

**UNITED STATES TRANSPORTATION COMMAND  
(USTRANSCOM)**

**Contract No. HTC711-07-D-0008  
Order No. 0003 (RFTOP 08-02)**

**Metrics Support for Defense Transportation Coordination  
Initiative (DTCI) Program Management Office (PMO)**

**Awarded to**

**Unisys Corporation**

**15 February 2008**

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

**SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS**

 1. REQUISITION NUMBER  
F3ST907207A001

PAGE 1 OF 22

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

2. CONTRACT NO. HTC711-07-D-0008		3. AWARD/EFFECTIVE DATE 15-Feb-2008		4. ORDER NUMBER 0003		5. SOLICITATION NUMBER		6. SOLICITATION ISSUE DATE													
7. FOR SOLICITATION INFORMATION CALL:		a. NAME		b. TELEPHONE NUMBER (No Collect Calls)		8. OFFER DUE DATE/LOCAL TIME		12. DISCOUNT TERMS Net 30 Days													
9. ISSUED BY  USTRANSCOM COMMAND ACQUISITION 508 SCOTT DR SCOTT AFB IL 62225-5357  TEL: 618-256-4300 FAX: 618-256-9600		CODE HTC711		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> 8(A) NAICS: SIZE STANDARD:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING 14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP		15. DELIVER TO USTC/DTCI COL JIM LOVELL 1710 CORP. CROSSING, SUITE 1 OFALLON IL 62269													
17a. CONTRACTOR/OFFEROR  UNISYS CORPORATION 11720 PLAZA AMERICA DRIVE TOWER III RESTON VA 20190-4757  TEL. 703-439-5426		CODE 4W798		18a. PAYMENT WILL BE MADE BY  DEFENSE FINANCE AND ACCOUNTING SERVICE ATTN: DFAS-BAASD/CC PO BOX 369020 COLUMBUS OH 43236-9020		CODE F67100		16. ADMINISTERED BY  <div style="text-align: center; font-weight: bold; font-size: 1.2em;">SEE ITEM 9</div>													
17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER		FACILITY CODE 4W798		18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input type="checkbox"/> SEE ADDENDUM		<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <th style="width:12.5%;">19. ITEM NO.</th> <th style="width:37.5%;">20. SCHEDULE OF SUPPLIES/ SERVICES</th> <th style="width:12.5%;">21. QUANTITY</th> <th style="width:8%;">22. UNIT</th> <th style="width:12.5%;">23. UNIT PRICE</th> <th style="width:12.5%;">24. AMOUNT</th> </tr> <tr> <td colspan="6" style="text-align: center; height: 40px;">SEE SCHEDULE</td> </tr> </table>				19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT	SEE SCHEDULE					
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)  <div style="text-align: right; font-weight: bold;">\$268,710.67</div>															
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 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED						28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN <u>0</u> COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.															
29. AWARD OF CONTRACT: REFERENCE RFTOP 08-02 <input checked="" type="checkbox"/> OFFER DATED <u>17-Dec-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  15-Feb-2008													
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)				30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT)  RICHARD T. CASSADY / CONTRACTING OFFICER  TEL: 618-622-2212 EMAIL: Rick.Cassady@ustranscom.mil															

 AUTHORIZED FOR LOCAL REPRODUCTION  
PREVIOUS EDITION IS NOT USABLE

 STANDARD FORM 1449 (REV 4/2002)  
Prescribed by GSA  
FAR (48 CFR) 53.212

09-09

ATTACHED 2

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

## Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001		1	Lot	\$246,634.42	\$246,634.42 NTE

Labor

LH

The contractor shall perform professional metrics support services for the Defense Transportation Coordination Initiative (DTCI) Program Management Office in accordance with the PWS and the contractor's quote dated 17 Dec 2007. The Ceiling Price shown is a Not-To-Exceed (NTE) amount which the contractor exceeds at its own risk (IAW FAR 12.207(b)(1)(ii)(B)). The Government is not obligated to pay for any costs incurred in the performance of this contract which exceeds the NTE amount established.

Period of Performance: 15 Feb 2008 - 30 Sep 2008.

FOB: Destination

MILSTRIP: F3ST907207A001

PURCHASE REQUEST NUMBER: F3ST907207A001

SIGNAL CODE: A

TOT ESTIMATED PRICE

\$246,634.42 NTE

CEILING PRICE

\$0.00

ACRN AA

\$246,634.42

CIN: F3ST907207A0010000AA



ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
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0002

1

Lot

Travel

COST

The contractor shall perform travel in accordance with PWS Para 6.0. All travel must be approved by the Contracting Officer's Representative (COR) prior to performing the travel. Purpose of travel, number of personnel traveling, duration of stay, and required support will be discussed prior to travel approval. The estimated Not-To-Exceed (NTE) amount shown is an established ceiling cost which the contractor exceeds at its own risk. In no event shall the contractor exceed the estimated costs for travel under this CLIN without prior approval of the Contracting Officer and a modification to this task order authorizing and funding the additional travel required. The Government is not obligated to pay for any costs incurred in the

performance of this contract which exceed the NTE amount established.

Travel costs incurred are allowable subject to the limitations prescribed in FAR 31.205-46, Travel Costs. Costs for transportation may be based on mileage rates, actual costs incurred, or a combination thereof, provided the method used results in a reasonable charge. Costs for lodging, meals, and incidentals may be based on per diem, actual expenses, or combination thereof, provided the method used results in a reasonable charge. The Government will review all travel costs incurred to ensure they are allowable and reasonable prior to payment.

Period of Performance: 15 Feb 2008 - 30 Sep 2008.

FOB: Destination

MILSTRIP: F3ST907207A001

PURCHASE REQUEST NUMBER: F3ST907207A001

SIGNAL CODE: A

ESTIMATED COST

\$6,851.25

ACRN AA

\$6,851.25

CIN: F3ST907207A0010002

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003		1	Lot		
	Other Direct Costs				
	COST				
	The contractor shall perform other direct costs per PWS Para 5.0. All other direct costs must be approved by the Contracting Officer's Representative (COR) prior to performing the other direct costs. The estimated Not-To-Exceed (NTE) amount shown is an established ceiling cost which the contractor exceeds at its own risk.				
	Period of Performance: 15 Feb 2008 - 30 Sep 2008.				
	FOB: Destination				
	MILSTRIP: F3ST907207A001				
	PURCHASE REQUEST NUMBER: F3ST907207A001				
	SIGNAL CODE: A				
				ESTIMATED COST	\$15,225.00
	ACRN AA				\$15,225.00
	CIN: F3ST907207A0010003				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001 OPTION	Labor	1	Lot	\$404,727.71	\$404,727.71 NTE
	LH				
	The contractor shall perform professional metrics support services for the Defense Transportation Coordination Initiative (DTCI) Program Management Office in accordance with the PWS and the contractor's quote dated 17 Dec 2007. The Ceiling Price shown is a Not-To-Exceed (NTE) amount which the contractor exceeds at its own risk (IAW FAR 12.207(b)(1)(ii)(B)). The Government is not obligated to pay for any costs incurred in the performance of this contract which exceeds the NTE amount established.				
	Period of Performance: 1 Oct 2008 - 30 Sep 2009.				
	FOB: Destination				
	MILSTRIP: F3ST907207A001				
	SIGNAL CODE: A				
				TOT ESTIMATED PRICE	\$404,727.71 NTE
				CEILING PRICE	\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002		1	Lot		
OPTION	Travel				

**COST**

The contractor shall perform travel in accordance with PWS Para 6.0. All travel must be approved by the Contracting Officer's Representative (COR) prior to performing the travel. Purpose of travel, number of personnel traveling, duration of stay, and required support will be discussed prior to travel approval. The estimated Not-To-Exceed (NTE) amount shown is an established ceiling cost which the contractor exceeds at its own risk. In no event shall the contractor exceed the estimated costs for travel under this CLIN without prior approval of the Contracting Officer and a modification to this task order authorizing and funding the additional travel required. The Government is not obligated to pay for any costs incurred in the

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Period of Performance: 1 Oct 2008 - 30 Sep 2009.

FOB: Destination

MILSTRIP: F3ST907207A001

SIGNAL CODE: A

**ESTIMATED COST****\$20,662.50**

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003		1	Lot		
OPTION	Other Direct Costs COST				
The contractor shall perform other direct costs per PWS Para 5.0. All other direct costs must be approved by the Contracting Officer's Representative (COR) prior to performing the other direct costs. The estimated Not-To-Exceed (NTE) amount shown is an established ceiling cost which the contractor exceeds at its own risk.					
Period of Performance: 1 Oct 2008 - 30 Sep 2009.					
FOB: Destination					
MILSTRIP: F3ST907207A001					
SIGNAL CODE: A					

ESTIMATED COST	\$5,437.50
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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		1	Lot	\$416,875.83	\$416,875.83 NTE
OPTION	Labor LH				
The contractor shall perform professional metrics support services for the Defense Transportation Coordination Initiative (DTCI) Program Management Office in accordance with the PWS and the contractor's quote dated 17 Dec 2007. The Ceiling Price shown is a Not-To-Exceed (NTE) amount which the contractor exceeds at its own risk (IAW FAR 12.207(b)(1)(ii)(B)). The Government is not obligated to pay for any costs incurred in the performance of this contract which exceeds the NTE amount established.					
Period of Performance: 1 Oct 2009 - 30 Sep 2010.					
FOB: Destination					
MILSTRIP: F3ST907207A001					
SIGNAL CODE: A					

TOT ESTIMATED PRICE	\$416,875.83 NTE
CEILING PRICE	\$0.00



ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002		1	Lot		
OPTION	Travel				

## COST

The contractor shall perform travel in accordance with PWS Para 6.0. All travel must be approved by the Contracting Officer's Representative (COR) prior to performing the travel. Purpose of travel, number of personnel traveling, duration of stay, and required support will be discussed prior to travel approval. The estimated Not-To-Exceed (NTE) amount shown is an established ceiling cost which the contractor exceeds at its own risk. In no event shall the contractor exceed the estimated costs for travel under this CLIN without prior approval of the Contracting Officer and a modification to this task order authorizing and funding the additional travel required. The Government is not obligated to pay for any costs incurred in the

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Period of Performance: 1 Oct 2009 - 30 Sep 2010.

