

**UNITED STATES TRANSPORTATION COMMAND  
(USTRANSCOM)**

**Contract: HTC711-07-D-0009-0005  
Statement of work: Concepts, Wargames, and  
Experimentation Program, May 2009**

**Awarded to: SRA International, Inc.**

PERFORMANCE WORK STATEMENT**CONCEPTS, WARGAMES, AND EXPERIMENTATION PROGRAM****Performance Work Statement (PWS)****May 2009****1. DESCRIPTION OF SERVICES**

**1.1 Background.** The Government organization to be supported by the contractor is United States Transportation Command (USTRANSCOM); Strategy, Policy, Programs, and Logistics Directorate (TCJ5/4); Joint Concepts and Logistics Division (TCJ5/4-J). The requirement is to provide technical and analytical support for USTRANSCOM joint and coalition concept wargaming, experimentation and implementation. The concepts include transportation, Distribution Process Owner (DPO) and logistics initiatives that may emerge from USTRANSCOM joint and coalition research, development, testing, and evaluation, DPO program management and USTRANSCOM strategy development. Concept wargaming, experimentation, demonstration, and integration is required to implement the concepts as operational capabilities. Contractor shall take full advantage of Government owned and provided plans, documentation, correspondence, and other work previously completed.

USTRANSCOM joint and coalition concept implementation, wargaming, and experimentation efforts must be integrated with a myriad of USTRANSCOM initiatives. Foremost among these initiatives will be Agile Transportation for the 21<sup>st</sup> Century (AT21). AT21 consists of continuous process improvement with supporting information technology to improve forecast accuracy, optimize transportation planning in joint distribution operations and increase on-time delivery of forces and sustainment. AT21 supports the JL(D) JIC and controlling the Joint Deployment Distribution Enterprise (JDDE) as the key initial capability. AT21 will leverage supply chain and force movement optimization capabilities at the least cost given operational needs/constraints. The AT21 capabilities are described in a Joint Requirements Oversight Council approved Capability Development Document.

**1.2 Scope.** This Performance Work Statement (PWS) contains requirements for technical and analytical support for USTRANSCOM joint and coalition concept wargaming, experimentation and implementation. The specific tasks are:

Task Area 1: Contract-Level and Task Order Management

Task Area 2: Joint Transportation and Distribution Concept Implementation

SubTask 1: Transportation Concept Implementation

SubTask 2: Distribution Concept Implementation

Task Area 3: Coalition and Multinational Concept Implementation

Task Area 4: Wargame and Experiment Support

SubTask 1: Joint Concept Development and Experimentation (JCDE) Support (Optional)

SubTask 2: Wargame and Experiment Participation

Task Area 5: Advanced Technology Concept Implementation

Task Area 6 (Optional): Joint Capabilities Integration and Development System (JCIDS) Support

Task Area 7 (Optional): UNIFIED VIEW (UV) Experiment

Task Area 8 (Optional): USTRANSCOM-Sponsored Wargame

The contractor shall support government implementation and integration of capabilities emerging from research and development efforts by participating in projects and programs, developing plans, maintaining status of cost/schedule, identifying issues and making recommendations. Contractor shall participate in Government meetings with internal and external stakeholders (Combatant Commanders (CCDRs), Agencies, Services, Joint Deployment Distribution Operations Centers (JDDOCs), etc.) to capture their expectations and requirements and facilitate change management efforts as process improvement opportunities are socialized and capabilities are demonstrated and/or prototyped.

USTRANSCOM as the DPO defines JDDE capability needs across the Doctrine, Organization, Training, Material, Leadership and Education Personnel and Facilities (DOTMLPF) spectrum and integrates and implements

DOTMLPF solutions required to meet joint distribution capability needs. USTRANSCOM continually develops new capabilities for use within USTRANSCOM and across the JDDE that require functional and process analysis and support. Contractor shall support wargaming, experimentation, demonstration, and integration to implement these capabilities and processes within USTRANSCOM and with key partners such as Defense Logistics Agency (DLA), the CCDR's and the Services.

