

**UNITED STATES TRANSPORTATION COMMAND
(USTRANSCOM)**

**Contract No. HTC711-07-D-0009
Order No. 0002 (RFTOP 07-06)**

USTRANSCOM Strategic Analysis & Support

Awarded to

Systems Research & Applications (SRA) Corporation

1 October 2007

Released under FOIA 09-12
FOIA Exemptions 5 U.S.C. 552 (b)(3),
(b)(4) and (b)(6) Apply.

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30				1. REQUISITION NUMBER F3ST947164A002		PAGE 1 OF 25	
2. CONTRACT NO. HTC711-07-D-0009		3. AWARD/EFFECTIVE DATE 01-Oct-2007		4. ORDER NUMBER 0002		5. SOLICITATION NUMBER	
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 62225-6357 TEL: 618-256-4300 FAX: 618-256-9600		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> 8(A) NAICS: SIZE STANDARD:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE		12. DISCOUNT TERMS Net 30 Days	
				13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)			
				13b. RATING			
				14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP			
15. DELIVER TO CODE		SEE SCHEDULE		16. ADMINISTERED BY CODE		SEE ITEM 9	
17a. CONTRACTOR/OFFEROR CODE 6R517 SYSTEMS RESEARCH AND APPLICATIONS CORP. (b)(6) 4300 FAIR LAKES COURT FAIRFAX VA 22033-4232 TEL (b)(6) FACILITY CODE 6R517		18a. PAYMENT WILL BE MADE BY CODE F67100 DEFENSE FINANCE AND ACCOUNTING SERVICE ATTN: DFAS-BAASD/OC PO BOX 369020 COLUMBUS OH 43236-9020					
<input type="checkbox"/> 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER		18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input checked="" type="checkbox"/> SEE ADDENDUM					
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES			21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	SEE SCHEDULE						
25. ACCOUNTING AND APPROPRIATION DATA See Schedule					26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$1,669,673.21		
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3, 52.212-5 ARE ATTACHED				ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED			
<input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED.				ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED			
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN <u>0</u> COPIES <input type="checkbox"/> TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.				29. AWARD OF CONTRACT: REFERENCE <input checked="" type="checkbox"/> OFFER DATED <u>24-Aug-2007</u> YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS: SEE SCHEDULE			
30a. SIGNATURE OF OFFEROR/CONTRACTOR		31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)		31c. DATE SIGNED 01-Oct-2007			
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)		30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) William T. Rachel / Contracting Officer TEL: 618-256-4300 EMAIL: William.Rachel@ustrancom.mil			

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

PAGE 2 OF 25

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

34. VOUCHER NUMBER

35. AMOUNT VERIFIED
CORRECT FOR

36. PAYMENT

37. CHECK NUMBER

☐ PARTIAL ☐ FINAL

☐ COMPLETE ☐ PARTIAL ☐ FINAL

38. S/R ACCOUNT NUMBER

39. S/R VOUCHER NUMBER

40. PAID BY

41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT

42a. RECEIVED BY (*Print*)

41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER

41c. DATE

42b. RECEIVED AT (*Location*)

42c. DATE REC'D (*YY/MM/DD*)

42d. TOTAL CONTAINERS

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001		12	Months	\$117,910.96	\$1,414,931.56

Base Year Labor for Task 1, 2, 4
FFP

Base Year Labor for Task 1, 2, 4

IAW PWS Dated 22 August 2007.

Period of Performance 1 Oct 2007 through 30 Sep 2008.

Invoice 11 months at \$117,910.96 and 1 month at \$117,911.00

FOB: Destination

PURCHASE REQUEST NUMBER: F3ST947164A002

SIGNAL CODE: A

NET AMT

\$1,414,931.56

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000101			Months		

Funding for Base Year

FFP

Funding for Task 1, 2, 4 (Task 4, Subtask 1)

FOB: Destination

MILSTRIP: F3ST947164A002

PURCHASE REQUEST NUMBER: F3ST947164A002

SIGNAL CODE: A

NET AMT

\$0.00

ACRN AC

CIN: F3ST947164A0020001AA

\$1,224,931.56

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000102	Funding for Base Year FFP Funding for Task 4 (Task 4, Subtask 2) FOB: Destination MILSTRIP: F3ST947164A002 PURCHASE REQUEST NUMBER: F3ST947164A002 SIGNAL CODE: A		Months		
				NET AMT	\$0.00
	ACRN AD CIN: F3ST947164A0020002AB				\$190,000.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002	Base Year Labor for Task 3 LH Base Year Labor for Task 3 IAW PWS Dated 22 August 2007 estimated labor hours 1,920. Period of Performance 1 Oct 2007 through 30 Sep 2008. FOB: Destination MILSTRIP: F3ST947164A002 PURCHASE REQUEST NUMBER: F3ST947164A002 SIGNAL CODE: A	1	Lot	\$178,741.65	\$178,741.65 NTE
				TOT ESTIMATED PRICE	\$178,741.65 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000201	Funding for Base Year, Task 3 LH Funding for Base Year, Task 3 FOB: Destination MILSTRIP: F3ST947164A002 PURCHASE REQUEST NUMBER: F3ST947164A002 SIGNAL CODE: A		Lot		
				TOT ESTIMATED PRICE	\$0.00 NTE
				CEILING PRICE	\$0.00
	ACRN AC CIN: F3ST947164A0020001AA				\$178,741.65

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003 OPTION	Base Year Labor for Task Area 3-Optional LH Base Year Labor for Task 3 IAW PWS Dated 22 August 2007 Additional Business Research/Business Case Analysis estimated labor hours 5,760. Optional Task -- Not Currently Funded Period of Performance 1 Oct 2007 through 30 Sep 2008. FOB: Destination PURCHASE REQUEST NUMBER: F3ST947164A002 SIGNAL CODE: A	1	Lot	\$931,114.00	\$931,114.00 NTE
				TOT ESTIMATED PRICE	\$931,114.00 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004		12	Months	\$16,202.33	\$194,428.00
OPTION	Base Year Labor for Task Area 5-Optional FFP				
	Base Year Labor for Task 5				
	IAW PWS Dated 22 August 2007 estimated labor hours 1,920.				
	Period of Performance 1 Oct 2007 through 30 Sep 2008.				
	Optional Task Not Currently Funded				
	11 months at \$16,202.33 and 1 month at \$16,202.37				
	FOB: Destination				
	PURCHASE REQUEST NUMBER: F3ST947164A002				
	SIGNAL CODE: A				

NET AMT	\$194,428.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0005			Lot		
	Base Year Travel				
	COST				
	Base Year Travel				
	IAW PWS Dated 22 August 2007.				
	Period of Performance 1 Oct 2007 through 30 Sep 2008.				
	FOB: Destination				
	MILSTRIP: F3ST947164A002				
	PURCHASE REQUEST NUMBER: F3ST947164A002				
	SIGNAL CODE: A				

ESTIMATED COST	\$76,000.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000501	Base Year Travel COST Funding for Base Year Travel FOB: Destination MILSTRIP: F3ST947164A002 PURCHASE REQUEST NUMBER: F3ST947164A002 SIGNAL CODE: A		Lot		
				ESTIMATED COST	\$0.00
	ACRN AC CIN: F3ST947164A0020000AA				\$76,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Labor for Task 1, 2, 4 FFP Base Year Labor for Task 1, 2, 4 IAW PWS Dated 22 August 2007. Period of Performance 1 Oct 2008 through 30 Sep 2009. Invoice 11 months at \$117,910.96 and 1 month at \$117,911.00 FOB: Destination SIGNAL CODE: A	12	Months	\$121,952.08	\$1,463,424.92

NET AMT

\$1,463,424.92

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002 OPTION	Labor for Task 3 LH Base Year Labor for Task 3 IAW PWS Dated 22 August 2007 estimated labor hours 1,920. Period of Performance 1 Oct 2008 through 30 Sep 2009. FOB: Destination MILSTRIP: F3ST947164A002 SIGNAL CODE: A	1	Lot	\$184,744.95	\$184,744.95 NTE
TOT ESTIMATED PRICE					\$184,744.95 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003 OPTION	Labor for Task Area 3 - Optional LH Option Year 1 - Labor for Task 3 IAW PWS Dated 22 August 2007 Additional Business Research/Business Optional Task, May Not Be Funded Upon Option Exercise Case Analysis estimated labor hours 5,760. Period of Performance 1 Oct 2008 through 30 Sep 2009. FOB: Destination SIGNAL CODE: A	1	Lot	\$964,915.00	\$964,915.00 NTE
TOT ESTIMATED PRICE					\$964,915.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1004		12	Months	\$16,752.60	\$201,031.20

OPTION

Labor for Task Area 5 - Optional
FFP

Base Year Labor for Task 5

IAW PWS Dated 22 August 2007 estimated labor hours 1,920.

Period of Performance 1 Oct 2008 through 30 Sep 2009.

Optional Task, May Not Be Funded Upon Option Exercise

FOB: Destination

SIGNAL CODE: A

NET AMT

\$201,031.20

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
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1005

OPTION

Travel

COST

Option Year 1 - Travel for Task 3

IAW PWS Dated 22 August 2007.

Period of Performance 1 Oct 2008 through 30 Sep 2009.

FOB: Destination

MILSTRIP: F3ST947164A002

SIGNAL CODE: A

ESTIMATED COST

\$76,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		12	Months	\$126,129.04	\$1,513,548.52 NTE

OPTION

Labor for Task 1, 2, 4

FFP

Base Year Labor for Task 1, 2, 4

IAW PWS Dated 22 August 2007.

Period of Performance 1 Oct 2009 through 30 Sep 2010.

Invoice 11 months at \$117,910.96 and 1 month at \$117,911.00

FOB: Destination

SIGNAL CODE: A

NET AMT

\$1,513,548.52

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002		1	Lot	\$190,954.35	\$190,954.35 NTE

OPTION

Labor for Task 3

LH

Option Year 2 - Labor for Task 3

IAW PWS Dated 22 August 2007 estimated labor hours 1,920.

Period of Performance 1 Oct 2009 through 30 Sep 2010.

FOB: Destination

MILSTRIP: F3ST947164A002

SIGNAL CODE: A

TOT ESTIMATED PRICE

\$190,954.35 NTE

CEILING PRICE

\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003 OPTION	Labor for Task Area 3 - Optional LH Option Year 2 - Labor for Task 3 IAW PWS Dated 22 August 2007 Additional Business Research/Business Optional Task, May Not Be Funded Upon Option Exercise Case Analysis estimated labor hours 5,760. Period of Performance 1 Oct 2009 through 30 Sep 2010. FOB: Destination SIGNAL CODE: A	1	Lot	\$999,970.00	\$999,970.00 NTE

TOT ESTIMATED PRICE \$999,970.00 NTE

CEILING PRICE \$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2004 OPTION	Labor for Task Area 5 - Optional FFP Base Year Labor for Task 5 IAW PWS Dated 22 August 2007 estimated labor hours 1,920. Optional Task, May Not Be Funded Upon Option Exercise Period of Performance 1 Oct 2009 through 30 Sep 2010. FOB: Destination SIGNAL CODE: A	12	Months	\$17,321.20	\$207,854.40

NET AMT

\$207,854.40

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2005 OPTION	Travel COST Option Year 2 - Travel for Task 3 IAW PWS Dated 22 August 2007. Period of Performance 1 Oct 2009 through 30 Sep 2010. FOB: Destination MILSTRIP: F3ST947164A002 SIGNAL CODE: A		Lot		

ESTIMATED COST	\$76,000.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001 OPTION	Labor for Task 1, 2, 4 FFP Base Year Labor for Task 1, 2, 4 IAW PWS Dated 22 August 2007. Period of Performance 1 Oct 2010 through 30 Sep 2011. Invoice 11 months at \$117,910.96 and 1 month at \$117,911.00 FOB: Destination SIGNAL CODE: A	12	Months	\$130,507.33	\$1,566,087.92

NET AMT	\$1,566,087.92
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002 OPTION	Labor for Task 3 LH Option Year 3 - Labor for Task 3 IAW PWS Dated 22 August 2007 estimated labor hours 1,920. Period of Performance 1 Oct 2010 through 30 Sep 2011. FOB: Destination MILSTRIP: F3ST947164A002 SIGNAL CODE: A	1	Lot	\$197,485.80	\$197,485.80 NTE
TOT ESTIMATED PRICE					\$197,485.80 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3003 OPTION	Labor for Task Area 3 - Optional LH Option Year 3 - Labor for Task 3 IAW PWS Dated 22 August 2007 Additional Business Research/Business Optional Task, May Not Be Funded Upon Option Exercise Case Analysis estimated labor hours 5,760. Period of Performance 1 Oct 2010 through 30 Sep 2011. FOB: Destination SIGNAL CODE: A	1	Lot	\$1,036,564.00	\$1,036,564.00 NTE
TOT ESTIMATED PRICE					\$1,036,564.00 NTE
CEILING PRICE					\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3004		12	Months	\$17,916.60	\$214,999.20

OPTION

Labor for Task Area 5 - Optional
FFP

Base Year Labor for Task 5

IAW PWS Dated 22 August 2007 estimated labor hours 1,920.

Optional Task, May Not Be Funded Upon Option Exercise

Period of Performance 1 Oct 2010 through 30 Sep 2011.

