5,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000601	Other ODCs for Enterprise Architecture COST Other ODCs for Enterprise Architecture Support Service		Lot		
	POP: 1 July 2008 through 30 September 2008 FOB: Destination MILSTRIP: F3ST958028AC01 PURCHASE REQUEST NUMBER: F3ST958028AC01 SIGNAL CODE: A				
				ESTIMATED COST	\$0.00
	ACRN AA CIN: F3ST958028AC010001				\$5,000.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Tasks 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$2,464,482.00	\$2,464,482.00 NTE
	POP: 1 October 2008 through 30 September 2009 FOB: Destination SIGNAL CODE: A				
				TOT ESTIMATED PRICE	\$2,464,482.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002 OPTION	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Task 2 (Spiral 2)	1	Lot	\$1,500,760.00	\$1,500,760.00 NTE

POP: 1 October 2008 through 30 September 2009  
 FOB: Destination  
 SIGNAL CODE: A

TOT ESTIMATED PRICE \$1,500,760.00 NTE  
 CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 11	1	Lot	\$52,000.00	\$52,000.00 NTE

TBD at time of Modification

POP: 1 October 2008 through 30 September 2009

FOB: Destination  
 SIGNAL CODE: A

TOT ESTIMATED PRICE \$52,000.00 NTE  
 CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1004 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 15	1	Lot	\$102,000.00	\$102,000.00 NTE
	TBD at time of Modification				
	POP: 1 October 2008 through 30 September 2009				
	FOB: Destination				
	SIGNAL CODE: A				

TOT ESTIMATED PRICE \$102,000.00 NTE  
 CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1005 OPTION	Travel for Enterprise Architecture COST Travel for Enterprise Architecture Support Service		Lot		
	POP: 1 October 2008 through 30 September 2009				
	FOB: Destination				
	SIGNAL CODE: A				

ESTIMATED COST \$50,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1006 OPTION	Other ODCs for Enterprise Architecture COST Other ODCs for Enterprise Architecture Support Service		Lot		
	POP: 1 October 2008 through 30 September 2009 FOB: Destination SIGNAL CODE: A				
				ESTIMATED COST	\$10,000.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001 OPTION	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Tasks 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$2,197,799.00	\$2,197,799.00 NTE
	POP: 1 October 2009 through 30 September 2010 FOB: Destination SIGNAL CODE: A				
				TOT ESTIMATED PRICE	\$2,197,799.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002 OPTION	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Task 2 (Spiral 2)	1	Lot	\$1,942,588.00	\$1,942,588.00 NTE

POP: 1 October 2009 through 30 September 2010  
 FOB: Destination  
 SIGNAL CODE: A

TOT ESTIMATED PRICE \$1,942,588.00 NTE  
 CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 11	1	Lot	\$54,000.00	\$54,000.00 NTE

TBD at time of Modification

POP: 1 October 2009 through 30 September 2010

FOB: Destination  
 SIGNAL CODE: A

TOT ESTIMATED PRICE \$54,000.00 NTE  
 CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2004 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 15  TBD at time of Modification  POP: 1 October 2009 through 30 September 2010 FOB: Destination SIGNAL CODE: A	1	Lot	\$104,000.00	\$104,000.00 NTE
				TOT ESTIMATED PRICE	\$104,000.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2005 OPTION	Travel for Enterprise Architecture COST Travel for Enterprise Architecture Support Services  POP: 1 October 2009 through 30 September 2010 FOB: Destination SIGNAL CODE: A		Lot		
				ESTIMATED COST	\$50,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2006 OPTION	Other ODCs for Enterprise Architecture COST Other ODCs for Enterprise Architecture Support Services		Lot		
POP: 1 October 2009 through 30 September 2010					
FOB: Destination					
SIGNAL CODE: A					
ESTIMATED COST					\$10,000.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001 OPTION	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Tasks 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$2,241,755.00	\$2,241,755.00 NTE
POP: 1 October 2010 through 30 September 2011					
FOB: Destination					
SIGNAL CODE: A					
TOT ESTIMATED PRICE					\$2,241,755.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002 OPTION	Labor for Enterprise Architecture LH Labor for Enterprise Architecture Support Services Task 2 (Spiral 2)	1	Lot	\$1,981,439.00	\$1,981,439.00 NTE

POP: 1 October 2010 through 30 September 2011

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$1,981,439.00 NTE
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3003 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 11	1	Lot	\$56,000.00	\$56,000.00 NTE

TBD at time of Modification

POP: 1 October 2010 through 30 September 2011

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	\$56,000.00 NTE
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3004 OPTION	Labor for Enterprise Architecture LH OPTIONAL LABOR Labor for Enterprise Architecture Support Services Task 15	1	Lot	\$106,000.00	\$106,000.00 NTE

TBD at time of Modification

POP: 1 October 2010 through 30 September 2011  
 FOB: Destination  
 SIGNAL CODE: A

TOT ESTIMATED PRICE	\$106,000.00 NTE
CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3005 OPTION	Travel for Enterprise Architecture COST Travel for Enterprise Architecture Support Services		Lot		

POP: 1 October 2010 through 30 September 2011  
 FOB: Destination  
 SIGNAL CODE: A

ESTIMATED COST	\$50,000.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3006	Other ODCs for Enterprise Architecture		Lot		
OPTION	COST				
	Other ODCs for Enterprise Architecture Support Services				

POP: 1 October 2010 through 30 September 2011

FOB: Destination

SIGNAL CODE: A

ESTIMATED COST

\$10,000.00

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
000101	Destination	Government	Destination	Government
000102	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
000201	Destination	Government	Destination	Government
0003	Destination	Government	Destination	Government
0004	Destination	Government	Destination	Government
0005	Destination	Government	Destination	Government
000501	Destination	Government	Destination	Government
0006	Destination	Government	Destination	Government
000601	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
1003	Destination	Government	Destination	Government
1004	Destination	Government	Destination	Government
1005	Destination	Government	Destination	Government
1006	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
2003	Destination	Government	Destination	Government
2004	Destination	Government	Destination	Government
2005	Destination	Government	Destination	Government
2006	Destination	Government	Destination	Government
3001	Destination	Government	Destination	Government
3002	Destination	Government	Destination	Government
3003	Destination	Government	Destination	Government
3004	Destination	Government	Destination	Government
3005	Destination	Government	Destination	Government

3006	Destination	Government	Destination	Government
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DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 01-JUL-2008 TO 30-SEP-2008	N/A	USTC/J6 - F3ST95 CRUPE, MICHAEL 508 SCOTT DR SCOTT AFB IL 62225-5357 618-256-4814 FOB: Destination	F3ST95
000101	POP 01-JUL-2008 TO 30-SEP-2008	N/A	N/A FOB: Destination	
000102	POP 01-JUL-2008 TO 30-SEP-2008	N/A	N/A FOB: Destination	
0002	POP 01-JUL-2008 TO 30-SEP-2008	N/A	USTC/J6 - F3ST95 CRUPE, MICHAEL 508 SCOTT DR SCOTT AFB IL 62225-5357 618-256-4814 FOB: Destination	F3ST95
000201	POP 01-JUL-2008 TO 30-SEP-2008	N/A	N/A FOB: Destination	
0003	POP 01-JUL-2008 TO 30-SEP-2008	N/A	USTC/J6 - F3ST95 CRUPE, MICHAEL 508 SCOTT DR SCOTT AFB IL 62225-5357 618-256-4814 FOB: Destination	F3ST95
0004	POP 01-JUL-2008 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
0005	POP 01-JUL-2008 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
000501	POP 01-JUL-2008 TO 30-SEP-2008	N/A	N/A FOB: Destination	

0006	POP 01-JUL-2008 TO 30-SEP-2008	N/A	USTC/J6 - F3ST95 CRUPE, MICHAEL 508 SCOTT DR SCOTT AFB IL 62225-5357 618-256-4814 FOB: Destination	F3ST95
000601	POP 01-JUL-2008 TO 30-SEP-2008	N/A	N/A FOB: Destination	
1001	POP 01-OCT-2008 TO 30-SEP-2009	N/A	USTC/J6 - F3ST95 CRUPE, MICHAEL 508 SCOTT DR SCOTT AFB IL 62225-5357 618-256-4814 FOB: Destination	F3ST95
1002	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1003	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1004	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1005	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
1006	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2001	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2002	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2003	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2004	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2005	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
2006	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3001	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

3002	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3003	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3004	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3005	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95
3006	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST95

## ACCOUNTING AND APPROPRIATION DATA

AA: 97X4930.FD50 6F8 70AB 124090 G62X00 43900 000000 667100 F67100 ESP:PD  
 AMOUNT: \$1,109,404.00  
 CIN F3ST958028AC010001: \$1,109,404.00

AB: 97X4930.FD50 6F8 70AB 128120 G642G0 43900 000000 667100 F67100  
 AMOUNT: \$222,000.00  
 CIN F3ST958028AC0100002: \$222,000.00

## 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)

### 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 39 months.

(End of clause)

Exhibit/Attachment Table of Contents

DOCUMENT TYPE	DESCRIPTION	PAGES	DATE
Attachment 1	Performance Work Statement	17	06-JUN-2008
Attachment 2	DD 254	2	30-APR-2008

WAWF INSTRUCTION

WIDE AREA WORKFLOW (WAWF)  
ELECTRONIC INVOICING INSTRUCTIONS

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

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

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

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

CONTRACT NUMBER:

DELIVERY ORDER NUMBER:

TYPE OF DOCUMENT:

CAGE CODE:

ISSUE BY DODAAC:

ADMIN DODAAC:

DCAA OFFICE:

SERVICE ACCEPTOR DODAAC:

PAY OFFICE DODAAC:

## SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:

CONTRACTING OFFICER:

ADDITIONAL NOTIFICATION:

ADMINISTRATIVE MATTERS

A. This is a Labor Hour Task order.

B. The Contractor's Staffing, Technical and Price Proposal dated 30 April 2008, including all revisions, is incorporated into this contract by reference. In the event of inconsistencies between the Performance Work Statement and the Contractor's Technical Proposal, the provisions of the PWS will take precedence.

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

D. INVOICE AND PAYMENT

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

E. Blocks 25 and 25. The total amount of this task order for the base period is \$1,455,215.00. The total contract value, including the base period plus 3 option years is \$14,438,038.00.

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

G. DD 254 is hereby incorporated as Attachment 2.



**Enterprise Architecture Support  
to Portfolio Management and the  
Corporate Services Vision Environment**

**RFTOP 08-07**

~~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.~~

~~Source Selection Information, See FAR 3.104~~

**Enterprise Architecture Support  
to Portfolio Management and the  
Corporate Services Vision Environment**

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## INTRODUCTION

Asynchrony Solutions, along with our partners, LMI, Venio, GeoLogics and Artel, are pleased to respond to USTRANSCOM's requirement to provide Enterprise Architecture Support to Portfolio Management and the Corporate Services Vision (CSV). We understand, and most importantly, believe that the CSV will make the Joint Deployment and Distribution Enterprise (JDDE) more adaptable, efficient, stable and effective. Adaptable and actionable Enterprise Architecture (EA) is the blueprint that will guide the CSV to support the JDDE through the next 10 to 20 years.

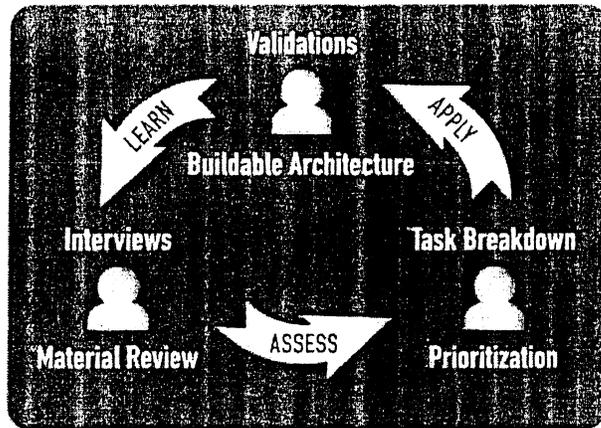
Actionable architecture is more than just documents. It enables faster, more informed decision making in meeting TCJ6's DPO Portfolio Management responsibilities. The Asynchrony Team brings an agile EA approach that will reduce tasks to repeatable, more manageable and solvable segments. Asynchrony is also one of the DOD's emerging thought and solution leaders in introducing corporate services technology that enables efficient and effective portfolio management decisions. To that end, our team will also bring the U.S. Army CIO-G6's SOA Foundation as an indirect partner. Mr. James Hennig, the CERDEC Chief Engineer supporting the Army's SOA Foundation, has informed us that upon our win, they are prepared to actively support USTRANSCOM in leveraging the Army's processes and technologies. This will enable faster delivery of initial capabilities pursuant to the CSV. Venio LLC, a member of the Asynchrony Team, is currently supporting the Army Materiel Command in their implementation of web services into the Army depots based on the concepts and technologies in the Army's SOA Foundation. The valuable processes and lessons learned in these engagements closely align with USTRANSCOM's CSV implementation objectives to support the JDDE.

The Asynchrony Team successfully met similar challenges that face USTRANSCOM in our work with other major DOD organizations, many of whom are already key stakeholders in the JDDE. Asynchrony and its team bring a mix of technical and functional expertise and far reaching connections throughout the DOD and commercial industries. We have longstanding EA relationships with three major organizations within the U.S. Army, the JDDE's principal stakeholder. Specifically, we have supported architectural activities and the introduction of service oriented architectures in the Army Material Command and the Army Logistics Innovation Agency, and supported the use of an architectural framework within the Future Combat Systems Program Office. We have also been the major contracting partner with the General Services Administration and with the NAVSUP, developing comprehensive EAs and applying this knowledge to their respective portfolio management decisions. In addition, one of our teammates has been the principal registrar of DISR and the developer of the DOD Technical Reference Model.

We understand your issues and are broadly engaged in the JDDE, the DPO, and the DTS. Asynchrony Team partners are actively supporting TCJ5/4 DPO integration and governance; TCJ6 Capability Based Analysis Teams; USTRANSCOM Strategy development; the TCJ6 Corporate Data Office eBusiness program; the USTRANSCOM AIT programs, both in TCJ5/4 and TCJ6; the management of USTRANSCOM's R&D and ACTD programs; and the USTRANSCOM Joint Distribution Process Analysis Center. The Asynchrony Team offers the right mix of fresh EA talent and vision, and functional JDDE experience to tackle the task requirements in this contract from *day one*.

## OVERALL APPROACH

EA is a critical decision support tool enabling effective portfolio and investment management. The USTRANSCOM CSV aims to improve these aspects of the EA by delivering a framework to facilitate the DPO support infrastructure’s transformation from stove-piped systems in an interface-oriented architecture to a capability-focused service-oriented architecture. The Asynchrony Team’s technical approach is crafted to enable requirements-based, outcome-oriented capabilities that drive a unified portfolio management and investment review process [See *Figure 1: Agile Approach, next page*]. Our approach, Agile Architecture Process, combines agile principles with Model Driven Architecture (MDA), a standardized methodology for the design and implementation of a SOA. During each spiral, we will execute multiple iterations divided into Learn-Assess-Apply phases [See *Figure 2 below*] to maintain agility in the development of the architecture. This process advocates the identification of high-value requirements that continually improve the JDDE.



**Figure 2: Repeatable Agile Architecture Process**

MDA is a standard approach for the design and implementation of SOA promoted by the Object Management Group (OMG). MDA calls for the development of increasingly detailed specification models of business behaviors in the Enterprise. This decomposition begins with a high-level business process and model, called the Computation Independent Model (CIM), and progresses to a Platform Independent Model (PIM), followed by a Platform Specific Model (PSM), and, in some cases, a Platform Specific Instance (PSI). By facilitating a business-focused architectural methodology that allows for further decomposition as needed, MDA eliminates the need for a comprehensive (and expensive) up-front EA development cycle and allows for focused investment in EA model development.

For USTRANSCOM, we will apply the first three levels of MDA in a tailored approach (**Table 1**). Each of the architectural layers will follow the same EA Conceptual Reference Framework (EACRF) to ensure traceability [See *Figure 3: MDA Approach Process, next page*].

USTRANSCOM Architectural Layers	Model Driven Architecture Layers
Enterprise Architecture	Computation Independent Model
Segment Architecture	Platform Independent Models
Solution Architecture	Platform Specific Model / Platform Specific Instance

**Table 1: MDA Tailored Approach**

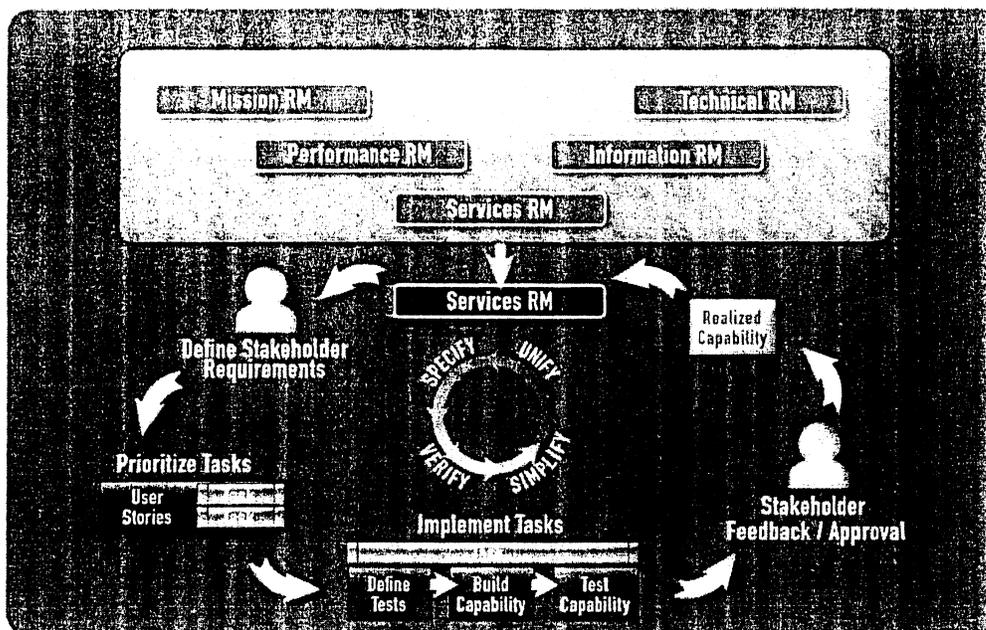


Figure 1: Agile Approach

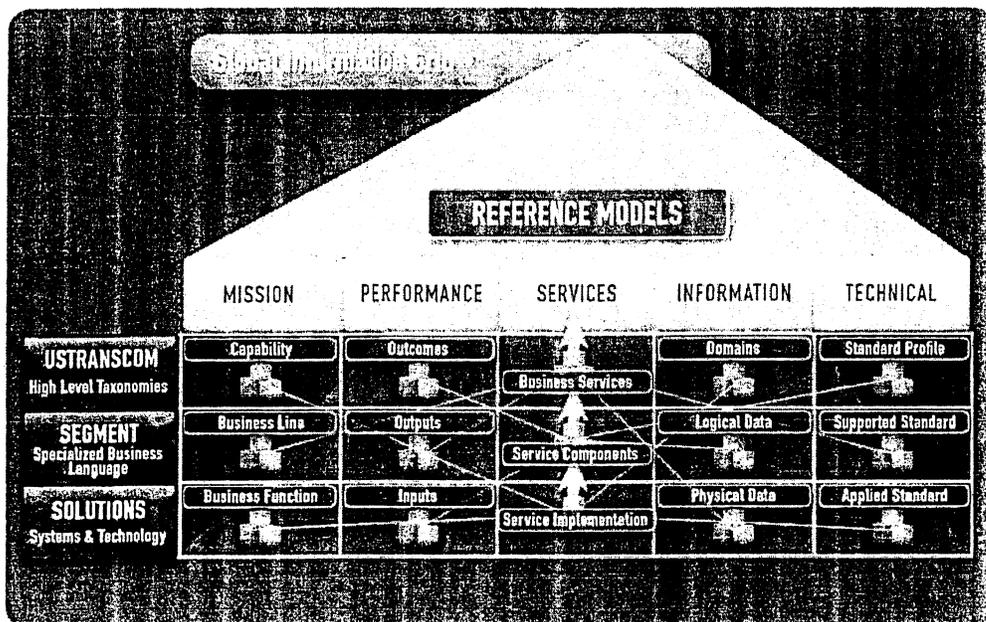


Figure 3: MDA Approach Process

The Enterprise layer will form top-level taxonomies in the EACRF that describe USTRANSCOM's business and maintain alignment with the Global Information Grid (GIG), the Federal Enterprise Architecture (FEA), and any other standards or federated architectures deemed appropriate in Spiral 1. The Enterprise layer supports portfolio and investment management. The Segment layer provides additional definition to the Enterprise layer, outlining specific services and how they are used. The models in this layer will be populated during Spirals 2 and 3 and will support high-level transition plans. The Solution layer shows alignment to the Enterprise business areas and where it complies with technical standards. It also defines PSMs with sufficient detail to prescribe a solution for a developer agent, which directly supports realization of deployed services.

Using MDA, the Asynchrony Team will apply iterative, agile principles to incrementally populate the EACRF. The resultant rapid construction of a "mile-wide, inch deep" Enterprise layer will allow subsequent EA development efforts to focus on command priorities and opportunities for portfolio optimization.

While these cyclic phases include a broad range of activity and skill requirements, as a team we bring functional experts who understand deployment, distribution, and sustainment; we have experienced technologists who bring enterprise architecture and SOA expertise; we have program managers who have successfully managed large agency-wide transformation projects; and we bring proven methodologies that incorporate industry-best practices to support continuous, measurable improvements to the JDDE. The team of functional and technical staff working to deliver products maintains emphasis on the business, avoiding "IT for its own sake". Short, outcome-focused, iterative product development cycles keep individual delivery scopes narrow. This narrow, short-term, outcome-based focus enables the continuous adjustment of investment priorities to maintain alignment with strategic vision and changing operational realities. When this approach is complemented by a flexible, Just In Time Staffing strategy with surge and reach-back capabilities, the result is a rapid succession of artifacts that focuses EA and solution development in areas that create the greatest value.

**Our response to Task Area 1 follows Task Area 15.**

### **1.3.2 CSV Spiral Implementation**

This section describes how the Asynchrony Team will refine the existing conceptual view of the USTRANSCOM reference models to align with the CSV; transition the EACRF to prescriptive reference models; and expand and utilize the reference models and transition architectures.

#### **1.3.2.1 Spiral 1: Transition USTRANSCOM EA**

The first spiral establishes the roadmap for all EA development. We will begin the refinement of the existing conceptual view of the reference model by learning what currently resides in the existing Information Resources Management Data Repository, assessing the status of the IRMDR by defining USTRANSCOM's requirements for, and projected outcomes of, an EA program and validating the EACRF against these requirements. We will apply industry best practices and the results of our assessment to expand the EACRF and write a configuration management plan (CMP) to maintain the EA and its associated artifacts [*See Figure 4: Spiral One Process, next page*].

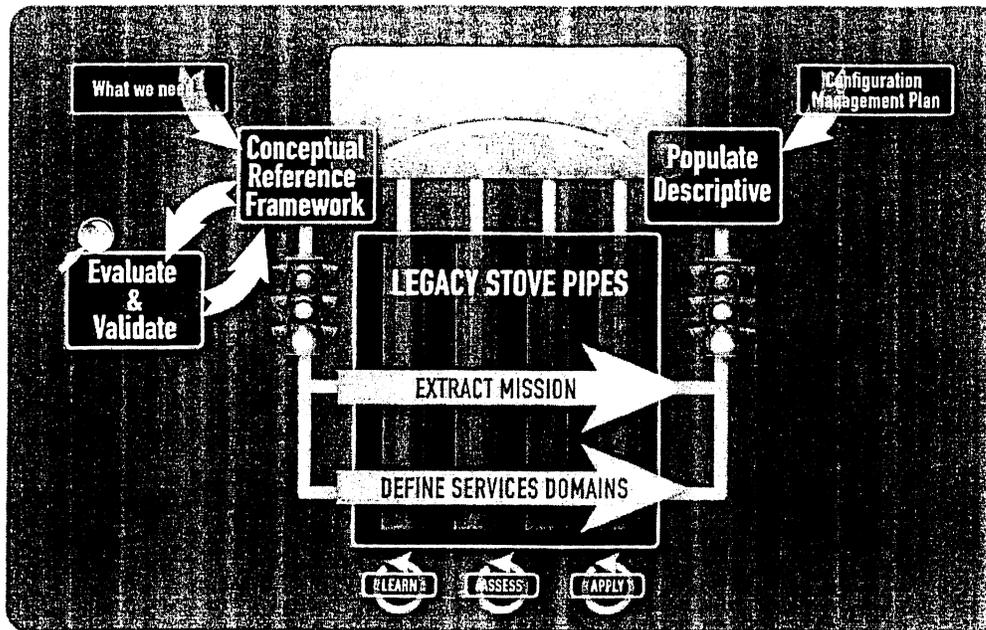


Figure 4: Spiral 1 Process

### 1.3.2.1.1 Validate and Expand the EACRF

The content in the EACRF should reflect the primary drivers for building an EA. Every component and information element in the EACRF, and eventually in the prescriptive architecture, must serve a purpose and should be viewed in light of pragmatic requirements.

**Table 2** below illustrates required characteristics of an EACRF component.

<b>Provide common language and consistent definitions in reference models to be used throughout the organization</b>
<b>Capture and manage new requirements and capabilities to solution delivery</b>
<b>Translate EA models into a clear prescriptive path for a deployable and robust service catalog</b>
<b>Facilitate portfolio analysis for identifying enterprise capability gaps and opportunities for consolidation and optimization of IT assets</b>
<b>Generate required artifacts for proof of EA alignment to the GIG for DOD Investment Review Board/Defense Business Systems Management Committee (DBSMC) and the FEA for OMB Exhibit 300</b>

**Table 2: EACRF Component Characteristics**

The Asynchrony Team will begin this task by producing a work breakdown structure that identifies the necessary interviews to conduct, the IRMDR elements to evaluate, and the overarching principles and reference models to review. We will then develop a timeline to deliver an interim conceptual framework with tool suite recommendations and a baseline conceptual framework, including an executive summary, baseline principles, and reference models. We will evaluate the existing Government-provided EACRF and artifacts for depth and completeness. We will interview stakeholders and EA customers to determine EA program requirements for integration with IT investment management and solution delivery. As the requirements are defined, we will evaluate the capability of the existing IRMDR to produce and integrate all of the necessary architectural artifacts and reference models. Upon completion of the interviews, we will develop an interim EACRF which will be vetted with TCJ6 through a workshop focused on producing a Government-approved EACRF baseline.

We will hold, at a minimum, monthly EACRF progress meetings to report progress and track issues and resolutions and document assigned action items. Our Team has conducted similar pragmatic evaluations for NAVSUP and GSA focusing EA development on the questions most relevant to the organization's requirements, avoiding costly models representing lower-value capabilities. GSA, for instance, focused their EA development on defining their business architecture (MDA's CIM), then enhanced their financial management capabilities through a reference implementation (MDA's PSI). NAVSUP determined it needed to define a system's interfaces (SV-1), and only investigated the underlying data exchanges when planning the transition plan to Navy ERP.

For this task, we will deliver an assessment project plan, an interim conceptual framework, an evaluation and recommendations report for the IRMDR tool suite, a baseline conceptual framework, and monthly EACRF progress reports. We will also provide recommendations for the IRMDR tool for any necessary adjustments or further expansion, including definitions, descriptions and standard operating procedures.

### **1.3.2.1.2 Populate EACRF**

In order to rapidly and accurately transition the EACRF from a requirements to a solution-oriented framework, the Asynchrony Team will focus on populating a taxonomy for each of the reference models by unifying concepts discovered during the interview process and IRMDR review. We will focus on building breadth in the CIM Enterprise layer so a number of different perspectives (capability, mission area, and service domains) can be used for portfolio analysis. This perspective needs to provide enough detail so that incoming requirements from the Enterprise Requirements Review Council (ERRC) can be mapped, analyzed and eventually incorporated as a prescriptive solution framework with a transition plan. We anticipate that other foundational MDA layers will be initially built out from existing resources. The Technical Reference Model, the foundation for PSM layers of the architecture, will leverage Defense IT Standards Registry (DISR) and existing USTRANSCOM solution maps in the IRMDR. Where possible, we will leverage industry-accepted and domain-specific standards to populate reference models; this will facilitate federated information and capability sharing between USTRANSCOM and its many JDDE partners and customers. Similar to the work performed by LMI for the Army Integrated Logistics Agency's data strategy, the Asynchrony Team will leverage best practices and standards, such as Machinery Information Management Open Systems Alliance (MIMOSA) and United Nations Centre for Trade Facilitation (UN/CTFACT) Core Components specification, as the foundation for the Command's information architecture. All population decisions and activities will be documented, along with issues, action items and resolutions, through the monthly EACRF meetings described in the previous section. We will initially use a web-based action item tracking log incorporated in Asynchrony Ace management portal until the Configuration Management Plan (CMP) is in place.

For this task, we will deliver recommendations for the inclusion of industry standards; an EACRF reference model that incorporates all ERRC requirements; a compiled taxonomy for each reference model specified in the EACRF loaded into the IRMDR; a series of mappings that link the reference models specified in the EACRF; and monthly EACRF progress meeting reports.

### **1.3.2.1.3 EA Configuration Management (CM) Plan**

CM is guided by a process that incorporates governance and validation tools. The Asynchrony Team has supported and maintained EA repositories for Government and commercial customers and understands the configuration complexities within large artifact collections developed for multiple audiences and usages. We believe that using existing CMPs both lowers risk and reduces costs through leveraging proven components.

We will begin this task by building upon what we learned about existing governance structures during the first task of Spiral 1, defining the interfaces with the EA Configuration Control Board (CCB), and articulating the products needed to enable collaboration between the two (typically high-level CIM artifacts). For example, the ECMB reviews and approves all changes in capabilities, which will be included in the Mission Reference Model. TCJ6-A chairs the Distribution Data Community of Interest and maintains the JDDE taxonomy. They will heavily influence the Enterprise layer of the Information reference model. For lower level (PIM to PSI) architecture elements, such as a transition architecture for a business segment or a solution, CM should occur at the project level until the project has been reviewed and approved or the PIM has been validated and promoted into the prescriptive architecture. The CM plan will address this customization process by first identifying the level of the configuration items. Then, the

appropriate change control processes and audit procedures will be established according to CM best practices outlined by Software Engineering Institute in Capability Maturity Model Integration (CMMI).<sup>1</sup> All configuration change requests and decisions will be logged and published along with each architecture release.

The Asynchrony Team is experienced with this process. Teammate LMI has produced detailed CMPs for the GSA and NAVSUP enterprise architectures that were integrated into existing governance structures, as well as detailed software CMPs for extensive ERP implementations at the U.S. Courts Administrative Offices and Health and Human Services' Centers for Medicare & Medicaid Services.

For this task, we will deliver an EA configuration management plan that aligns with the governance structures outlined in the latest Corporate Portfolio Review Process and discussed in Task 5 of this proposal.

### **1.3.2.2 Spiral 2: Transition EA Conceptual RM to Prescriptive RM**

The major task in spiral 2 is to transform the descriptive architecture developed in spiral 1 into a prescriptive vision that prescribes USTRANSCOM's course of action. Leveraging our agile process, we collaborate with stakeholders to identify and obtain buy-in on areas in the descriptive environment that are ripe for service orientation and reflect USTRANSCOM's current priorities. We will add further definition to the EA by developing Segment and Solution architecture level artifacts for high-priority areas. [See *Figure 5: Spiral 2 Process, next page*]

#### **1.3.2.2.1 Maintain and Populate the EACRF**

The Asynchrony Team will maintain and populate the EACRF through three related tasks. First, we will continue to incorporate requirements generated by the ERRC and provide analysis support. Second, we will iteratively expand the depth of the EACRF. In line with our pragmatic approach, we will identify high-value capabilities and build out the segment architectures. We will focus on identifying gaps where new requirements are needed, or where duplicative activities exist. Third, we will maintain mappings to external architectures and standards. Defense Business Transformation Agency releases a new Business Enterprise Architecture version annually (BEA); the DISR is updated on a quarterly basis; OMB releases an update to the FEA at least on an annual basis. USTRANSCOM will need to maintain mappings to these architectures to streamline the architecture alignment proofs required by the JCIDS and OMB 300 documentation (previously described in spiral 1). All of these updates will be uploaded into the IRMDR, and Asynchrony will prepare monthly progress reports.

For this task, we will deliver an EACRF that includes all ERRC requirements, continual updates loaded into the IRMDR, a monthly metric to demonstrate EA completion, and monthly EACRF progress meeting reports.

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<sup>1</sup> Carnegie Mellon University Software Engineering Institute. *CMMI<sup>SM</sup> for Systems Engineering Software Engineering* (Version 1.02). November 2000. p.182.

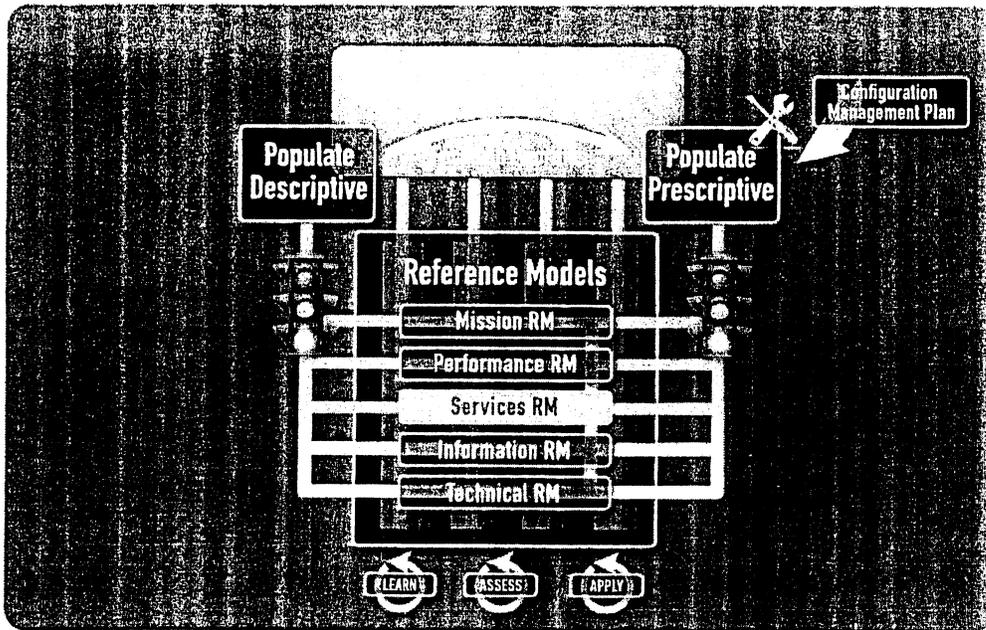


Figure 5: Spiral 2 Process

#### **1.3.2.2.2 Transform the EACRF into a Prescriptive (Solutions Oriented) Reference Model**

Transforming the EACRF into a Prescriptive Reference Model involves using the details of the EACRF Enterprise layer to develop Segment and Solution level artifacts that characterize the services needed to automate or accelerate targeted capabilities of the business model.

The Segment architecture may account for such things as requirements, system components, component interfaces, and high-level protocols. The Solution architecture adds specificity to the Segment architecture. It specifies choices in middleware technologies, database technologies, client software, application servers, implementation languages, hardware platforms, and networks. These artifacts will be included in the IRMDR and traced back, as the MDA approach promotes, to the relevant EACRF artifacts. Fully developed, these artifacts prescribe the different aspects of the envisioned solution: what services need to be provided, what technical products are needed to implement the services, and the interface required to access the services. We will release the prescriptive architecture early and often to facilitate stakeholder socialization and transition to the new prescriptive baseline.

For this task, we will deliver an interim and baseline prescriptive architecture based on the conceptual framework; continual updates to the IRMDR; a framework with an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements; and monthly EACRF progress meeting reports.

#### **1.3.2.2.3 Transition Architectures**

Resource and budget constraints make it impractical for USTRANSCOM to implement its complete solution architecture for their existing portfolio. The implementation of services should be planned and executed in a succession of prioritized projects. For each project, a transition architecture will specify how the services (via new development or legacy system service adapters) fit in the current environment [See *Figure 6: Transition Architecture Process, next page*]. The Asynchrony Team's Agile Architecture Process will create a standard transition template that caters to current USTRANSCOM operational realities. As the ECMB and ERRC approve a project based on high value services that continually improve distribution enterprise capabilities, the Asynchrony Team will provide a ROM for the appropriate mix of functional and technical expertise needed to produce the Transition Architecture. Once the government approves the project, the template will be used to produce the transition architecture.

#### **1.3.2.2.4 EA Configuration Management**

The Asynchrony Team will execute the Configuration Management Plan developed in spiral 1 (see section 1.3.2.1.3). All configuration decisions and changes will be logged in the IRMDR Tool Suite and a report will be generated on a monthly basis to communicate changes to architecture artifacts and approved EA development activities.

#### **1.3.2.3 Spiral 3: Execute EA**

The third spiral expands and uses the Prescriptive Reference Model (PRM) and Transition Architecture(s) developed in Spiral 2. [See *Figure 6: Spiral 3 Approach, next page*]. This spiral becomes a self-sustaining agile cycle where we identify opportunities and requirements (Learn), plan and validate the transitional architecture (Assess), and build solutions to deliver a targeted service catalog for USTRANSCOM and their trading partners (Apply).