The contractor shall continue development, implementation and refinement of existing and future Deployable Distribution Command and Control (D2C2) capabilities including JDDOC and Joint Task Force-Port Opening (JTF-PO). Similarly, contractor will support development, implementation, and refinement of coalition and multinational initiatives including Movement Coordination Centre Europe (MCCE) and its associated processes and procedures. Contractor shall represent these and other existing and emerging USTRANSCOM capabilities at wargames, experiments, and conferences. Contractor will also participate in exercises when used as a wargaming and experimentation venue.

### **1.3 Specific Tasks**

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

**Performance Objective.** This task consists of functional activities relating to administration and management of this effort. The contractor shall provide program management of contractor personnel performing tasks in this order. The contractor shall designate a principal point of contact for technical issues. The contractor shall provide a centralized program management capability at the contractor site. This function shall encompass administrative, clerical, documentation, and related functions that provide general support for the program. The contractor shall provide support by preparing documents such as briefings, point papers, and meeting minutes related to status of the performance of this task order.

**1.3.1.1 In Progress Review.** The contractor shall meet with the Functional Manager/Contracting Officer Representative (COR) monthly or periodically as the COR may require, to discuss any problems with current tasks, scheduled completion, assignment of future tasks, and to obtain Government decisions or guidance necessary to contractor performance. In progress review is as required but could be performed as often as monthly.

**1.3.1.2 Quarterly Status Reports.** The Quarterly Status Report outlines the current funding status and a brief synopsis of the efforts completed, deliverables provided, and conferences and trips conducted/attended during the reporting period. The contractor shall inform the Government of any potential risk to schedule or performance. The Quarterly Status Report is due within the first five working days of each quarter.

#### **1.3.2 Task Area 2: Joint Transportation and Distribution Concept Implementation**

**Performance Objective:** Contractor shall support implementation of emerging transportation, distribution and logistics concepts as they are developed. The Government anticipates that the majority of this work will be to support refining the D2C2 elements and their processes, procedures and information systems, building and demonstrating their capabilities, and expanding their use in response to worldwide requirements. Contractor shall develop and improve D2C2 Concept of Operations (CONOPS), templates and related documents. Contractor will assist USTRANSCOM and its component commands in embedding the concepts into policy, doctrine and training. Existing D2C2 capabilities include JDDOC, JTF-PO Air Port of Debarkation (APOD), Director of Mobility Forces - Air (DM4-A) and Director of Mobility Forces - Surface (DM4-S). Emerging D2C2 capabilities include JTF-PO Sea Port of Debarkation (SPOD) and JDDOC-Forward. Emerging uses and integration efforts include Expeditionary Theater Opening (ETO), Joint Logistics Over the Shore (JLOTS), seabasing, Department of State Contingency Response Group and partner nation development of similar capabilities (i.e. Malaysia).

**1.3.2.1 Subtask 1: Transportation Concept Implementation.** Contractor shall support implementation of the transportation aspects of D2C2 and other emerging concepts through DOTMLPF changes. Contractor shall assist in codification of capabilities by incorporating the concepts into policy, roles, functions, command relationships, joint doctrinal publications, and Joint and Service school curricula, learning objectives, and training materials.

**1.3.2.1.1 Transportation Concept Integration.** Contractor shall support integration of D2C2 and other USTRANSCOM transportation and distribution capabilities into experiments, wargames, exercises, and real world operations. Contractor shall provide observers and participants to these and other events such as planning conferences, to collect and analyze information for continued development of processes and procedures. Contractor shall develop a collection management plan that is tailored for each exercise observation. During execution, contractor shall provide analyst/observers to accompany D2C2 elements and other capabilities. Contractor shall develop collection management plans, observe the activities and collect information. The contractor analyst/observers will develop a draft Observation Report prior to leaving the deployed location. After return to Scott AFB, contractor shall provide an observation report for each event and assist in resolution of noted issues.

**1.3.2.1.2 Transportation Concept Employment.** Working with concept and capability stakeholders, contractor shall assist supported commanders in employing D2C2 and other concepts, and integrating them into larger logistics constructs. This work may include need analysis, comparative analysis with other service operational functions, and development of additional transportation capabilities.