FOB: Destination

SIGNAL CODE: A

NET AMT

\$214,999.20

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3005			Lot		

OPTION

Travel

COST

Option Year 3 - Travel for Task 3

IAW PWS Dated 22 August 2007.

Period of Performance 1 Oct 2010 through 30 Sep 2011.

FOB: Destination

MILSTRIP: F3ST947164A002

SIGNAL CODE: A

ESTIMATED COST

\$76,000.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001		12	Months	\$133,666.26	\$1,603,995.12
OPTION	Labor for Task 1, 2, 4 FFP Base Year Labor for Task 1, 2, 4 IAW PWS Dated 22 August 2007. Period of Performance 1 Oct 2011 through 30 Sep 2012. Invoice 11 months at \$117,910.96 and 1 month at \$117,911.00 FOB: Destination SIGNAL CODE: A				

NET AMT

\$1,603,995.12

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4002		1	Lot	\$201,811.20	\$201,811.20 NTE
OPTION	Labor for Task 3 LH Option Year 4 - Labor for Task 3 IAW PWS Dated 22 August 2007 estimated labor hours 1,920. Period of Performance 1 Oct 2011 through 30 Sep 2012. FOB: Destination MILSTRIP: F3ST947164A002 SIGNAL CODE: A				

TOT ESTIMATED PRICE

\$201,811.20 NTE

CEILING PRICE

\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4003 OPTION	Labor for Task Area 3 - Optional LH Option Year 4 - Labor for Task 3 IAW PWS Dated 22 August 2007 Additional Business Research/Business Optional Task, May Not Be Funded Upon Option Exercise Case Analysis estimated labor hours 5,760. Period of Performance 1 Oct 2011 through 30 Sep 2012. FOB: Destination SIGNAL CODE: A	1	Lot	\$1,061,796.00	\$1,061,796.00 NTE

TOT ESTIMATED PRICE

\$1,061,796.00 NTE

CEILING PRICE

\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4004 OPTION	Labor for Task Area 5-Optional FFP Base Year Labor for Task 5 IAW PWS Dated 22 August 2007 estimated labor hours 1,920. Optional Task, May Not Be Funded Upon Option Exercise Period of Performance 1 Oct 2011 through 30 Sep 2012. FOB: Destination SIGNAL CODE: A	12	Months	\$18,355.20	\$220,262.40

NET AMT

\$220,262.40

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4005			Lot		
OPTION	Base Year Travel COST Base Year Travel for Task 3 IAW PWS Dated 22 August 2007. Period of Performance 1 Oct 2011 through 30 Sep 2012. FOB: Destination MILSTRIP: F3ST947164A002 SIGNAL CODE: A				
				ESTIMATED COST	\$76,000.00

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
000101	Destination	Government	Destination	Government
000102	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
000201	Destination	Government	N/A	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
3001	Destination	Government	Destination	Government
3002	Destination	Government	Destination	Government
3003	Destination	Government	Destination	Government
3004	Destination	Government	Destination	Government
3005	Destination	Government	Destination	Government
4001	Destination	Government	Destination	Government
4002	Destination	Government	Destination	Government
4003	Destination	Government	Destination	Government

4004	Destination	Government	Destination	Government
4005	Destination	Government	Destination	Government

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	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
000101	POP 01-OCT-2007 TO 30-SEP-2008	N/A	N/A FOB: Destination	
000102	POP 01-OCT-2007 TO 30-SEP-2008	N/A	N/A FOB: Destination	
0002	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
000201	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
0003	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
0004	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
0005	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
000501	POP 01-OCT-2007 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1001	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1002	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94

1003	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1004	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
1005	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2001	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2002	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2003	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2004	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
2005	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
3001	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
3002	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
3003	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
3004	POP 01-OCT-2010 TO 30-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
3005	POP 01-OCT-2010 TO 01-SEP-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
4001	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
4002	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
4003	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
4004	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94
4005	POP 01-OCT-2011 TO 30-SEP-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST94

ACCOUNTING AND APPROPRIATION DATA

AC: 97X4930.FD50 6F8 70AB 124000 G52X01 59290 000000 667100 F67100

AMOUNT: \$1,479,673.21

CIN F3ST947164A0020000AA: \$76,000.00

CIN F3ST947164A0020001AA: \$1,403,673.21

AD: 97X4930.FD50 6F8 70AB 124000 G50B30 59290 000000 667100 F67100

AMOUNT: \$190,000.00

CIN F3ST947164A0020002AB: \$190,000.00

CLAUSES INCORPORATED BY REFERENCE

52.222-50

Combating Trafficking in Persons

AUG 2007

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 66 months.

(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)

5352.242-9001. COMMON ACCESS CARDS (CACs) FOR CONTRACTOR PERSONNEL (AUG 2004)

(a) For installation(s)/location(s) cited in the contract, contractors shall ensure Common Access Cards (CACs) are obtained by all contract or subcontract personnel who meet one or both of the following criteria:

(1) Require logical access to Department of Defense computer networks and systems in either:

(i) the unclassified environment; or

(ii) the classified environment where authorized by governing security directives.

(2) Perform work which requires the use of a CAC for installation entry control or physical access to facilities and buildings.

(b) Contractors and their personnel shall use the following procedures to obtain CACs:

(1) Contractors shall provide a listing of personnel authorized a CAC to the contracting officer. The contracting officer will provide a copy of the listing to the government representative in the local organization designated to authorize issuance of contractor CACs (i.e., "authorizing official").

(2) Contractor personnel on the listing shall each complete and submit a DD Form 1172-2 or other authorized DoD electronic form to the authorizing official. The authorizing official will verify the applicant's name against the contractor's listing and return the DD Form 1172-2 to the contractor personnel.

(3) Contractor personnel will proceed to the nearest CAC issuance workstation (usually the local Military Personnel Flight (MPF) with the DD Form 1172-2 and appropriate documentation to support their identification and/or citizenship. The CAC issuance workstation will then issue the CAC.

(c) While visiting or performing work on installation(s)/location(s), contractor personnel shall wear or prominently display the CAC as required by the governing local policy.

(d) During the performance period of the contract, the contractor shall:

(1) Within 7 working days of any changes to the listing of the contract personnel authorized a CAC, provide an updated listing to the contracting officer who will provide the updated listing to the authorizing official;

(2) Return CACs in accordance with local policy/directives within 7 working days of a change in status for contractor personnel who no longer require logical or physical access;

(3) Return CACs in accordance with local policy/directives within 7 working days following a CACs expiration date; and

(4) Report lost or stolen CACs in accordance with local policy/directives.

(e) Within 7 working days following completion/termination of the contract, the contractor shall return all CACs issued to their personnel to the issuing office or the location specified by local policy/directives.

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

Exhibit/Attachment Table of Contents

DOCUMENT TYPE	DESCRIPTION	PAGES	DATE
Attachment 1	Performance Work Statement	9	22-AUG-2007
Attachment 2	DD 254	2	26-APR-2007

ADMINISTRATIVE MATTERS

ADMINISTRATIVE MATTERS

A. ACQUISITION POINT OF CONTACT:

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C. CONTRACTING OFFICER'S REPRESENTATIVE (COR)

Primary
USTRANSCOM/J5J4-S
ATTN: Ms. Phyllis Schaefer
PHONE: 618-229-1575
E-Mail: Phyllis.Schaefer@ustranscom.mil

D. This is a Firm-Fixed-Price and Labor Hour task order.

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

F. The Contractor's Technical and Price Quotation dated August 24, 2007 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.

G. INSPECTION AND ADMINISTRATION: Ms. Lorene Janson is designated as the Contracting Officer's Representative (COR) responsible for the administration, inspection, and acceptance of work performed under this order.

H. INVOICE AND PAYMENT

The Contractor shall submit invoices in accordance with DFARS 252.232-7003, Electronic Submission of Payment Requests. 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. The contractor should submit monthly invoices.

I. Blocks 25 and 26. The total not to exceed (NTE) amount of this task order's base year is \$1,669,673.21.

J. DD 254 is hereby incorporated as Attachment 1.

**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>.

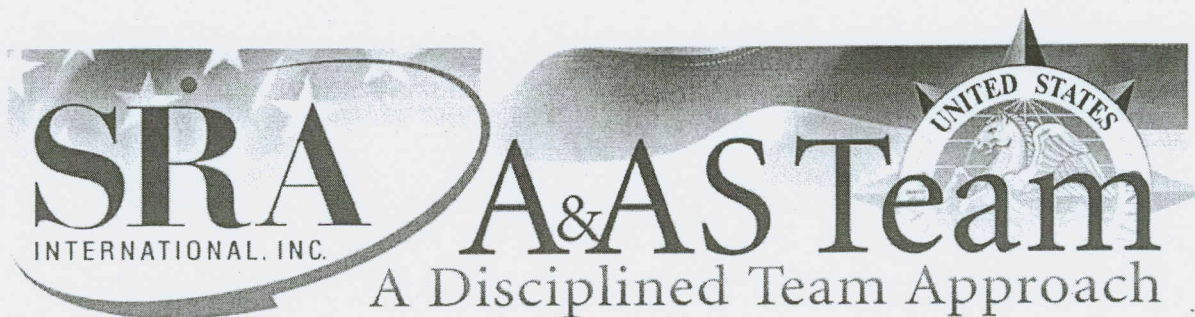
Questions concerning payment should be directed to the Defense Finance Accounting Services (DFAS) Limestone at (800) 756-4571 or faxed to (866) 392-7971 or e-mailed to cco-af-vpis@dfas.mil. Please have your order number and invoice number ready when contacting DFAS about payment status. You can also 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:	HTC711-07-D-0009
DELIVERY ORDER NUMBER:	0002
TYPE OF DOCUMENT:	Invoice and Receiving Report (Combo)
CAGE CODE:	6R517
ISSUE BY DODAAC:	HTC711
ADMIN DODAAC:	HTC711
INSPECT BY DODAAC:	F3ST94
SERVICE ACCEPTOR / SHIP TO:	F3ST94
PAY OFFICE DODAAC:	F67100

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:	Dave.Willis@ustranscom.mil
CONTRACTING OFFICER:	William.Rachal@ustranscom.mil
ADDITIONAL NOTIFICATION:	Phyllis.Schaefer@ustranscom.mil



PROPOSAL IN RESPONSE TO

UNITED STATES TRANSPORTATION COMMAND

STRATEGIC ANALYSIS AND SUPPORT

A&AS RFTOP 07-06

24 August 2007

Volume I – Management and Technical Proposal

Submitted To:
USTRANSCOM/TCAQ
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Contract No. HTC711-07-D-0009
RFTOP No. 07-06

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1 INTRODUCTION

(b)(4) imposed of (b)(4) and (b)(4) is pleased to offer our United States Transportation Command (USTRANSCOM) Strategic Analysis and Support Performance Work Statement (PWS). We have proven experience and successes in providing USTRANSCOM strategic concept development and analytical services related to distribution business practices. This experience and expertise allows us to provide an integrated team of professionals that requires no-ramp up to execute PWS tasks on day one of the contract.

TEAM STRENGTHS

- (b)(4)
- ◆ Premier USTRANSCOM Business Analyst for 10 plus Years
 - ◆ Authored 2007 Commander's Guidance & Revised r and DPO Instruction
- (b)(4)
- Charters
- ◆ In-depth Past & Current experience using DEMIT
 - ◆ Principal TCJ5/4 CBAT Representative for over two years
- SRA:
- ◆ Superbly performing DPO D2C2 Initiatives for J5/4.
 - ◆ In depth past and current experience supporting JDDE and Distribution Portfolio Management

2 TECHNICAL APPROACH

This section outlines our technical approach for accomplishing Task Order requirements. Subsequent sections discuss our Management Approach including Staffing, Deliverable Management, Milestones and General Information. The SRA Team will use our considerable experience and expertise to accomplish DPO Program Integration Activities, perform Business Research and Business Case Analysis, develop USTRANSCOM Command-level Strategic Guidance, and to support Capability Portfolio Management. Our comprehensive competencies are derived from our Team's current and successful contract work for USTRANSCOM performing the same or closely related PWS tasks.

2.1 Technical Solution

The following paragraphs address the SRA Team's approach for accomplishing specific PWS requirements. *Note: Referenced PWS paragraphs are included in parentheses.*

2.1.1 Task 1: Contract Level and Task Order Management (PWS para 1.3.1)

Our Task Order management approach is simple and effective. The SRA A&AS Program Manager will be located at the contractor site and provide a centralized program management capability to provide administrative, clerical and general support t Order performance. The SRA Strategic Analysis and Support Team will be led by an (b)(4) Task Order Manager (TOM) who will also perform as a Subject Matter Expert (SME). M will be located on site and is the principal point of contact for technical issues. All functional activities related to personnel working on PWS tasks will reside under the direct supervision of the TOM.