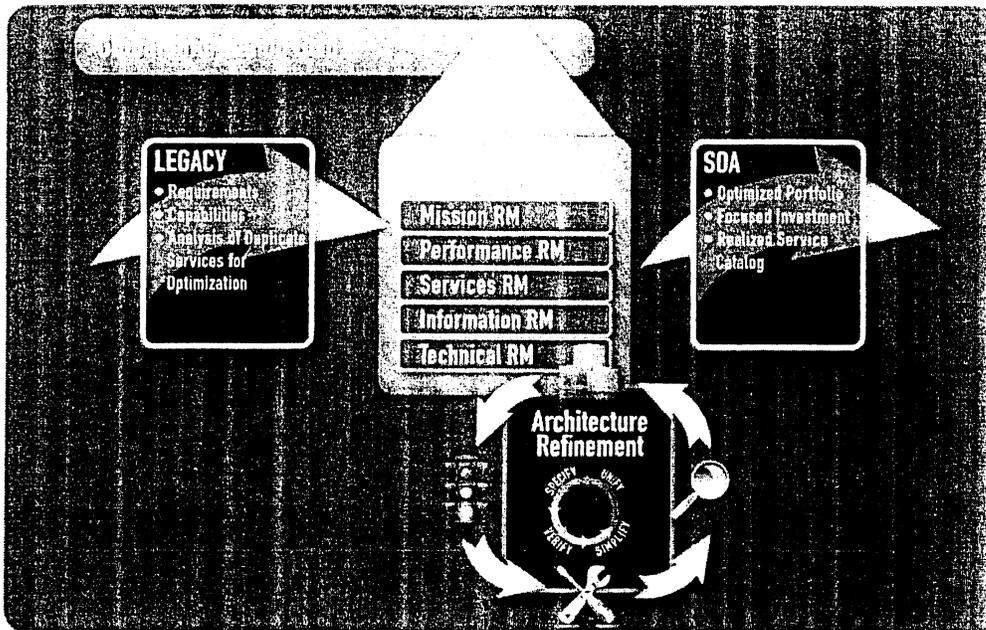


Figure 6: Transition Architecture Process

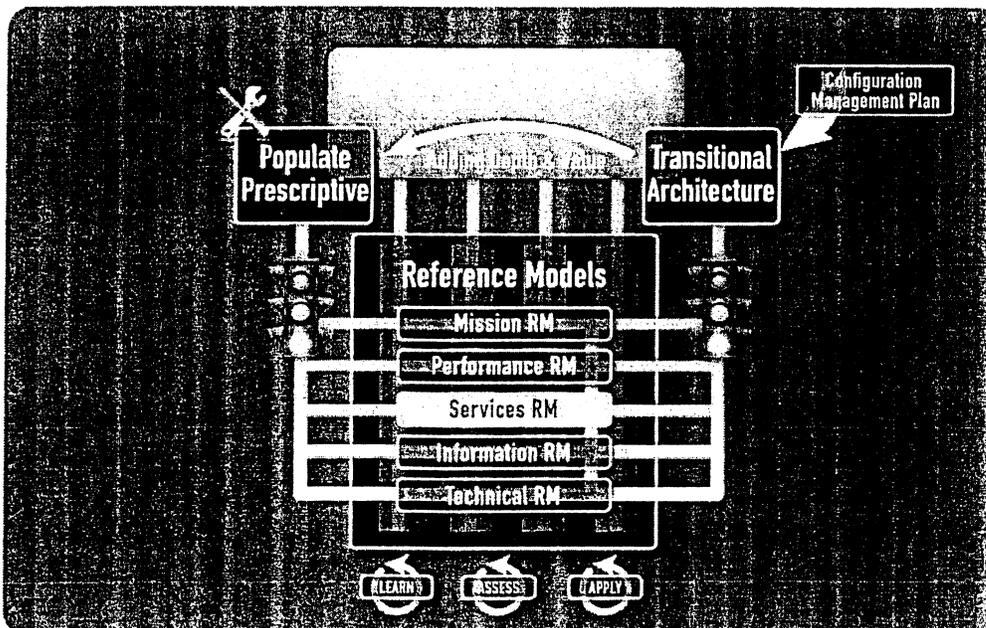


Figure 7: Spiral 3 Approach

#### **1.3.2.3.1 Maintain the EA Prescriptive Framework**

As we continue applying our iterative, Agile Architecture Processes to populate the prescriptive framework in the IRMDR, we will document areas for potential optimization, collect stakeholder feedback, and monitor technical execution and effects. Each task provides inputs for future prescriptive developments. The Asynchrony team will analyze the potential upstream impacts, make investment recommendations based on standardized assessment templates (See 1.3.2.3.6), and place all identified opportunities into the IRMDR for the purpose of tracking and reporting. GSA, with the help of LMI, uses the System Architect system (SA) to report task completion status, incorporating their effect analysis into each architecture release to comply with OMB mandates. With the Government's concurrence, we also plan to use SA as an analysis tool to augment data and information capture. SA illustrates duplication and gaps in capabilities.

For this task, we will deliver regular updates to investment and project recommendations based on our technical execution and effect reviews and report monthly EA completion and impact metrics.

#### **1.3.2.3.2 Analyze Requirements for ERRC and ECMB**

Requirements analysis is a collaborative process. The ERRC and ECMB generate new requirements and capabilities to support future operations. To facilitate a collaborative exchange, the Asynchrony Team will leverage the same templates used for congruency analysis (see Tasks 1.3.3 and 1.3.4) to support requirements analysis and ensure that we are delivering consistent products. We will develop a standardized analysis template outlining requirement/capability proposals against the USTRANSCOM reference models, cross referenced with the existing legacy environment. This will reveal effective alignment and federation strategies and potential implications for the Enterprise level models. We will develop a ROM that outlines the financial and staff resources necessary to develop transition architecture and eventual IT investments for ERRC and ECMB approval. For NAVSUP, a new information assurance (IA) requirement highlighted applications that needed platform upgrades. LMI's EA analysis revealed that it also provided opportunities for system consolidations since major upgrades were involved.

For this task, we will deliver a standard requirements analysis template and ROMs for the resources required to produce the transition architecture.

#### **1.3.2.3.3 Population of Prescriptive Reference Model (PRM)**

The Asynchrony Team will incrementally populate the PRM, continuously identify opportunities through PRM analysis, analyze ERRC requirements and ECMB capabilities, and incorporate transitional architectures. In accordance with the CMP, the requirements, artifacts and architectures will be integrated into the IRMDR (we will provide a ROM prior to producing any transition architectures as indicated in 1.3.2.3.4). We will continue to report monthly configuration management measures and completeness metrics to validate PRM population progress.

For this task, we will deliver monthly reports articulating PRM progress and completion, including CM details related to IRMDR actions. Where requested, we will produce a ROM prior to developing a transition architecture.

#### **1.3.2.3.4 Transition Architectures based on Corporate Priorities**

Transition architectures add depth and definition to the prescriptive architecture and guide solution development by focusing on a slice of the business. Each candidate project approved by the ERRC and ECMB will have an established charter based on a standard template that includes the following: corporate priority definition, contribution to the PRM, roles/responsibilities, timeline, measurement/success criteria, an outline of the project management criteria refined from the ROM, and anticipated USTRANSCOM operational outcomes. The project charter template will include boilerplate project management practices including roles, responsibilities, timelines and measurement protocols/success criteria. All project materials will be incorporated into the PRM.

For this task, we will identify candidate projects (including a timeline and evaluation criteria), develop transition architectures (after providing a ROM and receiving approval), and deliver a boiler plate project charter that defines scope and contribution to the PRM.

#### **1.3.2.3.5 Technical Execution and Effects Review**

Effective EA Governance includes an audit and review process to ensure that approved portfolio elements adhere to EA requirements, particularly with regards to alignment to the PRM. The Asynchrony Team will develop and define appropriate Technical Assessment criteria and templates to ensure consistent application of standards and controls defined in our layered architecture in support of the IT Investment Requirements and Solution Decision Cycle. Once these criteria are approved by the Government, they will be used to evaluate the delivered solution against the agreed upon transition architecture and the requirement/capability defined at the onset of the project. We will also perform an initial analysis of project outcomes to determine if the anticipated benefits documented in the project charter and defined in the PRM were actualized. Upon successful review, a project summary and recommendation will be delivered to the governing board for concurrence and to the EA CCB for transitional architecture promotion into the PRM. Where appropriate, the Asynchrony Team will recommend the implementation of automated validation tools as part of the standard technical assessment against solution architecture definitions to further streamline the evaluation process. This approach has a proven success record and has been demonstrated by the SOA Foundation – Army project, as referenced in our Introduction.

For this task, we will deliver technical assessment criteria for evaluation of solution deliverables to confirm degree of developer compliance, documented compliance in the form of a metric and template for government approval. When requested we will also project assessment summaries and recommendations.

#### **1.3.2.3.6 CSV Enterprise Architecture**

Regular communication of the CSV is necessary for sustaining the vision and encouraging collaboration with stakeholders. As the maintainers of the IRMDR tool suite, the Asynchrony Team will electronically publish the architectural artifacts, analysis reports, status of ongoing initiatives, CM details, governance processes, meeting minutes and assessment templates in an accessible, web-based environment. At GSA, a collaboration portal is a vital component to GSA's communication strategy, as well as a parallel feedback mechanism to capture opportunities outside of standard workshops. A similar strategy was employed for the Army CIO G/6 initiative which deployed a SOA-Foundation portal to assist the Community of Interest (COI) in understanding current process guidance and policy.

For this task, we will deliver regular updates to a CSV portal, including but not limited to architectural artifacts, analysis reports, status reports, configuration management details, governance processes, meeting minutes and assessment templates.

### **1.3.3 & 1.3.4 Analyze DPO and DTS Requirements for ECMB & the ERRC**

New or changing requirements and potential solutions may overlap with existing capabilities, may generate new demands on limited resources, and may conflict with other Command and JDDE business or technology priorities. In order to make informed investment decisions, TCJ6 needs to assess if, or how completely, a specific JDDE capability requirement (functional or technical) fits in either the conceptual or prescriptive architecture. We view the PWS requirements in Task Areas 3 & 4 as one suite of activity, differentiated only by the DTS and DPO domain knowledge required. The nature of the congruency analyses is similar, but the expertise we apply may differ depending on the knowledge needed to address specific requirements.

Our methodology for performing congruency analysis on systems and other IT related requirements will be as follows:

- 1) **Develop a standardized data collection analysis template** detailing the specific structure and format of our approach, employing the USTRANSCOM conceptual and evolving Prescriptive views of the Reference Models and identifying alignment strategy. We will provide this template to the government for approval within 15 days of the start of the contract and will be continuously refined as necessary.
- 2) **Decompose Requirements.** Once the Government identifies one or more requirements for analysis, we will use the approved template and initially decompose the target requirement into activity level or SCOR level 2 or 3 elements.
- 3) **Map to Reference Models.** We will then map each element against the corresponding process, technical and data components of the seven reference models. The model applicability will vary depending on scope and nature of the requirement.
- 4) **Analyze and Assess.** We will use best operator examination assessment, object modeling, or comparative analysis to identify duplication, redundancies and gaps to similar process, technical or data flows in the reference models. We will validate the requirement and cross reference with the existing legacy environment, current initiatives and ongoing efforts within transition architectures. Concurrently, we will analyze the prescriptive architecture *horizontally* for consolidation opportunities within each reference model and *vertically* for how elements in each reference model support that particular business line.
- 5) **Document the Results.** We will document the congruency analysis results in the USTRANSCOM suite of tools including ARRIS, ERWin, Cold Fusion, and CRIS. We also plan to use System Architect (SA) as an analysis tool to augment data and information capture. SA will illustrate duplication and gaps in capabilities. Similar to our GSA congruency analysis, we developed explorer diagrams in SA displaying relationships between EA definitions and diagrams stored graphically in the repository. These diagrams [See *Figure 8: Illustration of How EA Views Can Identify Gaps, next page*] clearly communicate the results. Analysis findings will be prepared in our template or other format (graphic or text) and delivered to TCJ6. We will input the results into IRMDR Tool Suite upon Government approval.

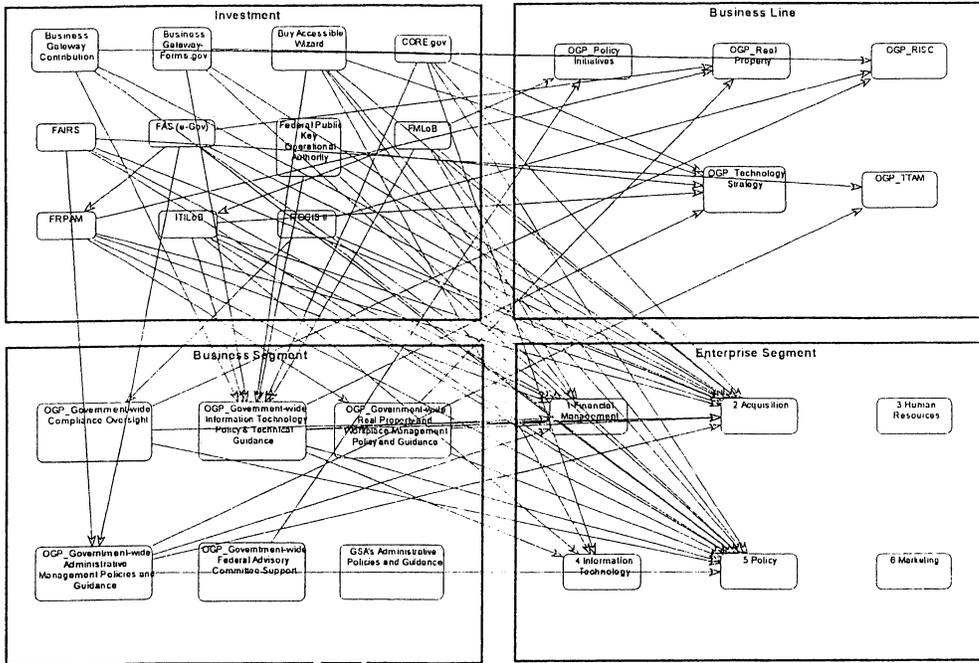


Figure 8: Illustration of How EA Views Can Identify Gaps

### **1.3.5 Governance**

Governance is a fundamental component of sound EA practice. Governance for the JDDE EA and CSV support is also intertwined with broader governance issues for TCJ6, both horizontally and vertically. The horizontal layer represents both the internal USTRANSCOM and DPO corporate governance activities, including the Command review and decision activities, such as the IT Investment Requirements and Solutions Decision Cycle. Vertically, the EA governance for TCJ6 operates within the broader DOD and federated EA governance practices, especially in consonance with the BEA. The Asynchrony Team knows that TCJ6 wants more than a meeting “note-taker” for this Governance task. Rather, we propose to provide a knowledgeable EA governance agent who understands the texture of all the vertical and horizontal governance layers and the broad context of EA issues across the community. Our Team has no learning curve in this area as we have worked with other major DOD partners in building effective governance programs, and we are intimately involved today in USTRANSCOM’s evolving corporate governance activities.

The Asynchrony Team provided policy and procedural documentation that established SOA governance in the Army’s PM Battle Command (PMBC). This work enabled the PM BC to effectively institute a governance framework around their existing stove-piped portfolio in order to begin migration to a horizontally federated system of systems based upon a capability-focused SOA. The PM BC SOA governance was the basis for the broader CIO-G6 Army SOA Foundation. We will be able to leverage this work in our support of USTRANSCOM’s EA governance needs.

- 1) We will provide guidance and instruction in the form of development and compliance toolkits, pilot services support and targeted development assistance.
- 2) For the AISG, we will, if requested, develop policy statements, drafted regulations, and associate instructions and documents required to effectively govern.
- 3) As the technical standards and EA-applicable reference models mature or evolve – for example, in the release of the BEA V5.0 in March – we will help the AISG assess and address Architectural Compliance, Impact Assessment, Information Assurance, and Engineering controls requirements.
- 4) As approved by the Government, we will proactively participate in the bi-weekly Government led Architecture Integration Steering Group (AISG), the Information Technology (IT) Investment Requirement and Solution Decision Cycle or other Government led meetings as required. We will deliver meeting minutes stating actions or resolutions or other meeting artifacts within one work day following the event.

### **1.3.6 Information Exchange Meetings**

Demonstrating, presenting and socializing the DPO EA framework at professional forums is a knowledge multiplier for USTRANSCOM’s EA effort. These professional exchanges serve not only to deliver the DPfM message, but also to bring a marketplace of EA ideas and experience to TCJ6 at a minimal cost. This effort is also a key component of the DPfM’s contribution to the DODI 5158.06 mandate for the DPO to lead the JDDE COI in the distribution transformation. The Asynchrony Team is experienced and fully qualified to support this outreach effort. Every one of the Team’s task leads has long-standing experience in engaging and meeting with senior and professional audiences to share domain knowledge, as demonstrated in our Staffing

Approach – Generic Resumé Section. By focusing not just on conveying information, but making sure the EA message and products are effectively understood, our support will enable DPFM management activities. Our support under this task will include the following:

- 1) Develop an EA Information Exchange Communication Plan - We will prepare a draft plan to TCJ6 within 30 days of start of contract and periodically update as required.
- 2) Develop the presentation artifacts - Through the ad hoc use of the Asynchrony Team's dedicated graphics group, we will utilize design, graphics and communication experts to enhance the communication of the EA's technical and policy information.
- 3) The Asynchrony Team will provide presentation materials and content for review and approval prior to delivering any demonstrations, presentations or information exchange sessions to any appropriate forum.

We will attend Government and private national forum meetings, present briefings and provide meeting follow-up documentation per USTCP 33-2 Communications Guide instructions/formats for the purpose of demonstrating the USTRANSCOM EA Framework, challenges, lessons learned and way-ahead.

### **1.3.7 EA Information Management**

Configuration and knowledge management of the EA artifacts is critical to the entire USTRANSCOM EA effort. The Asynchrony Team will provide an experienced data base administrator to manage, populate and maintain the IRMDR tool suite. This position will report directly to our Architecture Team Lead. From the very start of the task, as we collect, review, and analyze historic and current documentation for Spiral 1, we will catalog these artifacts and findings in the IRMDR Tool Suite. We will provide document retrieval and when determined appropriate, archive specified documentation. Artifacts include but are not limited to information stored prior to this contract, Conceptual Framework, Prescriptive Reference Model, Transition Architecture and any documents directed by the Government and the Asynchrony Team to support ECMD and ERRC activities and other information requirements. Accurate and timely management of artifacts, as they are developed in support of the Spiral Life Cycle, ensure access to the correct documentation for Course of Action (COA) and investment decisions within the EA process. As this process of collection and analysis continues for all three EA Spirals, our Team will continue to plan and handle short-term requirements to enter, maintain, and retrieve artifacts.

### **1.3.8 Alternate Functional Area Communications and Computer Systems Manager (FACCSM) Duties**

We will provide a fully qualified FACCSM to support the TCJ6-A primary FACCSM as directed within the PWS. We will staff this position with an experienced system administrator who is highly knowledgeable in Microsoft Office tools and other common desktop applications and who will have skills similar to a Help Desk staff member. Our FACCSM support person will also be trained and conversant on all pertinent USTRANSCOM policies and procedures to include USTRANSCOM Instructions 31-8, 33-16 and 33-36, and USTRANSCOM Regulation 700-4. If deemed necessary by the Government representative, our FACCSM will complete the training required by the USTRANSCOM Network Office. Our FACCSM will be prepared to be the focal point and recognized spokesperson with TCJ6 FACCSM on all TCJ6-A Automated Data Processing Equipment (ADPE) operations and other maintenance matters. Our FACCSM will also support the TCJ6 Equipment Custodian (EC) and ADPE users as necessary to ensure the

command maintains proper accountability, interoperability, maintainability, and security of computer hardware and software.

### **1.3.9 & 1.3.10 Portfolio Management Support for DPO & DTS Business Case Analysis**

USTRANSCOM's Capability Based Assessment Team (CBAT) activity is an essential DPO and DPfM endeavor that contributes to the community's understanding of core requirements and capability needs. TCJ6 needs contractor support that immediately understands the role and activities of the CBAT and contributes premium EA intellectual capital to the CBAT processes. We understand our role in this task will be to determine the impact of the CBAT subject on the architectural views and information associations. Our Team members have supported every USTRANSCOM CBAT since the DPO role was assigned to the Commander USTRANSCOM. As in our support for Task Areas 3 and 4, our proposal views the PWS requirements in Task Areas 9 and 10 as one suite of activity, differentiated only by the DTS and DPO domain knowledge required; the expertise we apply may differ depending on the specific requirement being assessed and the knowledge required to address it. We will perform this task from both functional and technical perspectives with focus on impact to the USTRANSCOM EA. Our functional and technical team members will use their experience to scope the problem set to determine the impact and proper level of effort in addressing the potential changes to the architectural views.

We will complete the following activities in order to support CBATs and other designated working groups:

- 1) Scope, research, interview and document various architectural views/information associations with a goal of defining and understanding key elements of the specific CBAT in consonance with other functional and technical CBAT members.
- 2) Develop a CBAT EA information collection template and plan tailored to the EA reference model elements.
- 3) Conduct information search and collection, using interviews, surveys, template, and other EA task resources such as the congruency analyses.
- 4) Analyze and assess the data/information to identify needs, gaps and redundancies against conceptual and prescriptive views of the architecture. We will articulate point of need effects through baseline performance measurements and align them with likely prospective DOTMLPF-P changes and recommend solutions.
- 5) Develop and consolidate recommendations and catalog the results for entry into IRMDR.
- 6) Integrate approved findings into USTRANSCOM EA.

Our staff is well versed in rough order of magnitude (ROM) development and will be ready to provide an estimate for resources required for producing the transition architecture as requested for each Government approved project.

### **1.3.11 DOD Architecture Framework (DODAF) Product Support (Optional Task)**

For this optional task, USTRANSCOM may need the Asynchrony Team to assist in building the strongest argument to justify or validate USTRANSCOM ACAT programs at OSD and Joint Staff levels. These mandatory submissions require an array of DODAF products, such as OVs, SVs, and TVs to accompany the justification package and we will extract this information from the IRMDR Tool to produce these required documents. The Asynchrony Team has proven success within the USTRANSCOM support community on JCIDS development and has extensive experience at USTRANSCOM in supporting both the development of the JL(D) JIC

and in building the successful justification for the JDDOC to the JROC in 2004. As demonstrated in our Past Performance Section, we bring an in-depth knowledge of the DOD Acquisition Series 5000 documentation and processes and of DODAF views supporting ACAT projects. We will leverage this knowledge to work with TCJ6 and system program managers to provide or tailor the required DODAF artifacts from the IRMDR.

When directed by the Government, the Asynchrony Team will provide a ROM proposal breaking out the labor categories, rates and number of hours to accomplish this task work.

### **1.3.12 and 1.3.12.1 EA Federation and Investment Support/Compliance**

USTRANSCOM's EA does not exist in a vacuum. Under the DOD's overarching EA construct, there is an expectation that Agency and Component EAs retain significant autonomy within the boundaries of their respective Enterprises. However, across the DOD, Enterprise touch points are also "risk points". Processes, technology, data and information exchanges are all subject to EA dissonance if the respective EAs are not aligned or configured. TCJ6 needs support to ensure the USTRANSCOM EA, through all life cycles, maintains a configuration consistent with the federation of EAs touching the USTRANSCOM enterprise.

As depicted in our past performance, our Team is deeply experienced in providing federated architecture support with many organizations that have touch points with USTRANSCOM today. This allows us a significant vantage point to stay on top of real or potential changes to the architectures of those organizations. Our approach to maintaining a configuration control process with the EA Federation is as follows:

- 1) **Establish and maintain a situational awareness** of changes that are planned or have occurred in any architectures or reference models touching or impacting the USTRANSCOM EA, such as Joint Staff, OSD's BEA, DLA, services and COCOM's logistics-related architectures. We will do this both directly through monthly, one-on-one or group level communication with the other organizations, and indirectly by review and examination of produced artifacts.
- 2) **Create and maintain a change matrix** to document pending or actual modifications to any federated architectures. We will then conduct a two-stage congruency analysis for EA compliance in support of IRB and DBMSC activities: First, we will conduct a baseline triage to assess a potential impact on the USTRANSCOM EA using high level activity or mission area taxonomies and categorization schemes. Once we determine there is a potential impact, we will then complete a more comprehensive analysis to identify specific impacts on USTRANSCOM EA artifacts. The results of this review will also be used to complete a compliance review, quarterly or as otherwise required, between the USTRANSCOM EA and the BEA. This compliance review will be completed in accordance with Business Transformation Agency direction to support a DPfM presentation or review at the DOD Investment Review Board/Defense Business Management System Council level.
- 3) **Schedule and convene a USTRANSCOM EA Configuration Control Board** to review and reevaluate identified federation changes and impacts. We will facilitate the meeting, under a TCJ6-A Chair, to document recommendations for action and publish the results.
- 4) **Maintain**, through the use of USTRANSCOM's approved architecture tool, the existing federation established between other disparate architectures. With Government approval, the Asynchrony Team will provide updates to any architecture alignments.

5) **Document.** In addition to the compliance reviews and configuration control board minutes, we will prepare a monthly EA Federation status report for delivery to the TCJ6.

As requested, the Asynchrony Team will provide a ROM proposal breaking out the labor categories, rates and number of hours to accomplish the production of DODAF products.

### **1.3.13 Functional Architecture Support**

The practical application of any Enterprise Architecture spans the technical and functional domains. One test of the soundness of the USTRANSCOM EA effort is the ability to provide real-world solutions to real business needs. TCJ6 wants to draw upon the functional experience and talent of its EA contractor's functional architects to work with the TCJ3, TCJ5/4, and other internal and external functional stakeholders of the architecture to solve distribution problems. The Asynchrony Team is already best positioned to meet that need. As a result of our partner's current contracts with USTRANSCOM, our team brings rich experience in USTRANSCOM's business domains and structured analytical processes and tools which enables understanding of long term and immediate analytical requirements. The Asynchrony Team partner, LMI, has been providing business analysts for over a decade that are active in key distribution, transportation and technical studies for USTRANSCOM.

We will provide a team of highly qualified functional architects to perform the required analyses necessary to solve current, real time DPO-related business problems, to recommend new business rules and to better enable resource allocation while improving delivery of forces and sustainment to desired points of effect. Our team members are skilled in quantitative and management analyses, measuring service support levels and identifying trends affecting overall performance of the network and in supply chain disciplines. As required, we will also quickly augment our on-site team with experienced staff in specialties such as cost analysis, acquisition, logistics technologies, enterprise resource planning (ERP), and other logistics and organizational disciplines as the subject matter dictates.

We bring a comprehensive and structured approach to every analytical task:

- 1) **Engage with stakeholders.** We first meet with the assigned government point of contact or lead to define the specific project relating to distribution challenges. We will clearly define the subject and scope of the analysis; develop analytical criteria, parameters, limits, and other factors bearing on the analysis; identify the format of the expected output; and coordinate the desired milestones. This critical first step ensures that a correct, tailored methodology is used to meet a specific requirement.
- 2) **Develop an analysis plan.** This includes the analytical base for the analysis. We will document this initial work in the case analysis template for Government approval.
- 3) **Design a best practice data-collection methodology and complete the necessary research and data collection.** Here, experienced domain experts use the appropriate analytical tools.
- 4) **Assimilate and collate the assembled data.** We will tailor our research technique to each specific effort. We provide proven skills and techniques such as process flow analysis, customer and focus group surveys, facilitated decisions analysis, and statistical processes such as statistical testing and evaluation; data mining, mathematical analysis and simulation. We will work with current databases and analysis methods; however, we can also incorporate a number of proven analytical, decision support and data analysis tools such as LEAP - an EA and process modeling methodology and toolset; SCOPE - a simulation tool for assessing the readiness implication of alternative logistics support processes; I-PASS™ -

an integrated supply chain performance assessment methodology; or FINISIM - a customer demand analysis and inventory simulation methodology.

- 5) **Deliver** analyses and recommendation reports, business process improvement proposals and requirements documents involving materiel and personnel deployment, distribution and sustainment operations. These deliverables will be submitted into Government provided systems and will include a summary of the WAR, as discussed in section 1.3.1.2.2
- 6) **Facilitate or participate in focus groups or integrated process improvement teams.** Our Team will determine information needs and applications associated with business processes at the USTRANSCOM or DPO levels.

Throughout all these steps, we will advise and coordinate with the government task leader to ensure we are properly vectoring the work. Once we have completed the analysis, we will document and deliver the results as a technical report or, if requested, as a formal briefing.

#### **1.3.14 Continuous Process Improvement Support**

As a result of tasks 3, 4, 9 or 10, the injection of IT solutions into a mission or business process may produce a range of both positive and negative outcomes. As DPO Portfolio Manager, TCJ6 needs to clearly understand the value, the impact, and the SWOT factors (strengths, weaknesses, opportunities and threats) associated with the IT investment decision. As detailed in Task Area 13, the Asynchrony Team brings together a strong combination of functional, analytical and technical skills to quickly and thoroughly assess the business process impacts of IT insertion. Asynchrony Teammates have staffs who are experienced in supply-chain operations and certified business analysts proficient in EA fundamentals.

On Government direction and approval of a submitted ROM, we will conduct a business process improvement analysis of a directed line of business that is identified for new technology insertion. We will work toward a coordinated milestone and conduct our analysis using some or all of the following steps. Note that some tailoring of the process may be required depending on the results of step 1:

- 1) **Define the problem or opportunity.** We will provide a clear definition of the mission or business process to which the IT requirement is directed, develop assumptions, and identify relevant Government-provided data and business rules.
- 2) **Identify business metrics impacted by the technology.** This gives decision makers the information they need to decide the "value" of a potential Course of Analysis. Our business analysis will be based on a clear set of performance metrics and objectives using an established performance assessment process.
- 3) **Examine root causes and effects.** We will conduct cause and effect analyses (through Ishikawa diagramming or a related approach) to identify key, potential distribution performance impacts. In addition, our Team will conduct literature reviews, SME interviews, process documentation and analyses and workshop facilitation to fully understand the problem and its impact.
- 4) **Conduct business or supply chain management analysis.** Our analysts will incorporate, as appropriate, best-practice analysis techniques and tools, inventory theory, SCOR analysis, Lean Six Sigma practices or integrated M&S tools. These tools will be used when depth of detail and assessment is essential to support decision making.
- 5) **Leverage commercial supply chain practices.** The Team will leverage best practices in supply chain management where applicable to the DOD environment. We will either

conduct research or lead direct engagement with key subject matter experts from the JDDE, commercial enterprises, and even academia to identify or apply commercial benchmarks.

- 6) **Work closely with business process stakeholders.** The Asynchrony Team will interact with business stakeholders to complete a full and comprehensive analysis, building the necessary support for implementation of actions. This is also a critical long term step to help these partners be the change agents in the actual technology implementations.
- 7) **Quantify any impact on performance metrics.** Our analysis will determine a “value” impact of the proposed technology on the business process and performance. The proposed result will be assessed for quantifiable “value” upgrade in the key performance metrics.
- 8) **Package and present results.** Results will be packaged and presented in various forms, including reports and briefings. We will present the analysis and recommendations in ways that clearly communicate both the analytical insights and strategic impacts.

More importantly, once we’ve completed these steps, we can support TCJ6 in championing and advocating efforts to move forward with the mission or business process changes the IT requirement is supposed to solve. The results of our analysis may also allow the development of changes to the Prescriptive or Transition Architectures. Upon direction of the Government, we will develop and submit an estimate of the level of effort to produce any DODAF products.

#### **1.3.15 Pilot Initiatives (Optional Task)**

As new and ongoing OSD NII-sponsored pilot initiatives require USTRANSCOM EA support, the Asynchrony Team will provide a ROM based upon current knowledge for Government approval prior to allocating any resources to the necessary tasking. Upon receipt of Government approval, we will provide appropriate resources to produce transition architecture in compliance with the current applicable reference models to enable the capability requirements of the specific initiative. Our expertise in this area is evidenced in our support of the Army’s PM Battle Command where Asynchrony has provided Enterprise-standard compliant service reference implementations for the JC3IEDM/SOAF-A integration pilot.

**In order to deliver to the government overarching project management IAW this PWS, the Asynchrony Team will provide the following:**

#### **1.3.1 Task Area 1: Contract Level and Task Order Management**

Please see Asynchrony’s Standing Proposal submitted to A&AS Acquisition Nov. 30, 2007

##### **1.3.1.1 Task Order Management Plan (TOMP)**

Please see Asynchrony’s Standing Proposal submitted to A&AS Acquisition Nov. 30, 2007

##### **1.3.1.2.1 Monthly Cost/Status and Resource Utilization Reports (MC/SRUR)**

The Asynchrony Team will provide a monthly MC/SRUR that details the specifics of the work no later than the 10th day of the following month. This MC/SRUR will summarize costs, status, progress, and recommendations for current projects being worked under this task order.

Included in the status reports will be specific labor hours/costs by major projects.

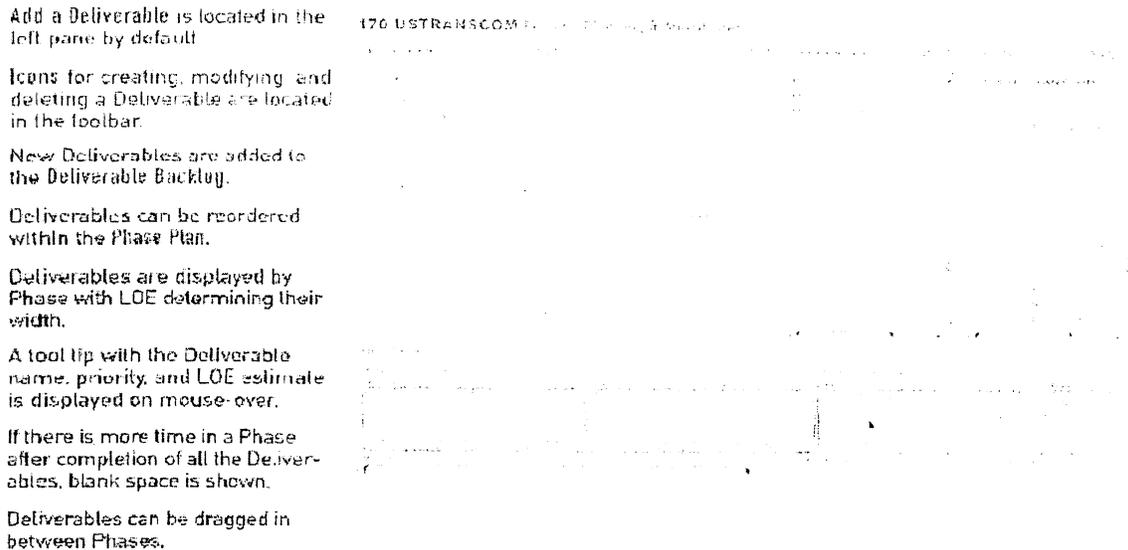
##### **1.3.1.2.2 Weekly Activities Report (WAR)**

The Asynchrony Team will provide a WAR detailing only significant events for senior leadership review. This report will be given to the designated Government representative by close of business (COB) every Wednesday. Additionally, by utilizing Asynchrony’s web-based program management tool, Ace, this information is available to the government at any time.

##### **1.3.1.2.3 Daily Dashboard Report (DDR)**

The Asynchrony Team will utilize a web-based program management tool, Asynchrony Collaborative Environment (Ace), which demonstrates planned vs. actual task status and will

include issues, time estimates and resources to deliver products. Additionally, the DDR will highlight tasks that are at risk [See *Figure 9: Daily Dashboard* below].



**Figure 9: Daily Dashboard**

#### **1.3.1.2.4 Project Charter**

The Asynchrony Team will create a project charter for each project as requested by the government in order to provide an estimate of resources. A standard template that outlines project management practices including roles, responsibilities, and measurement protocols such as earned value will be developed and applied to ROM activities. The project charter will be used to optimally manage multiple project teams within specified times and will document labor/Other Direct Costs (ODC), subtask dependencies, and measurable deliverables.

#### **1.3.1.3 In Progress Review (IPR)**

The Asynchrony Team will meet with the Functional Manager/Contracting Officer Representative (COR) monthly or as the COR requires, to discuss any problems with current tasks, assignment of future tasks, and to obtain Government decisions or guidance necessary to contractor performance. IPRs will be held on an as-required basis or at the discretion of the COR and resulting from these meetings, the Asynchrony Team will deliver IPR minutes (to include record of activity, decisions made, date, location and attendees) and a copy of the presentation slides.

### **STAFFING APPROACH**

#### **Cross-Functional Senior Team of Key Personnel**

Due to the broad level of knowledge required in logistics, functional process improvement and systems architecture support and expertise, the Asynchrony Team selected four senior personnel to provide the primary support for this task: Program Manager, Architecture Practices Lead, Technical Lead and Functional Lead. These key personnel, for whom generic resumes are included below, bring a diverse set of skills and experiences. Additionally, the flexibility of our staffing approach enables us to cross-matrix support to individual tasks. Although we depict each staff member as assigned to a specific task, we envision and intend to share resources to best use the right skills to the right work. For example, for Task 5 and 6, we will draw on

specific skills from other tasks to support unique governance and information exchange requirements.

### **Just in Time Staffing Approach**

Given the inherent nature of the complex mix of skills, knowledge and experience required to support the tasks included in the Task Order, the Asynchrony Team will utilize a flexible “Just In Time Staffing” approach. Rather than committing a host of full-time resources to the contract trying to accommodate the requirements of the various tasks, we will utilize a core cross-functional team supplemented on an as-required/as-needed basis by personnel with specific skills tailored to each task. This approach will:

- Insure the personnel supporting tasks have the right skills for each discrete task.
- Quickly deploy resources with requisite skills to be responsive to opportunities.
- Minimize inefficiencies and working on low priority tasks to accommodate staff which may have skills for certain tasks that are not directly relevant to other candidate tasks.
- Utilize SMEs, personnel with domain experience and technical architects with specific skills to supplement and extend the approach of the core team.

Both Asynchrony and LMI have successfully utilized this type of approach in multiple enterprise architecture projects with evolving, varied and extensive scope. Examples include Asynchrony’s support of the Army’s Future Combat System program as included in the past performance section of this proposal. The team size supporting this contract ranges during the year from 12 to 35 personnel and includes a shifting array of skills from project management to architects to software developers.

The key personnel outlined above include representatives from multiple team members, who will have access to and understanding of the capabilities from each of our key team members. So often, a team can be dominated by one or two large companies, which tend to decrease the ability of the innovative small and complementary team members to stay actively engaged in addressing tasks, issues and opportunities that emerge during the contract period. The participation of multiple teammates on the senior team is considered very important to ensure effective implementation of the Just in Time staffing strategy proposed for this project.