**1.3.2.1.3 Transportation Operationalization.** Contractor shall provide operational transition support to USTRANSCOM J3 and J5/4 as developed capabilities transition from USTRANSCOM J5/4 to USTRANSCOM J3. This support includes but is not limited to providing training plans and non-recurring training for internal and external audiences, drafting orders and other supporting documentation, providing exercise inputs/injects to exercises, and expert feedback on lessons learned during training events and supporting USTRANSCOM force sourcing initiatives.

**1.3.2.1.4 Transportation Concept Certification.** Contractor shall provide the support to certify operational capability of emerging D2C2 capabilities including conduct of Mission Rehearsal Exercises and Certification Exercises when required. Support will include developing exercise specific performance criteria, training plans, observation collection management plans, providing subject matter expertise (SME), observation and data collection up to and during the certification events, documenting lessons learned and publishing an after action report.

**1.3.2.1.5 Transportation Concept Promulgation.** Contractor shall support concept promulgation to Department of Defense (DoD) and other Government agency organizations. Planning, deployment of and further extension of D2C2 and other concepts will include delineation of functions between JDDOCs and JDDOC-Forward elements, Joint Task Force (JTF) integration, support for JDDOC metrics collection, and determination of JDDOC role within various logistics organizational structures. As there are similarities between the JDDOC and Movements Coordination Center Europe (MCCE) concept, contractor shall leverage its JDDOC expertise and functional analysis capabilities to support USTRANSCOM's development of MCCE concept of operations (CONOPS).

**1.3.2.2 Subtask 2: Distribution Concept Implementation.** Contractor shall support implementation of the distribution and logistics aspects of D2C2 and other emerging concepts through DOTMLPF changes.

**1.3.2.2.1 Distribution Concept Integration.** Contractor shall support integration of D2C2 and other distribution synchronization capabilities into experiments, wargames, exercises, and real world operations. Contractor shall provide observers and participants to these and other events such as planning conferences, to collect and analyze information for continued development of processes and procedures. During execution, contractor shall provide analyst/observers to accompany D2C2 elements and other capabilities. Contractor shall develop collection management plans, observe the activities and collect information. The contractor analyst/observers will develop a draft Observation Report prior to leaving the deployed location. After return to Scott AFB, contractor shall provide an observation report for each event and assist in resolution of noted issues

**1.3.2.2.2 Distribution Concept Employment.** Working with concept and capability stakeholders, contractor shall assist supported commanders in employing D2C2 and other concepts, and integrating them into larger logistics constructs. This work may include need analysis, comparative analysis with other service operational functions, and development of additional distribution and logistics capabilities and organizational constructs. For example, contractor shall support USTRANSCOM participation with the United States Joint

**Forces Command (USJFCOM) Joint Experimental Deployment Support initiative to develop a joint theater logistics command or similar CCDR-specific organization.**

**1.3.2.2.3 Distribution Concept Operationalization. Contractor shall provide support to as developed capabilities transition from USTRANSCOM J5/4 to USTRANSCOM J3.**

**1.3.2.2.4 Distribution Concept Certification. Contractor shall provide the support to certify operational capability of emerging D2C2 capabilities including conduct of Mission Rehearsal Exercises and Certification Exercises when required.**

**1.3.2.2.5 Distribution Concept Promulgation. Contractor shall support concept promulgation to DoD and other Government agency organizations. Planning, deployment of and further extension of D2C2 and other concepts will include delineation of functions between JDDOCs and JDDOC-Forward elements, Joint Task Force (JTF) integration, support for JDDOC metrics collection, and determination of JDDOC role within various logistics organizational structures.**

### **1.3.3 Task Area 3: Coalition and Multinational Concepts**

**Performance Objective: Contractor shall support development and implementation of emerging distribution and logistics coalition and multinational concepts. This includes developing processes, procedures and information systems, building and demonstrating capabilities, and supporting their use in response to worldwide requirements. Contractor shall develop and improve CONOPS, templates and related documents. Contractor will assist USTRANSCOM and its component commands in embedding the concepts into policy, doctrine and training. Current focus is developing the U.S. role in Movement Coordination Centre Europe (MCCE).**

**1.3.3.1 Coalition and Multinational Concept Implementation. Contractor shall support USTRANSCOM's efforts by supporting determination and development of the US role in the evolving coalition organizations and concepts. This work will include supporting USTRANSCOM participation in USJFCOM's Multinational Logistics effort. This work may include need analysis, comparative analysis with other operational functions, and development of additional distribution and logistics capabilities. Implementation work will focus on associated processes and procedures such as sharing of airlift and sealift capabilities. Contractor shall assist in determining and documenting movement request processes, such as situations where nations request US resources and for US requests for lift capabilities from other lift sharing participants for movement of US requirements.**

**1.3.3.1.1 Coalition and Multinational Concept Integration. Contractor shall support integration of coalition and multinational concepts into exercises/wargames/experiments as well as real world operations. Contractor shall provide observers and participants in support of operations, exercises, wargames, conferences and other events to collect and analyze information for continued development of processes and procedures. Contractor shall develop collection management plans, observe the activities and collect information. The contractor analyst/observers will develop a draft Observation Report prior to leaving the deployed location. After return to Scott AFB, contractor shall provide an observation report for each event and assist in resolution of noted issues.**

**1.3.3.1.2 Coalition and Multinational Concept Employment. Contractor shall assist supported commanders and other stakeholders in employing coalition and multinational concepts. As part of this process, contractor shall assist the Government in identifying Automated Information System requirements to support sharing of capabilities and requirements. Contractor shall assist in identifying and documenting MCCE movement request processes, such as situations where nations request US resources and for US requests for lift capabilities from other MCCE participants for movement of US requirements. Contractor shall accompany Government representatives to workshops to support documentation of information flow processes, exercise and wargame planning conferences focused on concept integration, and to exercises and / or wargames to validate captured processes. Contractor may be required to initiate follow-on work supporting USTRANSCOM interaction with coalition and multinational organizations in identifying processes for collaborative use and exchange of air refueling, airlift, and surface resources among member nations.**

**1.3.3.1.3 Coalition and Multinational Concept Operationalization.** Contractor shall provide operational transition support as developed coalition and multinational capabilities transition from USTRANSCOM J5/4 to USTRANSCOM J3. This support includes but is not limited to providing training plans and non-recurring training for internal and external audiences, drafting orders and other supporting documentation, providing exercise inputs/injects to exercises, and expert feedback on lessons learned during training events and supporting USTRANSCOM force sourcing initiatives.

**1.3.3.1.4 Coalition and Multinational Concept Promulgation.** Contractor shall support concept promulgation to coalition organizations. Emerging coalition and D2C2-like capabilities include Movement Coordination Center Pacific and partner nation (i.e. Malaysia) development of capabilities similar to JTF-PO.

#### **1.3.4 Task Area 4: Wargame and Experiment Support**

**Performance Objective:** The contractor shall provide technical, analytical planning and issue analysis at different levels in support of multiple Joint Staff, Services, and Combatant Command Exercises, Experiments, Wargames, and war seminars. The contractor shall provide players and participants for experiments, wargames and seminar events.

**1.3.4.1 Subtask 1 (Optional): Joint Concept Development and Experimentation (JCDE) Enterprise Support.** The contractor shall provide support for the Joint Concept Development and Experimentation (JCDE) Enterprise. This will include participation in weekly JCDE telephone conferences, attendance at quarterly enterprise development team meetings, and support for USTRANSCOM J5/4 leadership attendance at the semi-annual two-star JCDE executive council sessions. The JCDE community typically combines two of their quarterly conferences with the Joint Concept Steering Group, led by the Joint Staff J7. Subject matter at these meetings ties the Capstone Concept for Joint Operations and the Joint Operations Concepts (JOpsC) with the JCDE community efforts. The contractor shall review related documents including proposed changes or additions to the JOpsC family of concepts. Contractor will be notified 60 days in advance of exercising this optional task beyond the base period of performance.

**1.3.4.1.1 Warfighter Challenges Development.** The contractor will identify USTRANSCOM joint experimentation needs and report them annually to the Joint Staff through the Comprehensive Joint Assessment. Participation in the JCDE enterprise will also include annual development and staffing of USTRANSCOM warfighter challenges to be selected for concept development and experimentation efforts. This will include promulgation to the JCDE community through the Virtual Operations Center and the JCDE portal. The JCDE process also involves the annual development of the Campaign Plan (CPLAN). Development of USTRANSCOM's inputs to the CPLAN will include aligning command warfighter challenges with lines of joint experimentation coupled with possible solutions.

**1.3.4.2 Subtask 2: Wargame and Experiment Participation.** Each of the four DoD Services (Army, Navy, Air Force and Marine Corps) have a least one annual wargame that USTRANSCOM supports which equates to 4-5 events supported per year. Each event typically has approximately four planning conferences, four workshops, and a final seminar. The contractor shall provide technical and analytical support and coordinate the participation of USTRANSCOM and its component subject matter experts in the review and drafting of joint concepts. The contractor may be required to provide participants to attend the Joint Innovation and Experimentation development team meetings which typically occur quarterly. Probable experimentation events include Unified Engagement (UE) and Multinational Experiment (MNE). Wargame efforts include Service Title 10 wargames.

#### **1.3.5 Task Area 5: Advanced Technology Concept Implementation**

**Performance Objective:** Contractor should have familiarity and ability to synchronize AT21 and other emerging advanced technology efforts with strategy development, DPO program and supply chain management, Joint Logistics (Distribution) Joint Integrating Concept (JL(D) JIC) seam and gap resolution efforts, JDDE maturation efforts, JDDE performance measurement, Theater Enterprise Deployment and Distribution (TED2) implementation and joint logistician development efforts.

**1.3.5.1 Sustainment Analysis.** Contractor will provide subject matter expertise on sustainment movement requirements including visibility, volume, and classification, priority of movement and movement options, sources of information/data, mode of transportation, movement lanes, and metrics. Contractor must maintain awareness of current and planned initiatives related to sustainment movement requirements and supporting capabilities provided

through the AT21 program. Contractor will provide capability synopsis and recommendations for potential implementation. The contractor shall perform tasks in support of concept development for AT21-related process standardization and process improvement for capacity-based movement planning processes (commonly referred to as Category B, e.g. sustainment).

**1.3.5.2 Concept Development Advisory Services.** The contractor shall study, identify, recommend and document process improvements and business rules and prepare documentation as required to advise concept development and other TCJ5/4 functional areas supporting AT21 objectives. Documentation may include but is not limited to concept papers, functional need/area/solution analyses, value proposition analyses, strategic white papers, process improvement recommendations, and implementation plans. Contractor shall maintain synergy with USTRANSCOM business transformation and architecture development efforts. Contractor shall participate in Government information meetings to communicate and provide synergy with relevant government agencies, Federally Funded Research and Development Center (FFRDC) contractors and other third-party contractors supporting business process improvement efforts across the JDDE.

**1.3.5.3 Concept Integration and Change Management.** Contractor will serve as a TCJ5/4-J representative to the AT21 program and integrate J5/4-J joint and coalition concept implementation, wargaming, and experimentation with AT21. Contractor supports alignment of current and emerging research, development, test, evaluation and JCIDS efforts with AT21 and demonstrates and evaluates AT21 capabilities in experiments and wargames. Contractor would subsequently act as a "change agent" enabling emerging AT21 capability and concept implementation. This would require working with contractor and Government teams to adopt/implement selected capabilities and socialization within the user community. The contractor shall participate in Government meetings with external stakeholders (CCDRs, Agencies, Services, etc.) to capture their expectations and requirements and facilitate Change Management as capabilities are delivered and processes change.

#### **1.3.6 Task Area 6 (Optional): Joint Capabilities Integration and Development System (JCIDS) Support**

**Performance Objective:** Development, experimentation, and implementation of major and other significant emerging concepts will be based on the Joint Capabilities Integration and Development System (JCIDS). JCIDS is described in Chairman of the Joint Chiefs of Staff (CJCS) Instruction 3170-01E, Operation of the Joint Capabilities Integration and Development System, and CJCS M 3170-01B, Joint Capabilities Integration and Development System. Experimentation, operations, exercises and resulting lessons learned may be used as a basis for streamlining through the JCIDS process. Experiments may be built on a scenario, concept of operations (CONOPS), and execution data from a USTRANSCOM or externally sponsored (i.e. US Joint Forces Command) exercise or wargame. They may be planned and executed in collaboration with one or more other Combatant Commands, Services, or Defense Agencies. Support is divided into planning, capability analysis, solution development, and senior leader review. It shall include development of plans for integration of USTRANSCOM capabilities, including Deployable Distribution Command and Control, into experiments and wargames, or exercises and operations when the most appropriate venue. The contractor shall support data collection and after-action reporting. As required, the contractor shall attend working groups, conferences, and meetings. Contractor will be notified 60 days in advance of exercising an optional task.

**1.3.6.1 Planning.** Planning begins with a capability based concept initiation and ends with a decision briefing. In coordination with the TCJ5/4-J task manager, the contractor shall develop the concept for the joint experiment. The contractor shall support at least one concept development workshop to refine the experimentation concept and prepare for entry into the JCIDS process. The contractor shall plan and facilitate the workshop in coordination with the TCJ5/4-J task manager. The contractor shall incorporate Government comments into the Final Experimentation Concept Report. The contractor shall support preparation for a decision brief at the end of this phase. The Government expects the experimentation planning phase to require approximately two months. For contract-level pricing, the contractor should assume a single 3-day concept development workshop conducted at Scott AFB, IL.

The joint concept shall be documented in a Draft and Final Concept Report. The Draft Concept Report is produced before a Concept Development workshop. The Final Concept Report is produced after receiving Government comments on the Draft. The concept report shall include general description of the experimentation, or other venue plan, description of the military capability (focus areas) to be investigated, identification of methods to be used for each step in the JCIDS Analysis (collaboration, conferences, experiments, etc.), plan for major events during the JCIDS process, and estimate of support including facilities, staff, and automated systems.

**1.3.6.2 Capability Analysis.** The contractor shall support capability analysis as part of the JCIDS process. Capability analysis includes Functional Area Analysis and Functional Needs Analysis. The Government expects the capability analysis to require approximately six months.

**Functional Area Analysis (FAA):** The contractor shall support discovery of the functional area capabilities and their associated tasks and attributes to be reviewed in the follow-on Functional Needs Analysis. The contractor shall support identification of operational tasks, conditions and standards needed to achieve the desired outcomes for the military functional area objectives. The capabilities shall be documented in a FAA Report.

**Functional Needs Analysis (FNA):** The contractor shall support the assessment of the current and programmed joint capabilities to accomplish the tasks identified in the FAA Report under the conditions and standards identified in the FAA. The contractor shall develop a list of capability gaps or shortfalls that require solutions, and the time frame in which those solutions are needed. The contractor shall develop the FNA identifying the current gaps, shortfalls, or redundancies in an FNA Report. The Government may direct the contractor to submit FAA/FNA results as a Joint Capabilities Document to a Functional Capabilities Board.

**1.3.6.3 Solutions Development.** The Government expects Solutions Development to require approximately six months. For contract-level pricing, the contractor should assume the Solutions Development phase includes one Limited Objective Experiment (LOE) to be conducted at USJFCOM joint experimentation facility, Suffolk, VA. Automation support and facilities for the LOE will be Government provided.

**Functional Solutions Analysis (FSA):** The contractor shall support the FSA, an operationally-based assessment of potential DOTMLPF approaches to solving (or mitigating) one or more of the capability gaps identified in the FNA. The contractor shall use the methods described in the Final Experimentation Concept Report to conduct the FSA. The FSA may employ DOTMLPF analysis, analysis of material/non-material approaches, limited objective experiments, integration with exercises or other training events, or other techniques approved in the Final Experimentation Concept Report.

**DOTMLPF Change Recommendation (DCR):** The Government may require the contractor to develop a DCR or an Initial Capabilities Document (ICD) (if a material solution) that focuses on process gaps and solutions, a specific capability gap, or set of capability gaps identified through the JCIDS analysis process. The contractor shall support coordination of the proposed DCR with the USTRANSCOM staff and external agencies, including the Functional Capabilities Board.

**1.3.6.4 Review.** Review includes the independent analysis and refinement of the DCR or other document for presentation to the Joint Requirements Oversight Council (JROC). This formal review phase is expected to last about four months. The contractor shall facilitate an independent analysis of the results of the non-materiel and materiel approaches to ensure they have the potential to deliver the capability identified in the FAA/FNA. Participants in the independent analysis must not have been involved in the FAA or FNA. The contractor shall use the results of this analysis to refine the ICD or joint DCR.

**Senior Leader Review:** The contractor shall support planning and coordination for senior leader reviews. These reviews shall include, but not be limited to, Division Chief Level (O-6/YC-03) review and Senior Leader Review (FO/GO/SES). The contractor shall employ the methods outlined in the Final Experimentation Concept Report to conduct these reviews. The contractor shall use the results of the reviews to refine the DCR and/or ICD.

**JROC Presentation:** The contractor shall support coordination and preparation for presentation of DCR/ICD to the JROC. The contractor shall attend the JROC presentation to provide support to the Government employees participating in the JROC.

### **1.3.7 Task Area 7 (Optional): UNIFIED VIEW (UV) Experiment**

**Performance Objective:** In coordination with the USTRANSCOM Wargames and Experimentation Branch Chief, and in partnership with USJFCOM J9 and DLA, the contractor shall support the UV experiment to include development and refinement of Joint Capabilities Integration and Development System (JCIDS) solutions. Contractor shall support staffing of the proposed solutions through the Knowledge Management/Decision Support (KM/DS) process and subsequent presentation of the solutions to the Functional Capabilities Board Working Group,



Functional Capabilities Board, Joint Capabilities Board, and the Joint Requirements Oversight Council. Contractor will be notified 60 days in advance of exercising this optional task. The UV experiment and subsequent JCIDS analysis and decision support is conducted on an annual cycle.

**1.3.7.1 UV Experimentation Planning.** Contractor shall support UV experimentation planning. The Government expects UV to be planned and executed in collaboration with USJFCOM and DLA. Contractor shall work in partnership with USJFCOM and DLA planners to develop draft Concept Reports. Contractor shall plan to attend the Joint Deployment and Distribution Conference (JDDC) at Washington, DC, refine the draft Concept Report after the workshop, and prepare the final Concept Report for USTRANSCOM J5/4-J approval.

**1.3.7.2 UV Capability Analysis.** Contractor shall support UV capability analysis to include development of JCIDS FAA, FNA, FSA, and other JCIDS studies and documents. Contractor shall work in partnership with USJFCOM and DLA planners and attend analysis conferences.

### **1.3.8 Task Area 8 (Optional): USTRANSCOM-Sponsored Wargame**

**Performance Objective:** The contractor shall provide technical and analytical support for planning, executing, analyzing, controlling and reporting for a USTRANSCOM sponsored wargame or joint experimentation event. The wargame provides a venue to test hypotheses related to improving readiness, distribution, deployment, and sustainment processes and systems. Wargame planning is divided into phases with a management decision point at the beginning and end of each phase. Many of the services and products required to support the wargame are similar to those for a USTRANSCOM exercise. The USTRANSCOM wargame will be built on the scenario, concept of operations (CONOPS), and execution data from a USTRANSCOM exercise or from an exercise or wargame from an external sponsor, such as US Joint Forces Command. The contractor shall adapt the information from the exercise or wargame to support the USTRANSCOM wargame. Contractor will be notified 60 days in advance of exercising this optional task that may be conducted on a recurring basis.

**1.3.8.1 Wargame Phase I, Concept Development.** In coordination with the TCJ5/4-J task manager, the contractor shall develop the wargame concept. This phase begins with initiation of the Task under the contract and ends with a senior leader decision briefing. The concept shall be documented in a Draft and Final Concept Report. The Draft Concept Report is produced before the first Concept Development workshop. The Final Concept Report is produced after the last Concept Development workshop. The concept report shall include wargame objectives, description of wargame hypotheses, general description of the wargame scenario, plan for major events during wargame execution, plan for wargame support including facilities, staff, and automated systems, and wargame planning concept and milestone list.