2.1.1.1 Subtask 1: Task Order Management Plan (TOMP) (PWS para 1.3.1.1)

Within 15 calendar days of award, the SRA Team's TOM will develop and provide a Draft Task Order Management Plan (TOMP) to the Government Task Manager (TM) in a format mutually agreed to by both parties. This plan will describe the functional and technical approach for each task/task area; resources required by task/task area; overall project organization, management and control mechanisms; and measures of project success that will be used by the SRA TOM for fulfillment of all PWS task requirements. This ensures continuous process improvement activities using a set of well-developed standard processes, procedures, and tools as spelled out within the TOMP. Working with the Government TM, the SRA Team will seek feedback and then adapt the Draft TOMP to incorporate comments and meet Government expectations. The final TOMP will be produced within five days after receipt of Government feedback.

Subtask 2: Monthly Status Report (MSR) (PWS para 1.3.1.2)

The Task Order Manager will forward a comprehensive MSR within the first five working days of each month to the Government TM. The MSR will highlight the current funding status and provide a synopsis of completed initiatives and work efforts to include deliverables provided to the Government, and conferences and trips conducted during the prior month. In addition to the previous month's activities, the MSR will also identify upcoming events for the current calendar month. The MSR will also include deliverables identified in PWS Table 2.1 (Task Numbers 1.3.2.2, 1.3.2.3, 1.3.2.4, 1.3.2.5, 1.3.3.1, 1.3.4.1, 1.3.4.2), as appropriate.

2.1.1.2 Subtask 3: In Progress Review (PWS para 1.3.1.3)

The SRA TOM will maintain a close working relationship with the Government Functional Manager/Contracting Officer Representative (COR). A monthly meeting will be scheduled (or held periodically as the TM or COR may require) to discuss contract requirements, problems/issues, review changes to scheduled events, discuss assignment of future tasks, and obtain government decisions or guidance as necessary for TO performance. We will arrange for meeting facilities, solicit agenda items from interested parties, recommend an agenda to the Functional Manager/COR, and publish meeting minutes as required.

2.1.2 Task Area 2: DPO Program Integration (PWS para 1.3.2)

The DPO Program Integration task, and the relationship to the other tasks in this RFP, is one of the keys to the achievement of all of USTRANSCOM's DPO objectives. As depicted in Figure 2-1, Program Integration makes it possible to effectively tie together the external and internal strategic distribution guidance and goals with all Joint Deployment and Distribution Environment (JDDE) partners in an information rich operational environment. SRA's Team is the only one with the ability to provide the Government substantial qualitative depth of experience as well as a complete understanding of the DPO's role.

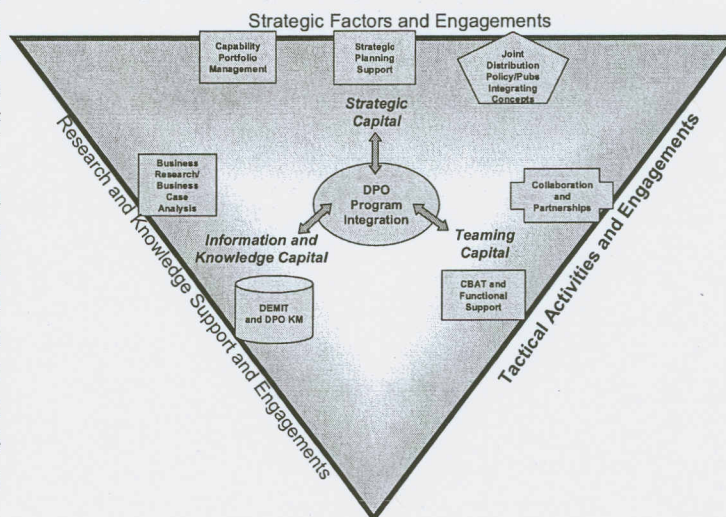


Figure 2-1: The DPO Integrates
JDDE Collaboration from Top to Bottom
"Pulling together the Strategy, the Team, and the Information
to meet the DPO Mission"

2.1.2.1 Subtask 1: Distribution Steering Group (PWS para 1.3.2.1)

USTRANSCOM wants support in making the Distribution Steering Group the central and most effective decision body in the DPO governance structure. The quality of the information exchange, clarity of the decision factors and conduct of the DSG processes must be superior in order for the DSG membership to effectively perform their roles. The SRA Team is uniquely qualified to support this task. Not only did team members help USTRANSCOM design the governance process that formed the DSG, they have worked on the key distribution transformation programs before and since the DPO role was assigned to the Commander USTRANSCOM.

SRA Team members are intimately familiar with the collaborative process of the Distribution Steering Group (DSG) and its relationship with the Distribution Transformation Task Force (DTTF). The SRA Team onsite representative, from Stanley Associates, will actively participate in the planning, development, and execution of the DSG. Our goal will be to instill energy into

the support of DPO Governance as we have previously provided USTRANSCOM. (b)(4) worked closely with TCJ5/4-SP in developing the DSG governance and decision process to socialize distribution process and IT improvements. Stanley Associates wrote and coordinated the DSG Charter, as well as several DSG-initiated Capabilities Based Analysis Team (CBAT) Charter and Integrated Process Teams (IPTs) charters. We will use that experience in support of DSG CBAT/IPT charter development as required. Capitalizing on (b)(4) experience, our team will coordinate, track, and synchronize CBAT and IPT activities, JDDE initiatives, and DPO Governance processes with the development of the DIPL and link it to the USTRANSCOM IPL in support of the USTRANSCOM Strategic Plan.

We will develop potential agenda items based upon priorities communicated by the TCJ5/4-S and on coordination with DSG membership 30 days prior to a scheduled DSG. However, we will be more than administrative caretakers. We will also provide a functional assessment of agenda items and needs in line with the span of DPO, and we will make informed recommendations to TCJ5/4-S. At each DPO IPR, we will project target DSG agenda items for at least two subsequent DSG meetings. Based on TCJ5/4-S approval of the topics, we will then coordinate the preparation of or prepare DSG presentation material to meet appropriate read-ahead requirements. We will prepare written minutes of the DSG meetings and provide them to TCJ5/4-S within 5 working days of the completion of each DSG. Furthermore, we will complete all DSG and DTF action items and assist in developing presentations as needed.

2.1.2.2 Subtask 2: Distribution Enterprise Management Information Tool (DEMIT) (PWS para 1.3.2.2)

USTRANSCOM knows that well-structured information management supporting distribution transformation activities is essential. The command has gone to great pains to build a database that distills all key DPO program information and wants contractor support that has in depth understanding of this information from Day 1 of the contract. The SRA team is that support agent because its members worked with USTRANSCOM during the initial DPO program activities to capture, distill and coordinate the key information that is DEMIT today.

As the key functional and technical consultant to TCJ5/4, (b)(4) was instrumental in developing the End-to-End (E2E) Gap Analysis database S and is now known as the DEMIT. Our team continues to provide input to DEMIT today through involvement with the CBAT process. Upon award, the SRA Team will work with the TCJ5/4-S staff to assess the current DEMIT database to determine its limitations and potential extensibility for expanded use as a real collaboration tool for the JDDE. We would then review our findings and determine their interest for any modifications or upgrades. We will move swiftly to bring the tool up to date with new initiatives, gaps, and lessons learned, throughout the JDDE.

Our Team has superior working knowledge of a variety of DPO initiatives. We will use this analytical experience and the DEMIT to move the cross-referencing, tracking, visibility and collaboration of DPO initiatives to the next level of performance: a transparent, and collaborative knowledge management, and investment strategy environment for all DPO efforts in support of the JDDE stakeholders.

We will map the inter-relationship of current DPO initiatives to all key DoD references such as the Joint Logistics (Distribution) Joint Integrating Concept (JL(D) JIC) tasks and to a variety of recent operational Lesson's Learned documents, GAO reports and other strategic documents as directed by the TCJ5/4-S. We will combine this and knowledge from our work on the Distribution Portfolio Management (DPfM) and Chief Information Officer (CIO) Program Review Program (CPRP) to continue to provide reports and updates on the status of current initiatives and timelines to the TCJ5/4 and the JDDE.

Our on-site staff will bring an extensive background working within the USTRANSCOM.

organization and staff elements in supporting the distribution E2E gap analysis, ongoing support to DPfM CBATs, and the Command's Suspense Tracking and Control System (STACS) process. We will also have immediate reach-back to our SRA teammates' collective experience in support of all of TCJ5/4 to assist in conducting analysis using DEMIT and to provide recommendations on the value added of new JDDE initiatives, R&D projects, and Advance Concept Technology Demonstration (ACTD) proposals. Our Team will professionally assist the DPO Program Integration Branch with DPO related STACS, point papers, and presentations, as needed.

2.1.2.3 Subtask 3 – Capabilities Based Analysis Team (CBAT) & DPO-Related Functional Support (PWS para 1.3.2.3)

CBATs have become a central mechanism in tackling a wide range of DPO process improvement and DPfM improvements. USTRANSCOM needs a support contractor to bring the strongest demonstrated functional research and staff coordination skills in working with targeted communities of interest and focused stakeholders. The SRA Team members have excelled in supporting the Command in standing up CBATs since the very first one, have provided the analytical drive behind them, and have helped propel them to successful results.

The SRA Team supported USTRANSCOM's first sponsored CBAT with the joint ammunition community providing relevant functional expertise, expert analytical documentation of capability gaps, and assistance in developing an approved Business Case Analysis. Currently, the SRA Team has SMEs supporting the TDM, COP D2, and JIPMS CBATs. We are fully ingrained in the CBAT process reflected in the DPfM Concept of Operations: there is no ramp up required for us to provide support to future CBATs.

To effectively support TCJ5/4-S engagement in CBATs or other similar forums, the SRA Team will develop and propose roles and responsibilities. We will help delineate other critical stakeholders' roles, develop or refine the reporting structure, and assist in building realistic milestones to successfully support solution development. Our experience in addressing solution analysis indicates that *problem definition* (what problem are we trying to solve and what is success?) and *development of a structured methodology* (what approach will we use to solve the problem?) are the foundation for a successful outcome. The SRA Team will support TCJ5/4-S as the driving force behind these steps through appropriate literature and doctrine searches as well as review of germane reports, studies, lessons learned.

The remaining steps in our solution analysis are straightforward in concept, but require experienced deployment and distribution, analytically skilled personnel inherent to the SRA team. The following are the key four-steps of support we propose:

- **Step 1. Analyze.** Understand and drill into the Command's distribution vision, mission, goals, objectives, priorities, and required capabilities to support that vision.
- **Step 2. Select.** Identify and recommend the best mix of processes and Information Technology (IT) enablers to achieve the desired Joint Force Commanders end-state using available resources to meet integrated strategic goals.
- **Step 3. Control and Implement.** Manage milestones as distribution initiatives are developed, tested, procured, and sustained with the goal of ensuring the project reaches operational utility within the JDDE.
- **Step 4. Evaluate.** Assess the performance of the project supporting the CBAT or other DPO mission effort and assess the projects' outcomes. Synchronize DPO, DPfM, and operational activities through comprehensive strategic analysis. Develop, select, and manage COAs.

Subtask 4 – Joint Distribution Policy/Publications (PWS para 1.3.2.4)

USTRANSCOM expects that the results of its distribution transformation efforts will quickly and efficiently be codified. The SRA team has meticulously and rapidly crafted and coordinated USTRANSCOM's key DoD and Command policy and procedures through the JDDE community, the Joint Staff, and OSD.

We will leverage our corporate relationships to collaborate with the military Services and DoD Agencies through regular feedback from the DSG and other venues for doctrinal updates. Our Team will coordinate, review, and recommend changes to distribution-related documents, instructions, regulations, and joint publications in a thorough and complete manner. We will base suggested changes on in-depth knowledge of DoD's transformational objectives for its distribution processes and relevant industry best practices. We have experience in helping draft the Joint Logistics (Distribution) Joint Integrating Concept (JL(D)JIC); in drafting and coordinating DoD Directive 5158.4, "US Transportation Command" dated 27 July 2007 and new DoD Instruction 5158.06, "Distribution Process Owner" dated 30 July 2007; and in producing Command input to OSD for Joint Logistics Capabilities Portfolio Management short time-lined initiatives.

For new publications, we will follow a structured process of initiation, development, approval, and maintenance as we did in producing the first successful JCIDS Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) Change Requirement for the JDDOC concept approved by the JROC in August 2006. Where possible, we will take advantage of the Joint Staff Fast Tracked Doctrinal Process and DPO governance structure to accelerate the staffing and approval process. For review of existing or externally developed products, we will use the format requested by the originator to submit our comments.

2.1.2.4 Subtask 5 - Collaboration and Partnership (PWS para 1.3.2.3)

USTRANSCOM understands that a critical need in transforming DoD distribution is to effectively engage and collaborate with other partners and stakeholders in the DPO community of interest. The SRA Team's depth and breadth of contacts and experience in working with virtually all DoD organizations with a logistics interest will be key enablers of the DPO Program in its stakeholder outreach efforts.

Stakeholder engagement is a continuous process and enabler throughout the life of the DPO program. The SRA Team's engagement with the DPO program since 2003 provides us an unequalled vantage to comprehensively understand USTRANSCOM's vision. Stakeholder efforts are most effective when integrated with other stakeholders under the collaborative leadership of the process owner and transparent to the group's common customer(s).

To support this task we will leverage wide, cross-DoD supply chain contacts and our own in-depth knowledge of the views and goals of DPO stakeholders to assist USTRANSCOM's engagement with all JDDE stakeholders and partners. With our support, USTRANSCOM has negotiated partnership agreements with the Defense Logistics Agency (DLA) and the Joint Munitions Command. Our (b)(4) team member also helped develop the Joint Vision statement signed in 2006 by the Commander, USTRANSCOM and the Commander, JFCOM.