### **Ready to Proceed**

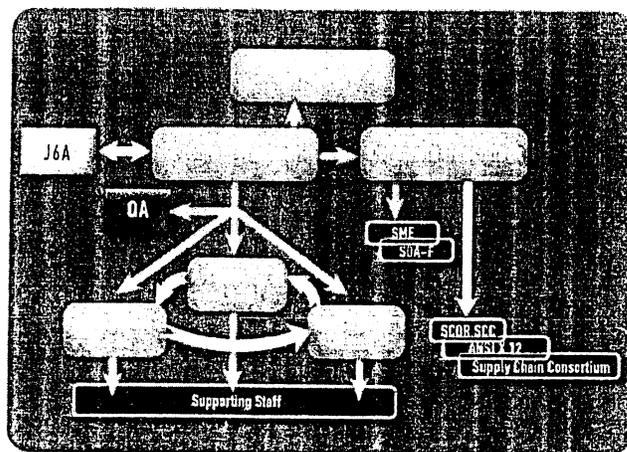
The key personnel will be available immediately after contract award with 50% or more of our team available within 15 days or less of contract initiation. Upon contract award, all team staff will sign a Non-Disclosure Agreement with the Government, as requested in the SOW. Our team’s primary off-site facility is within 30 miles of Scott AFB, with two additional facilities within six miles or less of SAFB main gate that have meeting facilities (i.e. conference rooms) available for collaborative work. Additionally, one of the team locations has a secure facility and conference room available for use. The personnel selected to perform the tasks identified in the PWS will have the required education, experience, and Secret security clearances.

The Staffing Appendix includes the linkage between the Task Order Function and the corresponding RF TOP 08-07 Labor Category and corresponding annual hours for each Task and Sub-Task. See Staffing Matrix for breakdown of labor category to task.

The Asynchrony Team Project Manager (PM) anticipated to lead the project upon award has a Ph.D in Program Management (one of only eight in the world to achieve this) and will oversee the services and deliverables under this Task Order (TO) to ensure a high level of quality and adherence to the Asynchrony Team’s standard processes (outlined in the Asynchrony Standing

Proposal). The PM and the Key Personnel (all of whom have a Master’s Degree or higher in an area related to their role) will work with the Government to ensure that requirements under this task order will have access to the broad resources within the Asynchrony Team’s companies. Augmenting our highly experienced team leaders, the Asynchrony team is providing formally trained, educated and experienced enterprise and systems architects. In addition, our team consists of functional and analytical staff with extensive experience in JDDE and commercial supply chain activities. The same skills, expertise and resources that were used to initiate the Army’s efforts to implement an Army-wide foundational Enterprise SOA (conceptual and prescriptive) will be engaged in this effort. This allows direct knowledge of what USTRANSCOM’s largest customer, the Army, is implementing, and the Army customer (a JDDE member) has agreed to provide SME level assistance to USTRANSCOM’s EA efforts. Asynchrony team member, Venio, is actively engaged in implementing initial pilots demonstrating the Army’s SOA for Army Materiel Command. This combination of experience in both creating and implementing the Army’s SOA is directly relevant to this Task Order.

In order to better serve you, the customer, and to better support our core team, the Asynchrony Team will utilize extensive reach-back capability to subject matter expertise identified in this PWS. Where appropriate, the Asynchrony Team will utilize off-site personnel in locations such as Washington D.C. to help minimize Government travel expenses. We intend to utilize our Just-in-Time staffing approach to provide the Government with the right resources at the right time, without the costs of fully dedicated subject matter experts. Beyond the staff of our collective companies, the Asynchrony Team also provides reach-in and direct knowledge in support of multiple external working groups such as the Supply Chain Council, the OMG Data Distribution Service Working Group and the Collaboration Interoperability Working Group.



**Figure 10: The Asynchrony Team Organizational Chart**

The Asynchrony Team stands ready with our personnel and nationally recognized subject matter experts to give USTRANSCOM the finest mix of talent to meet all requirements, while keeping costs within reason – a best value proposition.

The Asynchrony Team does not foresee any Organizational Conflict of Interest (OCI); however, in the event that one should arise in the course of executing this task order, the Asynchrony OCI plan will be followed.

		improvement
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Summary of Duties and Responsibilities: Participates in and support functional process and systems analysis. When tasked, participates in and contributes to CBAT studies and analyses. Conducts business process improvement events and engagements in support of Task 14, analytical requirements when tasked, for TA 9 and 10. Applies EA and structured analysis in assessing JDDE business issues and in supporting business analyses. Develops and coordinates EA functional artifacts, operational, system and all views. Develops functional area process and data models for use in designing and building integrated, shared software and database management systems. Develops presentations, Command releasable documents and meeting artifacts about the DPO EA Framework, challenges, lessons learned, and the way ahead for various government and national forums

**Labor Category: Database Management Specialist**

**Staff Position**

**Education**

- Bachelor's Degree in Management Information Systems, Computer Science or related area.

**Experience**

- 10+ Years of commercial or DOD functional or operational experience
- Knowledge of or experience in working in DOD or commercial supply chain, distribution, or business operations.

**Special Skills**

- Secret or higher Security Clearance if on Government site
- Familiar with IRDM Tool Suite

Summary of Duties and Responsibilities: Capable of providing highly technical expertise and support in the use of DBMSs. Is able to evaluate and recommend available DBMS products to support validated user requirements. Defines file organization, indexing methods, and security procedures for specific user applications. Develops, implements, and maintains database backup and recovery procedures for the processing environments and ensures that data integrity, security, and recoverability are built into the DBMS applications. Provides support to the ECMD and the ERRC activities. Management of artifacts in support of the Spiral Life Cycle and ensures access to the correct documentation for Course of Action and investment decisions. Will manage, populate and maintain the IRDM tool suite. Provide document retrieval and archiving.

**Labor Category: Database Management Specialist****FACCSM Position**

Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Bachelor's Degree in Management Information Systems, Computer Science or related area.</li> </ul>	<ul style="list-style-type: none"> <li>10+ Years of commercial or DOD functional or operational experience</li> <li>Knowledge of or experience in working in DOD or commercial supply chain, distribution, or business operations.</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Trained in USTRANSCOM policies and procedures to include Instructions 31-8, 33-16, 33-36 and USTRANSCOM regulation 700-4</li> </ul>

Summary of Duties and Responsibilities: Capable of providing highly technical expertise and support in the use of DBMSs. Is able to evaluate and recommend available DBMS products to support validated user requirements. Defines file organization, indexing methods, and security procedures for specific user applications. Develops, implements, and maintains database backup and recovery procedures for the processing environments and ensures that data integrity, security, and recoverability are built into the DBMS applications. Supports the TCJ6 Equipment Custodian and the ADPE users. Ensures the command maintains proper accountability, interoperability, maintainability, and security of computer hardware and software.

**Labor Category: Functional Analyst****Staff Position**

Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Bachelor's Degree in Management Information Systems, Business or a relevant discipline.</li> </ul>	<ul style="list-style-type: none"> <li>10+ Years of commercial or DOD functional or operational experience</li> <li>Deep experience in USTRANSCOM business domain and structured analytical processes and tools</li> <li>DTS and DPO experience</li> <li>Experience with ARRIS, ERWin, Cold Fusion and/or CRIS</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Quantitative and management analysis</li> <li>Measuring service support levels</li> <li>Identifying performance trends</li> <li>Familiar with LEAP, SCOPE, FINISM, I-PASS and other decision support and data analysis tools</li> </ul>

Summary of Duties and Responsibilities: Performs analysis of DPO related business problems, recommends new business rules, engages with stakeholders, develops analysis plans, develops analytical criteria, parameters, limits and other factors. Designs data collection methodologies using best practices. Provides process flow analysis, customer and focus group surveys, facilitates decision analysis, statistical testing and evaluation, data mining, mathematical analysis and simulation. Conducts congruency analysis. Develops standard data collection templates. Ability to decompose requirements and map to reference models. Documents results.

<b>Labor Category: Senior System Analyst</b>		
<b>Staff Position</b>		
<b>Education</b>	<b>Experience</b>	<b>Special Skills</b>
<ul style="list-style-type: none"> <li>Bachelor's Degree in Management Information Systems. Business or a relevant discipline.</li> </ul>	<ul style="list-style-type: none"> <li>15+ Years of commercial or DOD functional or operational experience</li> <li>In-depth knowledge of or experience in working in DOD or commercial supply chain, distribution, or business operations, especially inventory management, acquisition, or supply management</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Understands and communicates regarding horizontal and vertical Governance</li> </ul>
<p>Summary of Duties and Responsibilities: Participates in and support functional process and systems analysis. When tasked, participates in and contributes to CBAT studies and analyses. Conducts business process improvement events and engagements in support of Task 14, analytical requirements when tasked, for TA 9 and 10. Applies EA and structured analysis in assessing JDDE business issues and in supporting business analyses. Develops and coordinates EA functional artifacts, operational, system and all views. Develops functional area process and data models for use in designing and building integrated, shared software and database management systems. Develops presentations, Command releasable documents and meeting artifacts about the DPO EA Framework, challenges, lessons learned, and the way ahead for various government and national forums. Provides guidance and instruction in the form of development and compliance toolkits, pilot services support and targeted development assistance. Develops policy statements, drafted regulations and instructions for the AISG. Assist the AISG in assessing and addressing Architectural Compliance, Impact Assessment, Information Assurance and Engineering controls.</p>		

<b>Labor Category: Senior Functional Analyst</b>		
<b>Staff Position</b>		
<b>Education</b>	<b>Experience</b>	<b>Special Skills</b>
<ul style="list-style-type: none"> <li>Bachelor's Degree in Management Information Systems. Business or a relevant discipline. (Master's Preferred)</li> </ul>	<ul style="list-style-type: none"> <li>15+ Years of commercial or DOD functional or operational experience</li> <li>Deep experience in USTRANSCOM business domain and structured analytical processes and tools</li> <li>DTS and DPO experience</li> <li>Experience with ARRIS, ERWin, Cold Fusion and/or CRIS</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Quantitative and management analysis</li> <li>Measuring service support levels</li> <li>Identifying performance trends</li> <li>Familiar with LEAP, SCOPE, FINISM, I-PASS and other decision support and data analysis tools</li> </ul>
<p>Summary of Duties and Responsibilities: Performs analysis of DPO related business problems, recommends new business rules, engages with stakeholders, develops analysis plans, develops analytical criteria, parameters, limits and other factors. Designs data collection methodologies using best practices. Provides process flow analysis, customer and focus group surveys, facilitates decision analysis, statistical testing and evaluation, data mining, mathematical analysis and simulation. Conducts congruency analysis. Develops standard data collection templates. Ability to decompose requirements and map to reference models. Documents results. Provides recommendation reports, business process improvement proposals, and requirements documents involving materiel and personnel deployment, distribution and sustainment operations.</p>		

Labor Category: Program Analyst Staff Position		
Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Bachelor's Degree in Management Information Systems, Business or a relevant discipline.</li> </ul>	<ul style="list-style-type: none"> <li>10+ Years of commercial or DOD functional or operational experience</li> <li>Deep experience in USTRANSCOM business domain and structured analytical processes and tools</li> <li>DTS and DPO experience</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Quantitative and management analysis</li> <li>Team leader</li> </ul>
<p>Summary of Duties and Responsibilities: Participates in and support functional process and systems analysis. When tasked, participates in and contributes to CBAT studies and analyses. Conducts business process improvement events and engagements in support of Task 14, analytical requirements when tasked, for TA 9 and 10. Possess and applies comprehensive knowledge across multiple functional areas and task environments. Has leadership qualities in strategizing approaches and managing project objectives. Develops plans and leads segments of projects. Evaluates results and recommends changes in development and execution of project phases and meeting schedules.</p>		

Labor Category: Administrative Specialist Staff Position		
Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Bachelor's Degree Preferred</li> </ul>	<ul style="list-style-type: none"> <li>5+ Years of commercial or DOD administrative experience</li> </ul>	<ul style="list-style-type: none"> <li>Proficient in MS Office, to include Word, Excel and PowerPoint</li> </ul>
<p>Summary of Duties and Responsibilities: Assist the PM and Program Leads by providing general purpose administrative and clerical support for project tasks which include secretarial, work-processing, graphics, desktop publishing, editing and coordinating. Assists with creation of presentations, activity reports, minutes and action items.</p>		

<b>Labor Category: Senior Business Analyst Staff Position</b>		
<b>Education</b>	<b>Experience</b>	<b>Special Skills</b>
<ul style="list-style-type: none"> <li>Bachelor's in business, statistics, applied mathematics or economics and an engineering discipline (Master's Preferred)</li> </ul>	<ul style="list-style-type: none"> <li>15+ Years of commercial or DOD functional or operational experience</li> <li>Deep experience in USTRANSCOM business domain and structured analytical processes and tools</li> <li>DTS and DPO experience</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Quantitative and management analysis</li> <li>Analytical and statistical application and reasoning</li> </ul>
<p>Summary of Duties and Responsibilities: Provides high level assistance, expert advice, and guidance in support of management, organizational, and business improvements or investigative efforts for all functional areas. Recommends historically proven or develops and recommends creative and innovative solutions to customer's problems. Applies the best research and results industry and academia have to offer in researching, analyzing, and documenting proposed developmental, consulting, or implementation efforts/recommendations. Provides expert determination on the accuracy and reasonableness of transformation approaches. Identifies costs for IT systems (investment, sustainment, etc.). Identifies life cycle costs for proposed IT systems. Identifies cost savings/cost avoidance calculating existing and future costs. researches current financial indices, develops details of actual cost of IT system using standard quantitative analysis. Develops and documents assumptions. Prepares investment analysis reports such as but not limited to life cycle cost estimates, independent cost estimates, economic analysis, and cost benefit analysis. Participates in and contributes to CBAT studies and analyses</p>		

<b>Labor Category: Configuration Management Specialist Staff Position</b>		
<b>Education</b>	<b>Experience</b>	<b>Special Skills</b>
<ul style="list-style-type: none"> <li>Bachelor's in Computer Science, Management Information Systems, or related field</li> </ul>	<ul style="list-style-type: none"> <li>5+ Years of commercial or DOD functional or operational experience</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> </ul>
<p>Summary of Duties and Responsibilities: Provides configuration management, develops and maintains configuration management plans, and schedules and documents all configuration management reviews. As a member of the project team, generally performs work toward defined project objectives under the general direction of a more senior employee. Project tasks objectives are defined by senior employee, but latitude in technical approach is expected. Has some independence for un-reviewed action or decision. This individual shall be capable of monitoring the configuration control process and ensuring that procedures comply with organizational specifications. Creation of CIM artifacts. Uses the appropriate CM change control processes and audit procedures. Ensures the CM plan aligns with the governance structure in the latest CPRP.</p>		

## GENERIC RESUMES

**Team position: Program Manager – Asynchrony Solutions \*This resume\* represents key staff**

**Labor Category: Project Manager**

### Education

- Ph.D. in Project Management or industry recognized expert in field
- PMP Certified
- Certified Professional Logistician (CPL)
- Certified in various specialties, such as: Supply Chain Management, SOA, SCOR, EA, DODAF, FEA and/or LEAN/Six Sigma

### Experience

- 20+ years of DoD experience
- 19+ years of Project Management
- Program Acquisition documentation
- JCIDS ACAT-I
- Earned Value Management
- Configuration Management

### Special Skills

- Secret Security Clearance or higher
- Skilled in executive level metrics
- High level client interaction and relations management
- In Depth knowledge of Defense Distribution System and the DPO mission

Summary of Duties and Responsibilities: Applies knowledge of DPO and USTRANSCOM strategy and objectives and operational supply chain experience to support portfolio management objectives. Coordinates, synchronizes, and/or facilitates technical solutions in support of describing the team's functional approach, organizational and financial resources, applying management controls and supporting organizational structure IAW the tasks and deliverables for this PWS and execution of the TOMP. Assist in the development of as requested ROMs for government approval and subsequently adjusting the TOMP accordingly. Provide a Monthly Cost/Status and Resource Utilization Report for the purpose of summarizing status, progress and recommendations for projects under this task order. Status will assert specific labor hours/costs by major project area. A weekly activity report prepared for senior leadership review and will be delivered to the appropriate Government representative by COB each Wednesday. Assistance to the Government contact for accessing the Daily Dashboard at any time as well as preparation and delivery of the report to the Government contact. Development of project charters as directed by the government outlining resource, time and cost estimates, ODC, sub-task dependencies and project deliverables. Should a Project Charter impact the TOMP, the PM will update the TOMP in accordance with the new task information and impact to the overall project outlined in the PWS. Meet with the COR bi-monthly or as directed for discussion of any problems, assignment of future tasks, obtain government decisions or guidance regarding contract performance. Upon completion of the meeting, the PM will prepare the In Process Review minutes to include, but not limited to, minutes (record of activity, decisions made, date, location and attendees) and presentation slides. The PM will provides support in preparing documents such as briefings, point papers, and meeting minutes as required for the execution of the tasks outlined in the PWS.

**Team Position: Technical Team Lead – Asynchrony Solutions \*This resume\* represents key staff**

**Labor Category: Senior Systems Analyst**

Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Ph.D. Computer Science, or industry recognized expert in field.</li> </ul>	<ul style="list-style-type: none"> <li>15+ years of experience developing and deploying large scale solutions in both commercial and DOD environment</li> <li>Large scale configuration management experience</li> <li>Knowledgeable of Governance best practices</li> <li>Large scale gap analysis experience</li> <li>SOA</li> <li>Experience with producing Portfolio Management decision documents</li> </ul>	<ul style="list-style-type: none"> <li>Secret Security Clearance or higher</li> <li>Skilled in production of metrics at both the functional and executive level</li> <li>Ability to manage tasks and activities following standard project management practices</li> <li>High level client interaction and relations management</li> <li>In Depth knowledge of Defense Distribution System</li> <li>Recognized as expert in software and architecture community as evidenced by published works and speaking engagements</li> <li>Analytical problem solver</li> <li>Solutions architect</li> </ul>

Summary of Duties and Responsibilities: Applies knowledge of DPO and USTRANSCOM strategy and objectives, operational supply chain and architecture experience to support portfolio management objectives. Coordinates, synchronizes, and leads solution teams to reengineer business processes using established architectural business rules. Lead representative evaluating architecture and interoperability, effectiveness, and efficiency. Functional and technical experience in mapping "as is" processes and developing prescriptive solutions. Conducts feasibility studies to ensure consistency between DTS technologies and portfolio activities. Infuses industry best practices into recommended solutions. Ability to conduct plan, facilitate and conduct meetings in order to support architecture "buy-in" at both the business and technical level. Metric development to show expansion and level of completion. Assist the PM with the production of required/requested ROM activity to support supplemental tasks under this PWS. Assist with generation of Technical Assessment criteria. Provides support in preparing documents such as briefings, point papers, and meeting minutes.

**Team Position: Enterprise Architecture Practices Lead – LMI \* This resume represents key staff**

**Labor Category: Senior Systems Architect**

**Education**

- Masters Degree in Information Systems, Management Information Systems, or related area.

**Experience**

- 10+ years of EA experience
- Department of Defense Architecture Framework
- Establishing EA PMOs
- Federal Enterprise Architecture
- Developing EA artifacts in integrated tools
- Service Oriented Architecture

**Special Skills**

- Secret security clearance or higher
- Skilled in developing DoDAF EA's
- Integrating Capital Planning and Investment Control and EA processes
- Develop federated architectures
- EA Communication and Training
- Certified Enterprise Architect
- Experienced in Transition Planning

Summary of Duties and Responsibilities: Applies knowledge and experience with management consulting in IT strategic planning and portfolio management, EA, Service Oriented Architecture, and managing IT projects. Applies experience in building architectures using FEA, DoD Reference Architectures, and the DoDAF to reviewing, updating, and managing the EACRF. Supports all components of the EA life cycle. Leads development of transition plans for the EA program. Leads the integration of CPIC and EA processes by developing EA criteria for evaluating investments. Develops documents such as briefings, point papers, and meeting minutes about the DPO EA Framework, challenges, lessons learned, and the way ahead for various Government and private national forums. Develops EA artifacts including the transition plan, architecture review board review templates, and further definition of the as-is and target models.

**Team Position: Functional Lead –LMI \*This resume\* represents key staff**

**Labor Category: Senior Functional Analyst**

**Education**

- Masters Degree in Business, Management, Logistics, Management Information Systems, or related area.

**Experience**

- 20+ Years of DOD functional or operational experience
- 10+ years direct experience in DTS or DPO operations
- Expertise and experience applying DTR procedures and policy in DOD transportation, deployment and distribution operations
- DPO, DTS or USTRANSCOM business or functional analysis
- DPO governance or strategic planning
- In-depth experience working USTRANSCOM or DPO policy development or strategic planning

**Special Skills**

- Secret security clearance or higher
- Practical knowledge of the DOD transportation, logistics structure, processes, and systems as well as the supply chain management processes and systems
- Ability to manage tasks and activities following standard project management practices
- EA Communication and Training
- Knowledge of SCM, SCOR or Business Case Analysis processes
- Ability to lead client engagements on technical or business process change or improvement

Summary of Duties and Responsibilities: Leads Functional Staff on Asynchrony EA Support Team. Applies DPO, DTS, and USTRANSCOM knowledge and experience in assessing JDDE business issues and in supporting TCJ6 development of CSV construct and JDDE governance. Directs, assigns and coordinates functional and domain support to Tasks 3, 4, 9, 10, 13 and 14. Develops, coordinates and approves EA functional artifacts and operational elements of the transition plan, review board templates, and prescriptive models. Develops presentations, Command releasable documents and meeting artifacts about the DPO EA Framework, challenges, lessons learned, and the way ahead for various government and national forums.

**Labor Category: Senior Systems Architect****Staff Position****Education**

- Bachelor Degree in Business, Computer Science, Information Systems, Management Information Systems, or related area. (Master's preferred)
- Certified Enterprise Architect or similar

**Experience**

- 10 Years of DOD Work Experience
- 5+ years experience in Department of Defense Architecture Framework
- Supported Federal Enterprise Architecture
- Developed EA artifacts in integrated tools

**Special Skills**

- Secret security clearance or higher if at Government site
- Skilled in developing DoDAF EA's
- Integrating CPIC and EA processes
- Develop federated architectures
- EA Communication and Training

Summary of Duties and Responsibilities: Responsible for conceptualizing, designing, developing, and overseeing complex, large scale information technology solutions/systems. Works with others to develop and propose new business and technical solutions and translate user objectives into actionable business, organization and technology objectives. Architects, designs and develops integrated information technology solutions/systems and controls project requirements, scope, risk, and change management issues. Researches, evaluates and stays current on emerging tools, techniques and technologies. Applies knowledge and experience in analyzing and building architectures using FEA, DoD Reference Architectures, and the DODAF to reviewing, updating, and managing the EACRF. Develops transition plans for the EA program. Supports CPIC and EA processes by developing EA criteria for evaluating investments. Develops documents such as briefings, point papers, and meeting minutes about the DPO EA Framework, challenges, lessons learned, and the way ahead for various Government and private national forums. Develops EA artifacts including the transition plan, architecture review board review templates, and further definition of the as-is and target models. Provides daily supervision and direction to Systems Architect or other project personnel

**Labor Category: System Architect****Staff Position****Education**

- Bachelors Degree in Computer Science, Information Systems, Management Information Systems, or related area.

**Experience**

- 7 Years of DOD Work Experience
- 3+ years experience in Department of Defense Architecture Framework
- Supported Federal Enterprise Architecture
- Developed EA artifacts in integrated tools

**Special Skills**

- Secret security clearance or higher if at Government site
- Skilled in developing DoDAF EA's
- Integrating CPIC and EA processes
- Develop federated architectures
- EA Communication and Training

Summary of Duties and Responsibilities: Applies knowledge and experience in analyzing and building architectures using FEA, DoD Reference Architectures, and the DODAF to reviewing, updating, and managing the EACRF. Develops transition plans for the EA program. Supports CPIC and EA processes by developing EA criteria for evaluating investments. Develops documents such as briefings, point papers, and meeting minutes about the DPO EA Framework, challenges, lessons learned, and the way ahead for various Government and private national forums. Develops EA artifacts including the transition plan, architecture review board review templates, and further definition of the as-is and target models.

**Labor Category: Senior Information Engineer**

**Staff Position**

**Education**

- Bachelor's Degree (Master's preferred) in Computer Science, Information Systems, Engineering, or other related scientific or technical disciplines

**Experience**

- 20+ Years of DOD functional or operational experience
- 10+ years direct experience in analyzing, designing, or developing DTS or DPO information systems
- Expertise and experience in developing systems or enterprise architectures in support of DOD transportation, deployment and distribution operations

**Special Skills**

- Secret Clearance or higher is on Government site
- Practical knowledge of the DOD transportation, processes, and systems and information exchanges
- Hands on understanding of DOD transportation/supply chain data, transactions, electronic commerce and Electronic Data Interchange (EDI) as well as commercial logistics practices and business process reengineering
- Ability to lead or facilitate client engagements on technical or business process analysis

Summary of Duties and Responsibilities: Member of functional staff on Asynchrony EA Support Team. Provides functional and systems analysis support to Tasks 2, All Spirals, Applies DPO, DTS, and USTRANSCOM knowledge and experience in assessing JDDE systems and data architectures and n supporting TCJ6 development of CSV construct and JDDE governance. Develops, coordinates and approves EA functional artifacts and operational elements pf the transition plan, review board templates, and prescriptive models. Develops presentations, Command releasable documents and meeting artifacts about the DPO EA Framework, challenges, lessons learned, and the way ahead for various government and national forums.

**Labor Category: Senior Business Process Reengineering Specialist**

**Staff Position**

**Education**

- Bachelor's Degree (Master's preferred) in Information Systems, Management Information Systems or related area.

**Experience**

- 15+ Years of business, functional or operational experience
- In-depth experience working in DOD or commercial supply chain or conducting distribution performance measurement and business analysis or business operations
- Knowledgeable and experienced in writing, coordination and staffing DOD, USTRANSCOM or other enterprise level standards, policy, operating procedures or similar documents

**Special Skills**

- Secret or higher Security Clearance
- Knowledge and experience in EA fundamentals and application of EA to process, improvement and business reengineering.
- Lean Six Sigma qualification or experience in business reengineering
- Knowledge and experience with of SCM, SCOR or Business Case Analysis processes
- Ability to lead client engagements on technical or business process change or improvement

Summary of Duties and Responsibilities: Participates in and support functional process and systems analysis. When tasked, participates in and contributes to CBAT studies and analyses. Conducts business process improvement events and engagements in support of Task 14. /10 analytical requirements when tasked, for TA 9 and 10. Applies EA and structured analysis in assessing JDDE business issues and in supporting business analyses. Develops and coordinates EA functional artifacts, operational, system and all views. Develops presentations, Command releasable documents and meeting artifacts about the DPO EA Framework, challenges, lessons learned, and the way ahead for various government and national forums.

**Labor Category: Senior Logistics Analyst**  
**Staff Position**

Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Bachelor's Degree (Master's preferred) in Business or a relevant discipline.</li> </ul>	<ul style="list-style-type: none"> <li>15+ Years of commercial or DOD functional or operational experience</li> <li>In-depth knowledge of or experience in working in DOD or commercial supply chain, distribution, or business operations, especially inventory management, acquisition, or supply management</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance</li> <li>Practical knowledge of the DOD logistics structure, processes, and systems as well as the supply chain management processes and systems</li> <li>Knowledge and experience in EA fundamentals and development and application of functional and operational EA</li> <li>Ability to lead client engagements on technical or business process change or improvement</li> </ul>

Summary of Duties and Responsibilities: Participates in and support functional process and systems analysis under Task Area 2. Reviews and validates conceptual reference framework, and identifies and recommends changes or improvements to related reference models. When tasked, participates in and contributes to other task studies and analyses when specific logistics domain knowledge is required. Develops and coordinates EA functional artifacts and operational elements of the EACRF, transition plan, review board templates, and prescriptive models. Develops presentations, Command releasable documents and meeting artifacts about the DPO EA Framework, challenges, lessons learned, and the way ahead for various government and national forums.

**Labor Category: System Analyst**  
**Staff Position**

Education	Experience	Special Skills
<ul style="list-style-type: none"> <li>Bachelor's Degree in Management Information Systems, Business or a relevant discipline.</li> </ul>	<ul style="list-style-type: none"> <li>10+ Years of commercial or DOD functional or operational experience</li> <li>In-depth knowledge of or experience in working in DOD or commercial supply chain, distribution, or business operations, especially inventory management, acquisition, or supply management</li> </ul>	<ul style="list-style-type: none"> <li>Secret or higher Security Clearance if on Government site</li> <li>Practical knowledge of the DOD logistics structure, processes, and systems as well as the supply chain management processes and systems</li> <li>Knowledge and experience in EA fundamentals and development and application of functional and operational EA</li> <li>Ability to lead client engagements on technical or business process change or</li> </ul>

DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION				1. CLEARANCE AND SAFEGUARDING			
(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort)				a. FACILITY CLEARANCE REQUIRED SECRET			
				b. LEVEL OF SAFEGUARDING REQUIRED None			
2. THIS SPECIFICATION IS FOR: <i>(Mark complete as applicable)</i>			3. THIS SPECIFICATION IS: <i>(Mark complete as applicable)</i>				
<input checked="" type="checkbox"/>	a. PRIME CONTRACT NUMBER TBD		<input checked="" type="checkbox"/>	a. ORIGINAL <i>(Complete date in all cases)</i>	DATE (YY-MM-DD) 20080401		
<input checked="" type="checkbox"/>	b. SUBCONTRACT NUMBER TBD		<input type="checkbox"/>	b. REVISED <i>(Supersedes all previous specs)</i>	DATE (YY-MM-DD)		
<input type="checkbox"/>	c. SOLICITATION OR OTHER NUMBER	d. DUE DATE <i>(If contract)</i>	<input type="checkbox"/>	c. FINAL <i>(Complete date in all cases)</i>	DATE (YY-MM-DD)		
4. IS THIS A FOLLOW-ON CONTRACT? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <i>If yes, complete the following</i>							
Classified material received or generated under: <i>(Preceding Contract Number) is transferred to this follow-on contract.</i>							
5. IS THIS A FINAL DD FORM 254? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <i>If yes, complete the following</i>							
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 TBD <i>Asynchrony Solutions, Inc</i> <i>1701 Washington Ave</i> <i>St Louis, MO 63101</i>			b. CAGE CODE <i>1QV05</i>	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			
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-A 508 Scott Dr Bldg 1961 Scott AFB, IL 62225-5357			b. CAGE CODE	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 Enterprise Architecture Support Plan							
10. CONTRACTOR WILL REQUIRE ACCESS TO:		YES	NO	11. PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:		YES	NO
a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION			<input checked="" type="checkbox"/>	a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY		<input checked="" type="checkbox"/>	
b. RESTRICTED DATA			<input checked="" type="checkbox"/>	b. RECEIVE CLASSIFIED DOCUMENTS ONLY		<input checked="" type="checkbox"/>	
c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION			<input checked="" type="checkbox"/>	c. RECEIVE AND GENERATE CLASSIFIED MATERIAL			<input checked="" type="checkbox"/>
d. FORMERLY RESTRICTED DATA			<input checked="" type="checkbox"/>	d. FABRICATE AUDIO OR STORE CLASSIFIED HARDWARE			<input checked="" type="checkbox"/>
e. INTELLIGENCE INFORMATION			<input type="checkbox"/>	e. PERFORM SERVICES ONLY		<input checked="" type="checkbox"/>	
f. Sensitive Compartmented Information (SCI)			<input checked="" type="checkbox"/>	f. HAVE ACCESS TO U.S. CLASSIFIED INFORMATION OUTSIDE THE U.S. PURSUING U.S. POSSESSIONS AND TRUST TERRITORIES			<input checked="" type="checkbox"/>
g. Non-SCI			<input checked="" type="checkbox"/>	g. BE AUTHORIZED TO USE THE SERVICES OF DEFENSE TECHNICAL INFORMATION CENTER OR OTHER SECONDARY DISTRIBUTION CENTER			<input checked="" type="checkbox"/>
h. SPECIAL ACCESS INFORMATION			<input checked="" type="checkbox"/>	h. REQUIRE A COMSEC ACCOUNT			<input checked="" type="checkbox"/>
i. NATO INFORMATION			<input checked="" type="checkbox"/>	i. HAVE TEMPEST REQUIREMENTS			<input checked="" type="checkbox"/>
j. FOREIGN GOVERNMENT INFORMATION			<input checked="" type="checkbox"/>	j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS			<input checked="" type="checkbox"/>
k. LIMITED DISSEMINATION INFORMATION			<input checked="" type="checkbox"/>	k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE			<input checked="" type="checkbox"/>
l. FOR OFFICIAL USE ONLY INFORMATION		<input checked="" type="checkbox"/>		l. OTHER <i>(Specify)</i>			
m. OTHER <i>(Specify)</i> See Block 13 for additional requirements				See Block 13 for additional requirements			

12. **PUBLIC RELEASE** Any information classified or unclassified pertaining to this contract shall not be released for public dissemination except as permitted by the Industrial Security Manual or unless a task order is provided for public release by appropriate U.S. Government authority. Proposed public releases shall be submitted for approval and to release:  Other  Through Security

USTRANSCOM Public Affairs Office, Attn: TOPA, EPL-2294879  
505 Scott Drive Bldg 1900  
Scott AFB, TX 76222-5357

13. **SECURITY GUIDANCE** The security classification guidance needed for the 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 described below. Pending final decision, the information involved shall be handled and protected at the highest level of classification assigned or recommended (if it is appropriate for the classified effort). Action or forward under separate correspondence. Any documents, guidance or contracts referenced herein. Add additional pages as needed to provide complete guidance.

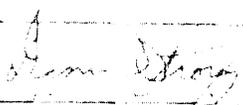
Reference Block 10: For Official Use Only (FOUO) applies. Reference DoD Appendix 3 to DoD 5200.1-R, and the Under Secretary of Defense for Intelligence memorandum, "Interim Information Security Guidance," April 18, 2004, for specific guidance on the handling and safeguarding of FOUO information.

Reference Block 11a: Enterprise Architecture Support Storage, generation, or reproduction of classified information is not required for the performance of this contract. Prior to having access to any classified material and/or having access to USTRANSCOM classified network contractor(s) and contractor personnel with a SECRET clearance (AW DoD 5200.22-M National Industrial Security Program Operating Manual (NISPOM)).

14. **ADDITIONAL SECURITY REQUIREMENTS** Requirements in addition to ISM requirements are established for this contract. (If Yes, identify the pertinent 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 form 13 if additional space is needed.) YES  NO

15. **INSPECTIONS** Elements of this contract are outside the inspection responsibility of the cognizant security office. (If Yes, identify the pertinent 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 form 13 if additional space is needed.) YES  NO

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.