FOB: Destination

MILSTRIP: F3ST907207A001

SIGNAL CODE: A

ESTIMATED COST

\$20,662.50

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003		1	Lot		
OPTION	Other Direct Costs				

**COST**

The contractor shall perform other direct costs per PWS Para 5.0. All other direct costs must be approved by the Contracting Officer's Representative (COR) prior to performing the other direct costs. The estimated Not-To-Exceed (NTE) amount shown is an established ceiling cost which the contractor exceeds at its own risk.

Period of Performance: 1 Oct 2009 - 30 Sep 2010.

FOB: Destination

MILSTRIP: F3ST907207A001

SIGNAL CODE: A

ESTIMATED COST

\$5,437.50

**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
0002	Destination	Government	Destination	Government
0003	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
1003	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
2003	Destination	Government	Destination	Government

**DELIVERY INFORMATION**

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
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0001	POP 15-FEB-2008 TO 30-SEP-2008	N/A	USTC/DTCI COL JIM LOVELL 1710 CORP. CROSSING, SUITE 1 OFALLON IL 62269 618-222-2212 FOB: Destination	F3ST90
0002	POP 15-FEB-2008 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
0003	POP 15-FEB-2008 TO 30-SEP-2008	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
1001	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
1002	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
1003	POP 01-OCT-2008 TO 30-SEP-2009	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
2001	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
2002	POP 01-OCT-2009 TO 30-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90
2003	POP 01-OCT-2009 TO 01-SEP-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	F3ST90

## ACCOUNTING AND APPROPRIATION DATA

AA: 97X4930.FD50 6F8 70AB 124000 G02X05 59290 000000 667100 F67100 ESP:PD

AMOUNT: \$268,710.67

CIN F3ST907207A0010000AA: \$246,634.42

CIN F3ST907207A0010002: \$6,851.25

CIN F3ST907207A0010003: \$15,225.00

## CLAUSES INCORPORATED BY REFERENCE

252.232-7003      Electronic Submission of Payment Requests

MAR 2007

## CLAUSES INCORPORATED BY FULL TEXT

52.211-14      NOTICE OF PRIORITY RATING FOR NATIONAL DEFENSE USE (SEP 1990)

Any contract awarded as a result of this solicitation will be DX rated order; X DO rated order certified for national defense use under the Defense Priorities and Allocations System (DPAS) (15 CFR 700), and the Contractor will be required to follow all of the requirements of this regulation. [Contracting Officer check appropriate box.]

(End of provision)

#### 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

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

(End of clause)

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

(a) The Government may extend the term of this contract by written notice to the Contractor no later than 30 days before the contract expires (30 Aug 08 in the Base Year, 30 Aug 09 in Option Year 1) ; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires (30 July 08 in the Base Year, 30 July 09 in Option Year 1). 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 38 months.

(End of clause)

#### PWS

Performance Work Statement (PWS)

### 1. DESCRIPTION OF SERVICES

1.1 Background. The mission of the United States Transportation Command (USTRANSCOM) is to provide air, land, and sea transportation for the Department of Defense (DOD), DURING both peace and war. Since becoming DOD's Distribution Process Owner (DPO) in September 2003, USTRANSCOM is the single entity to direct and supervise execution of the strategic distribution system. The Command also manages the supply chain related Information Technology systems, and has the authority to establish a contracting activity for procurement of commercial transportation services.

As the DPO, USTRANSCOM develops and directs the Joint Deployment and Distribution Enterprise to project globally, national security capabilities, accurately sense the operating environment, provide end-to-end visibility, and rapidly respond to support joint logistics requirements. USTRANSCOM executes its mission through three component Commands: the Military Surface Deployment and Distribution Command (SDDC), the Air Mobility Command (AMC), and the Military Sealift Command (MSC).



DTCI is a critical DPO transformational initiative that directly supports the Command's goal of identifying and incorporating the same efficiencies in transportation and supply chain management as is practiced by private industry. The DTCI program contributes to the Under Secretary of Defense for Acquisition, Technology and Logistics' goal to integrate DOD Logistics to become more responsive to warfighter readiness while achieving greater efficiency. USTRANSCOM is working in partnership with the Defense Logistics Agency (DLA), the Military Services, and industry to develop and implement this initiative. DTCI changes the basic business model for moving DOD Continental U.S. (CONUS) freight. DTCI will use a commercial business model, commonly referred to as a third-party logistics provider (3PL), to manage DOD freight.

Implementation of the program will be conducted in several phases beginning with DLA's CONUS-based distribution locations, followed by co-located DOD shipping activities, and then by selected Service shipping activities. Sixty-seven sites are involved in the initial roll out plan and could be followed by up to 260 total sites as the program takes hold.

DTCI is a requirements-based contract with both Cost-Reimbursement and Fixed-Price provisions and is in compliance with the Federal Acquisition Regulation (FAR).

1.2 Objective. The fundamental objective is to obtain metrics collection, analysis and reporting, data management, and other administrative services required to support the DTCI performance-monitoring program. The Contractor shall support required DTCI metrics development, collection, analysis and reporting actions as directed by the DTCI Program Management Office (PMO). The Contractor shall provide technical, analytical, and process improvement services relating to the DTCI Contractor's<sup>1</sup> performance. The Contractor shall prepare and post DTCI metrics presentations and briefs to a PMO-directed web site(s).

1.3 Scope. The contractor shall plan for all tasks identified in this task order, and gather all pertinent information. Contractor estimates and timelines shall be determined based on the deliverable due dates specified in each task. The scope of this support shall include the following:

- Detailed plans of actions & milestones (POA&M) (Task Area 1)
- Metrics collection process (Task Area 2)
- Metrics and transportation analysis support (Task Area 3)
- Metrics reporting (Task Area 4)
- Transportation performance audits (Task Area 5).

1.4 Specific Tasks. The Contractor shall provide a level of expertise and guidance that will enable the PMO to capture real-time and actionable performance indicators of the DTCI program. Examples of recommendations the Contractor could make include, but are not limited to, the following:

- Elimination of specific tasks outlined below
- Enhancement of tasks/processes
- Creation of new tasks
- Process improvements
- New collection of tools to include commercial off the shelf (COTS) programs to enhance data collection and analysis.

The Contractor shall present its analysis, including resource requirements and recommendations to the PMO for consideration/approval.

1.4.1 Task Area 1 – Detailed plans of action & milestones (POA&M)

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<sup>1</sup> Note the distinction between "DTCI Contractor" and "the Contractor", as defined in the Definitions and Acronyms section of this document.

The Contractor shall develop and submit detailed POA&Ms that outline necessary steps required for completing the requirements of identified task areas of this task order for PMO approval.

The Contractor shall maintain approved POA&M by modifying schedules as directed and obtaining PMO final approval of any changes to published schedules.

Deliverables (Reference PWS Para 10.0 and 11.0):

- Project plans (POA&Ms) and updates

#### 1.4.2 Task Area 2 – Develop and implement a robust metrics collection process

The Contractor shall collect metrics data from various sources to aid in analyzing the DTCI Contractor's performance to DTCI customers, based on the Metrics Plan and Quality Assurance Surveillance Plan (QASP) provided by the Government. More specifically, the Contractor shall:

1.4.2.1 Collect and record data from the DTCI-Contractor's IT systems, DTCI-Contractor self-assessment reports, Government-owned data sources, Contractor IT systems, other Government contracted sites (e.g. TTC II site) and designated 3<sup>rd</sup> party payment system (e.g. PowerTrack<sup>®</sup>), to support analyses specified throughout this contract. Examples of the data sources include, but are not limited to, the following:

- Cargo Management Operations System (CMOS)
- Defense Finance and Accounting Service (DFAS)
- Distribution Standard System (DSS)
- Global Exchange Service (GEX)
- Global Freight Management (GFM)
- Global Transportation Network (GTN)
- 3<sup>rd</sup> party payment systems (e.g., PowerTrack<sup>®</sup>).

Note: DTCI consignors/consignees will utilize a web-based tool to report performance issues with the DTCI contractor. The Surface Deployment Distribution Command (SDDC) currently hosts this tool through its metrics contractor. DTCI anticipates modifying this tool to leverage its user database and data collection capability for the DTCI program.

1.4.2.2 Conduct random phone surveys of DTCI shipping and receiving sites using a statistical sampling<sup>2</sup> approach that is sufficient to ensure data reviewed is accurate to a 95 percent confidence level projected over the data pool with no more than a 10 percent error rate. Surveys will be used to:

- Capture and validate DTCI-contractor performance
- Gather data regarding the adequacy of site reporting of service issues through the tool specified elsewhere in this document.
- Inform and educate DTCI receiving sites on the benefits to utilize the DTCI specified performance-reporting tool.

1.4.2.3 Provide IT-based access of each service-issue report to government stakeholders.

1.4.2.4 Capture and process data regarding DTCI Contractor's IT system availability.

Deliverables (Reference PWS Para 10.0 and 11.0):

- Metrics Collection Plan and Process Document

#### 1.4.3 Task Area 3 – Verify and analyze metrics data

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<sup>2</sup> See definition of "statistical sample" in the Definitions and Acronyms section of this document.



The Contractor shall recommend to the PMO desirable changes, additions and deletions to any metrics-reporting processes contained within this document. This includes advising the PMO regarding the pros and cons of specific analyses (current or future) that could be performed by the Contractor. The Contractor shall perform the following subtasks:

1.4.3.1 Identify, validate, and reconcile differences in the shipment data.

1.4.3.2 Compute monthly on-time pickup and delivery percentages for each site's DTIC shipments. These computations will not be based on unverified data provided by the DTIC Contractor.

1.4.3.3 Conduct statistical samples of shipper/receiver site data.

1.4.3.4 Compute monthly DTIC-Contractor IT-system availability.

1.4.3.5 Compute monthly percentage of loss and damage-free shipments.

1.4.3.6 Compute percentages of claims settled within 120 and 180 days.

1.4.3.7 Apply statistical process control (SPC) to the listed performance categories, as summarized below. Detailed suggestions regarding SPC procedures are contained in the Government-provided Metrics Plan.