Our collaboration process starts with an assessment of JDDE COI member specific "stakes" and interests. First, we identify all DPO stakeholders and assess respective DPO program interests, needs and objectives. We will create a roles, responsibilities and interests matrix (RRIM) based on our knowledge and through direct contact and research. We will then present our stakeholder analysis to the TCJ5/J4-S for review and approval. The RRIM then forms the foundation of a DPO Stakeholder Engagement Plan that we will prepare. Based on our analysis and government direction, we will identify opportunities to manage and enhance partner relationships and engagements. We will develop draft performance based agreements and assist USTRANSCOM in negotiating these agreements through direct facilitation or other active engagements.

2.1.3 Task Area 3: Business Research/BCA (PWS para 1.3.3)

USTRANSCOM needs the broadest range of research and analysis capabilities to support both the known and potential business information needs of the command and of the DoD deployment and distribution enterprise. This task demands contract support that is free of bias, is fully experienced in USTRANSCOM's business domains, brings structured analytical processes and to that is responsive to meet long term and immediate unforeseen study requirements. The SRA Teammate (b)(4) is the single most qualified consulting company to satisfy USTRANSCOM's most serious, sensitive and d ng business research and analysis.

(b)(4) has been USTRANSCOM's premier business analyst for over , providing key ution, transportation and technical studies for the staff. Recently, (b)(4) Fast Sealift Ship (FSS) fleet management cost analysis study was briefed to the Comma provided a key, unbiased validation o ng the management of the fleet. As a result, (b)(6) personally requested (b)(4) engagement on a current analysis of a Prime Vendor business strategy which will be presented to him in September. We also have long-standing relationships with the major stakeholders of the JDDE, including Deputy Under Secretary of Defense for Acquisition, Technology and Logistics USD(AT&L), the DoD Joint Logistics Board, the Service Logistics staffs and Logistics Commands, DLA, GSA, SDDC and commercial partners.

SRA will provide a team of highly qualified analysts to perform the independent studies and analyses required by USTRANSCOM. Our team members are skilled in quantitative and management analyses and in supply chain disciplines, such as distribution, transportation and supply, and our team is ready to perform quality quick-response efforts. As required, we can augment our on-site team quickly with experienced staff in specialties such as cost analysis, acquisition, logistics technologies, Performance-based logistics (PBL), enterprise resource planning (E and other logistics and organizational disciplines. For example, in the recent FSS study (b)(4) acquired the skills of a commercial maritime expert with experience in the mai c operations of the FSS ships.

Our (b)(4) Team partner has a strategic, comprehensive and structured approach that we bring to every analytical task. We will first meet with the assigned government point of contact or lead to define the specific project. We will clearly define the subject and scope of the analysis; develop analytical criteria, parameters, limits, and other factors bearing on the analysis; identify the format of the expected output; and coordinate the desired milestones. This critical first step ensures that a correct, tailored methodology is used to meet the specific a requirement. We then develop an analysis plan that includes the analytical base for identification and selection of process-improvement actions. We will document this initial work in the case analysis template for government approval. After approval, we will design a best practice data-collection methodology and complete the necessary research and data collection. The analysis phase will engage experienced domain experts using the appropriate analytical tools. Generally, we will assimilate and collate the assembled data and construct an assessment or develop recommended actions against the criteria, parameters and measurement factors detailed in the case analysis template. To carry out the analysis, we will tailor our research technique to the specific effort. We provide proven skills and techniques such as the following:

- Lean Six Sigma engagements trained (b)(4) Blackbelts; process flow analysis
- Policy review and research
- Customer and focus group surveys and facilitated decisions analysis
- Financial and cost analyses of alternative scenarios
- Research and benchmarking of vendor commercial distribution practices
- Statistical testing and evaluation; data mining; mathematical analysis and simulation

(b)(4) can also incorporate any of a number of proven LMI-developed analytical, decision support

and data analysis tools, as appropriate to the study approach:

- SCOPE—a simulation tool for assessing the readiness implication of alternative logistics support processes
- I-PASS™—an integrated supply chain performance assessment methodology
- FINISIM—a customer demand analysis and inventory simulation methodology
- LEAP --- an enterprise architecture and process modeling methodology and toolset

Throughout all these steps, we will advise and coordinate with the government task leader to ensure we are properly vectoring the work. Once we have completed the analysis, we will document and deliver the results as a technical report or, if requested, as a formal briefing. As required, (b)(4) will facilitate or participate in focus groups or integrated process improvement teams with USTRANSCOM staff and/or other representatives from across the DoD distribution community to determine information needs and applications associated with business processes at the USTRANSCOM or DPO levels.

2.1.4 Task Area 4: Strategic Planning (PWS para 1.3.4)

2.1.4.1 Subtask 1: Strategic Planning Support (TO para 1.3.4.1)

USTRANSCOM expects that this task will provide a strategic planning partner who brings both the extended knowledge of the Command's operating environment, both in its Distribution Process Owner role and in its mission as a Combatant Command with operational transportation missions, and the strategic planning expertise to assist the command to produce and maintain strategic plans that drive toward enterprise excellence. The SRA Team member (b)(4) is the corporate partner who has been supported and engaged USTRANSCOM over the past five years in developing, aligning, and producing all its current strategic guidance.

Drawing from a staff with extensive strategic planning experience, we have in-depth skills in process analysis and flow-charting, process reengineering, organizational structural alignment, workforce planning, ABC management, survey analysis, supply chain management, Supply Chain Operations Reference (SCOR) model metric development, benchmarking, Lean Six Sigma and performance management. We have applied relevant commercial best practices to USTRANSCOM and to other DoD and Federal Agency challenges including support for SDDC, DLA's Defense Distribution Center (DDC), U.S. Department of State, and the Department of Health and Human Services.

The SRA Team is expertly positioned to provide the most comprehensive support available in the development of the Command's keystone documents; the Commander's Guidance, the Command Strategic Plan, the JDPO/DPO Joint Vision Statement, and similar documents. We already understand the depth and nuances of USTRANSCOM's current strategic plan with its objectives and metrics. Because USTRANSCOM has an existing published Commander's Guidance, the SRA Team approach to strategic planning for FY08 will be a four-phase Strategic "refresh" as

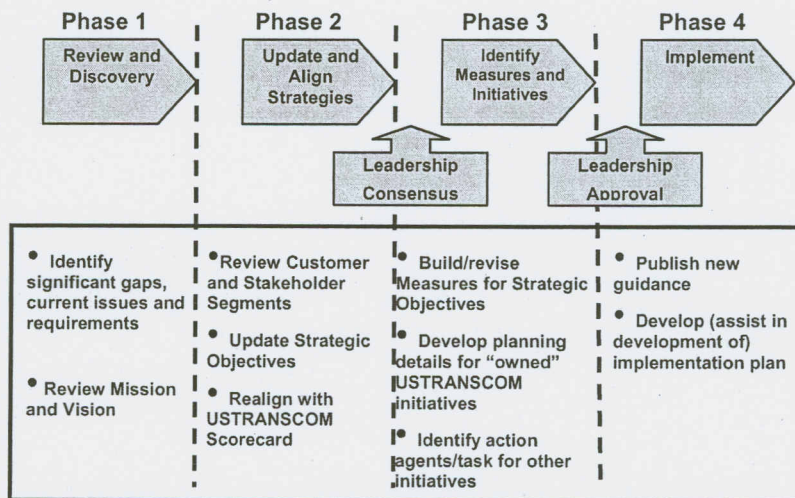


Figure 2-2: USTRANSCOM Strategic Planning Refresh Process

depicted in Figure 2-2. [Out-years, i.e., post-FY08, may require the development of an entirely new strategic plan based on the new administration or other external strategic changes. Our in-depth processes will follow a similar structured approach as depicted here.] We are fully prepared to support USTRANSCOM as it continues to adapt to change and as it aligns its processes, procedures, and workforce using its strategic plan.

- **Phase 1. Review and Discovery:** Working with USTRANSCOM and its stakeholders, we will facilitate group sessions to refine goals, develop objectives, and determine meaningful metrics. Our process begins by determining Commander USTRANSCOM's strategic intent drawn from the senior leader's strategy meeting scheduled for November. The initiatives and objectives obtained from this meeting are aligned through analyses of relevant goals and objectives from USD(AT&L), CJCS, customer combatant commands, and joint doctrine, including the JL(D)JIC.
- **Phase 2. Update and Align Strategies:** We then lead working groups through a process of clarification, consolidation, and prioritization before beginning to draft the strategic plan. We assist in coordinating the plan with all stakeholders at the director level. This phase results in a first draft strategic plan and ends with review by the USTRANSCOM Directors to ensure the activity is proceeding in accord with the intent of the Commander.
- **Phase 3. Update Measures and Initiatives:** Our Team will facilitate workshops to develop goals, objectives, measures, and initiatives. We gain "buy-in" by assisting managers and other action agents in communicating their questions, concerns, and creative input. The outcome of this phase is a coherent set of goals, objectives, measures, and initiatives ending with a final draft plan presented to the Commander for his approval.
- **Phase 4. Implement:** The FY08 process concludes with the publication of the plan and communicating its results within and outside the enterprise. We will draft and marshal the guidance, the plan, and other supporting documents through the USTRANSCOM coordination process to final publication. Communication is a vital component of this step and our team will work with the DPO program manager, Public Affairs, and others to ensure widest release of strategic plan information.

We are trained facilitators able to work at any level (Commander, GO/FO/SES, or action officer) and in any setting (professional meetings, command briefings, or in one-on-one sessions). We will develop and deliver white papers, point papers, executive summaries, and other presentations to provide detailed explanation and background on the logic and content of proposed strategic documents to USTRANSCOM, DPO partners, the JDDE Community of Interest (COI) and any other interested party. We will attend meetings, working groups and professional association gatherings in either a supporting or representational role to further the development of USTRANSCOM's strategic objectives. Our extensive knowledge and experience allows for in-depth research, professionally drafted documents, and comprehensive background support.

2.1.4.2 Subtask 2: Enterprise Transition Plan Support (PWS para 1.3.4.2)

USTRANSCOM expects to produce a comprehensive Enterprise Transition Plan to effectively portray to OSD, the Business Transformation Agency and the JDDE Community at large the status and degree to which the Command comprehensively manages the Distribution portfolio. The SRA Teammate (b)(4) has professionally managed the production of this key document for over two years, understands the process, has long-standing working relationships with disparate information sources within the Command and with the OSD stakeholders.

Our Team has extensive background in preparing reports, white papers and briefings in support of USTRANSCOM efforts. Additionally, we are experienced in ETP coordination between the

Business Transformation Agency (BTA), USTRANSCOM, the Component Commands, and other agencies and commands. These proven abilities will enable us to continue timely development, preparation, coordination, and submission of ETP reports every six months.

We will ensure all guidance concerning ETP report content and preparation is accurately received, recorded, and understood. We will interact with the BTA staff, both here at Scott AFB and in Washington D.C., from start to finish. All BTA guidance will be accurately and completely conveyed to USTRANSCOM and its Components to maximize participation and to ensure the comprehensive reporting of transformational initiatives. We will establish milestones to ensure the disparate parts that comprise USTRANSCOM's submission are created in the proper sequence. Further, we will ensure all information included in the ETP reports is accurate and complete. Our in depth knowledge of and experience working with the BTA allows our team to anticipate emergent requirements and facilitate their successful resolution.

We understand the necessity of presenting a comprehensive report, free from errors and appropriately coordinated. Our Team will solicit transformational initiatives from the USTRANSCOM and Component Staffs. We will validate these topics with the USTRANSCOM Directors and Component Commanders for inclusion in the final report. We will work directly with subject matter experts to gather all required reportable information, coordinate all input to ensure maximum visibility of efforts by the leadership, and incorporate comments into the final report submitted to the BTA every six months. When directed or required, our team will provide progress and other briefs in any desired format, i.e. white paper, point paper, executive summary, or *PowerPoint* presentation. These products will be provided to working groups, USTRANSCOM Directors, Component Commanders and the Command Staff.

2.1.5 Task Area 5: Capability Portfolio Management (CPM) Support (Optional) (PWS para 1.3.5)

USTRANSCOM wants experienced, senior-level support in its role as a strategic thought leader in DoD's logistics management redesign under CPM. The SRA team brings the experience and success of the past 18 months work on the CPM test case, including effective working relationships with all CPM stakeholders

Joint Logistics (JL) Capability Portfolio Management (CPM) implementation is at a strategic pause due to completion of the test case and the pending selection of the portfolio manager. We understand the governance structure for JL CPM has not been finalized, but our team is uniquely positioned to lead support for TCJ5/4 during this developmental period. We will work with OSD and other partners to help implement a governance structure, formalize and implement processes, and institutionalize authorities within the CPM structure (Figure 2-3). This process focuses on early/continuous communication to achieve stakeholder consensus. We will help structure and support conferences/workshops to "kick-start" the CPM process. We will use video-conferences (VTC), and telephone conferences, supported by well developed and coordinated agendas, hard hitting briefings and effective facilitation. Our goal is to provide insightful analysis to the Portfolio Manager and translate results into appropriate documents to provide strategic direction for new JL capabilities within the JCIDS, Planning Programming Budget and Execution (PPBE) and acquisition processes. The result will be effective portfolio guidance directing balanced, joint capabilities, providing the most cost-effective mix while delivering desired effects. We will proactively manage risk elements with a detailed mitigation plan.