1. OFFICIAL NAME OF CONTRACTING OFFICE USTRANSCOM	2. TITLE Specialist, Contract Administration	3. TELEPHONE (EXTENSION AND ROOM) 616-2294879
4. ADDRESS (THROUGH ZIP CODE) 505 Scott Drive Bldg 1900 Scott AFB, TX 76222-5357	5. REQUIRED DISTRIBUTION <input checked="" type="checkbox"/> a. CONTINUOUS <input checked="" type="checkbox"/> b. PERIODIC (DATE) <input checked="" type="checkbox"/> c. AS NECESSARY (DATE) (BY NAME AND TITLE) <input checked="" type="checkbox"/> d. ACTUALLY RESPONSIBLE SUPERVISOR (DATE) (BY NAME) <input checked="" type="checkbox"/> e. ADDRESS (DATE) (BY NAME) <input checked="" type="checkbox"/> f. OTHER (AS NECESSARY)	
6. SIGNATURE 		

**REQUEST FOR TASK ORDER PROPOSAL (RFTOP) #08-07**  
 CLIN Structure and Invoicing Procedures

(Contractor shall fill out the Unit Price and Extended Amounts)

<b>Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support</b>				
<b>Basic Year – 1 June 08 through 30 Sep 08</b>				
<b>CLIN Number</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Extended Amount</b>
CLIN 0001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ 745,148	\$ 745,148
CLIN 0002 Labor for Task 2 (Spiral 1)	1	Lot	\$ 571,256	\$ 571,256
CLIN 0003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>24,813</u>	\$ <u>24,813</u> NTE
CLIN 0004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>98,998</u>	\$ <u>98,998</u> NTE
CLIN 0005 Travel ODC	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
CLIN 0006 Other ODC's	1	Lot	\$ <u>5,000</u>	\$ <u>5,000</u> NTE
Total for Base Year				\$ 1,455,215

<b>Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support</b>				
<b>Option Year One – 01 Oct 08 through 30 Sep 09</b>				
<b>CLIN Number</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Extended Amount</b>
CLIN 1001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ 2,464,482	\$ 2,464,482
CLIN 1002 Labor for Task 2 (Spiral 2)	1	Lot	\$ 1,500,760	\$ 1,500,760
CLIN 1003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>52,000</u>	\$ <u>52,000</u> NTE
CLIN 1004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>102,000</u>	\$ <u>102,000</u> NTE
CLIN 1005 Travel ODC	1	Lot	\$ <u>50,000</u>	\$ <u>50,000</u> NTE
CLIN 1006 Other ODC's	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
Total for Option Year One				\$ 4,179,242

Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support				
Option Year Two – 01 Oct 09 through 30 Sep 10				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ 2,197,799	\$ 2,197,799
CLIN 2002 Labor for Task 2 (Spiral 3)	1	Lot	\$ 1,942,588	\$ 1,942,588
CLIN 2003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>54,000</u>	\$ <u>54,000</u> NTE
CLIN 2004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>104,000</u>	\$ <u>104,000</u> NTE
CLIN 2005 Travel	1	Lot	\$ <u>50,000</u>	\$ <u>50,000</u> NTE
CLIN 2006 Other ODC's	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
Total for Option Year Two				\$ 4,358,387

Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support				
Option Year Three – 01 Oct 10 through 30 Sep 11				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 3001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ 2,241,755	\$ 2,241,755
CLIN 3002 Labor for Task 2 (Spiral 3)	1	Lot	\$ 1,981,439	\$ 1,981,439
CLIN 3003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>56,000</u>	\$ <u>56,000</u> NTE
CLIN 3004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>106,000</u>	\$ <u>106,000</u> NTE
CLIN 3005 Travel ODC	1	Lot	\$ <u>50,000</u>	\$ <u>50,000</u> NTE
CLIN 3006 Other ODC's	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
Total for Option Year Three				\$ 4,445,194

TOTAL BASE YEAR + OPTIONS (LABOR)	\$ 13,645,227
OPTIONAL TASK 11	\$ <u>186,813 NTE</u>
OPTIONAL TASK 15	\$ <u>410,998 NTE</u>
TRAVEL	\$ <u>160,000 NTE</u>
OTHER ODC'S	\$ <u>35,000 NTE</u>
TOTAL LABOR, OPTIONAL TASKS, AND TRAVEL/ODC'S	\$ 14,438,038

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

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

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

Requests for payments must be submitted electronically via the Internet through the Wide Area WorkFlow – Receipt and Acceptance (WAWF-RA) system at <https://wawf.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](mailto:cco-af-vpis@dfas.mil). Please have your order number and invoice number ready when contacting DFAS about payment status. You can also access payment information using the DFAS myInvoice web site at <https://myinvoice.csd.disa.mil/index.html>

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

<b>CONTRACT NUMBER:</b>	<input type="text"/>
<b>DELIVERY ORDER NUMBER:</b>	<input type="text"/>
<b>TYPE OF DOCUMENT:</b>	<input type="text" value="Invoice and Receiving Report (Combo)"/>
<b>CAGE CODE:</b>	<input type="text"/>
<b>ISSUE BY DODAAC:</b>	<input type="text" value="HTC711"/>
<b>ADMIN DODAAC:</b>	<input type="text" value="HTC711"/>
<b>INSPECT BY DODAAC:</b>	<input type="text"/>
<b>SERVICE ACCEPTOR / SHIP TO:</b>	<input type="text" value="F3ST95"/>
<b>PAY OFFICE DODAAC:</b>	<input type="text" value="F67100"/>

**SEND MORE E-MAIL NOTIFICATIONS:**

<b>CONTRACT ADMINISTRATOR:</b>	<input type="text"/>
<b>CONTRACTING OFFICER:</b>	<input type="text"/>

ADDITIONAL NOTIFICATION:

## STAFFING MATRIX APPENDIX

Staffing Table - Base Year

Task Order Function	PWS Labor Category	TO Task	Site	Hours
Program Manager *	Program Manager	1	ON	640
Administrator	Administrative Specialist	1	OFF	640
EA Practices Lead *	Sr Systems Architect	2	ON	640
Functional Team Lead *	Sr Functional Analyst	2	ON	640
DOD Functional Process Architect	Sr Systems Architect	2	OFF	640
Transportation Information Systems Analyst	Sr Information Engineer	2	OFF	640
DOD Distribution/Supply Chain Management Analyst	Sr Logistics Analyst	2	ON	640
Technical Team Lead *	Sr Systems Analyst	2	ON	640
DOD Systems Architect	Sr Information Engineer	2	OFF	640
DOD Systems Analyst	Systems Analyst	2	ON	640
	Configuration Management Specialist	2	ON	640
Configuration Manager	Systems Analyst	3/4	ON	640
Distribution Systems Analyst	Functional Analyst	3/4	ON	640
Transportation Functional Processes Analyst	Sr Systems Analyst	5, 9/10	ON	640
Systems Analyst	Program Analyst	5, 9/10	OFF	320
Program Analyst	Sr Systems Architect	6/12	ON	640
DOD EA Specialist	Sr Business Analyst	9/10	ON	640
CBAT Support	DBM Specialist	7	ON	640
EA Information Manager	DBM Specialist	8	ON	640
FACCSM	Sr Functional Analyst	13	OFF	640
DOD Distribution Analyst	Functional Analyst	13	OFF	640
DOD Transportation Analyst	Sr Business Process Reengineering Specialist	14	ON	640
Business Process Analyst	Business Process Reengineering Specialist	14	OFF	640
Business Process Analyst				

\* Team Leads will supervise activities across all tasks

Staffing Table - Option Year 1

Task Order Function	PWS Labor Category	TO/Task	Site	Hours*
Program Manager *	Program Manager	1	ON	1920
Administrator	Administrative Specialist	1	OFF	1920
EA Practices Lead *	Sr Systems Architect	2	ON	1920
DOD EA Specialist	Systems Architect	2	ON	1920
Functional Team Lead *	Sr Functional Analyst	2	ON	1920
Transportation Information Systems Analyst	Sr Information Engineer	2	OFF	1920
Technical Team Lead *	Sr Systems Analyst	2	ON	1920
DOD Systems Architect	Sr Information Engineer	2	OFF	1920
Systems Architect	Systems Architect	2	ON	1920
DOD Systems Analyst	Systems Analyst	2	ON	1920
Configuration Manager	Configuration Management Specialist	2	ON	1920
Distribution Systems Analyst	Systems Analyst	3/4	OFF	1920
Transportation Functional Processes Analyst	Functional Analyst	3/4	OFF	1920
Systems Analyst	Sr Systems Analyst	5, 9/10	ON	1920
Program Analyst	Program Analyst	5, 9/10	OFF	960
DOD EA Specialist	Sr Systems Architect	6/12	ON	1920
CBAT Support	Sr Business Analyst	9/10	ON	1920
EA Information Manager	DBM Specialist	7	ON	1920
FACCSM	DBM Specialist	8	ON	1920
DOD Distribution Analyst	Sr Functional Analyst	13	ON	1920
DOD Transportation Analyst	Functional Analyst	13	OFF	1920
Business Process Analyst	Sr Business Process Reengineering Specialist	14	ON	1920
Business Process Analyst	Business Process Reengineering Specialist	14	OFF	1920

\* Team Leads will supervise activities across all tasks

Staffing Table - Option Year2

Task Order Function	PWS Labor Category	TO Task	Site	Hours*
Program Manager *	Program Manager	1	ON	1920
Administrator	Administrative Specialist	1	OFF	1920
EA Practices Lead *	Sr Systems Architect	2	ON	1920
DOD EA Specialist	Systems Architect	2	ON	1920
Functional Team Lead *	Sr Functional Analyst	2	ON	1920
Transportation Information Systems Analyst	Sr Information Engineer	2	OFF	1920
Technical Team Lead *	Sr Systems Analyst	2	ON	1920
Systems Architect	Systems Architect	2	ON	1920
DOD Systems Analyst	Systems Analyst	2	ON	1920
Systems Analyst	Systems Analyst	2	OFF	1920
Configuration Manager	Configuration Management Specialist	2	ON	1920
Transportation Functional Processes Analyst	Functional Analyst	2	OFF	1920
Distribution Systems Analyst	Systems Analyst	3/4	OFF	1920
Transportation Functional Processes Analyst	Functional Analyst	3/4	OFF	1920
Systems Analyst	Sr Systems Analyst	5, 9/10	ON	1920
Program Analyst	Program Analyst	5, 9/10	OFF	960
DOD EA Specialist	Sr Systems Architect	6/12	ON	1920
CBAT Support	Sr Business Analyst	9/10	ON	1920
EA Information Manager	DBM Specialist	7	ON	1920
FACCSM	DBM Specialist	8	ON	1920
DOD Distribution Analyst	Sr Functional Analyst	13	ON	1920
DOD Transportation Analyst	Functional Analyst	13	OFF	1920
Business Process Analyst	Sr Business Process Reengineering Specialist	14	ON	1920
Business Process Analyst	Business Process Reengineering Specialist	14	OFF	1920

\* Team Leads will supervise activities across all tasks

Staffing Table - Option Year3

Task Order Function	PWS Labor Category	TO Task	Site	Hours*
Program Manager *	Program Manager	1	ON	1920
Administrator	Administrative Specialist	1	OFF	1920
EA Practices Lead *	Sr Systems Architect	2	ON	1920
DOD EA Specialist	Systems Architect	2	ON	1920
Functional Team Lead *	Sr Functional Analyst	2	ON	1920
Transportation Information Systems Analyst	Sr Information Engineer	2	OFF	1920
Technical Team Lead *	Sr Systems Analyst	2	ON	1920
Systems Architect	Systems Architect	2	ON	1920
DOD Systems Analyst	Systems Analyst	2	ON	1920
Systems Analyst	Systems Analyst	2	OFF	1920
Configuration Manager	Configuration Management Specialist	2	ON	1920
Transportation Functional Processes Analyst	Functional Analyst	2	OFF	1920
Distribution Systems Analyst	Systems Analyst	3/4	OFF	1920
Transportation Functional Processes Analyst	Functional Analyst	3/4	OFF	1920
Systems Analyst	Sr Systems Analyst	5, 9/10	ON	1920
Program Analyst	Program Analyst	5, 9/10	OFF	960
DOD EA Specialist	Sr Systems Architect	6/12	ON	1920
CBAT Support	Sr Business Analyst	9/10	ON	1920
EA Information Manager	DBM Specialist	7	ON	1920
FACCSM	DBM Specialist	8	ON	1920
DOD Distribution Analyst	Sr Functional Analyst	13	ON	1920
DOD Transportation Analyst	Functional Analyst	13	OFF	1920
Business Process Analyst	Sr Business Process Reengineering Specialist	14	ON	1920
Business Process Analyst	Business Process Reengineering Specialist	14	OFF	1920

\* Team Leads will supervise activities across all tasks

Cat No.	Labor Category	Base Year (1 October 2007 - 14 June 2008)				Base Year (15 June 2008 - 30 September 2008)			
		Labor Hours	Govt. Site hourly rate	Amount	Contractor Site Hourly Rate	Labor Hours	Govt. Site hourly rate	Amount	Contractor Site Hourly Rate
01	PROGRAM MANAGER	80	\$114.46	\$9,156.80	\$0.00	560	\$116.66	\$65,330.43	\$0.00
02	PROJECT MANAGER	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
03	SENIOR FUNCTIONAL ANALYST	80	\$90.10	\$7,208.00	\$1,068.12	80	\$91.53	\$7,322.40	\$0.00
04	FUNCTIONAL ANALYST	80	\$69.86	\$5,588.80	\$6,784.00	560	\$71.75	\$40,203.34	\$66.50
05	SENIOR LOGISTICS ANALYST	80	\$79.50	\$6,360.00	\$0.00	560	\$80.77	\$45,228.76	\$0.00
06	LOGISTICS ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
07	DATABASE MANAGEMENT SPECIALIST**	160	\$69.86	\$11,177.60	\$0.00	1,120	\$71.75	\$80,406.68	\$0.00
08	ADMINISTRATIVE SPECIALIST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
09	SENIOR TRAINING SPECIALIST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
10	TRAINING SPECIALIST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
11	SR BPR SPECIALIST	80	\$92.22	\$7,377.60	\$0.00	560	\$94.23	\$52,766.88	\$0.00
12	BPR SPECIALIST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
13	SR SYSTEMS ANALYST	160	\$92.22	\$14,755.20	\$0.00	560	\$94.23	\$52,766.88	\$0.00
14	SYSTEMS ANALYST	160	\$69.86	\$11,177.60	\$0.00	1,120	\$71.75	\$80,406.68	\$0.00
15	PROGRAM ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
16	FINANCIAL ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
17	OP RESEARCH ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
18	SYSTEMS ARCHITECT	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
19	SR INFORMATION ENG	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
20	INFORMATION ENGINEER	0	\$0.00	\$0.00	\$121.90	0	\$0.00	\$0.00	\$0.00
21	SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
22	TECHNICAL WRITER	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
23	PRINCIPAL FUNCTIONAL ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
24	PRINCIPAL LOGISTICS ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
25	PRINCIPAL BUSINESS PROCESS REENGINEERING SPECIALIST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
26	PRINCIPAL OPERATIONS RESEARCH ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
27	SENIOR OPERATIONS RESEARCH ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
28	PRINCIPAL SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
29	SENIOR ACQUISITION SPECIALIST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
30	SENIOR BUSINESS ANALYST	80	\$88.43	\$7,074.02	\$0.00	560	\$90.19	\$50,508.47	\$0.00
31	SENIOR FINANCIAL ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
32	PRINCIPAL FINANCIAL ANALYST	0	\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
33	CONFIGURATION MANAGEMENT SPECIALIST	80	\$72.02	\$5,761.31	\$0.00	560	\$73.46	\$41,135.77	\$0.00
34	SENIOR SYSTEMS ARCHITECT	160	\$114.65	\$18,344.00	\$133.56	1,120	\$137.16	\$153,217.89	\$136.23
Total Labor Hours		1,200		\$104,056.38		8,400		\$743,997.94	
Total Labor Dollars				\$104,056.38				\$743,997.94	\$410,812.75
Other Direct Costs (ODCs)		Amount	6.8%						
Estimated Travel ODCs (S)		\$4,345.45	10.00%	\$5,000.00					
Estimated Materials ODCs (S)		\$3,090.91	10.00%	\$10,000.00					
Total ODCs				\$15,000.00					
<b>Total (including ODCs)</b>				<b>\$119,056.38</b>					
Overall Contract Total for 5 Years				\$13,840,236.69					

Per Answers to Questions 54 & 55 (Offerors shall submit only a Technical Approach), there is no cost breakout for Optional Tasks 11 & 15. Therefore, the total in this Attachment 3 spreadsheet will not match the total in the Attachment 3 CLIN Structure document. The difference will be the NTEs provided by the government in the CLIN Structure document.

Preparation Information - Source Selection Information - See EAR 3.104  
Cost Proposal Backup - Base Year

Cat No.	Labor Category	1st Option Year (1 October 2008 - 14 June 2009)				1st Option Year (15 June 2009 - 30 September 2009)			
		Labor Hours	Govt. Site Hourly Rate	Amount	Contractor Site Hourly Rate	Labor Hours	Govt. Site Hourly Rate	Amount	Contractor Site Hourly Rate
	<b>Part A Labor Categories</b>								
01	PROGRAM MANAGER	1,360	\$116.66	\$158,659.61	0	\$0.00	\$0.00	\$66,637.04	\$118.99
02	PROJECT MANAGER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
03	SENIOR FUNCTIONAL ANALYST	2,720	\$91.53	\$248,973.55	0	\$0.00	\$0.00	\$104,568.89	\$38.37
04	FUNCTIONAL ANALYST	0	\$0.00	\$0.00	2,720	\$86.50	\$235,269.12	\$0.00	\$0.00
05	SENIOR LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
06	LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
07	DATABASE MANAGEMENT SPECIALIST	2,720	\$71.75	\$195,273.37	0	\$0.00	\$0.00	\$82,014.82	\$30.00
08	ADMINISTRATIVE SPECIALIST	0	\$0.00	\$0.00	1,360	\$41.05	\$55,676.42	\$0.00	\$0.00
09	SENIOR TRAINING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
10	TRAINING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
11	SR BPR SPECIALIST	1,360	\$94.23	\$128,148.15	0	\$0.00	\$0.00	\$53,822.22	\$39.11
12	BPR SPECIALIST	0	\$0.00	\$0.00	1,360	\$75.65	\$102,330.24	\$0.00	\$0.00
13	SR SYSTEMS ANALYST	2,720	\$94.23	\$256,296.30	0	\$0.00	\$0.00	\$107,644.44	\$39.56
14	SYSTEMS ANALYST	1,360	\$17.75	\$23,956.66	1,360	\$70.28	\$95,789.04	\$0.00	\$0.00
15	PROGRAM ANALYST	0	\$0.00	\$0.00	680	\$0.00	\$0.00	\$0.00	\$0.00
16	FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
17	OP RESEARCH ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
18	SYSTEMS ARCHITECT	2,720	\$98.71	\$268,500.88	0	\$0.00	\$0.00	\$112,770.37	\$41.44
19	SR INFORMATION ENG	0	\$0.00	\$0.00	2,720	\$124.34	\$338,199.36	\$0.00	\$0.00
20	INFORMATION ENGINEER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
21	SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
22	TECHNICAL WRITER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
23	PRINCIPAL FUNCTIONAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
24	PRINCIPAL LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
25	PRINCIPAL BUSINESS PROCESS REENGINEERING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
26	PRINCIPAL OPERATIONS RESEARCH ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
27	SENIOR OPERATIONS RESEARCH ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
28	PRINCIPAL SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
29	SENIOR ACQUISITION SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
30	SENIOR BUSINESS ANALYST	1,360	\$90.19	\$122,663.44	0	\$0.00	\$0.00	\$51,518.64	\$38.00
31	SENIOR FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
32	PRINCIPAL FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00
33	CONFIGURATION MANAGEMENT SPECIALIST	1,360	\$73.46	\$99,901.15	0	\$0.00	\$0.00	\$41,968.48	\$30.14
34	SENIOR SYSTEMS ARCHITECT	2,720	\$117.16	\$318,672.02	0	\$0.00	\$0.00	\$133,842.25	\$49.20
	Total Labor Hours	20,400		\$1,894,725.15	10,200		\$887,698.74	\$755,784.56	\$377,933.47
	Total Labor Dollars			\$1,894,725.15			\$887,698.74	\$755,784.56	\$377,933.47

Other Direct Costs (ODCs)	Amount	G&A %
Estimated Travel ODCs (5)	\$45,454.55	10.00%
Estimated Materials ODCs (5)	\$5,050.91	10.00%
Total ODCs	\$50,505.46	
<b>Total ODCs (including ODCs)</b>	<b>\$1,945,230.61</b>	

NOTES  
 Proprietary Information - Source Selector Information - See FAR 3-104 -  
 Cost: Proposal Backup - Option Year 1

Asynchrony Solutions Breakout of Proposed Labor Categories and Hours

Cat. No.	Labor Category	2nd Option Year (1 October 2009 - 14 June 2010)			2nd Option Year (15 June 2010 - 30 September 2010)			Contractor Site Amount
		Labor Hours	Govt. Site hourly rate	Amount	Labor Hours	Govt. Site hourly rate	Amount	
01	PROGRAM MANAGER	1,360	\$118.95	\$161,832.61	0	\$0.00	\$0.00	\$0.00
02	PROJECT MANAGER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
03	SENIOR FUNCTIONAL ANALYST	2,720	\$93.37	\$253,953.02	0	\$0.00	\$0.00	\$0.00
04	FUNCTIONAL ANALYST	0	\$0.00	\$0.00	4,080	\$88.23	\$359,961.75	\$0.00
05	SENIOR LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$151,183.94
06	LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
07	DATABASE MANAGEMENT SPECIALIST	2,720	\$71.35	\$193,178.84	0	\$0.00	\$0.00	\$0.00
08	ADMINISTRATIVE SPECIALIST	0	\$0.00	\$0.00	1,360	\$41.91	\$56,993.94	\$0.00
09	SENIOR TRAINING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$23,937.46
10	TRAINING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
11	SR BPR SPECIALIST	1,360	\$95.11	\$130,711.11	0	\$0.00	\$0.00	\$0.00
12	BPR SPECIALIST	0	\$0.00	\$0.00	1,360	\$77.26	\$104,986.84	\$0.00
13	SR SYSTEMS ANALYST	2,720	\$96.11	\$261,422.22	0	\$0.00	\$0.00	\$0.00
14	SYSTEMS ANALYST	1,360	\$73.23	\$99,589.42	2,720	\$88.03	\$240,797.33	\$42,085.31
15	PROGRAM ANALYST	0	\$0.00	\$0.00	680	\$71.68	\$48,744.82	\$100,789.26
16	FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$20,472.82
17	OP RESEARCH ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
18	SYSTEMS ARCHITECT	2,720	\$100.69	\$273,870.80	0	\$0.00	\$0.00	\$0.00
19	INFORMATION ENGINEER	0	\$0.00	\$0.00	1,360	\$126.82	\$172,481.67	\$0.00
20	TECHNICAL WRITER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
21	PRINCIPAL FUNCTIONAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
22	PRINCIPAL LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
23	PRINCIPAL BUSINESS PROCESS REENGINEERING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
24	PRINCIPAL OPERATIONS RESEARCH ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
25	PRINCIPAL SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
26	SENIOR ACQUISITION SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
27	SENIOR BUSINESS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
28	PRINCIPAL FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
29	CONFIGURATION MANAGEMENT SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00
30	SPECIALIST	1,360	\$74.93	\$101,899.17	0	\$0.00	\$0.00	\$0.00
31	SENIOR SYSTEMS ARCHITECT	2,720	\$119.50	\$325,045.46	0	\$0.00	\$0.00	\$0.00
32	Total Labor Hours	20,400			11,560			
33	Total Labor Dollars			\$1,932,619.66			\$983,145.54	\$412,921.13
Other Direct Costs (ODCs)		Amount	GSA %					
Estimated Travel ODCs (5)		\$45,454.55	10.00%	\$50,000.00				
Estimated Materials ODCs (5)		\$9,090.91	10.00%	\$10,000.00				
Total ODCs				\$60,000.00				
Total ODCs (including ODCs)				\$420,395.58				

NOTES  
 Proprietary Information - Source Selection Information. See FAR 3.104  
 Cost Proposal Backup - Option Year 2

Cat No	Labor Category	3rd Option Year (1 October 2010 - 14 June 2011)				3rd Option Year (15 June 2011 - 30 September 2011)				Contractor Site Amount			
		Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount	Labor Hours	Contractor Site Hourly Rate				
Asynchrony Solutions Breakout of Proposed Labor Categories and Hours													
Part A Labor Categories													
01	PROGRAM MANAGER	1,360	\$121.37	\$165,069.46	0	\$0.00	\$0.00	560	\$123.80	\$69,329.17	0	\$0.00	\$0.00
02	PROJECT MANAGER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
03	SENIOR FUNCTIONAL ANALYST	2,720	\$95.23	\$259,032.08	0	\$0.00	\$0.00	1,120	\$97.14	\$108,793.47	0	\$0.00	\$0.00
04	FUNCTIONAL ANALYST	0	\$0.00	\$0.00	4,080	\$99.99	\$387,160.99	0	\$0.00	\$0.00	1,680	\$97.79	\$164,207.62
05	SENIOR LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
06	LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
07	DATABASE MANAGEMENT SPECIALIST	2,720	\$74.69	\$203,162.41	0	\$0.00	\$0.00	1,120	\$76.19	\$85,326.21	0	\$0.00	\$0.00
08	ADMINISTRATIVE SPECIALIST	0	\$0.00	\$0.00	1,360	\$42.75	\$58,133.82	0	\$0.00	\$0.00	560	\$43.60	\$24,416.21
09	SENIOR TRAINING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
10	TRAINING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
11	SR BPR SPECIALIST	1,360	\$98.03	\$133,325.33	0	\$0.00	\$0.00	560	\$99.99	\$55,995.64	0	\$0.00	\$0.00
12	BPR SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
13	SR SYSTEMS ANALYST	0	\$0.00	\$0.00	1,360	\$74.74	\$107,088.62	0	\$0.00	\$0.00	560	\$80.32	\$44,977.22
14	SYSTEMS ANALYST	2,720	\$98.03	\$266,650.67	0	\$0.00	\$0.00	1,120	\$99.99	\$111,993.28	0	\$0.00	\$0.00
15	PROGRAM ANALYST	1,360	\$74.69	\$101,361.21	2,720	\$99.99	\$244,773.99	560	\$76.19	\$42,664.11	1,120	\$97.79	\$102,865.08
16	FINANCIAL ANALYST	0	\$0.00	\$0.00	680	\$73.12	\$49,719.72	0	\$0.00	\$0.00	280	\$74.58	\$20,882.28
17	TOP RESEARCH ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
18	SYSTEMS ARCHITECT	2,720	\$102.70	\$279,348.32	0	\$0.00	\$0.00	1,120	\$104.76	\$117,326.59	0	\$0.00	\$0.00
19	SR INFORMATION ENG	0	\$0.00	\$0.00	1,360	\$129.36	\$175,931.31	0	\$0.00	\$0.00	560	\$131.95	\$73,831.15
20	INFORMATION ENGINEER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
21	SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
22	TECHNICAL WRITER	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
23	PRINCIPAL FUNCTIONAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
24	PRINCIPAL LOGISTICS ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
25	PRINCIPAL BUSINESS PROCESS REENGINEERING SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
26	ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
27	ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
28	PRINCIPAL SUBJECT MATTER EXPERT	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
29	SENIOR ACQUISITION SPECIALIST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
30	SENIOR BUSINESS ANALYST	1,360	\$93.64	\$127,619.04	0	\$0.00	\$0.00	560	\$95.71	\$53,600.00	0	\$0.00	\$0.00
31	SENIOR FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
32	PRINCIPAL FINANCIAL ANALYST	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00	0	\$0.00	\$0.00
33	CONFIGURATION MANAGEMENT SPECIALIST	1,360	\$76.42	\$103,937.16	0	\$0.00	\$0.00	560	\$77.95	\$43,653.61	0	\$0.00	\$0.00
34	SENIOR SYSTEMS ARCHITECT	2,720	\$121.89	\$331,546.37	0	\$0.00	\$0.00	1,120	\$124.33	\$139,249.46	0	\$0.00	\$0.00
Total Labor Hours		20,400			11,560			8,400			4,760		
Total Labor Dollars				\$1,971,272.05			\$1,002,808.45			\$827,934.26			\$421,179.55

Category	Amount	GAA %
Other Direct Costs (ODCs)		
Estimated Travel ODCs (\$)	\$50,000.00	10.00%
Estimated Materials ODCs (\$)	\$10,000.00	10.00%
<b>Total ODCs</b>	<b>\$60,000.00</b>	
<b>Total Labor Dollars</b>	<b>\$2,431,272.05</b>	

Proprietary Information - Source Selection Information. See FAR 3.104  
Cost Proposal Backup - Option Year 3

**ENTERPRISE ARCHITECTURE  
SUPPORT TO  
PORTFOLIO MANAGEMENT  
and the  
CORPORATE SERVICES VISION ENVIRONMENT  
  
PERFORMANCE WORK STATEMENT (PWS)**

**6 June 2008**

**1. DESCRIPTION OF SERVICES**

**1.1. Objective.**

This task order will optimize enterprise deployment and distribution information environment by placing emphasis on Enterprise Architecture (EA) Support to perform Strategic Planning and Analysis by adopting the Corporate Services Vision (CSV). The CSV is a service oriented architecture (SOA) approach to identify and re-use services across the Enterprise. United States Transportation Command (USTRANSCOM) seeks to migrate from the existing "As-Is" Architecture to a prescriptive Architecture consisting of seven Reference Models in order to guide IT investments. Specifically, USTRANSCOM seeks to improve deployment, distribution, and sustainment functions and enabling information technology (IT) applications and infrastructure. This transformational initiative will challenge the contractor to propose innovative approaches that still meet minimal Joint Capability Integration Development System (JCIDS), Defense Architecture Framework (DODAF), Business Enterprise Architecture (BEA), and the Investment Review Board (IRB), DOD Architecture, Federal Enterprise Architecture (FEA), or Defense Business Systems Management Committee (DBSMC) standards. By enhancing capabilities, reducing complexity, and optimizing mission and business processes, the contractor shall utilize the architecture to increase available capacity utilization, decrease costs, and increase the speed of process cycle time.

**1.1.1. Scope.**

The scope of Task 2 consists of three interdependent spirals. Spiral 1 will review the current USTRANSCOM EA and help propose conceptual reference models for USTRANSCOM as the Distribution Process Owner (DPO) using the appropriate best business practices in EA. Interrelated reference models comprise a framework for describing important elements in an Enterprise Architecture in a common and consistent way. Spiral 2 will transition the proposed conceptual reference models to prescriptive reference models that are able to analyze the current IT investments. Spiral 3 will refine the repeatable process for analyzing and populating the models. The Microsoft Project picture in Figure 1 depicts the envisioned scope:

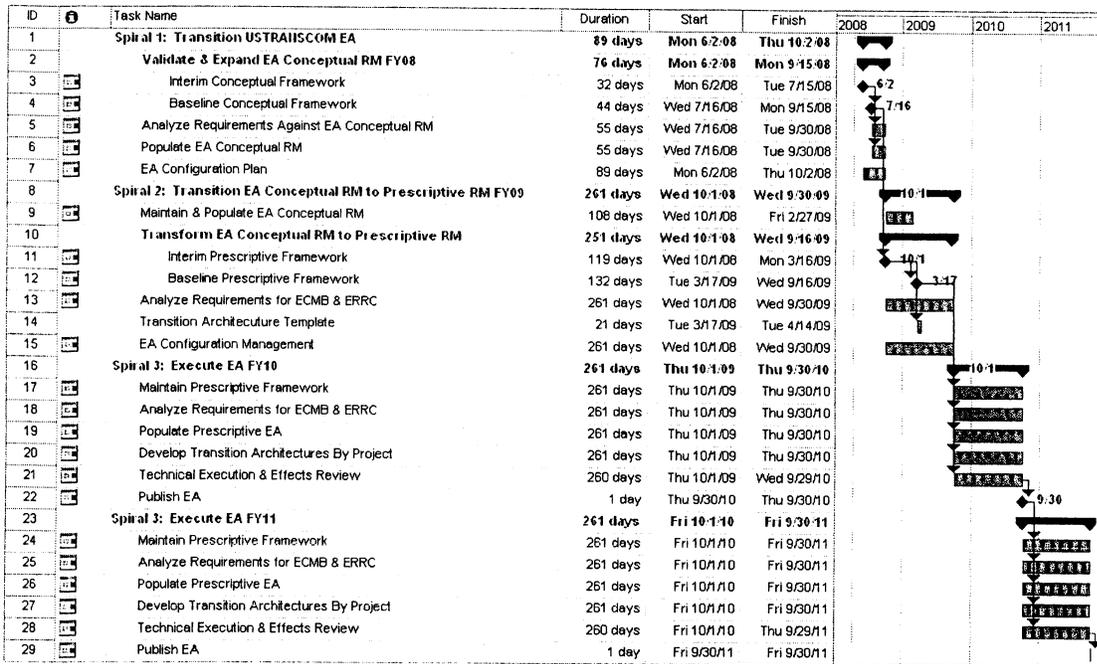


Figure 1: Notional - Draft Enterprise Architecture Plan (FY08-11)

All other tasks to be performed under this task order will be in direct support of the EA effort and will be performed for the duration of the task order.

## 1.2. Background.

The Distribution Enterprise Architecture Office, located within the Command, Control, Communications and Computer Systems Directorate (TCJ6), equips the portfolio and program managers with a common language and framework to describe and analyze IT investments, enhance collaboration to ultimately improve the DOD deployment and distribution operations and increase the Joint Force Commanders' freedom of action across the full range of military employment as set forth by the Unified Command Plan and DODD 5158.4. The EA framework is guided by the IT Investment Core Principles (1.2.1) in order to develop the reference models (1.2.2).

### 1.2.1. IT Investment Core Principles.

The USTRANSCOM EA adopts the following core principles to guide IT investment strategic direction. The principles are:

- Optimize Enterprise Solutions to Minimize Duplication of Capabilities**  
 Migrate from a system-based to a capabilities-based approach through open communication between service providers using a top-level, standardized, and repeatable methodology. The methodology will be used to standardized policy and procedure across components making enterprise control and governance transparent to all components.
- Service-Oriented**  
 Improve Joint Distribution and Deployment operations, decision-support and process improvement while reducing cost to the DPO community by standardizing and sharing business processes across multiple organizations (including security, semantics, utility services and business process components) while eliminating duplication and inconsistency within and between agencies accomplished by implementing many-to-many interfaces.
- Information-Centric**  
 Create information environment that incorporates context-based data relationships. Ensures information is "accessible, visible, understandable and trusted". Establish agent capability to autonomously respond and proactively provide intelligent decision-support to users.
- Transparent, Accessible and Secure Information**  
 Create an environment that provides timely, reliable and assured information to members of the Distribution Process enabled by IT and network services. Supporting an environment where software is

planned, designed, tested, delivered and reused while maintaining accreditation across a diverse Joint Distribution and Deployment Enterprise.

- **Open, Standards-based Architecture and Commercial Off the Shelf Technologies**  
Research and where appropriate utilize non-proprietary, open source, or Government/Commercial off-the-shelf software. The environment will support open source software development.
- **Engineered To Support And Improve Human Knowledge**  
Solutions designed on intelligent agents/collaboration utilizing reasoning capabilities to generate and evaluate courses of action. As a result the human user is relieved of lower level labor intensive, filtering, analysis and reasoning tasks allowing greater time for decision support.
- **Tested, Certified, Sustainable, Modular and Agile**  
Meets regulatory compliance requirements and delivers capability timely. The capabilities will be modular, loosely coupled and re-useable.
- **Governed and Configuration Managed**  
The EA will adopt common standards for governance of the DPO components. It will prescribe a methodology for communicating changes through a structured configuration management process.
- **Performance Measurable**  
Provide information capabilities that meet or exceed Distribution/Deployment performance expectations based on government defined service level. Services levels are defined as part of the required capabilities.

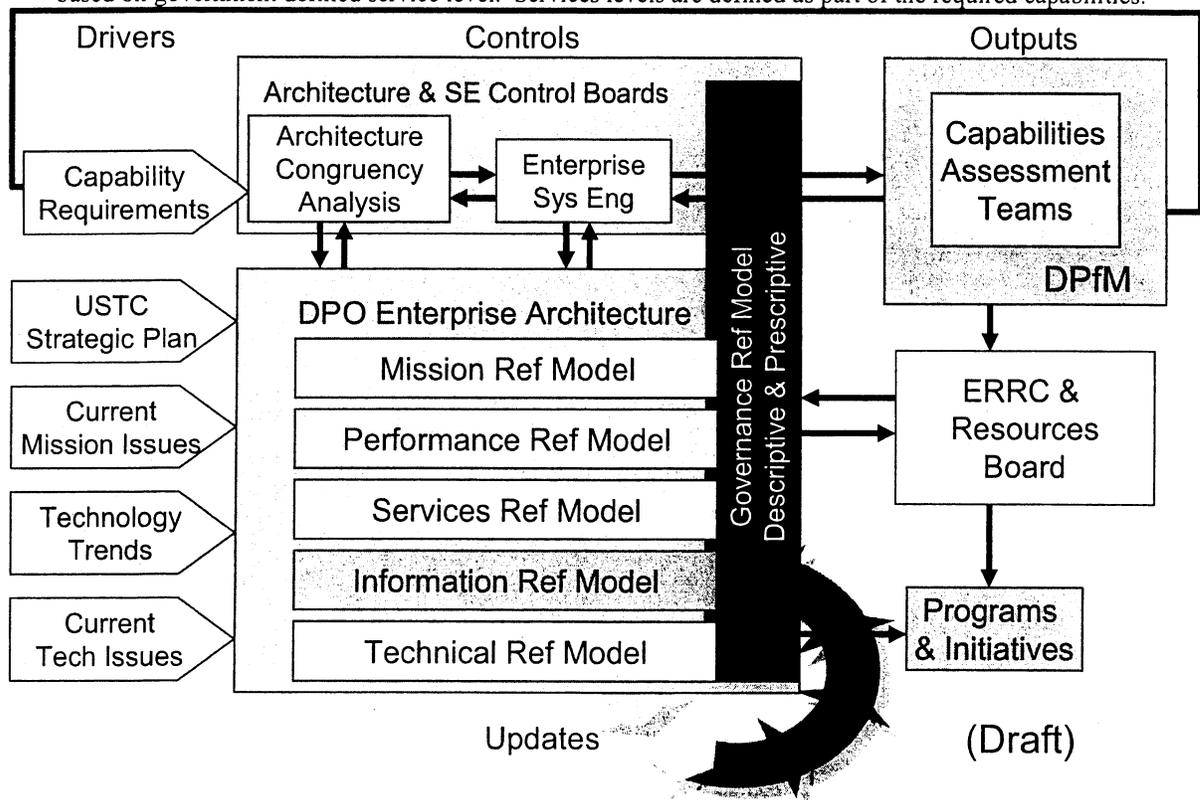


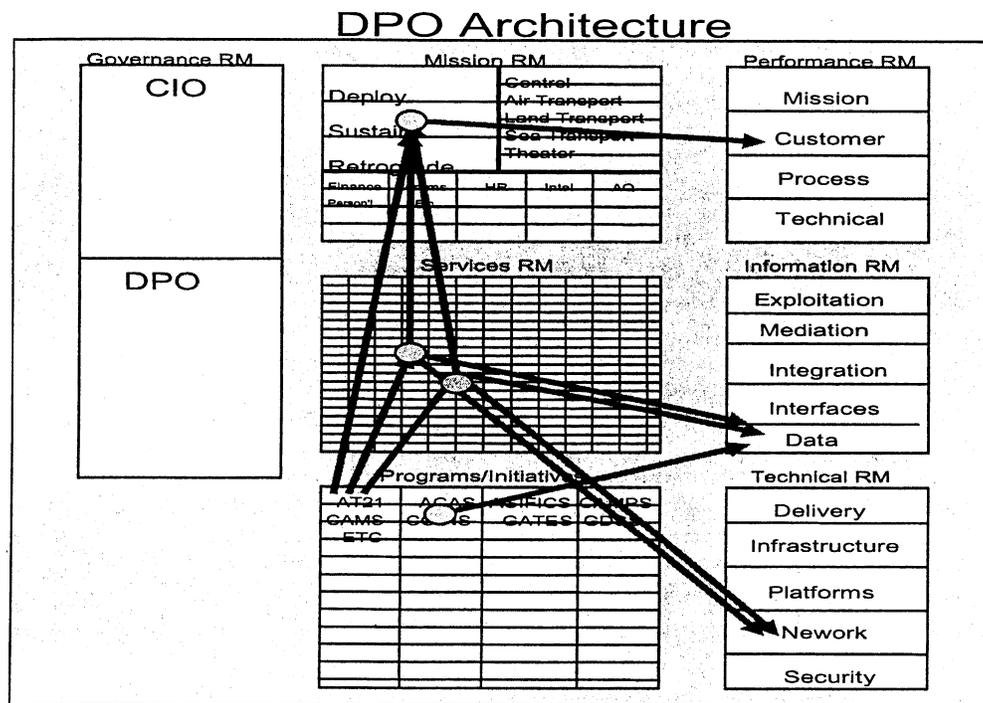
Figure 2: Composite Enterprise Architecture View

### 1.2.2. Reference Model Background

The USTRANSCOM EA consists of a set of interrelated “reference models” (as depicted in Figure 2) designed to facilitate cross domain analysis and the identification of duplicative investments, gaps and opportunities for collaboration within and across DPO-related organizations. These reference models are based on the FEA and the DOD Enterprise Architecture Reference Models. Each generic reference model consists of two parts, a conceptual and a prescriptive view. The conceptual view describes the environment at a high level and is dateless and stateless in nature (see Figure 3 below). The prescriptive view describes the environment and prescribes the standards for solutions. The prescriptive view is also dateless, but has known boundaries. Transition Architectures will prescribe and monitor interrelated solutions in a given time period. Collectively, the reference models comprise a framework

for describing important elements of the USTRANSCOM EA in a common and consistent way. Through the use of common framework and vocabulary, IT portfolios and subordinate programs can be better managed and leveraged across the DPO environment. USTRANSCOM EA consists of seven reference models:

- Mission Reference Model: Functional view of DPO Lines of Mission/Business
- Performance Reference Model: Framework for measuring success of IT investments to improve business customer-centric outputs
- Services Reference Model: Framework for classifying Service Components to support reuse of Services across the DPO
- Information Reference Model: Standards-based framework to enable development of an information or knowledge-centric environment
- Technical Reference Model: Framework which categorizes standards and technologies to support and enable Services reuse
- Governance Reference Model: Process framework to support Distribution Portfolio Management (DPfM) decision-making and oversight for DPfM architecture and investments
- Programs & Initiatives Reference Model: Categorizes and defines DPO programs and initiatives



**(Notational Framework)**

**Figure 3: Conceptual Reference Model Framework**

### 1.3. Specific Tasks.

#### 1.3.1. Task Area 1: Contract Level and Task Order Management

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

The contractor shall provide a centralized program management capability at 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 the status of the performance of this task order. This task will span the entire duration of the contract

**1.3.1.1. Task Order Management Plan**

Contractor shall provide a task order management plan describing functional approach, organizational and financial resources, supporting organizational structure and management controls that contractor will employ in accordance with tasks and deliverables in this PWS. Contractor shall submit draft plan within 15 business days after contract award. Government will have 10 business days to review plan and provide comments. Contractor shall have five business days from receipt of Government comments to submit final plan.