**Planning Workshops:** The contractor shall support at least one concept development workshop during this phase. The contractor shall plan workshop activities and develop a draft announcement message for Government use. The contractor shall facilitate the workshop in coordination with the TCJ5/4 task manager. One or more workshop sessions will be held to refine the Draft Concept and prepare for development of the Study and Analysis Plan. The contractor shall support preparation for a senior leader decision brief at the end of this phase.

**1.3.8.2 Wargame Phase II, Detailed Planning.** In coordination with the TCJ5/4-J Task Manager the contractor shall develop the wargame study, analysis, and support plan, and Master Scenario Events List (MSEL). The MSEL details the events that are planned to occur during the wargame. The MSEL events shall be linked to the wargame objectives. This phase begins with approval from USTRANSCOM senior leadership at the end of Phase I and ends with a senior leader decision briefing.

**Study, Analysis, and Support Plan:** The Study, Analysis, and Support Plan details wargame planning, execution, control, and reporting. It explains the wargame purpose and objectives and defines the roles and relationships among all participating agencies. The Study, Analysis, and Support Plan shall include:

- Scenario description
- Diplomatic, Information, Military, and Economic environment description
- Command relationships
- Organization Taskings

- Planning milestones
- Meeting and conference schedule
- Communications Management Plan
- Data Collection Plan
- Evaluation Plan
- Distinguished Visitors procedures
- Public Affairs guidance
- Modeling and Simulation plan
- Information Assurance procedures
- Facilities Management Plan

**Planning Workshops:** The contractor shall support at least two planning workshops during this phase. The contractor shall plan workshop activities and develop a draft announcement message for Government use. The contractor shall facilitate the workshops in coordination with the TCJ5/4-J task manager. Workshop sessions will be held to refine the scenario, analysis plan, modeling and simulation architecture, and to arrange support. The contractor shall support preparation for a senior leader decision brief at the end of this phase.

**1.3.8.3 Wargame Phase III: Testing and Preparation.** In coordination with the TCJ5/4-J Task Manager the contractor shall support system testing and final preparations for execution of a wargame. This phase begins with approval from USTRANSCOM senior leadership at the end of Phase II and ends with a senior leader decision briefing. The contractor shall support preparation for a senior leader decision brief at the end of this phase.

**Automated System Testing:** In coordination with the TCJ5/4-J Task Manager, The contractor shall participate in the testing of automated systems supporting the wargame. The contractor shall support at least one wargame functional test in which the automated support systems are used in the wargame scenario, CONOPS, and facilities environment. The contractor shall develop and implement a test observation and analysis plan and produce a test report. The test report shall document the functional suitability of the technical architecture and data to support the wargame.

**Training:** The contractor shall develop a training plan for participants, controllers, analysts, and observers. After Government approval of the training plan, the contractor will develop the training materials and conduct the training. Training for controllers, analysts, and observers shall be completed no later than two workdays before wargame execution. Training for participants shall be completed no later than one workday before wargame execution.

**1.3.8.4 Wargame Phase IV: Execution.** During wargame execution, contractor shall support wargame control, analysis, and observation with staff as required to:

- Lead contractor team.
- Work directly with TCJ5/4-J task manager to ensure wargame meets objectives
- Control the insertion of events according to scenario and MSEL
- Develop ad hoc events as needed to enhance the wargame
- Prepare Event Collection Management Plan
- Lead the observation team ensuring data is collected to support post-game analysis
- Collect data to support post-game analysis
- Prepare Event Observation Report
- Advise on the effectiveness of wargame events
- Lead analysis team coordinating events and data collection to support post-game analysis
- Analyze collected observations and data in near-real time to support shaping the wargame through planned and ad hoc events
- Provide feedback, briefings and insights on progress toward objectives
- Collect and organize observations and data in support of post-game analysis

**1.3.8.5 Wargame Phase V: After-Action Reporting** The contractor shall support wargame after-action analysis and reporting. The contractor shall support preparation of a post-game after-action review and an after-action report based on information gathered and events that occurred during the entire wargame planning through execution management phases. The after-action review focuses on the wargame's objectives and hypothesis and shall culminate in a presentation. The after-action report shall contain observations, lessons learned, and issues related to

the wargame objectives and hypotheses. A draft after-action report shall be prepared for Government review and comment. Government comments on the draft report shall be incorporated into the final.