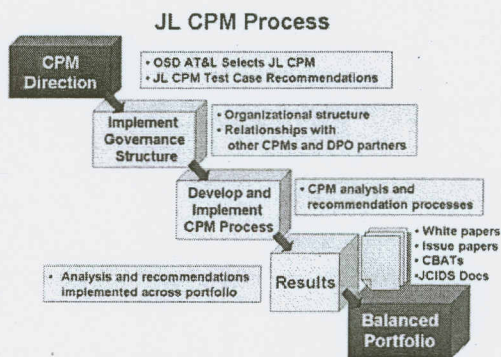


Figure 2-3: Joint Logistics CPM Process

3 MANAGEMENT AND STAFFING APPROACH

3.1 Task Management/Staffing

The SRA Team takes great pride in employing only the most qualified people. After carefully evaluating Government requirements, we selected work team personnel with requisite experience and education to accomplish PWS tasks. Our Team (Figure 3-1 and Table 3-1) is comprised of SRA,

(b)(4) personnel
ive DPO,

USTRANSCOM and DTS experience. Per PWS, the

SRA A&AS Program Manager (Figure 3-1), located at contractor site, will provide centralized program management in general support of TO performance. The SRA Strategic Analysis and Support Team will be led by an (b)(4) Task Order Manager (TOM). The TOM is the principal point of contact for technical issues. (b)(4) personnel assigned to the Team will perform Task e and Four requirements support Task Area Two and Five tasks. (b)(4)

(b)(4) augmented by (b)(4) and SRA, will lead efforts in performing Tasks Area Two

y (b)(4) will perform Task Area 5. Based upon the historical workload data and SRA Team PWS task analysis, SRA provides the following staffing approach (Table 3-1).

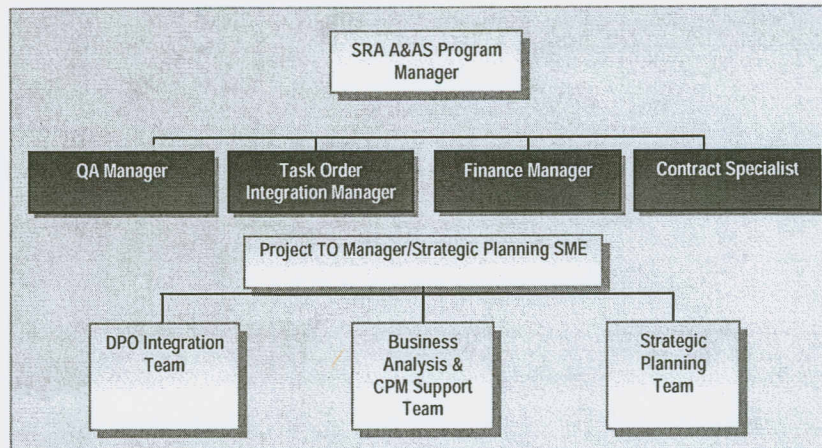


Figure 3-1: Task Order Management Organization

Task Order Role	Team Member	A&AS Labor Category	Primary Task Area Support	FTE
TO Manager/ Sr. Business Analyst	(b)(4)	Subject Matter Expert	1,2	1
Distribution Steering Group Lead		Senior Functional Analyst	2-Subtask 1	1
CBAT & DPO Support Lead		Senior Functional Analyst	2-Subtask 3	1
DEMIT Lead		Senior Logistics Analyst	2-Subtask 2	1
Joint Distribution Policy/Publications Lead		Senior Logistics Analyst	2-Subtask 4	.5
Collaboration and Partnership Lead	SRA	Senior Functional Analyst	2-Subtask 5	1
Bus Research/Bus Case Analyst	(b)(4)	Senior Information Engineer	3	1
OPTIONAL Bus Research/Case Analyst		Subject Matter Expert	3	3
Strategic Planner		Senior Functional Analyst	4-Subtasks 1& 2	2
OPTIONAL CPM Analyst	SRA	Senior Functional Analyst	5	1

Table 3-1. Staffing Matrix Mapping Task Order Roles to Labor Categories to TO Tasks

3.2 Quality Management and Deliverables (PWS Sec 2)

In accordance with the TO Management processes, we will integrate quality management activities and evaluations into all TO activities, thereby ensuring that we will conduct our work in a timely, complete, and high-quality manner. Our quality processes include problem identification, corrective action plans, modifications, and quality review of all contract deliverables. Team SRA uses two levels of review for all products: peer reviews and independent SRA reviews. We will provide all deliverables IAW PWS para 2.1 and will meet performance objectives and performance thresholds IAW para 2.2 and as documented in the Government QA Surveillance Plan. Task deliverables are included in the Milestone Chart (Table 3-2) below.

3.3 Milestones (PWS Sec 2)

Table 3-2 depicts major project milestones in logical order and linked to applicable PWS paragraphs. QA checks (as highlighted in PWS Task 1.3.1.1) will be conducted for all draft and final deliverables. Complete schedules, resources and milestones will be identified in the TOMP/WBS. The dates below coincide with a Period of Performance beginning 1 October 2007.

PWS Task SRA Quote Area Para		Milestone	Due No Later Than
1.3.1.1	2.1.2	Complete preparation of Draft TOMP	10 Oct 07
1.3.1.1	2.1.2	Q/A Draft TOMP	11-12 Oct 07
1.3.1.1	2.1.2	Deliver Draft TOMP to Govt Task Manager (TM)/Contracting Officer Representative (COR)	15 Oct 07
1.3.1.1	2.1.2	QA TOMP with Govt comments incorporated	26 Oct 07
1.3.1.1	2.1.2	Deliver Final TOMP to Govt TM/COR	30 Oct 07, or five days after receipt of Govt comments, whichever is earlier.
1.3.1.2		Complete preparation of Monthly Status Reports (MSR). MSR includes deliverables as appropriate for PWS Tasks 1.3.1.2, 1.3.2.2, 1.3.2.3, 1.3.2.4, 1.3.2.5, 1.3.3.1, 1.3.4.1, 1.3.4.2	Last day of reporting month
1.3.1.2		Deliver Draft MSR to Govt including appropriate PWS Task Deliverables	As directed by the Govt
1.3.1.2		QA Final MSR with Govt comments incorporated. Includes appropriate PWS Task Deliverables	Due date based on receipt of Govt comments
1.3.1.2		Deliver Final MSR to Govt with appropriate PWS Task Deliverables	NLT 5 working days following reporting month; final due last day of contract
1.3.1.3		In Progress Review (IPR)	Monthly or as required by COR
1.3.2.1		Develop CBATs/IPTs Charters	Due as directed by Govt
1.3.2.1		Deliver Draft CBATs/IPTs Charters to Govt	Due date directed by Govt
1.3.2.1		Deliver Final CBATs/IPTs Charters to Govt	Due date as directed by Govt
1.3.2.1		Prepare DSG Meeting	1 day after DSG Meeting
1.3.2.1		Deliver Draft DSG Meeting Minutes to Govt	3 days after DSG Meeting
1.3.2.1		Deliver Final DSG Meeting Minutes to Govt	NLT 3 days after receipt of Govt comments
1.3.2.1		Submit DSG Agenda Items	30 days prior to DSG as directed by Govt
1.3.2.1		DSG/DTTF Action Items	As directed by Govt
1.3.2.2		DEMIT Activities	Last day of reporting month
1.3.2.2		Deliver DRAFT DEMIT Activities to Govt	As directed by Govt
1.3.2.2		Deliver Final DEMIT to Govt	Monthly updates included as an appendix to MSR (1.3.1.2)
1.3.2.3		CBAT & DPO Related Support Activities	Monthly in-progress deliverables documented in MSR (1.3.1.2), Due to Govt NLT 5 working days in reporting month
1.3.2.4		Produce JDDE Related Policy Review Recommendations	Due as required by Govt
1.3.2.4		Deliver DRAFT JDDE Recommendations to Govt	Due as required by Govt
1.3.2.4		Deliver Final JDDE Recommendations to Govt	Due as required by Govt
1.3.2.4		JDDE-Related Publication Reviews	Monthly in-progress deliverables documented in MSR (1.3.1.2), Due to Govt NLT 5 working days in reporting month

1.3.2.5		Four-Star Summit Planning	Monthly in-progress deliverables documented in MSR (1.3.1.2), Due to Govt NLT 5 working days in reporting month
1.3.2.5		JDDC Support	Monthly in-progress deliverables documented in MSR (1.3.1.2), Due to Govt NLT 5 working days in reporting month
1.3.2.5		Joint Deployment and Distribution Integration Steering Group Support	Monthly in-progress deliverables documented in MSR (1.3.1.2), Due to Govt NLT 5 working days in reporting month
1.3.2.5		JDDE Partnership Development	Monthly in-progress deliverables documented in MSR (1.3.1.2). Due to Govt NLT 5 working days in reporting month
1.3.2.5		Performance Based Agreement Development	As directed by J5/4-S
1.3.2.5		Deliver DRAFT PBA Documents to Govt	NLT 30 days from task assignment
1.3.2.5		Deliver Final PBA Documents to Govt	NLT 7 days after receipt of Govt comments
1.3.3.1		Prepare Business Case Analysis (BCA) & POAM	Based on Govt Tasking Date
1.3.3.1		Deliver DRAFT (BCA) & POAM to Govt	BCA due 60 days and POAM due 15 days after Govt Tasking
1.3.3.1		Deliver Final (BCA) & POAM to Govt	BCA & POAM due to Govt NLT 7 days after draft approvals. Monthly in-progress deliverables documented in MSR (1.3.1.2)
1.3.4.1		Commander Guidance, Strategic Plan & other strategic documents updates& presentations	Monthly in-progress deliverables documented in MSR (1.3.1.2), Due to Govt NLT 5 working days in reporting month
1.3.4.2		Develop USTRANSCOM ETP Submission (Transformational Initiatives Reports)	Collect data to develop report throughout year
1.3.4.2		Deliver DRAFT Transformational Initiatives Reports	17 Sep and 17 Mar, or based on Govt established date for draft
1.3.4.2		Deliver Final (BCA) & POAM to Govt	Final 30 Sep/31 Mar. Monthly in- process deliverables documented in MSR
1.3.5		CPM Activities– OPTIONAL	Drafts and Finals as directed by the Govt

Table 3-2. Milestones

3.4 Government Furnished Information and Equipment (PWS Sec 3)

The SRA Team understands and will comply with all requirements as described in PWS Section 3. The team understands the Governments intent is to provide up to five work spaces on-site.

3.5 General Information (PWS Sec 4)

The SRA Team acknowledges and will comply with all security, inspection, packaging, general provisions and information requirements as outlined within the PWS para 4. We are familiar with these tasks and have complied with these requirements on numerous past and existing contracts supporting USTRANSCOM.

3.6 Travel (PWS para 4.3)

The SRA Team acknowledges, and will comply with and support any travel requirements as outlined within PWS para 4.3. Further, we will coordinate with the Government COR for travel approval prior to incurring any travel expenses, and identify personnel who will be traveling in sufficient time to obtain the lowest possible rates for airfare, rental car and lodging.

4 GENERIC RESUMES

For each position noted in Table 3-1, we have provided an associated Generic Resume. The Generic Resumes demonstrate the requisite skills, qualifications, security clearance, and education level of an individual intended to fill the position.