**1.3.1.2. Status Reports**

**1.3.1.2.1. Monthly Cost/Status and Resource Utilization Reports**

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

**1.3.1.2.2. Weekly Activities Report (WAR)**

The contractor shall provide a WAR detailing only significant events for senior leadership review. This report will be given to the designated Government representative by close of business (COB) every Wednesday.

**1.3.1.2.3. Daily Dashboard Report**

The contractor shall develop an overarching dashboard report to depict planned vs. actual task status, to include and highlight issues, and estimate time and resources to deliver products. The purpose of the report is to highlight tasks that are at risk.

**1.3.1.2.4. Project Charter**

The contractor shall create a project charter for each project in accordance with Government format. Project charters are designed to optimally manage multiple project teams within specified times, labor/Other Direct Costs (ODC), subtask dependencies, and deliverables. Deliverables shall be measurable for quality and completeness.

**1.3.1.3. In Progress Review (IPR)**

Contractor shall meet with Functional manager/Contracting Officer Representative (COR) bi-monthly or as COR may require, to discuss any problems with current tasks, assignment of future tasks, and to obtain Government decisions or guidance necessary to contractor performance. The contractor shall deliver IPR minutes, with a copy of the presentation slides. At a minimum, the minutes shall reflect a record of activity, decisions made, date, location, and attendees.

**1.3.2. Task Area 2: CSV Spiral Implementation**

This task is divided into three spirals that are dependent upon each other and support the DPO.

**1.3.2.1. Spiral 1: Transition USTRANSCOM EA (Base Period)**

In Spiral 1, USTRANSCOM is seeking industry best practices to refine the existing conceptual view of the reference models of the USTRANSCOM EA to a Corporate Services Vision perspective, based on reference model background information as stated in 1.2.2.

**1.3.2.1.1. Validate and Expand Enterprise Architecture Conceptual Reference Framework (EACRF)**

The contractor shall review Government provided EACRF currently residing in the existing Information Resource Management Data Repository (IRMDR) Tool Suite content, overarching principles and reference models. The tool suite currently consists of the Oracle based USTRANSCOM Corporate Resource Information Source (CRIS), ARIS, Cold Fusion, Systinet Universal Description Discovery Integrator (UDDI), NetViz, and Erwin.

The contractor shall identify and recommend adjustments or further expansion including definitions, descriptions and standard operating procedures for utilizing and maintaining the EACRF. The contractor shall provide an interim and baseline conceptual reference framework. This framework will include an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements. If the tool suite needs to expand to include additional capability, it will be evaluated under direction of the Government. The contractor shall conduct monthly EACRF progress meetings and issue feedback, to include documenting assigned actions items and resolutions.

**1.3.2.1.2. Populate EACRF**

The EACRF is envisioned to be steadily populated with approved investment strategies to transition the architecture from a descriptive (requirements) framework to a prescriptive (solution) framework. The prescriptive framework enables creation of transition roadmaps and allows measurement of established IT investment strategies. The contractor shall populate the most current EACRF using the approved ERRC recommendations resulted from the initial requirements analysis. The contractor shall conduct monthly EACRF progress meetings that document feedback and lists information populated in the IRMDR, including assigned actions items and resolutions.

**1.3.2.1.3. EA Configuration Management (CM) Plan**

The contractor shall provide the methodology for communicating changes of architecture artifacts through a structured configuration management process. The government envisions the configuration management plan to include formalized Change Requests (CR) documents reviewed by a Configuration Control Board.

**1.3.2.2. Spiral 2: Transition EA Conceptual RM to Prescriptive RM (Option Year 1)**

In Spiral 2 USTRANSCOM is seeking industry best practice solutions to transition the EACRF developed in Spiral 1 to prescriptive reference model. Spiral 1 shall be approved by the Government before Spiral 2 begins.

**1.3.2.2.1. Maintain and Populate the EACRF**

The contractor shall review the EACRF developed in Spiral 1 including the overarching principles and conceptual reference models. The contractor shall maintain and continue to populate the IRMDR Tool Suite with descriptive information. The contractor shall develop and report monthly metric to reflect expansion and level of completion of the EACRF. The contractor shall conduct monthly EACRF progress meetings and issue feedback, to include documenting assigned actions items and resolutions.

**1.3.2.2.2. Transform the EACRF into a Prescriptive (Solutions Oriented) Reference Model**

The contractor shall identify, recommend, and develop a prescriptive architecture (**and an interim draft**) based on the conceptual framework. The contractor shall continue to expand the descriptive aspects of the EACRF and populate the prescriptive elements (solutions) in the IRMDR Tool Suite. The contractor shall provide the framework with an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements. The contractor shall conduct monthly EACRF progress meetings and issue feedback, including documenting assigned actions items and resolutions.

**1.3.2.2.3. Transition Architecture(s)**

The contractor shall develop the standard transition template that will be used to define the structure and content for the transition architectures. The Government and the contractor will identify candidate projects during the ECMB and ERRC processes. For each candidate project selected the contractor shall provide a transition architecture. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.2.4. EA Configuration Management (CM)**

The contractor shall communicate monthly changes of architecture artifacts through a structured configuration management process in accordance with the CM plan developed in Spiral 1.

**1.3.2.3. Spiral 3: Execute EA (Option Year 2 and 3)**

The intent of Spiral 3 is to expand and utilize the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2.

**1.3.2.3.1. Maintain the EA Prescriptive Framework**

The contractor shall make recommendation on IT investments and perform effects analyses based on the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2 to preserve the overarching principles. The contractor shall develop and report monthly metric in accordance with paragraph 1.3.2.2.2.

**1.3.2.3.2. Analyze Requirements for ERRC and ECMB**

The contractor shall continue to analyze and provide recommendations as described in 1.3.2.2.3 to support the IT Investment Requirements and Solution Decision Cycle as shown in Figure 4. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.3. Population of Prescriptive Reference Model**

The contractor shall continue to review the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2 including the overarching principles. The contractor shall maintain and populate the IRMDR Tool Suite. The contractor shall develop and report monthly metric to reflect expansion and level of completion of the Prescriptive Reference Model. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.4. Transition Architecture(s) based on Corporate Priorities**

The contractor shall utilize the standard template to continue populating Prescriptive Reference Model. The Government and the contractor will identify candidate projects during the ECMB and ERRC processes. The contractor shall develop the transition architecture for each candidate project selected. Each project will have an associated timeline and evaluation criteria against the recommended developer(s). For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.5. Technical Execution and Effects Review**

Program managers will develop and deliver solutions prescribed by the transition architecture. The contractor shall perform evaluations of solution deliverables to confirm degree of developer compliance. The contractor shall define and develop Technical Assessment criteria for Government approval. The contractor shall evaluate whether the developer has fulfilled the requirement specified in the Prescriptive Reference Model and document compliance in the form of a metric.

**1.3.2.3.6. CSV Enterprise Architecture**

The contractor shall electronically publish a current EA in accordance to the CSV.

**1.3.3. Task Area 3: Analyze DPO Requirements for Enterprise Capability Management Board (ECMB) and the ERRC**

The Government will identify enterprise requirements for review and analysis. The contractor shall perform congruency analysis on requirements utilizing the Conceptual and the evolving Prescriptive views of the Reference Models. The contractor shall use a standard methodology, and continue to refine the standard procedures necessary to provide recommendations with detailed explanation of findings. Enterprise congruency analysis shall be performed on systems and other IT-related requirements to identify potential enterprise duplication and gaps. Findings shall then be reported and explained to the Government.

**1.3.4. Task Area 4: Analyze Defense Transportation System (DTS) Requirements for Enterprise Capability Management Board (ECMB) and the ERRC**

The Government will identify DTS requirements for review and analysis. The contractor shall perform congruency analysis on requirements utilizing the Conceptual and the evolving Prescriptive views of the Reference Models. The contractor shall use a standard methodology, and continue to refine the standard procedures necessary to provide recommendations with detailed explanation of findings. DTS congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. Findings shall then be reported and explained to the Government.

**1.3.5. Task Area 5: Governance**

Governance is defined as government management controls over the DPO portfolio. The contractor shall attend and participate in a bi-weekly Government led Architecture Integration Steering Group (AISG) or other Government lead meetings as required. The contractor shall provide minutes of actions and resolutions for working group meetings. The AISG is designed to review, collaborate and provide status on issues associated with the broader EA

environment. Specific focus is to be provided on the integration efforts associated with production, repository, utilization and governance for the combined EA community.

The contractor shall participate as required by the Government in the Information Technology (IT) Investment Requirement and Solution Decision Cycle shown in Figure 4.

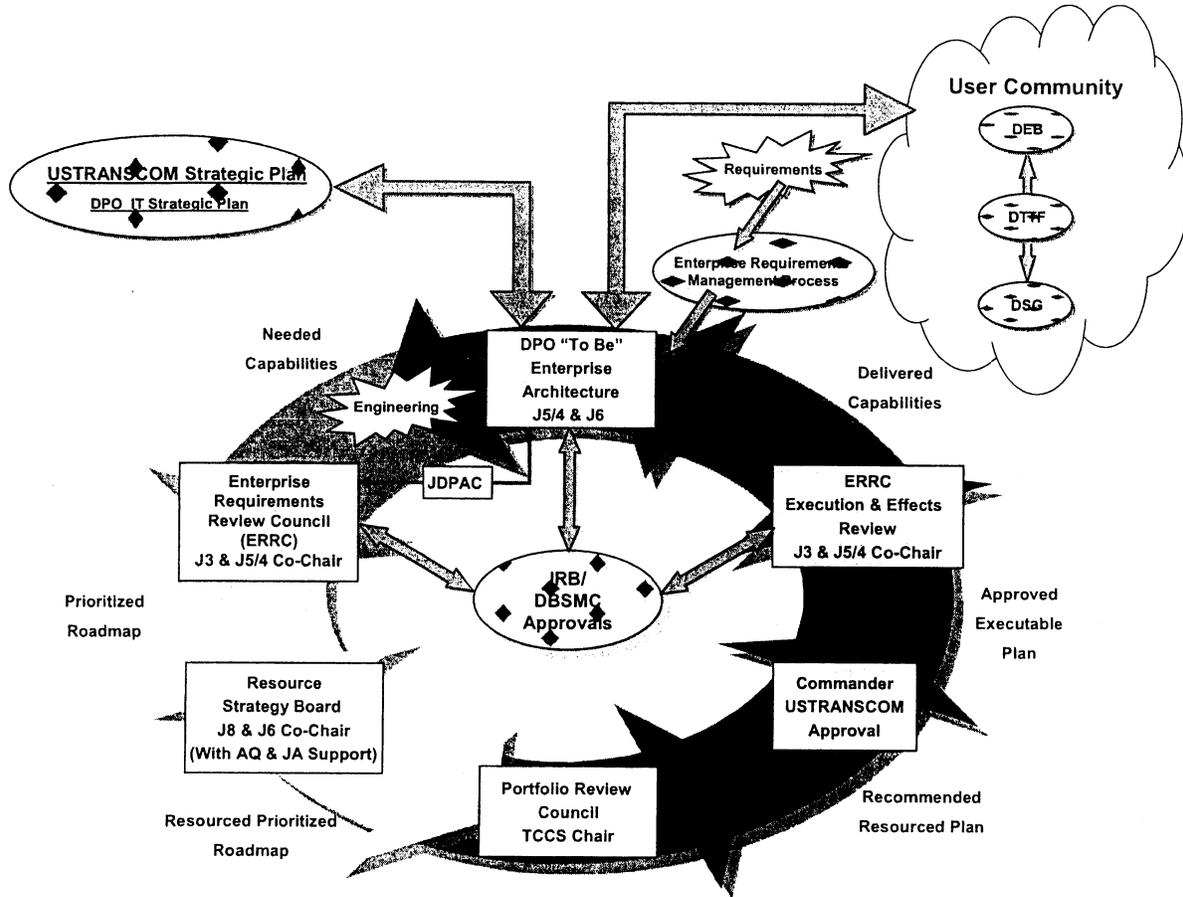


Figure 4: IT Investment Requirement and Solution Decision Cycle

**1.3.6. Task Area 6: Information Exchange Meetings**

The contractor shall attend and participate in various Government and private national forums to demonstrate and present DPO EA Framework, challenges, lessons learned and way-ahead. Contractor will typically be joined by Government architecture representative who will also participate in presentation. All demonstrations, presentations, and information exchange sessions shall be reviewed and pre-approved by the COR or assigned Government representative. The contractor shall provide meeting minutes with actions and resolutions.

**1.3.7. Task Area 7: EA Information Management**

The contractor shall populate, maintain, retrieve and archive DPO EA information, to include information stored prior to this contract, in the IRMDR Tool Suite. The contractor shall update the content of the IRMDR Tool Suite as directed by the Government.

**1.3.8. Task Area 8: Alternate Functional Area Communications and Computer Systems Manager (FACCSM) Duties**

The contractor shall provide support to TCJ6-A primary FACCSM as needed. The contractor shall perform FACCSM's duties IAW USTRANSCOM Instruction 33-16, paragraphs 4.5, 5.1, 6, 7, and 8. The instruction can be found at <http://www.transcom.mil/>. The contractor shall complete the necessary training required by the USTRANSCOM Network Office.

**1.3.9. Task Area 9: Portfolio Management Support for DPO Business Case Analysis**

The contractor shall provide support for DPO Capability Based Assessment Teams (CBATs) and other designated working groups. These teams analyze specific problems and recommend solutions. The contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various architectural views/information associations. Once a working group conducts a business case and makes recommendations, approved findings shall be integrated into USTRANSCOM EA. The contractor shall support analyses of up to 3 CBATs per year total between tasks 9 and 10. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.10. Task Area 10: Portfolio Management Support for DTS Business Case Analysis**

The contractor shall provide support for DTS Capability Based Assessment Teams (CBATs) and other designated working groups. These teams analyze specific problems and recommend solutions. The contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various architectural views/information associations. Once a working group conducts a business case and makes recommendations, approved findings shall be integrated into USTRANSCOM EA. The contractor shall support analyses of up to 3 CBATs total between tasks 9 and 10. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.11. Task Area 11: DoD Architecture Framework (DODAF) Product Support. (Optional Task) This task shall be executed at the discretion of the Government**

**1.3.11.1.** Acquisition Category (ACAT) programs are required to submit DODAF products views in their requirements documents as an appendix. As required by the Government, the contractor shall technically assist the USTRANSCOM's IT program managers who are responsible for writing Joint Capability Integration Development System (JCIDS) documents. The contractor shall extract information from the IRMDR Tool Suite that will support the required documents. DODAF products shall include but are not limited to operational views, system views, and technical views in accordance with DODAF version 1.5 dated 23 April 07 ([http://www.defenselink.mil/cio-nii/docs/DoDAF\\_Volume\\_II.pdf](http://www.defenselink.mil/cio-nii/docs/DoDAF_Volume_II.pdf)). The contractor shall support up to five (5) Government requests from Acquisition Category (ACAT) programs for DODAF Product Support per year. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing DODAF products.

**1.3.11.2.** This task shall be executed at the discretion of the Government. The Government will provide the contractor with a request for proposal based on the specific task to be accomplished. The Contractor shall provide a proposal breaking out the labor categories/rates and number of hours to accomplish the task, after accomplishment of negotiations, the Government will process a modification to the task order.

**1.3.12. Task Area 12: EA Federation**

The contractor shall ensure the DPO EA aligns with disparate Department of Defense (DOD) architectures and reference models including but not limited to the Joint Staff, Office of Secretary of Defense's (OSD) Business Enterprise Architecture, Defense Logistics Agency (DLA), Services, and Combatant Commands (COCOMs) logistics-related architectures. These architectures are based on the Supply-Chain Council's Supply Chain Operations Reference (SCOR) model which also is periodically updated. The contractor shall facilitate and schedule configuration control boards to reevaluate changes among federated architectures ensuring configuration management. The contractor shall be responsible for using USTRANSCOM approved architecture tool to employ and maintain the existing federation established between the aforementioned architectures. The contractor shall provide a monthly status report addressing EA Federation. The contract shall receive Government approval prior to commencing will all updates to any architecture alignments.

**1.3.12.1. Investment Support/Compliance**

Using the EA Federation, the contractor shall provide EA compliance support to the Distribution Portfolio Manager for Investment Review Board/Defense Business Management System Council. The contractor shall be prepared to support a quarterly request for EA compliance support and on an as needed basis. For each Government approved project, the contractor shall provide a ROM on resources required prior to the EA compliance support.

**1.3.13. Task Area 13: Functional Architecture Support**

As directed by the Government, the contractor shall provide functional (operational/business) architecture experts to solve current, real time DPO-related business problems using current databases and analysis methods. The contractor shall focus on solving distribution challenges, recommending new business rules, and enabling better resource allocation decisions while improving delivery of forces and sustainment to desired points of effect. Contractor must demonstrate functional and technical experience measuring service support levels and identifying trends affecting overall performance of the logistics/distribution network. Deliverables include analyses and recommendation reports by government directed topic on business process improvement proposals and requirements documents involving materiel and personnel deployment, distribution, and sustainment operations. The contractor shall provide analyses and recommendations by topic submitted into Government provided system (e.g. Knowledge Management and Decision Support (KMDS)) and should include a summary included in the weekly activity report.

**1.3.14. Task Area 14: Continuous Process Improvement Support**

New information technology (IT) requirements identified by the Government in Task 3, 4, 9 or 10 may require an analysis of the mission or business process change that the IT requirement is supposed to solve. Contractor shall conduct business process improvement projects to analyze a specific line of business as directed by the Government. For each Government approved project, the contractor shall provide a ROM on resources required prior to starting the process improvement support project. Contractor shall have personnel that are trained and experienced in supply-chain operations and EA fundamentals. Literature reviews, subject matter expert interviews, process documentation and analyses, workshop facilitation, and information presentation are all professional skills that the contractor shall demonstrate to accomplish these routine tasks. While certification is not required, it is highly recommended to be certified in the SCOR model, Supply Chain Management, EA, Service Oriented Architecture (SOA), DODAF, and Federal Enterprise Architecture (FEA) and LEAN/Six Sigma, particularly for contractor task leads. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the DODAF products.

**1.3.15. Task Area 15: Federation Pilot - Pilot Initiatives (Optional Task)**

*This task shall be executed at the discretion of the Government*

1.3.15.1. The contractor shall provide Government directed support for continued OSD Networks & Information Integration pilot initiatives. Initiatives are designed to expand reference model alignments and concepts as the federation principles mature. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

1.3.15.2. This task shall be executed at the discretion of the Government. The Government will provide the contractor with a request for proposal based on the specific task to be accomplished. The Contractor shall provide a proposal breaking out the labor categories/rates and number of hours to accomplish the task, after accomplishment of negotiations, the Government will process a modification to the task order

**2.0. Deliverable Schedules**

The contractor shall coordinate with the Task Lead or COR to agree upon an appropriate format and final product prior to delivery of all products delivered outside of Command, Control, Communications and Computer Systems Architecture Division (TCJ6-A).

PWS Para #	PWS Task #	Performance Objective	Delivery Schedule
1.3.1.1	Task 1	Task Order Management Plan	Draft – 15 days after award Final – 5 business days after Government comment
1.3.1.2.1	Task 1	Monthly Cost/Status and Utilization Report	10 <sup>th</sup> day of each month
1.3.1.2.2 1.3.13	Task 1 Task 13	WAR	Weekly, COB Wednesday
1.3.1.2.3	Task 1	Dashboard Report	Daily
1.3.1.2.4	Task 1	Project Charter	As required by Government
1.3.1.3	Task 1	IPR Documentation	Within one business day after IPR
1.3.2.1.1	Task 2	EACRF progress and issue feedback meeting	One business day after meeting

<b>PWS Para #</b>	<b>PWS Task #</b>	<b>Performance Objective</b>	<b>Delivery Schedule</b>
		Provide Interim conceptual Reference Framework  Provide Baseline Conceptual Reference Framework	Draft – 1 Aug 2008 Final – Within 10 business days after Government comment  Draft – 15 Sep 2008 Final – Within 10 business days after Government comment
1.3.2.1.2 1.3.2.2.1 1.3.2.2.2 1.3.2.3.1 1.3.2.3.3	Task 2	Progress/issue feedback meeting  Documentation on assigned action items and resolution	Monthly  One business day after meeting
1.3.2.1.2	Task 2	Document list of information populated in IRMDR	5 <sup>th</sup> day of each month
1.3.2.1.3	Task 2	Develop/Document a EA Configuration Management Plan	15 Aug 2008
1.3.2.2.1	Task 2	Provide level-of-completion metric	Initial – 30 calendar days within the start of Spiral 2 Final – 10 <sup>th</sup> of each month after Government acceptance metric
1.3.2.2.2	Task 2	Provide Interim Prescriptive reference model  Provide Baseline Prescriptive Reference model	Draft – 1 Mar 2009 Final – Within 10 business days after Government comment  Draft – 1 Sep 2009 Final – Within 10 business days after Government comment
1.3.2.2.3	Task 2	Provide draft transition architecture template  Develop and document standard transition architecture template	1 Nov 2008  1 Apr 2009
1.3.2.2.3	Task 2	Provide Transition Architecture Labor Hour ROM for each analysis request  Provide Transition Architecture	Within five days after request  Within One business day after analysis is complete
1.3.2.2.4	Task 2	Configuration Management Reports	10 <sup>th</sup> day of each month
1.3.2.3.1	Task 2	Develop level-of-completion metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10	Tasks 2, 3, 4, 9, 10, 12 and 14	Provide Labor Hour ROM for each analysis request  Provide Recommendation and Findings Report	Within five business days after request  Within one business day after analysis is completed

<b>PWS Para #</b>	<b>PWS Task #</b>	<b>Performance Objective</b>	<b>Delivery Schedule</b>
1.3.12.1 1.3.14			
1.3.2.3.2 1.3.2.3.3	Task 2	Provide level-of-completion metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.4	Task 2	Provide Transition Architecture for each request  Develop timeline of evaluation criteria	As required by the Government  As required by the Government
1.3.2.3.5	Task 2	Define/Develop Technical Assessment criteria  Develop compliance metric	Initial – 30 calendar days within start of Spiral 3 Final – Within 10 business days after Government comment  Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.6	Task 2	Electronically publish EA	1 Sep 2010
1.3.3 1.3.4	Tasks 3 and 4	Provide documented standard analysis procedures	15 Aug 2008
1.3.5	Task 5	Provide minutes of actions and resolutions from working group meetings	Within one business day after meeting
1.3.6	Task 6	Attend and participate in information exchange meetings  Provide meeting minutes or trip report	As required by Government  Within one business day after meeting
1.3.7	Task 7	Populate, maintain, retrieve and archive EA information, to include information stored prior to this contract	As required by Government
1.3.8	Task 8	Perform FACCSM Duties	As required by Government
1.3.11	Task 11	Provide Labor Hour ROM for each analysis request  Recommendation and DODAF Products	To Be Determined at time of modification (Optional Task)
1.3.12.	Task 12	Monthly Status Report	10 <sup>th</sup> day of each month
1.3.13	Task 13	Analyses/Recommendation by topic submitted into Government provided- system	Within 3 days of task assignment
1.3.15	Task 15	Provide Labor Hour ROM for each analysis request  Provide Recommendation and Findings Report	To Be Determined at time of modification (Optional Task)

### 3.0. Service Delivery Summary

<b>PWS Para#/ Task #</b>	<b>Performance Objective</b>	<b>Performance Threshold</b>
1.3.2.1.1 Task 2 1.3.2.2.2 Task 2	Interim conceptual Reference Framework contains a draft of all required definitions, descriptions and standard operating procedures.  Baseline Conceptual Reference Framework contains all definitions, descriptions and standard operating procedures, and all major changes, baseline principles, and reference models used to calibrate enterprise requirements.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.
1.3.2.1.3 Task 2	All Change Requests submitted have viable recommendations.	A 97% compliance rate is acceptable to provide this deliverable IAW PWS.
1.3.2.2.3 1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10 1.3.11 Task 11 1.3.14 Tasks 2, 3, 4, 9, 10, 11 and 14	All Labor Hour ROMs are executable and final Recommendation and Findings Report for each analysis request are viable.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.
1.3.2.3.4 Task 2	All Transition Architectures are executable.	A 99% compliance rate is acceptable to provide these deliverables IAW PWS when required by the Government.
All remaining Tasks	Provide deliverables on time in complete concise format.	A 95% compliance rate is acceptable to provide these deliverables IAW PWS.

#### **4.0 GENERAL INFORMATION**

##### **4.1. Place of Performance.**

Services will be performed both on-site within TCJ6, Buildings 1961, Scott AFB, IL, during normal duty hours, 7:30 a.m. – 4:00 p.m., Monday-Friday, excluding Government holidays, and at the contractor's off-site facility. The Government has space for up to 15 on-site contractors, any additional contractor employees will work off-site. Contractor off-site facility shall be within 30 miles of Scott AFB and have meeting facilities, like a conference room, available for collaborative work.

##### **4.2. Period of Performance.**

The initial Period of Performance for this contract is 1 July 2008 – 30 September 2008.  
 Period of Performance for the first option year is 1 October 2008 – 30 September 2009.  
 Period of Performance for the second option year is 1 October 2009 – 30 September 2010.  
 Period of Performance for the third option year is 1 October 2010 – 30 September 2011.

##### **4.3. Travel.**

Travel requirements will be determined on an "as required" basis and will be a cost reimbursable contract line item. The COR must validate the anticipated travel costs prior to the contractor incurring these costs. Contractor invoices (along with associated receipts) shall support all travel reimbursement requests. The Government will reimburse the contractor for travel expenses subject to Federal Acquisition Regulation (FAR) and Joint Travel Regulation (JTR). The contractor shall identify people who will be traveling in sufficient time to obtain the lowest possible

rates for airfare, rental car and lodging. The Government will not reimburse local travel and related expenses to the contractor for daily travel to and from work at Scott AFB.

The following estimates are provided for planning purposes only:

Number of Personnel	Number of Days	Number of Trips
1-2 each	3-5	5

**4.4. Security Requirements.**

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

**4.5. 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.

**4.6. Personnel Security Clearances.**

The primary contractor (task leader) and all supporting contract personnel must possess a SECRET Security Clearance granted by the DoD in accordance with Defense Industrial Security Clearance Office (DISCO) before access will be granted to USTRANSCOM classified network. The security clearance level for this contract is SECRET; all key personnel and personnel requiring access to Government personnel working in a classified environment or working with, or in a work area containing SECRET data shall possess a minimum of a Secret Clearance. Personnel requiring security clearances must possess the clearance prior to beginning work on any classified information. The contractor shall comply with all appropriate provisions or applicable security regulations. Contractor shall ensure changes in assigned and accepted personnel shall comply with security clearance requirements. To ensure cognizance of, and adherence to, security classification regulations, the contractor and contractor personnel will comply with all applicable DoD 5220.22-M National Industrial Security Program (NISPOM), Air Force, USTRANSCOM, and Scott AFB Directives and instructions. Specific security requirements are identified in the DD Form 254, Contract Security Classification Specification.

**4.7. Inspection and Acceptance Criteria:**

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

**4.8. Packaging, Packing and Shipping Instructions.**

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

**4.9. Government Furnished Equipment (GFE)/Government Furnished Information.**

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

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

Shelf (GOTS) software as required. All products developed under this contract shall be considered Government work and shall have no license encumbrances.

**4.10. Contractor Proposed ODC.**

The contractor shall recommend and procure any hardware and software required to support the EA implementation. A complete requirements list and price quotes for hard and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement. Contractor proposed ODCs that are approved and purchased under this contract become the property of the Government.

**4.11. Government Proposed ODC.**

The contractor shall procure any hardware and software as directed by Government in support of the EA implementation. Price quotes for hardware and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement. Government proposed ODCs that are approved and purchased under this contract become the property of the Government.

**4.12. Nondisclosure Agreement for Contractor Employees.**

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

**4.13. Performance of Services during Crisis Declared by the President or Secretary of Defense up to and including War.**

None.

**4.14. Contractor Transition.**

**4.14.1. Exit Requirements.**

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

**4.14.2. Ramp-Up Time.**

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

**NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES  
SUPPORTING USTRANSCOM CONTRACTS**

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

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

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

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

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

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

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

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

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

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

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

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

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

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Employee Name

\_\_\_\_\_  
Government COR

\_\_\_\_\_  
Date

\_\_\_\_\_  
Contracting Officer

\_\_\_\_\_  
Date

## Bien, Jolynn CIV USTRANSCOM CS

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**From:** Stevens, David CIV USTRANSCOM AQ  
**Sent:** Thursday, July 03, 2008 1:57 PM  
**To:** Bien, Jolynn CIV USTRANSCOM CS  
**Subject:** RE: FOIA Request Case 08-59  
**Signed By:** david.stevens@ustranscom.mil

**Attachments:** RFP RFTOP 08-07.zip



RFP RFTOP  
08-07.zip

Jolynn,

I have attached a winzip file that contains all the documents in the Request For Proposal. We recommend full release of the RFP.

David



UNITED STATES TRANSPORTATION COMMAND  
508 SCOTT DR  
SCOTT AIR FORCE BASE IL 62225-5357

16 April 2008

MEMORANDUM FOR ALL A&AS IDIQ CONTRACTORS

FROM: USTRANSCOM/TCAQ  
508 SCOTT DRIVE  
SCOTT AFB IL 62225-5015

SUBJECT: A&AS Request for Task Order Proposal (RFTOP), Enterprise Architecture Support to Portfolio Management and Corporate Services Vision Environment

1. Attached is A&AS RFTOP Number 08-07. It is our intent to award one labor hour price task order to the A&AS contractor whose proposal represents the best value to the government under the criteria stated in the attached solicitation. The integrated assessment will consider price and each of the non-price factors identified in the RFTOP, though the formal scoring of proposals will not be accomplished. Optional Tasks 11 and 15 will be awarded with a NTE price established by the Government. As requirements arise for these tasks, the task order will be modified accordingly. Travel/ODC's will be a cost reimbursable line item with a NTE/ceiling price established by the Government and included on the task order.
2. Proposals shall be submitted electronically no later than 1300 (CST) on 30 April 2008. The electronic submission of your proposal is considered the official copy for meeting the submission deadline. (Your e-mail submission must be checked and determined to be "virus-free" prior to submission.) In addition, one original hard copy and three additional hard copies shall be submitted by the above date and time.
3. Proposals, and any questions regarding this RFTOP, shall be submitted by e-mail to Deborah Young at [deborah.young@ustranscom.mil](mailto:deborah.young@ustranscom.mil) and the undersigned at [gina.lee@ustranscom.mil](mailto:gina.lee@ustranscom.mil). You may also contact Ms. Young at (618) 256-9602 or Ms. Lee at (618) 256-6409 respectively.

A handwritten signature in cursive script that reads "Gina K. Lee".

GINA K. LEE  
Contracting Officer

Attachment:  
A&AS RFTOP No. 08-07, w/Atch

## **A&AS RFTOP No. 08-07, w/Atch**

1. **General:** The overall intent of this requirement is to optimize the enterprise deployment and distribution information environment by placing emphasis on Enterprise Architecture (EA) Support to perform Strategic Planning and Analysis by adopting the Corporate Services Vision (CSV). The CSV is a service oriented architecture (SOA) approach to identify and re-use services across the Enterprise. United States Transportation Command (USTRANSCOM) seeks to migrate from the existing "As-Is" Architecture to a prescriptive Architecture consisting of six Reference Models in order to guide IT investments. Specifically, USTRANSCOM seeks to improve deployment, distribution, and sustainment functions and enabling information technology (IT) applications and infrastructure. This transformational initiative will challenge the contractor to propose innovative approaches that still meet minimal Joint Capability Integration Development System (JCIDS), Defense Architecture Framework (DODAF), Business Enterprise Architecture (BEA), and the Investment Review Board (IRB), DOD Architecture, Federal Enterprise Architecture (FEA), or Defense Business Systems Management Committee (DBSMC) standards. By enhancing capabilities, reducing complexity, and optimizing mission and business processes, the contractor shall utilize the architecture to increase available capacity utilization, decrease costs, and increase the speed of process cycle time. The Performance Work Statement (PWS) (Atch 1) details the effort to be accomplished. At any time prior to award, the Government may determine it necessary to discuss aspects of an A&AS contractor's proposal.

2. **Place of Performance:** USTRANSCOM, Scott AFB, IL.

3. **Schedule:** The base period of performance for this effort is 1 June 2008 through 30 September 2008; Option year 1 is 1 October 2008 through 30 September 2009; Option year 2 is 1 October 2009 through 30 September 2010; and Option year 3 is 1 October 2010 through 30 September 2011.

4. **Security Information:** Contractors shall complete Block 6c of the DD Form 254 (Atch 2).

5. **Proposal Evaluation:** Evaluation will be conducted in accordance with FAR 16.505. For the purposes of this acquisition, all non-price factors, when combined, are significantly more important than price. All non-price factors are equal in importance. Within the Staffing and Technical Approach, the factors of staffing and technical are of equal importance. Award will be made to the offeror whose proposal conforms to the requirements specified in the RFTOP and provides the best value to the Government, price and non-price factors considered. This may result in an award to a higher rated, higher priced offeror where the decision is consistent with the evaluation factors.

(a) Past and Present Performance (shall not exceed three pages):

**Submission Requirements:** A&AS contractors shall provide no more than four examples of government or commercial contracts/work efforts which they

consider relevant, which are currently being performed or were performed within the last 3 years, and which demonstrate their ability to perform the work identified in the past performance areas identified below. Offerors should provide a clear explanation of the relevancy of each effort submitted; however, the government will not be bound by those statements in making its own relevancy determinations as set out below. Offerors should address all past performance areas noted below, but each individual example does not need to reflect performance in all identified areas. Offerors are required to provide a Point of Contact for each of the examples provided below. Ensure you include the POC name, phone number and e-mail address, if available.

- 1) Past Performance supporting Enterprise Architecture that delivered results for large organizations. Description should emphasize actions (not theory) performed for state or federal government organizations, or 3<sup>rd</sup> Party Logistics (3PL) companies, or international transportation companies.
- 2) Past Performance working with government enterprise architecture standards to guide information technology (IT) investments. Addressing experience in any one of the four listed below:
  - Department of Defense Architecture Framework (DODAF)
  - Commercial Business Enterprise Architecture (BEA)
  - DOD Reference Architecture
  - Federal Enterprise Architecture (FEA)And addressing experience in any one of the four listed below:
  - Investment Review Board (IRB)/Defense Business Systems Management Committee (DBSMC)
  - Joint/Functional Capabilities Board (J/FCB)
  - Joint Requirements Oversight Council (JROC)
  - Commercial or State Government equivalent to DBSMC, J/FCB, or JROC
- 3) Past Performance using Information Technology (IT) Investment Core Principles, to include successes and failures.
- 4) Past Performance in project management, to include the ability to develop Rough-Order-of-Magnitude (ROMs), manage resources, define/trouble shoot issues, and deliver planned products.

**Evaluation:** The Government will evaluate the past performance information submitted by the contractor to determine the past performance confidence assessment rating as described below. The Government reserves the right to obtain information relative to past and present performance on its own, in addition to that provided by the contractor.

Past performance will be evaluated as a measure of the Government's confidence in the contractor's ability to successfully perform based on previous and current contracts and work efforts. Each past performance example submitted will

receive a relevancy rating, and an overall confidence assessment rating will be assigned to each contractor as follows:

High Confidence – Based on the contractor’s performance record, essentially no doubt exists that the contractor will successfully perform the required effort.

Significant Confidence - Based on the contractor’s performance record, little doubt exists that the contractor will successfully perform the required effort.

Satisfactory Confidence - Based on the contractor’s performance record, some doubt exists that the contractor will successfully perform the required effort.

Neutral/Unknown Confidence – No performance record is identifiable.

Little Confidence - Based on the contractor’s performance record, substantial doubt exists that the contractor will successfully perform the required effort. Changes to the contractor’s existing processes may be necessary in order to achieve contract requirements.

No Confidence – Based on the contractor’s performance record, extreme doubt exists that the contractor will successfully perform the required effort.

The following ratings will be used in evaluating the relevancy of the contractor’s past performance examples. To be considered relevant experience the work must be current or recent (within the last 3 years) and demonstrate the ability to perform the work outlined in the performance areas above. Current performance will have greater impact than recent performance.

Very Highly Relevant (VHR) –Present/past performance efforts involved essentially the same magnitude of effort and complexities as those identified in the performance areas above.

Highly Relevant (HR) – Present/Past Performance efforts involved much of the magnitude of effort and complexities as those identified in the performance areas above.

Relevant (R) –Present/past performance efforts involved some of the magnitude of effort and complexities as those identified in the performance areas above.

