UNITED STATES TRANSPORTATION COMMAND (USTRANSCOM)

RFQ NO. HTC711-06-Q-0048

CONTRACT NO. HTC711-07-F-0006 (GS-10F-0283L)

1 NOVEMBER 2006

TITLE: JOINT DISTRIBUTION PROCESS ANALYSIS CENTER (JDPAC) FOR USTRANSCOM

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS

OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30

1. REQUISITION NUMBER	PAGE 1 OF 31
F3ST946235A100	

2. CONTRACT NO.	3. AWARD/EFFECTIVE DATE	4. ORDER NUMBER	5. SOLICITATION NUMBER	6. SOLICITATION ISSUE DATE
GS-10F-0283L	01-Nov-2006	HTC711-07-F-0006		

7. FOR SOLICITATION INFORMATION CALL:	a. NAME	b. TELEPHONE NUMBER *(No Collect Calls)*	8. OFFER DUE DATE/LOCAL TIME

9. ISSUED BY CODE HTC711

USTRANSCOM COMMAND ACQUISITION
508 SCOTT DR
SCOTT AFB IL 62265-5357

TEL: 618-256-4300
FAX: 618-256-4702

10. THIS ACQUISITION IS

[X] UNRESTRICTED

[ ] SET ASIDE: % FOR

- [ ] SMALL BUSINESS
- [ ] HUBZONE SMALL BUSINESS
- [ ] 8(A)

NAICS:

SIZE STANDARD:

11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED

[ ] SEE SCHEDULE

12. DISCOUNT TERMS

1% NET 15 Days

[X] **13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)**

13b. RATING DO-C9

14. METHOD OF SOLICITATION

[ ] RFQ [ ] IFB [ ] RFP

15. DELIVER TO CODE F3ST94

USTC/J5
SCHAEFER, PHYLLIS
702 SOUTH SCOTT DR, BLDG 1961
SCOTT AFB IL 62225-5357

16. ADMINISTERED BY CODE

SEE ITEM 9

17a. CONTRACTOR/ OFFEROR CODE 1V4D7

NORTHROP GRUMMAN INFORMATION TECHNOLOGY
STULGINSKY, ED
7575 COLSHIRE DRIVE
MCLEAN VA 22102-7508

TEL. 703-556-1543 FACILITY CODE 0MX49

18a. PAYMENT WILL BE MADE BY CODE F67100

DEFENSE FINANCE AND ACCOUNTING SERVICE
ATTN: DFAS-BAASD/CC
PO BOX 369020
COLUMBUS OH 43236-9020

[ ] **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 [X] SEE ADDENDUM

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

25. ACCOUNTING AND APPROPRIATION DATA

See Schedule

26. TOTAL AWARD AMOUNT (For Govt. Use Only)

$1,418,447.00

[ ] 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1. 52.212-4. FAR 52.212-3. 52.212-5 ARE ATTACHED. ADDENDA [ ] ARE [ ] ARE NOT ATTACHED

[ ] 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA [ ] ARE [ ] ARE NOT ATTACHED

28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES

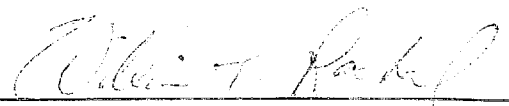
[ ] TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.

29. AWARD OF CONTRACT: REFERENCE JDPAC

[X] OFFER DATED 09-Oct-2006 . YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS: SEE SCHEDULE

30a. SIGNATURE OF OFFEROR/CONTRACTOR

31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)



31c. DATE SIGNED

25-Oct-2006

30b. NAME AND TITLE OF SIGNER *(TYPE OR PRINT)*

30c. DATE SIGNED

31b. NAME OF CONTRACTING OFFICER *(TYPE OR PRINT)*

William T. Rachal / Contracting Officer

TEL: 618-256-4300 EMAIL: William.Rachal@ustranscom.mil

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS (CONTINUED)

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

32a. QUANTITY IN COLUMN 21 HAS BEEN

☐ RECEIVED ☐ INSPECTED ☐ ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED: _____

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE	32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE

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

33. SHIP NUMBER ☐ PARTIAL ☐ FINAL	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT ☐ COMPLETE ☐ PARTIAL ☐ FINAL	37. CHECK NUMBER

38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY

41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT	42a. RECEIVED BY *(Print)*
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER / 41c. DATE	42b. RECEIVED AT *(Location)*
	42c. DATE REC'D *(YY/MM/DD)* / 42d. TOTAL CONTAINERS

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001		1	Lot	$1,406,156.38	$1,406,156.38 NTE
	JDPAC Labor Tasks 1-4 LH Base Year - The CLIN is funded by SLIN 000101 ($1,406,156.38) for labor to provide suppport for JDPAC, Tasks 1 - 4, IAW PWS. POP: 1 Nov 06 - 30 Sep 07. FOB: Destination PURCHASE REQUEST NUMBER: F3ST946235A100 SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$1,406,156.38 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000101					
	Funding for CLIN 0001 LH Base Year - Labor to provide support for JDPAC, Tasks 1 - 4, IAW PWS. POP: 1 Nov 06 - 30 Sep 07. FOB: Destination MILSTRIP: F3ST946235A100 PURCHASE REQUEST NUMBER: F3ST946235A100				
				TOT ESTIMATED PRICE	$0.00
				CEILING PRICE	$0.00
	ACRN AA CIN: F3ST946235A100000101				$1,406,156.38

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002		1	Lot	$0.00	$0.00 NTE
OPTION	JDAPC Labor Task 5 - Optional				

LH

Base Year - Labor to support JDPAC, Task 5, IAW with PWS

This is an Optional CLIN. Optional Task 5 is not being exercised at this time.

Ceiling Price is $0.00.

NTE $226,458.10

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	$0.00 NTE
CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 6 - Optional				

LH

Base Year - Labor to support JDPAC, Task 6, IAW with PWS

This is an Optional CLIN. Optional Task 6 is not being exercised at this time.

Ceiling Price is $0.00.

NTE $190,065.30

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	$0.00 NTE
CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 7 - Optional				

LH

Base Year - Labor to support JDPAC, Task 7, IAW with PWS

This is an Optional CLIN. Optional Task 7 is not being exercised at this time.

Ceiling Price is $0.00

NTE $193,318.40

FOB: Destination

SIGNAL CODE: A

TOT ESTIMATED PRICE	$0.00 NTE
CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0005			Lot		

JDPAC Travel

COST

Base Year - Travel to support JDPAC IAW PWS

NTE $29,416.00

Ceiling Price $12,290.62

POP: 1 Nov 06 - 30 Sep 07

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST946235A100

SIGNAL CODE: A

ESTIMATED COST	$12,290.62

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000501	Funding for CLIN 0005 COST Base Year - Travel to support JDPAC IAW PWS NTE $29,416.00 Ceiling Price $12,290.62 POP: 1 Nov 06 - 30 Sep 07 FOB: Destination MILSTRIP: F3ST946235A101 PURCHASE REQUEST NUMBER: F3ST946235A100				
				ESTIMATED COST	$0.00
	ACRN AA CIN: F3ST946235A100000501				$12,290.62

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	JDPAC Labor Tasks 1-4 LH Option Year 1 Labor to provide support for JDPAC, Tasks 1-4, IAW PWS POP: 1 Oct 07 - 30 Sep 08 Ceiling Price is $0.00 NTE $2,023,291.50 FOB: Destination SIGNAL CODE: A	1	Lot	$0.00	$0.00 NTE
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 5 - Optional				
	LH				
	Option Year 1				
	Labor to provide support for JDPAC, Task 5, IAW PWS.				
	This is an Optional CLIN.				
	POP: 1 Oct 07 - 30 Sep 08				
	Ceiling Price is $0.00				
	NTE $296,121.60				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 6 - Optional				
	LH				
	Option Year 1				
	Labor to provide support for JDPAC, Task 6, IAW PWS				
	This is an Optional CLIN				
	POP: 1 Oct 07 - 30 Sep 08				
	Ceiling Price is $0.00				
	NTE $440,467.60				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1004		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 7 - Optional				
	LH				
	Option Year 1				
	Labor to provide support for JDPAC, Task 7, IAW PWS				
	This is an Optional CLIN				
	POP: 1 Oct 07 - 30 Sep 08				
	Ceiling Price is $0.00				
	NTE $218,899.20				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1005			Lot		
OPTION	JDPAC Travel				
	COST				
	Option Year 1				
	Travel in support of JDPAC IAW PWS				
	POP: 1 Oct 07 - 30 Sep 08				
	Ceiling Price is $0.00				
	NTE $29,416.00				
	FOB: Destination				
	SIGNAL CODE: A				
				ESTIMATED COST	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Tasks 1-4				
	LH				
	Option Year 2				
	Labor to provide support for JDPAC, Tasks 1-4, IAW PWS				
	POP: 1 Oct 08 - 30 Sep 09				
	Ceiling Price is $0.00				
	NTE $2,796,726.45				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 5 - Optional				
	LH				
	Option Year 2				
	Labor to provide support for JDPAC, Task 5, IAW PWS				
	This is an Optional CLIN				
	POP: 1 Oct 08 - 30 Sep 09				
	Ceiling Price is $0.00				
	NTE $286,643.70				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 6 - Optional				
	LH				
	Option Year 2				
	Labor to provide support for JDPAC - Task 6				
	This is an Optional CLIN				
	POP: 1 Oct 08 - 30 Sep 09				
	Ceiling Price is $0.00				
	NTE $482,893.40				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2004		1	Lot	$0.00	$0.00 NTE
OPTION	JDPAC Labor Task 7 - Optional				
	LH				
	Option Year 2				
	Labor to provide support for JDPAC, Task 7, IAW PWS				
	This is an Optional CLIN				
	POP: 1 Oct 08 - 30 Sep 09				
	Ceiling Price is $0.00				
	NTE $227,212.80				
	FOB: Destination				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	$0.00 NTE
				CEILING PRICE	$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2005			Lot		
OPTION	JDPAC Travel COST Option Year 2 Travel in suppot of JDPAC POP: 1 Oct 08 - 30 Sep 09 Ceiling Price is $0.00 NTE $40,679.00 FOB: Destination SIGNAL CODE: A				
				ESTIMATED COST	$0.00

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
000101	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
0003	Destination	Government	Destination	Government
0004	Destination	Government	Destination	Government
0005	Destination	Government	Destination	Government
000501	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
1003	Destination	Government	Destination	Government
1004	Destination	Government	Destination	Government
1005	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
2003	Destination	Government	Destination	Government
2004	Destination	Government	Destination	Government
2005	Destination	Government	Destination	Government

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 01-NOV-2006 TO 30-SEP-2007	N/A	USTC/J5 SCHAEFER, PHYLLIS 702 SOUTH SCOTT DR, BLDG 1961 SCOTT AFB IL 62225-5357 618-229-1575 FOB: Destination	F3ST94
000101	N/A	N/A	N/A	N/A
0002	POP 01-NOV-2006 TO 30-SEP-2007	N/A	USTC/J5 SCHAEFER, PHYLLIS 702 SOUTH SCOTT DR, BLDG 1961 SCOTT AFB IL 62225-5357 618-229-1575 FOB: Destination	F3ST94
0003	POP 01-NOV-2006 TO 30-SEP-2007	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
0004	POP 01-NOV-2006 TO 30-SEP-2007	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
0005	POP 01-NOV-2006 TO 30-SEP-2007	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
000501	N/A	N/A	N/A	N/A
1001	POP 01-OCT-2007 TO 30-SEP-2008	N/A	USTC/J5 SCHAEFER, PHYLLIS 702 SOUTH SCOTT DR, BLDG 1961 SCOTT AFB IL 62225-5357 618-229-1575 FOB: Destination	F3ST94
1002	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1003	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1004	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1005	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2001	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2002	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94

2003	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2004	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2005	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94

ACCOUNTING AND APPROPRIATION DATA

AA: 97X4930.FD50 6FX 70AB 124000 G50PSO 59290 000000 667100 F67100
AMOUNT: $1,418,447.00
CIN F3ST946235A100000101: $1,406,156.38
CIN F3ST946235A100000501: $12,290.62

CLAUSES INCORPORATED BY REFERENCE

52.204-2	Security Requirements	AUG 1996
52.204-4	Printed or Copied Double-Sided on Recycled Paper	AUG 2000
52.204-7	Central Contractor Registration	JUL 2006
52.204-8	Annual Representations and Certifications	JAN 2006
52.232-18	Availability Of Funds	APR 1984
52.232-33	Payment by Electronic Funds Transfer--Central Contractor Registration	OCT 2003
252.204-7004 Alt A	Central Contractor Registration (52.204-7) Alternate A	NOV 2003
252.232-7003	Electronic Submission of Payment Requests	MAY 2006

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 within 30 days.

(End of clause)

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

(a) The Government may extend the term of this contract by written notice to the Contractor within 30 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.

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

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 41 months.
(End of clause)

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

This contract contains a DD Form 254, DOD Contract Security Classification Specification, and requires performance at a government location in the U.S. or overseas. Prior to beginning operations involving classified information on an installation identified on the DD Form 254, the contractor shall take the following actions:
(a) At least thirty days prior to beginning operations, notify the security police activity shown in the distribution block of the DD Form 254 as to:
(1) The name, address, and telephone number of this contract company's representative and designated alternate in the U.S. or overseas area, as appropriate;
(2) The contract number and military contracting command;
(3) The highest classification category of defense information to which contractor employees will have access;
(4) The Air Force installations in the U.S. (in overseas areas, identify only the APO number(s)) where the contract work will be performed;
(5) The date contractor operations will begin on base in the U.S. or in the overseas area;
(6) The estimated completion date of operations on base in the U.S. or in the overseas area; and,
(7) Any changes to information previously provided under this clause.
This requirement is in addition to visit request procedures contained in DOD 5220.22-M, National Industrial Security Program Operating Manual.
(b) Prior to beginning operations involving classified information on an installation identified on the DD Form 254 where the contractor is not required to have a facility security clearance, the contractor shall enter into a Visitor Group Security Agreement (or understanding) with the installation commander to ensure that the contractor's security procedures are properly integrated with those of the installation. As a minimum, the agreement shall identify the security actions that will be performed:
(1) By the installation for the contractor, such as providing storage and classified reproduction facilities, guard services, security forms, security inspections under DOD 5220.22-M, classified mail services, security badges, visitor control, and investigating security incidents; and
(2) Jointly by the contractor and the installation, such as packaging and addressing classified transmittals, security checks, internal security controls, and implementing emergency procedures to protect classified material.

(End of clause)

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

(a) The contractor shall obtain base identification and vehicle passes for all contractor personnel who make frequent visits to or perform work on the Air Force installation(s) cited in the contract. Contractor personnel are required to

wear or prominently display installation identification badges or contractor-furnished, contractor identification badges while visiting or performing work on the installation.

(b) The contractor shall submit a written request on company letterhead to the contracting officer listing the following: contract number, location of work site, start and stop dates, and names of employees and subcontractor employees needing access to the base. The letter will also specify the individual(s) authorized to sign for a request for base identification credentials or vehicle passes. The contracting officer will endorse the request and forward it to the issuing base pass and registration office or security police for processing. When reporting to the registration office, the authorized contractor individual(s) should provide a valid driver's license, current vehicle registration, and a valid vehicle insurance certificate to obtain a vehicle pass.

(c) During performance of the contract, the contractor shall be responsible for obtaining required identification for newly assigned personnel and for prompt return of credentials and vehicle passes for any employee who no longer requires access to the work site.

(d) When work under this contract requires unescorted entry to controlled or restricted areas, the contractor shall comply with AFI 31-101, Volume 1, The Air Force Installation Security Program, and AFI 31-501, Personnel Security Program Management, as applicable.

(e) Upon completion or termination of the contract or expiration of the identification passes, the prime contractor shall ensure that all base identification passes issued to employees and subcontractor employees are returned to the issuing office.

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

ADMINISTRATIVE MATTERS

A. ADMINISTRATIVE POINT OF CONTACT:

Contracting Administrator
Debbie Young
USTC/TCAQ
PHONE: 618-256-4300
FAX: 618-256-4702
E-MAIL: deborah.young@ustranscom.mil

Contracting Officer
Bill Rachal
USTC/TCAQ
PHONE: 618-256-4300
FAX: 618-256-4702
E-MAIL: william.rachal@ustranscom.mil

B. CONTRACTING OFFICER'S REPRESENTATIVE

Primary
USTRANSCOM/TC-J5/4
ATTN: Ms. Phyllis Schaefer
PHONE: 618-229-1575
E-Mail: phyllis.schaefer@ustranscom.mil

C. This is a Labor Hour task order.

D. Block 18b of the SF 1449 is hereby considered checked.

E. The Contractor's Technical quote dated 6 September 2006 and including all revisions is incorporated into this task order by reference. In the event of inconsistencies between the Performance Work Statement and the Contractor's Technical Quote, the provisions of the PWS will take precedence.

F. 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. The contractor should utilize the "Combo" document generation option in WAWF.

G. Blocks 25 and 26. The total amount of this task order for the base year is $2,045,414.18. At time of contract award, $1,418,447.00 is being funded; and Optional Task 5, Optional Task 6, and Optional Task 7 are not being exercised. The total contract value including the base year, plus 2 options years is $8,887,765.43.

H. DD 254 is hereby incorporated as Attachment 1.

PERFORMANCE WORK STATEMENT

Joint Distribution Process Analysis Center (JDPAC)

Performance Work Statement (PWS)

23 August 2006

1. DESCRIPTION OF SERVICES

1.1. Background:

The current global operating environment dictates the need for a structured change in how the Department of Defense (DOD) plans and executes joint logistics support for the entire range of military operations including major combat operations, homeland security, and disaster relief. To address this requirement, the Secretary of Defense has assigned USTRANSCOM as the Distribution Process Owner (DPO) for the DOD. In this role, the Command is charged with creating and implementing world-class deployment and distribution solutions in support of the President, Secretary of Defense, and Combatant Commander (COCOM) assigned missions. To meet the challenges of this new role, the USTRANSCOM Commander is pursuing development of a Joint Distribution Process Analysis Center (JDPAC) to serve as the analytic and engineering engine for USTRANSCOM and its Component Commanders in support of the Joint Deployment and Distribution Enterprise (JDDE) and the desired capabilities as described in the Joint Logistics (Distribution) Joint Integrating Concept.

The Commander's vision of the JDPAC is characterized by a set of future operating capabilities that include improved processes, products, and requisite skill sets to:

a) Drive operational course of action options in support of both current operations and contingency plans via sound analysis techniques and integrated modeling and simulation decision support tools.
b) Enhance the Global Distribution Network in collaboration with JDDE partners.
c) Meet Transportation Engineering requirements
d) Meet future joint and Title 10 programmatic requirements.
e) Transform systemic distribution processes.
f) Leverage distribution best practices from DOD, Industry, and Academia for solving complex distribution problems enabling continuous improvement.
g) Serve as a hub for distribution knowledge management for the DOD---the warfighter's first choice for distribution knowledge and analysis.

1.2. Scope: This Performance Work Statement (PWS) contains requirements for successfully assisting JDPAC stand-up at USTRANSCOM including goals, task areas and objectives relating to distribution planning and analysis. The task areas supporting JDPAC are required to be phased in over time by the contractor at the discretion of the government. The specific tasks include:

Task Area 1, Contract Level and Program Management

Task Area 2, Distribution Performance Analysis

Task Area 3, Knowledge Management (KM) Construct and Collaboration

Task Area 4, Organizational Design

Task Area 5, Supply Chain Risk/Threat Analysis (Optional)

Task Area 6, Skills Alignment and Training Plan (Optional)

Task Area 7, Governance Structure Support (Optional)

1.3. Specific Tasks:

1.3. 1. Task Area 1. – Contract-Level and Program Management

Performance. This task consists of functional activities relating to the administration and management of this effort. Contractor shall provide program management oversight of contractor personnel performing tasks in this order. Contractor shall designate a principal point of contact for technical issues. Some task areas of the contract are inter-dependent, therefore the contractor shall create a task order management plan (subtask 1) for phasing the tasks in over time and recommend optional task phasing for the Government to decide the best time to complete them, pending funds availability. The contractor shall deliver a Monthly Status Report (MSR) and invoices that allow the Government to link the invoice to Contract Line Item Number and individual tasks. MSR should include actual vs. planned cost information. MSR due on the 5th of the following month. The contractor shall conduct in-process reviews (IPRs) as scheduled by the government summarizing status, progress, recommendations, and concerns in the development of any tasks or documentation described within this PWS.

1.3.1.1. Subtask 1 – Task Order Management Plan

The contractor shall develop and provide a Task Order Management Plan within three weeks of contract award describing the functional approach, organizational and financial resources, supporting organizational structure and management controls that the contractor will employ in accordance with the tasks and deliverables in this PWS. The contractor will be expected to exercise prudent overall program management of the DPO processes and initiatives.

1.3.2. Task Area 2. – Distribution Performance Analysis Performance. The contractor shall facilitate analysis and assessment of global and regional distribution using standard enterprise metrics and applicable commercial leading practices for qualitative and quantitative measurement. The contractor shall provide analytical support for routine distribution monitoring, Deployment and Distribution Operations Center (DDOC) and Fusion Center reach back, adaptive planning analysis support, and special analysis as directed by the JDPAC Director. The contractor shall leverage modeling and simulation capabilities from DoD, commercial industry, and academia allowing JDPAC to model, simulate, and solve more enterprise-wide distribution problems.

The contractor shall recommend and implement consistent End-To-End (E2E) performance analysis with a variety of quantitative metrics including time definite delivery (TDD) reliability of Intermodal Distribution Lane (IDL) segments, supply chain nodes, and other metrics that will provide an accurate measurement of service to specific DOD customers. The contractor shall identify root cause and potential solutions to the distribution improvement areas by leveraging commercial, defense, and academic supply chain expertise.

1.3.2.1. Subtask 1 - Trends and Supply Chain Best Practices Report

The contractor shall document commercial trends and best practices from commercial supply chain businesses and describe these emerging capabilities and how they could be used by the JDPAC to improve COCOM logistics operations. This report shall be updated every 180 days.

1.3.2.2. Subtask 2 - Distribution Analysis and Periodic Assessment Reports

Provide operations research analysis and assessment of IDL performance for each Regional COCOM. Provide Analysis of integrated data (provided) to identify trends and factors contributing to IDL performance. Review integrated data quality and rules for manipulating data into actionable information. Provide recommendations to improve data quality and format of periodic statistic reports. Assess methodology and make recommendations to incorporate IDL integrated data within broader scope of a performance-based distribution management approach in support of the Joint Deployment and Distribution Enterprise (JDDE). Provide Assessment of contributing factors to identify pragmatic options for mitigating total number of IDL touch points; to reduce activity process time; and to reduce dwell time between physical distribution activities. Contractor shall work with JDDE partners (i.e., Services, Defense Logistics Agency (DLA) to consolidate and prioritize critical path options in periodic reports. Complete periodic IDL reports for JDDE forums. The contractor shall provide monthly and quarterly assessments with recommendations to improve the JDDE performance and include it as an appendix to the MSR (1.3.1.1). Monthly reports will be provided to JDDE proponents at the One Star FO-GO / O-6 level of forums for enterprise collaboration such as the Distribution Steering Group (DSG). Quarterly reports will be provided to JDDE proponents at Three Star and above FO-GO forums such as the Distribution Transformation Task Force (DTTF).

Analytic capacity is designed to build over the base contract year and two option years. Base contract year should provide basic operations research techniques to handle current IDL taskload. In options years, capability should increase to handle greater number of IDLs, greater detail of analysis, and a higher volume of special projects.

1.3.3 Task Area 3. – Design & Implement Knowledge Management (KM) Capability

Performance. USTRANSCOM requires development of a KM capability to capture information and human experience so it is accessible by the corporate environment. This KM capability will be beyond a "web portal" that is typically an information pointer with links. KM involves the latest ideas from systems analysis and management theory coupled with the application of technology to capture knowledge via information storage and retrieval. The contractor shall use existing alliances with academia, government, and industry to ensure a balance of new ideas as well as proven techniques are used to introduce the appropriate knowledge management, collaboration, analysis, and problem-solving techniques.

The contractor shall use KM and collaboration techniques and tools to achieve a classified and unclassified environment for developing innovative solutions and for fostering the desired synergy of effort and organizational effectiveness through the sharing of tools, techniques, products, and information. Implementation of JDPAC KM and collaboration techniques and tools will reduce waste, redundancy, and knowledge loss as well as harvest knowledge capital for lessons learned, solution set reuse, and accelerate innovation.

Any KM support tool and model and simulation tool that will be implemented within the USTRANSCOM enterprise environment needs to be integrated into the existing USTRANSCOM components' (Military Surface Deployment and Distribution Command (SDDC), Air Mobility Command (AMC) and Military Sealift Command (MSC)) command, control, communications, and computer systems (C4S) architecture and have the capability of operating within the cross-component C4S environment.

The contractor shall provide recommendations regarding commercially available technology to the JDPAC and USTRANSCOM Director of Command Control Communication and Computer Support (TCJ6) by leveraging their commercial expertise and vendor alliances. This capability will propel the development and management of JDDE decision support tools, and model and simulation tools. The contractor shall use their commercial expertise to analyze technical trends for KM process and performance improvements. The contractor shall provide access to KM industry experts in the commercial field and technical knowledge capital for recommendations to address long-term distribution issues.

1.3.3.1 Subtask 1 – DOD and Commercial KM Capability & Trends Report

The contractor shall provide a report with existing DOD and Commercial KM capabilities that will serve to guide development of the JDPAC with a detailed KM market analysis and trends forecast. The KM trends forecast should outline emerging capabilities available within the next 4-6 years and how those capabilities would be applicable to improving JDPAC operations. The initial report will be due within 30 days of contract award and updated every 90 days thereafter. This quarterly report will highlight trend shifts, KM vendor financial reports (i.e., risk for Government to do business with), emerging technologies, etc.

1.3.3.2 Subtask 2 - Knowledge Management Framework

The contractor shall recommend a KM structure for the JDPAC including requisite staffing and skill set requirements. The contractor shall construct a framework for knowledge exchange that depicts high-level processes, to define critical KM categories, and to identify technology investment options applicable to the design of an adaptable KM platform. JDPAC KM framework will consider the USTRANSCOM Director of Operations (TCJ3) Fusion Center & incorporate USTRANSCOM COCOM KM requirements, and will complement the evolving Agile Transportation for the 21st Century (AT21) solution set. The contractor shall recommend query and reporting structures to help JDPAC structure information to support its operational users. Draft framework due within 60 days of contract award and final due within 120 days of contract award.

Critical KM categories will initially be composed of but not limited to:

- Virtual Library of Programmatic Studies, Findings & Recommendations related to projection and sustainment of Joint Forces
- Strategic and Operational Level DOD Supply Chain and Distribution Processes
- Service-Oriented / Retail & Tactical Supply Chain & Distribution Process
- Academic theory & commercial best of breed approaches to supply / demand management
- Commercial Supply Chain Management (SCM) Performance-Based Benchmark Studies
- Access to Joint Deployment & Distribution Architecture (JDDA)
- DPO Governance and Program Management Processes
- Adaptive Planning Process, Products, and Timelines
- Joint Capabilities Integration and Development System (JCIDS) Process
- DOD Portfolio Management Process / Investment Review Board Process
- DOD Planning, Programming, Budget and Execution System (PPBES) process
- Access to Theater Distribution Plans and Performance Reports

Theater Infrastructure (Aerial & Surface Ports, Highway Network, Rail Network, etc...)

Distribution Network Diagrams (Nodal Processing Facilities, Capacity & Constraints)

Demand and Supply Management priorities and performance standards

Host Nation Support / Contracted – Distribution Capabilities

IDL Negotiated Performance Standards

- Access to Defense Transportation Coordination Initiative projects and performance standards
- Access to DOD Policy, Regulations, and Procedures affecting Distribution Operations
- Access to Agreements, Memorandums of Understanding, etc that articulate business rules and working relationships affecting end-to-end distribution operations

1.3.3.3 Subtask 3 – **Implement Incremental KM Capability for JDPAC**

The contractor shall align and implement an array of KM resources to support designated JDPAC analytic products and services. The contractor shall provide a phased, KM capability plan for the JDPAC and other designated customers. The contractor shall assist the Government in staging incremental KM capabilities and help schedule & evaluate phased testing and quality-control evaluations prior to USTRANSCOM's operational implementation of KM capabilities. The KM Team will be responsible for

establishing virtual relationships with other JDDE Partners such as DLA Office of Operations Research and Resource Analysis (DORRA), Joint Forces Command (JFCOM) Joint Deployment Process Owner Office (JDPO), and the Defense Contract Management Agency (DCMA) Industrial Analysis Center (IAC) in Philadelphia, and the Services' KM services supporting logistics planning and execution. Any KM capability recommended by the Contractor must incorporate the existing USTRANSCOM portal infrastructure for web-based portal services that will be implemented within the USTRANSCOM enterprise environment.

1.3.4. Task Area 4. – Organizational Design

Performance. The contractor shall design and execute an organizational integration strategy that focuses on understanding and merging the critical capabilities, cultures, skills, best practices, and core competencies of AMC A9, SDDC TEA, and USTRANSCOM TCJ5/4. The contractor shall also take into account the capabilities that exist within USTRANSCOM and its Transportation Component Commands (TCCs) and the capabilities that other organizations (at a minimum DLA DORRA, JFCOM JDPO, and DCMA/IAC) bring to JDPAC to help improve synergy of effort. Contractor shall use the TCJ6-managed JDDA as the baseline for evaluating current and proposed processes identified in this PWS. On completion of process improvements and/or process analysis activities, the contractor shall integrate the revised process back into the JDDA to be stored in the architecture data repository known as Corporate Resource Information Source (CRIS). The contractor shall depict organizational and process integration design of JDPAC, demonstrating how all organizational and process components inter-relate in terms of how they serve, enhance or modify the capabilities of the entire JDPAC organization and the JDDE. Where applicable, the contractor will utilize USTRANSCOM's existing JDDA Organizational Relationships Chart (OV-4) map and the operational nodes in the Operational Node Connectivity Description (OV-2) to help with the overall JDPAC organizational design. (OV-4 and OV-2 will be Government Furnished Information upon award of contract). Contractor shall use the TCJ6-managed JDDA as the baseline for evaluating current and proposed processes. On completion of any process improvements and/or process analysis activities, the contractor shall assist TCJ6 and integrate the revised process back into the JDDA to be stored in the architecture data repository known as Corporate Resource Information Source (CRIS).

1.3.4.1 Subtask 1 – Process Analysis & Reengineering

Contractor shall assess/evaluate the "as-is" JDDA and provide alternatives within the JDPAC organizational and process framework deliverable for process integration and engineering analysis to be included in initial virtual JDPAC capability.

The contractor shall ensure that any project practices and disciplines recommended for use within the USTRANSCOM enterprise during project phase execution comply with or mitigate non-conformance to existing USTRANSCOM processes and practices (program management, systems engineering, Business Process Reengineering (BPR), change management, testing, configuration management and training practices).

1.3.4.2 Subtask 2 - JDPAC Organizational and Process Framework

The contractor shall develop a "to-be" organization and process design framework, depicting JDPAC's internal and external information flow and products that enable delivery of the necessary JDPAC capabilities. The framework shall recommend an integration strategy that minimizes risk to the Government and provides proven merger and acquisition approaches to mitigate JDPAC identified risks.

The organization and process design framework shall be due within 90 days of contract award with updates made on a monthly basis and included in the MSR as an appendix.

1.3.5. Task Area 5. Supply Chain Risk / Threat Analysis (Optional)

Performance. Task Area 5 is an optional task and will be added by modification if deemed necessary by the Government. The contractor shall facilitate a Supply Chain Risk Analysis Group within JDPAC for preparing and overcoming risks that are high-impact/ low-probability such as supplier business interruptions, logistics route or mode disruptions, weather, commercial bankruptcies, global threats, etc. The contractor shall support JDPAC in conducting ongoing risk analysis in collaboration with other DOD organizations including USTRANSCOM Director of Intelligence (TCJ2), Joint Information Operations Center (JIOC), and DCMA. The solutions and/or plans for the risks to better position the DOD to cope with random, accidental, or intentional supply chain disruptions shall be shared with the Fusion Center within TCJ3 and DLA.

1.3.5.1. Subtask 1 Supply Chain Risk Portfolio

The contractor shall create a comprehensive risk portfolio covering potential distribution disruptions that may impact deployment and sustainment operations. Included within this portfolio will be mitigation approaches and recommendations that will allow the Government to respond and effectively manage these risks from an operational and financial perspective. The draft shall be due 120 days after contract award with updates provided every 90 days after draft submission.

1.3.5.2 Subtask 2 Supply Chain Risk Portfolio Report

The contractor shall develop a MSR on activities within the Supply Chain Risk Portfolio and include it as an appendix to the MSR (1.3.1.1).

1.3.6. Task Area 6. Skills Alignment and Training Plan (Optional)

Performance Objective. Task Area 6 is an optional task and will be added by modification if deemed necessary by the Government. The contractor shall facilitate workforce alignment to JDPAC across DOD and integrate skill set requirements into commercial organizations with an effective Change Management strategy. The contractor shall leverage proven Change Management methods and models to drive training and skills alignment along with commitment to JDPAC organizational strategy. This shall be achieved through activities that enable and enhance communication and collaboration among key stakeholders, by establishing professional development programs for JDPAC personnel to facilitate staffing, and by ensuring that organizational leaders effectively sponsor JDPAC objectives.

1.3.6.1 Subtask 1 - Alignment and Training Tools

The contractor shall provide the necessary Change Management products and tools to align and integrate the JDPAC organization and acquired skills into the DOD distribution community. These tools will be due within 120 days of contract award with updates made on a monthly basis and shall be included in the MSR as an appendix.

1.3.7. Task Area 7. Governance Structure Support (Optional)

Performance. Task Area 7 is an optional task and will be added by modification if deemed necessary by the Government. The contractor shall support the JDPAC in coordinating DPO Program

Management and Strategy Division (TCJ5-S) governance activities to synchronize ongoing efforts of all USTRANSCOM staff directorates, E2E analysis, PMO, CBATs, DSG, and other Government agencies. This governance structure supports effective decision making and management of programmatic distribution in collaboration with ongoing DPO initiatives and implementation goals.

1.3.7.1 Subtask 1 - JDPAC Structure Support Report

The contractor shall develop a MSR on activities and achievements relating to governance structure support and include it as an appendix to the MSR (1.3.1.1).

1.4 Deliverables/Delivery Schedule: All references to days are defined as calendar days.

SOW Task #	Deliverable	Schedule	
		Draft	Final
1.3.1	Monthly Invoice with Project Specific breakouts In-Process Reviews (IPRs) Monthly Status Reports (MSR)	N/A	Monthly As scheduled by the government Monthly on the 5th of the month covering the previous month. Final to be delivered by last day of the contract
1.3.1.1	Task Order Management Plan	Oral presentation 21 days after contract award	Written Plan within 7 days of government approval of the oral presentation
1.3.2.1	Trends and Supply Chain Best Practices Report	Draft due within 120 days of contract award	Updated every 180 days after draft submission
1.3.2.2	Distribution Analysis Report	N/A	Monthly and quarterly and included as appendix to MSR (1.3.1.1)
1.3.3.1	DOD and Commercial KM Capability and Trends Report	Draft due within 30 days of contract award	Updating once per quarter
1.3.3.2	KM Framework	Draft due within 60 days of contract	Final due within 120 days

		award	after contract award
1.3.4.2	JDPAC "To-Be" Organizational and Process Framework	Draft due within 90 days of contract award	After draft submission, updated every 30 days and included as an appendix to MSR (1.3.1.1)
1.3.5.1	Supply Chain Risk Portfolio	Draft due within 120 days of contract award	Updating once per quarter
1.3.5.2	MSR (Supply Chain Risk/Threat Analysis)	N/A	Monthly and included as an appendix to the MSR (1.3.1.1)
1.3.6.1	Alignment and Training Tools	Draft due within 120 days of contract award	After draft submission, updated every 30 days and included as an appendix to MSR (1.3.1.1)
1.3.7.1	JDPAC Structure Support Report	N/A	Monthly and included as appendix to MSR (1.3.1.1)

2. SERVICE DELIVERY SUMMARY

2.1 Performance Thresholds

Performance Objective	PWS Para	Performance Threshold
In-Process Reviews (IPRs) Monthly Status Reports (MSR)	1.3.1	Reports/reviews submitted on time 98%.
Task Order Management Plan	1.3.1.1	Oral and written plans submitted on-time 98%.
Trends and Supply Chain Best Practices Report	1.3.2.1	Reports submitted on time 98%. Report is comprehensive of academic and industry trends applicable to improving COCOM logistics operations.
Distribution Analysis Report	1.3.2.2	Reports submitted on time 98% and identifies trends and factors contributing to IDL performance. All contributing factors will be assessed to identify recommendations to improve the JDDE performance and these recommendations will be included as an appendix to the MSR.
DOD and Commercial KM Capability Trends Report	1.3.3.1	Report submitted on-time 98%. Provides government with DOD and Commercial KM capability trends related to JDPAC.