4.1 Task Order Role: TO Manager/Senior Business Analyst (Labor Category: SME)

Biographical Data	
Education:	Master's Degree
Experience:	15-years of experience providing technical expertise within a specific discipline and be recognized as an expert in the field
Security Clearance:	Secret

Skills
<ul style="list-style-type: none"> ■ Ability to supervise multiple large-scale, complex technical projects ■ Experienced in client relations and human resource management ■ Expert knowledge of the DoD transportation, logistics structure, processes, and systems as well as the supply chain management processes and systems ■ Hands on understanding of DoD transportation/supply chain data, transactions, electronic commerce and Electronic Data Interchange (EDI) as well as commercial logistics practices and business process reengineering ■ Proven ability to provide successful facilitation of meetings, conferences, and workshops ■ Maintains current knowledge of emerging technologies and business practices ■ Proficient in Facilitation, Financial Analysis, Business Process Analysis (Specific functional skills relevant to the analytical needs) ■ Experienced in <i>Microsoft Office Suite</i>

Qualifications
<ul style="list-style-type: none"> ■ In-depth experience working in DoD or commercial supply chain, distribution. Logistics or business operations ■ Broad range of current experience in problem or case business analysis. Will have led, conducted or participated as principal team member in major command, agency or organizational process analysis or business process improvement engagements ■ Lead facilitator and coordinator in implementation of multiple DoD transportation programs, technology and process changes and engaging operational and logistics stakeholders across the USTRANSCOM, other Combatant Commands, Services and Agencies

4.2 Task Order Role: Distribution Steering Group/CBAT & DPO Support Leads (Labor Category: Senior Functional Analysts)

Biographical Data

Education:	Bachelor's Degree (Master's Preferred) in Business or relevant discipline
Experience:	10-years experience in the field of work
Security Clearance:	Secret

Skills

- Proven ability to lead multifunctional tasks in a demanding, performance oriented environment
- Demonstrated staff level performance on issues for major commands and national importance
- Established benefit analyst in concert with USTRANSCOM's National Partners
- Practiced "navigating" the USTRANSCOM organization and staff elements in support DPO initiatives
- Dependable oral and written communication qualifications
- Experienced in *Microsoft Office Suite*

Qualifications

- Diverse knowledge in DoD Joint operations and USTRANSCOM expertise
- Comprehensive experience with USTRANSCOM deployment and distribution operations to include TPFDD applications, JDDA and other similar systems and programs
- Current knowledge and hands-on experience with the Distribution Process Owner (DPO) Governance process
- Experience providing senior level expertise for planning, coordinating, and executing necessary actions for DPO and related forums such as the Distribution Steering Group (DSG) and Transformation Task Force (DTTF)
- Expert level knowledge in support of the entire USTRANSCOM DPO initiative with the ability to perform IPT activities
- Extensive staff level support on issues for major commands and national importance specifically involving DPO processes, information systems, and programs. (e.g., JCIDS, JDPAC, GTN, GDSS, JOPES, COPD2, JIWG, JTF-PO, JRIMM, NoMaDD, etc.)
- In depth knowledge of Distribution Portfolio Management concept and understanding of Capability-Based Analysis Teams (CBAT) functions
- Experienced in contributing to the development of Joint Capabilities Integration & Development System (JCIDS) documentation
- Extensive functional experience in supply and transportation (air and surface) arenas
- In-depth experience in developing written minutes and presentations for project management in DoD and commercial logistics encompassing DPO

4.3 Task Order Role: DEMIT Support Lead (Labor Category: Senior Logistics Analyst)

Biographical Data	
Education:	Bachelor's Degree (Master's preferred) in Business or a relevant discipline
Experience:	10-years experience in the field of work
Security Clearance:	Secret

Skills
<ul style="list-style-type: none"> ■ Proven ability to lead multifunctional tasks in a demanding, performance oriented environment ■ Demonstrated staff level performance on issues for major commands and national importance ■ Established benefit analyst in concert with USTRANSCOM's National Partners ■ Quality assurance experience in standards development and evaluation of transportation business processes ■ Experienced in <i>Microsoft Office Suite</i>

Qualifications
<ul style="list-style-type: none"> ■ Expert level knowledge in support of the entire USTRANSCOM DPO initiative with the ability to perform business process improvement initiatives analysis ■ Experienced with the Distribution Enterprise Management Information Tool (DEMIT) to facilitate DPO initiative cross-referencing, tracking, knowledge management, and investment strategy for JDDE ■ Familiar with mapping current DPO initiatives to JL(D)JIC task, COCOM 129, lessons learned, and other strategic documents ■ Working knowledge of the JDDE governance process and chartered Capability-Based Analysis Teams (CBAT) functions ■ Experience in conducting hard-hitting analysis and providing recommendations on the value added of new JDDE initiatives, R&D projects, and Advance Concept Technology Development (ACTD) proposals ■ Diverse DoD transportation knowledge transfer experience in integrating USTRANSCOM expertise ■ Highly familiar with coordinating projects and issues in concert with USTRANSCOM's National Partners ■ Experienced working within and for USTRANSCOM staff personnel on governance support to the DSG, CBATs and DPO-related functional support ■ Extensive functional experience in supply and transportation (air and surface) arenas ■ Highly familiar with the following concepts; JDDE, DPO, DTS, ITV, JTF-PO, JIWG, JDPAC, JRIMM, Fusion Center, NoMaDD, COI, JCIDS, etc. ■ Familiar with staffing techniques in preparation of Suspense Tracking and Control (STACS), point papers, presentations, reports, charts, graphics, e-mails, etc.

4.4 Task Order Role: Joint Distribution Policy & Publications Lead (Labor Category: Senior Logistics Analyst)

Biographical Data

Education:	Bachelor's Degree (Master's preferred) in Business or a relevant discipline
Experience:	10-years experience in the field of work
Security Clearance:	Secret

Skills

- Ability to manage tasks and activities following standard project management practices
- Practical knowledge of the DOD transportation and logistics policy, infrastructure, processes, and systems
- Ability to lead and facilitate client engagements on technical and business process change or improvement
- Proficient in conducting group facilitation using interactive personal skills or supporting tools
- Effective oral and written communication skills
- Experienced in *Microsoft Office Suite*

Qualifications

- Detailed familiarity with USTRANSCOM strategic planning activities and the current Commander's Guidance and Strategic Plan Goals, Objectives and Measures
- In-depth experience working in DOD or commercial supply chain, distribution. Logistics or business operations
- Current experience (within two years) in coordinating with the DOD, Joint Staff and OSD on JCIDS process, Joint integrating Concepts, logistics and supply chain/transportation, logistics organizations, processes, and systems
- Knowledgeable and experienced in writing, coordination and staffing DOD, USTRANSCOM or other enterprise level standards, policy, operating procedures or similar documents
- Familiar with commercial supply chain management processes, practices and performance measurement

4.5 Task Order Role: Collaboration & Partnership Lead (Labor Category: Senior Functional Analyst)

Biographical Data	
Education:	Bachelor's Degree (Master's preferred) in Business or a relevant discipline
Experience:	10-years experience in the field of work
Security Clearance:	Secret

Skills	
■	Leadership: Proven ability to lead multifunctional tasks in a demanding, performance oriented environment. Identifies and assigns resources for each task
■	Organization: Successfully organizes and leads diverse teams of functional and technical experts to evaluate and devise solutions to multi-dimensional problems
■	Communication: Effectively builds and tailors briefings, white papers, and other documents to clearly communicate ideas and concepts to varied audiences from senior leaders to operational users
■	Requirements development: Collaborates with users to identify, define, and document functional and cross-functional requirements and manage within DoD requirements forums
■	Automated systems: Extensive experience using <i>Microsoft Word</i> , <i>Excel</i> , and <i>PowerPoint</i> to build management tools to effectively build documents and briefings and analyze and store data

Qualifications	
■	Proven ability to apply diverse knowledge of DoD, Joint, and USTRANSCOM organizations and operations to a broad range of issues in the logistics enterprise
■	Comprehensive functional experience in air and surface supply and transportation disciplines, as well as USTRANSCOM deployment and distribution operations
■	Demonstrated ability to develop functional requirements for emerging operational logistics requirements and collaborate with technical developers to define solutions
■	Successfully applies hands-on knowledge of Distribution Process Owner (DPO) roles, responsibilities and governance process to influence change across the spectrum of supply chain operations business processes
■	Provides senior level expertise in planning, coordinating, and executing DPO and related forums such as the Distribution Steering Group (DSG) and Transformation Task Force (DTTF), DPO Executive Board (DEB), Joint Logistics Board (JLB), Supply Chain Capabilities Group (SCCG), Component Commanders' Conferences (CCC), and DPO VTC's
■	Experience in coordinating locations, schedules, agendas, briefing slides, and preparing/editing minutes
■	Extensive staff-level experience coordinating issues of command and national importance involving DPO processes, information systems, and programs. (e.g., JCIDS, JDPAC, GTN, GDSS, JOPES, COPD2, JIWG, JTF-PO, JRIIMM, NoMaDD, etc.)
■	In-depth experience in developing and editing program documentation for project management in DoD and commercial logistics solutions to DPO requirements

4.6 Task Order Role: Business Research/Business Case Analysts **(Labor Category: Senior Information Engineer)**

Biographical Data

Education:	Bachelor's Degree (Master's preferred) in Computer Science, Information Systems, Engineering, or other related scientific or technical disciplines
Experience:	10-years of related experience
Security Clearance:	Secret

Skills

- Ability to supervise multiple large-scale, complex technical projects
- Experienced in client relations and documenting and distilling client information requirements
- Expert knowledge of the DOD transportation, logistics structure, processes, and systems as well as the supply chain management processes and systems
- Hands on understanding of DOD transportation/supply chain data, transactions, electronic commerce and Electronic Data Interchange (EDI) as well as commercial logistics practices and business process reengineering
- Proven ability to provide successful facilitation of meetings, conferences, and workshops
- Maintains current knowledge of emerging technologies and business practices

Qualifications

- In-depth experience working in researching and analyzing DOD or commercial supply chain, distribution, logistics or business operations
- Experience in problem or case business analysis. Will have led, conducted or participated as principal team member in major command, agency or organizational systems process analysis or business process improvement engagements
- Lead facilitator and coordinator in implementation of multiple DOD transportation programs, technology and process changes and engaging operational and logistics stakeholders within or between the USTRANSCOM, other Combatant Commands, Services and Agencies

4.7 Task Order Role: OPTIONAL -- Business Research/Business Case Analyst (Labor Category: Subject Matter Expert)

Biographical Data	
Education:	Master's Degree
Experience:	15-years of experience providing technical expertise within a specific discipline and be recognized as an expert in the field
Security Clearance:	Secret

Skills	
<ul style="list-style-type: none"> ■ Experienced in client relations and human resource management ■ Expert knowledge of the DOD transportation, logistics structure, processes, and systems as well as the supply chain management processes and systems ■ Hands on understanding of DoD transportation/supply chain data, transactions, electronic commerce and Electronic Data Interchange (EDI) as well as commercial logistics practices and business process reengineering ■ Proven ability to provide successful facilitation of meetings, conferences, and workshops ■ Maintains current knowledge of emerging technologies and business practices ■ Proficient in <i>Microsoft Office Suite</i>, Facilitation, Financial Analysis, Business Process Analysis (Specific functional skills relevant to the analytical needs) 	

Qualifications	
<ul style="list-style-type: none"> ■ In-depth experience working in DoD or commercial supply chain, distribution. Logistics or business operations; ■ Broad range of current experience in problem or case business analysis. Will have led, conducted or participated as principal team member in major command, agency or organizational process analysis or business process improvement engagements. ■ Lead facilitator and coordinator in implementation of multiple DoD transportation programs, technology and process changes and engaging operational and logistics stakeholders across the USTRANSCOM, other Combatant Commands, Services and Agencies 	

4.8 Task Order Role: Strategic Planner (Labor Category: Senior Functional Analyst)

Biographical Data	
Education:	Bachelor's Degree (Master's preferred) in Business or a relevant discipline
Experience:	10-years experience in the field of work
Security Clearance:	Secret

Skills	
■	Ability to manage tasks and activities following standard project management practices
■	Practical knowledge of the DOD transportation, logistics structure, processes, and systems as well as the supply chain management processes and systems
■	Ability to lead and facilitate client engagements on technical and business process change or improvement
■	Effective oral and written communication skills

Qualifications	
■	Detailed familiarity with USTRASNCOM strategic planning activities and the current Commander's Guidance and Strategic Plan Goals, Objectives and Measures
■	Direct involvement in assessing organizational needs, developing corporate mission and vision statements, identifying or developing enterprise business goals and objectives and preparing strategic plans or guidance
■	Multiple client engagements as lead or support involving in conducting and organizing group facilitation activities
■	Current experience (within two years) in coordinating with the DOD, Joint Staff and OSD on strategic planning framework, JCIDS process, Joint integrating Concepts, logistics and supply chain/transportation, logistics organizations, processes, and systems

4.9 Task Order Role: OPTIONAL -- Capability Portfolio Management Analyst (Labor Category: Senior Functional Analyst)

Biographical Data

Education:	Bachelor's Degree (Master's preferred) in Business or a relevant discipline
Experience:	10-years experience in the field of work
Security Clearance:	Secret

Skills

- Leadership: Proven capability to lead multifunctional teams of professionals and technicians in a demanding, performance oriented environment
- Communication: Effective, tactful, and diplomatic communicator with excellent writing, presentation and negotiation skills; prepares and presents briefings, white papers, and other documents tailored to communicate clearly to diverse audiences
- Management: Capable of ensuring consistent, high-quality approach to task requirements and project management
- Automated systems: Highly proficient with automated tools necessary to complete tasks including *Microsoft Office Suite* and *Microsoft Project*
- Analytical skills: Demonstrated ability to systematically evaluate, identify essential parameters, and devise solutions to complex, multi-dimensional problems

Qualifications

- Experience-based understanding of organization and functions of the Federal Government, Department of Defense, Services, COCOMs, and Defense Agencies and their relation to the USTRANSCOM mission
- Demonstrated experience working with OSD, Joint Staff, Services, Defense Agencies, COCOMs, and other government agencies
- Comprehensive experience with DPO roles and responsibilities, Supply Chain Operations (SCO), and USTRANSCOM deployment and distribution operations
- Record of success applying SCO concepts to analyze and solve problems in end-to-end logistics business processes
- Extensive experience in capabilities assessment including writing and reviewing JCIDS documents for joint solutions across the DOTMLPF spectrum
- Hands-on knowledge of organizing Capabilities Based Assessment Teams (CBAT) to assess shortfalls and improve automated systems across the logistics enterprise
- Extensive know-how in the Planning Programming Budgeting and Execution (PPBE) system assessing risk and balancing resources with priorities
- USTRANSCOM staff experience coordinating actions across directorates and providing DPO and Joint Deployment and Distribution Enterprise (JDDE) related briefings to senior officers
- Proven ability to use a broad range of techniques for building and leading teams, resolving conflicts, and reaching performance goals

DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION <i>(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort.)</i>				1. CLEARANCE AND SAFEGUARDING a. FACILITY CLEARANCE REQUIRED <div style="text-align: center;">Secret</div> b. LEVEL OF SAFEGUARDING REQUIRED <div style="text-align: center;">N/A</div>																																																																																					
2. THIS SPECIFICATION IS FOR: <i>(X and complete as applicable)</i>				3. THIS SPECIFICATION IS: <i>(X and complete as applicable)</i>																																																																																					
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b. SUBCONTRACT NUMBER				b. REVISED <i>(Supersedes all previous specs)</i> REVISION NO. DATE (YYYYMMDD)																																																																																					
c. SOLICITATION OR OTHER NUMBER				c. FINAL <i>(Complete Item 5 in all cases)</i> DATE (YYYYMMDD)																																																																																					
4. IS THIS A FOLLOW-ON CONTRACT? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO. If Yes, complete the following: Classified material received or generated under <u>FA 4452-03-F-0062</u> <i>(Preceding Contract Number)</i> is transferred to this follow-on contract.																																																																																									
5. IS THIS A FINAL DD FORM 254? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO. If Yes, complete the following: In response to the contractor's request dated _____, retention of the classified material is authorized for the period of _____.																																																																																									
6. CONTRACTOR <i>(Include Commercial and Government Entity (CAGE) Code)</i>																																																																																									
a. NAME, ADDRESS, AND ZIP CODE Systems Research and Applications Corporation 331 Salem Place, Ste 200 Fairview Heights, IL 62221		b. CAGE CODE		c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> Defense Security Services 11132 South Towne Square, Ste 205 St. Louis, MO 63123-7818																																																																																					
7. SUBCONTRACTOR																																																																																									
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a. LOCATION USTRANSCOM TCJ5/4 508 SCOTT DRIVE SCOTT AFB IL 62225		b. CAGE CODE		c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i> DEFENSE SECURITY SERVICE FIELD OFFICE, Suite 205 (S21SL), 11132 SOUTH TOWNE SQUARE ST LOUIS MO 63123-7818																																																																																					
9. GENERAL IDENTIFICATION OF THIS PROCUREMENT This contract will provide business research, partnership development and strategic planning support to TCJ5/4.																																																																																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">10. CONTRACTOR WILL REQUIRE ACCESS TO:</td> <td style="width: 5%;">YES</td> <td style="width: 5%;">NO</td> <td style="width: 40%;">11. IN PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:</td> <td style="width: 5%;">YES</td> <td style="width: 5%;">NO</td> </tr> <tr> <td>a. COMMUNICATIONS SECURITY (COMSEC) INFORMATION</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>a. HAVE ACCESS TO CLASSIFIED INFORMATION ONLY AT ANOTHER CONTRACTOR'S FACILITY OR A GOVERNMENT ACTIVITY</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td></td> </tr> <tr> <td>b. RESTRICTED DATA</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td>b. RECEIVE CLASSIFIED DOCUMENTS ONLY</td> <td></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> </tr> <tr> <td>c. 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12. PUBLIC RELEASE. Any information (classified or unclassified) pertaining to this contract shall not be released for public dissemination except as provided by the Industrial Security Manual or unless it has been approved for public release by appropriate U.S. Government authority. Proposed public releases shall be submitted for approval prior to release ☐ Direct ☒ Through (Specify)

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

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

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

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/ea 12829](http://fas.org/irp/offdocs/ea_12829)) Air Force, USTRANSCOM, and Scott AFB, security practices is required.

Reference DOD 5200.1-R, Appendix 3, which provides guidance on controlling FOUO information.

All contractor personnel shall possess SECRET Security Clearances at time of award.

Ref Blocks 11a, b & c: Contractor will not routinely work with classified information but may on occasion require classified access in performance of this contract. The contractor will not create or generate any classified material as part of this contract.

Steven M. Strait TCPA 20 July 07
14. ADDITIONAL SECURITY REQUIREMENTS. Requirements, in addition to ISM requirements, are established for this contract. ☐ Yes ☒ No
(If Yes, identify the pertinent contractual clauses in the contract document itself, or provide an appropriate statement which identifies the additional requirements. Provide a copy of the requirements to the cognizant security office. Use Item 13 if additional space is needed.)

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

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

a. TYPED NAME OF CERTIFYING OFFICIAL

PHYLLIS SCHAEFFER

b. TITLE

CONTR OFFICER REPRESENTATIVE

c. TELEPHONE (Include Area Code)

(618) 229-1575

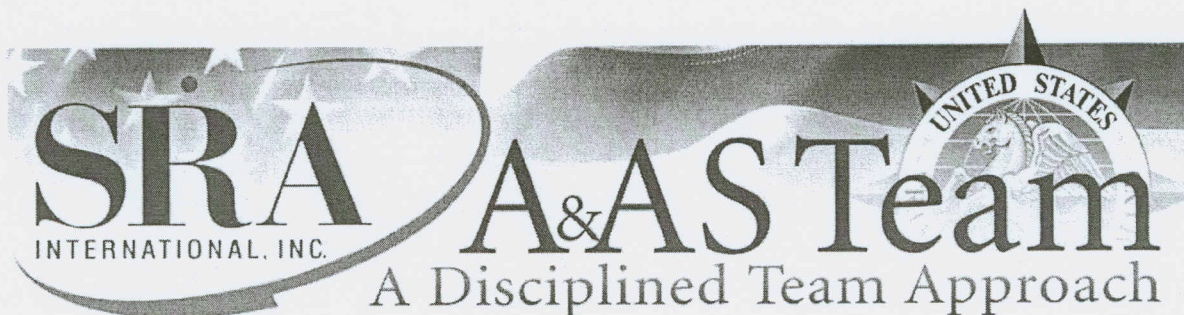
d. ADDRESS (Include Zip Code)

USTRANSCOM TCJ5/4-S
508 SCOTT DRIVE
SCOTT AFB ILL 62225

e. SIGNATURE

17. REQUIRED DISTRIBUTION

- ☒ a. CONTRACTOR
☐ b. SUBCONTRACTOR
☒ c. COGNIZANT SECURITY OFFICE FOR PRIME AND SUBCONTRACTOR
☐ d. U.S. ACTIVITY RESPONSIBLE FOR OVERSEAS SECURITY ADMINISTRATION
☐ e. ADMINISTRATIVE CONTRACTING OFFICER
☒ f. OTHERS AS NECESSARY



PROPOSAL IN RESPONSE TO

UNITED STATES TRANSPORTATION COMMAND

STRATEGIC ANALYSIS AND SUPPORT

A&AS RFTOP 07-06

24 August 2007

Volume II – Past Performance

Submitted To:
USTRANSCOM/TCAQ
ATTN: David Willis and William Rachal
508 SCOTT DRIVE, BLDG. 1961
SCOTT AFB, IL 62225-5357

Prepared by:
Systems Research and Applications
Corporation
331 Salem Place, Suite 200
Fairview Heights, IL 62208

Contract No. HTC711-07-D-0009
RFTOP No. 07-06

NOTICE OF RESTRICTIONS

This proposal or quotation includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this proposal or quotation. If, however, a contract is awarded to SRA International, Inc. 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 resultant contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another legitimate source without restriction. The data subject to this restriction are contained in all sheets marked with the following legend: "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal or quotation." This proposal contains trade secrets and commercial or financial information that are either specifically exempted from disclosure by statute or are privileged or confidential within the meaning of exemption that is set forth in §5 USC 552 (b) (3) and (4), respectively, of the Freedom of Information Act, §5 USC 552, and the disclosure of which could invoke the criminal sanctions of §18 USC 1905

TABLE OF CONTENTS

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PROPOSAL IN RESPONSE TO
UNITED STATES TRANSPORTATION COMMAND
STRATEGIC ANALYSIS AND SUPPORT

A&AS RFTOP 07-06

24 August 2007
Volume III – Pricing

Submitted To:
USTRANSCOM/TCAQ
ATTN: David Willis and William Rachal
508 SCOTT DRIVE, BLDG. 1961
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REQUEST FOR TASK ORDER PROPOSAL (RFTOP) #07-06
CLIN Structure and Invoicing Procedures

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

Strategic Analysis and Support Basic Year – 01 Oct 07 through 30 Sep 08				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 0001 Labor for Task Areas 1, 2, and 4 (FFP ¹) IAW PWS	12	Months	\$117,910.96	\$1,414,931.56
CLIN 0002 Labor for Task Area 3 (LH ²) IAW PWS Estimated Labor Hours 1,920	1	Lot	NA	\$178,741.65 NTE
CLIN 0003 OPTIONAL Labor for Task Area 3 (LH) IAW PWS Additional Business Research/Business Case Analysis Estimated Labor Hours 5,760	1	Lot	NA	\$931,114.00 NTE
CLIN 0004 OPTIONAL Labor for Task Area 5 (FFP) IAW PWS	12	Months	\$16,202.33	\$194,428.00
CLIN 0005 Travel	1	Lot	\$ <u>76,000</u>	\$ <u>76,000</u> NTE
Total for Base Year				\$2,795,215.21 NTE

Strategic Analysis and Support Option Year One – 01 Oct 08 through 30 Sep 09				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 1001 Labor for Task Areas 1, 2, and 4 (FFP) IAW PWS	12	Months	\$121,952.08	\$1,463,424.92
CLIN 1002 Labor for Task Area 3 (LH) IAW PWS Estimated Labor Hours 1,920	1	Lot	NA	\$184,744.95 NTE
CLIN 1003 OPTIONAL Labor for Task Area 3 (LH) IAW PWS Additional Business Research/Business Case Analysis Estimated Labor Hours 5,760	1	Lot	NA	\$964,915.00 NTE
CLIN 1004 OPTIONAL Labor for Task Area 5 (FFP) IAW PWS	12	Months	\$16,752.60	\$201,031.20
CLIN 1005	1	Lot	\$ <u>76,000</u>	\$ <u>76,000</u> NTE

¹ FFP denotes Firm-Fixed-Price

² LH denotes Labor-Hour

Strategic Analysis and Support Option Year One – 01 Oct 08 through 30 Sep 09				
Travel				
Total for Option Year One				\$2,890,116.07 NTE

Strategic Analysis and Support Option Year Two – 01 Oct 09 through 30 Sep 10				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Task Areas 1, 2, and 4 (FFP) IAW PWS	12	Months	\$126,129.04	\$1,513,548.52
CLIN 2002 Labor for Task Area 3 (LH) IAW PWS Estimated Labor Hours 1,920	1	Lot	NA	\$190,954.35 NTE
CLIN 2003 OPTIONAL Labor for Task Area 3 (LH) IAW PWS Additional Business Research/Business Case Analysis Estimated Labor Hours 5,760	1	Lot	NA	\$999,970.00 NTE
CLIN 2004 OPTIONAL Labor for Task Area 5 (FFP) IAW PWS	12	Months	\$17,321.20	\$207,854.40
CLIN 2005 Travel	1	Lot	\$ 76,000	\$ 76,000 NTE
Total for Option Year Two				\$2,988,327.27 NTE

Strategic Analysis and Support Option Year Three – 01 Oct 10 through 30 Sep 11				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 3001 Labor for Task Areas 1, 2, and 4 (FFP) IAW PWS	12	Months	\$130,507.33	\$1,566,087.92
CLIN 3002 Labor for Task Area 3 (LH) IAW PWS Estimated Labor Hours 1,920	1	Lot	NA	\$197,485.80 NTE
CLIN 3003 OPTIONAL Labor for Task Area 3 (LH) IAW PWS Additional Business Research/Business Case Analysis Estimated Labor Hours 5,760	1	Lot	NA	\$1,036,564.00 NTE
CLIN 3004 OPTIONAL Labor for Task Area 5 (FFP) IAW PWS	12	Months	\$17,916.60	\$214,999.20
CLIN 3005 Travel	1	Lot	\$ 76,000	\$ 76,000 NTE

Total for Option Year Three	\$3,091,136.92 NTE
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Strategic Analysis and Support Option Year Four – 01 Oct 11 through 30 Sep 12				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 4001 Labor for Task Areas 1, 2, and 4 (FFP) IAW PWS	12	Months	\$133,666.26	\$1,603,995.12
CLIN 4002 Labor for Task Area 3 (LH) IAW PWS Estimated Labor Hours 1,920	1	Lot	NA	\$201,811.20 NTE
CLIN 4003 OPTIONAL Labor for Task Area 3 (LH) IAW PWS Additional Business Research/Business Case Analysis Estimated Labor Hours 5,760	1	Lot	NA	\$1,061,796.00 NTE
CLIN 4004 OPTIONAL Labor for Task Area 5 (FFP) IAW PWS	12	Months	\$18,355.20	\$220,262.40
CLIN 4005 Travel	1	Lot	\$ <u>76,000</u>	\$ <u>76,000</u> NTE
Total for Option Year Four				\$3,163,864.72 NTE