Somewhat Relevant (SR) –Present/past performance involved significantly less magnitude of effort and complexities as those identified in the performance areas above.

Not Relevant (NR) – No relevant experience as described above has been identified.

(b) Staffing and Technical Approach (shall not exceed 20 pages, excluding resumes):

**Submission Requirements, Staffing:** Contractors are required to submit their staffing approach as reflected in a personnel matrix which identifies the personnel resources given the contractor's approach to performing the PWS tasks. The matrix shall correlate positions by labor category to the PWS tasks. Contractors shall identify the necessary generic resumes which demonstrate requisite education, experience, security, or special skills needed to perform the intended PWS tasks.

**Submission Requirements, Technical:** Contractors shall submit a sound plan for accomplishing the requirements of the PWS. The plan should provide a logical approach that ensures timely support for all tasks as described in the PWS.

**Evaluation:** The Government will evaluate the offeror's proposed staffing and technical approach to determine: (1) the adequacy of their unique approach to accomplishing the required effort, ensuring a quality service will be provided; (2) that the offeror clearly and reasonably communicates an understanding of the effort that is consistent with PWS requirements; and (3) that the unique approach proposed is adequately reflected in the price. The Government will accomplish this evaluation by assessing strengths in the proposal that are considered beneficial to the government as well as weaknesses in the proposal that affect an offeror's ability to provide a quality service to the government.

(c) Price Proposal (shall not exceed five pages\*):

**Submission Requirements:** Contractors shall price the base period and all option periods using the rates in their existing A&AS IDIQ contract. Using Attachment 3, contractors shall provide a breakout of each proposed labor category and hours for personnel proposed. Contractors who choose to discount current A&AS labor rates should provide an explanation to assist the Government's price reasonableness analysis to ensure the Government has confidence that the offeror understands the requirement. (\*This does not count toward the 5-page limit.)

**Evaluation:** The Government will review the offeror's proposed prices to determine if they are fair and reasonable based on the offeror's unique staffing and technical approach.

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

**Submission Requirements:** PWS requirements may or may not be perceived as providing the winning contractor a competitive advantage for future contracts with USTRANSCOM or other DOD organizations. Future contracting with the

Government shall be restricted as outlined in FAR Subpart 9.5, Organizational Conflicts of Interest. Contractors shall submit a mitigation plan that addresses actual or perceived conflicts of interest with schedule contractor effort related to these services, as appropriate. If the schedule contractor believes there is no OCI, a statement as such will be included.

The Government will review the contractor's OCI Mitigation Plan to determine if any actual or perceived OCI exists. Additionally, the Government will monitor contract performance for emerging areas of conflict of interest and take action considered necessary to avoid, neutralize, or mitigate any conflicts.

## **7. Use of Non-Government Advisors**

(a) The Government has contracted with The MITRE Corporation, St Louis Operations, Lakepointe Center, 1662 Windham Way, O'Fallon, IL 26269 to provide advisory assistance to the evaluation team. Contractor personnel will have access to contractors' proposals. Submission of your proposal on this RFTOP is considered to be your written consent to release of proprietary, confidential or privileged commercial or financial data included in your proposal to MITRE personnel. All contractor personnel participating on the evaluation team will sign a non-disclosure certificate prohibiting them from releasing proprietary information.

(b) The contract(s) under which non-government technical advisors will provide support to this source selection include an Organizational Conflict of Interest (OCI) clause. The OCI clause requires the companies and their individual non-government advisors to protect Offeror proprietary data and government RFTOP evaluation information and prohibit the companies from otherwise participating as an Offeror, a subcontractor, or as a consultant to an Offeror/subcontractor in relation to this acquisition.

## **8. Reference Materials:**

(a) The Prime Contractor may obtain one 2005 version of the Joint Distribution and Deployment Architecture (JDDA) CD-ROM and one sample of the Current Process Maps CD-ROM for its use. The Prime Contractor shall be the recipient for the CD-ROM(s) from the Contracting Officer and is responsible for the distribution to its identified subcontractor(s) and ensuring that adequate precautions are taken to prevent disclosure of protected information. The Contracting Officer will not provide the 2005 version of the JDDA CD-ROM or the Current Process Maps CD-ROM to any party other than the identified Prime Contractor and assumes no responsibility for authorized distribution of the CD-ROM(s) to the Prime Contractor's subcontractors.

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**9. The following clauses will be included in the task order at time of award:**

**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)

**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 40 months.

(End of clause)

**Attachments:**

1. PWS
2. DD Form 254
3. CLIN Structure and Invoicing Procedures
4. QASP (For Informational Purposes Only)

**A&AS RFTOP No. 08-07, w/Atch**

1. **General:** The overall intent of this requirement is to optimize the enterprise deployment and distribution information environment by placing emphasis on Enterprise Architecture (EA) Support to perform Strategic Planning and Analysis by adopting the Corporate Services Vision (CSV). The CSV is a service oriented architecture (SOA) approach to identify and re-use services across the Enterprise. United States Transportation Command (USTRANSCOM) seeks to migrate from the existing "As-Is" Architecture to a prescriptive Architecture consisting of six Reference Models in order to guide IT investments. Specifically, USTRANSCOM seeks to improve deployment, distribution, and sustainment functions and enabling information technology (IT) applications and infrastructure. This transformational initiative will challenge the contractor to propose innovative approaches that still meet minimal Joint Capability Integration Development System (JCIDS), Defense Architecture Framework (DODAF), Business Enterprise Architecture (BEA), and the Investment Review Board (IRB), DOD Architecture, Federal Enterprise Architecture (FEA), or Defense Business Systems Management Committee (DBSMC) standards. By enhancing capabilities, reducing complexity, and optimizing mission and business processes, the contractor shall utilize the architecture to increase available capacity utilization, decrease costs, and increase the speed of process cycle time. The Performance Work Statement (PWS) (Atch 1) details the effort to be accomplished. At any time prior to award, the Government may determine it necessary to discuss aspects of an A&AS contractor's proposal.

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The following ratings will be used in evaluating the relevancy of the contractor’s past performance examples. To be considered relevant experience the work must be current or recent (within the last 3 years) and demonstrate the ability to perform the work outlined in the performance areas above. Current performance will have greater impact than recent performance.

Very Highly Relevant (VHR) –Present/past performance efforts involved essentially the same magnitude of effort and complexities as those identified in the performance areas above.

Highly Relevant (HR) – Present/Past Performance efforts involved much of the magnitude of effort and complexities as those identified in the performance areas above.

Relevant (R) –Present/past performance efforts involved some of the magnitude of effort and complexities as those identified in the performance areas above.

Somewhat Relevant (SR) –Present/past performance involved significantly less magnitude of effort and complexities as those identified in the performance areas above.

Not Relevant (NR) – No relevant experience as described above has been identified.

(b) Staffing and Technical Approach (shall not exceed 20 pages, excluding resumes): An additional five pages may be used for graphics only, which may be referenced in your Staffing and Technical Approach. Contractors may also include a acronym reference page. The five pages for graphics and acronym reference page will not count towards the 20 page limit. Additional pages may also be used to reference acronyms. Additionally, standing proposals may be referenced. Appendix or additional 5 pages may be provided for a Staffing Appendix and shall not count towards the 20 page limit.

**Submission Requirements, Staffing:** Contractors are required to submit their staffing approach as reflected in a personnel matrix which identifies the personnel resources given the contractor's approach to performing the PWS tasks. The matrix shall correlate positions by labor category to the PWS tasks. Contractors shall identify the necessary generic resumes which demonstrate requisite education, experience, security, or special skills needed to perform the intended PWS tasks.

**Submission Requirements, Technical:** Contractors shall submit a sound plan for accomplishing the requirements of the PWS. The plan should provide a logical approach that ensures timely support for all tasks as described in the PWS.

**Evaluation:** The Government will evaluate the offeror's proposed staffing and technical approach to determine: (1) the adequacy of their unique approach to accomplishing the required effort, ensuring a quality service will be provided; (2) that the offeror clearly and reasonably communicates an understanding of the effort that is consistent with PWS requirements; and (3) that the unique approach proposed is adequately reflected in the price. The Government will accomplish this evaluation by assessing strengths in the proposal that are considered beneficial to the government as well as weaknesses in the proposal that affect an offeror's ability to provide a quality service to the government.

(c) Price Proposal (shall not exceed five pages\*):

**Submission Requirements:** Contractors shall price the base period and all option periods using the rates in their existing A&AS IDIQ contract. Using Attachment 3, contractors shall provide a breakout of each proposed labor category and hours for personnel proposed. Contractors who choose to discount current A&AS labor rates should provide an explanation to assist the Government's price reasonableness analysis to ensure the Government has confidence that the offeror understands the requirement. (\*This does not count toward the 5-page limit.)

**Evaluation:** The Government will review the offeror's proposed prices to determine if they are fair and reasonable based on the offeror's unique staffing and technical approach.

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

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

The Government will review the contractor's OCI Mitigation Plan to determine if any actual or perceived OCI exists. Additionally, the Government will monitor contract performance for emerging areas of conflict of interest and take action considered necessary to avoid, neutralize, or mitigate any conflicts.

**7. Use of Non-Government Advisors**

(a) The Government has contracted with The MITRE Corporation, St Louis Operations, Lakepointe Center, 1662 Windham Way, O'Fallon, IL 26269 to provide advisory assistance to the evaluation team. Contractor personnel will have access to contractors' proposals. Submission of your proposal on this RFTOP is considered to be your written consent to release of proprietary, confidential or privileged commercial or financial data included in your proposal to MITRE personnel. All contractor personnel participating on the evaluation team will sign a non-disclosure certificate prohibiting them from releasing proprietary information.

(b) The contract(s) under which non-government technical advisors will provide support to this source selection include an Organizational Conflict of Interest (OCI) clause. The OCI clause requires the companies and their individual non-government advisors to protect Offeror proprietary data and government RFTOP evaluation information and prohibit the companies from otherwise participating as an Offeror, a subcontractor, or as a consultant to an Offeror/subcontractor in relation to this acquisition.

**8. Reference Materials:**

(a) The Prime Contractor may obtain one 2005 version of the Joint Distribution and Deployment Architecture (JDDA) CD-ROM and one sample of the Current Process Maps CD-ROM for its use. The Prime Contractor shall be the recipient for the CD-ROM(s) from the Contracting Officer and is responsible for the distribution to its identified subcontractor(s) and ensuring that adequate precautions are taken to prevent disclosure of protected information. The Contracting Officer will not provide the 2005 version of the JDDA CD-ROM or the Current Process Maps CD-ROM to any party other

than the identified Prime Contractor and assumes no responsibility for authorized distribution of the CD-ROM(s) to the Prime Contractor's subcontractors.

(b) A copy of the 2005 version of the JDDA CD-ROM and Current Process Maps CD-ROM may be picked up in person from the Contracting Officer, 508 Scott Drive, Building 1961, TCAQ-D, Scott Air Force Base IL.

**9. The following clauses will be included in the task order at time of award:**

**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)

**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 40 months.

(End of clause)

Attachments:

1. PWS
2. DD Form 254
3. CLIN Structure and Invoicing Procedures
4. QASP (For Informational Purposes Only)

**ENTERPRISE ARCHITECTURE  
SUPPORT TO  
PORTFOLIO MANAGEMENT  
and the  
CORPORATE SERVICES VISION ENVIRONMENT  
PERFORMANCE WORK STATEMENT (PWS)**



**4 April 2008**

## **1. DESCRIPTION OF SERVICES**

### **1.1. Objective.**

This task order will optimize enterprise deployment and distribution information environment by placing emphasis on Enterprise Architecture (EA) Support to perform Strategic Planning and Analysis by adopting the Corporate Services Vision (CSV). The CSV is a service oriented architecture (SOA) approach to identify and re-use services across the Enterprise. United States Transportation Command (USTRANSCOM) seeks to migrate from the existing “As-Is” Architecture to a prescriptive Architecture consisting of six Reference Models in order to guide IT investments. Specifically, USTRANSCOM seeks to improve deployment, distribution, and sustainment functions and enabling information technology (IT) applications and infrastructure. This transformational initiative will challenge the contractor to propose innovative approaches that still meet minimal Joint Capability Integration Development System (JCIDS), Defense Architecture Framework (DODAF), Business Enterprise Architecture (BEA), and the Investment Review Board (IRB), DOD Architecture, Federal Enterprise Architecture (FEA), or Defense Business Systems Management Committee (DBSMC) standards. By enhancing capabilities, reducing complexity, and optimizing mission and business processes, the contractor shall utilize the architecture to increase available capacity utilization, decrease costs, and increase the speed of process cycle time.

#### **1.1.1. Scope.**

The scope of Task 2 consists of three interdependent spirals. Spiral 1 will review the current USTRANSCOM EA and help propose conceptual reference models for USTRANSCOM as the Distribution Process Owner (DPO) using the appropriate best business practices in EA. Interrelated reference models comprise a framework for describing important elements in an Enterprise Architecture in a common and consistent way. Spiral 2 will transition the proposed conceptual reference models to prescriptive reference models that are able to analyze the current IT investments. Spiral 3 will refine the repeatable process for analyzing and populating the models. The Microsoft Project picture in Figure 1 depicts the envisioned scope:



**Figure 1: Notional - Draft Enterprise Architecture Plan (FY08-11)**

All other tasks to be performed under this task order will be in direct support of the EA effort and will be performed for the duration of the task order.

## 1.2. Background.

The Distribution Enterprise Architecture Office, located within the Command, Control, Communications and Computer Systems Directorate (TCJ6), equips the portfolio and program managers with a common language and framework to describe and analyze IT investments, enhance collaboration to ultimately improve the DOD deployment and distribution operations and increase the Joint Force Commanders' freedom of action across the full range of military employment as set forth by the Unified Command Plan and DODD 5158.4. The EA framework is guided by the IT Investment Core Principles (1.2.1) in order to develop the reference models (1.2.2).

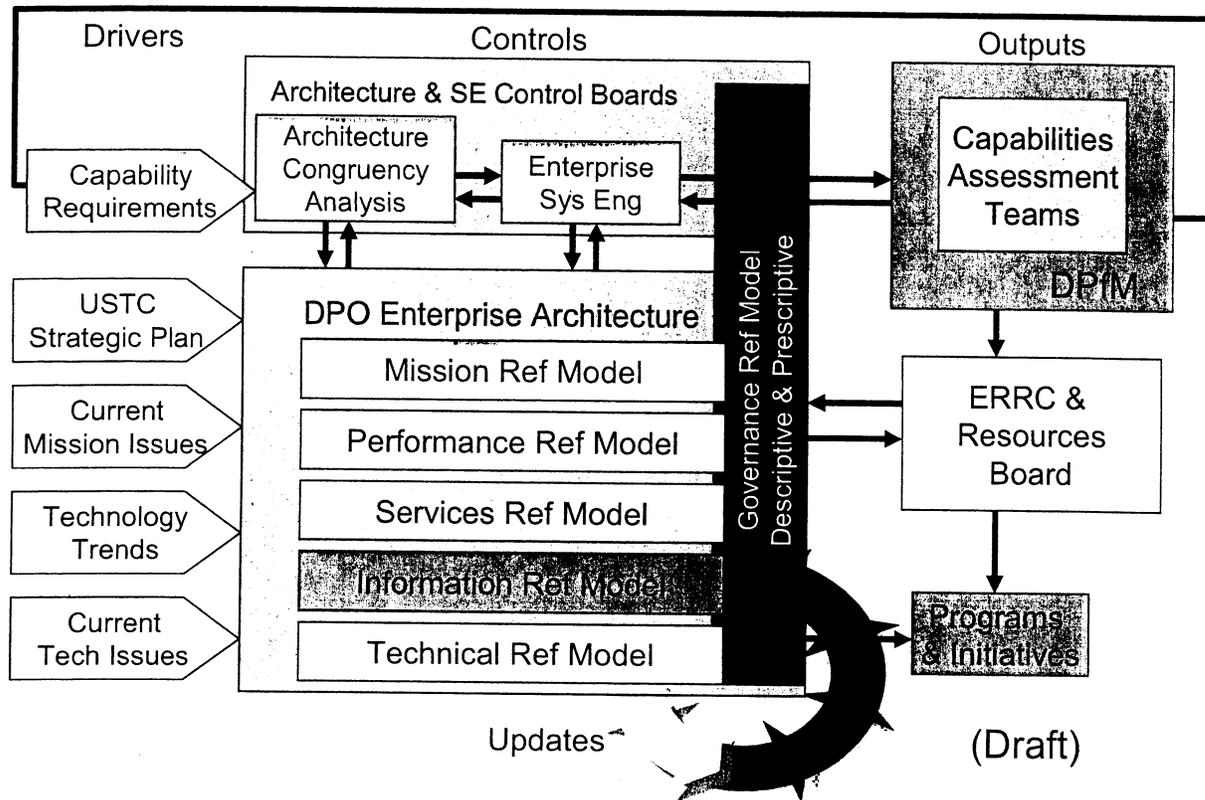
### 1.2.1. IT Investment Core Principles.

The USTRANSCOM EA adopts the following core principles to guide IT investment strategic direction. The principles are:

- **Optimize Enterprise Solutions to Minimize Duplication of Capabilities**  
Migrate from a system-based to a capabilities-based approach through open communication between service providers using a top-level, standardized, and repeatable methodology. The methodology will be used to standardized policy and procedure across components making enterprise control and governance transparent to all components.
- **Service-Oriented**  
Improve Joint Distribution and Deployment operations, decision-support and process improvement while reducing cost to the DPO community by standardizing and sharing business processes across multiple organizations (including security, semantics, utility services and business process components) while eliminating duplication and

inconsistency within and between agencies accomplished by implementing many-to-many interfaces.

- **Information-Centric**  
Create information environment that incorporates context-based data relationships. Ensures information is “accessible, visible, understandable and trusted”. Establish agent capability to autonomously respond and proactively provide intelligent decision-support to users.
- **Transparent, Accessible and Secure Information**  
Create an environment that provides timely, reliable and assured information to members of the Distribution Process enabled by IT and network services. Supporting an environment where software is planned, designed, tested, delivered and reused while maintaining accreditation across a diverse Joint Distribution and Deployment Enterprise.
- **Open, Standards-based Architecture and Commercial Off the Shelf Technologies**  
Research and where appropriate utilize non-proprietary, open source, or Government/Commercial off-the-shelf software. The environment will support open source software development.
- **Engineered To Support And Improve Human Knowledge**  
Solutions designed on intelligent agents/collaboration utilizing reasoning capabilities to generate and evaluate courses of action. As a result the human user is relieved of lower level labor intensive, filtering, analysis and reasoning tasks allowing greater time for decision support.
- **Tested, Certified, Sustainable, Modular and Agile**  
Meets regulatory compliance requirements and delivers capability timely. The capabilities will be modular, loosely coupled and re-useable.
- **Governed and Configuration Managed**  
The EA will adopt common standards for governance of the DPO components. It will prescribe a methodology for communicating changes through a structured configuration management process.
- **Performance Measurable**  
Provide information capabilities that meet or exceed Distribution/Deployment performance expectations based on government defined service level. Services levels are defined as part of the required capabilities.



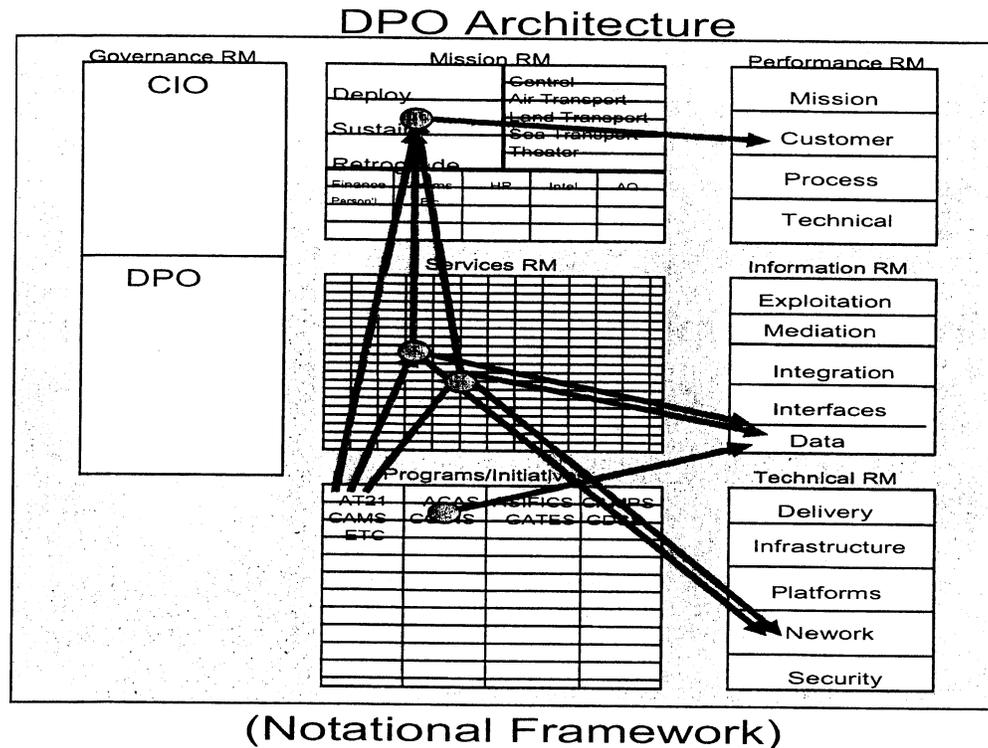
**Figure 2: Composite Enterprise Architecture View**

### 1.2.2. Reference Model Background

The USTRANSCOM EA consists of a set of interrelated “reference models” (as depicted in Figure 2) designed to facilitate cross domain analysis and the identification of duplicative investments, gaps and opportunities for collaboration within and across DPO-related organizations. These reference models are based on the FEA and the DOD Enterprise Architecture Reference Models. Each generic reference model consists of two parts, a conceptual and a prescriptive view. The conceptual view describes the environment at a high level and is dateless and stateless in nature (see Figure 3 below). The prescriptive view describes the environment and prescribes the standards for solutions. The prescriptive view is also dateless, but has known boundaries. Transition Architectures will prescribe and monitor interrelated solutions in a given time period. Collectively, the reference models comprise a framework for describing important elements of the USTRANSCOM EA in a common and consistent way. Through the use of common framework and vocabulary, IT portfolios and subordinate programs can be better managed and leveraged across the DPO environment. USTRANSCOM EA consists of seven reference models:

- Mission Reference Model: Functional view of DPO Lines of Mission/Business
- Performance Reference Model: Framework for measuring success of IT investments to improve business customer-centric outputs
- Services Reference Model: Framework for classifying Service Components to support reuse of Services across the DPO
- Information Reference Model: Standards-based framework to enable development of an information or knowledge-centric environment

- Technical Reference Model: Framework which categorizes standards and technologies to support and enable Services reuse
- Governance Reference Model: Process framework to support Distribution Portfolio Management (DPfM) decision-making and oversight for DPfM architecture and investments
- Programs & Initiatives Reference Model: Categorizes and defines DPO programs and initiatives



**Figure 3: Conceptual Reference Model Framework**

### 1.3. Specific Tasks.

#### 1.3.1. Task Area 1: Contract Level and Task Order Management

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

The contractor shall provide a centralized program management capability at 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 the status of the performance of this task order. This task will span the entire duration of the contract

**1.3.1.1. Task Order Management Plan**

Contractor shall provide a task order management plan describing functional approach, organizational and financial resources, supporting organizational structure and management controls that contractor will employ in accordance with tasks and deliverables in this PWS. Contractor shall submit draft plan within 15 business days after contract award. Government will have 10 business days to review plan and provide comments. Contractor shall have five business days from receipt of Government comments to submit final plan.

**1.3.1.2. Status Reports**

**1.3.1.2.1. Monthly Cost/Status and Resource Utilization Reports**

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

**1.3.1.2.2. Weekly Activities Report (WAR)**

The contractor shall provide a WAR detailing only significant events for senior leadership review. This report will be given to the designated Government representative by close of business (COB) every Wednesday.

**1.3.1.2.3. Daily Dashboard Report**

The contractor shall develop an overarching dashboard report to depict planned vs. actual task status, to include and highlight issues, and estimate time and resources to deliver products. The purpose of the report is to highlight tasks that are at risk.

**1.3.1.2.4. Project Charter**

The contractor shall create a project charter for each project in accordance with Government format. Project charters are designed to optimally manage multiple project teams within specified times, labor/Other Direct Costs (ODC), subtask dependencies, and deliverables. Deliverables shall be measurable for quality and completeness.

**1.3.1.3. In Progress Review (IPR)**

Contractor shall meet with Functional manager/Contracting Officer Representative (COR) bi-monthly or as COR may require, to discuss any problems with current tasks, assignment of future tasks, and to obtain Government decisions or guidance necessary to contractor performance. The contractor shall deliver IPR minutes, with a copy of the presentation slides. At a minimum, the minutes shall reflect a record of activity, decisions made, date, location, and attendees.

**1.3.2. Task Area 2: CSV Spiral Implementation**

This task is divided into three spirals that are dependent upon each other and support the DPO.

**1.3.2.1. Spiral 1: Transition USTRANSCOM EA (Base Period)**

In Spiral 1, USTRANSCOM is seeking industry best practices to refine the existing conceptual view of the reference models of the USTRANSCOM EA to a Corporate Services Vision perspective, based on reference model background information as stated in 1.2.2.

**1.3.2.1.1. Validate and Expand Enterprise Architecture Conceptual Reference Framework (EACRF)**

The contractor shall review Government provided EACRF currently residing in the existing Information Resource Management Data Repository (IRMDR) Tool Suite content, overarching principles and reference models. The tool suite currently consists of the Oracle based USTRANSCOM Corporate Resource Information Source (CRIS), ARIS, Cold Fusion, Systinet Universal Description Discovery Integrator (UDDI), NetViz, and Erwin.

The contractor shall identify and recommend adjustments or further expansion including definitions, descriptions and standard operating procedures for utilizing and maintaining the EACRF. The contractor shall provide an interim conceptual reference framework. This framework will include an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements. If the tool suite needs to expand to include additional capability, it will be evaluated under direction of the Government. The contractor shall conduct monthly EACRF progress meetings and issue feedback, to include documenting assigned actions items and resolutions.

**1.3.2.1.2. Populate EACRF**

The EACRF is envisioned to be steadily populated with approved investment strategies to transition the architecture from a descriptive (requirements) framework to a prescriptive (solution) framework. The prescriptive framework enables creation of transition roadmaps and allows measurement of established IT investment strategies. The contractor shall populate the most current EACRF using the approved ERRC recommendations resulted from the initial requirements analysis. The contractor shall conduct monthly EACRF progress meetings that document feedback and lists information populated in the IRMDR, including assigned actions items and resolutions.

**1.3.2.1.3. EA Configuration Management (CM) Plan**

The contractor shall provide the methodology for communicating changes of architecture artifacts through a structured configuration management process. The government envisions the configuration management plan to include formalized Change Requests (CR) documents reviewed by a Configuration Control Board.

**1.3.2.2. Spiral 2: Transition EA Conceptual RM to Prescriptive RM (Option Year 1)**

In Spiral 2 USTRANSCOM is seeking industry best practice solutions to transition the EACRF developed in Spiral 1 to prescriptive reference model. Spiral 1 shall be approved by the Government before Spiral 2 begins.

**1.3.2.2.1. Maintain and Populate the EACRF**

The contractor shall review the EACRF developed in Spiral 1 including the overarching principles and conceptual reference models. The contractor shall maintain and continue to populate the IRMDR Tool Suite with descriptive information. The contractor shall develop and report monthly metric to reflect expansion and level of completion of the EACRF. The

contractor shall conduct monthly EACRF progress meetings and issue feedback, to include documenting assigned actions items and resolutions.

**1.3.2.2.2. Transform the EACRF into a Prescriptive (Solutions Oriented) Reference Model**

The contractor shall identify, recommend, and develop a prescriptive architecture based on the conceptual framework. The contractor shall continue to expand the descriptive aspects of the EACRF and populate the prescriptive elements (solutions) in the IRMDR Tool Suite. The contractor shall provide the framework with an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements. The contractor shall conduct monthly EACRF progress meetings and issue feedback, including documenting assigned actions items and resolutions.

**1.3.2.2.3. Transition Architecture(s)**

The contractor shall develop the standard transition template that will be used to define the structure and content for the transition architectures. The Government and the contractor will identify candidate projects during the ECMB and ERRC processes. For each candidate project selected the contractor shall provide a transition architecture. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.2.4. EA Configuration Management (CM)**

The contractor shall communicate monthly changes of architecture artifacts through a structured configuration management process in accordance with the CM plan developed in Spiral 1.

**1.3.2.3. Spiral 3: Execute EA (Option Year 2 and 3)**

The intent of Spiral 3 is to expand and utilize the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2.

**1.3.2.3.1. Maintain the EA Prescriptive Framework**

The contractor shall make recommendation on IT investments and perform effects analyses based on the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2 to preserve the overarching principles. The contractor shall develop and report monthly metric in accordance with paragraph 1.3.2.2.2.

**1.3.2.3.2. Analyze Requirements for ERRC and ECMB**

The contractor shall continue to analyze and provide recommendations as described in 1.3.2.2.3 to support the IT Investment Requirements and Solution Decision Cycle as shown in Figure 4. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.3. Population of Prescriptive Reference Model**

The contractor shall continue to review the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2 including the overarching principles. The contractor shall maintain and populate the IRMDR Tool Suite. The contractor shall develop and report monthly metric to reflect expansion and level of completion of the Prescriptive Reference Model. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.4. Transition Architecture(s) based on Corporate Priorities**

The contractor shall utilize the standard template to continue populating Prescriptive Reference Model. The Government and the contractor will identify candidate projects during the ECMB and ERRC processes. The contractor shall develop the transition architecture for each candidate project selected. Each project will have an associated timeline and evaluation criteria against the recommended developer(s). For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.5. Technical Execution and Effects Review**

Program managers will develop and deliver solutions prescribed by the transition architecture. The contractor shall perform evaluations of solution deliverables to confirm degree of developer compliance. The contractor shall define and develop Technical Assessment criteria for Government approval. The contractor shall evaluate whether the developer has fulfilled the requirement specified in the Prescriptive Reference Model and document compliance in the form of a metric.

**1.3.2.3.6. CSV Enterprise Architecture**

The contractor shall electronically publish a current EA in accordance to the CSV.

**1.3.3. Task Area 3: Analyze DPO Requirements for Enterprise Capability Management Board (ECMB) and the ERRC**

The Government will identify enterprise requirements for review and analysis. The contractor shall perform congruency analysis on requirements utilizing the Conceptual and the evolving Prescriptive views of the Reference Models. The contractor shall use a standard methodology, and continue to refine the standard procedures necessary to provide recommendations with detailed explanation of findings. Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. Findings shall then be reported and explained to the Government.

**1.3.4. Task Area 4: Analyze Defense Transportation System (DTS) Requirements for Enterprise Capability Management Board (ECMB) and the ERRC**

The Government will identify DTS requirements for review and analysis. The contractor shall perform congruency analysis on requirements utilizing the Conceptual and the evolving Prescriptive views of the Reference Models. The contractor shall use a standard methodology, and continue to refine the standard procedures necessary to provide recommendations with detailed explanation of findings. DTS congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. Findings shall then be reported and explained to the Government.

**1.3.5. Task Area 5: Governance**

Governance is defined as government management controls over the DPO portfolio. The contractor shall attend and participate in a bi-weekly Government led Architecture Integration Steering Group (AISG) or other Government lead meetings as required. The contractor shall provide minutes of actions and resolutions for working group meetings. The AISG is designed to review, collaborate and provide status on issues associated with the broader EA environment. Specific focus is to be provided on the integration efforts associated with production, repository, utilization and governance for the combined EA community.

The contractor shall participate as required by the Government in the Information Technology (IT) Investment Requirement and Solution Decision Cycle shown in Figure 4.

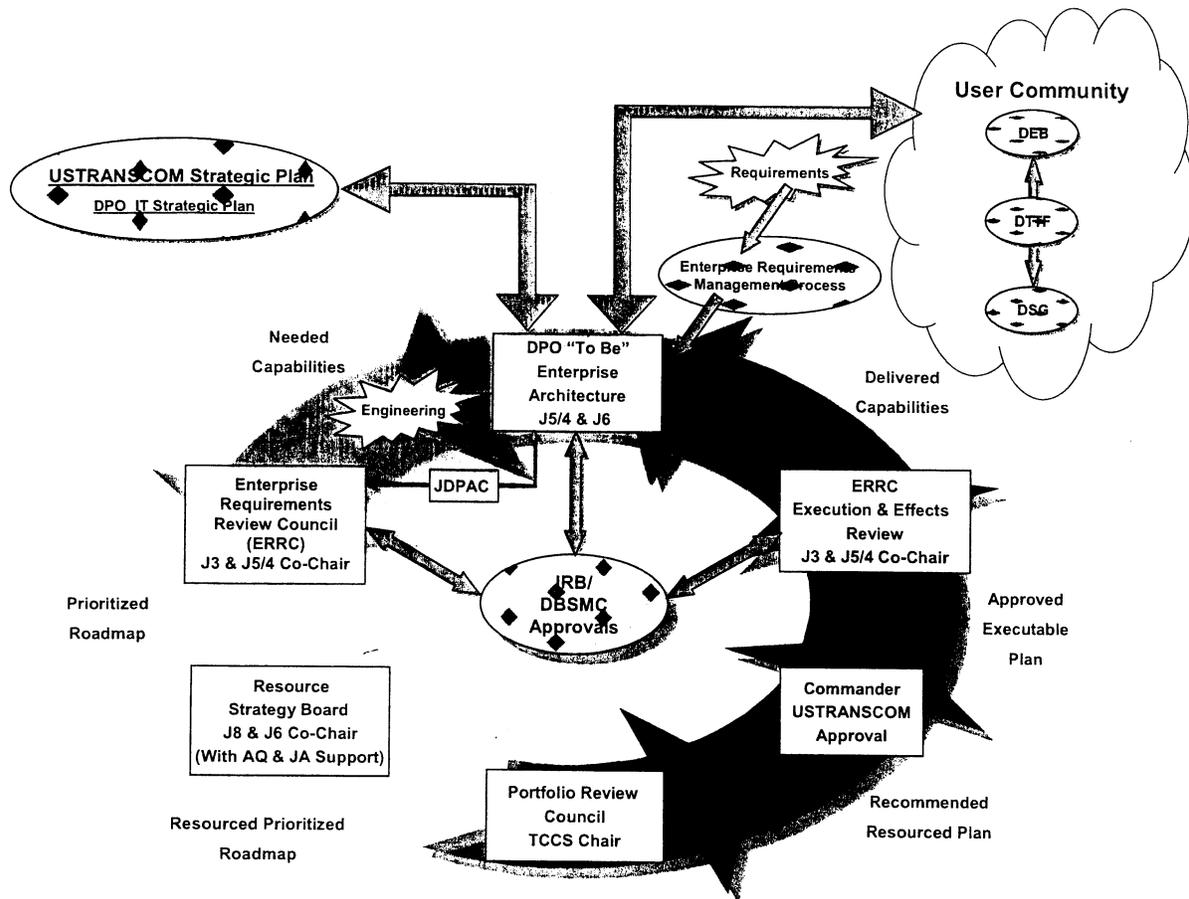


Figure 4: IT Investment Requirement and Solution Decision Cycle

**1.3.6. Task Area 6: Information Exchange Meetings**

The contractor shall attend and participate in various Government and private national forums to demonstrate and present DPO EA Framework, challenges, lessons learned and way-ahead. Contractor will typically be joined by Government architecture representative who will also participate in presentation. All demonstrations, presentations, and information exchange sessions shall be reviewed and pre-approved by the COR or assigned Government representative. The contractor shall provide meeting minutes with actions and resolutions.

**1.3.7. Task Area 7: EA Information Management**

The contractor shall populate, maintain, retrieve and archive DPO EA information, to include information stored prior to this contract, in the IRMDR Tool Suite. The contractor shall update the content of the IRMDR Tool Suite as directed by the Government.

**1.3.8. Task Area 8: Alternate Functional Area Communications and Computer Systems Manager (FACCSM) Duties**

The contractor shall provide support to TCJ6-A primary FACCSM as needed. The contractor shall perform FACCSM’s duties IAW USTRANSCOM Instruction 33-16, paragraphs 4.5, 5.1, 6,

7, and 8. The instruction can be found at <http://www.transcom.mil/>. The contractor shall complete the necessary training required by the USTRANSCOM Network Office.

**1.3.9. Task Area 9: Portfolio Management Support for DPO Business Case Analysis**

The contractor shall provide support for DPO Capability Based Assessment Teams (CBATs) and other designated working groups. These teams analyze specific problems and recommend solutions. The contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various architectural views/information associations. Once a working group conducts a business case and makes recommendations, approved findings shall be integrated into USTRANSCOM EA. The contractor shall support analyses of up to 3 CBATs per year total between tasks 9 and 10. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.10. Task Area 10: Portfolio Management Support for DTS Business Case Analysis**

The contractor shall provide support for DTS Capability Based Assessment Teams (CBATs) and other designated working groups. These teams analyze specific problems and recommend solutions. The contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various architectural views/information associations. Once a working group conducts a business case and makes recommendations, approved findings shall be integrated into USTRANSCOM EA. The contractor shall support analyses of up to 3 CBATs total between tasks 9 and 10. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.11. Task Area 11: DoD Architecture Framework (DODAF) Product Support. (Optional Task)**  
***This task shall be executed at the discretion of the Government***

**1.3.11.1.** Acquisition Category (ACAT) programs are required to submit DODAF products views in their requirements documents as an appendix. As required by the Government, the contractor shall technically assist the USTRANSCOM's IT program managers who are responsible for writing Joint Capability Integration Development System (JCIDS) documents. The contractor shall extract information from the IRMDR Tool Suite that will support the required documents. DODAF products shall include but are not limited to operational views, system views, and technical views in accordance with DODAF version 1.5 dated 23 April 07 ([http://www.defenselink.mil/cio-nii/docs/DoDAF\\_Volume\\_II.pdf](http://www.defenselink.mil/cio-nii/docs/DoDAF_Volume_II.pdf)). The contractor shall support up to five (5) Government requests from Acquisition Category (ACAT) programs for DODAF Product Support per year. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing DODAF products.