On-time pickup: For a subset of shipping sites, analyze a statistical sample of the pickup-time data. Determine sample based on best SPC practices.

On-time delivery: For a subset of receiving sites, analyze a statistical sample of the delivery data. Determine sample based on best SPC practices.

Loss/damage-free shipments: For a subset of receiving sites, analyze a statistical sample for loss/damage-free. Determine sample based on best SPC practices.

(upon CO direction) Percent cost savings: Analyze a statistical sample of DTIC shipments each month for each of several relevant subcategories.

1.4.3.8 Develop and recommend to the PMO a written dispute-resolution process for use when disputes arise regarding the results of the verified data. The Contractor shall document and report data and statistics discrepancies (i. e., between Government- and DTIC-Contractor-based data) to the PMO as they occur. The Contractor shall support PMO efforts to resolve the discrepancies with the DTIC Contractor.

1.4.3.9 Collect and analyze data from Government (including Government contractors), DTIC-Contractor, and commercial systems regarding the following metrics categories.

- On-time pickup
- On-time delivery
- Exceptions
- Expedited freight
- Accessorial use
- Claims management
- Cost data (e.g., by carrier, Service/Agency, mode, etc.)
- DTIC-Contractor IT-system response time
- Trailer (equipment) pools (selected sites)
- Shipping lanes (dedicated routes, city pairs (e.g. Harrisburg to Charleston AFB))

Deliverables (Reference PWS Para 10.0 and 11.0):

- Analyzed metrics information
- PMO-approved dispute-resolution process document

1.4.4 Task Area 4 – Develop, distribute, and brief summary/status reports and statistics

1.4.4.1 The Contractor shall develop draft and final monthly status reports based on the results from Task Area 3. Reports shall show DTIC Contractor monthly performance results based on the following criteria:

- Service/Agency-specific (e.g. DLA, Army, Air Force, Navy, Marines, other)
- Individual shipping origin and destination sites (e.g. Defense Distribution Centers, Forts, Bases)
- Geographic regions
- Shipping lanes (dedicated routes, city pairs, etc)
- Carriers
- As directed by the PMO.

The Contractor shall provide monthly draft reports to the PMO for approval. PMO shall provide approval/rejection within five business days from submission. Following PMO approval, the Contractor shall provide final reports for distribution. The PMO will determine monthly due dates following contract award.

1.4.4.2 The Contractor shall distribute approved monthly reports as follows:

- Soft copy reports will be packaged and sent electronically to key stakeholders as identified by the PMO. Stakeholders include, but not limited to, Department of Defense leadership, Service / Agency leadership, Combatant Commanders, etc.
- Convert final reports to web-compatible format and submit to DTIC Gatekeeper for posting to the DTIC web site.
- Provide five hard copy reports for PMO use.

1.4.4.3 The Contractor shall prepare and brief monthly performance results to key stakeholders. Briefings will be conducted in the vicinity of Scott AFB, IL (normally at the PMO site). Each briefing shall indicate levels of actual performance and explain discrepancies between the DTIC Contractor's stated performance and performance results based on the Contractor's analysis. Trends (both positive and negative) shall be identified and reported as part of each briefing. Recommendations on process improvement should be captured and reported during this time.

1.4.4.4 The Contractor shall participate in monthly Program Management Reviews (PMR) of the DTIC Contractor, plus at most three additional PMRs per year. All PMRs will be held near Scott AFB, IL. The Contractor shall document, track, and assist in the resolution of DTIC decisions, issues, and action items as a result of the metrics process.

1.4.4.5 The Contractor shall prepare site-specific metrics tables/reports for posting to the DTIC-approved website (e.g. DTIC/USTRANSCOM owned, or others selected by the PMO).

Deliverables (Reference PWS Para 10.0 and 11.0):

- Monthly reports distribution
- Soft copy
- Hard copy
- Prepared for posting on approved website(s)
- MS PowerPoint briefing slides
- Documentation supporting trend analysis, process improvements, etc

1.4.5 Task Area 5 – Audit DTIC Contractor's performance reports

1.4.5.1 The Contractor shall develop an audit plan that outlines how and when selected sites will be audited.

1.4.5.2 The Contractor shall conduct random on-site audits to validate DTIC-Contractor actual performance versus reported performance. For each site audited, the Contractor shall select a date within the current reporting period (i.e., the active reporting month) and conduct a statistical sample<sup>3</sup> of shipment data at the audit site. Once a sufficient

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<sup>3</sup> Consistent with the definition of a statistical sample, these data must support decisions regarding validation of data at that site. The Government does not envision the Contractor performing enough site visits to draw statistically significant conclusions across numerous DTIC sites.



number of DTIC sites are operational, Contractor travel typically shall be arranged so that multiple sites near each other can be audited during a single one-week trip.

Deliverables (Reference PWS Para 10.0 and 11.0):

PMO-approved audit plan

Audit results

## 2.0 NAC/NACI Agency Check

The Contractor shall comply with the clause at FAR 52.204-9, Personnel Identity Verification of Contractor Personnel.

3.0 Government Oversight and Implementation Responsibilities. USTRANSCOM DTIC PMO has overall project direction and oversight for implementing this initiative. The Contractor shall be responsive to the PMO through the CO and designated Contracting Officer Representatives (COR), as noted above. The Contractor must maintain flexibility in accomplishing the requirements, as priorities may change. The PMO, working through the CO and CORs, shall keep the Contractor apprised of workload priorities and address with the CO any changes needed to the contract in terms of cost, performance, and schedule. The Contractor shall manage performance within the not-to-exceed (NTE) price of the Task Order. The Contractor shall notify the CO and CORs immediately of any anticipated increases or decreases to the NTE amount specified. The CO will work with the DTIC PMO and CORs to adjust performance and/or price ceiling amounts as appropriate.

4.0 Period and Place of Performance. The period of performance for tasks under this PWS is 15 Feb 2008 to 30 Sep 2008 with two one-year option periods. The performance location for on-site full time Contractors is at the DTIC PMO facilities located in the immediate vicinity of Scott AFB, IL.

5.0 Government Furnished Information and Other Project Support. The Government will provide work space, office equipment, desktop computer with standard software suite, internet connectivity, and telephone to permanent on-site personnel. The Government will also provide the Contractor with access to relevant Government facilities, studies, reports, data, and key staff as required to perform the tasks contained in this PWS. The Government will provide feedback and comments on Contractor draft deliverables within no more than 10 business days to ensure final deliverables are received in a timely manner.

Other Direct Costs (ODC) will be cost reimbursable contract line items to the Contractor. The Contracting Officer (CO) and the Contracting Officer Representative (COR) must validate the anticipated ODC costs prior to the Contractor incurring those costs.

All ODC expenditures require approval and authorization by the Government.

6.0 Travel. Contractor shall conduct site visits to ensure effective implementation and performance of DTIC performance standards in support of the program. The Contractor shall travel up to once a month to and from selected DOD distribution centers and DOD installations located within the CONUS. This travel will originate from the PMO offices near Scott AFB, IL. The contractor will be reimbursed for validated temporary-duty (TDY) expenses in accordance with the FAR and the Joint Travel Regulation.

7.0 Rights in Technical Data. Information is protected as described in the Non-disclosure Agreement, attached.

8.0 Organizational Conflict of Interest. The awardee, its subcontractors (at all tiers), teaming partners, and members of a joint venture that perform as either the Prime or a subcontractor of this solicitation shall sign a DTIC non-disclosure statement (Attachment 3), and shall be free from conflicts of interest with respect to performance evaluation of the DTIC Contractor and its subcontractors.

## 9.0 Contact Type

## 9.1 Labor hour

## 10.0 DELIVERABLES

Except where indicated otherwise herein, the Contractor shall provide all reports and documents in Microsoft-Office formats, or in formats that can be converted to Microsoft Office accurately and conveniently.

PWS Task	Deliverable Title	Draft Due	Final Due
Task Area 1	Project plans (POA&Ms) and updates	30 days following contract award; updates as needed	10 days following PMO approval of Draft
Task Area 2	Metrics Collection Plan and Process Document	45 days following contract award	10 days following PMO approval of Draft
Task Area 3	Analyzed metrics information	Not applicable	Monthly, to support reporting requirements
	PMO-approved reconciliation process document	45 days following contract award	10 days following PMO approval of Draft
Task Area 4	Approved monthly reports	Monthly requirement; due date will be provided following contract award	Monthly requirement; due date will be provided following contract award
	MS PowerPoint briefing slides for monthly update briefings	Monthly, 5 days prior to meeting (start date will be established following DTCI Contractor's initial site activation)	Monthly, 2 days prior to meeting (start date will be established following DTCI Contractor's initial site activation)
	Documentation supporting trend analysis, process improvements, etc	Not applicable	As required
Task area 5	PMO-approved audit plan	45 Days following contract award	10 days following PMO approval of draft
	Audit results report	10 days following performance of site audit	5 days following PMO approval of draft

## 11.0 SERVICE DELIVERY SUMMARY.

PWS Para	Performance Objective	Performance Threshold
1.4.1	Plan of Action and Milestones (POA&M)	Contractor shall complete deliverables 95% on time and with no more than 5 errors per document
1.4.2	Metrics Collection Plan and Process (internal Process)	Contractor shall complete deliverables 95% on time and with no more than 5 errors per document

1.4.3	Validate and Analyze Captured Data (Monthly Reports) and Dispute-resolution Process Document	Contractor shall complete deliverables 95% on time and with no more than 5 errors per document
1.4.4	Develop, Distribute, and Brief Summary/Status Reports and Statistics	Contractor shall complete deliverables 95% on time and with no more than 5 errors per document
1.4.5	Audits of Prime Contractor Performance	Contractor shall complete deliverables 95% on time and with no more than 5 errors per document

## 12.0 LABOR ESTIMATES.

There is no historical labor category and hour information available, since this is the first time the requirements in the PWS will be purchased. The DTCI PMO estimates that the total number of labor hours required to perform the work in the PWS is approximately:

Base Year	15 Feb 08 – 30 Sep 08	3,225 Hours
Option Year 1	1 Oct 08 – 30 Sep 09	5,160 Hours
Option Year 2	1 Oct 09 – 30 Sep 10	5,100 Hours

The DTCI PMO also estimates that the following labor categories are likely to be utilized while performing the work in the PWS:

- Project Manager
- Functional Analyst
- Operation Research Analyst
- Logistics Analyst

The information above is only an estimate provided to all offerors in order to aid in proposal preparation. Each offeror's unique approach to meeting the PWS requirements, including the mix of proposed labor categories and labor hours per category, will be thoroughly evaluated in accordance with the evaluation criteria in this RFTOP.