KM Framework	1.3.3.2	Framework submitted on-time 98% and includes requisite staffing and skill set requirement applicable to the JDPAC. Framework will link to existing USTRANSCOM framework and solution sets.
JDPAC "To-Be" Organizational and Process Framework	1.3.4.2	Report shall depict the organizational and process integration JDPAC design, demonstrating how all organizational and process components inter-relate in terms of how they serve, enhance or modify the capabilities of the entire JDPAC organization.
Supply Chain Risk Portfolio	1.3.5.1	Report submitted on-time 98%. Portfolio will identify potential risks to the DoD supply chain and include mitigation approaches and recommendations that will allow the Government to respond and effectively manage these risks from an operational and financial perspective. Monthly updates will be included as an appendix to the MSR.
Alignment and Training Tools	1.3.6.1	Submitted on-time 98%. The products & tools align and integrate the JDPAC organization and skills into the DOD distribution community.
JDPAC Governance Structure Support Report	1.3.7.1	Report submitted on-time 98% and included as an appendix to the MSR. Includes activities and achievements relating to governance structure support.

3. Government-Furnished Equipment (GFE)/Government-Furnished Information (GFI):

The Government will supply all computer equipment for on-site contractors. The Government will provide all necessary facilities and support for the Team Leader (1), plus five (5) on-site contractors assigned to Task Areas 2 and 3. Additional contractors may not be the sole user(s) of furnished computer equipment, and therefore coordination with other contractors and administrators may be necessary. The Government will furnish appropriate user identification cards and passwords for shared resources. Multiple sources of data are required throughout the terms of this PWS and shall be provided by the Government in a timely manner.

4. General Information

4.1. Place of Performance: The primary place of performance for the six (6) on-site contractors identified in para 3 above will be Scott AFB IL.

4.2. Period of Performance:
The initial period of performance shall start on 01 Nov 2006 to 30 Sep 2007. Period of performance for the first option year is 01 Oct 2007 to 30 Sep 2008. Period of performance for the second option year is 01 Oct 2008 to 30 Sep 2009.

4.3 Travel:

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

FY07:

Location	# Trips	# Days	# People
Primary Tasks			
DC	1	2	2
Norfolk	1	2	2
EUCOM	1	2	2
PACOM	1	2	2
CENTCOM	1	2	2
NORTHCOM	1	2	2
SOUTHCOM	1	2	2
Optional Tasks			
Conference/TBD	2	2	2
DC	1	2	2
Norfolk	1	2	2

FY08:

Location	# Trips	# Days	# People
Primary Tasks			
DC	1	2	2
Norfolk	1	2	2
EUCOM	1	2	2
PACOM	1	2	2
CENTCOM	1	2	2
NORTHCOM	1	2	2
SOUTHCOM	1	2	2
Optional Tasks			
Conference/TBD	2	2	2
DC	1	2	2
Norfolk	1	2	2

FY09:

Location	# Trips	# Days	# People
Primary Tasks			
DC	1	2	2
Norfolk	1	2	2
EUCOM	2	2	2
PACOM	2	2	2
CENTCOM	2	2	2
NORTHCOM	2	2	2
SOUTHCOM	2	2	2
Optional Tasks			
Conference/TBD	2	2	2
DC	1	2	2
Norfolk	1	2	2

Optional Task Areas are included in the travel estimates and the trips identified above are at the discretion of the Government on a cost-reimbursable basis.

4.4 Security Requirements:

Contractor shall establish, document, and execute procedures to comply with contractor requirements cited in AFI 31-601. The Contractor shall acquire all necessary installation passes for contractor personnel. Contractors operating on government installations shall ensure their personnel always wear a contractor-furnished identification badge and provided USTRANSCOM Security Badges on their outer clothing, on the front of the body, between the neck and the waist, and it shall be visible at all times.

4.5 Notification of Government Security Activity and Visitor Group Security Agreements:

The contractor shall notify local security personnel of contract start at each installation IAW AF FAR Sup 5352.204-9000, Notification of Government Security Activity and Visitor Group Security Agreements, and enter into a security agreement. At a minimum, the security agreement shall address the following topics:

Visitor/Vehicle Pass

National Agency Check (NAC) (AF Form 2584) as required

Restricted Area Badges, AF Form 1199, as required

Designated Government security manager

Issue and turn in

Control and accountability

Inventories

Associated training

Escorts

Pre-announcement Procedures

4.6 Security Regulation Compliance:

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

4.7 Personnel Security Clearances:

All Contractor personnel shall possess SECRET Security Clearances. All six (6) on-site contractor personnel shall be required to have access to SECRET information or data within a government-controlled space at start of contract award. The contractor shall ensure that sufficient personnel on duty have appropriate security clearance to accomplish all services specified in this PWS.

4.8 Inspection and Acceptance Criteria:

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

4.9 Packaging, Packing and Shipping Instructions:

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

4.10 Additional Information

Nondisclosure Agreement for Contractor Employees. The Government will require Contractor personnel to sign a non-disclosure statement to protect non-public information of other Contractors and/or Government. The Nondisclosure Agreement is attached at the end of this PWS.

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

WIDE AREA WORKFLOW

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

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

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

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

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

CONTRACT NUMBER:	GS-10F-0283L
DELIVERY ORDER NUMBER:	HTC711-07-F-0006
TYPE OF DOCUMENT:	Invoice and Receiving Report (Combo)
CAGE CODE:	1V4D7
ISSUE BY DODAAC:	HTC711
ADMIN DODAAC:	HTC711
INSPECT BY DODAAC:	
SERVICE ACCEPTOR / SHIP TO:	F3ST94
PAY OFFICE DODAAC:	F67100

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:	Deborah.young@ustranscom.mil
CONTRACTING OFFICER:	William.Rachal@ustranscom.mil
ADDITIONAL NOTIFICATION:	Phyllis.Schaefer@ustranscom.mil

DEPARTMENT OF DEFENSE
CONTRACT SECURITY CLASSIFICATION SPECIFICATION

(The requirements of the DoD industrial Security Manual apply to all security aspects of this effort.)

1. CLEARANCE AND SAFEGUARDING

a. FACILITY CLEARANCE REQUIRED: Secret

b. LEVEL OF SAFEGUARDING REQUIRED: Secret

2. THIS SPECIFICATION IS FOR: (X and complete as applicable)			3. THIS SPECIFICATION IS: (X and complete as applicable)			
X	a. PRIME CONTRACT NUMBER HTC711-07-F-0006		X	a ORIGINAL (Complete date in all cases)		DATE (YYYYMMDD) 20060425
	b. SUBCONTRACT NUMBER			b. REVISED (Supercedes all previous specs)	REVISION NO.	DATE (YYYYMMDD)
	c. SOLICITATION OR OTHER NUMBER	DUE DATE (YYYYMMDD)		c FINAL (Complete item 5 in all cases)		DATE (YYYYMMDD)

4. IS THIS A FOLLOW-ON CONTRACT? [ ] YES [X] NO. If yes, complete the following

5. IS THIS A FINAL DD FORM 254? [ ] YES [X] 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 *(Include Commercial and Government Entity (CAGE) Code)*

a NAME, ADDRESS, AND ZIP CODE	b CAGE CODE	c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)
Northrop Grumman Information Technology, Inc. 7575 Colshire Drive McLean, VA 22102	1V4D7	Defense Security Service. S51FX 14428 Albermarle Point Place, Suite 140 Chanitally, VA 20151

7. SUBCONTRACTOR

a NAME, ADDRESS, AND ZIP CODE	b CAGE CODE	c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)

8. ACTUAL PERFORMANCE

a LOCATION	b CAGE CODE	c COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)
USTRANSCOM/TCJ5/4 508 Scott Drive Scott AFB, IL 62225		375th SFS/SFAC 201 W. Winters Street Scott AFB IL 62225-5357

9. GENERAL IDENTIFICATION OF THIS PROCUREMENT

This contract will provide resources for operations research and functional expertise for Intermodal Distribution Lanes analysis, provide independent analysis and evaluation of process mapping of JDPAC and Fusion Center interface, and provide knowledge management for JDPAC virtual and IOC capabilities.

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		X	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 SPECIAL USE ONLY INFORMATION	X		l. OTHER (Specify)		
k. OTHER (Specify)		X			

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 [X] Through *(Specify)*

USTRANSCOM Public Affairs, Attn: TCPA, 508 Scott Drive, Scott AFB IL 62225-5257. Commercial (618) 229-1162, DSN 779-1162. Public release of Sensitive Compartimented Information or COMSEC material is not authorized.

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.)*

- Ref. Block 8c: For work done on Scott AFB, the 375th SFS/SFAC, 201 W. Winters, Scott AFB IL 62225, is the cognizant security office.
- Compliance with the National Industrial Security Program Operating Manual (NISPOM), (http://fas.org/irp/offdocs/eo 12829) Air Force, USTRANSCOM, and Scott AFB, security practices is required.
- Reference block 10j. FOUO applies. Reference DOD 5700.7, Freedom of Information Act Program, which provides specific guidance of FOUO information.
- Contractor personnel without a security clearance can perform on this contract until clearances are issued.
- Ref. Block 11a&b: Contractor will not routinely work with classified information but may on occasion require classified access in performance of this contract.

14. **ADDITIONAL SECURITY REQUIREMENTS.** Requirements, in addition to ISM requirements, are established for this contract. [ ] YES [X] 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 [X] 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	b. TITLE	c. TELEPHONE *(Include Area Code)*
WILLIAM T. RACHAL	CONTRACTING OFFICER	618-229-4300

d. ADDRESS *(Include Zip Code)*	17. REQUIRED DISTRIBUTION	
508 Scott Drive, Bldg. 1911 Scott AFB IL 62225-5000	X	a. CONTRACTOR
		b. SUBCONTRACTOR
	X	c. COGNIZANT SECURITY OFFICE FOR PRIME AND SUBCONTRACTOR
e. SIGNATURE		d. U.S. ACTIVITY RESPONSIBLE FOR OVERSEAS SECURITY ADMINISTRATION
	X	e. ADMINISTRATIVE CONTRACTING OFFICER
	X	f. OTHERS AS NECESSARY

BEST VALUE DETERMINATION
Joint Distribution Process Analysis Center
USTRANSCOM/TCAQ
RFQ #HTC711-06-Q-0048

1. Introduction Summary. The above cited Request for Quotation (RFQ) covers Joint Distribution Process Analysis Center (JDPAC) Performance Work Statement (PWS), dated August 23, 2006 for the Base Period (November 1, 2006 through September 30, 2007), Option Year One (October 1, 2007 through September 30, 2008), and Option Year Two (October 1, 2008 through September 30, 2009).

2. Basis for Award. IAW FAR 8.404, orders placed against GSA Multiple Award Schedules are considered as issued using full and open competition. GSA has already determined the prices of the items under Schedule contracts to be fair and reasonable. An evaluation of the offeror's quote was accomplished to determine if the GSA offer represented the best value to the government. This best value determination documents the analysis accomplished and selection of the best value offer.

3. Government Evaluation Team Participants:

NAME OFFICE	SYMBOL	PHONE NUMBER
[redacted]	[redacted]	[redacted]

4. Background Information. On July 27, 2006 a Draft RFQ was sent to selected prospective GSA schedule contractors; an updated Draft RFQ was issued on August 15, 2006. The Final RFQ was issued on August 24, 2006 to the same selected contractors. Prospective schedule contractors were asked to submit quotes based on the PWS in accordance with their current GSA Schedule contracts. Submission of recent and relevant past performance information was required. Technical quotes were to include staffing approach and technical approach (project plan for performing the work). The price/cost quotes were to include contract schedule prices and proposed discount rates. Information was to be provided in a format that reflects the number of hours, labor categories, and contract schedule rates to include proposed discounts. Schedule contractors were notified that award would be made to the schedule contractor whose quote represented the best value to the government based on quote evaluation criteria (Attachment 1).

5. Prospective Schedule Contractors. The RFQ was sent to the following prospective contractors:

FINAL LIST OF PROSPECTIVE OFFEROR'S	BUSINESS SIZE/CATEGORY
Harris	Large Business
Accenture	Large Business
Booz Allen Hamilton (BAH)	Large Business
Computer Sciences Corporation (CSC)	Large Business
Dynamics Research Corporation (DRC)	Large Business
Logistics Management Institute (LMI)	Large Business
Northrop Grumman Information Technology	Large Business
Science Applications International (SAIC)	Large Business
Systems Research and Application Corp (SRA)	Large Business

Stanley Associates Inc.	Large Business
Pittiglio Rabin Todd & McGrath, Inc. (PRTM)	Large Business
Kentia Management Group, Inc. (KMTG)	Large Business
Fulcrum Corp.	Large Business
*Sumaria	Small Business
*S4inc.	Small Disadvantaged Business, 8(a)
*TechGuard Security	Small Disadvantaged Business, 8(a)
*Preferred Systems Solutions, Inc.	Small Disadvantaged Business, 8(a)
*Vyalex Management Solutions, Inc.	Small Disadvantaged Business, 8(a)
Automation Precision Technology	Small Business
IBM	Large Business
BearingPoint	Large Business
Concurrent Technologies Corporation (CTC)	Large Business

* These sources will be solicited and encouraged to partner/team.

6. Quote Questions/Responses: Fifty-seven (57) questions were asked by prospective contractors. Government responses to the questions were emailed to prospective contractors on August 15, 2006 for questions 1 through 26; August 16, 2006 for questions 27 through 32; and August 24, 2006 for questions 33 through 57.

7. Receipt of Quotes.

a. The due date for receipt of quotes was September 6, 2006. [redacted] responded with a no bid notification to the Draft RFQ dated July 27, 2006. [redacted] stated after a very thorough evaluation of the statement of work, and discussion with their team, [redacted] made the business decision not to bid the USTRANSCOM JDPAC. [redacted] was emailed the Final RFQ and no response was received. [redacted] submitted a no bid response on September 05, 2006, stating they determined they would not bid on the solicitation. [redacted] responded by email on September 05, 2006 stating [redacted] has teamed with [redacted] for the JDPAC bid and would not be submitting a separate bid. Contact was made with the schedule contractors to ensure all were interested in bidding on this requirement.

b. On September 6, 2006 proposals were received from six Contractors as follows:

COMPANY NAME	BUSINESS SIZE	PARTERNING WITH
[redacted]	Large Business	[redacted]
[redacted]	Large Business	
[redacted]	Large Business	
[redacted]	Large Business	[redacted]
[redacted]	Large Business	
[redacted]	Large Business	

8. Evaluation Criteria. Quotes were evaluated to determine whether or not it conformed to the criteria in the Contracting Officer's request for quotation, which includes the requirements specified in the PWS. The following order of importance of the evaluation criteria applies. Mission Capability is considered more important than Past Performance. Within the Mission Capability factor, the subfactors (Staffing and Technical Approach) are considered of equal importance. All non-cost factors, when combined, are considered significantly more important than cost or price. Cost (price) is evaluated but not rated. Award

will be made to the schedule contractor whose quote conforms to the requirements specified in the Request for Quotation and which provides the best value to the Government; price and other factors considered. Specific evaluation criteria and measures of merit are provided in quote evaluation criteria (Attachment 1).

9. Quote Evaluation Summary. Prospective offerors' quote was based on the evaluation of their quote as submitted.

a. Oral Presentations were conducted on September 19, 2006 and September 20, 2006. In accordance with the Evaluation Criteria 30 minute Oral Presentations were required in the area of Mission Capability, Technical Approach subfactor to augment evaluation the Schedule Contractors' written technical quote. On September 12, 2006 the Contracting Offeror contacted each Offeror and asked them to provide a copy of their presentation slides no later than September 15, 2006. At scheduled time of Oral Presentation, each Offeror had 10 minutes to prepare for the Knowledge Management (KM) demonstration and 15 minutes to demonstrate their KM capabilities. At conclusion of the KM demonstration each Offeror was presented for the first time with a Test Case Scenario. The Test Case Scenario (Problem Statement) stated "An Army force is tasked to deploy from Italy to N. Iraq to conduct stability operations is Mosul. The force consists of two Ranger Companies, two Airborne Companies and a Stryker Brigade Combat Team. The force will be deployed for 365 days. Please address how you would approach the following analytical issue (minimum of three):

- Air and Sealift options to support the operation
- Defining the movement requirement of the force (stons, sqft)
- Projecting the sustainment requirement
- Identifying potential POEs & PODs, distribution centers and supply points to support the operation
- Personnel & MHE required at the POE & POD, distribution center and supply point
- Transport capability required in theater

The statement concluded with asking the Offeror to address what databases and tools they might use to conduct the analysis.

The Offeror was given 20 minutes to prepare for the test scenario and 15 minutes to respond to the Problem Statement. During the Oral Presentations discussion between Schedule Contractors and Government Evaluators was prohibited.

(1) On September 19, 2006: [redacted] presented their Oral Presentation. All three Offerors' presented in accordance with the Evaluation Criteria. The evaluation team members considered all information provided as part of the Mission Capability, Technical Approach. No clarifications or EN's resulted from the Oral Presentations.

(2) On September 20, 2006: [redacted] presented their Oral Presentation. All three Offerors' presented in accordance with the Evaluation Criteria. The evaluation team members considered all information provided as part of the Mission Capability, Technical Approach. [redacted] was the only offeror that resulted in an EN requesting clarification based on Oral Presentation, addressed in this document, [redacted] Technical Approach, paragraph (6)(c) page 16.

b. Initial Evaluation as of September 19, 2006:

SCHEDULE CONTRACTOR	1	2	3
EVALUATION FACTORS/SUBFACTORS			
Past Performance			
Mission Capability a. Staffing b. Technical Approach Risk	Risk for a Risk for b	Risk for a Risk for b	Risk for a Risk for b
Base Period Labor			
Base Period Travel			
Total Base Period			
Option Year One Labor			
Option Year One Travel			
Total Option Year One			
Option Year Two Labor			
Option Year Two Travel			
Total Option Year Two			
Total Base Year + Options (Labor)			
Total Travel			
Total Labor + Travel			

c. Initial Evaluation as of September 20, 2006:

SCHEDULE CONTRACTOR	4 [redacted]	5 [redacted]	6 [redacted]
EVALUATION FACTORS/SUBFACTORS			
Past Performance	[redacted]	[redacted]	[redacted]
Mission Capability a. Staffing b. Technical Approach Risk	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b
Base Period Labor	[redacted]	[redacted]	[redacted]
Base Period Travel	[redacted]	[redacted]	[redacted]
Total Base Period	[redacted]	[redacted]	[redacted]
Option Year One Labor	[redacted]	[redacted]	[redacted]
Option Year One Travel	[redacted]	[redacted]	[redacted]
Total Option Year One	[redacted]	[redacted]	[redacted]
Option Year Two Labor	[redacted]	[redacted]	[redacted]
Option Year Two Travel	[redacted]	[redacted]	[redacted]
Total Option Year Two	[redacted]	[redacted]	[redacted]
Total Base Year + Options (Labor)	[redacted]	[redacted]	[redacted]
Total Travel	[redacted]	[redacted]	[redacted]
Total Labor + Travel	[redacted]	[redacted]	[redacted]

	IGCE
Base Period Labor	[redacted]
Base Period Travel	$29,416.00
Total Base Period	[redacted]
Option Year One Labor	[redacted]
Option Year One Travel	$29,416.00
Total Option Year One	[redacted]
Option Year Two Labor	[redacted]
Option Year Two Travel	$40,679.00
Total Option Year Two	[redacted]
Total Base Year + Options (Labor)	[redacted]
Total Travel	**$99,511.00**
Total Labor + Travel	[redacted]

MISSION CAPABILITY COLOR CODES:

BLUE: EXCEPTIONAL

GREEN: ACCEPTABLE

YELLOW: MARGINAL

[redacted]: UNACCEPTABLE

Past Performance Rating:

Relevancy:	Confidence:
Very Highly Relevant	High
Highly Relevant	Significant
Relevant	Satisfactory
Somewhat Relevant	Neutral/Unknown
Not Relevant	Little
	No Confidence

d. Clarifications were sought in the form of an evaluation notice (EN) to all prospective offerors. On September 19, 2006 six EN's were sent to [redacted]; one EN was sent to [redacted]; and five EN's were sent to [redacted] with responses requested by 3:00 PM CDT (Central Daylight Time) September 21, 2006. On September 20, 2006 three EN's were sent to [redacted]; four EN's were sent to [redacted]; and six EN's were sent to [redacted] with responses requested by 1:00 PM CDT (Central Daylight Time) September 22, 2006. The EN's were issued as follows:

e. The following is the result of the initial evaluations, Round One EN's and Initial ratings of proposals.

(1) [redacted]

(a) **Past Performance:** [redacted]

[redacted]

Six questionnaires were received from [redacted] and one questionnaire received from the subcontractor [redacted] There were four CPARS reports retrieved. [redacted]

There was one EN issued for Past Performance.

[redacted] EN Past Performance asked for clarification in order to complete evaluation of [redacted] quote. [redacted] was advised failure to provide a response may result in an incomplete evaluation of their quote. [redacted] provided additional Past Performance information. [redacted]

(b) **Staffing Approach:** [redacted] There were two EN's issued in the staffing approach.

(1) [redacted] EN asked for clarification in order to complete evaluation of [redacted] quote. [redacted] emailed with a question concerning [redacted] on September 20, 2006 requesting clarification concerning Task Area #4. [redacted] This individual's primary interface will be with the Director JDPAC, and other USTRANSCOM J-Staff Directors. [redacted] The evaluation team agreed [redacted] response provided clarification and the EN was closed.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to provide a response may result in an incomplete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification and corrected the error; therefore the EN was closed.

[redacted]

(c) **Technical Approach**: [redacted] There were strengths identified with [redacted] technical approach. [redacted] There were two EN's issued in the technical subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The evaluation team agreed the additional information provided further clarification; however, the information provided did not warrant a change to the rating. [redacted] The evaluation team closed the EN.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to provide a response may result in an incomplete evaluation of their quote. [redacted] provided additional information in the EN Offeror's response block providing further clarification to EN [redacted] The evaluation team agreed the additional information provided clarification. [redacted]

[redacted] The evaluation team closed the EN.

[redacted]

(d) **Cost**: There were two EN's issued to [redacted] for Cost:

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification and the EN was closed.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification and the EN was closed.

(2) [redacted]

(a) **Past Performance:** [redacted]

[redacted]

Four questionnaires were received for [redacted], two questionnaire received for the subcontractor [redacted], and one questionnaire received for [redacted]. There were five CPARS reports retrieved. [redacted]

There were no EN's issued for Past Performance.

[redacted]

(b) **Staffing Approach**: [redacted] There were strengths identified with [redacted] staffing approach. [redacted] There were no weaknesses identified in [redacted] staffing approach; therefore, no EN's were issued.

[redacted]

(c) **Technical Approach**: [redacted] There were strengths identified with [redacted] technical approach. [redacted] There were no weaknesses identified in [redacted] technical approach; therefore, no EN's were issued.

[redacted]

(d) **Cost**: There was one EN issued to [redacted] for Cost:

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The evaluation team asked for clarification in cost proposal. [redacted]

[redacted] was advised the comment was not directed at any particular area but the proposal as a whole. [redacted]

(3) [redacted]

(a) **Past Performance:** [redacted]

[redacted]

Two questionnaires were received for [redacted], one questionnaire received for the subcontractor [redacted], and one questionnaire received for [redacted]. There were three CPARS reports retrieved. [redacted]

There were no EN's issued for Past Performance. [redacted]

(b) **Staffing Approach**: [redacted] There were no strengths or weaknesses identified with [redacted] staffing approach. [redacted]

[redacted] There was one EN issued in the staffing approach subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of [redacted] quote. [redacted] was advised failure to provide a response may result in an incomplete evolution of their quote. [redacted] The evaluation team closed EN [redacted].

[redacted]

(c) **Technical Approach**: [redacted] There were no strengths or weaknesses identified with [redacted] technical approach. [redacted] There were two EN's issued in the technical subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification and the evaluation team closed the EN.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to provide a response may result in an incomplete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification and the evaluation team closed the EN.

[redacted]

(d) **Cost**: There were two EN's issued to [redacted] for Cost:

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification and the EN was closed.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] The PWS requirement is for performance to start on 1 November. [redacted] The evaluation team agreed [redacted] provided clarification and the EN was closed.

(4) [redacted]

(a) **Past Performance:** [redacted]

Five questionnaires were received for [redacted]; one questionnaire received for the subcontractor [redacted], two questionnaires received for [redacted], and two questionnaires received for [redacted]. [redacted]

[redacted]

There were no EN's issued for Past Performance. [redacted]

(b) **Staffing Approach**: [redacted] The evaluation team did not identify any weaknesses. There were no EN's issued in the staffing approach subfactor.

[redacted]

(c) **Technical Approach**: [redacted] There were strengths identified with technical approach. [redacted] The evaluation team did not identify any weaknesses. There were no EN's issued in the staffing approach subfactor.

[redacted]

(d) **Cost**: There were three EN's issued to [redacted] for Cost:

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted]

[redacted] The [redacted] EN was closed.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] On September 14, 2006, the contracting officer, [redacted], provided an email notification to [redacted] of [redacted] as follows:

"Reference your proposal in response to the JDPAC requirement, RFP HTC711-06-Q-0048. Our instructions (Memorandum for Schedule Contractors, dated 24 August 2006) indicated that our intent was to make an award to one schedule contractor.

[redacted] stated in his email "Your proposal has conditions not consistent with our instructions. Specifically, your letter dated 6 Sep 2006, stipulates that [redacted] intends using a GSA Contract Teaming Arrangement with two other LOGWORLD GSA schedule contractors. Paragraph 3.1.4 of your price quote further stipulates that [redacted] and [redacted] "will use their own LOGWORLD GSA schedule" and "[redacted] and [redacted] will be responsible for delivery of their specific task areas", that "[redacted] and [redacted] will have privity of contract with the Government and submit separate invoices for the hours they deliver at the prices quoted" and "The Government will respond to all claims separately in accordance with GSA teaming guidance."

[redacted] We will make one award and the prime contractor will be responsible for the performance of all work associated with the JDPAC requirement. The Government will not have privity of contract with anyone other than the prime contractor and the prime contractor will be responsible for all invoicing."

[redacted]

In response to [redacted] EN [redacted] revised their business arrangement to create a vertical Prime/Sub relationship, where [redacted] will act as the Prime and [redacted], [redacted], and [redacted] will act as subcontractors. The change was detailed on pages 3-6 of Volume 3 Price. The contracting officer determined [redacted] resolved the deficiency. [redacted] response corrected the deficiency between themselves as the prime and the subcontractor. The EN was closed.

(3) [redacted] EN asked for clarification in order to complete evaluation of their quote. The evaluation team advised [redacted] failure to clarify may have an impact on their cost proposal. [redacted] The evaluation team agreed NG provided clarification. [redacted]

(5) [redacted]

(a) **Past Performance:** [redacted]

[redacted]

[redacted]

Eight questionnaires were received for [redacted], four questionnaire received for the subcontractor [redacted], and one questionnaire received for [redacted].

There was one EN issued for Past Performance.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. The evaluation team advised [redacted] failure to provide a response may result in an incomplete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided sufficient clarification. The EN was closed.

[redacted]

(b) **Staffing Approach**: [redacted] There were no strengths or weaknesses identified with [redacted] staffing approach. [redacted] The evaluation team provided the following example. [redacted]

[redacted] There was one EN issued in the staffing approach subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. The evaluation team advised [redacted] failure to clarify may have an impact on their cost proposal. [redacted] The evaluation team agreed the additional information provided by [redacted] clarified [redacted] The EN was closed.

[redacted]

(c) **Technical Approach**: [redacted] There were no strengths or weaknesses identified with [redacted] technical approach. [redacted] The evaluation team did not identify any weaknesses. There was one EN issued in the technical approach subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to provide a response may result in an incomplete evaluation of their quote. [redacted] The EN was closed.

[redacted]

(d) **Cost**: There was one EN issued to [redacted] for Cost:

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. IBM was advised failure to clarify may have an impact on their cost proposal. [redacted]

[redacted] The EN was closed.

(6) [redacted]

(a) **Past Performance:** [redacted]

There were two EN's issued for Past Performance.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. The evaluation team advised [redacted] failure to provide a response may result in an incomplete evaluation of their quote. [redacted]

[redacted] The evaluation team agreed [redacted] provided clarification to [redacted] EN. The EN was closed.

Eight questionnaires were received for [redacted] and two questionnaires received for the subcontractor [redacted]. There were five CPARS reports retrieved. [redacted]

[redacted]

(b) **Staffing Approach**: [redacted] There were no strengths or weaknesses identified with [redacted] staffing approach. [redacted] There was one EN issued in the staffing approach subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. The evaluation team advised [redacted] failure to provide a response may result in an incomplete evaluation of their quote. [redacted] The evaluation team agreed [redacted] provided clarification to [redacted] EN. The EN was closed.

[redacted] In response to the EN, [redacted] changed the KM lead to a Distribution/KM Coordinator. [redacted]

(c) **Technical Approach**: [redacted] There were no strengths identified with [redacted] technical approach; however [redacted] received weaknesses in their technical approach. [redacted] There was one EN issued in the technical approach subfactor.

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to provide a response may result in an incomplete evaluation of their quote. [redacted] The evaluation team agreed the additional information provided by [redacted] clarified [redacted] The EN was closed.

[redacted] Although [redacted] provided additional information as result of the EN, the rating was not impacted.

(d) **Cost**: There were two EN's issued to [redacted] for Cost:

(1) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to clarify may have an impact on their cost proposal. [redacted] The evaluation team agreed [redacted] provided clarification with a revised price proposed. The EN was closed.

(2) [redacted] EN asked for clarification in order to complete evaluation of their quote. [redacted] was advised failure to clarify may have an impact on their cost proposal. [redacted] The evaluation team agreed [redacted] provided clarification. The EN was closed.

10. Interim Evaluations:

a. The following summarizes interim evaluations as of September 22, 2006:

SCHEDULE CONTRACTOR	1 [redacted]	2 [redacted]	3 [redacted]
EVALUATION FACTORS/SUBFACTORS			
Past Performance	[redacted]	[redacted]	[redacted]
Mission Capability **a. Staffing** **b. Technical Approach** **Risk**	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b
Base Period Labor	[redacted]	[redacted]	[redacted]
Base Period Travel	[redacted]	[redacted]	[redacted]
Total Base Period	[redacted]	[redacted]	[redacted]
Option Year One Labor	[redacted]	[redacted]	[redacted]
Option Year One Travel	[redacted]	[redacted]	[redacted]
Total Option Year One	[redacted]	[redacted]	[redacted]
Option Year Two Labor	[redacted]	[redacted]	[redacted]
Option Year Two Travel	[redacted]	[redacted]	[redacted]
Total Option Year Two	[redacted]	[redacted]	[redacted]
Total Base Year + Options (Labor)	[redacted]	[redacted]	[redacted]
Total Travel	[redacted]	[redacted]	[redacted]
Total Labor + Travel	[redacted]	[redacted]	[redacted]

SCHEDULE CONTRACTOR	4 [redacted]	5 [redacted]	6 [redacted]
EVALUATION FACTORS/SUBFACTORS			
Past Performance	[redacted]	[redacted]	[redacted]
Mission Capability a. Staffing b. Technical Approach Risk	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b
Base Period Labor	[redacted]	[redacted]	[redacted]
Base Period Travel	[redacted]	[redacted]	[redacted]
Total Base Period	[redacted]	[redacted]	[redacted]
Option Year One Labor	[redacted]	[redacted]	[redacted]
Option Year One Travel	[redacted]	[redacted]	[redacted]
Total Option Year One	[redacted]	[redacted]	[redacted]
Option Year Two Labor	[redacted]	[redacted]	[redacted]
Option Year Two Travel	[redacted]	[redacted]	[redacted]
Total Option Year Two	[redacted]	[redacted]	[redacted]
Total Base Year + Options (Labor)	[redacted]	[redacted]	[redacted]
Total Travel	[redacted]	[redacted]	[redacted]
Total Labor + Travel	[redacted]	[redacted]	[redacted]

	IGCE
Base Period Labor	[redacted]
Base Period Travel	$29,416.00
Total Base Period	[redacted]
Option Year One Labor	[redacted]
Option Year One Travel	$29,416.00
Total Option Year One	[redacted]
Option Year Two Labor	[redacted]
Option Year Two Travel	$40,679.00
Total Option Year Two	[redacted]
Total Base Year + Options (Labor)	[redacted]
Total Travel	**$99,511.00**
Total Labor + Travel	[redacted]

MISSION CAPABILITY COLOR CODES:

BLUE: EXCEPTIONAL

GREEN: ACCEPTABLE

YELLOW: MARGINAL

[redacted]: UNACCEPTABLE

Past Performance Rating:

Relevancy:	Confidence:
Very Highly Relevant	High
Highly Relevant	Significant
Relevant	Satisfactory
Somewhat Relevant	Neutral/Unknown
Not Relevant	Little
	No Confidence

11. Final Quote Revisions: Final Quote Revisions (FQR) were requested on October 5, 2006 from all Prospective Offeror's with responses due by 9:00 A.M. (CDT) October 10, 2006. The following summarizes final evaluation as of October 11, 2006:

(1) [redacted] submitted additional staffing and technical information. [redacted]

(a) **Past Performance**: [redacted] did not submit additional past performance information. [redacted]

(b) **Staffing Approach**: [redacted]

(c) **Technical Approach**: [redacted] submitted additional staffing information. [redacted]

(d) **Cost**: [redacted] did not submit a revised cost proposal during FQR. [redacted]

(2) [redacted] submitted additional staffing information and revised cost/price quote. [redacted]

(a) **Past Performance**: [redacted] did not submit additional past performance information. [redacted]

(b) **Staffing Approach**: [redacted]

(c) **Technical Approach**: [redacted] did not submit additional technical approach information. [redacted]

(d) **Cost**: [redacted]

(3) [redacted] submitted additional technical information and revised cost/price quote. [redacted]

(a) **Past Performance**: [redacted] did not submit additional past performance information. [redacted]

(b) **Staffing Approach**: [redacted] submitted additional staffing information. [redacted]

[redacted]

(c) **Technical Approach**: [redacted] submitted additional technical information. [redacted]

(d) **Cost**:

1) [redacted]

2) [redacted] On October 11, 2006 the Contracting Officer, [redacted] sent an email requesting clarification. The email stated "We specifically identified there will only be 6 on-site personnel. [redacted]

(4) [redacted] final rating remained:

(a) Past Performance: [redacted]

(b) Staffing Approach: [redacted]

(c) Technical Approach: [redacted]

(d) Cost: [redacted]

(5) [redacted]

(a) Past Performance: [redacted]

(b) Staffing Approach: [redacted]

(c) Technical Approach: [redacted]

(d) Cost: [redacted]

(6) [redacted] submitted additional staffing and technical information. The FQR submission included revised information from their Mission Capability portion of their proposal.

(a) **Past Performance**: [redacted]

(b) **Staffing Approach**: [redacted]

(c) **Technical Approach**: [redacted]

(d) **Cost**: [redacted]

12. Final Evaluations:

a. The following summarizes final evaluations as of October 11, 2006:

SCHEDULE CONTRACTOR	1 [redacted]	2 [redacted]	3 [redacted]
EVALUATION FACTORS/SUBFACTORS			
Past Performance	[redacted]	[redacted]	[redacted]
Mission Capability	[redacted]	[redacted]	[redacted]
a. Staffing			
b. Technical Approach			
Risk	Risk for a Risk for b	Risk for a Risk for b	Risk for a Risk for b
Base Period Labor	[redacted]	[redacted]	[redacted]
Base Period Travel			
Total Base Period			
Option Year One Labor	[redacted]	[redacted]	[redacted]
Option Year One Travel			
Total Option Year One			
Option Year Two Labor	[redacted]	[redacted]	[redacted]
Option Year Two Travel			
Total Option Year Two			
Total Base Year + Options (Labor)	[redacted]	[redacted]	[redacted]
Total Travel	[redacted]	[redacted]	[redacted]
Total Labor + Travel			

SCHEDULE CONTRACTOR	4 Northrop Grumman	5 [redacted]	6 [redacted]
EVALUATION FACTORS/SUBFACTORS			
Past Performance	Very Highly Relevant High Confidence	[redacted]	[redacted]
Mission Capability a. Staffing b. Technical Approach Risk	[redacted] Low Risk for a Low Risk for b	[redacted] Risk for a Risk for b	[redacted] Risk for a Risk for b
Base Period Labor	[redacted]	[redacted]	[redacted]
Base Period Travel	[redacted]	[redacted]	[redacted]
Total Base Period			
Option Year One Labor	[redacted]	[redacted]	[redacted]
Option Year One Travel			
Total Option Year One			
Option Year Two Labor	[redacted]	[redacted]	[redacted]
Option Year Two Travel			
Total Option Year Two			
Total Base Year + Options (Labor)	[redacted]	[redacted]	[redacted]
Total Travel	[redacted]	[redacted]	[redacted]
Total Labor + Travel	$8,887,765.43	[redacted]	[redacted]

	IGCE
Base Period Labor	[redacted]
Base Period Travel	$29,416.00
Total Base Period	[redacted]
Option Year One Labor	[redacted]
Option Year One Travel	$29,416.00
Total Option Year One	[redacted]
Option Year Two Labor	[redacted]
Option Year Two Travel	$40,679.00
Total Option Year Two	[redacted]
Total Base Year + Options (Labor)	[redacted]
Total Travel	$99,511.00
Total Labor + Travel	[redacted]

MISSION CAPABILITY COLOR CODES:

BLUE: EXCEPTIONAL

GREEN: ACCEPTABLE

YELLOW: MARGINAL

[redacted]: UNACCEPTABLE

Past Performance Rating:

Relevancy:	Confidence:
Very Highly Relevant	High
Highly Relevant	Significant
Relevant	Satisfactory
Somewhat Relevant	Neutral/Unknown
Not Relevant	Little
	No Confidence

13. **Comparative Analysis of Offers:**

(1) Staffing Approach:

(a) [redacted] No weaknesses are identified for either contractor.

1) [redacted]

2) [redacted]

3) [redacted]

(b) [redacted]

(c) [redacted] Both proposals meet the minimum requirements; however are not considered to be among the highest rated proposals.

1) [redacted]

[redacted]

2) [redacted]

(2) **Technical Approach**:

(a) [redacted] No weaknesses are identified for either contractor.

1) [redacted]

2) [redacted]

(b) [redacted] There was one strength and no weaknesses identified for [redacted]. There were no strengths or weaknesses identified for [redacted]. [redacted] and [redacted] met the minimum requirements; however are not considered to be among the highest rated proposals.

1) [redacted]

2) [redacted] and [redacted] had no strengths or weaknesses in their Technical Approach.

(3) **Past Performance**. Past Performance information was obtained through the DOD Past Performance Information Retrieval Systems (PPIRS) for all contractors. Past performance questionnaires were received for all contractors. [redacted] To be considered Very Highly Relevant each offeror had to have experience in at least four of the seven functional areas.

(a) [redacted]

(b) [redacted]

1) [redacted]

2) [redacted]

(4) **Cost/Price**: The Government's estimate was based on a performance period of one base year and two optional years. Cost Reimbursable travel costs are included in the Government estimate and were provided to participating vendors in the not-to-exceed amount of Base Year, $29,416.00, Option Year One, $29,416.99, and Option Year Two $40,679.00 for a total of $99,511.00. In comparing total labor dollars, [redacted] offered the lowest total labor cost of [redacted]; [redacted] offered the second lowest total labor cost of [redacted]; [redacted] offered [redacted]; [redacted] offered [redacted]; and [redacted] offered [redacted]. [redacted] offered the highest labor cost of [redacted]. The total final evaluated cost are included in this document on pages 25 and 26, para 12, Final Evaluations.

14. Proposal Evaluation Conclusion.

(1) The basis of award is established in the RFQ. All non-price factors, when combined, were considered significantly more important than price and Mission Capability was considered more important than Past Performance. The proposal submitted by NG clearly represents the overall best value to the Government based on criteria specified in the RFQ and the above listed evaluations. NG's Blue/Low color coded/risk rating received for staffing approach and technical approach along with a performance rating of very highly relevant/high confidence represents the

best value for the Government. NG's proposal risk was low for both staffing and technical approach. Strengths were identified and there were no weaknesses in any aspect of [redacted] proposal.

(a) [redacted]

(b) [redacted]

(c) [redacted] Mission Capability (Staffing and Technical) is considered more important than past performance. [redacted]

(2) As a result of the aforementioned evaluation, it is determined that the proposal submitted by NG clearly represents the best value to the Government, price and other factors considered. This selection was based on the criteria established in Request for Quote HTC711-06-Q-0048.

(3) The Government will award the contract in the amount of $8,887,765.43 for the performance period, 1 November 2006 through 30 September 2009 to NG (Base year plus two option years).

(4) NG is registered in the Central Contractor Registration (CCR) (Attachment 3) and does not appear on the List of Parties Excluded from Federal Procurement and Non-procurement Programs as of 16 October 2006 (Attachment 4).

15. Based on the above, the Government will issue a task order against NG's existing GSA Schedule contract (GS-10F-0283L) in the total amount of Base year labor $2,015,998.18 plus $29,416.00 for Travel; Option period 1 labor $2,978,779.90 plus $29,416.00 for Travel; Option period 2 labor $3,793,476.35 plus $40,679.00 for Travel; to fulfill this requirement. At time of contract award, $1,418,447.00 is being funded. $1,406,156.38 labor for CLIN 0001, Tasks 1-4, and 12,290.62 for CLIN 0005, Travel. Optional Tasks 5 for $226,458.10; Optional Task 6 for $190,065.30; and Optional Task 7 for $193,318.40 are not being funded at time of award. The total not-to-exceed value of the contract will be $8,887,765.43 (Base Year of $2,045,414.18; Option One of $3,008,195.90; and Option Two of $3,834,155.35).

CONCUR:

[redacted]
JDPAC Technical Team Leader Date:

APPROVED BY:

[redacted] Date:
Contracting Officer

4 Attachments:
1. Quote Evaluation Criteria
2. Final Team Rating Sheets after Final Quote Revisions
3. CCR Registration
4. Listing of Parties Excluded from Federal Procurement and Non-Procurement Programs

Best Value Determination: Joint Distribution Process Analysis Center (JDPAC)

COORD:

[redacted]
Chief, DPO Support Branch
USTRANSCOM/TCAQ-DPO Contracting

DATE

[redacted]
Office of the Staff Judge Advocate

DATE

[redacted]
Chief, Acquisition Policy Branch

DATE

APPROVAL:

[redacted]
Chief, Command Acquisition
USTRANSCOM/TCAQ

DATE

Joint Distribution Process Analysis Center (JDPAC)
RFQ HTC711-06-Q-0048
QUOTE EVALUATION CRITERIA

Quotes will be evaluated against the following evaluation criteria (factors and subfactors):

(1) Mission Capability
  a. Staffing
  b. Technical Approach
(2) Past performance
(3) Cost or Price

The following order of importance of the evaluation criteria applies. Mission Capability is considered more important than Past Performance. Within the Mission Capability factor, the subfactors (Technical Approach and Staffing) are considered of equal importance. All non-cost factors, when combined, are considered significantly more important than cost or price. Cost (price) is evaluated but not rated. Award will be made to the contractor whose quote conforms to the requirements specified in the Request for Quotes and which provides the best value to the Government; price and other factors considered. This may result in an award to a higher rated, higher priced schedule contractor where the decision is consistent with the evaluation factors.

1. Mission Capability

Color/adjectival ratings will be used for rating each subfactor within the mission capability factor only. Each schedule contractor's quote will be given a color/adjectival rating for each subfactor under the mission capability factor using the measures of merit shown below. The color/adjectival rating depict how well the schedule contractor's quote meets the measures of merit and solicitation requirements.

(1) Blue (Exceptional) – Exceeds specified minimum performance or capability requirements in a way beneficial to the Government; quote must have one or more strengths and no deficiencies to receive a blue.

(2) Green (Acceptable) – Meets specified minimum performance or capability requirements delineated in the Request for Quote.

(3) Yellow (Marginal) – Does not clearly meet some specified minimum performance or capability requirements delineated in the Request for Quote, but any such uncertainty is correctable.

(4) Red (Unacceptable) – Fails to meet specified minimum performance or capability requirements; quote has one or more deficiencies. Quotes with an unacceptable rating are not awardable.

Measures of merit. The following measures of merit will be used to rate the subfactors under the mission capability factor:

(a) Subfactor: Staffing - Measures of merit for this subfactor are met when the schedule contractor:

- submits a sound staffing approach as reflected in a personnel matrix, which identifies the necessary personnel resources given the schedule contractor's approach to performing the PWS tasks.

- submits a personnel matrix, which properly correlates proposed per labor category and hours against the individual PWS task areas.

- provides evidence of their capability to effectively recruit, train, and retain adequate personnel resources to sustain acceptable performance.

- provides evidence of functional experience in supply and transportation (air and surface) arenas.

- identifies the necessary positions and generic resumes or position descriptions, which demonstrate requisite education, experience, security, or special skills needed to perform the intended PWS tasks.

- provides evidence of technical experience in using MS Access, Oracle and Teradata databases.

- provides evidence of technical experience in using deployment and distribution models and simulations within DOD (e.g., AMP, JFAST, CFAST, TARGET), commercial industry, and academia.

- provides evidence of technical experience in conducting detailed Defense distribution pipeline performance analysis or trend analysis to support distribution customers using operations research techniques.

- provides evidence of technical experience in developing ad hoc queries and ad hoc analysis of the distribution system.

(b) Subfactor: Technical Approach - Measures of merit for this subfactor are met when the schedule contractor:

- submits a sound plan for accomplishing the project within the required period of performance. The plan shall adequately identify all major project activities in logical order and realistic milestone dates.

- submits a plan that identifies quality checks to ensure the final deliverables meet all PWS requirements and includes proposed actions for correction of any defects.

- submit evidence of experience in collecting JDDE data and the capability to assess the performance of a supply chain network and respond to a test case scenario in accordance with the procedures below.

- submit evidence of existing knowledge management capabilities implemented and institutionalized within their company and demonstrate those capabilities in accordance with the procedures below.

Oral presentations:

1) Thirty (30) minute oral presentations are required in the area of Mission Capability, Technical Approach as identified above and shall be used to augment evaluation of Schedule Contractors' written technical quotes. A ten (10) minute prep-time will be given at the start of the KM demonstration and twenty (20) minute prep time for the Test case Scenario will be given.

a) Knowledge Management (KM) Demonstration: Each Schedule Contractor shall have 10 minutes to prepare for the KM demonstration. 15 minutes will be allowed to demonstrate their KM capability. The demonstration will be used to augment evaluation under the Mission Capability factor, Technical approach subfactor for this area. Only information previously furnished in the Schedule Contractors' written quotes can be presented during the demonstration. No addition information will be accepted for consideration by the Government's Source Selection Evaluation Team (SSET). At the end of the 15 minute KM demonstration any questions will be addressed by the Contracting Officer to clarify any apparent clerical mistakes or misstatements made that were not understood by the Government's SSET.

b) Test Case Scenario: Each Schedule Contractor shall have 20 minutes to prepare for the test case scenario. 15 minutes will be allowed to respond to the test case scenario. The Government will provide a test case scenario in the area of technical approach to evaluate the Schedule Contractor's approach to distribution performance analysis and assessment. Each Schedule Contractor will be asked to discuss their approach to the same scenario. An additional 15 minutes (past the 15 minutes allowed for the KM demonstration) will be permitted to allow each Schedule Contractor to respond to the scenario. The responses will be used to augment evaluation under the Mission Capability factor, Technical approach subfactor for this area. Only the Schedule Contractor's key personnel will be allowed to provide a response. It is left up to the Schedule Contractor's discretion as to which key personnel provide the response.

2) Oral presentations will be presented to the SSET and shall be prepared and conducted in accordance with the procedures provided below. The sole purpose of the oral presentation is to further assess the Schedule Contractor's capability to perform the technical requirements of the PWS.

3) Oral Presentation Procedures – Each Schedule Contractor shall conduct the required oral presentation which will be used to augment evaluation under the Mission Capability factor, Technical Approach subfactor. Failure of a Schedule Contractor to conduct the required oral

presentation will be cause for elimination of its quote from further consideration for award. The Contracting Officer will notify each Schedule Contractor of the scheduled date and time for the oral presentation. The invitation to make an oral presentation will not constitute a determination that the Schedule Contractor has been determined to be in the competitive range. The order in which oral presentations will be given will be determined by random selection. All oral presentations will be conducted at Scott Air Force Base, IL within one week after receipt of written quotes. The following procedures for conducting the oral presentation apply:

a) The oral presentation must by conducted by the Schedule Contractor's key personnel as identified in the Schedule Contractor's Proposed key personnel and personnel matrix. Attendance at the oral presentation is limited to no more than three (3) of the Schedule Contractor's proposed key personnel (prime and subcontractor). A Schedule Contractor's "key personnel" includes only those persons who will be assigned to the contract and whose abilities meet the qualifications established in the generic resumes provided in the proposed key personnel and personnel matrix. Please note the company introductions are included in the 30 minute time-frame provided for the oral presentation.

b) Oral presentations must be completed within a 30-minute time-frame. The time for the presentation will begin and end precisely at the time specified in the notification, unless otherwise instructed by the Contracting Officer. No information will be allowed to be presented or considered by the Government outside of the 30-minute time-frame with the exception of Schedule Contractor responses to questions from the Contracting Officer.

c) Discussion between Schedule Contractors and Government Evaluators is prohibited. The Contracting Officer and their designated representative are the only persons which will be allowed to have any contact with the Schedule Contractors during the oral presentations.

d) The information to be presented during the oral presentations must be strictly limited to the information required. Schedule Contractors must present their information in the order provided. No deviations from the order or content listed will be permitted during the oral presentations.

e) The demonstration will be conducted on a Government provided computer which will have access to the ".com" internet. Briefing slides are not mandatory. Schedule Contractors may also make use of the following during the demonstration and test case scenario session: A Government-furnished overhead projector, flip chart/flip chart paper, white board and marker pens. The contractor may furnish their own laptop but it may not be connected to the USTRANSCOM LAN.

f) The Government may, prior to concluding the oral presentation, verbally request any Schedule Contractor to clarify any apparent clerical mistakes or misstatements or statements made that were not understood by the SSET. Discussions will not be held during the oral presentation. After a competitive range is determined, discussions

may be held regarding oral presentation information presented with those Schedule Contractors remaining in the competitive range.

g) Schedule Contractors will not be permitted to amend or change any information as presented in their presentation prior to discussions.

h) The Schedule Contractors should include the appropriate markings for proprietary materials on all information presented prior to discussions.

i) Upon conclusion of the oral presentations, Schedule Contractors will be requested to leave the facility and again instructed not to have any contact with Government Evaluators regarding their oral presentation or this source selection.

j) There is no limit to the number of slides that can be presented during the oral presentation. However, only those slides presented within the 30 minute limit will be considered for evaluation. Any additional slides over and above those presented will be returned to the Schedule Contractor and will not be evaluated as part of the source selection.

2. Past Performance.

a. Past performance will be evaluated as a measure of the Government's confidence in the schedule contractor's ability to successfully perform based on previous and current contracts and work efforts. A confidence assessment rating will be assigned to each schedule contractor as follows:

(1) High Confidence – Based on the offeror's performance record, essentially no doubt exists that the offeror will successfully perform the required effort.

(2) Significant Confidence - Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.

(3) Satisfactory Confidence - Based on the offeror's performance record, some doubt exists that the offeror will successfully perform the required effort.

(4) Neutral/Unknown Confidence – No performance record identifiable.

(5) Little Confidence - Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort.

(6) No Confidence – Based on the offeror's performance record, extreme doubt exists that the offeror will successfully perform the required effort.

b. The following ratings will be used in evaluating the relevancy of the schedule contractor's past performance. The relevancy of each effort will be considered in determining the overall confidence assessment rating of the offeror:

(1) Very Highly Relevant (VHR) – Currently performing distribution planning and analysis along with related IT system analysis in four (4) or more of the following areas:

a) Functional and technical knowledge of DoD deployment and distribution operations.

b) Functional and technical knowledge of DoD distribution automated information systems (e.g., DPO related systems used by USTRANSCOM and its TCCs, DLA, Military Services, etc.). Experience in extracting and transforming data from the DoD distribution automated information system sources -- for current and historical data --based on customer requirements, data sources, and business rules.

c) Functional and technical knowledge in deployment and distribution models and simulations. Demonstrated experience in conducting deployment and distribution analysis for DoD organizations.

d) Functional and technical expertise in implementing data and information sharing systems across and within organizational units.

e) Functional and technical expertise in assessing the capabilities of physical transportation and/or distribution networks.

f) Functional and technical expertise in assessing the performance of a supply chain enterprise.

g) Functional and technical expertise in merger and acquisition experience in the commercial sector.

(2) Highly Relevant (HR) – DoD/commercial experience (within 1 year) in providing specialized systems analysis and technical services in three (3) or more of the following areas:

a) Functional and technical knowledge of DoD deployment and distribution operations.

b) Functional and technical knowledge of USTRANSCOM transportation automated information systems (e.g., GTN, WPS, GATES, etc...). Experience in extracting and transforming data from the USTRANSCOM and Military Services supply system sources -- for current and historical data --based on customer requirements, data sources, and business rules.

c) Functional and technical knowledge in deployment and distribution models and simulations within DOD (e.g., AMP, JFAST, CFAST, TARGET), commercial industry, and academia. Demonstrated experience in conducting deployment and distribution analysis for DoD organizations.

d) Functional and technical expertise in implementing data and information sharing systems across and within organizational units.

e) Functional and technical expertise in assessing the capabilities of physical transportation and/or distribution networks.

f) Functional and technical expertise in assessing the performance of a supply chain enterprise.

g) Functional and technical expertise in merger and acquisition experience in the commercial sector.

(3) Relevant (R) – DoD/commercial experience (within 2 years) in providing specialized systems engineering and technical services in two (2) or more of the following areas:

a) Functional and technical knowledge of DoD deployment and distribution operations.

b) Functional and technical knowledge of USTRANSCOM transportation automated information systems (e.g., GTN, WPS, GATES, etc...). Experience in extracting and transforming data from the USTRANSCOM and Military Services supply system sources -- for current and historical data --based on customer requirements, data sources, and business rules.

c) Functional and technical knowledge in deployment and distribution models and simulations. Demonstrated experience in conducting deployment and distribution analysis for DoD organizations.

d) Functional and technical expertise in implementing data and information sharing systems across and within organizational units.

e) Functional and technical expertise in assessing the capabilities of physical transportation and/or distribution networks.

f) Functional and technical expertise in assessing the performance of a supply chain network.

g) Functional and technical expertise in merger and acquisition experience in the commercial sector.

(4) Somewhat Relevant (SR) – DOD/Commercial experience (within the last 3 years) on any contract providing specialized systems engineering and technical services in any of the following areas:

a) Functional and technical knowledge of DoD deployment and distribution operations.

b) Functional and technical knowledge of USTRANSCOM transportation automated information systems (e.g., GTN, WPS, GATES, etc...). Experience in extracting and transforming data from the USTRANSCOM and Military Services supply system sources -- for current and historical data --based on customer requirements, data sources, and business rules.

c) Functional and technical knowledge in deployment and distribution models and simulations. Demonstrated experience in conducting deployment and distribution analysis for DoD organizations.

d) Functional and technical expertise in implementing data and information sharing systems across and within organizational units.

e) Functional and technical expertise in assessing the capabilities of physical transportation and/or distribution networks.

f) Functional and technical expertise in assessing the performance of a supply chain enterprise.

g) Functional and technical expertise in merger and acquisition experience in the commercial sector.

(5) Not Relevant (NR) – No relevant experience.

c. In addition to past performance information submitted by the schedule contractor, past performance information may be obtained from Contract Performance Assessment Reports (CPARs) in the Past Performance Information Retrieval System (PPIRS); questionnaires tailored to the circumstances for this acquisition; through Defense Contract Management Command channels; through interviews with program managers and contracting officers or other sources known to the Government.

3. Quote Risk:

Quote risk assesses the weaknesses associated with the offeror's proposed approach as it relates to accomplishing the requirements of the solicitation. Evaluators will make an independent judgment of the probability of success, the impact of failure and the offeror's proposed risk mitigation solutions when assessing quote risk. Risk is associated at the mission capability sub-factor level.

(a) High (H) - Likely to cause significant disruption of schedule, increased cost, or degradation of performance. Risk may be unacceptable even with special contractor emphasis and close Government monitoring.

(b) Moderate (M) – Can potentially cause some disruption of schedule, increased cost, or degradation of performance. Special contractor emphasis and close Government monitoring will likely be able to overcome difficulties.

(c) Low (L) – Has little potential to cause disruption of schedule, increased cost, or degradation of performance. Normal contractor effort and normal Government monitoring will likely be able to overcome any difficulties.

4. Price (Cost) – Although the reasonableness of unit prices under the GSA schedule contracts has already been confirmed by GSA, the schedule contractor's overall price for performance of this specific Performance Work Statement (PWS) requirement will be evaluated for completeness and reasonableness considering the proposed approach in terms of labor or skill mix, labor hours, any other direct costs, and quoted discounts. The total Government evaluated price for each quote will be considered in making the final best value determination. Subjective judgment on behalf of the Government is inherent in making this best value determination.

RATING TEAM WORKSHEET

~~**SOURCE SELECTION INFORMATION**~~

SEE FAR 2.101 and 3.104

OFFEROR CODE [redacted]	☐ **INTERIM EVALUATION**	☒ **FINAL EVALUATION**

FACTOR 1: PAST PERFORMANCE	**RATING:** [redacted]
Evaluation of the offeror's past performance to support the rating.	[redacted]

SIGNATURE (Contracting Officer)	**SIGNATURE (Technical)**

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 AND 3.104

OFFEROR CODE [redacted]	[ ] INTERIM EVALUATION	[X] FINAL EVALUATION

FACTOR 2: MISSION CAPABILITY SUBFACTOR - Staffing	RATING: (Blue, Green, Yellow, Red) [redacted]

STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits USTRANSCOM)	[redacted]
WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 AND 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	☒ FINAL EVALUATION

FACTOR 2: MISSION CAPABILITY **SUBFACTOR – Technical**	RATING: (Blue, Green, Yellow, Red) [redacted]

STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits USTRANSCOM)	[redacted]
WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 and 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	☒ FINAL EVALUATION

FACTOR 1: PAST PERFORMANCE	RATING: [redacted]
Evaluation of the offeror's past performance to support the rating.	[redacted]

SIGNATURE (Contracting Officer)

SIGNATURE (Technical)

RATING TEAM WORKSHEET
~~SOURCE SELECTION INFORMATION~~
SEE FAR 2.101 AND 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	X FINAL EVALUATION

FACTOR 2: MISSION CAPABILITY SUBFACTOR - Staffing	RATING: (Blue, Green, Yellow, Red) [redacted]

STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits USTRANSCOM)	
WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 AND 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	☒ FINAL EVALUATION

FACTOR 2: MISSION CAPABILITY **SUBFACTOR – Technical**	RATING: (Blue, Green, Yellow, Red) [redacted]

STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits USTRANSCOM)	
WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 and 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	X FINAL EVALUATION

FACTOR 1: PAST PERFORMANCE	RATING: [redacted]
Evaluation of the offeror's past performance to support the rating.	[redacted]

SIGNATURE (Contracting Officer)

SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 AND 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	X FINAL EVALUATION

FACTOR 2: MISSION CAPABILITY SUBFACTOR - Staffing	RATING: (Blue, Green, Yellow, Red) [redacted]

STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits the Air Force)	[redacted]
WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 AND 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	☒ FINAL EVALUATION

FACTOR 2: MISSION CAPABILITY **SUBFACTOR – Technical**	RATING: (Blue, Green, Yellow, Red) [redacted]

STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits the Air Force)	[redacted]
WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

RATING TEAM WORKSHEET

~~SOURCE SELECTION INFORMATION~~

SEE FAR 2.101 and 3.104

OFFEROR CODE [redacted]	☐ INTERIM EVALUATION	☒ FINAL EVALUATION

FACTOR 1: PAST PERFORMANCE	RATING: [redacted]
Evaluation of the offeror's past performance to support the rating.	[redacted]

SIGNATURE (Contracting Officer)

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RATING TEAM WORKSHEET
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STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits USTRANSCOM)	[redacted]
WEAKNESSES (Explain how proposal fails to meet performance capability)	
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WEAKNESSES (Explain how proposal fails to meet performance capability)	
(Indicate risk rating (L, M, H) and identify strengths and weaknesses. Include references.)	[redacted]

SIGNATURE (Contracting Officer)	SIGNATURE (Technical)

Central Contractor Registration

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General Information

Current Registration Status: **Active in CCR; Registration valid until 10/10/2007.**

DUNS:	**064677243**
DUNS PLUS4:	
CAGE/NCAGE Code:	**1V4D7**
Legal Business Name:	**NORTHROP GRUMMAN INFORMATION TECHNOLOGY, INC.**
Doing Business As (DBA):	**DEFENSE GROUP**
Division Name:	**DEFENSE GROUP (FORMERLY DEFENSE ENTERPRISE SOLUTIONS)**
Division Number	
Company URL:	**http://www.northropgrummanit.com**

Physical Street Address 1:	**7575 COLSHIRE DRIVE**
Physical Street Address 2:	
Physical City:	**MC LEAN**
Physical State:	**VA**
Physical Zip/Postal Code:	**22102-7508**
Physical Country:	**USA**

Mailing Name:	**NORTHROP GRUMMAN INFORMATION TECHNOLOGY, INC.**
Mailing Address:	**7575 COLSHIRE DRIVE**
Mailing Address 2:	
Mailing City:	**MCLEAN**
Mailing State:	**VA**
Mailing Zip/Postal Code:	**22102-7508**
Mailing Country:	**USA**

Business Start Date: **01/01/1961**

Corporate Info

Type of Organ

Corporate Entity, Not ..

(State of Incorporation is DE,

Business Types/Grants

2X - For-Profit Organization
77 - Service Provider
95 - Research and Development
B9 - Large Business
MF - Manufacturer of Goods
VN - Contracts

Goods / Services

North American Industry Classification System (NAICS)

541330 ENGINEERING SERVICES
541380 TESTING LABORATORIES

541511 CUSTOM COMPUTER PROGRAMMING SERVICES
541512 COMPUTER SYSTEMS DESIGN SERVICES
541513 COMPUTER FACILITIES MANAGEMENT SERVICES
541519 OTHER COMPUTER RELATED SERVICES
541690 OTHER SCIENTIFIC AND TECHNICAL CONSULTING SERVICES
541710 RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES
541990 ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES
611420 COMPUTER TRAINING

Standard Industrial Classification (SIC)

5045 COMPUTERS, PERIPHERALS & SOFTWARE
7371 COMPUTER PROGRAMMING SERVICES
7372 PREPACKAGED SOFTWARE
7373 COMPUTER INTEGRATED SYSTEMS DESIGN
7374 DATA PROCESSING AND PREPARATION
7379 COMPUTER RELATED SERVICES, NEC

Product Service Codes (PSC)

-

Federal Supply Classification (FSC)

-

Small Business Types

SDB, 8A, and HubZone certifications come from the Small Business Administration and are not editable vendors.

Business Types	Expiration Date
-	

North American Industry Classification System (NAICS)

The small business size status is derived from the revenues and/or number of employees entered by vendor during the registration process.

NAICS Code	Description	Small Business	Emerging Sr Business
541330	ENGINEERING SERVICES	No	No
541380	TESTING LABORATORIES	No	No
541511	CUSTOM COMPUTER PROGRAMMING SERVICES	No	No
541512	COMPUTER SYSTEMS DESIGN SERVICES	No	No
541513	COMPUTER FACILITIES MANAGEMENT SERVICES	No	No
541519	OTHER COMPUTER RELATED SERVICES	No	No
541690	OTHER SCIENTIFIC AND TECHNICAL CONSULTING SERVICES	No	No
541710	RESEARCH AND DEVELOPMENT IN THE PHYSICAL, ENGINEERING, AND LIFE SCIENCES	No	No
541990	ALL OTHER PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES	No	No
611420	COMPUTER TRAINING	No	No

Points of Contact

Government Business POC Primary		Government Business POC Alternate	
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State:	VA
Zip/Postal Code:	221027508
Country:	USA
U.S. Phone:	(703) 556-1786 Ext:
Non-U.S. Phone:	
Fax:	(703) 556-1381

Past Performance POC Primary

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Non-U.S. Phone:	
Fax:	(703) 713-4240

Electronic Business POC Primary

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Address Line 2:	
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Non-U.S. Phone:	
Fax:	(703) 453-8854

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State:	VA
Zip/Postal Code:	22102
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Non-U.S. Phone:	
Fax:	(703) 556-1381

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Non-U.S. Phone:	
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State:	VA
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Country:	USA
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Non-U.S. Phone:	
Fax:	(703) 453-8854

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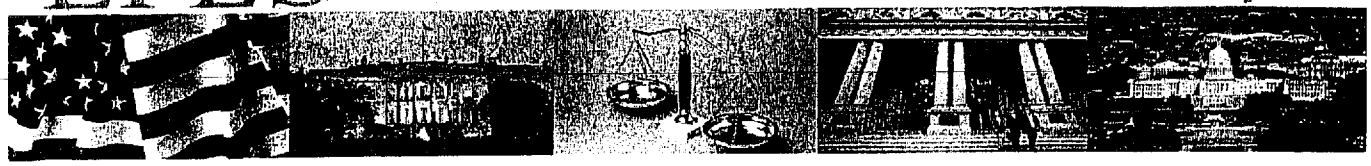

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> News

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> Advanced Reports

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> Advanced Archive Search

Contact Information

> Email: support@epls.gov
episcomments@epls.gov

> Phone: 1-866-GSA-EPLS
1-866-472-3757

NORTHROP GRUMMAN
Information Technology

Joint Distribution Process Analysis Center (JDPAC) for USTRANSCOM

In Response to RFQ Number:
HTC711-06-Q-0048

Submitted to:
USTRANSCOM/TCAQ
508 Scott Drive
Scott AFB, IL 62225-5015

Past Performance Information
Technical Quote

September 6, 2006

Submitted by:
Northrop Grumman
Information Technology

This proposal includes data that shall note 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 or quotation. If, however, a contract is awarded to this offeror as a result of -- or in connection with -- the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in all sheets.

2.0 Technical Quote

USTRANSCOM requires the selected vendor to have knowledge of JDDE functional processes and expertise in the tools, technologies, and analytical methodologies and best practice techniques to be used in the JDPAC. The Northrop Grumman JDPAC Team will deliver personnel with the functional, analytical and technical expertise to execute our task order plans—plans grounded in the work we perform today for USTRANSCOM and across the DoD community. We are prepared to fully staff these tasks on Day 1 with qualified and motivated personnel. Selection of our team will result in an uninterrupted, continuous evolution of the JDPAC—there will be no transition, no interruptions, and no extended learning curve. We offer the quickest, most effective path to the future.

The JDDE's complex and vast scope will benefit from independent functional, analytical, and technical expertise to create an optimized, effective, and efficient distribution enterprise. The Northrop Grumman JDPAC Team (Northrop Grumman, LMI, Stanley, and PRTM) will provide technical expertise, functional knowledge, and continuity to support the JDPAC's analytical engine. This engine will create and enable implementation of world-class deployment and distribution solutions supporting the President, Secretary of Defense, and Combatant Commanders' assigned missions.

Having supported USTRANSCOM for 14 years, the Northrop Grumman JDPAC Team is well positioned to provide stability and continuity to the JDPAC. Our team of 31 persons at USTRANSCOM and at SDDC/TEA are performing the following directly related JDPAC tasks:

- Inter-modal Distribution Lane (IDL) analysis
- Independent USTRANSCOM Commander-sponsored analysis, including ad hoc analysis
- COCOM supply chain distribution analysis, including distribution governance strategies and implementation
- End-to-end distribution gap analysis
- Distribution capabilities-based analysis
- Joint collaborative analysis
- Modeling and simulation support
- Database management including data acquisition and transformation
- Adaptive planning
- JDPAC transformation and organizational analysis
- Distribution Integration Priority List analysis.

In this section, we present our staffing approach and provide evidence of our capability to recruit, train, and retain qualified personnel with the credentials to accomplish the approaches we describe for all seven task areas. Our combined staffing and technical approach is designed to accomplish one objective—fully support the JDPAC evolution from a virtual standup organization to a fully operational implementation.

2.1 Staffing Approach

The Northrop Grumman JDPAC Team will provide highly qualified technical and professional personnel and the proven leadership necessary to achieve program success. We will preserve institutional knowledge and proven relationships by retaining the staff currently at USTRANSCOM, supplementing their skills with highly qualified subject matter experts (SMEs) and consultants currently under retainer across our team.

Exhibits 2.1-1 through **2.1-3** illustrate our staffing plan, showing labor categories and hours by task for the base year and the 2 option years.

Functional Labor Category	Contract Labor Category	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Analyst/Engineer 1	Analyst/Engineer 1						1020	
Analyst/Engineer 2	Analyst/Engineer 2			527			290	
Analyst/Engineer 3	Analyst/Engineer 3				206			
Deployment and Distribution Functional Analyst	Senior Logistician 5		5604					
Deployment and Distribution Junior Operations Research Analyst	Logistician 3					880		
Deployment and Distribution Senior Operations Research Analyst	Technical Manager 4		1868			1310		
Experienced Business Analyst	Experienced Business Analyst		240					
Knowledge Engineer 2	Technical Manager 3			715				
Principal Knowledge Management Engineer (key)	Experienced Principal		80	393		400		
Principal Knowledge Management Technical Manager	Director		20	54		50		
Program Manager (key)	Principal Logistician 3	138						
Project Leader 1	Project Leader 1				44			
Project Leader 2	Project Leader 2				290			
Senior Logistics Analyst	Principal Logistics 1							1760
Senior Technical Specialist 1	Senior Technical Specialist 1			313			200	
Senior Technical Specialist 2	Senior Technical Specialist 2			268				
Senior Technical Specialist 3	Senior Technical Specialist 3			170				
Technical Lead (key)	Senior Technical Manager 2		1868					
Technical Specialist 1	Senior Analyst 5						250	
Technical Specialist 2	Technical Specialist 2			1080	232			
Technical Specialist 3	Technical Specialist 3				108			
Total		138	9860	3520	880	2460	1760	1760

Exhibit 2.1-1. Staffing Plan Matrix (Base Year)

Functional Labor Category	Contract Labor Category	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Analyst/Engineer 1	Analyst/Engineer 1			940				
Analyst/Engineer 2	Analyst/Engineer 2						1900	
Deployment and Distribution Database Analyst	Analyst 5		1980					
Deployment and Distribution Functional Analyst	Senior Logistician 5		5940					
Deployment and Distribution Senior Operations Research Analyst	Technical Manager 4		3960			1920		
Development and Distribution Junior Operations Research Analyst	Logistician 5		1500			410		
Knowledge Engineer	Technical Manager 3			1420				
Principal Knowledge Management Engineer (key)	Experienced Principal			440		500		

Functional Labor Category	Contract Labor Category	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Principal Knowledge Management Technical Manager	Director			60		50		
Program Manager (key)	Principal Logistician 3	150						
Senior Logistics Analyst	Principal Logistician 1							1920
Senior Technical Specialist 1	Senior Technical Specialist 1			40			40	
Technical Lead (key)	Senior Technical Manager 2		1980					
Technical Specialist 1	Senior Analyst 5			940			1900	
Technical Specialist 2	Technical Specialist 2		1920					
Total		150	17280	3840	0	2880	3840	1920

Exhibit 2.1-2. Staffing Plan Matrix (Option Year 1)

Functional Labor Category	Contract Labor Category	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Analyst/Engineer 2	Analyst/Engineer 2		1920				1900	
Analyst/Engineer I	Analyst/Engineer 1			940				
Deployment and Distribution Database Analyst	Analyst 5		1805					
Deployment and Distribution Functional Analyst	Senior Logistician 5		5760					
Development and Distribution Junior Operations Research Analyst	Logistician 5		3840			960		
Deployment and Distribution Senior Operations Research Analyst	Technical Manager 4		7680			1470		
Knowledge Engineer	Technical Manager 3			1420				
Principal Knowledge Management Engineer (key)	Experienced Principal			400		400		
Principal Knowledge Management Technical Manager	Director			50		50		
Program Manager (key)	Principal Logistician 3	150						
Senior Logistics Analyst	Senior Logistics Analyst							1920
Senior Technical Specialist 1	Senior Technical Specialist 1			40			40	
Technical Lead (key)	Senior Technical Manager 2		1920					
Technical Specialist 1	Technical Specialist 1			940			1900	
Technical Specialist 2	Technical Specialist 2		1920					
Total		150	24845	3840	0	2880	3840	1920

Exhibit 2.1-3. Staffing Plan Matrix (Option Year 2)

2.1.1 Recruiting, Training, and Retaining Personnel

The Northrop Grumman JDPAC Team has a proven system to recruit, train, and retain highly qualified personnel. We will quickly and efficiently bring on new personnel when new requirements dictate. The team provides each employee a compensation package that treats our employees fairly, recognizes their accomplishments, and delivers to the JDPAC the best-qualified candidate for each position.

The Northrop Grumman JDPAC Team recruitment and retention plans integrate competitive compensation packages (salary and benefits) and employee development and training programs to attract, retain, and motivate exceptional performers.

The Northrop Grumman JDPAC Team's Approach to Attracting and Retaining a Qualified, Motivated JDPAC Staff

- Attract highly qualified people using a robust and effective set of recruiting processes and tools
- Retain highly qualified people by providing a very competitive compensation package—competitive salaries, incentives and awards, competitive benefits, an array of advancement opportunities, and professional and flexible working conditions
- Provide challenging job assignments and challenges
- Maintain the highly qualified work force by providing training opportunities to keep professionals technically current and help them attain their career objectives.

Recruiting Approach. Each team member has a successful track record of recruiting and hiring highly qualified candidates. Embedded in the process are two key factors that enable this success. The first key is a detailed knowledge of the requirements. Our team understands both the JDPAC and the task requirements. We will review JDPAC staffing monthly to forecast needs. With this information, our recruiters will proactively seek candidates before they are needed, so that when the position is required, we have a stable of outstanding candidates from which to choose. We select our people carefully, recruiting from top schools, looking for industry and functional experience in individuals who are problem solvers and innovators.

The second key is labor market knowledge. We know the sources of potential employees in the St. Louis area. We are proactively involved in the marketplace; we regularly connect with local colleges, universities and SMEs to build and maintain long-term relationships. We provide staff incentives through on-the-spot bonuses for successful candidate referrals.

Training. The Northrop Grumman JDPAC Team provides outstanding training programs designed to keep our USTRANSCOM employees current in transportation, logistics, and analysis skills and knowledge. Team members offer training benefits including tuition assistance; access to Internet-based online distance learning; and courses in writing and speaking skills, project management, mathematics, operations research, and supply chain management. Staff members attend short courses and seminars at leading universities and colleges at no cost to the customer.

Memberships in professional societies and associations are another example of the opportunities to learn we provide our employees. These memberships provide access to professional journals, technical publications, and technical libraries. Members of our team are actively involved in the following:

- Supply Chain Council
- Data Interchange Standards Association
- Military Operations Research Society
- Oracle Applications Users Group
- Washington, DC, Chapter of Institution for Operations Resource and the Management Sciences
- Virginia Modeling, Analysis, and Simulation Center
- International Society of Logistics Engineers
- Center for Supply Chain Research
- Defense Sustainment Consortium
- National Defense Transportation Association
- Object Management Group
- Organization for the Advancement of Structured Information Standards.

On average, our corporate team members allocate between $2,000 and $5,000 annually in training funds for each employee. In 2005, over 40 percent of our employees participated in training programs. All of these training opportunities result in a skilled work force, continuity to the customer and retention in the company.

Retaining Personnel. The Northrop Grumman JDPAC Team recognizes that our employees are our chief assets and that employee satisfaction leads to retention and, ultimately, customer satisfaction. The team's combined retention rate is over 90 percent; even higher at USTRANSCOM. This comes from a rewarding work environment, an outstanding mentoring and training program, and a high quality of life. This outstanding retention is demonstrated by Northrop Grumman being voted the "Best Company to Work For" by Information Technology professionals in a *Forbes* Magazine survey in 2003; by PRTM earning a ranking in "The 10 Best Consulting Firms to Work For" 5 years running; and LMI being named in the October, 2005 *Washingtonian* Magazine as one of the Top Great 50 Places to Work in the DC Area. Through competitive compensation plans, bonus programs, and tailored career development plans we anticipate a continuation of these high retention rates.

Proven Success in Retaining Staff Supporting USTRANSCOM

- **Northrop Grumman.** Over the past 7 years, Northrop Grumman hired a team of 17 people to support USTRANSCOM. In all this time only two people have left the company, one to move to a civil service position at USTRANSCOM and one who rejoined Northrop Grumman after an absence of only 4 months.
- **LMI.** Since 1999, LMI has hired 26 on-site staff, and only two have left—one due to the end of a contract the other to move to a civil service position at USTRANSCOM. Five of the six current contracts have never had an on-site staff member leave the program.

At USTRANSCOM, our 94 percent retention rate preserves institutional knowledge and provides for increased productivity and efficiency.

2.1.2 Staff Experience in Supply and Transportation

The Northrop Grumman JDPAC Team has 31 SMEs whose talents, skills, and domain knowledge will provide the catalyst to fast forward the JDPAC evolution.

Our proven capabilities span the entire spectrum from small unit tactical operations to theater and Combatant Command-level operations, including USTRANSCOM and regional Combatant Command Deployment and Distribution Operations Centers (DDOCs). We have a cadre of transporters, logisticians, traffic management professionals, and tactical air and surface transportation, distribution, and port operations experts. Highlights of these individuals are included in **Exhibit 2.1.2-1.**

Highlights of the Skills and Experience of the Northrop Grumman JDPAC Team's Analysts and SMEs	
▪ Direct tactical, operational, and strategic transportation, distribution, and logistics experience supporting all uniformed Services	▪ Barrel master for the largest Military Airlift Wing responsible for scheduling all airlift missions and cargo/passengers assigned to the wing for movement
▪ Movement Control Officer for VII Corps during its deployment to the Gulf War, combat operations and redeployment to Germany	▪ Operations and Executive Officer of the largest Transportation Battalion in Europe providing truck transportation support in Germany, Belgium, Luxemburg, and the Netherlands
▪ Chief of Supply for Air Mobility Command; directed supply functional teams to improve strategic inventory positioning at forward supply locations for AMC en route airlift	▪ Operations Officer and Chief of Current Operations in the largest airlift wing in the USAF
▪ Commanding Officer of the AMC port operation at Diego Garcia supporting critical airlift en route support for USPACOM and USENTCOM	▪ Commanding Officer of the Dover AFB aerial port—managed the largest CONUS aerial port operation during Operations Desert Shield and Desert Storm
▪ Commander of the 25th Movement Control Battalion providing movement command and control for all U.S. forces in Korea	▪ Port Operations Officers for deployment through seaports of Beaumont and Ad Dammam
▪ Three watch officers in the USTRANSCOM DDOC including Deputy DDOC Chief, Air Cell Deputy Branch Chief, and Global America's Deputy Branch Chief	▪ Two deployment and distribution functional analysts deployed to the USCENTCOM DDOC with one also deployed to the Korean DDOC (PDDOC-K) while on active duty.
▪ Three staff members with relevant experience in Air Force Major Command Operations Centers, the USEUCOM Command Operations Center, and the USEUCOM Movement Control Center	▪ Installation logistics and contracting officer at Vance AFB

Exhibit 2.1.2-1. The Northrop Grumman JDPAC Team's Human Resource Pool
This pool of experienced professionals represents an on-site and reachback repository of knowledge immediately available to support JDPAC requirements.

Our team has additional experience to offer in both commercial and Government sectors. Ryder, a third party logistics (3PL) company, has performed distribution network analyses for Lucent Technologies, Grainger, and BMW, among others. These analyses support high-level strategic planning by evaluating various logistics strategies to enable a better understanding of the dynamics of a supply chain. These network design analyses facilitate informed decision making through supply chain modeling, analysis of facility locations, and consideration and modeling of multiple transportation strategies including mode selection, consolidation/ deconsolidation, freight pooling, merge in transit, continuous moves, and others. SMEs in these types of commercial transportation analyses are available to infuse commercial insights into JDPAC analyses.

2.1.3 Necessary Positions

JDPAC's success depends on the correct mix of technical skills and functional knowledge to complete analyses with speed and accuracy. To that end, The Northrop Grumman JDPAC Team offers a technically skilled labor mix to accomplish all seven tasks. Our labor category qualifications reflect not just technical skills and abilities but the essential cultural requirements that will allow our personnel to fit within the JDPAC organization as knowledgeable and capable members of a team.

Appendix A of Section 2 provides generic position descriptions for all labor categories for all tasks for all contract years.

2.1.4 Database Experience

USTRANSCOM requires that the successful vendor have the ability to manipulate data and perform ad hoc queries and analyses. This requires strengths in Oracle, MS Access, and Teradata. The Northrop Grumman JDPAC Team has the experience and personnel to provide USTRANSCOM with the database extraction and manipulation capabilities that will lead to successful analytical outcomes.

Oracle. The Northrop Grumman JDPAC Team has more than 10 years of USTRANSCOM TCJ5/4 experience working with both the database and knowledge management (KM) aspects of Oracle. We support AMP and ELIST modeling applications by installing and managing Oracle on Solaris and Windows 2000 operating systems; creating new database instances and setting up Oracle services; optimizing performance and running performance statistics; creating and managing user accounts and permissions; and importing and exporting databases.

The team's knowledge management experience includes:

- Developing advanced applications and scripts that query Oracle databases and perform complex analyses on the data
- Modeling applications using Oracle through Java Database Connectivity (JDBC) and Open Database Connectivity (ODBC) connections
- Developing Oracle SQL scripts and queries to manage, transform, filter, or combine data
- Repairing and augmenting TPFDD data stored in Oracle databases, including running validation rules to repair erroneous values; combining TPFDD and TUCHA data to create simulation scenarios; and merging simulation output with TPFDD input to produce refined TPFDDs
- Building custom reports and collecting statistics to analyze simulation and modeling behavior from execution traces
- Fusing data from USTRANSCOM's Global Transportation Network (GTN) and AMC's Table Management Database System (TMDS) with simulation data to provide simulated data feeds to GTN.

MS Access. The Northrop Grumman JDPAC Team has operational experience in using Access for data manipulation when supporting USTRANSCOM deployment and distribution analytical requirements. Our analysts have extracted volumes of data from models, simulations, and Government data systems and developed ad hoc databases to provide quick access to distribution system data. Transforming data from

flat files into Access database formats facilitates the conversion of raw data into usable and presentable information.

We have imported dozens of sets of MIDAS simulation output data into Access, establishing data element relationships to permit the rapid comparison of simulation results; determine the sensitivity of results to specific input variables; assess the significance of variance between simulation results; and compile transportation asset and infrastructure performance measures. We performed all this work by using ad hoc queries and creating on-the-fly output reports and graphics. Application of the Access solution significantly reduced the data preparation portion of the study, leaving more time for the analysis.

Teradata. Northrop Grumman implemented an innovative combination of the NCR Teradata database and SGI Storage Area Network (SAN) to provide a low-cost alternative for data access. This approach proved to be scalable to multiple terabytes with improved system performance through reduced query time; completion of additional indexing; optimization of table portioning; and tuning of SQL query code—all at a lower cost than a traditional Database Management System (DBMS) solution. Northrop Grumman was recently selected to transition the Transportation Financial Management System, a Teradata system, to the Defense Enterprise Accounting Management System (DEAMS) data warehouse, another Teradata system.

While the current contract and this solicitation both require the Government to provide the data for analysis, five of our analysts supporting the JDPAC have requested Teradata accounts to enable direct, timely data base queries and data retrieval. Many analysts have GTN, GDSS, GATES, SMS, JOPES, and Logbook accounts and perform ad hoc and "canned" data extractions from these systems.

The following three examples highlight additional Oracle, MS Access, and Teradata capabilities:

- **DLA SPIDERS.** Northrop Grumman is the sole developer of SPIDERS, a secure Web-enabled decision support system DLA uses for readiness/supply planning. SPIDERS provides users with the ability to analyze data to identify trends and issues associated with DLA supply chain. Data are integrated and stored in SPIDERS's centralized Oracle database. In developing this system, Northrop Grumman converted an MS Access-based mission tracking application to an Oracle-based version in SPIDERS. Development of this system capitalizes on our team's strengths in database management, data extraction, and logistics.
- **United States Postal Service (USPS) Corporate Data Acquisition Service (CDAS).** This project was initiated to build a data management infrastructure capable of presenting an integrated view of USPS business. The initial phase included completion of a high-level architecture, documentation of corporate policies and procedures to implement CDAS, and development of a project plan of sufficient detail to coordinate work by multiple USPS teams or vendors. The second phase was a multi-vendor task to analyze legacy systems and bring system, data models, and data dictionaries to a newly emerging enterprise standard. Target and source databases include Teradata, Oracle, DB2, IDMS, VSAM, and FOCUS.
- **USPS National Retail Data Mart (NRDM).** The NRDM was developed to provide USPS managers with visibility into all retail sales. The source data for NRDM is the USPS Point of Sales (POS) system operating at each post office. The NRDM integrates data across all USPS retail revenue channels to provide USPS sales, business, and marketing analysts with data down to the transaction level. This system provides a query and report capability to analyze and transform the data.

2.1.5 Deployment and Distribution Models and Simulations

The work required under JDPAC is a natural extension of The Northrop Grumman JDPAC Team's M&S analytical capabilities. Our seasoned personnel do not just run these models—they understand them. They provide rich, direct, and relevant USTRANSCOM experience in innovative modeling and analytical capabilities delivered in response to ever-changing requirements.

Northrop Grumman JDPAC Team members have consistently and continuously participated in every major mobility study since 1982, starting with the Congressionally Mandated Mobility Study and continuing with the recently completed Mobility Capabilities Study at USTRANSCOM in 2006. These studies required thousands of deployment and distribution model runs with accompanying data transformation analysis of the model outputs. Results from these studies were briefed at the highest level of the Government and were influential in decisions to secure new equipment (i.e., 180 C-17s and 19 LMSRs); provide new airlift en route bases (Spangdahlem AB, GE); upgrade infrastructure (Hickam AFB, HI, and Guam ports of debarkation [PODs]); re-site CONUS sealift Ready Reserve Force (RRF); and support many other high-level decisions. We continue in this role, supporting the follow-on MCS 2006 studies. Our analysts have a comprehensive understanding of the algorithms and nuances of the models, facilitating the creation of correct information and sound analysis.

Our analysts have in-depth experience in using the numerous tools shown in **Exhibit 2.1.5-1**.

Model/Purpose	Northrop Grumman Team Use
Analysis of Mobility Platform (AMP). End-to-end transportation and distribution model supporting DoD program analyses. AMP's federation architecture allows component models and simulations to dynamically interact to provide an integrated end-to-end simulation of the deployment and distribution process	Mobility Capability Study (MCS); Mobility Capability Study 2006 (MCS 06), Mobility Requirements Study, 2005 (MRS 05)
Model for Intra-theater Deployment by Air and Sea (MIDAS). Provides an origin-to-destination simulation of the Defense Transportation System, including movement of unit equipment, personnel, and dynamically generated sustainment requirements. It examines air and sealift modal trades-offs to provide best use of available assets, infrastructure, and overall force/sustainment closure	USTRANSCOM Commander's Focused Mobility Analysis (FMA); Intra-theater Lift Capability Study (ITLCS); Advanced Mobility Capability Study (AMCS). Special collaborative USPACOM TRANSLOG Study (analysis briefed to Sec Def)
Enhanced Logistics Intra-theater Support Tool (ELIST). Key tool and enabler of the SDDC's success in providing detailed deployability analysis and transportation engineering services and products to the warfighter and analyst.	Used to support CONUS and theater transportation capabilities in the MCS, MCS 06, and MRS 05 studies and in support of regional COCOM adaptive planning.
Transportability Analysis Reports Generator Tool (TARGET). SDDCTEA group of models and programs that provides detailed transportation information of military unit movement requirements	MCS, MRS 05, and ITLCS studies and analyses
Benefit to USTRANSCOM: This level of expertise provides USTRANSCOM analysts with the data required to focus on key analytical questions and issues with the confidence that their conclusions, insights, and recommendations are based on quality modeling, simulation, and analysis.	
Mobility Simulator Model (MobSim). Air mobility simulation capable of simulating airlift, sealift, tactical air refueling, strategic air refueling, air bridge air refueling, and homeland defense mission requirements in a single integrated case, providing visibility of issues of mission conflict and overlap	Initial application in USTRANSCOM in support of air refueling tanker mission overlap and alternate cargo airlift mission capability study; USTRANSCOM Commander's Focused Mobility Analysis—Tanker
Air Mobility Operations Simulator (AMOS). Air Mobility Command's (AMC's) full-spectrum air transportation and aerial refueling simulation model	Initial capability
Benefit to USTRANSCOM: The Northrop Grumman JDPAC Team continually expands our analytical "tool box" to provide new and innovative ways to address our customers' modeling, simulation, and analysis requirements and provide the optimal solution.	
Joint Flow and Analysis System for Transportation (JFAST). Deliberate planning modeling tool supporting the USTRANSCOM transportation feasibility assessment of Combatant Command operations and contingency plans	Regional COCOM adaptive planning, modeling, and analysis in support of TCJ3 and all regional COCOMs

Model/Purpose	Northrop Grumman Team Use
Collaborative Force Analysis Sustainment and Transportation (CFAST). Time-phased force deployment data development tool combining rough order of magnitude transportation feasibility assessment and force sequencing tool to support the deliberate / adaptive planning process.	Regional COCOM adaptive planning, modeling, and analysis. Supported for the Operational Availability series of analyses supporting the analytical agenda
Benefit to USTRANSCOM: The Northrop Grumman JDPAC Team analysts execute M&S to provide adaptive planning support to USTRANSCOM in support of its role as the Mobility Force provider when determining the feasibility of regional COCOM plans. The modeling continuity provided by our skilled analysts allows the military planner in the Command to concentrate on the planning process with complete confidence in the supporting M&S results.	
Aerial Port of Debarkation Model (APOD). Discrete event simulation of APOD activities including all aircraft and cargo handling, maintenance and onward movement activities. Also includes four airport and seaport planning tools.	Infrastructure studies for the EERISC and PERISC, Global Cooperative Security Location Study, and the USPACOM Alternate CONOPS Study
Benefit to USTRANSCOM: Knowledge of this tool provides the technical modeling expertise and functional knowledge of port operations to execute these studies with minimal guidance while continually providing excellent products. USTRANSCOM infrastructure analysts rely on this expert capability to support critical en route infrastructure decisions in support of DoD global realignment planning.	
Ad Hoc Quick-Look Models and Tools. Analysts have developed special purpose models to support one-of-a-kind analyses including the "Tail Counter," "Multiple Scenario Closure Model," the "POL Linear Program Tanker Model," and "Strategic Mobility Closure Estimator." These tools were developed, tested, and fielded within 5 days of being requested to support ad hoc TCCC and TCJ5/4 directed analyses	Analysts used these tools to provide quick-turn analysis tools for flag officer decision support and programmatic analysis (AMCS, TCCC testimony to Congress—number of C-17s question, etc.)
Benefit to USTRANSCOM: The Northrop Grumman JDPAC Team has the understanding of the JDDE to develop ad hoc analysis tools to quickly support key decision makers and analytical requirements. Our proven capabilities in creating such tools provide the customer with confidence to use these tools to support ad hoc senior leader analysis requests and enables quick-look analyses.	
Arena® Simulation Language Model. Northrop Grumman analysts are developing an ad hoc simulation of theater network using the Arena simulation language	Analysts, in collaboration with the Joint Staff and OSD, are developing this prototype model for the JITDA study and to provide a template for future detailed theater distribution studies and analyses
Benefit to USTRANSCOM: The Northrop Grumman JDPAC Team analysts have the technical and analytical skill and domain expertise to quickly develop ad hoc discrete event simulation tools to provide simulation capability for areas not covered by existing DoD tools.	

Exhibit 2.1.5-1. USTRANSCOM M&S Tools Used by the Northrop Grumman JDPAC Team
Our wealth of analytical and M&S experience provides an unequaled talent pool to draw from in the conduct of deployment and distribution M&S to support departmental and command level studies.

Ongoing research and development efforts under the guidance of our team members are expanding AMP functionality in replicating detailed operations of the theater Reception, Staging, and Onward Integration (RSOI) and the global distribution system down to the key distribution nodes. We will leverage this tool to provide the timely and cost efficient analysis and assessment of the emerging and increasing complex questions and issues facing USTRANSCOM as the DPO.

The Northrop Grumman JDPAC Team supported the Focused Mobility Analysis (FMA), commissioned by the USTRANSCOM Commander in 2006. This study examined the impact of programmatic decisions on alternative airlift force structure mixes. Our analysts worked closely with USTRANSCOM analysts and SMEs to adapt AMP to run multiple scenario excursions—changing movement requirement and deployment and distribution system characteristics in support of the design of experiment. More than 400 AMP and APOD model runs requiring unique model setups were completed. The study was completed on schedule, briefed to the USTRANSCOM Commander and Commander/AMC, and used as quantitative support for the Commander's testimony to Congress in 2006.

The Northrop Grumman JDPAC Team is continually expanding our capabilities to address emerging and expanding requirements. To examine the interactions and resource competition between airlift and air refueling operations, our analysts completed testing of the Mobility Simulator (MobSim) software. MobSim is a commercial discrete event simulation model with the capability to analyze airlift and air

refueling operations in a single integrated scenario. Prior to implementing this new capability, we conducted extensive testing and validation of MobSim using performance benchmarks from AMP's airlift results and air refueling results from the Combined Mating and Ranging Planning System (CMARPS). This capability was immediately used to support the USTRANSCOM Commander's Focused Mobility Analysis—Tanker, which will provide the USTRANSCOM Commander with an independent analysis on critical DoD-level programmatic air refueling issues.

Northrop Grumman Innovates for USTRANSCOM
Northrop Grumman pioneered a new aerial refueling modeling capability using the MobSim Model, which for the first time allows analysts to simultaneously look at refueling task requirements for aerial refueling for airlift and fighter aircraft; aerial refueling support for fighter in-theater employment support; and tanker support for Homeland Defense missions. This new capability will allow analysts to better support the USTRANSCOM Commander commissioned *Focused Mobility Analysis: Tanker* study currently under way.

Working hand in hand with USTRANSCOM program managers today, our local team of M&S experts is preparing for the JDPAC's future. In response to analytical issues identified during the course of our involvement in the Inter-modal Distribution Lane (IDL) distribution performance assessment process, our on-site team has already facilitated several technical meetings with Government personnel (TCJ5/4 and TCJ6) to ensure the Command's future M&S development efforts will be ready to support operational analysis of current distribution issues. To do this, our M&S tools will be enhanced to incorporate historical sustainment demand in addition to the TPFDD demand essential for OPLAN and programmatic force flow analysis. Our local analytical team is also engaged in an FY07 M&S initiative to enhance AMP's capability to evaluate the operational impact of current and future JL(D)JIC initiatives such as the Joint Modular Inter-modal Distribution System (JMIDS) and the Lightweight Modular Causeway System.

The Northrop Grumman JDPAC Team's corporate M&S experience provides JDPAC with a highly adaptive and flexible capability to produce M&S results, evaluate available tools, and provide sound recommendations on the M&S approaches appropriate to meet the needs of each analytical study undertaken by the JDPAC.

2.1.6 Defense Distribution Pipeline Analyses

Defense Distribution Pipeline analyses allow USTRANSCOM to evaluate distribution processes, explore alternatives, and define tradeoffs to improve processes and performance. The Northrop Grumman JDPAC Team's skilled analysts perform Defense Distribution Pipeline analyses today. Our analysts will provide USTRANSCOM with superior products that lead to successful analytical outcomes influencing distribution decisions.

The Northrop Grumman JDPAC Team has several examples of recent and ongoing Defense Distribution Pipeline analyses. Ongoing work includes IDL analysis and intra-theater lift capability analysis to support the Joint Intra-Theater Distribution Assessment (JITDA); physical distribution analysis for USPACOM; USSOUTHCOM distribution analysis; and recently completed EUCOM distribution analysis. These efforts are summarized in this section.

IDL Assessment and Analysis. The Northrop Grumman JDPAC Team conducts distribution performance analysis using the IDL construct. Our analysts are proficient with the data systems and elements essential to a complete analysis of the supplier, transporter, and theater enterprise segments. Our team developed the first executive JDDE update to GO/FO leadership on distribution system performance. The TCJ5/4, RADM Harnitchek, received the briefing on August 24 and requested monthly updates to facilitate GO/FO involvement in solving persistent distribution problems. We are working closely with on-site Teradata experts to integrate new data sources to improve the fidelity and quality of our analysis. For instance, the surface distribution subsegments on the supplier and theater enterprise segments currently lack sufficient detail in the time stamps provided monthly to USTRANSCOM in DLA's Strategic Distribution Database. We are examining other data sources reported to GTN to determine where the real distribution process problems are occurring. Using these data, we will address the potential impact of business rule changes at distribution nodes.

Intra-theater Lift Capability Analysis. Our local analysts are providing the M&S support for the JITDA with detailed ARENA© intra-theater modeling and analysis. The same team supported USTRANSCOM's participation in the Intra-theater Lift Capability Study (ITLCS) completed in Spring of 2006. Both studies were groundbreaking, incorporating detailed modeling of the in-theater distribution process and evaluating distribution platform tradeoffs and alternative concepts of operation. Analysts set up the global transportation and distribution process in a single model run. This allowed the transportation assets (aircraft and ships), infrastructure (airports and seaports), and warehouses and theater distribution centers to see the impact of theater requirements on the enterprise rather than only the bottlenecks in the theater. Our analysts provided key support in defining distribution metrics, validating the COCOM distribution CONOPS, and laying down supporting USTRANSCOM capabilities in the theater. In support of the JITDA, an ARENA© simulation was developed in house to evaluate multi-modal, multi-platform distribution alternatives.

Physical Distribution Analysis for GWOT. Our local analysts are leading a detailed assessment of physical distribution capabilities to support USPACOM OPLAN CONOPS (scheduled for September 7 completion). Over the past 3 years, the Secretary of Defense's global reposturing and related establishment of cooperative security locations (CSLs), including mobility CSLs, has resulted in an increasing number of requests for ongoing physical distribution analysis of selected locations. The Northrop Grumman JDPAC Team successfully executed three detailed air/seaport physical distribution studies in support of global en route and infrastructure requirements. A team analyst leads a multi-disciplinary team of SMEs to assess the physical characteristics of candidate airports/seaports. A detailed physical survey and assessment were conducted at each location to determine the level of support and local infrastructure the location could provide. Using USTRANSCOM's APOD model, we complete detailed analysis for a variety of scenarios to document throughput potential. Additional analysis is completed to determine if additional infrastructure investments could significantly increase throughput capabilities. This includes parking areas; storage areas (open, closed, and covered); access to, and use of, local distribution networks; fuel availability; and availability of services from the local area and level of local support. For each of these studies, a detailed written report was prepared and delivered to USTRANSCOM. These volumes have been distributed within and outside the Command and are invaluable tools for planners and analysts. The latest study, completed in June 2006, included analysis of 10 African and Eastern European air bases. This ongoing port throughput analysis provides USTRANSCOM and the DoD with substantial quantitative decision support for prioritizing worldwide infrastructure investments.

USSOUTHCOM Supply Chain Analysis. Our team supports USSOUTHCOM's analysis of alternate theater distribution Courses of action (COAs) for Central American operations. The analysis demonstrated the potential for cost savings and customer service improvements available using a multi-modal distribution solution. USSOUTHCOM implemented our recommendation in 2005 and has realized cost savings and increased delivery frequencies. With a goal of improving distribution operations throughout the AOR, we recently completed a second analysis to streamline distribution operations in Columbia. A third phase of this analysis is addressing improvement of distribution solutions in Peru, Ecuador, and Bolivia.

USEUCOM Distribution Analysis. Our analysts supported USTRANSCOM's analysis of proposed distribution system COAs for USEUCOM in light of the closing of the Theater Distribution Center (TDC). They provided an assessment of historical TDC workload, anticipated workload, customer service, and operational costs for three COAs under consideration. The analysis supported decision matrices for cost and qualitative distribution system future performance factors. The quantitative analysis demonstrated nearly equal operational costs for each COA. The qualitative decision matrix provided USTRANSCOM and USEUCOM with analytical justification for selecting the most effective physical distribution solution. Finally, Northrop Grumman analysts are conducting an Alternative Distribution

Pipeline analysis in the USPACOM Area of Responsibility. It will include multi-modal solutions to the theater distribution pipeline challenges and be completed next summer.

2.1.7 Ad hoc Queries and Analysis

Effective analyses relies upon the ability to extract data using ad hoc queries. The Northrop Grumman JDPAC Team has the qualified personnel and experience to provide USTRANSCOM with accurate data that will lead to successful analytical outcomes. Our analysts are well versed in USTRANSCOM and Component Command data systems; we are ready to support the JDPAC immediately.

Northrop Grumman JDPAC Team analysts regularly provide operational distribution analysis support to the Combatant Commands. These analysts use existing tools and procedures or develop new ones to produce timely and accurate analysis products. One of these analyses provided key insight into a Kuwaiti airport's ability to accommodate surge requirements during construction operations. Using ad hoc queries, air schedules and manifests were obtained to support the analysis, which found that surge operations could be sustained during airfield construction activities. Analysts provided similar support to USSOUTHCOM operations, resulting in the implementation of analytically derived distribution COAs. In USSOUTHCOM's words "over $800,000 was saved during the first year of the newly implemented distribution system." Our analysts are busy today analyzing other distribution COAs for USSOUTHCOM in South America. Over the past year, our team has been asked to provide ad hoc analysis of USCENTCOM's intra-theater fleet mix and overall intra-theater distribution system. Using historical passenger and cargo movements from historical GDSS data (obtained through ad hoc queries), we were able to graphically demonstrate clear patterns of city-pair demand trend over a period of several months. The graphic supported an initiative for more efficient use of our limited forward-deployed C-17s and C-130s. The analysis was presented to the TCJ3 and his staff prior to an upcoming visit with the TCCC to the USCENTCOM AOR. The TCJ3 indicated that the graphic was all he needed to support upcoming discussions with TCCC and the DIRMOBFOR regarding future operational changes.

2.2 Technical Approach

USTRANSCOM looks to the JDPAC to support its role as DPO to drive meaningful transformation and change in the JDDE. Our team will tangibly advance the JDPAC mission by focusing DPO and national partners on the highest payoff transformation opportunities. We will achieve this through a stable, seasoned workforce, a solid knowledge of JDDE complexities, and a cadre of experienced functional and technical experts and analysts to support the seven task areas. Our approach will result in on-schedule production of the highest quality output, benefiting USTRANSCOM by providing actionable JDDE transformation recommendations that have the best chance of resulting in successful implementations of world-class deployment and distribution solutions.

USTRANSCOM provides global air, land, and sea distribution (deployment and sustainment) for DoD in times of peace and war through its Transportation Component Command's (TCC's): Air Mobility Command (AMC), Military Surface Deployment and Distribution Command (SDDC), and Military Sealift Command (MSC). The global environment dictates the need for a structured change in how the DoD plans and executes joint logistics support for the entire range of military operations, including major combat operations, homeland security, humanitarian operations, disaster relief, and global day-to-day steady-state security requirements.

To meet the functional and analytical challenges of the DPO role, the USTRANSCOM Commander established the JDPAC. The JDPAC mission is to serve as an analytic and engineering engine for USTRANSCOM and its Component Commands in support of the JDDE and desired capabilities described in the Joint Logistics (Distribution) Joint Integrating Concept. Within the JDPAC, highly skilled operations research analysts and transportation engineers will work synergistically with industry scientists, supply chain and knowledge management engineers, academia, and transportation and distribution domain commercial experts to solve difficult deployment and distribution problems. The

Northrop Grumman JDPAC Team will ensure the successful stand-up of the JDPAC organization by bringing a premier team of analysts and experts together to produce the highest quality deliverables.

2.2.1 Project Plan

We have analyzed all task areas and developed a detailed schedule showing all task interdependencies and deliverables described in this section. **Exhibit 2.2.1-1** provides the highlights of the base year. Appendix B contains details for all three contract years. **Appendix B** of Section 2 contains our detailed schedule for accomplishing this work. This plan will be available for discussion with the Government within the first week after award. The Program Manager will ensure timely monthly reports and provide agendas for the scheduled IPRs. The PM will also monitor each task's beginning and ensure on-time completion of the task. Prior to starting a task, the PM will brief the Government on the proposed method of accomplishment, work schedules, and resources assigned. Any future deviations to this briefed plan will be reported and discussed with the customer for resolution. The PM will provide status updates and early identification of possible problems. Phasing in of new personnel will be reported as a matter of course to ensure the customer fully understands the labor category mix being applied to each task.

Quality Checks. The Northrop Grumman JDPAC Team will use a Peer Review Board for quality control over all deliverables. The board will consist of members of the Northrop Grumman JDPAC Team. Deliverables will be reviewed for content, quality, completeness, relevancy, and clarity. Briefings and reports will be dry run before this board to validate that a complete technical and professional product is being provided. The core board membership will consist of two Ph.D.s with technical degrees and two senior analysts. Two other analysts will be added depending on required expertise. These reviews will ensure the highest level of quality of the delivered products to the Government.

2.2.1.1 Task Area 1: Contract-Level and Program Management

USTRANSCOM requires imaginative and highly experienced program management to obtain an effective and efficient JDPAC support team. The Northrop Grumman JDPAC Team's proposed Program Manager (PM) has over 14 years of direct experience supporting USTRANSCOM. His management capabilities will result in a cohesive, experienced team capable of providing early successes and quality outputs that produce meaningful results for the JDPAC.

Our proposed PM, has a proven track record in effectively managing multiple tasks, quickly resolving cross-task issues, and providing all deliverables and reports on time and complete. The preparation of quality technical and comprehensive status reports will be facilitated through Northrop JDPACNET, a tailored management information support tool, shown in **Exhibit 2.2.1.1-1.** JDPACNET encompasses a full set of collaborative management and administrative tools that simplify cost and reporting tasks and improve communications and information availability by providing an accessible, secure environment to facilitate quick response, accurate reporting, and superior technical performance. Use of this tool will facilitate timely, accurate and efficient creation of the monthly status reports (MSRs), due on the fifth day of the month. These reports will include technical progress on each individual task, individuals assigned to each task, updated estimates of completion dates for each task, scheduled work for the following month, recommendations on task revisions, recommended modifications to the personnel mix, plans for newly assigned analytical tasks, recommendations for new analytical tools, new off- duty training accomplishments for assigned personnel, and partnership activities with our commercial and academic partners.

Program Manager (Key Person)

- M.S. in Operations Research from the Air Force Institute of Technology
- M.S. in Business Administration (M.B.A.)
- B.S. in Mechanical Engineering
- 24 years of DoD leadership and management experience
- Command pilot in airlift aircraft
- Ten years of operations research (tours at the Air Force Studies and Analysis Agency and Director of the Air Mobility Command's Analysis Group)
- 18 years of consecutive leadership and analytical management positions at the Air Mobility Command as a contract OR analyst and Program Manager at USTRANSCOM J5/J4.
- 7 years of program management experience using Northrop Grumman management tools.

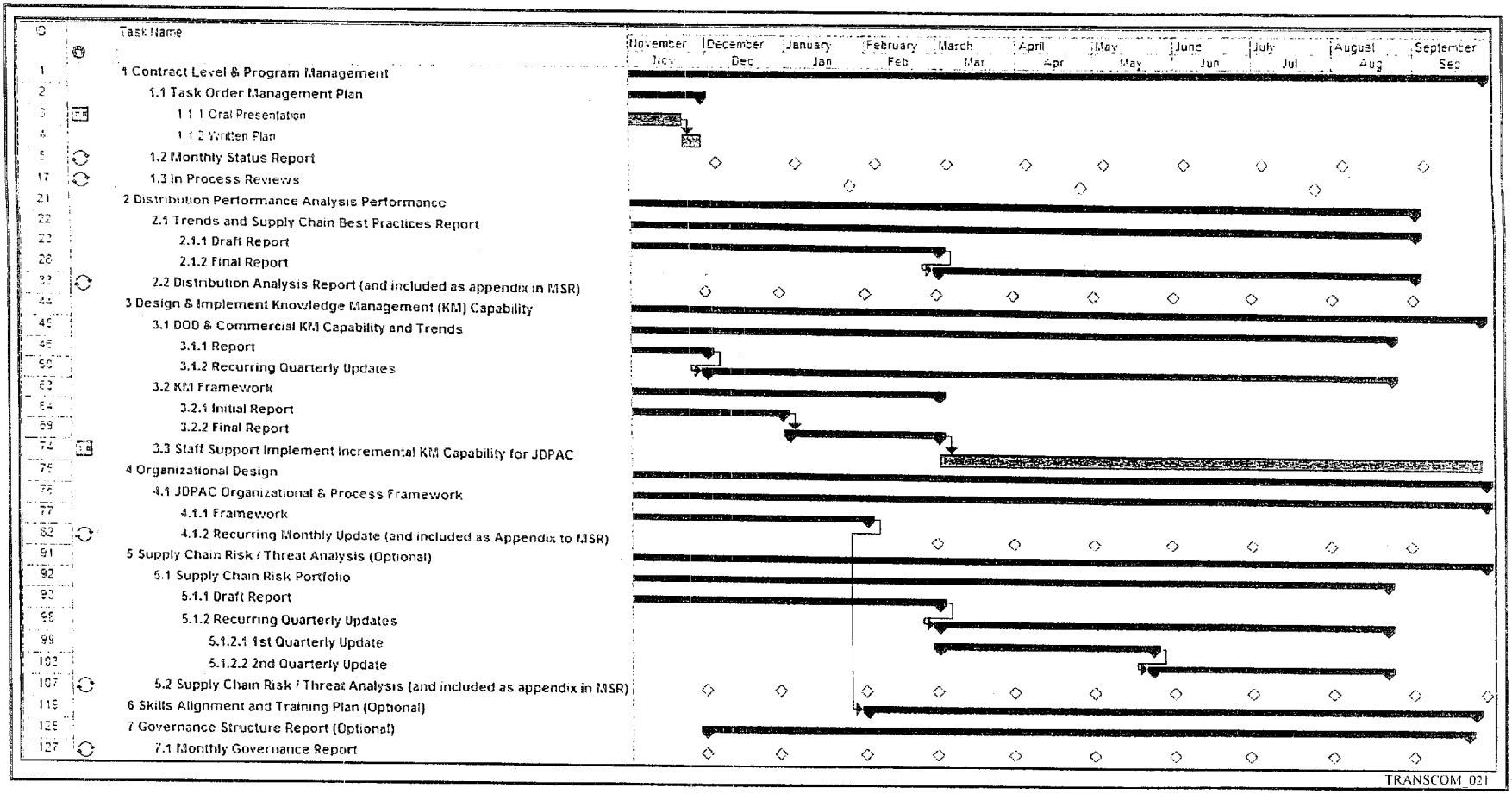


Exhibit 2.2.1-1. Project Plan Overview

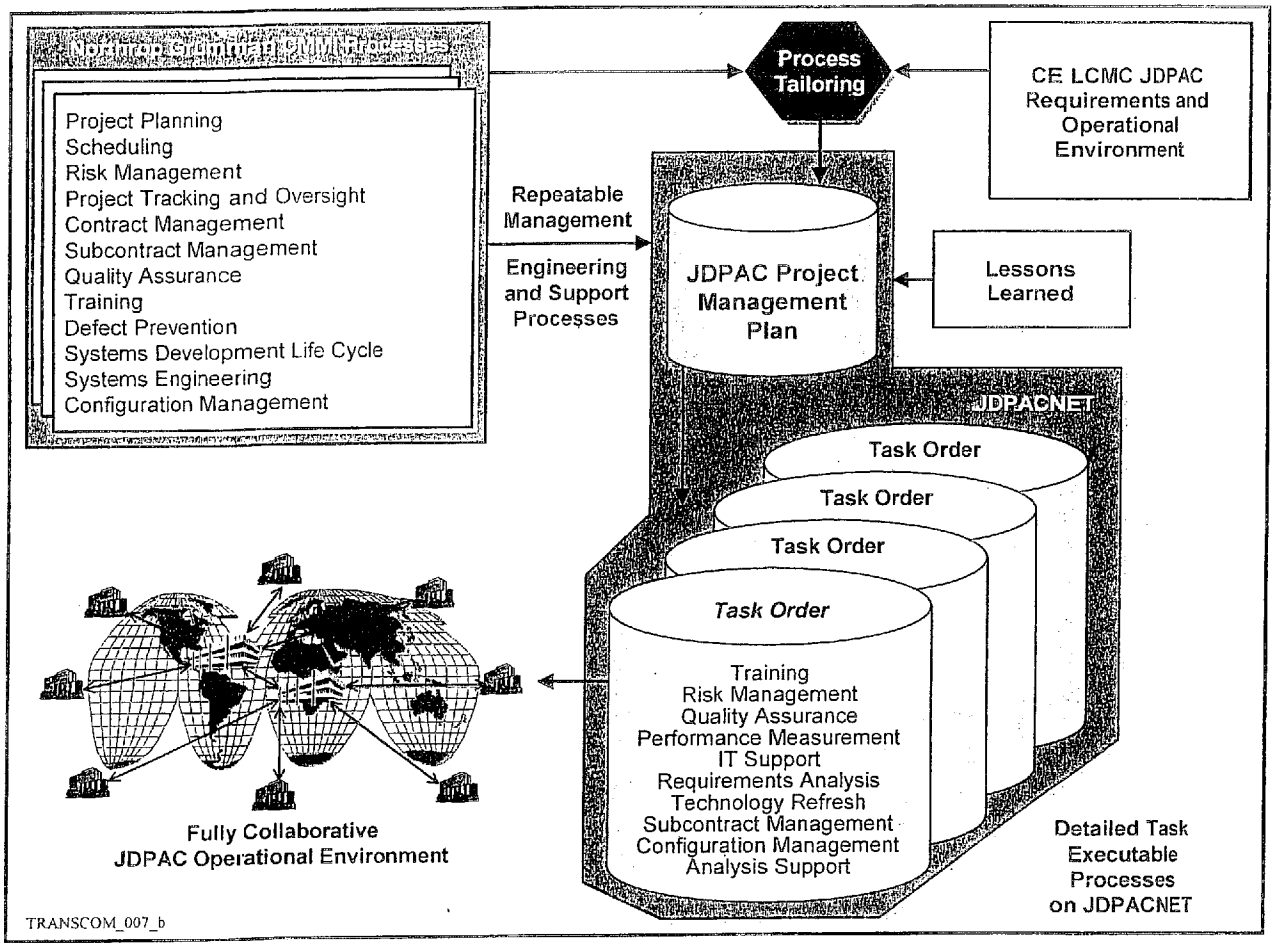


Exhibit 2.2.1.1-1. Northrop Grumman's JDPACNET
Consolidation of detailed executable processes ensures that each element of a JDPAC task order (TO) is properly planned, monitored, and completed.

To manage the financial aspects of the contract, at the start of the contract Northrop Grumman will set up a JDPAC contract activity code in our Lawson System and assign bill codes to track contract execution by task. A code is assigned to each task for strict and accurate accounting for resources at the task level. Based on these data, invoices will automatically be generated on a monthly basis using the Wide Area Workflow system to streamline the process. If required, invoices can be generated under separate cover at the Government's request. When the invoice is received by the Government, it will be accompanied by a matrix allowing the Government to link the invoice to the CLIN and individual tasks. The Northrop Grumman Data Basics system will allow financial reports and graphs to be quickly and accurately generated on demand. Financial management reports, including cost and hour breakouts by task and contract line item number (CLIN), are available upon request. Using these Northrop Grumman systems will provide trouble-free, effective, and efficient program management.

The PM will fully support Government-scheduled in-process reviews (IPRs), preparing reports, graphs, and briefings as required by the Government. IPRs will include briefings on the item's task budget, schedule, and resources. Recommendations for task development or alteration; documentation; priorities of resources; and personnel mix or contractor organization changes will be presented and discussed. Negative trends will be identified and recommendations made for their timely correction.

will be supported by who will serve as Technical Lead for task execution. Supplemental support will be provided by the Northrop Grumman home office and will include

administrative functions such as recruiting/human resources (HR) support, technical reachback assistance, pay and personnel actions, and access to corporate functionality pertinent to the JDPAC tasks. The cost of these support activities is not charged directly to the contract and does not directly affect the cost of the services acquired under this acquisition.

Subtask 1—Task Order Management Plan. Northrop Grumman has a repository of proven processes that will be quickly and easily tailored to the JDPAC contract. The Task Order Management Plan oral presentation will be based on these proven, executable processes and will be developed, reviewed, and implemented within 3 weeks of contract award and followed by a timely written document. We have created an MS Project Gantt Chart (See Appendix B), including all required deliverables which will be maintained, to enable rapid monitoring of the task scheduling and execution, allowing all parties to quickly review contract execution status, milestones, and product due dates. This product will be updated weekly by the PM and be available to the Government on request.

Northrop Grumman has developed and refined integrated processes that link functional, organizational, and financial resource controls to provide a disciplined approach to quality program management. Senior management oversight is routine and embedded in the corporate structure. Program reviews are regularly scheduled to focus corporate attention on this USTRANSCOM program. As part of internal company risk reduction efforts, an automated risk management effort has been implemented and is supported by experienced Six Sigma corporate experts. Early creation and efficient implementation of the Task Order Management Plan by the Northrop Grumman PM will markedly reduce program risk and ensure success of USTRANSCOM's critical JDPAC programs.

The Northrop Grumman Team's Approach Will Deliver Specific Benefits to JDPAC

- Proven PM, with in-depth understanding of USTRANSCOM and the JDPAC
- Management Plan approach based on Northrop Grumman's successful business practices
- JDPACNET provides PM and team with direct access to all related program information
- Suite of management tools provides management controls for budget, schedule, and technical progress.

Over the past 14 years we have proven that we can deliver what UTRANSCOM requires—the ability to significantly advance the USTRANSCOM mission by providing and retaining the most qualified experienced personnel; optimizing the talents of those people through innovative techniques and proven management processes that directly support the sites; and facilitating and promoting active collaboration among all JDPAC analysts to deliver high-quality performance. We will employ management, collaboration, and quality control (QC) approaches combined with staffing and retention plans that continuously enhance the quality of USTRANSCOM site support.

2.2.1.2 Task Area 2: Distribution Performance Analysis

JDPAC success relies on its ability to produce thorough, thoughtful, and rapid analysis that provides compelling rationale for USTRANSCOM and its national partners to jointly initiate solutions. The Northrop Grumman JDPAC Team brings unrivaled analytical capabilities to JDPAC by combining our experience in performing end-to-end (E2E) and IDL-based performance analysis with our intimate knowledge of JDDE complexities and our insight of best commercial practices. Our team will fully leverage these capabilities to identify and recommend meaningful solutions that offer the greatest positive impact to the JDDE.

The Northrop Grumman JDPAC Team will use JDDE performance metrics such as IDL lane and IDL segment time definite delivery (TDD) as key guides to structuring and conducting analysis. Over time, the Northrop Grumman JDPAC Team will recommend improvements to the performance assessment process to incorporate relevant and applicable commercial leading practices for qualitative and quantitative measurements and feedback from JDDE leadership and DPO Governance forums.

As directed by the JDPAC Director, we will provide analytical support to the DDOC and Fusion Center, adaptive planning process and other special analysis projects. Our team's analysis will include a clear

definition of the problem at hand, statement of relevant facts and assumptions, relevant Government-provided data and business rules, and development of viable operational COAs. Our team's analysis will incorporate applicable operations research analysis techniques, such as maximal flow problems, dynamic programming, queuing theory, probability theory, inventory theory, Markovian Decision Processes, and reliability theory. Our analysts have operations research advanced degrees and DoD backgrounds; they are well versed in these techniques and have the essential functional and domain expertise to meld multiple disciplines and domain expertise to provide targeted and relevant analysis.

Northrop Grumman Team analysts will identify key distribution performance analysis issues in the course of developing the monthly E2E IDL performance reports. We will develop and make recommendations for additional analytical support to identify systemic causes and potential solutions for improving distribution system performance, facilitating improvements to data quality, and addressing distribution transformation opportunities. The USTRANSCOM Commander must have consistently excellent and credible analysis and analytical decision support to address deployment and distribution issues and operational problems. Our team provides USTRANSCOM with a solid foundation of intellectual capital and technical experience with years of on-site experience providing direct contract support to USTRANSCOM in the areas of operations research analysis, E2E M&S support, DDOC operational analysis support, DPO support, supply chain management consulting support, and performance-based analysis consulting support. We are the right team for performing the highest quality distribution performance analysis, as we are currently providing USTRANSCOM with superior analysis products and results today.

Subtask 1—Trends and Supply Chain Best Practices Report. While there are many valuable lessons to learn from the commercial sector, not all "commercial best practices" are appropriate or applicable to DoD. For example, trying to compare DoD delivery lead times in Iraq with commercial benchmarks is not appropriate due to the requirements for force protection and the unpredictability of enemy activity. Therefore, it is most advantageous for JDPAC to focus on the commercial practices that are applicable to DoD's unique characteristics and supply chain maturity. To provide appropriate commercial best practices to JDPAC, the Northrop Grumman JDPAC Team will:

- **Establish a baseline for where JDPAC is today.** We will identify JDPAC strategic objectives and characterize the current state of the DoD's supply chain operational maturity. This will be achieved through a review of existing documentation and a series of interviews with JDPAC management and user communities.
- **Represent this baseline to JDPAC leadership in the framework of PRTM's Supply Chain Maturity Model**. This framework is based on the Supply Chain Operations Reference (SCOR) model and will provide JDPAC leadership with a perspective on the attributes of commercial supply chain operations, what distinguished them, and what actions/practices are most effective for moving to the next stage of maturity and performance.
- **Identify commercial best practices appropriate to JDPAC.** The Northrop Grumman JDPAC Team has a database of commercial best practices, based on SCOR, developed and updated for the past 20 years by team member PRTM. This proprietary database, owned and updated by PRTM's wholly owned subsidiary, Performance Measurement Group, is updated through regular surveys and by inputs from PRTM supply chain professionals who have conducted hundreds of commercial supply chain projects. We will use this database to select commercial best practices that have been proven to be most effective at helping organizations transition to higher stages of maturity and high performance levels.
- **Access, compile, and update the supply chain best practices report.** We will document emerging commercial supply chain operations trends and best practices. We will assess which of these may be applicable and appropriate for JDPAC to consider in improving its own analyses and

JDDE performance. This report will be provided in draft within 120 days of award and updated every 180 days thereafter.

- **Facilitate site visits to commercial operations.** Our team maintains successful relationships with numerous commercial enterprises with sophisticated supply chain operations. We will arrange for JDPAC leadership to visit commercial supply chain leaders with characteristics applicable to DoD, to understand, first hand, how these organizations successfully implemented and applied best practices.

As a result of this process, JDPAC leadership will deepen its understanding of trends in commercial supply chain best practices. We will bring to the forefront commercial best practices that are applicable and adaptable to the JDPAC, appropriate to DoD's stage of supply chain maturity, and proven effective at propelling commercial organizations to new levels of capability and generating higher levels of performance. Finally, our team will provide the JDPAC leadership a window into first-hand knowledge of commercial organizations that have effectively implemented recommended best practices and the organizations results.

Subtask 2—Distribution Analysis and Periodic Assessment Reports. The Northrop Grumman JDPAC Team fully understands that JDPAC analysis activities are an essential component in the DPO's broader strategic objectives of providing the joint capabilities outlined in the JL(D)JIC. This perspective aligns our day-to-day analytical approach to best support achievement of USTRANSCOM's and JDPAC's missions, goals, and objectives. The Northrop Grumman JDPAC Team is best qualified to accomplish this because we:

- **Understand performance metrics** and how best to use them to generate the highest impact analytical results
- **Stand ready to respond quickly and thoroughly** to analytical requests, based on our first-hand understanding of the types of analytical demands that will likely be placed on the JDPAC
- **Interact smoothly with JDDE partners** today and will leverage these relationships to provide for the complete collection of data to support analysis and increase the likelihood of successful implementation actions
- **Possess unparalleled ability to leverage commercial supply chain best practices**—teammate PRTM conducts numerous commercial supply chain engagements annually and maintains an extensive SCOR-based database of best commercial supply chain practices.

Analysis demands will generally fall into two categories: ad hoc and routine. JDPAC ad hoc analysis requests will come from the USTRANSCOM Commander, the TCCs and across the staff, to include the DDOC/Fusion Center. These tasks often require very rapid turnaround. We will provide value in these situations by exercising sound judgment in focusing analytical efforts in those areas that provide the greatest insight to decision makers. Our ability to exercise this judgment is derived from the team's collective experience in providing direct contract analysis support to USTRANSCOM for more than 7 years and has been further honed over the past 4 months in supporting J5/4-S in the pre-JDPAC environment.

The "routine" analysis (though nothing is truly routine), requires constant assessment, review, and refinement of the IDL-based analysis and reporting. Given USTRANSCOM's recent efforts to complete the development of an overarching performance metrics framework (PMF), we are prepared to evolve our analytical approaches to support these new metrics, and the IDLs, when directed by JDDE. The Northrop Grumman Team is best equipped to respond to any evolution of the IDL approach, given that we are doing IDL performance analysis today, and one of our team members, PRTM, is directly involved with the development of the overarching Performance Metrics Framework (PMF).

While every analytical tasking has some unique aspects, the Northrop Grumman JDPAC Team uses the following steps to produce thorough and rapid analysis:

1. **Define the problem or opportunity.** We will provide a clear definition of the problem and a statement of relevant facts and assumptions, identify relevant Government-provided data and business rules, and define viable operational COAs. We anticipate that analysis issues will be uncovered by the IDL assessment process as performance gaps/trends and distribution issues are identified.

2. **Identify metrics impacted by problem/opportunity.** Performance metrics and objectives provide a measurable "yardstick" and focal point for the analysis. The ultimate objective is to determine the quantitative impact of a proposed change on these metrics. This gives decision makers the information they need to determine the value of a potential COA. To generate tangible JDDE improvements and outcomes, our distribution performance analysis will be based on a clear set of performance metrics and objectives using an established performance assessment process such as the one recently established and still evolving for IDLs. It is expected that IDL measures will form the foundation for performance metrics, but as the USTRANSCOM PMF matures and is accepted in the JDDE Governance structure, we anticipate changes in the core metrics. We are ready to quickly adapt our analysis approach accordingly.

3. **Identify root causes and options for improvement.** Key distribution performance analysis issues will be identified. Analysts will search for the root causes of problems, not merely the symptoms. As we have found, root causes can be widely separated in time and location from where the problems arise. Our analysts are trained to "follow the thread" of identified problems back through to the root causes. Once we have identified to root causes, we will develop courses of action for improvement.

4. **Use operations research (OR) and M&S techniques.** Depending on the analysis requirements and the time available, our analysts will incorporate, as appropriate, OR best-practice analysis techniques and tools, such as maximal flow, dynamic programming, queuing theory, probability theory, inventory theory, Markovian Decision Processes, reliability theory, and integrated M&S tools. These tools will be used when depth of detail and assessment is essential to support decision making.

5. **Leverage best commercial supply chain practices.** The team will leverage best practices in supply chain management. Not all best commercial practices or benchmarks are applicable to the DoD environment. We will work with key members from DoD, commercial enterprises, and academia to select only commercial benchmarks and academic insights that are appropriate to the situation at hand.

6. **Work closely with JDDE partners.** The Northrop Grumman JDPAC Team will frequently interact with the JDDE partners in a productive and collaborative way to deliver a full and comprehensive analysis and to build support for the expected implementation of actions. This is a critical step as the JDDE partners will likely need to play leadership roles in implementations.

7. **Define quantifiable impact on performance metrics.** Analysis will result in quantifying the impact on the performance metrics. The ultimate objective of analysis is to help drive tangible improvement in performance. Solutions will be assessed for their ability to quantifiably produce improvement in the key performance metrics. The result of an analysis effort may or may not provide implementation recommendations depending on the anticipated costs and benefits of the analyzed COAs.

8. **Package and present results.** Results will be packaged and presented in various forms, including E2E IDL performance reports and briefings to O-6 and FO/GO forums, and briefings for ad hoc analysis. We will present the analysis and recommendations in ways that clearly communicate both the analytical insights and strategic impacts.

In conducting these analyses, the Northrop Grumman JDPAC Team will offer recommendations to the JDPAC to improve JDDE operations and analytical approaches. These recommendations will address:

- **Data quality.** Recommendations will be made for improving data quality and enhancing the format of periodic statistics reports. If additional data sources are identified that can enhance distribution analysis, the Government will be consulted to determine the potential for their immediate integration.
- **Reporting.** Adjustments to reporting formats will be recommended to improve readability so that report recipients can quickly derive insight. We will also recommend additional reports and briefings to JDDE stakeholder and leadership forums to guide dialogue and decisions.
- **Metrics.** We will make recommendations for types and uses of metrics and for integrating IDLs within the broader scope of a Performance Metrics Framework (PMF). With 13 of our employees involved today in the IDL assessment process and the development of the new PMF, we are well qualified to make these recommendations.

The Northrop Grumman Team's Approach Will Deliver Specific Benefits to JDPAC

- We understand and use performance metrics for distribution analysis today and we know how to leverage JDDE partners' involvement to drive tangible change for the enterprise.
- We are the right team for performing the highest quality distribution performance analysis for the JDPAC. We have first-hand understanding of analytical demands as we provide USTRANSCOM with superior analysis doing this work today.
- We have an unparalleled ability to leverage best practices to provide the most relevant, rapid, comprehensive, and compelling supply chain analysis.

It is critically important for the USTRANSCOM Commander to have insightful and credible analytical decision support to address the toughest JDDE operational issues. This capability is directly tied to the DPO's ability to achieve its mission of realizing the vision laid out in the JL(D)JIC. The Northrop Grumman JDPAC Team brings a wealth of both DoD and commercial knowledge and experience to provide relevant, rapid, comprehensive, and compelling distribution performance analysis. We are the right team to perform distribution performance analysis, as we are currently providing USTRANSCOM with superior analytical products and results today. Further, we have a proven ability to determine the quantitative impact on key performance metrics, which dramatically improves unity of effort across the JDDE partners in driving meaningful change and ensuring that the JDPAC will turn the JL(D)JIC vision into reality.

2.2.1.3 Task Area 3: Design and Implement Knowledge Management Capability

For the JDPAC to be effective in its role as the premier analytical engine within the JDDE, it must be able to sort through masses of DoD, Government, and commercial data, analyses, reports, information, and knowledge to perform rapid and comprehensive analysis that drives a unity of effort toward common solutions. To provide the required knowledge management capabilities, the Northrop Grumman JDPAC Team will leverage our experience in supporting supply chains for both commercial and Government enterprises and its experience in implementing knowledge-based systems that support core business processes. USTRANSCOM will benefit from this approach through a resultant knowledge management system that enables access to useful, relevant information that will, in turn, provide tangible advances to the JDPAC mission.

The Northrop Grumman JDPAC Team is experienced in developing KM programs for our internal operations and customers. The team will draw on this experience to assist the JDPAC in developing a robust KM capability by:

- Bringing KM market awareness to the Director, JDPAC, and to USTRANSCOM
- Developing a well-constructed KM framework and detailed functional and system requirements
- Working with USTRANSCOM and JDDE stakeholders and customers to implement KM in a spiral development from the start of the contract to the IOC of the JDPAC in FY08.

The Northrop Grumman JDPAC Team's approach, depicted in **Exhibit 2.2.1.3-1**, is a structured KM development process that flows from initial conception through implementation and institutionalization. We will tailor this model to the JDPAC's needs and facilitate and mentor its use throughout the process. We will not simply deliver a turnkey implementation. The real value of KM, and therefore our objective, is how well the KM capability is institutionalized in the JDPAC enterprise to generate tangible results in supporting the analysis processes. Therefore, in addition to the activities encompassed in the institutionalization phase of our KM model, we will also address KM within the change management activities in Task 6.

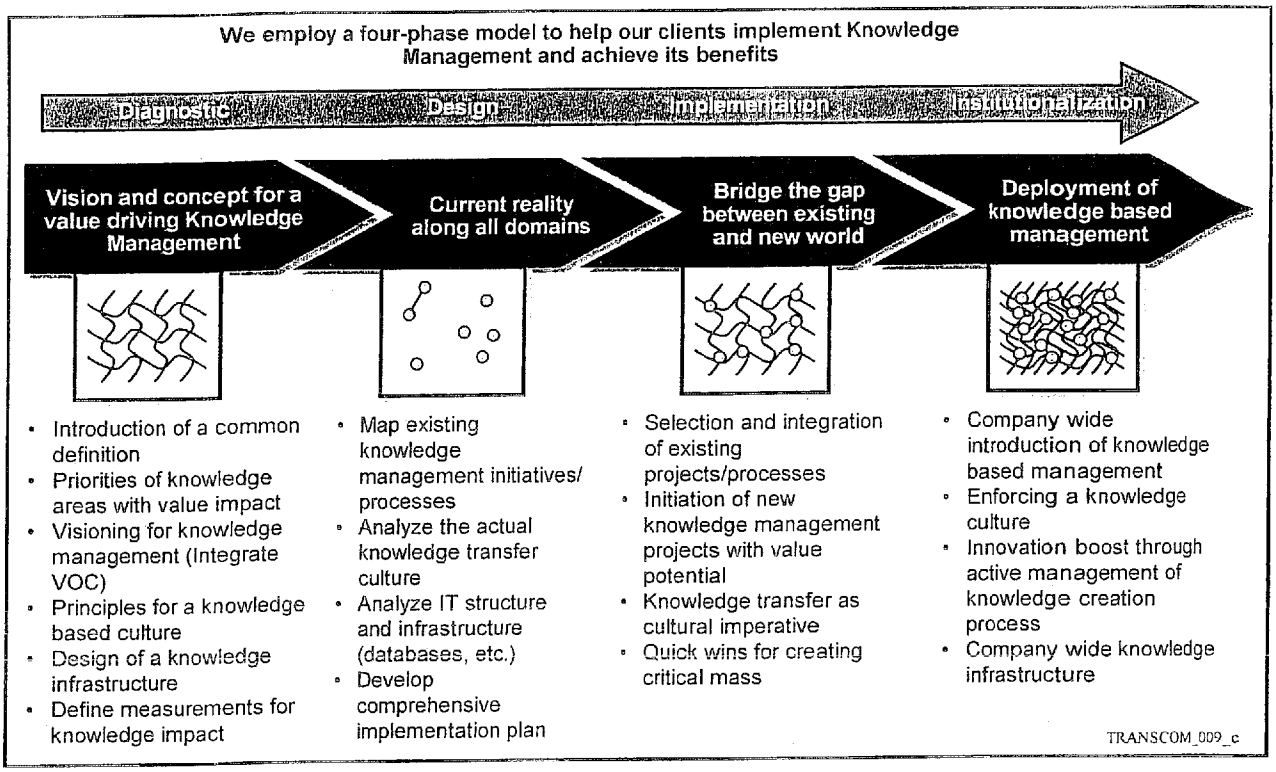


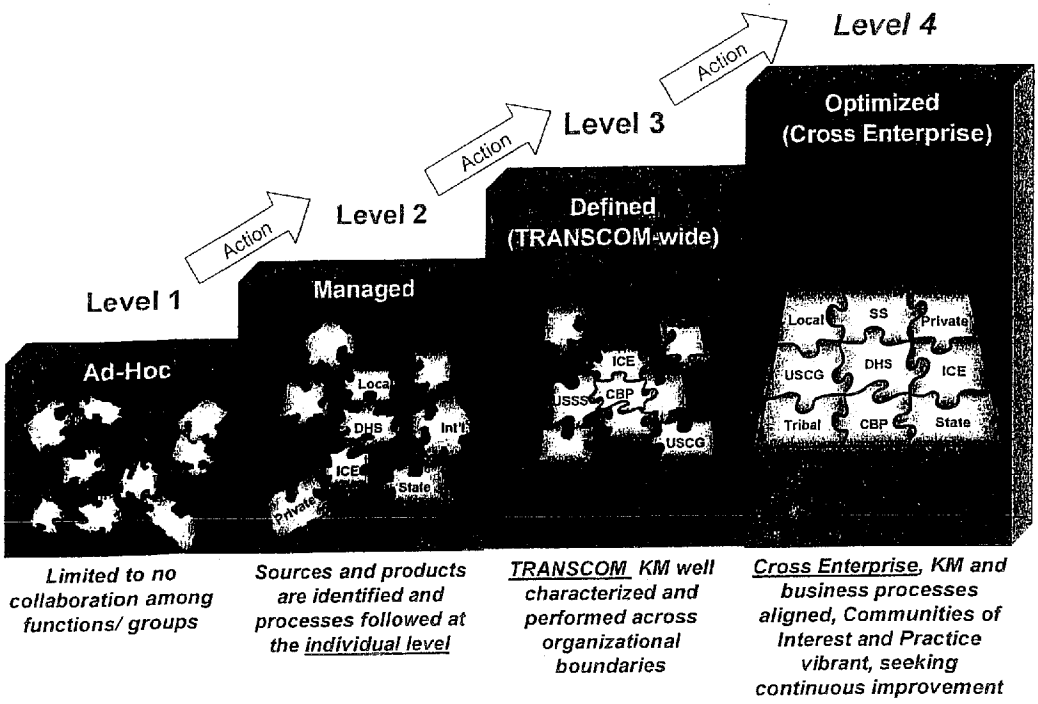
Exhibit 2.2.1.3-1. The Northrop Grumman JDPAC Team Approach to Developing a KM Capability
Founded on proven success in both the commercial and Government sectors, our approach will deliver new capabilities to USTRANSCOM to capitalize on the information that exists across the enterprise.

Subtask 1—DoD and Commercial KM Capability and Trends Report. KM technologies are successful when they are selected and implemented in the context of an unambiguous business objective and clear articulation of the value of the KM systems to the organization's overall mission. A key to this success is leadership's commitment to driving a properly structured KM design. The Northrop Grumman JDPAC Team will leverage our information mining and research capabilities and our contacts across the DoD, other Government organizations, and the commercial arena to capture and document practical assessments and recommendations. This will provide insight into current and emerging best practices, approaches, and technologies used in successful implementations. We will also identify the practices, technologies, and methods that are most applicable to JDPAC given its unique organization, objectives, and IT environment. Sources for this report include:

- Best-practice and benchmarking studies, such as those available through the American Productivity and Quality Center (APQC) and Conference Board
- Professional journals in the areas of KM, information systems, and management, for example, *Journal of Knowledge Management Practice*, *Journal of Management Information Systems*, and *Academy of Management Review*

- Conference proceedings, for example, International Conference on System Sciences, Computer Software and Applications Conference, APQC annual conference, and International Society for Performance Improvement annual conference
- Business and management periodicals such as *Fortune*, *Business Week*, and *CIO Magazine*.

We will compile our findings into a report on practices and approaches that are most critical to successful KM implementations and most relevant to the JDPAC. To determine relevancy, we will assess and define the maturity level of the JDPAC and the legacy analysis organizations using the maturity model depicted in **Exhibit 2.2.1.3-2**. The Northrop Grumman JDPAC Team has found this approach very valuable as a diagnostic maturity tool. The Northrop Grumman JDPAC Team will use this maturity model to identify the current state of KM maturity at USTRANSCOM and, more importantly, to identify processes, tools, and practices that are most appropriate for organizations at that state of maturity.



Each Level has specific characteristics that identify the key success factors for an organization to move from one Level to another

Exhibit 2.2.1.3-2. Knowledge Management Maturity Levels

By establishing where USTRANSCOM is currently located along this maturity model, we will be able target quick-hit successes and make longer term plans for a successful KM implementation.

In addition, it will be valuable for the JDPAC leadership to engage directly with other organizations that have successfully implemented KM systems. The Northrop Grumman JDPAC Team will facilitate visits between JDPAC leadership and organizations that have successfully implemented and institutionalized KM. This will give JDPAC leadership a first-hand understanding of key success factors from those with recent experience in implementing a KM system.

This baseline of information about existing or evolving KM best practices and technologies can then be matched to the fundamental knowledge needs of the JDPAC and its current and targeted level of excellence in KM practices. Most importantly, it will be used as a basis on which to build the KM Framework as defined in Task 3, Subtask 2.

Subtask 2—KM Framework. For a KM implementation to succeed, it is essential to define the KM system requirements and the governance and processes that align organizations to increase JDPAC speed and productivity.

The KM framework will be developed using a six-step process:

1. **Assess Knowledge Flow Value Chain.** A successful knowledge audit, the first step in the process, provides an overview of the strengths and weaknesses of the organization, an analysis of the organization's potential for competitive advantage, and a definition of benchmarks of successful knowledge management in the organization. The knowledge audit highlights the key knowledge components that support successful business strategies. Lastly, it identifies the leverage points in the organization's performance.

   During the knowledge audit, the Northrop Grumman JDPAC Team will conduct interviews and surveys with individuals identified by USTRANSCOM to define the initial knowledge flow. Additional interviews may be necessary in a later phase if additional KM information sources need to be included. We will define the desired state of organizational knowledge, how it will be used, gaps in the existing knowledge, issues those gaps bring, and the perceived value of the knowledge.

2. **Identify Initial Process Requirements.** The initial process requirements will be completed as scoped by the initial knowledge audit. This will include defining roles and responsibilities for individuals involved with the supply of data, designing data flows from data collection points into the new KM environment, identifying templates and tools that standardize the data collection process, defining a governance model to manage the overall data collection process, and defining the model that will be used to frame the new KM system. This model will be refined based on feedback from JDPAC.

3. **Identify Key Knowledge Nodes.** The identification of key knowledge nodes will lead off the next phase of development. The identification and definition of key interactions inside USTRANSCOM will be the focus of these efforts, as this will influence the KM design. Drivers of mission effectiveness and assurance will be defined, and design models, tools, systems, and databases in support of the knowledge nodes will be scoped based on the identified drivers.

4. **Conduct an Initial IT Assessment.** Validation and prioritization of requirements is the initial task in this step. We will conduct an inventory assessment of current KM capabilities and identify user roles in current KM tools. The gaps in current capabilities will be measured against any gaps that may continue to exist in the new environment and steps that can be taken to resolve or close the gaps enacted. Guidelines will be established as well as clarifications made in standards to ensure new technologies are aligned with implementation strategies.

5. **Identify Organization Requirements.** During this step we will identify and confirm departmental needs and issues as they pertain to requirements. We will define gaps and overlaps between internal organization entities as well as define access to modules based on interdepartmental needs.

6. **Identify Solution Areas.** This final step includes identifying solutions areas and highlighting the process that needs to be implemented. It includes completion of the framework of the solution areas as well as the documentation of the processes that must be implemented in the first phase of development to enable effective scoping of the development phase of the project.

Given USTRANSCOM's objective to have a recommended KM framework in place within 120 days, the Northrop Grumman JDPAC Team will focus on delivering the first three steps in this six-step approach, emphasizing the knowledge audit as well as identifying initial process requirements and key knowledge nodes. This will identify KM requirements key to achieving JDPAC strategic objectives and give JDPAC a solid foundation to prepare for the KM implementation. This will also allow for successfully planning the KM implementation, so it can ultimately be completed in a successful and expeditious fashion.

Subtask 3—KM Implementation. The Northrop Grumman JDPAC Team will assist USTRANSCOM in the KM implementation. The KM capability will be implemented using a phased and spiral development approach to minimize cost and risk. Its design and implementation will leverage the existing USTRANSCOM Web and communication structures. The initial market research and framework products developed in Subtasks 1 and 2 will become the baseline requirements documents for the JDPAC KM capability.

Our overall implementation process will consist of the following steps:

1. **Establish a KM integrated project team (IPT).** This team will consist of the Northrop Grumman JDPAC Team and representatives from the JDPAC contributing organizations (TEA, AMC/A9, USTRANSCOM/TCJ5); other USTRANSCOM staff; external stakeholders such as DLA, DORRA, USJFCOM; and representatives from TCJ6 to support KM integrations within existing USTRANSCOM technical framework and requirements. The KM IPT will represent the interests of KM stakeholders and customers, review and approve requirements, and support KM implementation testing and validation. We will initiate the KM IPT chaired by the JDPAC Director or a designated representative and conduct an initial KM kickoff meeting within the first 30 days of the contract.

2. **Prepare a KM Implementation Project Plan.** This plan will document the tasks and KM project activities from start of the contract to JDPAC IOC, a 23-month period. The project plan will address scope, schedule, resource requirements, quality, communication requirements, risks, and costs. We will deliver an initial draft project plan to the JDPAC within 60 days of contract start. We will update and maintain the plan as we collect information in Subtask 2 and as we refine the plan of action with the KM IPT.

   The Northrop Grumman JDPAC Team foresees the first spiral phase as a pilot in which selected existing GOTS or COTS KM products and tools identified in Subtask 1 and from other sources are assessed for their applicability within the framework approved by the Government in Subtask 2. We will coordinate with COTS vendors and GOTS owners to conduct demonstrations or engagements with the KM IPT to gauge the value of these products and to merge JDPAC requirements initially developed in Subtask 2. The key deliverables in this phase are assessment criteria and a product analysis report. We will also conduct a milestone and decision review with the Government at the conclusion of this phase to approve follow-on actions. The specific COAs will be determined by preceding Government decisions. For example, at the end of this phase, one possible decision may be to purchase and field an existing commercial KM product; another may be to modify an existing Government KM product; a third might be to build a new capability within the existing USTRANSCOM infrastructure.

   Subsequent implementation phases provide a spiral development and fielding of KM capabilities, based on Government decisions at the end of Phase 1. We will document individual phase plans and schedules in the KM Project Plan, incorporating testing and validation by the KM IPT.

3. **Develop a spiral KM fielding schedule.** Our recommendation is for USTRANSCOM to field the KM capability in spiral phases, with each phase including build, test, and validate activities. Preparation for Spiral 1 will commence at the completion of Subtasks 1 and 2 deliverables. Our project plan will include a formal schedule and conclude with a Government acceptance test.

The Northrop Grumman Team's Approach Will Deliver Specific Benefits to JDPAC

- Directly aligns the KM design with the JDPAC strategy, ensuring the KM advances the JDPAC's ability to produce tangible results
- KM design will be driven by a "business case" for KM capabilities that produce the highest ROI
- KM design will be appropriate to JDPAC's current and intended level of technology and process maturity
- JDPAC leadership will focus on understanding KM best practices and how they can influence KM systems and related outcomes
- KM system will be developed by people who have a first-hand understanding of the challenges of conducting rapid, rigorous, and thorough supply chain analysis

4. **Support ongoing implementation and rollout.** Given the scale of the activities and the description of JDPAC KM requirements contained in the PWS, we expect that the detailed technical design and implementation of the KM system will be resourced as a separate task item. We will support the JDPAC in the scoping, requirements definition and contracting processes to make sure that implementation resources are available to conduct the implementation in line with the anticipated schedule.

The need for KM within the JDPAC is clear. Access to current data, information, and knowledge resources is key to the rapid completion of comprehensive, compelling analysis. By leveraging our experience in commercial and DoD supply chain operations and in implementing knowledge-based systems, the Northrop Grumman JDPAC Team will provide the support JDPAC needs to define, develop, and implement an effective KM system.

2.2.1.4 Task Area 4: Organizational Design

To achieve unity under JDPAC, USTRANSCOM must integrate the analytic capabilities of three legacy independent engineering and analysis agencies into a cross-functional organization capable of producing synergistic joint and Service solutions. The Northrop Grumman JDPAC Team's organizational design approach is built on a proven methodology and, when combined with our hands-on familiarity with USTRANSCOM and JDPAC, will result in a new, mission-focused organization, capitalizing on the strengths and capabilities of each Service element.

We will deliver to USTRANSCOM an organizational design and process that will position JDPAC to meet immediate and out-year organizational needs. Our design will be developed following our well-proven methodology and building on our familiarity with USTRANSCOM's and JDPAC's requirements and those of the constituent legacy agencies.

Subtask 1—Process Analysis and Reengineering. We will start this effort by defining the "as-is" organizations of each engineering/analysis agency, focusing on current strengths and weaknesses. We will make extensive use of existing JDDA architectural views, including the JDDA OV-2, Operational Node Connectivity; OV-4, Organizational Relationship Chart; and OV-3, Information Exchange Matrix. We will integrate this information with our own existing baseline and extensive knowledge of the constituent organizational architectures.

We have developed a methodology for successfully defining organizational strengths and weaknesses and for identifying opportunities to improve organizational effectiveness and efficiency. Our methodology will facilitate USTRANSCOM and JDPAC leadership's making organization-wide, cross-cutting changes that will improve organizational integration and alignment of effort across functional stovepipes.

In applying our methodology, we will meet with key members of the USTRANSCOM staff to understand their expectations and concerns for JDPAC's future. With their assistance, we will develop a set of desired outcomes and products for the organizational design. An effective relationship with senior leaders is essential to promoting open and candid discussions of all organizational issues. As shown in **Exhibit 2.2.1.4-1**, the Northrop Grumman JDPAC Team's organizational design methodology follows two separate, coordinated tracks, one quantitative and one qualitative. The quantitative track allows us to scale the size of challenges and the value of different COAs. The qualitative track looks for improvement opportunities by using not-for-attribution interviews with selected senior leaders, mid-level managers, and staff members across various organizations.

One-on-one, not-for-attribution interviews are very effective at uncovering and facilitating an understanding the problems facing an organization. Following guidance from senior leaders, the Northrop Grumman JDPAC Team will develop a list of interview topics and interviewees to guide discussion across the various organizations. We will send copies of the interview topics to the interviewees well ahead of the actual interview date so they can consider and formulate their responses in a deliberate manner. The interviews will be 1 hour in length, conducted by two senior analysts, and held at the

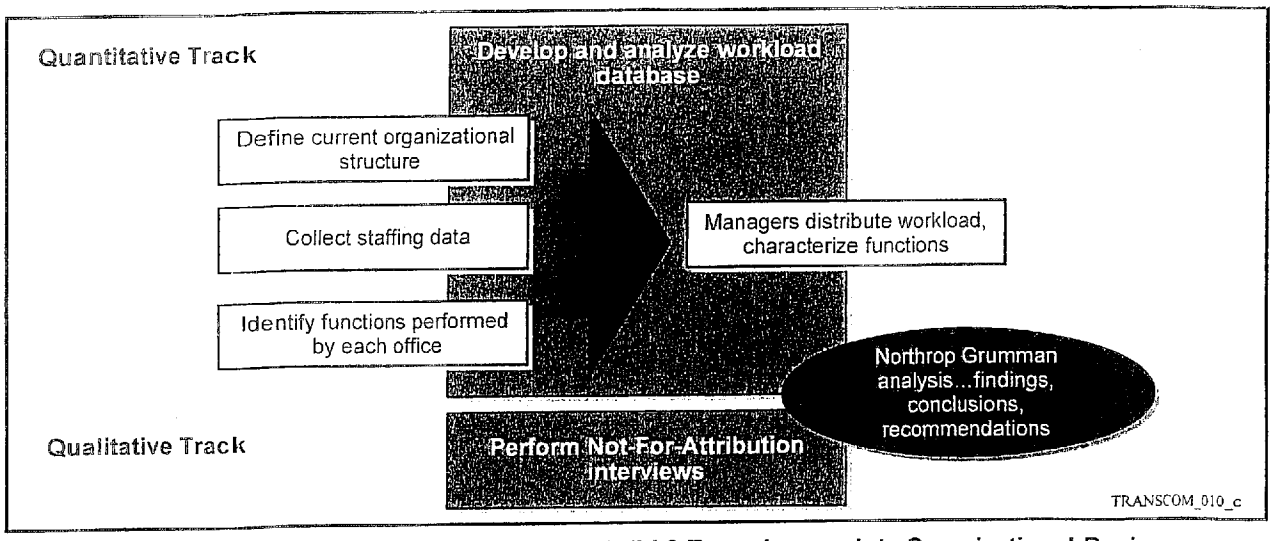


Exhibit 2.2.1.4-1. The Northrop Grumman JDPAC Team Approach to Organizational Design
This approach features two tracks—quantitative and qualitative—to arrive at a design to support JDPAC's mission, goals and objectives.

interviewee's work location. During the interviews, we will look for recurring themes, fundamental problems, and potential solutions.

An outsider's view of the organization can also be very helpful. We will work with USTRANSCOM staff to identify customer and peer organizations to include in the interview process. These external interviews are valuable in obtaining well-rounded views of the organization, so senior leaders can make better customer- and stakeholder-oriented decisions.

The Northrop Grumman JDPAC Team will collect quantitative data about JDPAC through a variety of means. The data requirements will be tailored to meet USTRANSCOM's needs and will address the quantity, type, and location of workload across its proposed processes. We will use these data to estimate how JDPAC could use its productive capacity in terms of functions performed, products delivered, administrative inertia, and the amount of coordination and collaboration across internal functional stovepipes. We will collect the data using automated surveys, similar to those depicted in **Exhibit 2.2.1.4-2,** that we have developed to collect workload data directly from those doing the work—mid-level managers and analysts. The automated surveys will allow us to gauge the views of many operating personnel throughout USTRANSCOM and JDPAC stakeholders and customers with minimal intrusiveness. The data we collect will be an important adjunct to our interviews, enabling us to validate and scale the issues heard during the interviews. Our findings and conclusions will therefore be developed from two integrated sources of information: the qualitative insights from interviews and the quantitative data characterizing the workload.

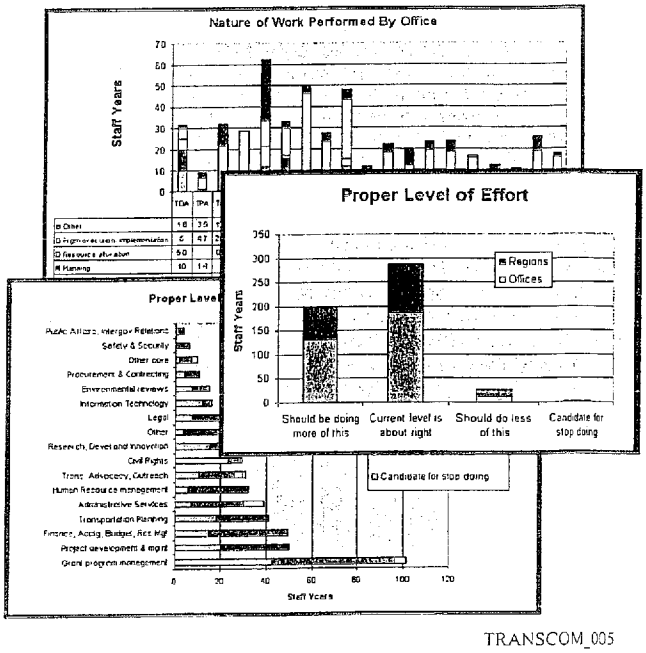


Exhibit 2.2.1.4-2. Data Collection Methods
By automating data collection methods, the Northrop Grumman JDPAC Team provides information based results, quickly and easily.

Our workload data collection system, as shown in **Exhibit 2.2.1.4-3**, will allow us to quantify how much work effort each agency is expending by major function. It will incorporate a survey-like aspect that allows us to characterize JDPAC's projected workload in terms of tailorable attributes of interest to USTRANSCOM. This will be especially useful and practical in examining the many tangential work elements that the three agencies currently work in collaboration with one another. Attributes of the work being performed include items such as relative importance, appropriate level of effort, strategic goal that is advanced by work associated with the function, major process or functional area that the function falls within, customer for the workload, and perceived degree of effectiveness or efficiency of the function.

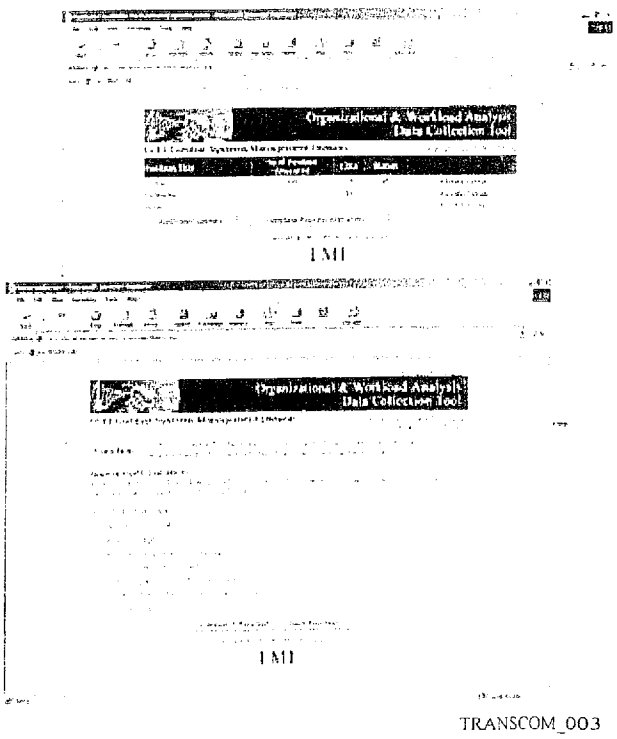


Exhibit 2.1.1.4-3. Organizational Workload Analysis Tool
This tool allows us to rapidly and accurately assess current organizational status.

By aggregating workload across an organization using these methods, we will show USTRANSCOM senior leaders and the Service analysis agencies:

- Processes, functions, and products that support USTRANSCOM's immediate requirement for joint engineering and distribution analysis. These recommendations will take into consideration both the JDPAC's virtual organization initially as well as the eventual physical consolidation at Scott AFB.
- Workload in each process area that is mission critical but perceived as being performed ineffectively or inefficiently.
- Workload that is redundant or misplaced within an organization and suitable for relocation, consolidation, or removal.
- Functions or processes for senior leaders to consider as candidates for elimination.
- Process disconnects between the client organization and its partner organizations.

Next, we will synthesize and integrate the information developed by the qualitative and quantitative tracks into an executive-level description of JDPAC's potential strengths, weaknesses, opportunities, and threats. We will not only identify problems but also develop well-reasoned, practical solutions that JDPAC will be able to directly and immediately apply.

Subtask 2—JDPAC Organization and Process Framework. After completing the "as-is" definitions, we will construct and propose a "to-be" architecture for JDPAC that recognizes USTRANSCOM's JDPAC requirements, encompasses best practices in Government and industry, considers technological advancements, and accommodates available or planned staffing levels. The architecture will build on the results of our team's current USTRANSCOM and Transportation Engineering Analysis (TEA) strategic planning engagement and our familiarity with JDPAC's importance to the DPO's mission.

During this follow-on process improvement work we will construct high-level process models for specific processes, service delivery, or communication flow problems. **Exhibit 2.2.1.4-4** illustrates one of our service-delivery process models.

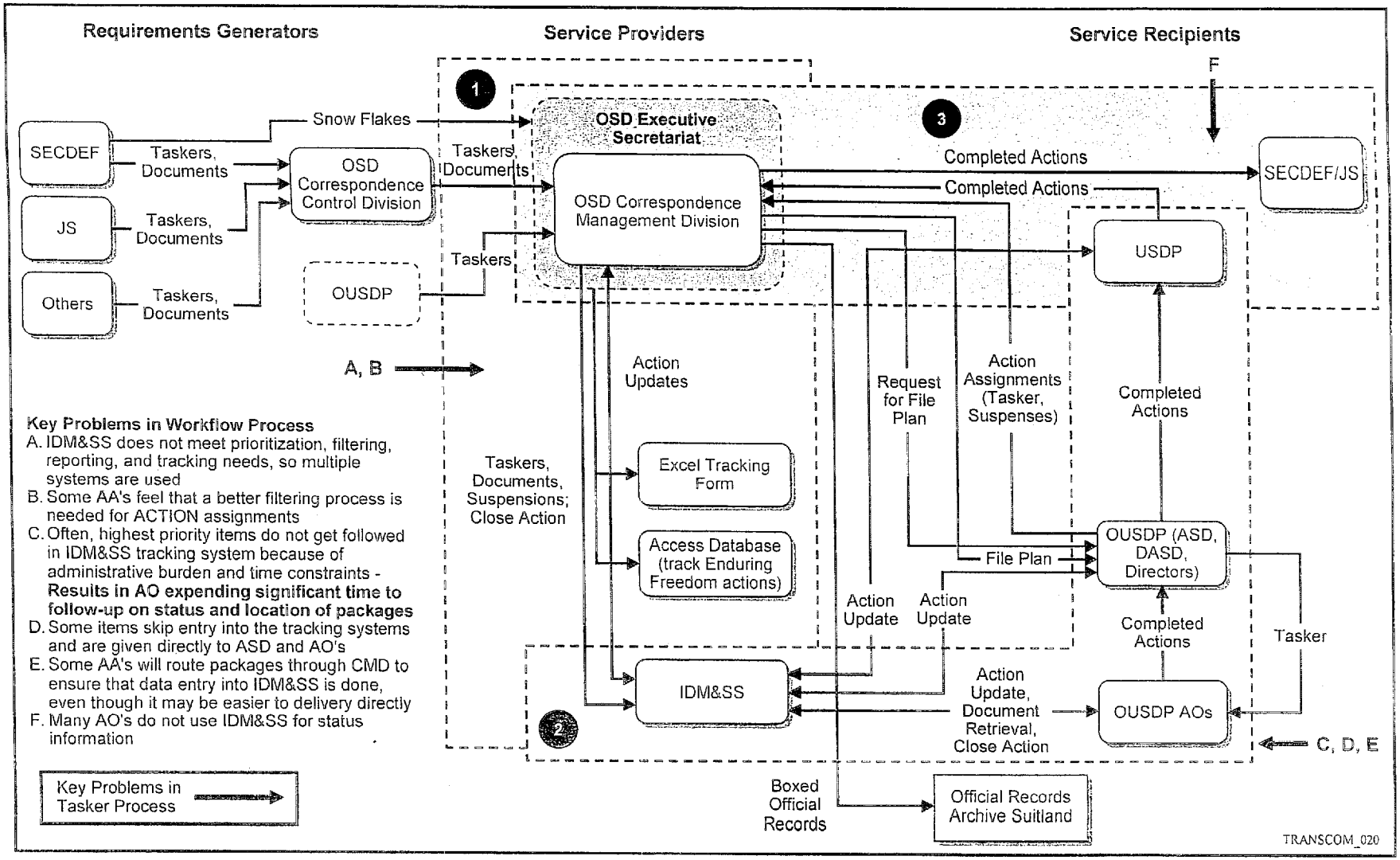


Exhibit 2.2.1.4-4. Sample Process Model
Our Process Models Effectively Highlight Performance Problems.

These models are effective at highlighting redundant functional processes, ineffective exchanges among organizations, and potential process bottlenecks. We will construct these models during facilitated workshops attended by three to six SMEs from organizations involved in the planning processes, such as TCJ3, TCJ5, SDDCTEA, and AMC/A9. These workshops require 5 hours to develop each model, including time for SMEs to review the completed models and provide feedback. This modeling process is fully compatible with the JDDA and is easily integrated with JDDA Operational Views. We will provide experienced enterprise architecture practitioners to coordinate with TC-J6 early on the modeling process to seamlessly integrate our process model products into the existing JDDA formats for storage in the Corporate Resource Information Source. The initial draft organizational framework will be provided within 90 days of contract award. We recognize that this framework will need continued refinement as the JDPAC concept matures during the base year of the contract.

We have used our organizational design methodology to strengthen the performance of more than 20 Government organizations, including the Department of the Army, USSTRATCOM, and SDDC. We treat the information collected during each organizational assessment as proprietary and not releasable to anyone other than the client. We recognize the sensitivity of our work and perform all aspects of it with discretion. We have an exceptional track record of helping senior Government officials identify and exploit opportunities for improving their organizations, and we are confident that we can organize and stand up an effective and successful JDPAC.

The Northrop Grumman Team's Approach Will Deliver Specific Benefits to JDPAC

- An organizational design methodology that has a well-proven, recent history of highly successful DoD engagements
- A fully integrated approach that integrates quantitative and qualitative assessments to provide the best mix of defensible, supporting information to USTRANSCOM decision makers
- An understanding and perspective that accounts for views and perspectives from across the full range of internal and external JDPAC stakeholders
- A fresh look in developing the JDPAC architecture that is fully compatible with the existing JDDA.

2.2.1.5 Task Area 5: Supply Chain Risk/Threat Analysis (Optional)

For the JDPAC to fully support the DoD's supply chain at performance levels outlined in the JL(D)JIC, the JDPAC must implement a process for systematically identifying and mitigating risk. In doing so, the JDDE will operate with the highest probability of continued capabilities for the Joint Force Commanders (JFCs). The Northrop Grumman JDPAC Team will support this effort by combining our commercial and DoD supply chain experience with a well-established methodology for managing risk. We will collaborate closely with other DoD organizations to make use of the best information available and to provide the needed foundation for implementing our findings. This will enable USTRANSCOM to quickly generate concrete results for the DoD as measured by implementation of risk mitigation strategies,

Because of the JDDE's size and scale, the hostile environments in which it operates, and the high value enemies place on disrupting the supply chain, the JDDE faces high risk probabilities. The consequences of a disruption to the JDDE, as measured both by cost and impact to the Warfighter, can be dramatic. The Northrop Grumman JDPAC Team will facilitate a Supply Chain Risk Analysis Group to provide the JDPAC with a clear understanding of potential risks and their probabilities, consequences, and mitigators. We will enable collaborative risk mitigation analysis with other DoD organizations as directed by JDPAC leadership.

The Northrop Grumman JDPAC Team brings a risk management approach that is grounded in the SCOR model. Risks will be organized and evaluated within the context of each SCOR level: Plan, Source, Make, Deliver, and Return. This provides for a more rapid evaluation of risks and associated mitigation strategies. In applying this methodology, the Northrop Grumman JDPAC Team will leverage our commercial and DoD supply chain experience in identifying likely risks, their impact, and the expected "payback" of implementing mitigation strategies. Finally, because the Northrop Grumman JDPAC Team is focused on generating concrete, near-term results for the DoD, we will deliver a risk approach that

supports the JDDE with recommendations that deliver continually high levels of support to the Warfighter with the lowest likelihood of disruption.

Subtask 1—Supply Chain Risk Portfolio. To support the JDPAC in identifying and mitigating risks to the JDDE, The Northrop Grumman JDPAC Team will use an approach that assesses the probabilities and consequences of possible risk events, identifies mitigation strategies, and calculates the mitigation's return on investment (ROI). The five steps of this approach are shown in **Exhibit 2.2.1.5-1** and explained in the paragraphs that follow.

1. **Identify Risks.** Given the need to generate results quickly, the Northrop Grumman JDPAC Team will rapidly identify the risk areas. We will categorize risk areas using the five SCOR processes—Plan, Source, Make, Deliver, and Return. This process facilitates understanding of where the risks impact the JDDE and, more importantly, guides the team in defining the most effective risk-mitigation strategies.

   Through brainstorming sessions, structured workshops, and scenario planning, the team will identify the variety of risk factors that could impact the JDDE. Types of risk include: political, military, weather, technology, physical, labor, and others. We will research previous studies within DoD and commercial sectors to complement our understanding of possible risk areas. Depending on the number and scale of the risk areas identified, the Northrop Grumman JDPAC Team may facilitate an initial prioritization of the JDDE risk areas to focus resources on risks that are perceived to have the greatest potential impact on the JDDE operations.

2. **Define Probability and Consequences.** For each risk area, we will estimate the probability and potential consequences. First, we will group risk areas according to the SCOR processes. We will conduct additional interviews and workshops. Participants to this process will be individuals who are familiar with both SCOR and the informational and physical aspects of the supply chain. These sessions will result in a composite view of expected probabilities and consequences. When appropriate, we will reference detailed SCOR models (supplied through team member PRTM) and the Joint Deployment and Distribution Architecture (JDDA) to explore the details of these processes. We will use tools, such as Monte Carlo simulations and risk-assessment software, and research and reference relevant studies on supply chain risk to bring rigor and external reference points to the task. Finally, for selected high-risk items, the Northrop Grumman JDPAC Team will leverage the skills and abilities of our Operations Research SMEs to quantify the impact of likely supply chain disruptions on the JDDE. Assessment of probability and consequence for each risk area generates an overall scoring and allows for comparisons between risk areas. This prioritization can be depicted in a prioritization array, enabling the team to focus development of mitigation strategies on risks with the greatest potential impact to the JDDE.

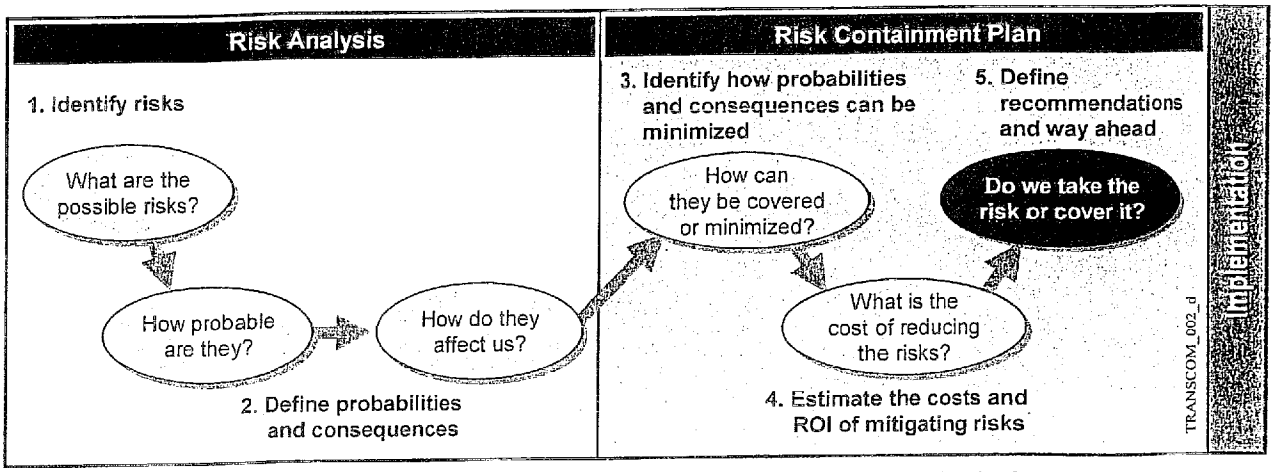


Exhibit 2.2.1.5-1. The Northrop Grumman Approach to Risk Analysis

3. **Identify how probabilities and consequences can be minimized.** Once risks have been prioritized, the Northrop Grumman JDPAC Team will analyze how probabilities and/or consequences can be reduced, establishing the basis for risk mitigation strategies. The Northrop Grumman JDPAC Team will group the high-priority risks into the SCOR process areas. This will accelerate the analysis process, as there is commonality of risk mitigation strategies in each of the SCOR areas. For example, in the Source process, mitigation techniques include identifying alterative sources of supply and providing surge capacity. While not all risks fall neatly into a SCOR process—such as a weather risk—the SCOR process that it impacts can be identified. The initial pass through the risk items will identify risk areas that have the highest potential impact to the JDDE.

4. **Estimate the costs and ROI of mitigating risks.** Since all risks cannot be cost-effectively mitigated, the JDPAC and the DOD must focus on making the best use of limited resources and on reducing the overall supply chain risk by investing in mitigation strategies with the highest payback. To identify those strategies, the Northrop Grumman JDPAC Team will calculate the ROI for the highest priority risk mitigation strategies. This will be calculated based on expected cost and expected value to the JFCs. We will facilitate workshops with those familiar with the financial aspects of JDDE processes and resources to define the costs of risk mitigation strategies. In addition to these workshops, we will use internal team estimates, collaborate with USTRANSCOM and its partners, and study other DoD and Government risk studies. The ROI calculations will highlight strategies that will deliver "the biggest bang for the buck" and facilitate the recommendation of risk mitigation strategies.

5. **Define Recommendations and the Way Ahead.** Recommendations will be based on a combination of factors such as the expected ROI, the absolute level of expected investment, risk of implementation, and expected elapsed time to implement. Complexity of implementation of risk mitigation plans will also be a factor in the team's recommendations to the JDPAC.

To meet the JDPAC's needs for an initial risk portfolio, we will complete an initial draft of all five steps within 120 days of task start. This initial pass will establish a starting point to understand the array of risks facing the JDDE and the implication of pursuing risk mitigation strategies. This will provide a solid foundation for the JDPAC to make collaborative decisions with its partners on risk mitigation pursuits.

The scale of the JDDE and the potential risks it faces are such that continued evaluation and articulation of risks and mitigation strategies will be needed. This analysis will be updated every 90 days or in response to requirements from JDPAC leadership to provide an updated view of the JDDE risk picture.

Subtask 2—Supply Chain Risk Portfolio Report. The Northrop Grumman JDPAC Team will incorporate a summary of activities related to the development of the risk portfolio into the monthly status reports. This will include updates on the progress of risk identification, assessment, prioritization, and evaluation of mitigation strategies.

The Northrop Grumman Approach Will Deliver Specific Benefits to JDPAC

- Risk analysis is grounded in SCOR, a universally accepted supply chain reference model, which facilities more targeted, rapid risk assessment.
- Emphasis on a business case approach means that DoD will derive significant ROI on its risk mitigation investments.
- Leveraging the team's operational research capabilities allows for greater insight into the probabilities and consequences of potential risk events.
- Fully leveraging the knowledge of the broader DoD community results in greater fidelity in assessing risk probabilities, consequences, and potential mitigation strategies.

2.2.1.6 *Task Area 6: Skills Alignment and Training Plan (Optional)*

As a new consolidated organization, JDPAC's mission is broader than any of its individual component legacy organizations. This new paradigm requires the JDPAC to address the practical and behavioral needs and concerns of its workforce and those of its external stakeholders. The Northrop Grumman JDPAC Team's approach will help the JDPAC realign skills as it moves from its legacy baseline to

fulfillment of its future vision. We will provide the JDPAC leadership and staff with tools, methods, and techniques to navigate the minefield of change management risks associated with the transition.

Human capital management and change management are established disciplines for meeting JDPAC's transitional challenges. The Northrop Grumman Team bring methods, tools, and processes for managing this change, as well as the experience and lessons learned from supporting previous organizational realignments in USTRANSCOM, SDDC, and USDA. The JDPAC organizational and process framework developed in Task 4 will provide the starting point for aligning skills, creating a training plan, and managing change effectively. We will use the following four-step process to perform this task:

Step 1. Develop Human Capital Strategic Alignment. The purpose of human capital strategic alignment is to create an organization comprising the right number of staff, with the right skills, who are available to meet the organization's needs. This is especially critical when a new organization is created from several existing organizations, as is the case for the JDPAC. To accomplish this alignment, we will review relevant existing strategic and human capital planning actions and documents. Within the scope of the authority of the Director JDPAC, we will also work with the USTRANSCOM J1 to establish a positive working relationship and ensure alignment of JDPAC HR planning within the context of the Command's larger objectives. We will also review all HR planning considerations, assumptions, and decisions resident in the base realignment and closure (BRAC) planning activities associated with the establishment of the JDPAC. These review activities will frame the business needs that determine the baseline workforce the JDPAC will require. Then we will analyze the to-be organizational structure, processes, and products developed in Task 4 and determine skill requirements. This will be done by reviewing the JDPAC requisite capabilities and the individual competencies needed to provide them.

Step 2. Conduct a Skills Gap Analysis. Based on the to-be organizational structure, we will determine the number of staff by job series (specialty) and level (junior, mid level, senior/expert). Next we will develop a list of general and technical competencies required for each position. We will survey managers to determine the level of proficiency of the current workforce in the required competencies. We will analyze these data in light of skills requirements to identify workforce skill gaps. We will develop strategies for addressing the gaps, including hiring, training and development, and performance management.

Step 3. Prepare the Training Plan. We will develop generic training and development plans for progression within each key job series in the new organization. These plans will address required and recommended training and development activities. They will be prepared for junior- and mid-level staff. Based on these generic plans and the skill gap analysis conducted earlier, we will prepare a baseline JDPAC training plan for FY07. The plan will provide the following information: mandated training by topic; priorities for training and development by skill and topic; number of employees who need formal training by topic; and recommended sources of available classroom, online, and blended learning. The training plan will include a recommended long-term strategy for enabling the JDPAC staff to acquire new skills, improve current skills, and develop common technical and problem solving approaches. The strategy will emphasize the use of training and development as a tool for change management and for developing a new JDPAC culture of shared values and practices.

Step 4. Prepare Change Management and Communication Plan. This last step consists of three subordinate activities:

1. **Analyze Change Impact.** We first will identify all groups who will be affected by the establishment of JDPAC. In particular, it is important to identify those who are likely to support the change and can help communicate the reasons for the change and the benefits to the organization and its mission. We will also identify the groups who do not support the change and their reasons. For each stakeholder group, we will conduct an impact analysis using the following steps:
    - Identify impacts from the creation of the new organization.

- Develop a change matrix that displays the overall change impact by group. An example matrix is depicted in **Exhibit 2.2.1.6-1.**
- Determine whether the impact is positive or negative.
- Conduct an overall change management assessment.

Change Impact Analysis	JDPAC			Services			COCOMs			DLA		
	Managers	Employees	Customers	Managers	Employees	Customers	Managers	Employees	Customers	Managers	Employees	Customers
Positive Elements of Change												
Improves customer service		M+	H+		M+	H+		M+	H+		M+	H+
Achieves efficiencies of operation	H+	M+	H+	H+	M+	H+	H+	H+	H+	H+	H+	H+
Uses staff capacity more effectively and builds staff capacity	H+	H+	L+	H+	H+	L+	H+	H+	L+	H+	H+	L+

Exhibit 2.2.1.6-1. Change Impact Analysis

Understanding the positive impacts of change provides for positive communications to the affected stakeholders.

In this sample matrix, the letters and symbols inside the boxes indicate whether that stakeholder group will be affected by each change element, the degree of impact (high, medium, or low), and whether the impact is thought to be positive or negative. Knowing which change elements are expected to be positive will allow us to develop communications to highlight and market those positive changes. The positive aspects of change are often overlooked in change management programs. A significant percentage of individuals facing change may either already support it or are predisposed to favor it, provided that they receive timely and adequate information about what the change is and how it will affect them.

The negative impacts often represent concerns that individuals have about how the change will affect them. A key element in change management is to eliminate the uncertainty surrounding new skills and competencies that employees must acquire; new reporting relationships and roles; or the potential loss of pay or status. It is important to emphasize the positive outcomes of the change. The message should clearly communicate what is actually changing, rather than what is perceived as change. The framework that guides our approach is depicted in **Exhibit 2.2.1.6-2.**

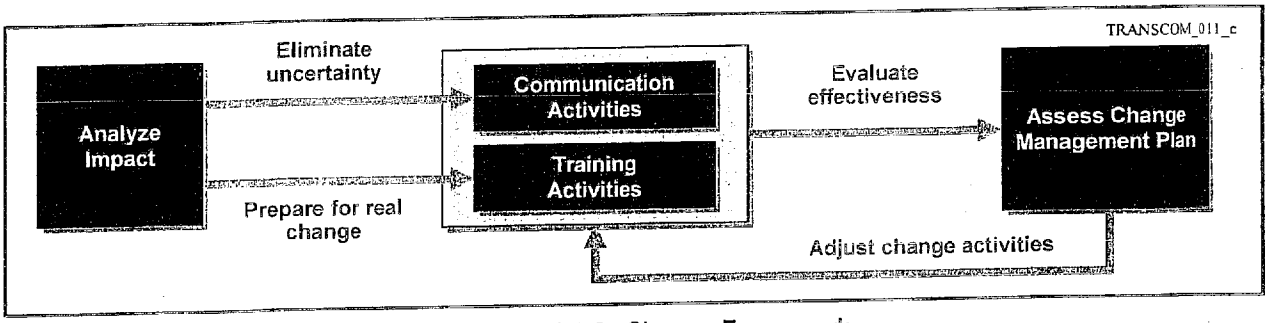


Exhibit 2.2.1.6-2. Change Framework

This Framework is designed to eliminate uncertainty and prepare the organization for real change.

2. **Develop Change Management Strategy.** The next activity is to develop a change management strategy. Based on our impact analysis, we will prepare an analysis of the risks involved in this project and identify constraints, critical success factors, and assumptions. From our analysis of all these elements, we will craft and coordinate a change management strategy designed to mitigate these risks.

3. **Prepare Change Management and Communication Plan.** Once the Director JDPAC approves the change management strategy, we will prepare and coordinate the JDPAC Change Management and Communication Plan, which will provide key messages to be communicated to each stakeholder group, vehicles for communicating messages, training to be provided in support of change management, an implementation plan for change management activities in FY07, and a description of roles and responsibilities for change management and communication.

The list of the assistance, tools, and resources that should be made available to support managers and employees in carrying out change management activities and the HR requirements and actions under this task will evolve and mature as the JDPAC itself evolves and matures.

The Northrop Grumman Team's Approach Will Deliver Specific Benefits to JDPAC

- A human capital and change management implementation methodology successfully implemented by other DoD organizations undergoing change.
- Actionable, real-world solutions, not academic discussions.
- We do it today; an immediate, no-learning-curve start-up.

The JDPAC will receive a suite of products to support both the initial HR planning needs and the refinement and execution of the HR plan as the JDPAC approaches IOC. Included in the suite of deliverables will be the following base line products: JDPAC Staffing Requirements document; Workforce Skills Gaps Analysis; Change Impact Matrix; JDPAC Training Program Plan and supporting tools; JDPAC Change Management Strategy; and JDPAC Change Management and Communication Plan and supporting tools. We will deliver the first three products initially at 120 days after the start of this task and updated and refreshed at least monthly or more frequently as the JDPAC develops. The delivery schedule for the latter three will follow sequentially and will be detailed in the Program Task Order Management Plan.

2.2.1.7 Task Area 7: Governance Structure Support (Optional)

The Northrop Grumman JDPAC Team will leverage our experience supporting the new Distribution Process Owner (DPO) and Science and Technology (S&T) governance structures and DPO Program Management process, participation in the DPO End-To-End Gap Analysis, and experience participating in several distribution Capability-Based Analysis Teams (CBATs) to provide skillful support to the JDPAC. This will provide the JDPAC knowledge of the governance structures which drive systemic functional process improvements initiatives and IT enablers through improved data integrity, quality, integration and interoperability, and integration of modeling and simulation capabilities to provide responsive solutions to the JDDE.

The Northup Grumman Team will support JDPAC in coordinating DPO Program Management and Strategy Division (TCJ5/4-S) governance activities to synchronize ongoing efforts of all USTRANSCOM staff directorates, E2E analysis, PMO, CBATs, DSG, and other Government agencies. Stanley Associates, one of our team members, was instrumental in developing the strategy for replacing the former USTRANSCOM Pillar Integrated Product Team (IPT) Governance Structure with the new Distribution Steering Group (DSG) Governance Structure and defining the distribution program management responsibilities within TCJ5/4-S. We will leverage this experience in supporting the evolution of the current collaborative governance structure. This structure includes USTRANSCOM and its national partners, the services, COCOMs, and agencies. Having written the DSG Charter, we understand the relationships and roles of other distribution issue resolution bodies such as the Distribution Transformation Task Force (DTTF), DPO Executive Board (DEB), and Defense Logistics Board (DLB). This inclusive perspective provides a collaborative basis for approaching functional and technical analysis in support of distribution process improvement initiatives. As shown in **Exhibit 2.2.1.7-1**, the interrelationships are complex and must be accounted for in this task.

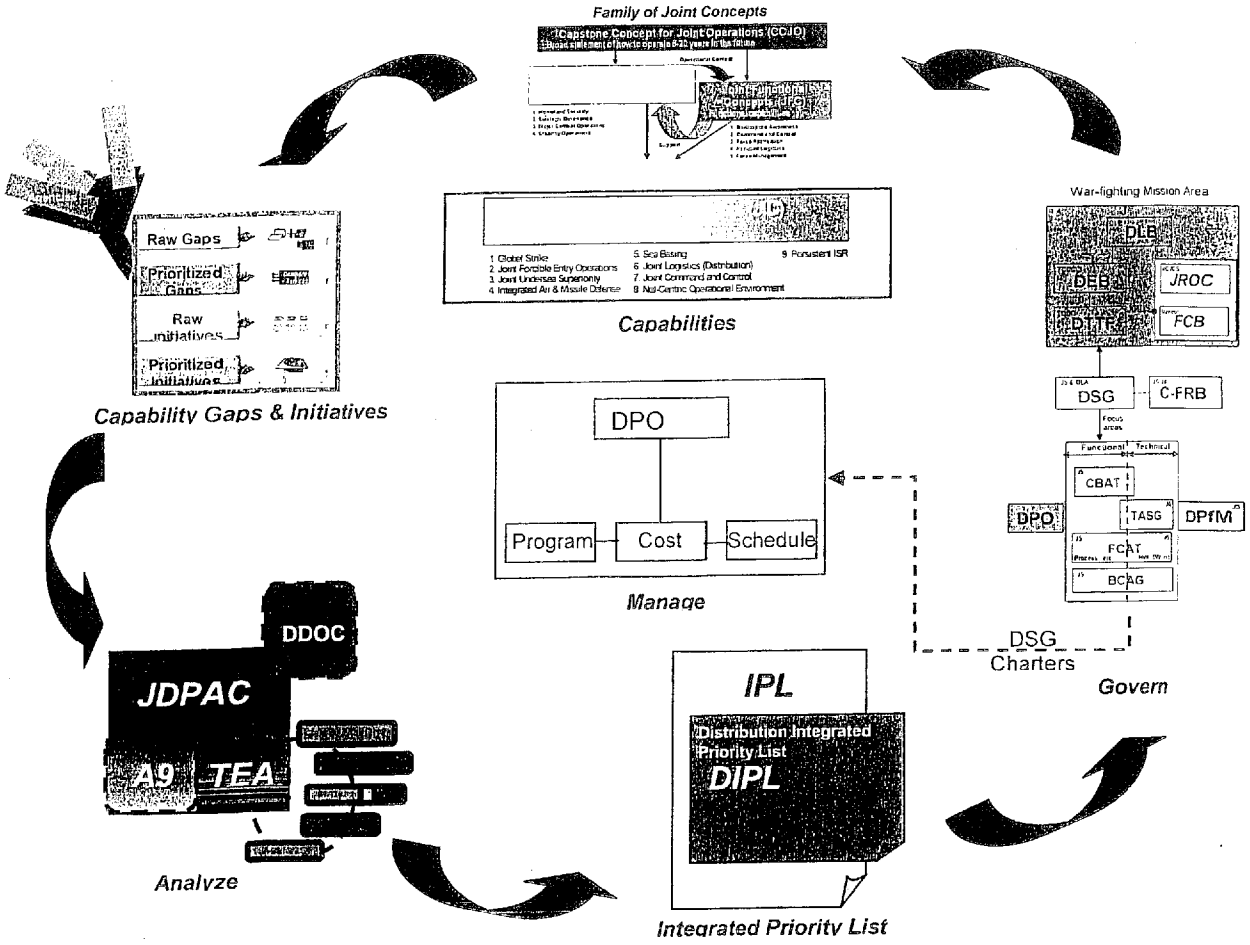


Exhibit 2.2.1.7-1. JDPAC Interoperability

The JDPAC must interoperate with the command strategy, enterprise governance, and process improvement of the JDDE.

The Northrop Grumman JDPAC Team will leverage Stanley's significant experience in participating in the 18 month end-to-end (E2E) distribution analysis effort conducted jointly by Defense Logistics Agency (DLA) and the USTRANSCOM to identify distribution process capability gaps. These capability gaps were subsequently prioritized by the Joint Deployment and Distribution Conference (JDDC) membership and validated by the DSG. We will capitalize on the relationships established during this process and use the knowledge we attained to facilitate creation of the new governance structure. We will operate under the general guidance provided in the JL(D)JIC, dated 7 February 2006for Capabilities-Based Assessments. This JIC outlines the key tasks, conditions, standards, and a supporting concept of operations that provide a basis for determining potential joint distribution capability gaps and excesses through the general structure established in the Joint Capabilities Integration and Development System (JCIDS) related analysis processes.

The Northrop Grumman JDPAC Team will also apply expertise gained in participating in the mapping of the E2E gaps to the JL(D) JIC capability requirements and Combatant COCOM 129 requirements. These latter requirements support the JDDE in meeting Regional Combatant Command (RCC)/Joint Force Commander (JFC) requirements. Members of The Northrop Grumman JDPAC Team were instrumental in the development of the USTRANSCOM Distribution Integrated Priority List (DIPL). This list of focus areas was derived from the E2E gap analysis effort and linked the DIPL to the USTRANSCOM Integrated Priority List (IPL). This knowledge enhances our ability to link and synchronize distribution

initiatives across the JDDE to prioritized gaps identified in the E2E analysis and create a roadmap of functional distribution process improvements.

Having participated in standing up and functioning in the Theater Distribution Management (TDM), Common Operating Picture for Deployment and Distribution (COP D^2), and Distribution Data Management Capability-Based Analysis Teams (CBATs), we understand the interdependencies and complexities of the current collaborative distribution environment. Our analytical processes and knowledge of the capability imperative focus areas will deliver solid analysis and recommendations. Our assessments will consider the entire range of DOTMLPF and policy, as a part of defining the capability needs.

By leveraging the experience just described, the Northrop Grumman JDPAC Team will contribute significant expertise to organizing, evaluating, and providing solution sets to improve distribution functional processes and IT enablement across the JDDE.

Subtask 1—JDPAC Structure Support Report. In accordance with USTRANSCOM guidance, the Northrop Grumman JDPAC Team will develop an appendix for the task's monthly status report (MSR) identifying monthly activities and achievements relating to DPO governance structure support. Included in this appendix will be proceedings, initiatives, recommendations, and decisions made in various distribution resolution body meetings attended such as the DSG, DTTF, or DEB. Additionally, the appendix will identify updates to key strategic guidance documents such as the Command Guidance, Strategic Guidance, Strategic Action Plan, USTRANSCOM IPL, the DIPL, and JCIDS products. We will include analysis on their potential impact on current or planned JDPAC projects. The appendix will also present a JDPAC impact assessment of newly identified JDDE distribution functional process gaps and initiatives as they relate to capability portfolio management. We will document and track their progress as they relate to JDPAC studies and analysis projects.

The Northrop Grumman Team's Approach Will Deliver Specific Benefits to JDPAC

- Applied experience in Distribution Process Owner (DPO) Governance with an understanding of organizational goals and responsibilities
- Knowledge of USTRANSCOM and Joint Deployment and Distribution Process with an understanding of DPO core processes
- Reputation within USTRANSCOM and the Government with recognized and trusted products
- Command awareness of strategic objectives and relationships with national partners
- Dedication to Command's Mission – demonstrated in our Committed Team

2.3 Capability to Assess Performance of a Supply Chain Network

To succeed, the JDPAC must be able to assess supply chain networks and immediately recognize bottlenecks, gaps, and issues. The Northrop Grumman JDPAC Team has the experienced personnel and past performance record to support USTRANSCOM with supply chain network capabilities that will lead to successful analytical outcomes.

In direct support of COCOM distribution CONOPS decision opportunities, members of the Northrop Grumman JDPAC Team have conducted analyses and assessments of theater distribution history and performance to provide recommendations or support effective decision making. Two assessments of the air lines of communications within the USCENTCOM AOR were recently completed to support operational planning decisions to change the mix of C-130 and C-17 aircraft operating in the theater. In both cases, analysis supported the operational recommendation that the number of in-theater aircraft could be reduced while maintaining the same level of support. In a similar study of alternative CONOPS in the USSOUTHCOM AOR, we completed an assessment of the distribution network support and made recommendations for a major restructuring of the theater distribution CONOPS. Recent feedback indicates that the change resulted in a savings of more than $800,000. As a result, our analysts are now working on an alternative CONOPS in a different part of the theater.

In the last 3 months, Northrop Grumman analysts supported USTRANSCOM's assessment of proposed changes to distribution infrastructure and procedures in Germany due to the pending closure of the

USECOM Theater Distribution Center (TDC). Our analysts provided analytical support to an independent assessment of TDC alternatives focused on assessing proposed courses of action (COAs) in terms of workload and associated operational costs. The results were presented to a Joint Working Group composed of USEUCOM, USAREUR, USTRANSCOM, and DLA and facilitated their completion of decision matrices for cost and qualitative distribution system performance factors. Ultimately, the workload analysis we produced was reevaluated by the DLA commander at the Defense Distribution Depot Europe (DDDE) Germersheim, resulting in a significant change in operational costs for one of the COAs; elimination of one of the sensitive funding issues associated with the decision-making process; and USTRANSCOM and USEUCOM full support for the COA that provided the optimum distribution characteristics.

In the 4 months since Northrop Grumman began supporting the JDPAC, our functional and operations research analysts have established their credentials in Intermodal Distribution Lane assessment. Working with our JDPAC partners, we reduced previously voluminous and almost incomprehensible quarterly reports to a reasonable size for presentation. This effort, combined with the development and implementation of procedures to improve review of materials prior to presentation, resulted in COCOM monthly reviews that focus on meaningful issues rather than a quarterly "data dump."

The Northrop Grumman JDPAC Team has additional, relevant experience in supply chain network analyses including:

- **Technical Data Management (TDM) for Defense Supply Center Richmond (DSCR).** This R&D program is designed to identify supply chain bottlenecks and demonstrate solutions using IT. Northrop Grumman, as the program integrator, collaborated with suppliers, Government weapon system managers, and academia to identify multiple workflow solutions and produce limited production quantities of critically needed parts, thus enabling a more mature, robust, and efficient manufacturing and procurement process on behalf of the DSCR. This program reduced the turnaround time for engineering support requests (Form 339) from the Engineering Source Authority (ESA); reduced the administrative lead time associated with the production of a bid set package; and reengineered MSDS processes to improve workflow.
- **Architecture to Modernize and Optimize In-Theater Distribution.** The United States Army G-4 engaged PRTM to identify and prioritize IT development and process optimization projects to achieve optimal supply chain performance. Of particular interest to the Army was the development of a methodology to assess the impact of IT initiatives on the logistics "bottom line"—performance to the Warfighter. To achieve the Army's objectives, it was critical to understand and quantify logistics performance factors that improve Warfighter effectiveness. The result was a performance framework that established a clear linkage between the Army's supply chain resources performance (in the areas of speed, reliability, visibility, and efficiency) and mission effectiveness. After establishing outcome-focused metrics (and corresponding performance targets) based on the voice of the Warfighter, analysis was conducted starting from the Warfighter backward into the supply system. The end-to-end supply chain was holistically analyzed through the lens of these metrics to identify comprehensive solutions (IT, processes, DOTMLPF, manpower, etc.) to generate significant uplift in performance. Completion of this assessment required not only a thorough understanding of the Army's supply chain but also the data and analysis techniques necessary to establish a performance baseline. PRTM used advanced analysis techniques to assemble an end-to-end performance picture of the Army's supply chain operations based on the previously identified performance metrics. PRTM leveraged its rich supply chain performance database of commercial and DoD benchmark information to allow comparisons of the Army's supply chain performance with other Government and commercial supply chain management organizations.

We also have available to us the capabilities of Ryder and FedEx, two companies noted for their capabilities in assessing and improving the complex supply chain networks of commercial customers with a focus on reducing cost and creating a competitive edge.

2.4 Knowledge Management Capabilities

Focus on Return on Investment (ROI) was key to PRTM's knowledge management system approach. It is this focus and approach that we bring to the JDPAC in developing a knowledge management approach for USTRANSCOM.

Northrop Grumman's team member PRTM is a consulting firm that makes full use of KM capabilities to support its business. This section contains a description of PRTM's own implementation of KM and previews the oral presentation we will make to USTRANSCOM upon request.

Background. Talented people and intellectual property are the "raw materials" of consulting firms. As with any industry, success depends on making the most efficient use of these assets. Ongoing capture of PRTM's collective experience and knowledge is critical to our ability to efficiently deliver on client projects, develop consultants, make the most effective use of their time, and maintain our thought leadership position in the consulting industry. As the firm experienced a period of rapid growth both in terms of headcount and areas of expertise, the need for a strategy to better collect and disseminate knowledge across the organization became apparent.

The following is a description of the process that PRTM went through to design, develop, and implement an internal KM system and the results of that process. It is important to describe the process of arriving at a KM system, because it is the clarity of strategic direction combined with rigorous business case analysis that ensure that the resources invested in the KM system actually result in substantial returns to the organization. This approach parallels the approach that the Northrop Grumman JDPAC Team proposes to use in supporting the design and implementation of the JDPAC's KM system.

Approach. The PRTM management team identified the three key business objectives shown in **Exhibit 2.4-1** for the year 2004, all of which required components of successful knowledge management.

Business Goal	KM Contribution
Improve PRTM differentiation and ability to win business	▪ Increase availability of knowledge to improve marketing of PRTM's differentiated value-add, especially at senior levels ▪ Provide a showcase of knowledge infrastructure that differentiates PRTM as a knowledge-based consulting firm when demonstrated to clients ▪ Ensure the best information and knowledge of past work is being used to generate and close more new business development opportunities, broaden account footprint, and sell larger projects
Enable superior consulting quality and productivity	▪ Ensure PRTM uses all available knowledge and resources to achieve the highest results and quality consulting the firm can deliver ▪ Improve the efficiency with which we deliver the these results to improve client value proposition and consulting quality of life
Create a culture of learning and contribution that supports firm and individual growth	▪ Enable rapid assimilation of new consultants and rapid deployment of new capabilities ▪ Provide a knowledge infrastructure, processes, and culture that reward contribution of knowledge that leads to results ▪ Reinforce the critical intellectual capital dimension of our business model in everything we do

Exhibit 2.4-1. PRTM's Goals for 2004
These goals drove PRTM to consider a KM solution

Having identified how KM could support PRTM's business goals, the team assessed the ability of the firm's existing KM solution to meet these needs. PRTM's existing KM system was a file server, loosely organized by client name and project. Teams often used the site as a "working space" to store work-in-progress documents and final deliverables, further confusing users searching for best-in-class or "gold standard" information and documents. Additionally, the client/project-centric organizational model did not facilitate the dissemination of topically classified knowledge. Consultants would be required to "ask

around" to determine which client or project contained information that would fulfill their needs. Finally, the team discovered through customer interviews that KM activities were viewed as a "burden" and that there was little incentive to contribute to the KM environment. The results of this assessment were clear: PRTM needed to significantly improve its KM practices and systems to remain competitive.

PRTM's KM team engaged in a thorough assessment of the expected users of firm knowledge products, the roles in which they would be using these resources, and the unique requirements of each user-role combination. This assessment yielded insights highly valuable in shaping PRTM's KM environment. For example, the team found that a consultant user could be accessing the KM system as a collaborator on a project team, a researcher getting up to speed on a new client engagement, or a business developer needed access to past works as proofpoints of success to potential clients—each role requiring unique methods of locating information. "Voice of the customer" interviews were conducted with users in various roles across the organization to gain a true sense of what information would truly drive value in situations encountered on a daily basis.

Armed with the outputs of the user assessment and "customer" interviews, the KM team set out on two tightly connected parallel efforts: one effort focused on developing the processes and procedures required for successful KM, and another focused on the IT system design. The two teams collaborated to develop a list of "must-have" capabilities for PRTM's new KM environment. Key capabilities included:

- **Project workspaces:** The KM system should allow project teams to build knowledge-sharing communities to facilitate information interchange between team members.
- **Communities of practice:** To further deepen consultants' knowledge in their area of interest, the KM system should provide virtual communities of practice, combining documents, best practices, SME contact information, and discussion forums. This resource would not only be valuable for consultants in a particular community of practice, but for all consultants wishing to gain greater understanding of a particular practice area.
- **"Gold standard" and best-practice repository:** While browsing an extensive library of user-contributed documents can be helpful in many search endeavors, consultants often seek "gold standard" documents that have been accepted across the firm as being the best resource on a particular topic. The KM system should provide administrators the capability to tag documents of this nature for easy identification. Additionally, a moderated library of firm-wide best practices would allow consultants to easily locate and access official documents or standards in the knowledge management system.
- **Searchable document repository:** The KM system must give users with the ability to perform a full-text search across the entire PRTM document repository. The user should then be able to filter results based on date, document type, file format, creator, or community of practice to further refine the results.
- **Streamlined, integrated user interface:** The new KM system should provide users a clean, intuitive user interface similar to commercial Web search and "e-Helpdesk" sites (e.g., Dell). By making the interface immediately familiar to end users, barriers to usage will be reduced.
- **Ubiquitous accessibility:** The existing PRTM KM system required users to be connected to the PRTM intranet to gain access to information. This approach proved to be unserviceable due to the highly mobile nature of a consulting workforce. The new PRTM KM system should be easily and securely accessed from any internet connection and Web browser through the use of existing firm-issued RSA SecurID tokens.

The IT system design group used the capabilities outlined above as a platform for developing a set of key requirements for potential KM system solutions. The team performed a gap-fit analysis using these requirements against COTS knowledge and information management products to identify a "short list" of

potential solutions. The team's findings indicated that Microsoft's SharePoint product would fulfill many requirements with minimal modification and reconfiguration. One key area that SharePoint lacked was the ability to perform full text searches across the existing PRTM document repository. To remedy this shortcoming, the IT team selected the Coveo Enterprise Search SharePoint add-in. The combination of these two tools would serve as a pilot platform for PRTM's knowledge management system.

To quickly demonstrate the value of an enhanced knowledge management system, the implementation team adopted a spiral development approach (shown in **Exhibit 2.4-2**). To rapidly provide key capabilities to the user base, the pilot implementation increment established the basic KM infrastructure (with the requisite user interface and accessibility features) along with the ability to search the PRTM document repository.

Increment 0	Increment 1	Increment 2
▪ Base KM system infrastructure ▪ Searchable document repository	▪ Project workspaces ▪ "Gold standard"/best-practices repository	▪ Communities of practice

Exhibit 2.4-2. PRTM's Spiral Development Approach for KM Implementation
This approach provided an immediate ROI.

Results. Within 3 months of launch, the KM system had developed a strong user base in the PRTM community. With over 90 percent of consultants performing more than 1,500 searches per week searching over 42,000 fully-indexed documents (150 Gb of content) with a 94 percent query success rate, the pilot system was deemed a resounding success. Informal user feedback indicated increased search accuracy, increased accessibility, and decreased time to locate documents relative to the existing PRTM KM solution. Additionally, by integrating KM into standard project close-out processes and incorporating results into performance reviews, the firm now enjoys a significantly higher project knowledge capture rate.

PRTM's enhanced KM environment has significantly streamlined tasks that previously required significant amounts of effort, delivering on key PRTM business goals. For example, retrieval of client past performance information for new business development proposals has transformed from a multi-day collection effort driven by e-mails to project directors to a point-and-click process that can be completed in a matter of minutes. This has significantly enhanced the firm's ability to rapidly provide comprehensive responses to RFPs. Client portals have helped teams centrally manage documents and discussions, significantly increasing team productivity and performance.

Summary

The Northrop Grumman JDPAC Team is ready to go and in place today. We offer USTRANSCOM:

- A team of companies—Northrop Grumman, LMI, PRTM and Stanley—all with outstanding qualifications in distribution analysis and logistics and supply chain management
- The infusion of leading-edge ideas from our industry and academia through Ryder, FedEx, Washington University, and other leading universities and related supply chain institutes
- Directly relevant knowledge and experience attained in supply and transportation, deployment, and distribution models and their related databases, defense distribution pipeline analysis, and ad hoc queries and reports, gained through our 14 years of supporting USTRANSCOM
- Experience-based and process-driven approaches to all seven task areas
- A team of SMEs with directly relevant hands-on experience supporting JDPAC.

We participated in evolving the JDPAC from a notion to a virtual organization and look forward to taking it to a fully operational capability supporting senior leadership across the DoD.

Technical Lead (Senior Technical Manager 2)		
Task 2 All Years		
Education	**Experience**	**Special Skills Required**
▪ Ph.D. in operations research with 10 years of military operations research experience or Master's Degree in OR with 15 years military operations research analysis experience ▪ PME (Intermediate Service School graduate)	▪ 5 years of USTRANSCOM and operations research analysis experience ▪ 5 years of experience managing operations research analysts; technical experience in deployment and distribution models and simulations (e.g. AMP, JFAST, CFAST, TARGET, MIDAS, ELIST, etc.) ▪ Expert in USTRANSCOM and Component Command's command and control data systems ▪ Supply Chain Management Certificate highly desired with required completion no later than the first 9 months of contract	▪ Technical and analytical experience in conducting distribution performance analysis or trend analysis to support distribution customers ▪ Technical experience in evaluating deployment and distribution concepts of operations and physical distribution networks using relevant data and industry best-practice operations research techniques ▪ Technical experience in developing ad hoc data query requests on transportation and distribution domain-specific data sources for ad hoc or detailed distribution system analysis
Security Clearance: Top Secret		
Summary of duties and responsibilities. Oversees a highly skilled group of operations research analysts using advanced analytical, mathematical, or statistical techniques related to statistical analysis, parametric and non-parametric analysis, computer modeling, simulation, decision theory, mathematical programming, regression analysis, and economic analysis. Serves as the technical lead and senior analyst in an analysis cell responsible for operations research analyses. Advises other operations research analysts, scientists, or engineers on techniques best suited for analyzing their problems (formal requirements and ad hoc tasks).		

Technical Specialist 1 (Technical Specialist 1)		
Task 6 All Years		
Education	**Experience**	**Special Skills**
B.S. in engineering, logistics, or other related specialty	10 years of experience. General experience may include facilitation, training, project management, methodology development and deployment, process reengineering, change management, and organizational development	Experienced in organizational design, human resource planning, or organization's staffing requirements analysis. Survey and assessment techniques
Security Clearance: Secret, if required		
Summary of duties and responsibilities: Provides specific human resource planning expertise in skills alignment and change management activities. Works directly with the members of the client team in collecting information, analyzing problems, defining solutions, and communicating recommendations. Develops change management procedures, leading the development of presentations, and builds consensus with the JDPAC staff and stakeholders.		

Technical Specialist 1 (Technical Specialist 1)		
Task 3 Option Years 1 and 2		
Education	**Experience**	**Special Skills Required (include certifications)**
BS in engineering, logistics or other related specialty	10 years of experience. General experience may include training, project management, methodology development, and deployment, process reengineering, change management and facilitation	Experienced in KM concepts structured analysis and the use of models or frameworks or other automated tools applicable to functional or technical domain and requirement
Security Clearance: Secret		
Summary of duties and responsibilities: Provides specific technical expertise in KM program development and implementation and tool design. Works directly with the members of the client team to analyze KM needs and identify alternatives and recommendations to implement KM within JDPAC and with its stakeholders. Responsible for analyzing problems, defining solutions, communicating recommendations, developing procedures, and leading the development of presentations.		

Technical Specialist 2 (Technical Specialist 2)		
Task 3 Base Year		
Education	**Experience**	**Special Skills**
B.S. in engineering, logistics, or other related specialty	10 years of experience. General experience may include training, project management, methodology development and deployment, process reengineering, change management, and facilitation	Experienced in KM concepts structured analysis and the use of models or frameworks or other automated tools applicable to functional or technical domain and requirement.
Security Clearance: Secret, if required		
Summary of duties and responsibilities: Provides specific technical expertise in KM program development and implementation and tool design. Works directly with the members of the client team to analyze KM needs and identify alternatives and recommendations to implement KM within JDPAC and with its stakeholders. Responsible for analyzing problems, defining solutions, communicating recommendations, developing procedures, and leading the development of presentations.		

Technical Specialist 2 (Technical Specialist 2)		
Task Area 4 Base year		
Education	**Experience**	**Special Skills**
B.S. in engineering, logistics, or other related specialty	8 years of experience. Experience may include best practice definition and implementation, facilitation, training, project management, methodology development and deployment, process reengineering, change management, and organizational development, analysis and modeling,	Experienced in organizational design, human resource planning, or organizations staffing and requirements analysis. Skills in facilitation, information research and mining, surveys and assessment techniques
Security Clearance: Secret, if required		
Summary of duties and responsibilities: Member of organizational design team and provides specific technical expertise in logistics and organizational design for organizational design task. Performs mid-level analytical assignments. Analyzes organizational design needs, defines solutions, and communicates recommendations.		

Technical Specialist 2 (Technical Specialist 2)		
Task 2 Option Years 1 and 2		
Education	**Experience**	**Special Skills Required (include certifications)**
B.S. in engineering, logistics or other related specialty.	10 years of experience; General experience may include facilitation, training, project management, process reengineering, change management, organizational development, advanced analysis and modeling, deployment of IT, and facilitation	Extensive functional domain experience in DoD supply chain disciplines. Experienced in structured analysis and the use of models or frameworks or other automated tools applicable to functional domain and requirement. Skills in facilitation and information research and mining
Security Clearance: Secret		
Summary of duties and responsibilities: Performs distribution performance analysis and assessment. Provides specific functional expertise in distribution or other logistics disciplines and performs high-level analytical assignments. Responsible for analyzing problems, defining solutions and communication recommendations. Leads the development of presentations, coordinates with the client and develops and manages work plans.		

Technical Specialist 3 (Technical Specialist 3)		
Task Area 4 Base Year		
Education	**Experience**	**Special Skills**
B.S. degree in engineering, logistics, or other related specialty	5 years of experience. Experience may include organizational development, analysis and modeling, facilitation, training, process reengineering, and change management	Familiar with structured analysis, the use of models or frameworks or other automated tools applicable to organizational design and development
Security Clearance: Secret, if required		
Summary of duties and responsibilities: Member of organizational design team and provides specific technical expertise in logistics and organizational design for organizational design task. Performs basic analytical assignments. Responsible to analyze organizational design needs, define solutions, and communicate recommendations to design team lead.		

Senior Technical Specialist 1 (Senior Technical Specialist 1)		
Task 6 All years		
Education	Education	Education
I.S., M.A., and/or MBA degree	M.S., M.A., and/or MBA degree	M.S., M.A., and/or M.B.A. degree

ecurity Clearance: Secret, if required

ummary of duties and responsibilities: Serves as the task lead to plan and execute the Skill Alignment and Training Plan. Works with senior members f the client team and with JDPAC stakeholders to implement the task, refine the scope, and schedule resources. Reviews task progress and deliverables /ith the client and manages the Task 6 team.

Senior Technical Specialist 2 (Senior Technical Specialist 2)		
Task 3 Base Year		
Education	Experience	Special Skills Required (include certifications)
▪ BS in engineering, logistics or other related specialty	▪ 5 years military service combined with 3 to 5 years relevant commercial, management and/or management consulting experience with relevant experience in knowledge management system design and implementation; or ▪ 8 hears commercial experience in specialized line management and or management consulting positions focused on knowledge management design and. implementation	▪ Experience in DoD and/or commercial supply chain operations or other workflow-based operations ▪ Proven track record in supporting teams in developing KM systems and designing governance of KM systems

Security Clearance: Secret

Summary of duties and responsibilities: Works collaboratively with members of the team to structure strategies for developing and implementing technologies, setting targets and standards for performance, identifying workflow and other organizational opportunities to improve performance. Identifies where technologies can and should be used to advance process flows and performance. Plans and executes detailed implementation of solutions.

Senior Technical Specialist 3 (Senior Technical Specialist 3)		
Task 3 Base Year		
Education	Experience	Special Skills
M.S., M.A., and/or M.B.A. degree	8 years of experience. General experience may include facilitation, training, project management, process reengineering, change management, organizational development, and advanced analysis and modeling	Extensive experience in functional and KM design and implementation. Skills in facilitation and information research and mining

Security Clearance: Secret, if required

Summary of duties and responsibilities: Serves as the task lead and lead analyst to conduct industry research of KM capabilities and trends. A principal point of contact with the client to refine scope, if required, and manage task resources. Drafts and coordinates initial trends forecast report and subsequent updates.

Project Leader 1 (Project Leader 1)		
Task 4 Base Year		
Education	**Experience**	**Special Skills Required (include certifications)**
M.S., M.A., and/or MBA degree	12 years of experience in leading complex projects	Extensive experience in DoD supply chain and organizational design and benchmarking
Security Clearance: Secret		
Summary of duties and responsibilities: Responsible for lead organizational design task. The primary point of contact with the client on issues necessary to implement the project such as identifying/developing scope, resources, and budget negotiations. Approves plan of action and directs organizational design team.		

Project Leader 2 (Project Leader 2)		
Task 4 Base Year		
Education	**Experience**	**Special Skills Required (include certifications)**
M.S., M.A., and/or M.B.A. degree	12 years of experience; at least 5 years in project leadership. General experience in facilitation, training, methodology development and deployment, process reengineering, change management, organizational development, advanced analysis and modeling, deployment of IT, and/or management of personnel	Extensive experience in organizational design, DoD supply chain functional domains, supply chain best practices, benchmarking, or knowledge management design and implementation
Security Clearance: Secret		
Summary of duties and responsibilities: Responsible for executing organizational design tasks and managing design team. A primary point of contact with the client on issues necessary to coordinate the project subtasks such as coordinating scope, schedule, and review of deliverables and products.		

Senior Logistics Analyst (Principal Logistician 1)		
Task 7 All Years		
Education	**Experience**	**Special Skills Required (include certifications)**
▪ Master's degree in relevant study with 10 years of military logistics/transportation experience ▪ Professional military education: graduate of Senior Service School.	▪ 20 years of military experience ▪ 10 years of USTRANSCOM functional experience ▪ 8 years Management Experience of logistics/transportation analysts and accomplishing Joint Collaborative Initiatives within the DoD ▪ 10 years DoD experience with Deployment and Distribution10	▪ Working knowledge of deployment and distribution functions ▪ Working knowledge of USTRANSCOM's Directorates and their missions
Security Clearance: Secret		
Summary of duties and responsibilities: Coordinates and synchronizes governance activities between JDPAC and DPO Program Management. Maintains awareness of current/planned JDPAC projects and their relationship to USTRANSCOM strategic objectives. Involved in the DPO governance process. Works with TJC5/TCJ6 to develop DSG agendas and ensure synergy with DTTF agendas. Coordinates and contributes to the development of briefings by the JDPAC/TCJ5J4 to the DSG. Attends DSG, DTTF, and Directorate/Division meetings as appropriate. Participates in CBATs as appropriate. Presents feedback to the JDPAC on meetings, forums, and conferences, including JDPAC impact assessment analysis of newly identified JDDE distribution functional process gaps and initiatives as they relate to capability portfolio management in the monthly status report (MSR).		

Senior Technical Specialist 1 (Senior Technical Specialist 1)		
Task 3 All Years		
Education	**Education**	**Education**
M.S., M.A., and/or M.B.A. degree	10 years of experience; 5 years in managing tasks or subtasks	Extensive experience in knowledge management design and implementation, organizational design, human resource planning, DoD supply chain functional domain, or benchmarking
Security Clearance: Secret		
Summary of duties and responsibilities: Serves as a lead analyst designing and implementing KM capability. Works with senior members of the client team on issues necessary to implement the project such as identifying/developing scope, resources, and budget negotiations. Identifies client requirements for KM capability and develops and recommends KM strategy and framework.		

Principal Knowledge Management Technical Manager (Director)		
Task 5 All Years		
Education	**Experience**	**Special Skills Required**
▪ Bachelors degree in engineering, mathematics, science, computer science or other technical field ▪ M.S. M.A MBA or other relevant advanced degree	▪ 20 years of military service combined with 5-10 years of relevant commercial, management, and/or management consulting experience ▪ Or 15 years of specialized experience in risk management or related field ▪ Experience includes roles in leading diverse and broad organizations and demonstrated history of driving tangible change and producing results by leveraging technologies to produce desired business results. ▪ Consulting experience in successfully advising senior Government and commercial executives in defining and developing organizational strategic plans; framing and solving complex organizational, functional, and process issues; and orchestrating change at the most senior levels in an organization	▪ Extensive experience in DoD and/or commercial supply chain operations, technology, and procedures. Functional experience in commercial supply chain best practices, benchmarking, and risk management design and implementation
Security Clearance: Secret		
Summary of duties and responsibilities: Works with the most senior members of the client organization to structure strategies for risk portfolio management design, development and implementation. Identifies key focus areas and structures and oversees successful completion of work streams to develop core business processes around client needs assessments related to risk portfolio management. Responsibilities include managing the overall client relationship, leading the work teams to achieve the agreed-upon value proposition, and defining tailored solutions related to KM expectations.		

Program Manager (Principal Logistician 3)		
Task 1 All Years		
Education	**Experience**	**Special Skills Required (include certifications)**
▪ Master's Degree in operations research with 10 years of military operations research experience; or ▪ Master's of Science Degree in mathematics and/or management science with 15 years of military operations research analysis experience ▪ M.B.A. in management ▪ 10 or more years of experience managing Beams to produce high-quality analytical and technical information products ▪ Professional military education: graduate of Senior Service School	▪ 20 years of military experience ▪ Excellent technical and leadership skills ▪ Managed large teams ▪ 10 years of experience managing operations research analysts and accomplishing joint collaborative analysis in the Department of Defense (DoD) ▪ 8 years as Site Manager of large operations research cell at USTRANSCOM in support of TCJ5/4	▪ Working knowledge of deployment and distribution models and simulations (e.g. AMP, JFAST, CFAST, TARGET, MIDAS, ELIST, APOD)
Security Clearance: Top Secret		
Summary of duties and responsibilities. Oversees a highly skilled group of operations research analysts, knowledge management (KM) engineers, supply chain engineers, and organizational and training functional experts. Analysts will support distribution studies and analyses using advanced analytical, mathematical, or statistical techniques related to statistical analysis, parametric and non-parametric analysis, computer modeling, simulation, decision theory, mathematical programming, regression analysis, and economic analysis. Responsible for contract staffing with highly qualified personnel and the smooth operation of the contract. Responsible for providing reachback to parent company for highly specialized knowledge or analytical techniques to support analytical tasks. Provides overall contract management. Manages schedules and budgets and monitors technical progress for all tasks. Manages subcontractors. Interacts with senior DoD personnel. Serves as the single point of contact for all contract matters.		

Principal Technical Manager (Director)		
Task 2 Base Year		
Education	**Experience**	**Special Skills Required (include certifications)**
▪ Bachelor's degree in engineering, mathematics, science, computer science or other technical field ▪ M.S, M.A, M.B.A., or other relevant advanced degree	▪ 20 years military experience combined with 5-10 years of relevant commercial, management, and/or management consulting experience; or ▪ 15 years of specialized experience in technology-based solutions ▪ Experience includes roles in leading diverse and probed organizations and demonstrated history of leveraging technologies to produce business results ▪ Consulting experience in advising senior Government and commercial executives in defining and developing modeling and simulation programs	▪ Extensive experience in DoD and/or commercial supply chain operations, technology and procedures. Functional experience in commercial supply chain modeling and simulation
Security Clearance: Secret		
Summary of duties and responsibilities: Works with senior members of the client organization to structure strategies for the application of commercial best practices to supply chain modeling, simulation and analysis. Identifies key focus areas and structures and oversees successful completion of work streams to implement new solutions.		

Principal Knowledge Management Technical Manager (Director)		
Task 3 All Years		
Education	**Experience**	**Special Skills Required**
▪ Bachelor's degree in engineering, mathematics, science, computer science, or other technical field ▪ M.S., M.A., M.B.A., or other relevant advanced degree	▪ 20 years of military service combined with 5–10 years of relevant commercial, management, and/or management consulting experience ▪ Or 15 years of specialized experience in technology-based solutions to achieve tangible results ▪ Experience includes roles in leading diverse and broad organizations and demonstrated history of driving tangible change and producing results by leveraging technologies to produce desired business results ▪ Consulting experience in successfully advising senior Government and commercial executives in defining and developing organizational strategic plans, framing and solving complex organizational, functional and process issues, and orchestrating change at the most senior levels in an organization	▪ Extensive experience in DoD and/or commercial supply chain operations, technology, and procedures. Functional experience in commercial supply chain best practices, benchmarking, and KM design and implementation
Security Clearance: Secret		
Summary of duties and responsibilities: Works with the most senior members of the client organization to structure strategies for KM design, development, and implementation. Identifies key focus areas and structures and oversees successful completion of work streams to develop core business processes around client needs assessments related to KM. Responsibilities include managing the overall client relationship, leading the work teams to achieve the agreed-upon value proposition, and defining tailored solutions related to KM expectations.		

Principal Knowledge Management Engineer (Experienced Principal)		
Task 3 All Years		
Education	**Experience**	**Special Skills Required**
Bachelor's degree in engineering, mathematics, science, computer science, or other technical field M.S., M.A., M.B.A., or other relevant advanced degree	▪ 10 years of military service combined with 3–5 years of relevant commercial, management, and/or management consulting experience ▪ Or 10 years of specialized experience in line management and/or management consulting positions focused on application of technology to enhance business/organization operations and performance ▪ Experience includes proven success in leading and managing day-to-day operations and roles in leading diverse and broad organizational improvement. Demonstrated history of driving tangible change and producing results by leveraging technologies to produce desired business results ▪ Record of successfully advising senior Government and commercial executives in defining and developing organizational strategic plans; framing and solving complex organizational, functional, and process issues; and orchestrating change at the most senior levels in an organization ▪ Proven ability to identify and apply best-fit technologies in support of business process improvements and organizational performance	▪ Experience in DoD and/or commercial supply chain operations or other workflow-based operations ▪ Ability to organize and orchestrate teams in the design, development, and implementation of technology-based solutions to support business and workflow processes ▪ Proven track record in both advising leadership teams in the governance of KM and/or KM-type systems design and development, as well as aligning work team activities with expectations and objectives or organization leadership ▪ Ability to effectively lead teams in turning opportunities into results

Security Clearance: Secret

Summary of duties and responsibilities: Works with the senior members of the client team responsible for the success of a specific engagement (s), particularly those for KM and KM-related systems. In this role, the Principal is the primary point of contact with the client on day-to-day issues necessary to implement the strategies developed with the organization's leadership, such as scope, resources, and budget negotiations. Accordingly, develops plans and leads and manages complex programs (multiple projects) across multiple sites and organizations to ensure on-time delivery within budget. Directly supervises all other members of the team responsible for KM and KM-relates systems design and development. Leverages best practices, industry expertise, and technical competence to drive the overall design and implementation of customized best-practice solutions.

Principal Knowledge Management Engineer (Experienced Principal)		
Task 5 All Years		
Education	**Experience**	**Special Skills Required**
▪ Bachelor's degree in engineering, mathematics, science, computer science, or other technical field ▪ M.S., M.A., M.B.A., or other relevant advanced degree	▪ 10 years of military service combined with 3–5 years of relevant commercial, management and/or management consulting experience ▪ Or 10 years of specialized experience in line management and/or management consulting positions focused on application of technology to enhance business/organization operations and performance ▪ Ability to apply risk management tools and techniques ▪ Portfolio management experience	▪ Experience in DoD and/or commercial supply chain operations or other workflow-based operations, portfolio management, and risk management ▪ Ability to organize and orchestrate teams in the design, development, and implementation portfolio management processes ▪ Proven track record in advising leadership teams in portfolio management and governance and risk management as well as aligning work team activities with expectations and objectives or organization leadership ▪ Ability to effectively lead teams in turning opportunities into results

Security Clearance: Secret

Summary of duties and responsibilities: Works with the senior members of the client team responsible for the success of a specific engagement (s), particularly those for portfolio management and risk management. Represents the primary point of contact with the client on day-to-day issues necessary to implement the strategies developed with the organization's leadership, such as scope, resources, and budget negotiations. Accordingly, develops plans and leads and manages complex programs (multiple projects) across multiple sites and organizations to ensure on time delivery within budget. Directly supervises all other members of the team responsible for risk management portfolio design and development and identification of risk mitigation strategies. Leverages best practices, industry expertise, and technical competence to drive the overall design and implementation of customized solutions.

Knowledge Engineer II (Technical Manager 3)		
Task 3, All Years		
Education	**Experience**	**Special Skills Required (include certifications)**
▪ Masters in engineering or computer science plus 3 years of task related experience; or ▪ Bachelors in engineering or computer science plus 5 to 8 years of task related experience.	▪ Experience in performing systems analysis of MS&A assessment tools and communications technologies having potential to support strategic, operational, and tactical collaboration requirements. ▪ Experience in support of the testing of KM and/or MS&A systems.	▪ Able to evaluate advances in technology to identify and recommend opportunities for effective information management in particular, intranets, groupware and other collaborative technologies that make it possible for more widespread sharing and collaborative use of KM, KM tools, information systems, and models.

Security Clearance: Secret

Summary of duties and responsibilities: Designs, develops, implements, technical products and systems that support the collaboration and sharing of information within the analysis community. Performs engineering design evaluations. Supports the collaborative environment within the JDPAC and across the JDPAC community. Develops IT architectures and KM systems to overcome challenges in knowledge sharing and knowledge attrition. Performs a variety of tasks in designing and studying innovative computer systems that help JDPAC's community to work together in small or large groups (e.g., "groupware", "computer-supported cooperative work", and "electronic markets"). Provides technical consultation in the KM area of advances in text retrieval systems; documents management and other hardware/software trends in knowledge management technologies. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated Knowledge Manage tasks as they become apparent and required.

Principal Knowledge Management Engineer (Experienced Principal)		
Task 2 Base Year		
Education	**Experience**	**Special Skills Required**
▪ Bachelor's degree in engineering, mathematics, science, computer science, or other technical field ▪ M.S., M.A., M.B.A., or other relevant advanced degree	▪ 10 years of military service combined with 3–5 years of relevant commercial, management, and/or management consulting experience ▪ Or 10 years of commercial experience in specialized line management and/or management consulting positions focused on supply chain and logistics ▪ Experience includes proven success in leading and managing day-to-day operations and roles in leading diverse and broad organizational improvement. Demonstrated history of driving tangible change and producing results by leveraging technologies to produce desired business results ▪ Consulting experience in successfully advising senior Government and commercial executives in defining and developing organizational strategic plans; framing and solving complex organizational, functional and process issues; and orchestrating change at the most senior levels in an organization	▪ Extensive experience in DoD and/or commercial supply chain operations, technology, and procedures. Understanding of supply chain technologies, data flows, best practices, and procedures. Ability to quickly identify high opportunity areas that offer rapid payback. Ability to effectively lead teams in turning opportunities into results

Security Clearance: Secret

Summary of duties and responsibilities: Works with the senior members of the client organization to develop strategies for developing and implementing supply chain metrics, setting targets and standards for performance, identifying supply chain improvement opportunities to improve performance, and orchestrating analysis around these tasks, to ensure a fully comprehensive solution, including supply, distribution, transportation, human capital, process, DOTMLPF, workflow, environment, and inter-agency hand-off issues. Identifies key focus areas and structures and manages day-to-day organization or and successful completion of work streams.

Deployment and Distribution Senior Operations Research Analyst (Technical Manager 4)		
Task 2 All Years		
Education	**Experience**	**Special Skills Required (include certifications)**
Masters in OR with 5 years military operations research experience or Masters Degree in Mathematics or Management Science with 15 years military operations research analysis experience. PME (Intermediate Service School) highly desired.	▪ USTRANSCOM or Defense Logistics Agency (DLA) operations research analysis experience. Joint command collaborative operations analysis experience is highly desired. ▪ Project lead experience in operational study or analysis effort ▪ Technical experience in conducting distribution performance analysis or trend analysis to support distribution customers ▪ Relevant experience in evaluating deployment and distribution concepts of operations and physical distribution networks using relevant data and operations research techniques ▪ Relevant experience in developing ad hoc data query requests on transportation and distribution domain-specific data sources for ad hoc or detailed distribution system analysis	▪ Technical experience in deployment and distribution models and simulations (e.g. AMP, JFAST, CFAST, TARGET, MIDAS, ELIST, etc.) ▪ Supply Chain Management Certificate highly desired with required completion no later than first 9 months of contract

Security Clearance: Secret

Summary of duties and responsibilities. Applies mastery level skill in advanced analytical, mathematical, or statistical techniques related to statistical analysis, parametric and non-parametric analysis, computer modeling, simulation, decision theory, mathematical programming, regression analysis, and economic analysis. Serves as a senior analyst in a cell responsible for conducting studies and analyses under the direction of senior technical lead. Advises other operations research analysts, scientists, or engineers on techniques best suited for analyzing their problems. Leads a larger study or project or responsible for overall management of smaller project.

Deployment & Distribution Senior Operations Research Analyst (Technical Manager 4)		
Task 5 All years		
Education	**Experience**	**Special Skills Required (include certifications)**
▪ Master's degree in Operations Research or Analytical Logistics	▪ 15 years military experience ▪ Minimum 10 years of progressive work experience as a technical manager ▪ 5 years experience in logistics ▪ 3 years experience as technical manager, planning, organizing, controlling and directing technical work while having managerial responsibility for financial and contractual actions	▪ 4 years as technical manager in logistics analysis with an emphasis on risk management ▪ Knowledge of DoD supply chain operations

Security Clearance: Secret

Summary of duties and responsibilities: Leads risk analysis team. Performs risk analysis of complex DoD supply chain programs. Applies complex, analytical, mathematical or statistical principles and practices. Oversees research, collection and reduction of data, formulating mathematical expressions and drawing conclusions. Provides functional expertise and leadership in using risk analysis techniques.

Experienced Business Analyst (Experienced Business Analyst)		
Task 2 Base Year		
Education	**Experience**	**Special Skills Required**
▪ B.S. in engineering, logistics, or other related specialty	▪ Up to 3 years of military service or commercial experience in operational or management consulting positions ▪ Experience includes proven success in executing day-to-day operations and roles in leading diverse and broad organizational improvement. Demonstrated history of driving tangible change and producing results by identifying sources of risk, arraying these in a portfolio, and developing risk mitigation strategies with high ROI impact to effectively manage risk	▪ Research experience in DoD supply chain, functional experience in commercial supply chain best practices, and benchmarking

Security Clearance: Secret

Summary of duties and responsibilities: Supports the working team and client team by providing research, analytical, and modeling expertise in supply chain, KM, technology, and/or risk management/portfolio management functional areas. Responsibilities include understanding best practice frameworks, key performance metrics, and associated benchmarking products. Conducts detailed, fact-based analysis to illuminate insight into business processes and workflows to understand root cause of constraints, quantify the benefits of refined processes, and articulate implementation plans at a detailed level.

Deployment and Distribution Functional Analyst (Senior Logistician 5)		
Task 2 All Years		
Education	**Experience**	**Special Skills Required**
▪ PME (Intermediate Service School Graduate) ▪ B.A. with 10 years of DoD experience and 5 years of mobility experience	▪ 20 years of military operational experience with Joint experience ▪ Minimum of 2 years of USTRANSCOM deployment and distribution center operational experience with functional experience in supply and transportation (air and surface) arenas or 3 years of experience at a Joint or Service Staff/Major Service Command with Operations Center experience; deployed JDDOC experience is not required but highly desirable ▪ Technical experience in conducting ad hoc queries from USTRANSCOM C2 data systems such as GTN, GDSS, and SMS to assess ongoing distribution performance issues or perform trend analysis for ongoing deployment and sustainment operations ▪ Technical experience in evaluating deployment and distribution concepts of operations and physical distribution networks using operations research techniques	▪ Supply Chain Management Certificate highly desired with required completion no later than first 9 months of contract
Security Clearance: Secret		
Summary of Duties and Responsibilities: Applies technical domain knowledge and operational experience to support deployment and distribution analysis. Provides direct analytical support to the evolving Intermodal Distribution Lane (IDL) performance supporting process for the COCOMs. Provides technical experience in conducting ad hoc queries from DORRA's Strategic Distribution Data Base (SDDB) and USTRANSCOM C2 data systems such as GTN, GDSS, GATES, WPS, and SMS as needed to assess ongoing distribution performance issues or perform trend analysis for ongoing deployment and sustainment operations. Provides functional analytical support to identify performance gaps and identify root causes of problems, provide recommendations for improving data quality and reporting formats, and evolve the overall reporting process. Interacts directly with customer and JDDE partners to provide monthly performance assessment briefings and reports.		

Deployment and Distribution Junior Operations Research Analyst (Logistician 3)		
Task 5 All Years		
Education	**Experience**	**Special Skills Required**
▪ Bachelor's in operations research or Master's degree in mathematics or management science field with a minimum of 3 years of operations analysis experience	▪ USTRANSCOM or DLA operations research analysis experience ▪ A minimum of 3 years of technical experience in deployment and distribution models and simulations (e.g., AMP, JFAST, CFAST, TARGET, MIDAS, ELIST, etc.) ▪ Relevant experience in developing ad hoc data query requests on transportation and distribution domain-specific data sources for ad hoc or detailed distribution system analysis	▪ Supply Chain Management Certificate highly desired with required completion NLT first 9 months of contract ▪ Familiarity with distribution performance analysis or trend analysis to support distribution customers
Security Clearance: Secret		
Summary of duties and responsibilities. Applies complex, up-to-date analytical, mathematical, or statistical principles and practices. Conducts background research, collecting and reducing data, displaying data for analysis, formulating mathematical expressions, and drawing conclusions. Leads a segment of a larger study or project, or responsible for overall management of smaller project. Provides functional expertise and support in running DoD modeling and simulation software for risk analysis issues.		

Analyst Engineer 2		
Task Area 6 All years		
Education	**Experience**	**Special Skills**
S. in engineering, logistics, or other related ecialty	1 year of functional, technical, or domain experience. General experience may include facilitation, training, survey development, or analysis	Familiar with organizational design, human resource planning, or organizations staffing requirements analysis. Skills or training in survey and assessment techniques.

ecurity Clearance: Secret, if required

ummary of duties and responsibilities. Serves as a project team member of human capital task to align skills and implement change management. upports the task team by conducting research, analyzing data, applying functional HR expertise, and presenting information and alternatives to the client.

Analyst Engineer 3		
Task Area 4 Base Year		
Education	**Experience**	**Special Skills**
.S. degree in Engineering, Logistics, or other elated specialty	Demonstrated skills in functional, technical or domain analysis. Skills may include experience or training in facilitation, survey development, analysis, or modeling	Familiar with structured analysis and the use of models or frameworks or other automated tools applicable to organizational design and development.

ecurity Clearance: Secret, if required

ummary of duties and responsibilities. Serves as a project team member on human capital task to align skills and implement change management. upports the task team by conducting basic research, analyzing data, applying functional HR expertise, and presenting information and alternatives to the lient.

Deployment and Distribution Database Analyst (Analyst 5)		
Task 2 Option Years 1 and 2		
Education	**Experience**	**Special Skills Required**
▪ Bachelor's degree from an accredited college or university with a curriculum or major field of study in a computer science, information system, a physical science, engineering, or a mathematics-intensive discipline plus 8 years of task related experience; or ▪ An applicable training certificate issued in accordance with guidelines provided by the software vendor (i.e., Oracle DBA) from an accredited training institution plus 12 years of task-related experience	▪ Technical experience in using MS Access, Oracle, and Teradata databases	▪ Technical knowledge of USTRANSCOM transportation automated information systems (e.g. GTN, WPS, GATES, JOPES 4.0, GDSS, etc), DLA automated information system (DSS), and relevant available historical data systems.

Security Clearance: Secret

Summary of duties and responsibilities. Designs, implements, retrieves, and maintains complex databases. Maintains database dictionaries, monitors standards and procedures, and integrates systems through database design. Works at the highest level of all phases of database management. Works most phases of database administration. Identifies data sources, constructs data decomposition diagrams, provides data flow diagrams, and documents the process. Writes codes for database access, modifications, and constructions including stored procedures. Applies knowledgeable of current technologies and, when required for the task, emerging technologies to assigned duties.

Appendix A—Labor Category Qualifications

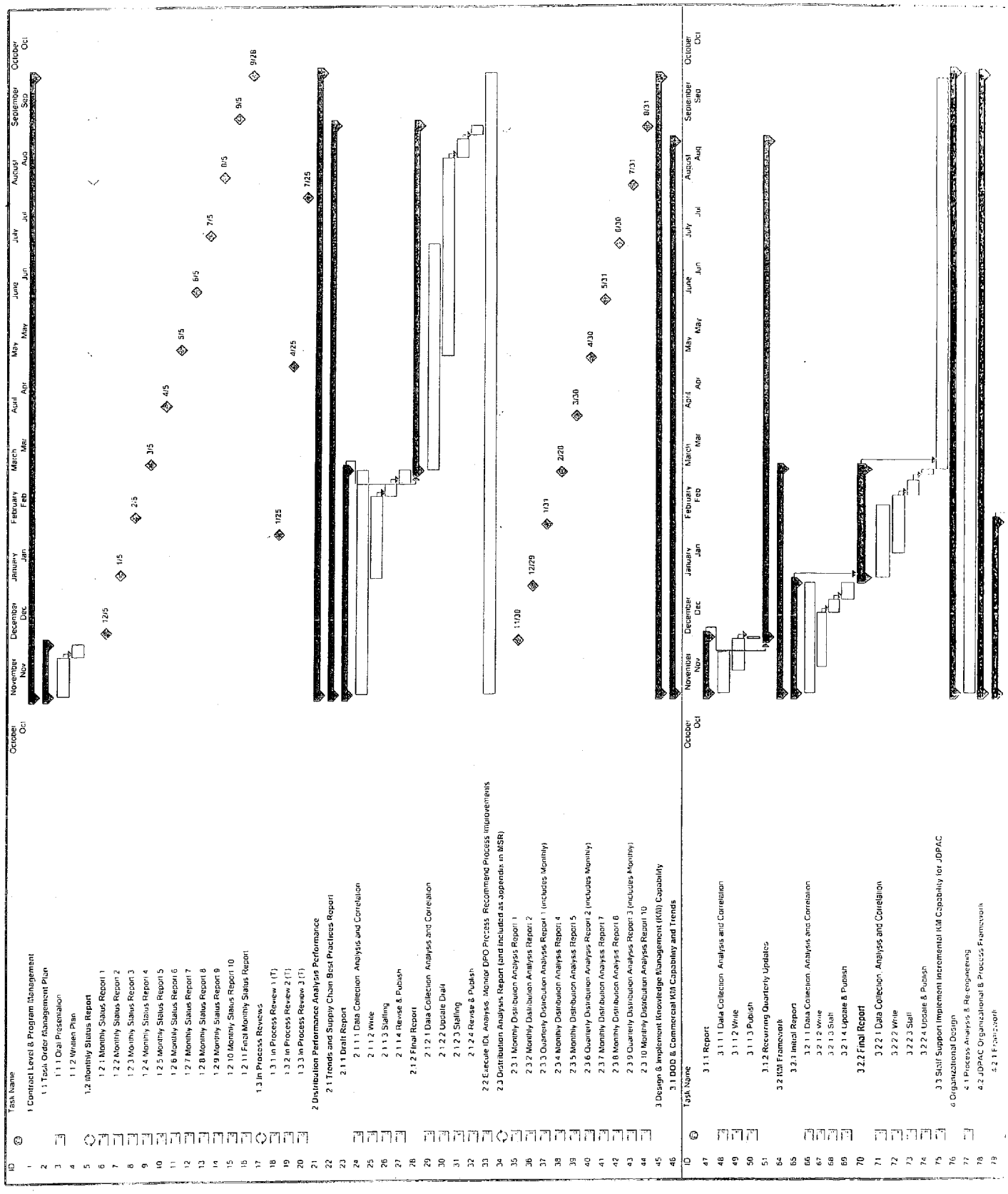
Analyst Engineer 1 (Analyst Engineer 1)		
Task Area 3 Years 2 and 3		
Education	**Experience**	**Special Skills**
B.S. in engineering, logistics, or other related specialty	3 years of functional, technical, or domain experience. Experience may include facilitation, training, survey development, analysis, modeling, programming, and deployment of IT	Experienced in KM concepts and structured analysis
Security Clearance: Secret, if required		
Summary of duties and responsibilities. Serves as a project team member on KM team. Supports the team by conducting research and analysis of requirements. Responsibilities include providing KM expertise to the task requirements, understanding management and analysis frameworks, and developing and applying key performance metrics.		

Analyst Engineer 1 (Analyst Engineer 1)		
Task 6 Base Year		
Education	**Experience**	**Special Skills Required**
B.S. in engineering, logistics, or other related specialty	3 years of functional, technical, or domain experience. Experience may include facilitation, training, survey development, analysis, and modeling	Familiarity with organizational design, human resource planning, or organizations staffing requirements analysis. Skills in survey and assessment techniques
Security Clearance: Secret, if required		
Summary of duties and responsibilities. Serves as a project team member of human capital task to align skills and implement change management. Supports the task team by conducting research, analyzing data, applying functional HR expertise, and presenting information and alternatives to the client.		

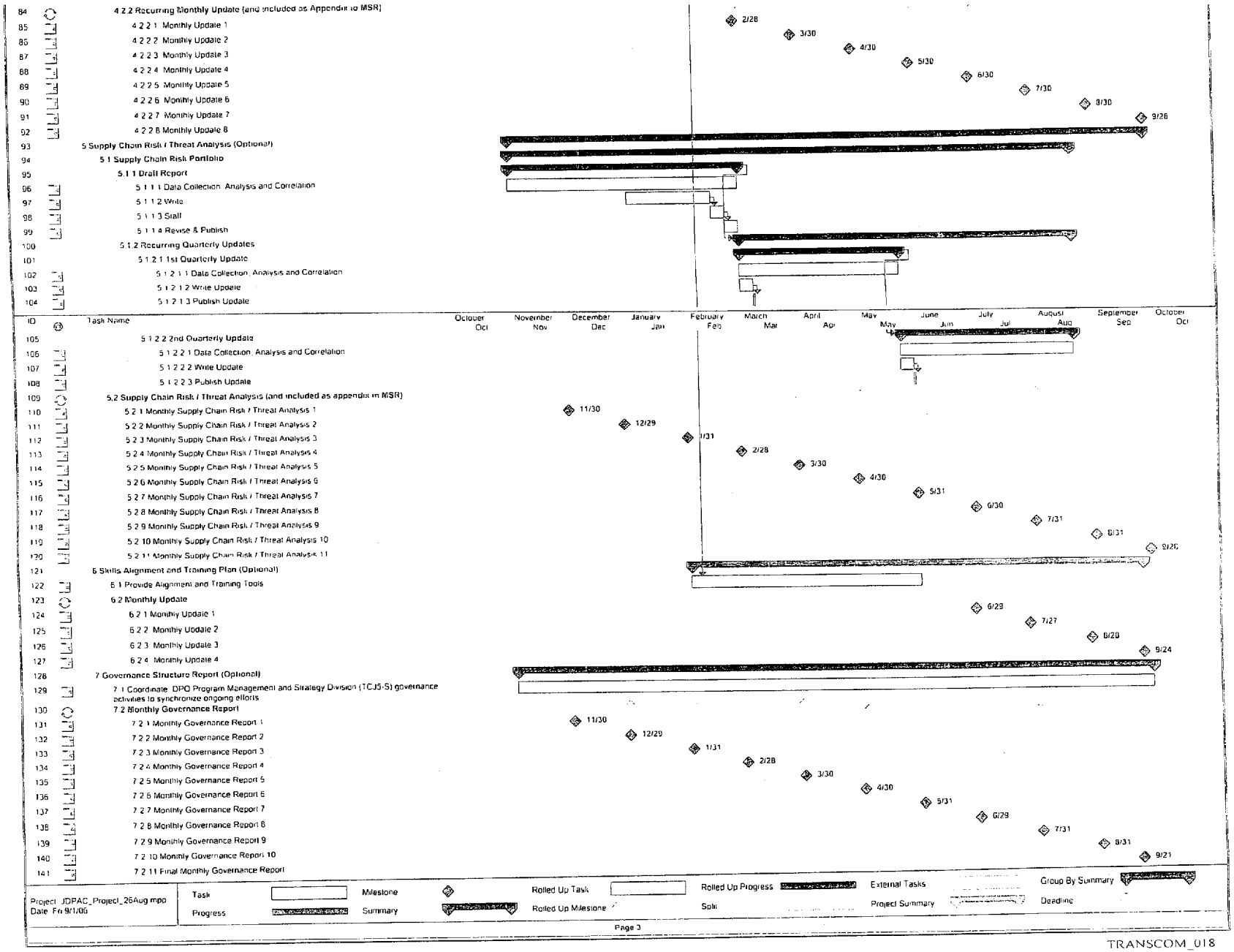
Analyst Engineer 2		
Task Area 2 Year 2		
Education	**Experience**	**Special Skills**
B.S. in engineering, logistics, or other related specialty	1 year of functional, technical, or domain experience. General experience or knowledge of facilitation, training, survey development, analysis, modeling, programming, and deployment of IT	Functional domain knowledge or experience in DoD supply chain disciplines. Experience in structured analysis and the use of models or frameworks or other automated tools applicable to functional domain and requirement. Skills in facilitation and information research and mining
Security Clearance: Secret, if required		
Summary of duties and responsibilities. Serves as a functional distribution performance analyst and project team member. Conducts research and applies functional/domain expertise to assess problems or data anomalies. Responsibilities include providing functional/domain expertise to the task requirements, understanding management and analysis frameworks, and developing and applying key performance metrics.		

Analyst Engineer 2		
Task Area 3 Base Year		
Education	**Experience**	**Special Skills**
B.S. in engineering, logistics, or other related specialty	1 year of functional, technical or domain experience. General experience may include facilitation, training, survey development, and analytical processes or modeling	Familiar with KM concepts and capabilities
Security Clearance: Secret, if required		
Summary of duties and responsibilities. Serves as a project team member on KM team. Supports the team in conducting research and analysis Responsibilities include providing KM expertise to the task requirements, understanding management and analysis frameworks, and developing and applying key performance metrics.		

Appendix B—Detailed Schedule



ID	Task Name
1	1 Contract Level & Program Management
2	1.1 Task Order Management Plan
3	1.1.1 Oral Presentation
4	1.1.2 Written Plan
5	1.2 Monthly Status Report
6	1.2.1 Monthly Status Report 1
7	1.2.2 Monthly Status Report 2
8	1.2.3 Monthly Status Report 3
9	1.2.4 Monthly Status Report 4
10	1.2.5 Monthly Status Report 5
11	1.2.6 Monthly Status Report 6
12	1.2.7 Monthly Status Report 7
13	1.2.8 Monthly Status Report 8
14	1.2.9 Monthly Status Report 9
15	1.2.10 Monthly Status Report 10
16	1.2.11 Final Monthly Status Report
17	1.3 In Process Reviews
18	1.3.1 In Process Review 1 (T)
19	1.3.2 In Process Review 2 (T)
20	1.3.3 In Process Review 3 (T)
21	2 Distribution Performance Analysis Performance
22	2.1 Trends and Supply Chain Best Practices Report
23	2.1.1 Draft Report
24	2.1.1.1 Data Collection Analysis and Correlation
25	2.1.1.2 Write
26	2.1.1.3 Staffing
27	2.1.1.4 Revise & Publish
28	2.1.2 Final Report
29	2.1.2.1 Data Collection Analysis and Correlation
30	2.1.2.2 Update Draft
31	2.1.2.3 Staffing
32	2.1.2.4 Revise & Publish
33	2.2 Execute IDL Analysis. Monitor DPO Process. Recommend Process Improvements
34	2.3 Distribution Analysis Report (and included as appendix in WSR)
35	2.3.1 Monthly Distribution Analysis Report 1
36	2.3.2 Monthly Distribution Analysis Report 2
37	2.3.3 Quarterly Distribution Analysis Report 1 (includes Monthly)
38	2.3.4 Monthly Distribution Analysis Report 4
39	2.3.5 Monthly Distribution Analysis Report 5
40	2.3.6 Quarterly Distribution Analysis Report 2 (includes Monthly)
41	2.3.7 Monthly Distribution Analysis Report 7
42	2.3.8 Monthly Distribution Analysis Report 8
43	2.3.9 Quarterly Distribution Analysis Report 3 (includes Monthly)
44	2.3.10 Monthly Distribution Analysis Report 10
45	3 Design & Implement Knowledge Management (KM) Capability
46	3.1 DOD & Commercial KM Capability and Trends
47	3.1.1 Report
48	3.1.1.1 Data Collection Analysis and Correlation
49	3.1.1.2 Write
50	3.1.1.3 Publish
51	3.1.2 Recurring Quarterly Updates
64	3.2 KM Framework
65	3.2.1 Initial Report
66	3.2.1.1 Data Collection Analysis and Correlation
67	3.2.1.2 Write
68	3.2.1.3 Staff
69	3.2.1.4 Update & Publish
70	3.2.2 Final Report
71	3.2.2.1 Data Collection Analysis and Correlation
72	3.2.2.2 Write
73	3.2.2.3 Staff
74	3.2.2.4 Update & Publish
75	3.3 Staff Support Implement Incremental KM Capability for JDPAC
76	4 Organizational Design
77	4.1 Process Analysis & Re-engineering
78	4.2 JDPAC Organizational & Process Framework
79	4.2.1 Framework



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