**1.3.11.2.** This task shall be executed at the discretion of the Government. The Government will provide the contractor with a request for proposal based on the specific task to be accomplished. The Contractor shall provide a proposal breaking out the labor categories/rates and number of hours to accomplish the task, after accomplishment of negotiations, the Government will process a modification to the task order.

**1.3.12. Task Area 12: EA Federation**

The contractor shall ensure the DPO EA aligns with disparate Department of Defense (DOD) architectures and reference models including but not limited to the Joint Staff, Office of Secretary of Defense's (OSD) Business Enterprise Architecture, Defense Logistics Agency (DLA), Services, and Combatant Commands (COCOMs) logistics-related architectures. These architectures are based on the Supply-Chain Council's Supply Chain Operations Reference (SCOR) model which also is periodically updated. The contractor shall facilitate and schedule configuration control boards to reevaluate changes among federated architectures ensuring configuration management. The contractor shall be responsible for using USTRANSCOM approved architecture tool to employ and maintain the existing federation established between the aforementioned architectures. The contractor shall provide a monthly status report addressing EA Federation. The contract shall receive Government approval prior to commencing will all updates to any architecture alignments.

**1.3.12.1. Investment Support/Compliance**

Using the EA Federation, the contractor shall provide EA compliance support to the Distribution Portfolio Manager for Investment Review Board/Defense Business Management System Council. The contractor shall be prepared to support a quarterly request for EA compliance support and on an as needed basis. For each Government approved project, the contractor shall provide a ROM on resources required prior to the EA compliance support.

**1.3.13. Task Area 13: Functional Architecture Support**

As directed by the Government, the contractor shall provide functional (operational/business) architecture experts to solve current, real time DPO-related business problems using current databases and analysis methods. The contractor shall focus on solving distribution challenges, recommending new business rules, and enabling better resource allocation decisions while improving delivery of forces and sustainment to desired points of effect. Contractor must demonstrate functional and technical experience measuring service support levels and identifying trends affecting overall performance of the logistics/distribution network. Deliverables include analyses and recommendation reports by government directed topic on business process improvement proposals and requirements documents involving materiel and personnel deployment, distribution, and sustainment operations. The contractor shall provide analyses and recommendations by topic submitted into Government provided system (i.e. Knowledge Management and Decision Support (KMDS)) and should include a summary included in weekly activity report.

**1.3.14. Task Area 14: Continuous Process Improvement Support**

New information technology (IT) requirements identified by the Government in Task 3, 4, 9 or 10 may require an analysis of the mission or business process change that the IT requirement is supposed to solve. Contractor shall conduct business process improvement projects to analyze a specific line of business as directed by the Government. For each Government approved project, the contractor shall provide a ROM on resources required prior to starting the process improvement support project. Contractor shall have personnel that are trained and experienced in supply-chain operations and EA fundamentals. Literature reviews, subject matter expert interviews, process documentation and analyses, workshop facilitation, and information presentation are all professional skills that the contractor shall demonstrate to accomplish these routine tasks. While certification is not required, it is highly recommended to be certified in the SCOR model, Supply Chain Management, EA, Service Oriented Architecture (SOA), DODAF,

and Federal Enterprise Architecture (FEA) and LEAN/Six Sigma, particularly for contractor task leads. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the DODAF products.

**1.3.15. Task Area 15: Federation Pilot - Pilot Initiatives (Optional Task)**

**This task shall be executed at the discretion of the Government**

**1.3.15.1.** The contractor shall provide Government directed support for continued OSD Networks & Information Integration pilot initiatives. Initiatives are designed to expand reference model alignments and concepts as the federation principles mature. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.15.2.** This task shall be executed at the discretion of the Government. The Government will provide the contractor with a request for proposal based on the specific task to be accomplished. The Contractor shall provide a proposal breaking out the labor categories/rates and number of hours to accomplish the task, after accomplishment of negotiations, the Government will process a modification to the task order

**2.0. Deliverable Schedules**

The contractor shall coordinate with the Task Lead or COR to agree upon an appropriate format and final product prior to delivery of all products delivered outside of Command, Control, Communications and Computer Systems Architecture Division (TCJ6-A).

<b>PWS Para #</b>	<b>PWS Task #</b>	<b>Performance Objective</b>	<b>Delivery Schedule</b>
1.3.1.1	Task 1	Task Order Management Plan	Draft – 15 days after award Final – 5 business days after Government comment
1.3.1.2.1	Task 1	Monthly Cost/Status and Utilization Report	10 <sup>th</sup> day of each month
1.3.1.2.2	Task 1	WAR	Weekly, COB Wednesday
1.3.1.2.3	Task 1	Dashboard Report	Daily
1.3.1.2.4	Task 1	Project Charter	As required by Government
1.3.1.3	Task 1	IPR Documentation	Within one business day after IPR
1.3.2.1.1	Task 2	EACRF progress and issue feedback meeting	One business day after meeting
		Provide Interim conceptual Reference Framework	Draft – 15 Jul 2008 Final – Within 10 business days after

<b>PWS Para #</b>	<b>PWS Task #</b>	<b>Performance Objective</b>	<b>Delivery Schedule</b>
		Provide Baseline Conceptual Reference Framework	Government comment Draft – 15 Sep 2008 Final – Within 10 business days after Government comment
1.3.2.1.2 1.3.2.2.1 1.3.2.2.2 1.3.2.3.1 1.3.2.3.3	Task 2	Progress/issue feedback meeting  Documentation on assigned action items and resolution	Monthly  One business day after meeting
1.3.2.1.2	Task 2	Populate document list of information populated in IRMDR	5 <sup>th</sup> day of each month
1.3.2.1.3	Task 2	Develop/Document a EA Configuration Management Plan	1 Aug 2008
1.3.2.2.1	Task 2	Provide level-of-completion metric	Initial – 30 calendar days within the start of Spiral 2 Final – 10 <sup>th</sup> of each month after Government acceptance metric
1.3.2.2.2	Task 2	Provide Interim Prescriptive reference model  Provide Baseline for Prescriptive Reference model	Draft – 1 Mar 2009 Final – Within 10 business days after Government comment  Draft – 1 Sep 2009 Final – Within 10 business days after Government comment
1.3.2.2.3	Task 2	Provide Transition Template  Develop and document standard transition architecture template	1 Nov 2008  1 Dec 2008
1.3.2.2.3	Task 2	Provide Transition Architecture Labor Hour ROM for each analysis request  Provide Transition Architecture	Within five days after request  Within One business day after analysis is complete
1.3.2.2.4	Task 2	Configuration Management Reports	10 <sup>th</sup> day of each month
1.3.2.3.1	Task 2	Develop level-of-completion metric	Initial – 30 calendar days within the start of

PWS Para #	PWS Task #	Performance Objective	Delivery Schedule
			Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10 1.3.14	Tasks 2, 3, 4, 9, 10, 12 and 14	Provide Labor Hour ROM for each analysis request  Provide Recommendation and Findings Report	Within five business days after request  Within one business day after analysis is completed
1.3.2.3.2	Task 2	Provide ROM vs. Actual Metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.3	Task 2	Provide level-of-completion metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.4	Task 2	Provide Transition Architecture for each request  Develop timeline of evaluation criteria	As required by the Government  As required by the Government
1.3.2.3.5	Task 2	Define/Develop Technical Assessment criteria  Develop compliance metric	Initial – 30 calendar days within start of Spiral 3 Final – Within 10 business days after Government comment  Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after

<b>PWS Para #</b>	<b>PWS Task #</b>	<b>Performance Objective</b>	<b>Delivery Schedule</b>
			Government acceptance metric
1.3.2.3.6	Task 2	Electronically publish EA	1 Sep 2010
1.3.3 1.3.4	Tasks 3 and 4	Provide documented standard analysis procedures	1 Aug 2008
1.3.5	Task 5	Provide minutes of actions and resolutions from working group meetings	Within one business day after meeting
1.3.6	Task 6	Attend and participate in information exchange meetings  Provide meeting minutes or trip report	As required by Government  Within one business day after meeting
1.3.7	Task 7	Populate, maintain, retrieve and archive EA information, to include information stored prior to this contract	As required by Government
1.3.8	Task 8	Perform FACCSM Duties	As required by Government
1.3.11	Task 11	Provide Transition Architecture Labor Hour ROM for each analysis request  Recommendation and DODAF Products	To Be Determined at time of modification (Optional Task)
1.3.12	Task 12	Monthly Status Report	10 <sup>th</sup> day of each month
1.3.13	Task 13	Analyses/Recommendation by topic submitted into Government provided-system	Within 3 days of task assignment
1.3.15	Task 15	Provide Transition Architecture Labor Hour ROM for each analysis request  Provide Recommendation and Findings Report	To Be Determined at time of modification (Optional Task)

### 3.0. Service Delivery Summary

<b>PWS Para#/ Task #</b>	<b>Performance Objective</b>	<b>Performance Threshold</b>
1.3.2.1.1 Task 2 1.3.2.2.2 Task 2	Interim conceptual Reference Framework contains a draft of all required definitions, descriptions and standard operating procedures.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.

PWS Para#/ Task #	Performance Objective	Performance Threshold
	Baseline Conceptual Reference Framework contains all definitions, descriptions and standard operating procedures, and all major changes, baseline principles, and reference models used to calibrate enterprise requirements.	
1.3.2.1.3 Task 2	All Change Requests submitted have viable recommendations.	A 97% compliance rate is acceptable to provide this deliverable IAW PWS.
1.3.2.2.3 1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10 1.3.11 Task 11 1.3.14 Tasks 2, 3, 4, 9, 10, 11 and 14	All Labor Hour ROMs are executable and final Recommendation and Findings Report for each analysis request are viable.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.
1.3.2.3.4 Task 2	All Transition Architectures are executable.	A 99% compliance rate is acceptable to provide these deliverables IAW PWS when required by the Government.
All remaining Tasks	Provide deliverables on time in complete concise format.	A 95% compliance rate is acceptable to provide these deliverables IAW PWS.

#### 4.0 GENERAL INFORMATION

##### 4.1. Place of Performance.

Services will be performed both on-site within TCJ6, Buildings 1961, Scott AFB, IL, during normal duty hours, 7:30 a.m. – 4:00 p.m., Monday-Friday, excluding Government holidays, and at the contractor's off-site facility. The Government has space for up to 15 on-site contractors, any additional contractor employees will work off-site. Contractor off-site facility shall be within 30 miles of Scott AFB and have meeting facilities, like a conference room, available for collaborative work.

##### 4.2. Period of Performance.

The initial Period of Performance for this contract is 1 June 2008 – 30 September 2008.

Period of Performance for the first option year is 1 October 2008 – 30 September 2009.  
Period of Performance for the second option year is 1 October 2009 – 30 September 2010.  
Period of Performance for the third option year is 1 October 2010 – 30 September 2011.

#### **4.3. Travel.**

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

The following estimates are provided for planning purposes only:

Number of Personnel	Number of Days	Number of Trips
1-2 each	3-5	5

#### **4.4. Security Requirements.**

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

#### **4.5. 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.

#### **4.6. Personnel Security Clearances.**

The primary contractor (task leader) and all supporting contract personnel must possess a SECRET Security Clearance granted by the DoD in accordance with Defense Industrial Security Clearance Office (DISCO) before access will be granted to UTRANSCOM classified network. The security clearance level for this contract is SECRET; all key personnel and personnel requiring access to Government personnel working in a classified environment or working with, or in a work area containing SECRET data shall possess a minimum of a Secret Clearance. Personnel requiring security clearances must possess the clearance prior to beginning work on any classified information. The contractor shall comply with all appropriate provisions or applicable security regulations. Contractor shall ensure changes in assigned and accepted personnel shall comply with security clearance requirements. To ensure cognizance of, and adherence to, security classification regulations, the contractor and contractor personnel will comply with all applicable DoD 5220.22-M National Industrial Security Program (NISPOM),

Air Force, USTRANSCOM, and Scott AFB Directives and instructions. Specific security requirements are identified in the DD Form 254, Contract Security Classification Specification.

**4.7. Inspection and Acceptance Criteria:**

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

**4.8. Packaging, Packing and Shipping Instructions.**

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

**4.9. Government Furnished Equipment (GFE)/Government Furnished Information.**

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

The contractor shall be responsible for providing work stations, peripherals, and any Commercial-Off-The-Shelf (COTS) software as required for employees working off-site. The Government will provide Government-Off-The-Shelf (GOTS) software as required. All products developed under this contract shall be considered Government work and shall have no license encumbrances.

**4.10. Contractor Proposed ODC.**

The contractor shall recommend and procure any hardware and software required to support the EA implementation. A complete requirements list and price quotes for hard and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement. Contractor proposed ODCs that are approved and purchased under this contract become the property of the Government.

**4.11. Government Proposed ODC.**

The contractor shall procure any hardware and software as directed by Government in support of the EA implementation. Price quotes for hardware and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement. Government proposed ODCs that are approved and purchased under this contract become the property of the Government.

**4.12. Nondisclosure Agreement for Contractor Employees.**

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

**4.13. Performance of Services during Crisis Declared by the President or Secretary of Defense up to and including War.**

None.

**4.14. Contractor Transition.**

**4.14.1. Exit Requirements.**

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

**4.14.2. Ramp-Up Time.**

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

**NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES  
SUPPORTING USTRANSCOM CONTRACTS**

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

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

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

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

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

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

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

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

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

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

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

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

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

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Employee Name

\_\_\_\_\_  
Government COR

\_\_\_\_\_  
Date

\_\_\_\_\_  
Contracting Officer

\_\_\_\_\_  
Date

**ENTERPRISE ARCHITECTURE  
SUPPORT TO  
PORTFOLIO MANAGEMENT  
and the  
CORPORATE SERVICES VISION ENVIRONMENT  
PERFORMANCE WORK STATEMENT (PWS)**



**4 April 2008**

## 1. DESCRIPTION OF SERVICES

### 1.1. Objective.

This task order will optimize enterprise deployment and distribution information environment by placing emphasis on Enterprise Architecture (EA) Support to perform Strategic Planning and Analysis by adopting the Corporate Services Vision (CSV). The CSV is a service oriented architecture (SOA) approach to identify and re-use services across the Enterprise. United States Transportation Command (USTRANSCOM) seeks to migrate from the existing "As-Is"

Architecture to a prescriptive Architecture consisting of seven Reference Models in order to guide IT investments. Specifically, USTRANSCOM seeks to improve deployment, distribution, and sustainment functions and enabling information technology (IT) applications and infrastructure. This transformational initiative will challenge the contractor to propose innovative approaches that still meet minimal Joint Capability Integration Development System (JCIDS), Defense Architecture Framework (DODAF), Business Enterprise Architecture (BEA), and the Investment Review Board (IRB), DOD Architecture, Federal Enterprise Architecture (FEA), or Defense Business Systems Management Committee (DBSMC) standards. By enhancing capabilities, reducing complexity, and optimizing mission and business processes, the contractor shall utilize the architecture to increase available capacity utilization, decrease costs, and increase the speed of process cycle time.

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#### 1.1.1. Scope.

The scope of Task 2 consists of three interdependent spirals. Spiral 1 will review the current USTRANSCOM EA and help propose conceptual reference models for USTRANSCOM as the Distribution Process Owner (DPO) using the appropriate best business practices in EA. Interrelated reference models comprise a framework for describing important elements in an Enterprise Architecture in a common and consistent way. Spiral 2 will transition the proposed conceptual reference models to prescriptive reference models that are able to analyze the current IT investments. Spiral 3 will refine the repeatable process for analyzing and populating the models. The Microsoft Project picture in Figure 1 depicts the envisioned scope:



inconsistency within and between agencies accomplished by implementing many-to-many interfaces.

- **Information-Centric**  
Create information environment that incorporates context-based data relationships. Ensures information is “accessible, visible, understandable and trusted”. Establish agent capability to autonomously respond and proactively provide intelligent decision-support to users.
- **Transparent, Accessible and Secure Information**  
Create an environment that provides timely, reliable and assured information to members of the Distribution Process enabled by IT and network services. Supporting an environment where software is planned, designed, tested, delivered and reused while maintaining accreditation across a diverse Joint Distribution and Deployment Enterprise.
- **Open, Standards-based Architecture and Commercial Off the Shelf Technologies**  
Research and where appropriate utilize non-proprietary, open source, or Government/Commercial off-the-shelf software. The environment will support open source software development.
- **Engineered To Support And Improve Human Knowledge**  
Solutions designed on intelligent agents/collaboration utilizing reasoning capabilities to generate and evaluate courses of action. As a result the human user is relieved of lower level labor intensive, filtering, analysis and reasoning tasks allowing greater time for decision support.
- **Tested, Certified, Sustainable, Modular and Agile**  
Meets regulatory compliance requirements and delivers capability timely. The capabilities will be modular, loosely coupled and re-useable.
- **Governed and Configuration Managed**  
The EA will adopt common standards for governance of the DPO components. It will prescribe a methodology for communicating changes through a structured configuration management process.
- **Performance Measurable**  
Provide information capabilities that meet or exceed Distribution/Deployment performance expectations based on government defined service level. Services levels are defined as part of the required capabilities.

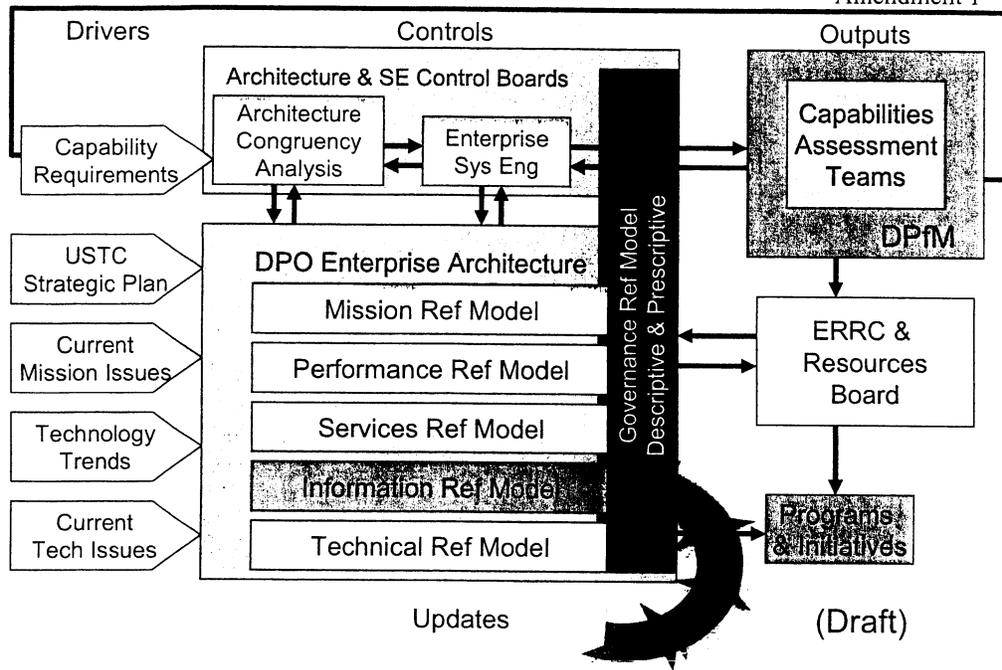


Figure 2: Composite Enterprise Architecture View

### 1.2.2. Reference Model Background

The USTRANSCOM EA consists of a set of interrelated “reference models” (as depicted in Figure 2) designed to facilitate cross domain analysis and the identification of duplicative investments, gaps and opportunities for collaboration within and across DPO-related organizations. These reference models are based on the FEA and the DOD Enterprise Architecture Reference Models. Each generic reference model consists of two parts, a conceptual and a prescriptive view. The conceptual view describes the environment at a high level and is dateless and stateless in nature (see Figure 3 below). The prescriptive view describes the environment and prescribes the standards for solutions. The prescriptive view is also dateless, but has known boundaries. Transition Architectures will prescribe and monitor interrelated solutions in a given time period. Collectively, the reference models comprise a framework for describing important elements of the USTRANSCOM EA in a common and consistent way. Through the use of common framework and vocabulary, IT portfolios and subordinate programs can be better managed and leveraged across the DPO environment. USTRANSCOM EA consists of seven reference models:

- Mission Reference Model: Functional view of DPO Lines of Mission/Business
- Performance Reference Model: Framework for measuring success of IT investments to improve business customer-centric outputs
- Services Reference Model: Framework for classifying Service Components to support reuse of Services across the DPO

- Information Reference Model: Standards-based framework to enable development of an information or knowledge-centric environment
- Technical Reference Model: Framework which categorizes standards and technologies to support and enable Services reuse
- Governance Reference Model: Process framework to support Distribution Portfolio Management (DPfM) decision-making and oversight for DPfM architecture and investments
- Programs & Initiatives Reference Model: Categorizes and defines DPO programs and initiatives

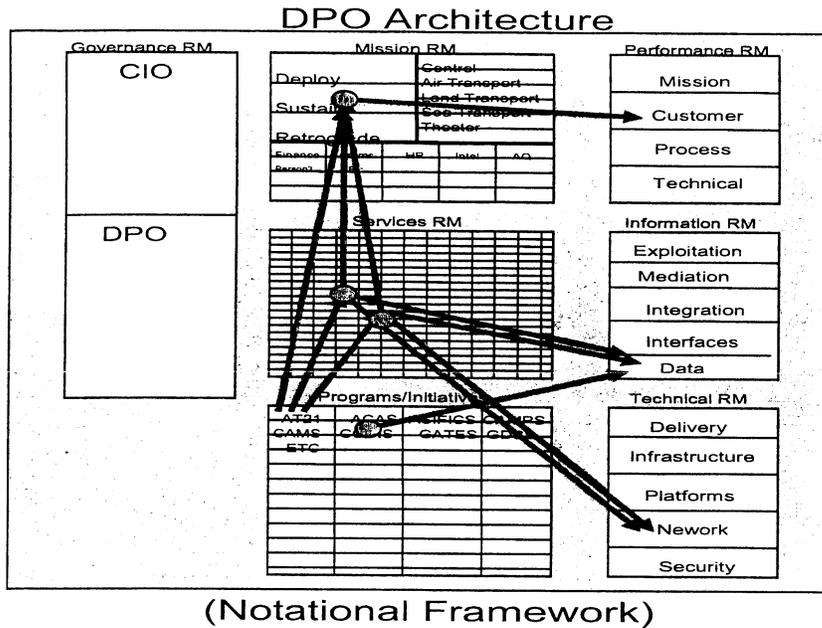


Figure 3: Conceptual Reference Model Framework

**1.3. Specific Tasks.**

**1.3.1. Task Area 1: Contract Level and Task Order Management**

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

The contractor shall provide a centralized program management capability at 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 the status of the performance of this task order. This task will span the entire duration of the contract

**1.3.1.1. Task Order Management Plan**

Contractor shall provide a task order management plan describing functional approach, organizational and financial resources, supporting organizational structure and management controls that contractor will employ in accordance with tasks and deliverables in this PWS. Contractor shall submit draft plan within 15 business days after contract award. Government will have 10 business days to review plan and provide comments. Contractor shall have five business days from receipt of Government comments to submit final plan.

**1.3.1.2. Status Reports**

**1.3.1.2.1. Monthly Cost/Status and Resource Utilization Reports**

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

**1.3.1.2.2. Weekly Activities Report (WAR)**

The contractor shall provide a WAR detailing only significant events for senior leadership review. This report will be given to the designated Government representative by close of business (COB) every Wednesday.

**1.3.1.2.3. Daily Dashboard Report**

The contractor shall develop an overarching dashboard report to depict planned vs. actual task status, to include and highlight issues, and estimate time and resources to deliver products. The purpose of the report is to highlight tasks that are at risk.

**1.3.1.2.4. Project Charter**

The contractor shall create a project charter for each project in accordance with Government format. Project charters are designed to optimally manage multiple project teams within specified times, labor/Other Direct Costs (ODC), subtask dependencies, and deliverables. Deliverables shall be measurable for quality and completeness.

**1.3.1.3. In Progress Review (IPR)**

Contractor shall meet with Functional manager/Contracting Officer Representative (COR) bi-monthly or as COR may require, to discuss any problems with current tasks, assignment of future tasks, and to obtain Government decisions or guidance necessary to contractor performance. The contractor shall deliver IPR minutes, with a copy of the presentation slides. At a minimum, the minutes shall reflect a record of activity, decisions made, date, location, and attendees.

**1.3.2. Task Area 2: CSV Spiral Implementation**

This task is divided into three spirals that are dependent upon each other and support the DPO.

**1.3.2.1. Spiral 1: Transition USTRANSCOM EA (Base Period)**

In Spiral 1, USTRANSCOM is seeking industry best practices to refine the existing conceptual view of the reference models of the USTRANSCOM EA to a Corporate Services Vision perspective, based on reference model background information as stated in 1.2.2.

**1.3.2.1.1. Validate and Expand Enterprise Architecture Conceptual Reference Framework (EACRF)**

The contractor shall review Government provided EACRF currently residing in the existing Information Resource Management Data Repository (IRMDR) Tool Suite content, overarching principles and reference models. The tool suite currently consists of the Oracle based USTRANSCOM Corporate Resource Information Source (CRIS), ARIS, Cold Fusion, Systinet Universal Description Discovery Integrator (UDDI), NetViz, and Erwin.

The contractor shall identify and recommend adjustments or further expansion including definitions, descriptions and standard operating procedures for utilizing and maintaining the EACRF. The contractor shall provide an interim ~~and baseline~~ conceptual reference framework. This framework will include an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements. If the tool suite needs to expand to include additional capability, it will be evaluated under direction of the Government. The contractor shall conduct monthly EACRF progress meetings and issue feedback, to include documenting assigned actions items and resolutions.

**1.3.2.1.2. Populate EACRF**

The EACRF is envisioned to be steadily populated with approved investment strategies to transition the architecture from a descriptive (requirements) framework to a prescriptive (solution) framework. The prescriptive framework enables creation of transition roadmaps and allows measurement of established IT investment strategies. The contractor shall populate the most current EACRF using the approved ERRC recommendations resulted from the initial requirements analysis. The contractor shall conduct monthly EACRF progress meetings that document feedback and lists information populated in the IRMDR, including assigned actions items and resolutions.

**1.3.2.1.3. EA Configuration Management (CM) Plan**

The contractor shall provide the methodology for communicating changes of architecture artifacts through a structured configuration management process. The government envisions the configuration management plan to include formalized Change Requests (CR) documents reviewed by a Configuration Control Board.

**1.3.2.2. Spiral 2: Transition EA Conceptual RM to Prescriptive RM (Option Year 1)**

In Spiral 2 USTRANSCOM is seeking industry best practice solutions to transition the EACRF developed in Spiral 1 to prescriptive reference model. Spiral 1 shall be approved by the Government before Spiral 2 begins.

**1.3.2.2.1. Maintain and Populate the EACRF**

The contractor shall review the EACRF developed in Spiral 1 including the overarching principles and conceptual reference models. The contractor shall maintain and continue to populate the IRMDR Tool Suite with descriptive information. The contractor shall develop and report monthly metric to reflect expansion and level of completion of the EACRF. The contractor shall conduct monthly EACRF progress meetings and issue feedback, to include documenting assigned actions items and resolutions.

**1.3.2.2.2. Transform the EACRF into a Prescriptive (Solutions Oriented) Reference Model**

The contractor shall identify, recommend, and develop a prescriptive architecture (and an interim draft) based on the conceptual framework. The contractor shall continue to expand the descriptive aspects of the EACRF and populate the prescriptive elements (solutions) in the IRMDR Tool Suite. The contractor shall provide the framework with an executive summary of major changes, baseline principles, and reference models used to calibrate enterprise requirements. The contractor shall conduct monthly EACRF progress meetings and issue feedback, including documenting assigned actions items and resolutions.

**1.3.2.2.3. Transition Architecture(s)**

The contractor shall develop the standard transition template that will be used to define the structure and content for the transition architectures. The Government and the contractor will identify candidate projects during the ECMB and ERRC processes. For each candidate project selected the contractor shall provide a transition architecture. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.2.4. EA Configuration Management (CM)**

The contractor shall communicate monthly changes of architecture artifacts through a structured configuration management process in accordance with the CM plan developed in Spiral 1.

**1.3.2.3. Spiral 3: Execute EA (Option Year 2 and 3)**

The intent of Spiral 3 is to expand and utilize the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2.

**1.3.2.3.1. Maintain the EA Prescriptive Framework**

The contractor shall make recommendation on IT investments and perform effects analyses based on the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2 to preserve the overarching principles. The contractor shall develop and report monthly metric in accordance with paragraph 1.3.2.2.2.

**1.3.2.3.2. Analyze Requirements for ERRC and ECMB**

The contractor shall continue to analyze and provide recommendations as described in 1.3.2.2.3 to support the IT Investment Requirements and Solution Decision Cycle as shown in Figure 4. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.3. Population of Prescriptive Reference Model**

The contractor shall continue to review the Prescriptive Reference Model and Transition Architecture(s) developed in Spiral 2 including the overarching principles. The contractor shall

maintain and populate the IRMDR Tool Suite. The contractor shall develop and report monthly metric to reflect expansion and level of completion of the Prescriptive Reference Model. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.4. Transition Architecture(s) based on Corporate Priorities**

The contractor shall utilize the standard template to continue populating Prescriptive Reference Model. The Government and the contractor will identify candidate projects during the ECMB and ERRC processes. The contractor shall develop the transition architecture for each candidate project selected. Each project will have an associated timeline and evaluation criteria against the recommended developer(s). For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.2.3.5. Technical Execution and Effects Review**

Program managers will develop and deliver solutions prescribed by the transition architecture. The contractor shall perform evaluations of solution deliverables to confirm degree of developer compliance. The contractor shall define and develop Technical Assessment criteria for Government approval. The contractor shall evaluate whether the developer has fulfilled the requirement specified in the Prescriptive Reference Model and document compliance in the form of a metric.

**1.3.2.3.6. CSV Enterprise Architecture**

The contractor shall electronically publish a current EA in accordance to the CSV.

**1.3.3. Task Area 3: Analyze DPO Requirements for Enterprise Capability Management Board (ECMB) and the ERRC**

The Government will identify enterprise requirements for review and analysis. The contractor shall perform congruency analysis on requirements utilizing the Conceptual and the evolving Prescriptive views of the Reference Models. The contractor shall use a standard methodology, and continue to refine the standard procedures necessary to provide recommendations with detailed explanation of findings. Enterprise congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. Findings shall then be reported and explained to the Government.

**1.3.4. Task Area 4: Analyze Defense Transportation System (DTS) Requirements for Enterprise Capability Management Board (ECMB) and the ERRC**

The Government will identify DTS requirements for review and analysis. The contractor shall perform congruency analysis on requirements utilizing the Conceptual and the evolving Prescriptive views of the Reference Models. The contractor shall use a standard methodology, and continue to refine the standard procedures necessary to provide recommendations with detailed explanation of findings. DTS congruency analysis shall be performed on systems and other IT related requirements to identify potential enterprise duplication and gaps. Findings shall then be reported and explained to the Government.

**1.3.5. Task Area 5: Governance**

Governance is defined as government management controls over the DPO portfolio. The contractor shall attend and participate in a bi-weekly Government led Architecture Integration

Steering Group (AISG) or other Government lead meetings as required. The contractor shall provide minutes of actions and resolutions for working group meetings. The AISG is designed to review, collaborate and provide status on issues associated with the broader EA environment. Specific focus is to be provided on the integration efforts associated with production, repository, utilization and governance for the combined EA community.

The contractor shall participate as required by the Government in the Information Technology (IT) Investment Requirement and Solution Decision Cycle shown in Figure 4.

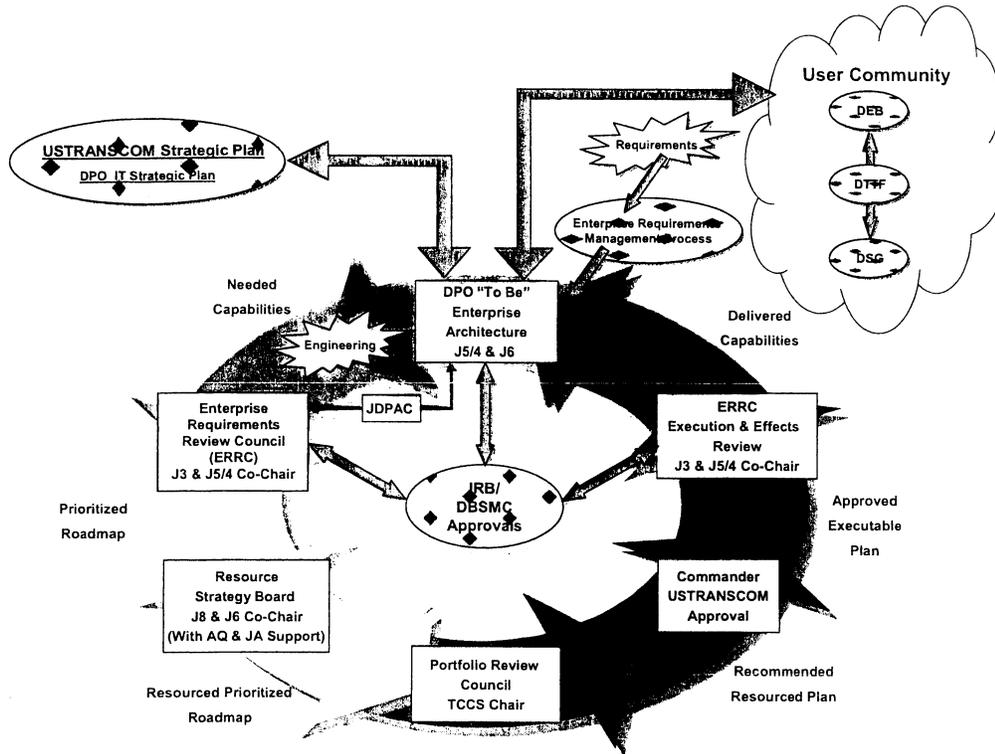


Figure 4: IT Investment Requirement and Solution Decision Cycle

**1.3.6. Task Area 6: Information Exchange Meetings**

The contractor shall attend and participate in various Government and private national forums to demonstrate and present DPO EA Framework, challenges, lessons learned and way-ahead. Contractor will typically be joined by Government architecture representative who will also participate in presentation. All demonstrations, presentations, and information exchange sessions shall be reviewed and pre-approved by the COR or assigned Government representative. The contractor shall provide meeting minutes with actions and resolutions.

**1.3.7. Task Area 7: EA Information Management**

The contractor shall populate, maintain, retrieve and archive DPO EA information, to include information stored prior to this contract, in the IRMDR Tool Suite. The contractor shall update the

content of the IRMDR Tool Suite as directed by the Government.

**1.3.8. Task Area 8: Alternate Functional Area Communications and Computer Systems Manager (FACCSM) Duties**

The contractor shall provide support to TCJ6-A primary FACCSM as needed. The contractor shall perform FACCSM's duties IAW USTRANSCOM Instruction 33-16, paragraphs 4.5, 5.1, 6, 7, and 8. The instruction can be found at <http://www.transcom.mil/>. The contractor shall complete the necessary training required by the USTRANSCOM Network Office.

**1.3.9. Task Area 9: Portfolio Management Support for DPO Business Case Analysis**

The contractor shall provide support for DPO Capability Based Assessment Teams (CBATs) and other designated working groups. These teams analyze specific problems and recommend solutions. The contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various architectural views/information associations. Once a working group conducts a business case and makes recommendations, approved findings shall be integrated into USTRANSCOM EA. The contractor shall support analyses of up to 3 CBATs per year total between tasks 9 and 10. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.10. Task Area 10: Portfolio Management Support for DTS Business Case Analysis**

The contractor shall provide support for DTS Capability Based Assessment Teams (CBATs) and other designated working groups. These teams analyze specific problems and recommend solutions. The contractor shall provide support as determined by the Government representative to include scoping, researching, interviewing, and documenting various architectural views/information associations. Once a working group conducts a business case and makes recommendations, approved findings shall be integrated into USTRANSCOM EA. The contractor shall support analyses of up to 3 CBATs total between tasks 9 and 10. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

**1.3.11. Task Area 11: DoD Architecture Framework (DODAF) Product Support. (Optional Task)**  
***This task shall be executed at the discretion of the Government***

**1.3.11.1.** Acquisition Category (ACAT) programs are required to submit DODAF products views in their requirements documents as an appendix. As required by the Government, the contractor shall technically assist the USTRANSCOM's IT program managers who are responsible for writing Joint Capability Integration Development System (JCIDS) documents. The contractor shall extract information from the IRMDR Tool Suite that will support the required documents. DODAF products shall include but are not limited to operational views, system views, and technical views in accordance with DODAF version 1.5 dated 23 April 07 ([http://www.defenselink.mil/cio-nii/docs/DoDAF\\_Volume\\_II.pdf](http://www.defenselink.mil/cio-nii/docs/DoDAF_Volume_II.pdf)). The contractor shall support up to five (5) Government requests from Acquisition Category (ACAT) programs for DODAF Product Support per year. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing DODAF products.

**1.3.11.2.** This task shall be executed at the ~~discretion~~ of the Government. The Government will provide ~~Discretion~~ discretion

the contractor with a request for proposal based on the specific task to be accomplished. The Contractor shall provide a proposal breaking out the labor categories/rates and number of hours to accomplish the task, after accomplishment of negotiations, the Government will process a modification to the task order.

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### **1.3.12. Task Area 12: EA Federation**

The contractor shall ensure the DPO EA aligns with disparate Department of Defense (DOD) architectures and reference models including but not limited to the Joint Staff, Office of Secretary of Defense's (OSD) Business Enterprise Architecture, Defense Logistics Agency (DLA), Services, and Combatant Commands (COCOMs) logistics-related architectures. These architectures are based on the Supply-Chain Council's Supply Chain Operations Reference (SCOR) model which also is periodically updated. The contractor shall facilitate and schedule configuration control boards to reevaluate changes among federated architectures ensuring configuration management. The contractor shall be responsible for using USTRANSCOM approved architecture tool to employ and maintain the existing federation established between the aforementioned architectures. The contractor shall provide a monthly status report addressing EA Federation. The contract shall receive Government approval prior to commencing will all updates to any architecture alignments.