TOTAL BASE YEAR + OPTIONS (LABOR) \$14,548,660.19

TRAVEL \$ 380,000.00

TOTAL LABOR + TRAVEL \$14,928,660.19

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

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

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

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

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

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

CONTRACT NUMBER:

DELIVERY ORDER NUMBER:

TYPE OF DOCUMENT:

CAGE CODE:

ISSUE BY DODAAC:

ADMIN DODAAC:

INSPECT BY DODAAC:

SERVICE ACCEPTOR / SHIP TO:

PAY OFFICE DODAAC:

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:

CONTRACTING OFFICER:

ADDITIONAL NOTIFICATION:

Breakout of Proposed Labor Categories and Hours

Breakout of Proposed Labor Categories and Hours													
		Base Year (1 October 2007 - 14 June 2008)					Base Year (15 June 2008 - 30 September 2008)						
Cat No.	Labor Category	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount
Part A Labor Categories													
	Category Description												
01	PROGRAM MANAGER		\$ 113.61	\$0.00		\$ 128.46	\$5,138.40		\$ 117.41	\$0.00		\$ 132.84	\$2,125.44
03	SENIOR FUNCTIONAL ANALYST		\$ 88.33	\$348,020.20		\$ 100.27	\$409,101.60		\$ 91.35	\$166,257.00		\$ 103.68	\$174,182.40
05	SENIOR LOGISTICS ANALYST		\$ 78.87	\$158,134.35		\$ 89.00	\$0.00		\$ 81.51	\$71,321.25		\$ 92.01	\$0.00
17	OP RESEARCH ANALYST	(b)(4)	\$ 50.47	\$0.00	(b)(4)	\$ 57.02	\$1,938.68	(b)(4)	\$ 52.15	\$0.00	(b)(4)	\$ 58.96	\$825.44
19	SR. INFORMATION ENG.		\$ 91.96	\$111,731.40		\$ 104.01	\$0.00		\$ 95.05	\$67,010.25		\$ 107.56	\$0.00
21	SUBJECT MATTER EXPERT		\$ 140.19	\$180,845.10		\$ 161.40	\$613,320.00		\$ 145.19	\$91,469.70		\$ 167.26	\$317,794.00
	Total Labor Hours												
	Total Labor Dollars			\$798,731.05			\$1,029,498.68			\$396,058.20			\$494,927.28
Other Direct Costs (ODCs)		Amount	G&A %										
Estimated Travel ODCs (\$)		\$ 66,434	14.4%	\$76,000.00									
Estimated Materials ODCs (\$)		\$0.00		\$0.00									
Total ODCs				\$76,000.00									
Task Order Total (including ODCs)				\$2,795,215.21									

Overall Contract Total for 5 Years*	\$14,928,660.19
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NOTES: We used labor categories as defined in SRA's A&AS IDIQ, Contract #HTC711-07-D-0009 in the preparation of this proposal. For the fourth option year, the final option year rates were used and will be guaranteed through completion of this task order. Please see attached cost proposal for details.

SRA anticipates using the following Subcontractors for the proposed effort: Stanley Associates, Inc., and Logistics Management Institute SRA's teaming partners for the A&AS IDIQ Contract. In accordance with FAR 52.244.2, Subcontracts, SRA is notifying the Government of our intent to subcontract with the above subcontractors.

*Variance due to rounding

Breakout of Proposed Labor Categories and Hours													
1st Option Year (1 October 2008 - 14 June 2009)							Base Year (15 June 2009 - 30 September 2009)						
Cat No.	Labor Category	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount
	Part A Labor Categories												
	Category Description												
01	PROGRAM MANAGER		\$ 117.41	\$0.00		\$ 132.84	\$5,313.60		\$ 121.34	\$0.00		\$ 137.37	\$2,197.92
03	SENIOR FUNCTIONAL ANALYST		\$ 91.35	\$359,919.00		\$ 103.68	\$423,014.40		\$ 94.46	\$171,917.20		\$ 107.19	\$180,079.20
05	SENIOR LOGISTICS ANALYST	(b)(4)	\$ 81.51	\$163,427.55	(b)(4)	\$ 92.01	\$0.00	(b)(4)	\$ 84.23	\$73,701.25	(b)(4)	\$ 95.15	\$0.00
17	OP RESEARCH ANALYST	(b)(4)	\$ 52.15	\$0.00	(b)(4)	\$ 58.96	\$2,004.64	(b)(4)	\$ 53.88	\$0.00	(b)(4)	\$ 60.94	\$853.16
19	SR. INFORMATION ENG.	(b)(4)	\$ 95.05	\$115,485.75	(b)(4)	\$ 107.56	\$0.00	(b)(4)	\$ 98.24	\$69,259.20	(b)(4)	\$ 111.22	\$0.00
21	SUBJECT MATTER EXPERT		\$ 145.19	\$187,295.10		\$ 167.26	\$635,588.00		\$ 150.37	\$94,733.10		\$ 173.33	\$329,327.00
	Total Labor Hours												
	Total Labor Dollars			\$826,127.40			\$1,065,920.64			\$409,610.75			\$512,457.28
	Other Direct Costs (ODCs)	Amount	G&A %										
	Estimated Travel ODCs (\$)	\$ 66,492	14.3%	\$76,000.00									
	Estimated Materials ODCs (\$)	\$0.00		\$0.00									
	Total ODCs			\$76,000.00									
Task Order Total (including ODCs)				\$2,890,116.07									

NOTES: We used labor categories as defined in SRA's A&AS IDIQ, Contract #HTC711-07-D-0009 in the preparation of this proposal. For the fourth option year, the final option year rates were used and will be guaranteed through completion of this task order. Please see attached cost proposal for details.

SRA anticipates using the following Subcontractors for the proposed effort: Stanley Associates, Inc., and Logistics Management Institute SRA's teaming partners for the A&AS IDIQ Contract. In accordance with FAR 52.244.2, Subcontracts, SRA is notifying the Government of our intent to subcontract with the above subcontractors.

*Variance due to rounding

Breakout of Proposed Labor Categories and Hours													
2nd Option Year (1 October 2009 - 14 June 2010)							Base Year (15 June 2010 - 30 September 2010)						
Cat No.	Labor Category	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount
Part A Labor Categories													
	Category Description												
01	PROGRAM MANAGER		\$ 121.34	\$0.00		\$ 137.37	\$5,494.80		\$ 125.39	\$0.00		\$ 142.04	\$2,272.64
03	SENIOR FUNCTIONAL ANALYST		\$ 94.46	\$372,172.40		\$ 107.19	\$437,335.20		\$ 97.69	\$177,795.80		\$ 110.85	\$186,228.00
05	SENIOR LOGISTICS ANALYST	(b)(4)	\$ 84.23	\$168,881.15	(b)(4)	\$ 95.15	\$0.00	(b)(4)	\$ 87.05	\$76,168.75	(b)(4)	\$ 98.38	\$0.00
17	OP RESEARCH ANALYST	(b)(4)	\$ 53.88	\$0.00	(b)(4)	\$ 60.94	\$2,071.96	(b)(4)	\$ 55.70	\$0.00	(b)(4)	\$ 63.03	\$882.42
19	SR, INFORMATION ENG.		\$ 98.24	\$119,361.60		\$ 111.22	\$0.00		\$ 101.55	\$71,592.75		\$ 115.01	\$0.00
21	SUBJECT MATTER EXPERT		\$ 150.37	\$193,977.30		\$ 173.33	\$658,654.00		\$ 155.75	\$98,122.50		\$ 179.64	\$341,316.00
	Total Labor Hours												
	Total Labor Dollars			\$854,392.45			\$1,103,555.96			\$423,679.80			\$530,699.06
	Other Direct Costs (ODCs)	Amount	G&A %										
	Estimated Travel ODCs (\$)	\$ 66,550	14.2%	\$76,000.00									
	Estimated Materials ODCs (\$)	\$0.00		\$0.00									
	Total ODCs			\$76,000.00									
Task Order Total (including ODCs)		\$2,988,327.27											

NOTES: We used labor categories as defined in SRA's A&AS IDIQ, Contract #HTC711-07-D-0009 in the preparation of this proposal. For the fourth option year, the final option year rates were used and will be guaranteed through completion of this task order. Please see attached cost proposal for details.

SRA anticipates using the following Subcontractors for the proposed effort: Stanley Associates, Inc., and Logistics Management Institute SRA's teaming partners for the A&AS IDIQ Contract. In accordance with FAR 52.244.2, Subcontracts, SRA is notifying the Government of our intent to subcontract with the above subcontractors.

*Variance due to rounding

Breakout of Proposed Labor Categories and Hours													
3rd Option Year (1 October 2010 - 14 June 2011)							Base Year (15 June 2011 - 30 September 2011)						
Cat No.	Labor Category	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount
Part A Labor Categories													
	Category Description												
01	PROGRAM MANAGER		\$ 125.39	\$0.00		\$ 142.04	\$5,681.60		\$ 129.79	\$0.00		\$ 147.03	\$2,352.48
03	SENIOR FUNCTIONAL ANALYST		\$ 97.69	\$384,898.60		\$ 110.85	\$452,268.00		\$ 101.15	\$184,093.00		\$ 114.72	\$192,729.60
05	SENIOR LOGISTICS ANALYST	(b)(4)	\$ 87.05	\$174,535.25	(b)(4)	\$ 98.38	\$0.00	(b)(4)	\$ 90.09	\$78,828.75	(b)(4)	\$ 101.81	\$0.00
17	OP RESEARCH ANALYST	(b)(4)	\$ 55.70	\$0.00	(b)(4)	\$ 63.03	\$2,143.02	(b)(4)	\$ 57.64	\$0.00	(b)(4)	\$ 65.23	\$913.22
19	SR. INFORMATION ENG.	(b)(4)	\$ 101.55	\$123,383.25	(b)(4)	\$ 115.01	\$0.00	(b)(4)	\$ 105.11	\$74,102.55	(b)(4)	\$ 119.01	\$0.00
21	SUBJECT MATTER EXPERT		\$ 155.75	\$200,917.50		\$ 179.64	\$682,632.00		\$ 161.47	\$101,726.10		\$ 186.28	\$353,932.00
	Total Labor Hours												
	Total Labor Dollars			\$883,734.60			\$1,142,724.62			\$438,750.40			\$549,927.30
Other Direct Costs (ODCs)		Amount	G&A %										
Estimated Travel ODCs (\$)		\$ 66,550	14.2%	\$76,000.00									
Estimated Materials ODCs (\$)		\$0.00		\$0.00									
Total ODCs				\$76,000.00									
Task Order Total (including ODCs)				\$3,091,136.92									

NOTES: We used labor categories as defined in SRA's A&AS IDIQ, Contract #HTC711-07-D-0009 in the preparation of this proposal. For the fourth option year, the final option year rates were used and will be guaranteed through completion of this task order. Please see attached cost proposal for details.

SRA anticipates using the following Subcontractors for the proposed effort: Stanley Associates, Inc., and Logistics Management Institute SRA's teaming partners for the A&AS IDIQ Contract. In accordance with FAR 52.244.2, Subcontracts, SRA is notifying the Government of our intent to subcontract with the above subcontractors.

*Variance due to rounding

Breakout of Proposed Labor Categories and Hours							
4th Option Year (1 October 2011 - 30 September 2012)							
Cat No.	Labor Category	Labor Hours	Govt. Site Hourly Rate	Govt. Site Amount	Labor Hours	Contractor Site Hourly Rate	Contractor Site Amount
Part A Labor Categories							
	Category Description						
01	PROGRAM MANAGER		\$ 129.79	\$0.00		\$ 147.03	\$8,233.68
03	SENIOR FUNCTIONAL ANALYST		\$ 101.15	\$582,624.00		\$ 114.72	\$660,787.20
05	SENIOR LOGISTICS ANALYST		\$ 90.09	\$259,459.20		\$ 101.81	\$0.00
17	OP RESEARCH ANALYST	(b)(4)	\$ 57.64	\$0.00	(b)(4)	\$ 65.23	\$3,131.04
19	SR. INFORMATION ENG.		\$ 105.11	\$201,811.20		\$ 119.01	\$0.00
21	SUBJECT MATTER EXPERT		\$ 161.47	\$310,022.40		\$ 186.28	\$1,061,796.00
	Total Labor Hours						
	Total Labor Dollars			\$1,353,916.80			\$1,733,947.92
Other Direct Costs (ODCs)							
	Amount	G&A %					
	Estimated Travel ODCs (\$)	\$ 66,608	14.1%	\$76,000.00			
	Estimated Materials ODCs (\$)	\$0.00		\$0.00			
	Total ODCs			\$76,000.00			
Task Order Total (including ODCs)				\$3,163,864.72			

NOTES: We used labor categories as defined in SRA's A&AS IDIQ, Contract #HTC711-07-D-0009 in the preparation of this proposal. For the fourth option year, the final option year rates were used and will be guaranteed through completion of this task order. Please see attached cost proposal for details.

SRA anticipates using the following Subcontractors for the proposed effort: Stanley Associates, Inc., and Logistics Management Institute SRA's teaming partners for the A&AS IDIQ Contract. In accordance with FAR 52.244.2, Subcontracts, SRA is notifying the Government of our intent to subcontract with the above subcontractors.

*Variance due to rounding

August 24, 2007