## DEFINITIONS AND ACRONYMS

3PL	Third-party logistics provider
AMC	Air Mobility Command
B. S.	Bachelor of Science degree
Carrier	A subcontractor to the DTICI Contractor who transports shipments for at least a portion of the trip from shipper site to delivery site
CD	Compact disk
CIO	Corporate Information Officer
CL	Confidentiality level
CMOS	Cargo Management Operations System, a Government IT system
CO	Contract Officer
Contractor	The contractor responsible for executing this PWS (i. e., not "DTICI Contractor")
CONUS	Continental United States
COR	Contract Officer Representative
COTS	Commercial off-the-shelf (usually refers to software)
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance and Accounting Service
DLA	Defense Logistics Agency
DOD	Department of Defense
DPO	Distribution Process Owner
DSS	Distribution Standard System, a Government IT system
DTICI	Defense Transportation Coordination Initiative
DTICI Contractor	The prime contractor responsible for the execution of DTICI through use of a combination of self-executed shipments and carrier subcontracts
Exception request	Request by the DTICI Contractor for the Government to forgive a late pickup or delivery, due to a specific reason among those listed in the DTICI PWS
FAR	Federal Acquisition Regulation
GEX	Global Exchange Service
GFM	Global Freight Management, a Government IT system



GTN	Global Transportation Network, a Government IT system
IA	Information assurance
IT	Information technology
MAC	Mission Assurance Category
Metrics Plan	A Government-provided document that describes recommended procedures for collecting, analyzing, and reporting metrics
M. S.	Master of Science degree
MSC	Military Sealift Command
NTE	Not-to-exceed
PMO	DTCI Program Management Office
PMR	Program Management Review
POA&M	Plans of Action & Milestones
PowerTrack	A third party payment system used by the Government, the DTCI Contractor, and DTCI carriers to record shipments completed and payments made
PWS	Performance Work Statement
QASP	Quality Assurance Surveillance Plan
SDDC	Military Surface Deployment and Distribution Command
Service-issue report	Formal recording of a shortcoming in service provided by the DTCI Contractor or its subcontracted carrier: late pickup, late delivery, customer support not available, trailer-pool equipment not available, or other
Shipping lane	Scheduled route services, i. e., regularly-scheduled trips by carrier vehicles to specific sites, as agreed to by the DTCI Contractor and the Government
SPC	Statistical process control
Statistical sample	A randomly chosen set of entities for data collection. The set must contain enough data to support statistically relevant decision making, i. e. at a confidence level determined by the decision maker (here, the PMO), typically a 90% or 95% chance of avoiding a finding of significance (e. g., unsatisfactory performance) when none exists, also known as type-I error. This sample size also depends on the threshold proportion of unusual behavior the decision maker wishes to define as significant.
TDY	Temporary duty
USTRANSCOM	United States Transportation Command

WAWF

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

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

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

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

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

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

CONTRACT NUMBER:	HTC711-07-D-0008
DELIVERY ORDER NUMBER:	0003
TYPE OF DOCUMENT:	Invoice and Receiving Report (Combo)
CAGE CODE:	4W798
ISSUE BY DODAAC:	HTC711
ADMIN DODAAC:	HTC711
INSPECT BY DODAAC:	F3ST90
SERVICE ACCEPTOR / SHIP TO:	F3ST90
PAY OFFICE DODAAC:	F67100

SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT ADMINISTRATOR:	Becky.Molloy@ustranscom.mil
CONTRACTING OFFICER:	Rick.Cassady@ustranscom.mil
ADDITIONAL NOTIFICATION:	Kevin.Snider@ustranscom.mil
ADDITIONAL NOTIFICATION:	Cynthia.Woods@ustranscom.mil
ADDITIONAL NOTIFICATION:	Michael.Trace@ustranscom.mil

ADDITIONAL NOTIFICATION:

V-khye.Fan@ustranscom.mil
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OMBUDSMANTASK ORDER OMBUDSMAN

TCAQ 07-03 TASK AND DELIVERY ORDER OMBUDSMAN. (Jan 2007)

In accordance with FAR 16.505(b)(5), the following individual is designated Ombudsman, for all awarded USTRANSCOM contracts. The Ombudsman is an independent official designated to review complaints and to ensure contractors are afforded a fair opportunity to be considered, consistent with the procedures in the contract. Consulting the ombudsman does not alter or postpone the timelines for any other processes. Interested parties should first address their concerns, issues, disagreements, and/or recommendations to the contracting officer for resolution. If resolution cannot be made by the contracting officer, concerned parties may contact:

Mr. Dale Huegen  
Deputy Director, Acquisition  
Directorate of Acquisition  
Telephone Number: 618-256-4292 FAX: 618-256-4702  
Email Address: [dale.huegen@ustranscom.mil](mailto:dale.huegen@ustranscom.mil)

INCORPORATION OF QUOTEINCORPORATION OF QUOTE

The quote received by USTRANSCOM from Unisys Corporation on 17 December 2008 is hereby incorporated into this task order, including the labor categories, labor rates, and estimated hours per labor category. In the event that there is a discrepancy between this order and the quote, the order will take precedence. As stated in the quote, this order includes labor rates as established in the USTRANSCOM Advisory & Assistance Services multiple award schedule contract, HTC711-07-D-0008, less a 5% discount on labor.

USTRANSCOM A&AS  
Contract Number: HTC711-07-D-0008  
Tracking Number: 08-02  
Task Order: TBD

***Metrics Support for DTCI PMO***

Technical and Cost Proposal



Prepared by:

Unisys Corporation  
11720 Plaza America Drive  
Tower III  
Reston, Virginia 20190

**12/17/2007**

The information contained herein is proprietary. It may contain trade secrets and commercial or financial information that is privileged or confidential and is therefore exempt from disclosure under the provisions of 5 USC Section 552. Release of this information is prohibited per sanctions set forth in 18 USC Section 1905.



## **PART A. Staffing and Technical Approach**

### **1.1 Assessment of the Situation**

#### ***Contributing background factors...***

USTRANSCOM is in a unique situation whereby the Defense Transportation Coordination Initiative (DTCI) will change the longstanding business model for moving DOD Continental U.S. freight. DTCI will use a commercial business model, commonly referred to as a third-party logistics provider to manage freight. As a result, DTCI is a critical Distribution Process Owner (DPO) transformational initiative.

#### ***The current situation as we see it...***

- DTCI is a very significant undertaking which must meet established performance thresholds in order to be successful
- USTRANSCOM needs timely and accurate DTCI performance-monitoring metrics to ensure the DTCI contractor is meeting requirements

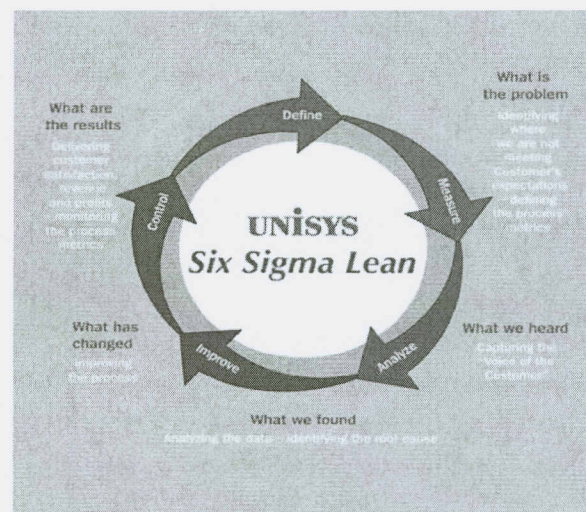
#### ***Possible outcomes if no action is taken and the current situation persists unresolved...***

- USTRANSCOM will not be able to verify and validate DTCI contractor performance
- Without performance-monitoring information, USTRANSCOM will not be able to determine if DTCI is contributing to the Under Secretary of Defense for Acquisition, Technology and Logistics' goal to integrate DOD Logistics to become more responsive to warfighter readiness while achieving greater efficiency.

### **1.2 The Unisys Team's Proposed Solution**

As USTRANSCOM transitions to the commercial business model (3PL – Third Party Logistic Provider) to manage DOD freight, methodologies need be developed to accurately measure contractor effectiveness and customer satisfaction. Our solution utilizes industry proven Unisys Six Sigma Lean processes (Figure 1) through a highly qualified team that resides on your customer site with robust reachback capabilities in order to reduce costs and provide “as required expertise”. The approach enables identifying tasks for improvement, elimination, or identification of a new process.

The team brings expertise in the areas of metrics, statistical and functional analysis, logistics; including supply, distribution, and transportation, statistical process control, and extensive background with USTRANSCOM and its components. Throughout our approach will be a theme of Proven Best Practices and Reachback Collaboration focused on process enrichment.



**Figure 1 Unisys 6σ Process**

#### **1.2.1 Our Approach to Each Contract Requirement**

##### **Task Area 1: Detailed Plans of Action & Milestones (POA&M)**

The Unisys team fully recognizes the value of a well developed activity schedule, often referred to as a Plan of Action and Milestones (POA&M) to manage complex tasks. In developing the POA&M, our team will employ the recognized processes of the Project Management Institute (PMI). Upon award, the assigned team will collect the necessary inputs to develop a detailed Work Breakdown Structure (WBS).

The WBS is a standard tool used by the Unisys team for all contract engagements and is the initial step in POA&M development. The inputs would include at a minimum an assessment of the organizational assets of the entire Project Management Office (PMO) team, the RFTOP 08-02 PWS, the DTCI contractual requirements, the preliminary WBS already developed, and other relevant sources.

The WBS development will commence with the higher level processes, and decompose those processes into component tasks and associated deliverables. The level of complexity will drive the level of decomposition. For less well defined deliverables, progressive elaboration will be employed to further develop the WBS as deliverables become better defined. As part of the management plan will be formal processes for scope change requests which impact the WBS. Accompanying the WBS is the WBS Dictionary which describes each activity in sufficient detail for completion.

Scheduling these tasks will be accomplished through the Activity Definition process. Deliverables will be identified at the lowest activity level and the sequential relationship between them will be captured. The resulting Activity List will include the schedule for all deliverables for the project and represents the POA&M. Deliverables will be clearly identified with associated completion dates. Logical sequencing between dependent activities will be presented. Once developed, this information can be input into a management application such as Microsoft Project to enable better visualization and tracking. See Figure 2 for an example POA&M.

Plan of Action and Milestones (POA&M) for DTCI Account Surveillance				Status as of November 30, 2008		
POCs: (b)(6)				POA&M Identification #:		
Task No.	Description	Start Date	End Date	Status	POC	Comments
1	ENSURE INTEGRITY DATA	8/27/2008	6/30/2009			
1.1	Ensure legacy account balances are supported by verifiable substantiating documents.	8/27/2008	6/30/2009	<u>Complete</u> CH, LX, NETL, OR, SNR <u>In Progress</u> CAC, ID, NNSA	Field POC	On track no problems
1.2	Ensure legacy subsidiary data sets agree with General Ledger control accounts.	8/27/2008	4/15/2009	<u>Complete</u> LX, NETL, SNR <u>In Progress</u> CAC, CH,	Field POC	On track no problems
1.3	Ensure each data set record contains a valid Codes (not all 9's)	8/27/2008	4/15/2009	<u>Complete</u> CAC, LX, <u>In Progress</u>	Field POC	On track no problems
1.4	Populate Source-Doc field on all records containing Delivery Codes.	10/1/2008	6/30/2009	<u>In Progress</u>	Field POC	Predominant fund type to be provided by May 28, 2009.



1.5	Resolve data issues identified by the Surveillance Teams.	5/3/2008	11/1/2009	<u>In Progress</u>	Field POC	Interim milestone dates will be established as data issues are identified and transmitted to Field POCs.
1.6	Summary report on outstanding issues as of 6/30.	6/30/2008	7/6/2009		Field POC	Implementation Team Lead will provide report template. Report will be provided to PMO by the Unisys Project Manager

**Figure 2 Sample POA&M**

The initial POA&M will be provided for government review within 30 days of task start. Any changes required by the government will be incorporated to the POA&M within 10 days of receipt of those comments. Our team realizes the potential dynamic nature of the POA&M as the DTCI implements matures. Proposed changes will be reviewed by the Project Manager in conjunction with the government representative. Approved changes will be processed into the WBS, and those affecting schedule activities will be captured in the POA&M. Our project team will actively monitor POA&M progress. As part of the monthly progress review, we will provide the status of tasks scheduled for completion.

#### **Task Area 2: Develop and Implement a Robust Metrics Collection Process**

Upon award we will first conduct a thorough review and assessment of the current Metrics Plan. This will ensure that the Metrics Collection Plan and Process Document to be developed will be totally aligned with the Metrics Plan.

The overarching goal of the Metrics Collection Plan and Process Document, simply stated, will be to ensure that everything measured provides the Government with information that successfully and accurately monitors and measures the performance of the DTCI contractor and provide the Government with timely and accurate information on which to make proactive business decisions. More specifically, while working in concert with the DTCI Program Management Office (PMO) the Unisys Team goals will be to establish a robust metrics collection process that provides:

- Objectivity – Metrics evaluated by different people will yield the same results
- Accessibility – People have easy access to metrics
- Clarity – Everyone understands the measurement process and units of measure
- Importance – DO NOT measure just to measure. Metrics must make a meaningful difference.

Detailed Information in the Metrics Collection Plan and Process Document will include:

1. Name of metrics
2. Objectives
3. Required data
4. Sources of data
5. Measurement units
6. Frequency
7. Collection methods
8. Any formulas used
9. Target acceptable ranges

As evidenced by our past performance, we have proven expertise and methodologies for collecting, analyzing, and presenting accurate and meaningful information for our USTRANSCOM clients to track performance and make fact-based decisions. Whether that information is obtained through such means as phone calls, Structured Query Language queries to databases, creating and maintaining databases, or using Enterprise Business Intelligence tools, the Unisys Team will work with the DTCI PMO to determine the most efficient and effective means of obtaining the needed information from each data source. Where possible, we will leverage our experience with some of the data sources identified (e.g. PowerTrack® and Global Transportation Network) which we currently work with, to aid in determining the best source of accurate data. Key to this solution will be our extensive knowledge using an Enterprise Business Intelligence tool to quickly consolidate the information from the DTCI Contractor and other specified Government systems. Once gathered, a thorough analysis of the results and recommendations will be submitted to assist the PMO to make well informed decisions.

Concerning random phone surveys, the Unisys Team will work with the DTCI PMO in determining an appropriate statistically-meaningful sample size and approach to validate DTCI contractor performance and any site reporting issues. That information will also be documented in the Metrics Collection Plan and Process Document. However, initial plans are to validate the survey samples using confidence interval approximations of 90 or 95 percent. We will apply standard statistical methods to ensure no more than a 10 percent error rate by:

- Making sure the sample captures enough of the true population to provide the level of confidence required
- Watching out for biased samples
- Making certain each sample is as independent as possible

Additionally, as part of the survey, specific questions will be structured to inform and educate DTCI receiving sites on the benefits to using the DTCI specified performance-reporting tool.

All reports will be provided in a format acceptable to the DTCI PMO (e.g., email, web site, and/or hard copy) for delivery to any and all stakeholders. Any (cross stakeholder) issues will be highlighted and analyzed for systemic problems.

Based on the system monitoring software provided by the DTCI PMO, we will develop an approach, subject to approval, for capturing and processing data regarding the DTCI Contractor's Information Technology system availability.

The Unisys Team will continually look for ways to improve all processes. Continuous process improvement of data collection, processing, and reporting, as well as USTRANSCOM business processes will be a hallmark of Unisys' Team support.

### **Task Area 3: Verify and Analyze Metrics Data**

#### **VERIFYING THE DATA**

The Unisys Team is very aware of the GIGO principle, Garbage In...Garbage Out. As part of the Risk Mitigation strategy, the Unisys Team will invest extensive time on validating the integrity of the data provided. Inaccurate information decreases the confidence in the data while increasing risk factors. Our team will work with the DTCI PMO to establish a 95% or above data confidence through effective data verification. This verification will enable the assimilation of highly precise metrics derived from the various databases/source systems and a hierarchy of information which will identify a database priority for data integrity.

Once this data relationship is formalized, our team will begin a database/source system validation process to ensure information is current and common across the necessary databases. In addition to the automated validation process, an initial random audit will be conducted against the primary data to provide a confidence level to the PMO for the associated DTCI segment. If associated data is below our specified



data confidence factors, then our team will expect the PMO to request the team to conduct a data validation service. This service is where the team, or portions thereof, will conduct an onsite review of the associated database, comparing source documentation to electronic information.

Once the confidence levels are attained, the Unisys Team will pursue an aggressive process of continual data monitoring and effective communication between the DTIC PMO and DTIC contractor on this issue. We will develop, in concert with the PMO, procedures to reconcile future data inconsistencies (should they arise); with the range of response being from a simple electronic notification to the full securing of the questionable source documentation. As the process matures, we will expect to see a decrease in data deficiencies across the DTIC and a greater communication among the DTIC stakeholders.

### **ANALYZING THE DATA**

The Unisys Team will breakdown the data analysis into two groups, auditing and analysis. As requested in the PWS, our team will provide the PMO with automated analysis (auditing) of core data to include: Monthly on-time pickup and delivery for each sites' shipments, statistical samples of shipper/receiver site data, monthly DTIC-Contractor IT system availability, monthly percentages of loss and damage-free shipments and claims settled within 120/180 days. This information will be provided only from a validated source and is used to provide 'simple' metric capability to the PMO.

To help drive change and improvements, the Unisys Team will utilize the data-relationships developed earlier to see where there are statistical relationships between various data as it relates to the DTIC. The goal is to understand where Statistical Process Controls (SPC) can be effectively applied and what categories would not be adequately supported by SPC. Although thought as a manufacturing control, SPC can be used in other areas as transactional and service oriented processes. The mathematical principles behind a manufacturing process will hold true for DTIC as well. For example in **Six Sigma**, the **Taguchi's Loss Function** can be adapted to reflect the cost associated with missing shipments. Loss can be measured per part or shipment and shows how even a little variation from the nominal results in a loss. And our tendency will be to try and keep the product and process as close to the nominal value as possible. It will always keep our focus on the need to continually improve.

The Unisys Team will begin by looking at the low-hanging fruit. Potential examples are as follows:

- On-time Pickups / Deliveries –
  - Is there any uniqueness to a particular site on pickup / delivery of shipments?
  - Does mode of travel affect pickup / delivery shipments?
  - Is there a geographical correlation to on-time pickup / deliveries?
  - Is distance a factor affecting pickup / delivery shipments?
- Loss / Damage – Free Shipments –
  - Is package sizing (weight) a factor in achieving on time loss / damage?
  - Is this site specific?
- Cost Savings
  - What areas will generate cost savings by applying SPC?

Other performance enhancements may be obtainable that are not subject to direct SPC. These improvements will require extensive analyses and research. We will review the data-relationship and examine which statistical model would best represent the data as it is being analyzed. How does the data respond to the Six Sigma Kano Model of Customer Satisfaction? Can the data be modeled using Monte Carlo scenario, Queuing Methodology, Leverage Point Modeling, or the Just-in-time-Model to provide forecast performance and to show interoperability between sites and data sets?



The Unisys Team will also take what appears to be unassociated data and perform various cross-data comparisons to determine if there are any statistical interactions. We will apply various types of statistical techniques to analyze this type of data and to generate appropriate analytical relationships. In this step we will be able to establish hypothesis that the PMO would like to explore; such as **“Does shipping from Site x on Monday provide a higher on-time delivery with less damage.”** To accomplish this, the Unisys Team would conduct **hypothesis testing with frequency tables and chi-square**. This procedure is a useful tool to determine whether or not it is worthwhile to explore for further causal effect. Sometimes these questions are difficult to answer based upon the small sample size being provided. Our team is experienced in developing mathematical distributions using methods such as the t Distribution. This and other techniques provide the Team the tools necessary to address issues such as Risk, Reliability Analysis, Root Cause Analysis, Cause / Effect and Improved Capability.

As the ANALYSIS continues, data relationships and interactions will become apparent. The Unisys Team will work with the PMO to develop improvement areas; focusing on what can be leveraged. We will begin with simple analysis and statistical models; applying methodologies and processes to build a DTCI Enterprise level model that will apply modified parameters to address each of the critical metric reflecting associated improvement with the proposed improvement. For example if the on-time pickup metric was improved by 5%, how would this affect overall system performance? Will this also improve the on-time delivery rate? Our analysis will provide the necessary insight to these questions.

We plan to conduct this level of analysis across the DTCI for other metrics: Exceptions, Expedited Freight, Accessorial Use, Claims, Cost Data, DTCI-Contractor IT System Response Time, Trailer Pools, and Shipping Lanes. Some or all of these may be better served by being evaluated as a potential process improvement area; and modeled for effectiveness system wide to meet DTCI goals and objectives.

#### **Task Area 4: Develop, Distribute, and Brief Summary/Status Reports and Statistics**

The Unisys team understands the importance of providing accurate and timely distribution of information to key stakeholders. This task will provide details of how we will work with the DTCI PMO to define the data to be reported, format, level of detail, and identify the correct stakeholders.

We understand the requirements contained within the PWS to provide monthly draft reports to the PMO for approval. We further understand that the PMO will provide approval/rejection within five business days from submission. We also understand what is needed to ensure that the Monthly Status Reports are complete and reach the intended audience in a timely manner. To support this requirement, the Unisys team will need to meet with the DTCI PMO on the fifth working day after contract award. This meeting will be needed to develop an initial approved report format, an address list of key stakeholders, methods of delivery to each stakeholder, and a process for changing either the report or the distribution list.

Prior to this meeting, the Unisys team will develop a draft template for the monthly status report. The draft template will identify as many of the required data elements that we can identify, along with a recommended report format. During this meeting, we will ask the DTCI PMO to work with us to identify required changes to the data elements and format for the report template. Keeping in mind the dynamic nature of transformation activities, we will also prepare a recommended change control process for changing the report format, report content, or the distribution list. All changes to the report template or to the distribution list must be approved by the DTCI PMO.

We will provide the DTCI PMO with a soft copy of reports that will be packaged and sent electronically to key stakeholders as defined in the distribution list developed as part of this tasking. We also understand that the stakeholders include, but are not limited to, Department of Defense leadership, Service / Agency leadership, Combatant Commanders, etc. We will also provide the PMO with five hardcopy reports for their own use and, additionally, will convert final reports to web-compatible format and submit to DTCI Gatekeeper for posting to the DTCI web site.



The Unisys team will utilize a systematic process to prepare and brief monthly performance results identified in task area 3 to the key stakeholders or others as requested by the PMO. This will begin with the execution of our proven methodology for data collection. After all applicable data has been collected it will be verified and validated for accuracy. This will be followed by performing a highly focused analytical process for assimilating meaningful data into a concise picture of the DTIC performance characteristics. Simultaneously, we will develop a format for presenting the required metrics via a close working relationship with the DTIC PMO stakeholders. This will be followed by a validation with the DTIC PMO Task Manager of our performance report/briefing structure. The cornerstone of our reports/briefings will be to accurately reflect the levels of actual performance and explain any discrepancies found between the DTIC contractor's stated performance and performance results based on our analysis. We will analyze performance data and develop positive and negative trends as part of each briefing. We will develop process improvement recommendations for the DTIC PMO for consideration and approval.

We will participate in monthly Program Management Reviews (PMR) of the DTIC Contractor, plus at most three additional PMRs per year. We will support the documentation and tracking of DTIC decisions, issues, and action items as a result of the metrics process. And, we will assist the PMO in the resolution of any issues.

The Unisys team is prepared to develop site-specific metrics tables/reports for posting to the DTIC-approved website. However, due to the number of sites, we would strongly recommend that consideration be given to standardizing these reports and tables to the extent possible. This would make reporting easier for all concerned, and provide for more accurate comparative analysis and has the potential to reduce man-hour requirements thus reducing cost. Through standardization, it would be possible for a consolidated reporting process for USTRANSCOM leadership. The DTIC PMO could allow, as part of this task area or a separate task area, the Unisys team to analyze metric gathering and reporting to look for areas of commonality capable of being standardized. As part of this analysis, we would develop a technical analysis report for the DTIC PMO's approval. Our experiences within the TACC Fusion Cell, the DPO Analysis for TC-J5 and Financial Analysis for TC-J8 we have developed a catalog of hundreds of metrics templates that could be used as a foundation for this project. Figure 3 are examples of the metrics we can deploy:

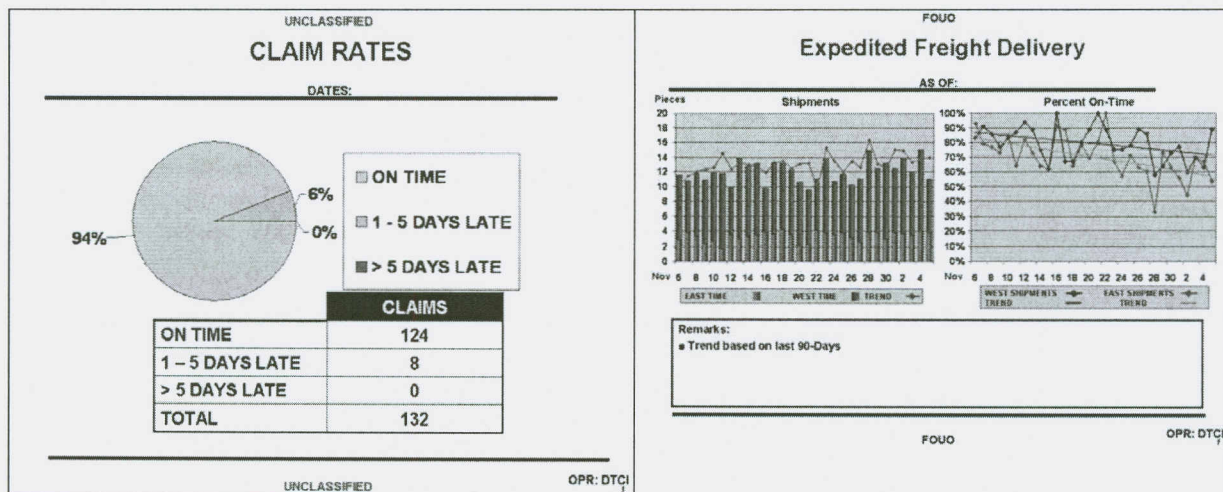


Figure 3 Example Metrics

### **Task Area 5: Audit DTCI Contractor's Performance Reports**

The Unisys team has provided audit services to various DOD agencies, e.g., Business Management Modernization Program (a.k.a. Business Transformation Agency), Defense Finance and Accounting Service, and most currently for the Defense Information Systems Agency. We will work with the DTCI PMO to help identify the process(es) and tools needed to support a thorough audit for any given site. The Unisys team will identify and recommend the areas and types of data to be audited. Our audit plan will identify a process for reporting the results of our audits, along with the approval process for distribution of all audit results. Our audit plan will identify procedures for following up at a site to ensure that all issues identified by the audit have been corrected. The Unisys team will develop a limited access, read-only, data repository for all of our audit data to be stored. Once approved, no audit data will be changed without written consent of the DTCI PMO.

We understand that we will be required to conduct random on-site audits to validate the DTCI contractor's actual performance versus reported performance. As required by the PWS, each audit to be conducted will have an audit date range that is within the active reporting month. We will work with the DTCI PMO to ensure that the type and quantity of shipment data analyzed will provide real-time information sufficient to produce a statistical sampling for decision-making.

#### **1.2.2 Preliminary Work Breakdown Schedule**

Each overriding task objective will be successfully achieved by executing a logical timeline of activities, and deliverables, as shown in the table below.

<i>Ref #</i>	<i>Activity</i>	<i>Start Date</i>	<i>End Date</i>
1.4.1	Task 1 – Detailed Plans of Action & Milestones (POA&M)		
1.4.1.1	Collect and review input documents needed for the WBS	Contract award	Contract award +10
1.4.1.2	Define activities, durations, dependencies, and sequencing	Contract award +10	Contract award+20
1.4.1.3	Project plans (POA&Ms) and updates		
1.4.1.3.1	Develop and deliver draft project plans (POA&Ms) and updates	Contract award +20	Contract award +30; updates as needed
1.4.1.3.2	Incorporate comments	PMO approval of Draft	PMO approval of Draft +10
1.4.1.3.3	Deliver Final project plans (POA&Ms) and updates	PMO approval of Draft +10	PMO approval of Draft +10
1.4.2	Task 2 – Develop and implement a robust metrics collection process		
1.4.2.1	Review Metrics Plan	Contract Award	Contract award +5; additional reviews as needed
1.4.2.2	Define metrics to collect	Contract award +5	Contract award +10
1.4.2.3	Defines sources of data	Contract award +10	Contract award +15
1.4.2.4	Define how to collect the data	Contract award +20	Contract award+30
1.4.2.5	Metrics Collection Plan and Process Document		
1.4.2.5.1	Develop and deliver Draft Metrics Collection Plan and Process Document	Contract Award +30	Contract award +45
1.4.2.5.2	Incorporate comments	PMO approval of Draft	PMO approval of Draft +10
1.4.2.5.3	Deliver Final Metrics Collection Plan and Process Document	PMO approval of Draft +10	PMO approval of Draft +10
1.4.3	Task 3 – Verify and analyze metrics data		



1.4.3.1	Establish data confidence factors	Contract award	Contract award +5
1.4.3.2	Conduct data validation	Contract award +5	Contract award +30
1.4.3.3	Define reconciliation process	Contract award +30	Contract award +40
1.4.3.4	PMO-approved reconciliation process document		
1.4.3.4.1	Develop and deliver Draft PMO-approved reconciliation process document	Contract award +40	Contract award +45
1.4.3.4.2	Incorporate comments	PMO approval of Draft	PMO approval of Draft +10
1.4.3.4.3	Deliver Final PMO-approved reconciliation process document	PMO approval of Draft +10	PMO approval of Draft +10
1.4.3.5	Conduct auditing and analysis	On-going	Monthly, to support reporting requirements
1.4.3.6	Prepare and deliver Analyzed metrics information	On-going	Monthly, to support reporting requirements
1.4.4	Task 4 – Develop, distribute, and brief summary/status reports and statistics		
1.4.4.1	Approved monthly reports		
1.4.4.1.1	Participate in meeting with PMO to define report requirements and identify distribution list.	Contract award +5	Contract award +5
1.4.4.1.2	Develop and deliver Draft approved monthly reports	Monthly requirement; due date will be provided following contract award	Monthly requirement; due date will be provided following contract award
1.4.4.1.3	Incorporate comments	PMO approval of Draft	Monthly requirement; due date will be provided following contract award
1.4.4.1.4	Deliver Final approved monthly reports	Monthly requirement; due date will be provided following contract award	Monthly requirement; due date will be provided following contract award
1.4.4.2	MS PowerPoint briefing slides for monthly update briefings		
1.4.4.2.1	Perform data collection	On-going	On-going
1.4.4.2.2	Verify and validate data for accuracy	On-going	On-going
1.4.4.2.3	Develop and deliver Draft MS PowerPoint briefing slides for monthly update briefings	To Be Determined	Monthly, 5 days prior to meeting (start date will be established following DTCI Contractor's initial site activation)
1.4.4.2.4	Incorporate comments	PMO approval of Draft	Monthly, 2 days prior to meeting (start date will be established following DTCI Contractor's initial site activation)
1.4.4.2.5	Deliver Final MS PowerPoint briefing slides for monthly update briefings	Monthly, 2 days prior to meeting (start date will be established following DTCI Contractor's initial site activation)	Monthly, 2 days prior to meeting (start date will be established following DTCI Contractor's initial site activation)
1.4.5	Task Area 5 – Audit DTCI Contractor's performance reports		
1.4.5.1	PMO-approved audit plan		
1.4.5.1.1	Identify audit data	Contract award	Contract award +10
1.4.5.1.2	Define audit processes and procedures	Contract award +10	Contract award +35
1.4.5.1.3	Develop and deliver Draft PMO-approved	Contract award +35	Contract award +45

	audit plan		
1.4.5.1.4	Incorporate comments	PMO approval of Draft	PMO approval of Draft +10
1.4.5.1.5	Deliver Final PMO-approved audit plan	PMO approval of Draft +10	PMO approval of Draft +10
1.4.5.2	Audit results report		
1.4.5.2.1	Conduct audit	To Be Determined	To Be Determined
1.4.5.2.2	Analyze results	1 day following performance of site audit	5 days following performance of site audit
1.4.5.2.3	Develop and deliver Draft audit results report	5 days following performance of site audit	10 days following performance of site audit
1.4.5.2.4	Incorporate comments	PMO approval of Draft	PMO approval of Draft +5
1.4.5.2.5	Deliver Final audit results report	PMO approval of Draft +5	PMO approval of Draft +5

## 2. Project Plan

### 2.1 Management and Staffing

The Unisys Team offers a lean, efficient management and staffing plan, as detailed below. We certify that the personnel information is true and complete and the individuals named are available for assignment on the effective date of the task order. Key personnel will be committed to the project for its duration. We will not consider substituting or replacing key personnel without written agreement of the contracting officer and client representative. Additionally, our Unisys Team will insert one of our AMC TACC Fusion Cell experts as a key individual for providing the required DTCI PMO metrics support.

Our team of functional and analytical specialists will also have available to them the reach-back capability from our superior staff within the AMC TACC Fusion Cell, TC-J5 DPO Analysis Support Office, and TC-J8 Financial Analysis activities. This capability has **over 14 years of cumulative hands on metrics support** utilizing time-proven techniques in data collection, assimilation, analysis and reports generation.

#### *A flexible, efficient labor plan...*

Key		Labor Category	Site	FTE	Base Year	Opt Yr 1	Opt Yr 2
*	02	Project Manager	Government				
*	04	Functional Analyst	Government				
	19	Senior Information Engineer	Government			(b)(4)	
	06	Logistics Analyst	Government				
	20	Information Engineer	Government				
Totals							

**Table 2.1a. Personnel Summary and Labor Plan**

#### Project Team Structure to PWS Paragraphs



<i>Position Title/Labor Category</i>	<i>Contractual Requirements Paragraph</i>				
	1.3.1 Task Area 1	1.3.2 Task Area 2	1.3.3 Task Area 3	1.3.4 Task Area 4	1.3.5 Task Area 5
Project Manager	X			X	
Functional Analyst		X	X	X	X
Senior Information Engineer		X	X		
Logistics Analyst		X	X	X	X
Information Engineer		X			

**Table 2.1b. Team Structure related to PWS Paragraphs**

## **2.2 Government-Furnished Resource Requirements**

The Unisys team understands that the government will furnish workspace and standard office equipment support for the government site personnel. Other personnel assigned to this task will utilize contractor facilities unless USTRANSCOM provides additional space on an as needed basis. The Unisys team is prepared to coordinate the need for any Government-Furnished Equipment (GFE)/Government-Furnished Information (GFI) resources that may be required. We assume that the Government will provide a licensed copy of Microsoft Project to facilitate task activities.

## **2.3 Teaming Arrangements**

Unisys will utilize our teaming relationships to optimize effectiveness on this task. Unisys will use an integrated core team of functional and technical experts with vast military experience. This core team that includes prime and subcontractor personnel will focus on maintaining a harmonious working relationship with the PMO Task Manager, government and other contractor personnel within the DTCI Community of Interest, and as applicable linkage with government or other contractors in DOD Partner organizations.

## **2.4 Quality Assurance**

The Unisys team defines quality, at a minimum, as meeting or exceeding our customers' expectations, and our success is measured by the success of our clients. Our project management approach will allow us to respond effectively to USTRANSCOM needs. Our leadership team will work with the USTRANSCOM DTCI PMO to ensure risks are minimized, schedules are formulated and achievable, and resources are used effectively. Our quality control approach, outlined in the following will ensure we will meet the requirements of the DTCI Metrics Program.

- **Oversight:** Oversight will include rigorous review of project progress analyses, and documents by senior Unisys team leadership. This enables the Unisys team to assess additional resource requirements to meet timelines and milestones and leverage extensive expertise from prior senior military officers, government/industry executives, and highly experienced analysts.
- **Peer Review:** Peer reviews will be an integral part of the quality assurance process incorporated into the project schedule. Peers are drawn from the Unisys team personnel working on different aspects of the same projects, from personnel working on similar projects, or from both. These reviews focus on ensuring the product is being developed to meet its intended function.
- **Problem Resolution:** The Unisys team's primary objective is client satisfaction. In the unlikely case that a problem arises, our project manager will have the authority and responsibility to resolve the issue. Our project manager will immediately bring issues (or potential issues), affecting performance to the attention of USTRANSCOM and will be empowered to resolve most issues on the spot.



Should additional time be needed, we will respond, in all cases, with a proposed solution within one business day.

## **2.5 Risk Management**

Unisys will give continuous attention to identifying and controlling project risk. We will use our industry-leading Unisys' Solutions Delivery Framework approach for a comprehensive risk management program for the DTCI PMO. Unisys has already developed several risk management planning documents for AT21 and CPA using industry standard approaches to Risk Management Planning, Risk Identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Response Planning, and Risk Monitoring and Control.

## **3.0 Organizational Conflict of Interest Considerations**

Unisys Corporation (and its subcontractors) believes there will be no Organization Conflict of Interest associated with the work identified in the Task Order. However, to preclude any perceived OCI, our team has formulated the attached OCI Mitigation Plan (Attachment 2) designed especially for this effort.

## PART B. Price/Cost Approach

The Unisys team is pleased to provide a value-add discount of 5% on our existing labor rates for all tasks to provide these services to the USTRANSCOM community. Our ability to provide the discount is a result of being able to supply resources with the qualifications required for this specific statement of work at a lower cost than we anticipated. Our proposal is based upon the historical work load provided in the RFTOP and our time-proven processes in providing similar services to existing USTRANSCOM and AMC customers. Should USTRANSCOM require additional level of effort we would be pleased to submit a proposal to provide any additional resources needed.

Metrics Services in Support of DTCI Basic Year – 15 Feb 08 through 30 Sep 08				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 0001 Labor for Tasks IAW PWS	1	Lot	NA	\$ <u>246,634.42</u> NTE
CLIN 0002 Travel	1	Lot	\$ <u>6,851.25</u>	\$ <u>6,851.25</u> NTE
CLIN 0003 Other Direct Costs	1	Lot	\$ <u>15,225.00</u>	\$ <u>15,225.00</u> NTE
Total for Base Year				\$ <u>268,710.67</u> NTE

Metrics Services in Support of DTCI Option Year One – 01 Oct 08 through 30 Sep 09				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 1001 Labor for Tasks IAW PWS	1	Lot	NA	\$ <u>404,727.71</u> NTE
CLIN 1002 Travel	1	Lot	\$ <u>20,662.50</u>	\$ <u>20,662.50</u> NTE
CLIN 1003 Other Direct Costs	1	Lot	\$ <u>5,437.50</u>	\$ <u>5,437.50</u> NTE
Total for Option Year One				\$ <u>430,827.71</u> NTE

Metrics Services in Support of DTCI Option Year Two – 01 Oct 09 through 30 Sep 10				
CLIN Number	Quantity	Unit	Unit Price	Extended Amount
CLIN 2001 Labor for Tasks IAW PWS	1	Lot	NA	\$ <u>416,875.83</u> NTE
CLIN 2002 Travel	1	Lot	\$ <u>20,662.50</u>	\$ <u>20,662.50</u> NTE
CLIN 2003 Other Direct Costs	1	Lot	\$ <u>5,437.50</u>	\$ <u>5,437.50</u> NTE
Total for Option Year One				\$ <u>442,975.83</u> NTE

TOTAL BASE YEAR + OPTIONS (LABOR)	\$ <u>1,068,237.96</u>
TRAVEL	\$ <u>48,176.25</u>
TOTAL OTHER DIRECT COSTS	\$ <u>26,100.00</u>
<b>TOTAL LABOR + TRAVEL + ODCs</b>	<b>\$ <u>1,142,514.21</u></b>

## ATTACHMENT 1

### Generic Resumes

Labor Category: Project Manager
<b>Education:</b> M.A. or M.S. in Business Management or Information Technology Areas
<b>General Experience:</b> More than 15 years' experience in program and project management.
<b>Evidence:</b> Proven, documented ability to manage complex programs across multi-echeloned projects.
<b>Specific Experience:</b> The onsite Project Manager has more than 20 years of operational, project management, program management, and business/workflow analysis experience in DOD and other Federal Agency secure environments. Proven skills in successfully managing large, complex, diverse projects, including those requiring coordination with and cooperation of multiple, disparate organizations. Significant experience with DOD transportation and distribution processes and systems.

Labor Category: Functional Analyst
<b>Education:</b> M.A. or M.S. in Business Management or Information Technology Areas
<b>General Experience:</b> More than 20 years of DOD, government, and/or commercial experience analyzing user needs to determine functional and cross-functional requirements and capabilities.
<b>Evidence:</b> Functional and technical experience in collecting, verifying, analyzing, and reporting metrics data.
<b>Specific Experience:</b> Extensive experience with metrics. This experience includes performing data analysis and resolving data problems in USTRANSCOM and AMC legacy systems. Identifying erroneous/inconsistent data in source systems and providing extensive analysis to enhance the accuracy, completeness, and reliability of that data prior to reporting./presenting the data.

Labor Category: Senior Information Engineer
<b>Education:</b> B.A. or B.S. (Normally a Master's Degree) in Computer Sciences or related field with an emphasis in math including statistical analysis.
<b>General Experience:</b> 20 years experience in many areas of Information Technology. Proven experience in working with large numbers of organizations to produce results. Proven experience in the support of decision making by creating automated graphical representation of significant and understandable metrics. Ability to generate presentations and deliver the findings of studies. Skilled in Statistical Process Control (SPC).
<b>Evidence:</b> Functional and technical experience in defining requirements and designing solutions for Information Technology systems.
<b>Specific Experience:</b> Has a current understanding of USTRANSCOM mission and structure. Experienced with various systems that can provide independent verification of transportation events. Defined requirements for designing interfaces among DOD Information Technology systems, such as the DOD Enterprise Accounting and Management System (DEAMS).



**Labor Category: Logistics Analyst**

**Education:** B.A. or B.S. (Normally a Master's Degree) in Business or related field like Logistics/Transportation/Distribution.

**General Experience:** More than 20 years of DOD, government, and/or commercial experience in transportation and logistics management.

**Evidence:** Documented functional experience in freight operations.

**Specific Experience:** Extensive experience in transportation sourcing process for Less-Than-Truckload, Ground and Air Expedite, and Air Charter services. Implemented a Premium Freight Management system for expedited ground and air services

**Labor Category: Information Engineer**

**Education:** B.A. or B.S. (Normally a Master's Degree) in Computer Sciences or related field

**General Experience:** Over 20 years experience in many areas of Information Technology. Proven experience in working with USTRANSCOM and AMC systems.

**Evidence:** Functional and technical experience in collecting, verifying, analyzing, and reporting metrics data.

**Specific Experience:** Designed and developed the technical means to gather, verify, and report metrics involving numerous source systems. Expertise with programming, databases, and Business Intelligence software.



## ATTACHMENT 2

### Plan for Mitigating Organizational Conflict of Interest (OCI)

As a large IT firm with a worldwide presence, Unisys has a well-developed plan and comprehensive procedures for identifying and mitigating actual or perceived conflict of interest issues. The Unisys plan is based on identifying potential conflicts, obtaining signed proprietary agreements, and building firewalls between those individuals/organizations with access to sensitive internal budgetary or source selection information and the remaining individuals/organizations working under the program. The Unisys Corporation *Conflict of Interest Mitigation Plan* has been included in this OCI plan with references to this particular Task Order added.

**1.0 Purpose:** To provide guidelines to ensure proper actions on the part of Unisys Corporation and its subcontractors under the United States Transportation Command's Advisory and Assistance Services Contract HTC711-07-D-0008, Task Order 08-02 for the United States Transportation Command's Metric Support for the DTCI PMO effort to avoid any potential perceived or actual conflict of interest in the conduct of their professional work.

**2.0 Policy:** It is Unisys policy to comply fully with both the spirit and the intent of all applicable laws and regulations designed to preserve and maintain the integrity of the procurement system as they relate to procurement integrity, organizational conflict of interest, and business ethics. Violation of these policies is considered a very serious breach of discipline. Our team members have subscribed to this policy without reservation.

**3.0 Scope:** This procedure will apply to all Unisys employees and subcontractors working under this Task Order.

**4.0 Procedures:** This section defines specific procedures that will be employed by Unisys to first identify and then contain and control the impact of any actual or perceived occurrences.

Upon the initial awareness of new work efforts, the team leads and the Project Manager responsible for performance will closely examine the work effort. For work that may include systems engineering or architecture and technical directions, the manager will determine if the systems engineering or architecture tasks include a combination of substantially all of the following:

- Determining specifications
- Identifying and resolving interference problems
- Developing test requirements
- Evaluating test data
- Supervising design

For work that may include technical direction, determine if the task includes a combination of substantially all of the following activities:

- Developing work statement
- Determining parameters
- Directing other contractors and operations
- Resolving technical controversies
- Program management assistance
- Strategic planning assistance

If the task order requires us to obtain or have access to proprietary information of others, Unisys will obtain agreement from the companies to protect their information from unauthorized disclosure for as long as it remains proprietary and to not use the information for any purpose other than as authorized. Properly executed agreements will be provided to the Government Task Monitor (and Contracting Officer if requested).

Unisys will take steps to ensure that it is not provided with an unfair competitive advantage from contracted resources through the use of proprietary and source selection information that any Unisys team members, including all subs have obtained. This will be rigorously enforced through certification requirements as provided by H.21 NONDISCLOSURE OF SENSITIVE AND/OR PROPRIETARY DATA, 52.203-9100 (H5XX) (OCT 1998) (FAR 3.104).

Unisys agrees that if a potential conflict or the appearance of a conflict of interest exists, we will make a disclosure in writing to the Government Task Monitor (TM) and contracting officer (CO). The disclosure will at least include:

- Full disclosure of all the relevant facts

- Description of the actual or potential conflict of interest
- Discussion of how the conflict of interest would be mitigated, avoided, or neutralized
- Any effects on the quality and timeliness of supplies or services to be delivered under the mitigation plan
- Cost of mitigation, avoidance, or neutralization

All other information requested by the CO to determine the existence and appropriate resolution of the OCI

If a conflict or potential conflict is identified, Unisys will proceed as follows:

1. Regardless of whether a conflict or potential conflict exists, all personnel working on the Theater Concepts and Analysis Support effort must have executed a current appropriate non-disclosure agreement. Unisys and subcontractor personnel will comply with the non-disclosure agreement requirements, and not release any information from this project to the Unisys Corporation, or a subcontractor's parent company until the government makes the information public. Anyone who declines to sign such an agreement will be denied access to such data and removed from any position that could compromise the integrity of the work in question. Copies of new or updated non-disclosure agreements will be sent to the Government Task Monitor (and Contracting Officer, if requested).
2. Other conflicts of interest will be administered by building walls of information insulation and by superimposing over the various walls the Unisys Ethics Program and its companion training programs.
  - a) The first wall is the Unisys Ethics Program itself, which stresses the need to comply with Unisys Ethics Policies and government regulations, identifies what and how conflicts occur, and clearly advises of the personal liability for violation.
  - b) The second wall is the general Unisys Ethics and Non-Disclosure Statement signed by all personnel working on the contract. It states that they will protect all privileged information inadvertently obtained that is government or other company sensitive. This statement will be signed by all new hires at time of hiring and by all subcontractor personnel upon being assigned to this contract.
  - c) The third wall will have specific restrictions placed on sensitive types of information such as test data, financial data, requirements data, strategic planning initiatives and specifications for future procurements. This specific protection will be controlled by personnel signing specific certificates of non-disclosure.
  - d) The fourth wall is to physically compartmentalize data and to segregate access to data or personnel on a need-to-know basis. This procedure is similar to security procedures currently established for compartmentalization.
  - e) The fifth wall is a check out procedure whereby managers will ensure that any and all personnel involved in this contract will be reminded, through exit interviews, of their legal commitment to protect the sensitive data of the government, other contractors, and Unisys to which they have had access.
  - f) The sixth wall would be to screen those individuals who might have access to procurement sensitive data or who worked on a task that leads directly to a competitive procurement from any participation in the preparation of a proposal responding to that procurement.
  - g) The seventh wall would be used in those limited circumstances when Unisys is required to perform a task where products might become part of a future procurement to which a Unisys entity might wish to submit a proposal as prime or subcontractor and could not screen out the employees who would otherwise work on the task from a future bid. With full disclosure and the Contracting Officer's prior approval, Unisys will subcontract the work to a company that will guarantee arm's length isolation from Unisys, thus avoiding and/or mitigating the potential conflict of interest. This subcontractor will provide all products/services directly to the government. Unisys will receive letters of transmittal of deliverables. Such letters will not contain proprietary information. Unisys will also receive progress reports but such reports will not contain specifics or information that would contain information which provide an unfair competitive advantage. Subcontractors will be clearly advised that violations may result in termination for default and the attendant costs.



USTRANSCOM A&AS  
Contract Number: HTC711-07-D-0008  
Tracking Number: 08-02  
Task Order: TBD

*Metrics Support for DTCI PMO*

Past Performance



Prepared by:

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12/14/2007

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