#### **1.3.12.1. Investment Support/Compliance**

Using the EA Federation, the contractor shall provide EA compliance support to the Distribution Portfolio Manager for Investment Review Board/Defense Business Management System Council. The contractor shall be prepared to support a quarterly request for EA compliance support and on an as needed basis. For each Government approved project, the contractor shall provide a ROM on resources required prior to the EA compliance support.

### **1.3.13. Task Area 13: Functional Architecture Support**

As directed by the Government, the contractor shall provide functional (operational/business) architecture experts to solve current, real time DPO-related business problems using current databases and analysis methods. The contractor shall focus on solving distribution challenges, recommending new business rules, and enabling better resource allocation decisions while improving delivery of forces and sustainment to desired points of effect. Contractor must demonstrate functional and technical experience measuring service support levels and identifying trends affecting overall performance of the logistics/distribution network. Deliverables include analyses and recommendation reports by government directed topic on business process improvement proposals and requirements documents involving materiel and personnel deployment, distribution, and sustainment operations. The contractor shall provide analyses and recommendations by topic submitted into Government provided system (e.g. Knowledge Management and Decision Support (KMDS)) and should include a summary included in the weekly activity report.

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### **1.3.14. Task Area 14: Continuous Process Improvement Support**

New information technology (IT) requirements identified by the Government in Task 3, 4, 9 or 10 may require an analysis of the mission or business process change that the IT requirement is supposed to solve. Contractor shall conduct business process improvement projects to analyze a

specific line of business as directed by the Government. For each Government approved project, the contractor shall provide a ROM on resources required prior to starting the process improvement support project. Contractor shall have personnel that are trained and experienced in supply-chain operations and EA fundamentals. Literature reviews, subject matter expert interviews, process documentation and analyses, workshop facilitation, and information presentation are all professional skills that the contractor shall demonstrate to accomplish these routine tasks. While certification is not required, it is highly recommended to be certified in the SCOR model, Supply Chain Management, EA, Service Oriented Architecture (SOA), DODAF, and Federal Enterprise Architecture (FEA) and LEAN/Six Sigma, particularly for contractor task leads. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the DODAF products.

**1.3.15. Task Area 15: Federation Pilot - Pilot Initiatives (Optional Task)**

***This task shall be executed at the discretion of the Government***

1.3.15.1. The contractor shall provide Government directed support for continued OSD Networks & Information Integration pilot initiatives. Initiatives are designed to expand reference model alignments and concepts as the federation principles mature. For each Government approved project, the contractor shall provide a ROM on resources required prior to producing the transition architecture.

1.3.15.2. This task shall be executed at the discretion of the Government. The Government will provide the contractor with a request for proposal based on the specific task to be accomplished. The Contractor shall provide a proposal breaking out the labor categories/rates and number of hours to accomplish the task, after accomplishment of negotiations, the Government will process a modification to the task order

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**2.0. Deliverable Schedules**

The contractor shall coordinate with the Task Lead or COR to agree upon an appropriate format and final product prior to delivery of all products delivered outside of Command, Control, Communications and Computer Systems Architecture Division (TCJ6-A).

PWS Para #	PWS Task #	Performance Objective	Delivery Schedule
1.3.1.1	Task 1	Task Order Management Plan	Draft – 15 days after award Final – 5 business days after Government comment
1.3.1.2.1	Task 1	Monthly Cost/Status and Utilization Report	10 <sup>th</sup> day of each month
1.3.1.2.2 1.3.13	Task 1 Task 13	WAR	Weekly, COB Wednesday
1.3.1.2.3	Task 1	Dashboard Report	Daily
1.3.1.2.4	Task 1	Project Charter	As required by Government
1.3.1.3	Task 1	IPR Documentation	Within one business

PWS Para #	PWS Task #	Performance Objective	Delivery Schedule
			day after IPR
1.3.2.1.1	Task 2	EACRF progress and issue feedback meeting	One business day after meeting
		Provide Interim conceptual Reference Framework	Draft – 15 Jul 2008 Final – Within 10 business days after Government comment
		Provide Baseline Conceptual Reference Framework	Draft – 15 Sep 2008 Final – Within 10 business days after Government comment
1.3.2.1.2	Task 2	Progress/issue feedback meeting	Monthly
1.3.2.2.1			
1.3.2.2.2		Documentation on assigned action items and resolution	One business day after meeting
1.3.2.3.1			
1.3.2.3.3			
1.3.2.1.2	Task 2	Document list of information populated in IRMDR	5 <sup>th</sup> day of each month
1.3.2.1.3	Task 2	Develop/Document a EA Configuration Management Plan	1 Aug 2008
1.3.2.2.1	Task 2	Provide level-of-completion metric	Initial – 30 calendar days within the start of Spiral 2 Final – 10 <sup>th</sup> of each month after Government acceptance metric
1.3.2.2.2	Task 2	Provide Interim Prescriptive reference model	Draft – 1 Mar 2009 Final – Within 10 business days after Government comment
		Provide Baseline Prescriptive Reference model	Draft – 1 Sep 2009 Final – Within 10 business days after Government comment
1.3.2.2.3	Task 2	Provide draft transition architecture template	1 Nov 2008
		Develop and document standard transition architecture template	1 Apr 2009
1.3.2.2.3	Task 2	Provide Transition Architecture Labor	Within five days after

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PWS Para #	PWS Task #	Performance Objective	Delivery Schedule
		Hour ROM for each analysis request	request
		Provide Transition Architecture	Within One business day after analysis is complete
1.3.2.2.4	Task 2	Configuration Management Reports	10 <sup>th</sup> day of each month
1.3.2.3.1	Task 2	Develop level-of-completion metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10 1.3.11 1.3.14	Tasks 2, 3, 4, 9, 10, 12 and 14	Provide Labor Hour ROM for each analysis request  Provide Recommendation and Findings Report	Within five business days after request  Within one business day after analysis is completed
1.3.2.3.2 1.3.2.3.3	Task 2	Provide level-of-completion metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.4	Task 2	Provide Transition Architecture for each request  Develop timeline of evaluation criteria	As required by the Government  As required by the Government
1.3.2.3.5	Task 2	Define/Develop Technical Assessment criteria  Develop compliance metric	Initial – 30 calendar days within start of Spiral 3 Final – Within 10 business days after Government comment  Initial – 30 calendar days within the start of

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PWS Para #	PWS Task #	Performance Objective	Delivery Schedule
			Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
1.3.2.3.6	Task 2	Electronically publish EA	1 Sep 2010
1.3.3 1.3.4	Tasks 3 and 4	Provide documented standard analysis procedures	1 Aug 2008
1.3.5	Task 5	Provide minutes of actions and resolutions from working group meetings	Within one business day after meeting
1.3.6	Task 6	Attend and participate in information exchange meetings  Provide meeting minutes or trip report	As required by Government  Within one business day after meeting
1.3.7	Task 7	Populate, maintain, retrieve and archive EA information, to include information stored prior to this contract	As required by Government
1.3.8	Task 8	Perform FACCSM Duties	As required by Government
1.3.11	Task 11	Provide Labor Hour ROM for each analysis request  Recommendation and DODAF Products	To Be Determined at time of modification (Optional Task)
1.3.12	Task 12	Monthly Status Report	10 <sup>th</sup> day of each month
1.3.13	Task 13	Analyses/Recommendation by topic submitted into Government provided-system	Within 3 days of task assignment
1.3.15	Task 15	Provide Labor Hour ROM for each analysis request  Provide Recommendation and Findings Report	To Be Determined at time of modification (Optional Task)

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### 3.0. Service Delivery Summary

PWS Para#/ Task #	Performance Objective	Performance Threshold
1.3.2.1.1 Task 2	Interim conceptual Reference Framework contains a draft of all required definitions,	A 98% compliance rate is acceptable to provide these deliverables IAW

PWS Para#/ Task #	Performance Objective	Performance Threshold
1.3.2.2.2 Task 2	descriptions and standard operating procedures.  Baseline Conceptual Reference Framework contains all definitions, descriptions and standard operating procedures, and all major changes, baseline principles, and reference models used to calibrate enterprise requirements.	PWS.
1.3.2.1.3 Task 2	All Change Requests submitted have viable recommendations.	A 97% compliance rate is acceptable to provide this deliverable IAW PWS.
1.3.2.2.3 1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10 1.3.11 Task 11 1.3.14 Tasks 2, 3, 4, 9, 10, 11 and 14	All Labor Hour ROMs are executable and final Recommendation and Findings Report for each analysis request are viable.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.
1.3.2.3.4 Task 2	All Transition Architectures are executable.	A 99% compliance rate is acceptable to provide these deliverables IAW PWS when required by the Government.
All remaining Tasks	Provide deliverables on time in complete concise format.	A 95% compliance rate is acceptable to provide these deliverables IAW PWS.

#### 4.0 GENERAL INFORMATION

##### 4.1. Place of Performance.

Services will be performed both on-site within TCJ6, Buildings 1961, Scott AFB, IL, during normal duty hours, 7:30 a.m. – 4:00 p.m., Monday-Friday, excluding Government holidays, and at the contractor’s off-site facility. The Government has space for up to 15 on-site contractors, any additional contractor employees will work off-site. Contractor off-site facility shall be

within 30 miles of Scott AFB and have meeting facilities, like a conference room, available for collaborative work.

**4.2. Period of Performance.**

The initial Period of Performance for this contract is 1 June 2008 – 30 September 2008.  
Period of Performance for the first option year is 1 October 2008 – 30 September 2009.  
Period of Performance for the second option year is 1 October 2009 – 30 September 2010.  
Period of Performance for the third option year is 1 October 2010 – 30 September 2011.

**4.3. Travel.**

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

The following estimates are provided for planning purposes only:

Number of Personnel	Number of Days	Number of Trips
1-2 each	3-5	5

**4.4. Security Requirements.**

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

**4.5. 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.

**4.6. Personnel Security Clearances.**

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

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

**4.7. Inspection and Acceptance Criteria:**

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

**4.8. Packaging, Packing and Shipping Instructions.**

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

**4.9. Government Furnished Equipment (GFE)/Government Furnished Information.**

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

The contractor shall be responsible for providing work stations, peripherals, and any Commercial-Off-The-Shelf (COTS) software as required for employees working off-site. The Government will provide Government-Off-The-Shelf (GOTS) software as required. All products developed under this contract shall be considered Government work and shall have no license encumbrances.

**4.10. Contractor Proposed ODC.**

The contractor shall recommend and procure any hardware and software required to support the EA implementation. A complete requirements list and price quotes for hard and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement. Contractor proposed ODCs that are approved and purchased under this contract become the property of the Government.

**4.11. Government Proposed ODC.**

The contractor shall procure any hardware and software as directed by Government in support of the EA implementation. Price quotes for hardware and software shall be submitted to the COR for review and approval PRIOR TO PURCHASE. The contractor shall obtain the COR signature on the itemized equipment list proposal prior to proceeding with any hardware or software procurement. Government proposed ODCs that are approved and purchased under this contract become the property of the Government.

**4.12. Nondisclosure Agreement for Contractor Employees.**

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

**4.13. Performance of Services during Crisis Declared by the President or Secretary of Defense up to and including War.**

None.

**4.14. Contractor Transition.**

**4.14.1. Exit Requirements.**

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

**4.14.2. Ramp-Up Time.**

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

**15.0. Estimated Work Load (Hours and Days) (Based on the Schedule of Proposal)**

**15.1. Estimated Work Load (Hours for Option Years)**

Task Area 12: 1,000 hours

Task Area 13: 3,500 hours

Task Area 14: 4,000 hours

**NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES  
SUPPORTING USTRANSCOM CONTRACTS**

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

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

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

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

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

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

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

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

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

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

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

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

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

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Employee Name

\_\_\_\_\_  
Government COR

\_\_\_\_\_  
Date

\_\_\_\_\_  
Contracting Officer

\_\_\_\_\_  
Date

1.3.2.3.2	Task 2	Provide ROM vs. Actual Metric	Initial – 30 calendar days within the start of Spiral 3 Final – 10 <sup>th</sup> day of each month after Government acceptance metric
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DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION				1. CLEARANCE AND SAFEGUARDING			
<i>(The requirements of the DoD industrial Security Manual apply to all security aspects of this effort.)</i>				a FACILITY CLEARANCE REQUIRED <b>SECRET</b>			
				b LEVEL OF SAFEGUARDING REQUIRED None			
2. THIS SPECIFICATION IS FOR: <i>(X and complete as applicable)</i>			3. THIS SPECIFICATION IS: <i>(X and complete as applicable)</i>				
<b>X</b>	a PRIME CONTRACT NUMBER TBD		<b>X</b>	a ORIGINAL <i>(Complete date in all cases)</i>	DATE (YYYYMMDD) 20080401		
<b>X</b>	b. SUBCONTRACT NUMBER TBD			b REVISED <i>(Supersedes all previous specs)</i>	REVISION NO DATE (YYYYMMDD)		
	c SOLICITATION OR OTHER NUMBER	DUE DATE (YYYYMMDD)		c FINAL <i>(Complete item 5 in all cases)</i>	DATE (YYYYMMDD)		
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 TBD		b CAGE CODE	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				
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-A 508 Scott Dr Bldg. 1961 Scott AFB, IL 62225-5357		b CAGE CODE	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 Enterprise Architecture Support Plan							
10. CONTRACTOR WILL REQUIRE ACCESS TO:		YES	NO	11. PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:		YES	NO
a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION			X	a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY		X	
b. RESTRICTED DATA			X	b. RECEIVE CLASSIFIED DOCUMENTS ONLY		X	
c. CRITICAL NUCLEAR WEAPON DESIGN INFORMATION			X	c. RECEIVE AND GENERATE CLASSIFIED MATERIAL			X
d. FORMERLY RESTRICTED DATA			X	d. FABRICATE, MODIFY, OR STORE CLASSIFIED HARDWARE			X
e. INTELLIGENCE INFORMATION				e. PERFORM SERVICES ONLY		X	
(1) Sensitive Compartmented Information (SCI)			X	f. HAVE ACCESS TO U.S. CLASSIFIED INFORMATION OUTSIDE THE U.S. PUERTO RICO, U.S. POSSESSIONS AND TRUST TERRITORIES			X
(2) Non-SCI			X	g. BE AUTHORIZED TO USE THE SERVICES OF DEFENSE TECHNICAL INFORMATION CENTER (DTIC) OR OTHER SECONDARY DISTRIBUTION CENTER			X
f. SPECIAL ACCESS INFORMATION			X	h. REQUIRE A COMSEC ACCOUNT			X
g. NATO INFORMATION			X	i. HAVE TEMPEST REQUIREMENTS			X
h. FOREIGN GOVERNMENT INFORMATION			X	j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS			X
i. LIMITED DISSEMINATION INFORMATION			X	k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE			X
j. FOR OFFICIAL USE ONLY INFORMATION			X	l. OTHER <i>(Specify)</i>			
k. OTHER <i>(Specify)</i> See Block 13 for additional requirements				See Block 13 for additional requirements			

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, 618-229-4828  
508 Scott Drive Bldg 1900  
Scott AFB, IL 62225-5357

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.)

Reference Block 10j: For Official Use Only (FOUO) applies. Reference DoD Appendix 3 to DoD 5200.1-R, and the Under Secretary of Defense for Intelligence memorandum, "Interim Information Security Guidance," April 16, 2004, for specific guidance on the handling and safeguarding of FOUO information.

Reference Block 11e: Enterprise Architecture Support: Storage, generation, or reproduction of classified information is not required for the performance of this contract. Prior to having access to any classified material and/or having access to USTRANSCOM classified network contractor(s) and contractor personnel will a SECRET clearance IAW DoD 5220.22-M National Industrial Security Program Operating Manual (NISPOM)

29 FEB 08 CES3-FP *Emergency*

14. **ADDITIONAL SECURITY REQUIREMENTS.** Requirements, in addition to ISM requirements, are established for this contract  YES  NO  
(If Yes, identify the pertinent 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, identify the pertinent 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.)

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 Dennis Strong	b. TITLE Operational Architect	c. TELEPHONE (Include Area Code) 618-229-1240
---	-----------------------------------	--

d. ADDRESS (Include Zip Code)  
508 Scott Drive, Building 1961  
Scott AFB IL 62225-5357

e. SIGNATURE  
*Dennis Strong*

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

**REQUEST FOR TASK ORDER PROPOSAL (RFTOP) #08-07**  
CLIN Structure and Invoicing Procedures

(Contractor shall fill out the Unit Price and Extended Amounts)

<b>Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support</b>				
<b>Basic Year – 1 June 08 through 30 Sep 08</b>				
<b>CLIN Number</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Extended Amount</b>
CLIN 0001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ _____	\$ _____
CLIN 0002 Labor for Task 2 (Spiral 1)	1	Lot	\$ _____	\$ _____
CLIN 0003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>24,813</u>	\$ <u>24,813</u> NTE
CLIN 0004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>98,998</u>	\$ <u>98,998</u> NTE
CLIN 0005 Travel ODC	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
CLIN 0006 Other ODC's	1	Lot	\$ <u>5,000</u>	\$ <u>5,000</u> NTE
Total for Base Year				\$ _____

<b>Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support</b>				
<b>Option Year One – 01 Oct 08 through 30 Sep 09</b>				
<b>CLIN Number</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Extended Amount</b>
CLIN 1001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ _____	\$ _____
CLIN 1002 Labor for Task 2 (Spiral 2)	1	Lot	\$ _____	\$ _____
CLIN 1003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>52,000</u>	\$ <u>52,000</u> NTE
CLIN 1004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>102,000</u>	\$ <u>102,000</u> NTE
CLIN 1005 Travel ODC	1	Lot	\$ <u>50,000</u>	\$ <u>50,000</u> NTE
CLIN 1006 Other ODC's	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
Total for Option Year One				\$ _____

<b>Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support</b>				
<b>Option Year Two – 01 Oct 09 through 30 Sep 10</b>				
<b>CLIN Number</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Extended Amount</b>
CLIN 2001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ _____	\$ _____
CLIN 2002 Labor for Task 2 (Spiral 3)	1	Lot	\$ _____	\$ _____
CLIN 2003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>54,000</u>	\$ <u>54,000</u> NTE
CLIN 2004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>104,000</u>	\$ <u>104,000</u> NTE
CLIN 2005 Travel	1	Lot	\$ <u>50,000</u>	\$ <u>50,000</u> NTE
CLIN 2006 Other ODC's	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
Total for Option Year Two				\$ _____

<b>Distribution Process Owner Change Management and Joint Logistician (Distribution) Development Support</b>				
<b>Option Year Three – 01 Oct 10 through 30 Sep 11</b>				
<b>CLIN Number</b>	<b>Quantity</b>	<b>Unit</b>	<b>Unit Price</b>	<b>Extended Amount</b>
CLIN 3001 Labor for Task 1, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14	1	Lot	\$ _____	\$ _____
CLIN 3002 Labor for Task 2 (Spiral 3)	1	Lot	\$ _____	\$ _____
CLIN 3003 OPTIONAL: Task 11 TBD at time of Modification	1	Lot	\$ <u>56,000</u>	\$ <u>56,000</u> NTE
CLIN 3004 OPTIONAL: Task 15 TBD at time of Modification	1	Lot	\$ <u>106,000</u>	\$ <u>106,000</u> NTE
CLIN 3005 Travel ODC	1	Lot	\$ <u>50,000</u>	\$ <u>50,000</u> NTE
CLIN 3006 Other ODC's	1	Lot	\$ <u>10,000</u>	\$ <u>10,000</u> NTE
Total for Option Year Three				\$ _____

TOTAL BASE YEAR + OPTIONS (LABOR)	\$ _____
OPTIONAL TASK 11	\$ <u>186,813 NTE</u>
OPTIONAL TASK 15	\$ <u>410,998 NTE</u>
TRAVEL	\$ <u>160,000 NTE</u>
OTHER ODC'S	\$ <u>35,000 NTE</u>
TOTAL LABOR, OPTIONAL TASKS, AND TRAVEL/ODC'S	\$ _____

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

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

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

Requests for payments must be submitted electronically via the Internet through the Wide Area WorkFlow – Receipt and Acceptance (WAWF-RA) system at <https://wawf.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](mailto:cco-af-vpis@dfas.mil). Please have your order number and invoice number ready when contacting DFAS about payment status. You can also access payment information using the DFAS myInvoice web site at <https://myinvoice.csd.disa.mil/index.html>

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

**CONTRACT NUMBER:**

**DELIVERY ORDER NUMBER:**

**TYPE OF DOCUMENT:**

**CAGE CODE:**

**ISSUE BY DODAAC:**

**ADMIN DODAAC:**

**INSPECT BY DODAAC:**

**SERVICE ACCEPTOR / SHIP TO:**

**PAY OFFICE DODAAC:**

**SEND MORE E-MAIL NOTIFICATIONS:**

**CONTRACT ADMINISTRATOR:**

**CONTRACTING OFFICER:**

**ADDITIONAL NOTIFICATION:**

**QUALITY ASSURANCE SURVEILLANCE PLAN  
FOR  
UNITED STATES TRANSPORTATION COMMAND  
ENTERPRISE ARCHITECTURE (TCJ6)  
SUPPORT TO  
PORTFOLIO MANAGEMENT  
AND THE  
CORPORATE SERVICES VISION ENVIRONMENT**



**24 January 08**

APPROVED:

DENNIS L. STRONG  
Distribution Enterprise Architecture  
Division  
USTRANSCOM – TCJ6-A

GINA K. LEE  
Contracting Officer  
USTRANSCOM – TCAQ-D

FOR INFORMATIONAL PURPOSES OLY

## **1. INTRODUCTION**

This Quality Assurance Surveillance Plan (QASP) was developed in accordance with AFI 63-124, *Performance-Based Services Acquisitions (PBSA)*, for work performed to provide technical and administrative support services for the United States Transportation Command (USTRANSCOM) Distribution Enterprise Architecture Division (TCJ6) at Scott AFB IL. This QASP sets forth the procedures and guidelines to be used by the Government to ensure that the contractor achieves the required performance standards as specified in the Performance Work Statement (PWS). The PWS contains a Service Delivery Summary (SDS) that summarizes performance objectives (service required) and performance thresholds (specific standard) contained within the body of the PWS. The SDS does not identify every service required, but only those services considered most important for mission accomplishment. This QASP is based on the premise that the contractor, and not the Government, is responsible for management and quality control actions to meet the terms of the contract. The SDS recognizes that the contractor is not a perfect manager and that unforeseen and uncontrollable problems do occur. Good management and use of an adequate quality control plan will allow the contractor to meet or exceed the performance standards specified in the PWS.

## **2. PURPOSE**

This QASP is designed to accomplish the following:

- a. Provide a systematic method to survey and evaluate contractor services to determine conformity with the technical requirements of the contract.
- b. Define the roles and responsibilities of participating Government officials.
- c. Describe the evaluation methods that will be employed by the Government in assessing the contractor's performance.
- d. Describe the process of performance documentation.
- e. Provide copies of the Quality Assurance (QA) monitoring forms that will be used by the Government in documenting and evaluating contractor's performance.

## **3. ROLES AND RESPONSIBILITIES**

The Government monitors contractor performance on a continuing basis through the services of a surveillance team. The surveillance team consists of the following members: Contracting Officer (CO) and Contracting Officer's Representative (COR).

### **3.1 Contracting Officer (CO)**

The CO has overall responsibility for contract administration. The CO is responsible for monitoring contract compliance and resolving any and all disagreements regarding interpretation of contract terms and conditions. The primary function of the CO with regard to the surveillance activity is authorize changes to the contract. The CO is the only Government official authorized to revise the contract. Additionally, the CO is responsible for approving the QASP.

### **3.2 Contracting Officer's Representative (COR)**

The COR serves as a functional expert and is responsible for monitoring, assessing, recording and reporting the technical performance of the Contractor on a continuous basis. The COR schedules surveillance activities; evaluates and documents performance by the contractor; initiates requests for and evaluates adequacy of the corrective action and reports contractor performance of contractor requirements. CORs are sufficiently trained to perform the required duties and to ensure their knowledge of the terms and conditions of the contract.

3.2.1. The COR is to be objective, fair, and consistent in evaluating contractor performance against standards.

3.2.2. The COR will notify the CO immediately when an evaluation shows that performance does not meet the standards identified in this QASP.

3.2.3. The COR is required to ensure changes in work are not initiated before a written authorization or modification is issued by the CO.

3.2.4 The COR is required to accept delivery of services. The COR must ensure that all services have been performed before entering the quantity received and digitally signing the receiving report/invoice in Wide Area Work Flow (WAWF). The COR has a maximum of seven days after the contractor's submission of a properly documented receiving report/invoice to accept the quantity and digitally sign the document in WAWF. Prompt processing of receiving reports/invoices in WAWF increases the Government's ability to take discounts offered and decreases the likelihood of the Government incurring interest expense for late payment. After digital signature, the signed receiving report/invoice will be routed to Defense Finance and Accounting Service (DFAS) for scheduling of payment.

3.2.5 The COR is required to provide an assessment of contractor performance to the contracting officer for input into CPARS.

## **4. METHODS OF SURVEILLANCE**

### **4.1 Service Delivery Summary (SDS)**

The SDS summarizes the expected service objectives (outcomes) and identifies the metrics that will be tracked to determine whether the outcomes are being achieved at the appropriate levels of performance. The Government, through the COR, will monitor contractor performance using the surveillance method(s) described below. In determining the evaluation criteria, the Government has considered what the contract specifically calls for, how performance can be surveyed, and if the proposed method of surveillance is adequate to assure the required level of performance has been achieved. Additionally, contractor performance will be a factor affecting application of the plan, i.e., surveillance frequency may be increased or decreased based on contractor demonstrated and documented performance. One or a combination of the following surveillance methods will be used to produce a well-rounded indication of contractor conformance:

- a. Sampling (Spot, Periodic and Random Sampling)
- b. Third Party Audit

- c. Inspection/Review (verification of specific tasks, weekly, monthly, quarterly, biannual, annual)
- d. Customer/Government Input

#### **4.1.1. Sampling**

This is the most appropriate method for frequently recurring tasks. Random sampling is done to determine whether to accept or reject the contractor's performance of the total lot of a particular task for a given period of time, using the premise that the statistically selected sample is representative of the entire lot. Sampling may be spot, periodic or random.

#### **4.1.2. Third Party Audits**

Third Party Audits will be conducted by an authorized agent of the Government, federal, state, and local agencies (i.e. OSHA, DMV, EPA, Environmental Management etc.).

#### **4.1.3. Inspection/Review**

This surveillance type is preferred for those tasks that occur infrequently. It is also used frequently for those tasks having very stringent performance requirements. When this type of surveillance is used, COR must inspect and evaluate the contractor's performance each time it is performed to determine acceptability.

This type of surveillance consists of the evaluation of samples selected on other than a 100 percent or statistically random basis. The results of periodic surveillance inspections may be used as the basis for actions against the contractor. In such cases the Inspection of Services clause becomes the basis for the contracting officer's actions. This will be done more frequently at the beginning of the contract, and is expected to decrease as standards are consistently met, but may increase if performance falls below standard.

#### **4.1.4. Customer Inputs**

The COR may use customer input to document discrepancies in contractor performance. The contracting officer may use validated customer complaints as the basis for actions against the contractor. In such cases the Inspection of Services clause becomes the basis for the contracting officer's actions. Under the philosophy of performance based service contracting, we expect the customer to file complaints directly with the contractor with an automatic copy going to the COR. This allows COR oversight of the contractor's progress in answering complaints, resolving problems and updating the Quality Control (QC) program, while the contractor is responsible to the customer. When used, customer complaints must follow a formalized procedure.

- a. The COR is the primary point of contact for and must receive copies of all customer complaints. AF Form 714, Customer Complaint Record, or a locally devised form may be used, but all complaints and any resulting resolution must be documented with the information required on AF Form 714. Customer complaint forms become a permanent part of the COR surveillance records.

b. The COR will check customer complaints to ensure resolution of the deficiency and revision of QC program to prevent recurrence.

#### **4.1.5. Management Review**

Methods of surveillance can change after contract award based on acceptance of a contractor's proposed Quality Control Program or agreement that establishes the metrics to be used. When metrics are used as a method of surveillance through the partnering process, they may be developed after contract award, but prior to the performance start date.

#### **4.1.6. Non-SDS Items**

For required tasks not shown on the SDS, including all other tasks in the PWS and any referenced documents, the Government still retains the right to inspect any item included in the contract. Inspection of these services will be performed in the same general manner as periodic surveillance items mentioned above. The results of these inspections are documented and, if necessary, are provided to the CO for action. Should a discrepancy be observed, the CO will handle each documented discrepancy on a case-by-case basis.

### **5. EVALUATION METHODOLOGY**

This QASP comprehensively guides the surveillance team's activities and has been developed in a format to ensure ease of understanding and implementation. For each performance objective (service required) in the SDS, the specific method(s) of surveillance, performance thresholds (standards), sampling procedures, inspection procedures, and detailed objective task descriptors are shown in the QAS Summary in Attachment 1. The methodology described in the chart shall be used as the basis for performing surveillance of the respective performance objectives.

#### **5.1 Established Procedures.**

Each contractor assessment shall follow an established procedure for surveillance, recording, reporting and follow-up, outlined as follows:

- a. The frequency of surveillance will be in accordance with the COR Schedule.
- b. Surveillance will be performed in accordance with Attachment 1 and results/comments recorded.
- c. Performance/non-performance for a particular task will be entered chronologically by the COR on a historical log of surveyed performance. If no deficiency exists in contractor performance for this element, no further action is required.
- d. If contractor performance is deficient, the course of action is dependent on the severity/impact/frequency of the non-performance. Re-performance is the first action to resolve deficiencies. When the COR determines a deficiency is not government caused, an AF Form 802, Contract Discrepancy Report is initiated. The COR completes blocks 1 through 6 of the form and sends it to the contracting officer. The Contracting Officer must evaluate the CDR and, if appropriate, sign and send it to the contractor. The contractor must complete blocks 9 and

10 according to the requirements of the contract and return it to the contracting officer within 5 calendar days of receipt. Upon receipt of the contractor's response, the contracting officer, in consultation with the COR, must evaluate the contractor's response and take the appropriate action. The contracting officer must document the evaluation (in block 11) and action taken (in block 12) on the CDR.

e. When corrective action is reported by the contractor, the COR will follow up with additional surveillance to verify implementation.

## **5.2. Conversation record**

Conversation Record, DOD Optional Form 271, may be used throughout this process to effectively document program issues and concerns addressed with the contractor and Government points of contact. This provides a method to keep QA personnel informed of the status of issues and concerns.

## **6. DOCUMENTATION**

All surveillance activities must be documented to provide the required audit trail to justify Government acceptance and payment. The documented audit trail of the surveillance (DAS) activities is required by FAR 46.104(c), Contract Administration Office Responsibilities, which states, "Maintain, as part of the performance records of the contract, suitable records reflecting, (1) The nature of Government contract quality assurance actions, including, when appropriate, the number of observations made and the number and type of defects; and (2) Decisions regarding the acceptability of the products, the processes, and the requirements, as well as action to correct defects."

All documentation resulting from surveillance is made a permanent part of the contract file. The COR must keep the documentation files during the term of the contract and either monthly or at the conclusion of the contract (as directed by the CO); transfer the files to the CO for inclusion in the official contract file. It is the responsibility of the COR to establish and maintain this information in a DAS Folder. The surveillance folder(s) should include as a minimum:

- a. Contract Including Modifications
- b. Task Orders Including Modifications
- c. Quality Assurance Surveillance Plan
- d. COR Letter of designation
- e. Invoices
- f. Surveillance Records
  - 1) Written report of all inspections and timelines of deliverables
  - 2) Written report of any deficiency
  - 3) Any other written documentation relation to contract performance

g. General Correspondence

ATTACHMENT 1 - QUALITY ASSURANCE SURVEILLANCE SUMMARY

The following items will be utilized for evaluation of performance during the duration of this contract.

PWS Para#/ Task #	Performance Objective	Performance Threshold
1.3.2.1.1 Task 2 1.3.2.2.2 Task 2	Interim conceptual Reference Framework contains a draft of all required definitions, descriptions and standard operating procedures.  Baseline Conceptual Reference Framework contains all definitions, descriptions and standard operating procedures, and all major changes, baseline principles, and reference models used to calibrate enterprise requirements.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.
1.3.2.1.3 Task 2	All Change Requests submitted have viable recommendations.	A 97% compliance rate is acceptable to provide this deliverable IAW PWS.
1.3.2.2.3 1.3.2.3.2 1.3.2.3.3 1.3.2.3.4 1.3.3 1.3.4 1.3.9 1.3.10 1.3.11 Task 11 1.3.14 Tasks 2, 3, 4, 9, 10, 11 and 14	All Labor Hour ROMs are executable and final Recommendation and Findings Report for each analysis request are viable.	A 98% compliance rate is acceptable to provide these deliverables IAW PWS.
1.3.2.3.4 Task 2	All Transition Architectures are executable.	A 99% compliance rate is acceptable to provide these deliverables IAW PWS when required by the Government.
All remaining Tasks	Provide deliverables on time in complete concise format.	A 95% compliance rate is acceptable to provide these deliverables IAW PWS.

## ATTACHMENT 2 – DISCREPANCY STATUS REPORT

### DISCREPANCY STATUS REPORT

MEMORANDUM FOR: USTRANSCOM/TCAQ

Attn: \_\_\_\_\_ Contracting Officer

FROM: USTCJ6-A  
508 Scott Dr  
Scott AFB, IL 62225-5357

SUBJ: USTCJ6-A Portfolio Management and the Corporate Services Vision Environment  
Performance Analysis Discrepancy Status Report - (January 08)

1. **Period Covered:** *(First to last day of the reporting period, i.e. 1-31 October 2007)*
2. **Area Covered:** *(Performance Objective, PWS paragraph, Task Descriptor, i.e. Support Desk, 1.2.1.1. .)*
3. **Overview of Performance:**
  - a. Summary - *(Summary of what was done by the COR to assure contract compliance, i.e. audits, data review, and surveillance)*
  - b. Contract Discrepancy Reports (CDRs) - *List all CDRs documented during the reporting period. Provide status of all open CDRs. Attach copies of CDRs to the monthly report.)*
  - c. Corrective Action Follow Up - *(Report any follow-up actions performed during the reporting period.)*
4. **Performance Analysis:** *(State your analysis of the contractor's performance.) Include positive and negative areas.*
5. **Areas of Concern:** *(Identify in narrative form ANY problem(s) or potential problem areas which may impact contract performance to SOW requirements or any aspect of the program.)*
6. **COR O&M Status:** *(Indicate current COR listing and their O&M status - Phases I and II; and any information regarding COR changes planned - new personnel requiring training, etc.)*

JOHN Q. PUBLIC  
Contracting Officer's Representative (COR)

Attachment:  
CDRs

Breakout of Proposed Labor Categories and Hours													
Cat No.	Labor Category	Base Year (1 October 2007 - 14 June 2008)				Base Year (15 June 2008 - 30 September 2008)				Contractor Site Amount	Contractor Site Hourly Rate	Contractor Site Amount	
		Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Govt. Site Hourly Rate				Govt. Site Amount
<b>Part A Labor Categories</b>													
01	PROGRAM MANAGER	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
02	PROJECT MANAGER	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
03	SENIOR FUNCTIONAL ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
04	FUNCTIONAL ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
05	SENIOR LOGISTICS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
06	LOGISTICS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
07	DATABASE MANAGEMENT SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
08	ADMINISTRATIVE SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
09	SENIOR TRAINING SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
10	TRAINING SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
11	SR. BPR SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
12	BPR SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
13	SR. SYSTEMS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
14	SYSTEMS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
15	PROGRAM ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
16	FINANCIAL ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
17	OP RESEARCH ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
18	SYSTEMS ARCHITECT	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
19	SR. INFORMATION ENG.	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
20	INFORMATION ENGINEER	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
21	SUBJECT MATTER EXPERT	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
22	TECHNICAL WRITER	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
	Total Labor Hours	0		\$0.00	0		\$0.00	0		\$0.00	0		\$0.00
	Total Labor Dollars			\$0.00			\$0.00			\$0.00			\$0.00
Other Direct Costs (ODCs)		Amount	G&A %										
Estimated Travel ODCs (\$)		\$0.00		\$0.00			\$0.00			\$0.00			\$0.00
Estimated Materials ODCs (\$)		\$0.00		\$0.00			\$0.00			\$0.00			\$0.00
Total ODCs		\$0.00		\$0.00			\$0.00			\$0.00			\$0.00
Task Order Total (including ODCs)		\$0.00		\$0.00			\$0.00			\$0.00			\$0.00

Overall Contract Total for 5 Years #REF!

NOTES:

Breakout of Proposed Labor Categories and Hours												
Cat No.	Labor Category	Base Year (1 October 2007 - 14 June 2008)				Base Year (15 June 2008 - 30 September 2008)				Contractor Site Amount	Contractor Site Hourly Rate	Contractor Site Amount
		Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Govt. Site Hourly Rate			
<b>Part A Labor Categories</b>												
	Category Description											
01	PROGRAM MANAGER	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
02	PROJECT MANAGER	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
03	SENIOR FUNCTIONAL ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
04	FUNCTIONAL ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
05	SENIOR LOGISTICS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
06	LOGISTICS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
07	DATABASE MANAGEMENT SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
08	ADMINISTRATIVE SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
09	SENIOR TRAINING SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
10	TRAINING SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
11	SR. BPR SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
12	BPR SPECIALIST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
13	SR. SYSTEMS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
14	SYSTEMS ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
15	PROGRAM ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
16	FINANCIAL ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
17	OP RESEARCH ANALYST	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
18	SYSTEMS ARCHITECT	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
19	SR. INFORMATION ENG.	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
20	INFORMATION ENGINEER	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
21	SUBJECT MATTER EXPERT	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
22	TECHNICAL WRITER	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
	<b>Total Labor Hours</b>	0		\$0.00	0		\$0.00	0		\$0.00	0	\$0.00
	<b>Total Labor Dollars</b>											
Other Direct Costs (ODCs)		Amount	G&A %									
Estimated Travel ODCs (\$)		\$0.00										
Estimated Materials ODCs (\$)		\$0.00										
Total ODCs		\$0.00										
<b>Task Order Total (including ODCs)</b>					<b>\$0.00</b>							

Overall Contract Total for 5 Years #REF!

NOTES: