

UNITED STATES TRANSPORTATION COMMAND
(USTRANSCOM)

RFQ NO. HTC711-05-Q-0002

CONTRACT NO. HTC711-06-F-0001

GSA CONTRACT NO. GS-35F-4639H

1 OCTOBER 2005

PORTFOLIO MANAGEMENT (PfM) AND INFORMATION
TECHNOLOGY (IT) INVESTMENT MANAGEMENT

**UNITED STATES TRANSPORTATION COMMAND
COMMAND ACQUISITION**

QUOTE EVALUATION CRITERIA

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

- (1) Past performance
- (2) Mission capability
 - (a) Staffing
 - (b) Technical Approach
- (3) Quote Risk
- (4) Cost or Price

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

1. Past Performance.

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

- (1) High Confidence – Based on the offeror's performance record, essentially no doubt exists that the offeror will successfully perform the required effort.
- (2) Significant Confidence - Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.
- (3) Satisfactory Confidence - Based on the offeror's performance record, some doubt exists that the offeror will successfully perform the required effort.
- (4) Neutral/Unknown Confidence – No performance record identifiable.
- (5) Little Confidence - Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort. Changes to the offeror's existing processes may be necessary in order to achieve contract requirements.

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

b. The following ratings will be used in evaluating the relevancy of the offeror's past performance and will be considered in the overall evaluation:

(1) Very Highly Relevant (VHR) – Current USTRANSCOM experience in system integration, portfolio management, Defense Transportation Systems (DTS) support, analysis of Automated Information Systems (AIS) standards, and Corporate Resource Information Source (CRIS) applications.

(2) Highly Relevant (HR) – Recent DOD experience (within 1 year) in system integration, portfolio management, Defense Transportation Systems (DTS) support, analysis of Automated Information Systems (AIS) standards, and Corporate Resource Information Source (CRIS) applications.

(3) Relevant (R) – Recent DOD experience (within 2 years) in system integration, portfolio management, and analysis of Automated Information Systems (AIS) standards.

(4) Somewhat Relevant (SR) – Experience within the last 3 years on any DOD or Private contract in system integration, portfolio management, and analysis of Automated Information Systems (AIS) standards.

(5) No Relevant (NR) experience.

Mission Capability.

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

(1) Blue (Exceptional) – Exceeds specified minimum performance or capability requirements in a way beneficial to USTRANSCOM; quote must have one or more strengths and deficiencies to receive a blue.

(2) Green (Acceptable) – Meets specified minimum performance or capability requirements delineated in the Request for Quote; quote rated green must have no deficiencies but may have one or more strengths.

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

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

b. Measures of merit. The following measures of merit will be used to rate the sub-factors under the mission capability factor:

(1) Sub-factor: Staffing - Measures of merit for this sub-factor are met when the schedule contractor:

- Submits a sound staffing approach as reflected in a personnel matrix which identifies the necessary personnel resources given the schedule contractor's approach to performing the PWS tasks.
- Submits a personnel matrix which properly correlates quoted per labor category to the PWS tasks.
- Identifies the necessary key positions and provide resumes, which demonstrate requisite education, experience, security, or special skills needed to perform the intended PWS tasks.
- Provides an organization chart depicting the organization from the head of the company through performers on task order and which clearly illustrates the operational relationships among corporate entities and their locations.
- Provides evidence and a discussion of their ability to effectively recruit, train, and retain the necessary personnel to perform all PWS tasks.
- Certifies resumes and all other information submitted are true and complete and the individuals named are available for assignment and will possess the required clearance the date the task order is effective.
- Confirms and certifies that individuals assigned to this task will be committed to the project for its duration and will not be substituted or replaced without the written agreement of the contracting officer representative.

(2) Sub-factor: Technical Approach – Measures of merit for this sub factor are met when the schedule contractor:

(a) - Demonstrates a thorough knowledge and understanding of the requirement(s) as defined in the PWS. The technical proposals shall include documentation to demonstrate a detailed understanding of Enterprise Portfolio Management processes, to include but not limited to, demonstrated knowledge in the following areas:

- Industry Portfolio Management Practices
- Draft DOD Directive 8115.aa IT Portfolio Management
- Supply-Chain Operations Reference -model
- Portfolio Management applications of Enterprise Architecture to include:
 - Operational Architecture
 - Systems Architecture

- Technical Architecture
- Business Case Analysis
- Analysis of AIS standards
- Configuration Management

(b) – Provides methodology and analytical techniques to include the following:

- Overview of the methodology guiding performance of the technical requirements identified in the PWS, and a general description of how your technical approach will be applied to accomplish the requirements.
- Logical sequence of tasks required to accomplish all requirements. The technical proposal shall include a detailed project plan addressing ALL aspects of project implementation from the date of project award. The proposal shall identify specific techniques and steps, including any and all Government coordination that is anticipated to be required, which will be applied during the accomplishment of all tasks of this project.

(c) The technical proposal shall identify any proposed/potential sub-contractor agreements that may be required in the performance and completion of the task requirements. The Contractor should identify the established sub-contract management procedures that shall be applied.

(d) Contractor provides a quality control plan identifying the generic methodology and procedures to be implemented to ensure contract compliance.

Quote Risk:

Quote risk includes an assessment of the risks associated with a schedule contractor's proposed approach, weaknesses in the proposed approach, and weaknesses in the quote itself. Quote risk is assessed at the Mission Capability sub-factor level. Each sub-factor will be assigned one of the following quote risk ratings:

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

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

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

4. Price (Cost) – Although the reasonableness of unit prices under the GSA schedule contracts has already been confirmed by GSA, the schedule contractor's overall price for performance of this specific PWS requirement will be evaluated for completeness and reasonableness considering the proposed approach in terms of labor or skill mix, labor hours, any other direct costs, and offered discounts. The cost for each TASK/CLIN (as defined in the PWS) shall be included as a separate item in the contractor's cost proposal to enable the completion of a thorough cost evaluation. The total government evaluated price for each quote will be considered in making the final best value determination. The contractor's proposal shall also contain the contract number and the contract expiration date from which the pricing is being quoted. Subjective judgment on behalf of the government is inherent in making this best value determination.

USTRANSCOM COMMAND ACQUISITION

DPO CONTRACT TEAM

BEST VALUE DETERMINATION

RFQ # HTC711-05-Q-0002

Contract # HTC711-06-F-0001

Portfolio Management (PfM) and Information Technology (IT) Investment Management

1. Introduction Summary. This is a continuing requirement that consolidates DTS-wide Enterprise Capabilities Management, Portfolio Management (PfM), CIO (Chief Information Officer) Program Review Process, and Investment Strategies support with the new Department of Defense (DoD)-wide PfM tasks as identified in the performance work statement (PWS). There will be efficiencies gained from the consolidation of the three previous contracts. The customer's analysis concluded that consolidating the requirements would provide the Government a \$500K cost avoidance. Currently, the continuing work is being provided by Computer Sciences Corporation (CSC) (Enterprise Architecture technical support contract HC1013-04-F-0458), MCR (Financial Analysis Support FA4452-04-F-0003), and SAIC (Strategic and Operations planning support GS-35F-4461G/F11623-03-F-6017). The work under the three existing contracts will end on 30 SEP 05. The new contract will combine those requirements and is scheduled to begin on 1 OCT 05.

2. Basis for Award. In accordance with FAR 8.404, orders placed against Government Services Administration (GSA) Multiple Award Schedules are considered issued using full and open competition. GSA has already determined the prices of the items under schedule contracts to be fair and reasonable. However, discounted GSA rates were requested in the above referenced RFQ. A comparative evaluation of the schedule contractors quotes was accomplished to determine which GSA quote represented the best value to the government. This best value determination documents the analysis accomplished and selection of the best value offer.

3. Government Evaluation Team Participants:

NAME	OFFICE SYMBOL	PHONE NUMBER

Comment: Exemption 6, Privacy Act

4. Background Information. On 04 AUG 05, the RFQ was sent to selected contractors who have GSA Schedules. These schedule contractors were asked to submit quotes based on the PWS in accordance with their current GSA Schedule 70, Information Technology contracts. Submission of recent and relevant past performance information was required. Technical quotes were to include staffing approach and technical approach (project plan for performing the work). The price/cost quotes were to include contract schedule prices and quoted discount rates. Schedule contractors were notified that award would be made to the schedule contractor whose quote represented the best value to the government based on the RFQ evaluation criteria (Attachment 1).

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

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PROSPECTIVE OFFERORS	BUSINESS SIZE/CATEGORY
Accenture	Large Business
Bearing Point	Large Business
Booz-Allen Hamilton (BAH)	Large Business
Computer Sciences Corporation (CSC)	Large Business
Lockheed Martin International SE	Large Business
MCR	Large Business
Northrop Grumman	Large Business
SAIC	Large Business
SI International	Large Business
Systems Research & Application	Large Business
Unisys	Large Business
Sumaria	Small Business
P3I	Small Business, Minority 8(a)-Owned, Woman-Owned, Veteran-Owned
MTC	Small Business, Woman-Owned

6. Receipt of Quotes. Initial due date for Past Performance Information was 19 AUG 05 and technical quotes were due 25 AUG 05. Quotes were received from the following schedule contractors:

PROSPECTIVE OFFERORS	BUSINESS SIZE/CATEGORY
Accenture	Large Business
Bearing Point	Large Business
Booz-Allen Hamilton (BAH)	Large Business
Computer Sciences Corporation (CSC)	Large Business
IBM	Large Business
Sumaria	Small Business

Note: IBM was not one of the original prospective offeror; however they requested and were provided the RFQ. They subsequently submitted a quote.

Note: SRA replied by e-mail that they were "No Bidding" this requirement. Lockheed Martin International SE, MCR, MTC, Northrop Grumman, P3I, SAIC, SI International, and Unisys did not submit written responses to the Request for Quote (RFQ). They did send an e-mail notification that they received and read the RFQ.

7. Evaluation Criteria. Each schedule contractor's quote was evaluated to determine whether or not it conformed to the criteria in the Contracting Officer's request for quotation, which includes the requirements specified in the PWS. The evaluation factors/sub-factors represent the key areas of importance and emphasis to be considered in the source selection decision and support meaningful comparison and discrimination between and among competing proposals. The following order of importance of the evaluation criteria applies. All non-cost factors (Past Performance and Mission Capability) are of equal importance. All non-cost evaluation factors, when combined, are

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significantly more important than price. Within the Mission Capability factor, the sub-factors (Staffing and Technical Approach) are considered of equal importance. Cost (price) is evaluated but not rated. Award will be made to the schedule contractor whose quote conforms to the requirements specified in the Request for Quotation and which provides the best value to the government; price and other factors considered. This may result in an award to a higher rated, higher priced schedule contractor where the decision is consistent with the evaluation factors. The evaluation criteria are provided as Attachment 1.

8. Initial Evaluation:

The initial past performance relevancy and confidence ratings were assigned to each schedule contractor in accordance with the rating measures specified in the Quote Evaluation Criteria (Attachment 1):

SCHEDULE CONTRACTOR	ACCENTURE	BEARING POINT	BAH	CSC	IBM	SUMARIA
Relevancy						
Confidence						
Assessment						

Relevancy
VHR Very Highly Relevant
HR Highly Relevant
R Relevant
Sat Satisfactory

Confidence
High
Significant
Satisfactory

Comment: Exemption 5/deliberative, pertains to the decision making process.

A. Past Performance Evaluation. Past performance information was provided for each schedule contractor. (Tab C Contract File) The following details the initial ratings provided to each Schedule contractor's past performance:

(1) Accenture.

[REDACTED]

The strengths and weaknesses listed below will substantiate these initial past performance evaluations.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

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Weaknesses Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(2) Bearing Point.

[REDACTED]

The strengths and weaknesses listed below will substantiate these initial past performance evaluations.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(3) BAH.

[REDACTED]

The strengths and weaknesses listed below will substantiate these initial past performance evaluations.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified:

[REDACTED]

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(4) CSC.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

The strengths and weaknesses listed below will substantiate these initial past performance evaluations.

Strengths Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(5) IBM.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

The strengths and weaknesses listed below will substantiate these initial past performance evaluations.

Strengths Identified:

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

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Weaknesses Identified: [REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(6) Sumaria. [REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

The strengths and weaknesses listed below will substantiate these initial past performance evaluations.

Strengths Identified: [REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified: [REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

B. Mission Capability Evaluation. The mission capability evaluation provides an assessment of the schedule contractors' capability to technically satisfy the Government's requirements. Mission capability ratings focus on the schedule contractors' quoted strengths, quoted inadequacies, and/or deficiencies where quotes fail to meet Government requirements. Two sub-factors identified in the RFQ used in the evaluation of schedule contractors' quotes were staffing and technical approach. The following are the results of the initial evaluations:

MISSION CAPABILITY COLOR CODES	Blue	Green	Yellow	Red
Definition	Exceptional	Acceptable	Marginal	Unacceptable

CONTRACTOR	Accenture	Bearing Point	BAH
Staffing	[REDACTED]	[REDACTED]	[REDACTED]
S Quote Risk	[REDACTED]	[REDACTED]	[REDACTED]
Tech Approach	[REDACTED]	[REDACTED]	[REDACTED]
TA Quote Risk	[REDACTED]	[REDACTED]	[REDACTED]
CONTRACTOR	CSC	IBM	Sumaria
Staffing	[REDACTED]	[REDACTED]	[REDACTED]
S Quote Risk	[REDACTED]	[REDACTED]	[REDACTED]
Tech Approach	[REDACTED]	[REDACTED]	[REDACTED]
TA Quote Risk	[REDACTED]	[REDACTED]	[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

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Team rating work sheets provide detailed information on the individual color ratings, strengths, and weaknesses (Attachment 2). The following details the initial ratings provided to each of the schedule contractors mission capability (staffing and technical approach):

(1) Accenture:

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Staffing Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Staffing Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Technical Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Technical Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

(2) Bearing Point.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Staffing Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(3) BAH.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(4) CSC.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(5) IBM.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

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Strengths Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Technical Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(6) Sumaria.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Strengths Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Staffing Sub-factor):

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

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Strengths Identified (Technical Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

Weaknesses Identified (Technical Sub-factor):

Comment: Exemption 5/deliberative, pertains to the decision making process.

C. Price or Cost Evaluation. GSA has already confirmed the reasonableness of unit prices under the GSA schedule contracts. The schedule contractors' overall prices for performance of the specific PWS requirements were evaluated for completeness and reasonableness considering the quoted approach in terms of skill mix, labor hours, and quoted discounts. The total government evaluated price for each quote is considered in making the final best value determination.

CONTRACTOR	Accenture	Bearing Point	BAH
Price/Cost			
CONTRACTOR	CSC	IBM	Sumaria
Price/Cost			
Government Cost Estimate			

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Cost figures are total cost and include Government estimated cost for travel. Schedule contractors were not required to provide costs for travel as the government provided not-to-exceed amounts for travel.

9. Discussions and Evaluations: Discussions were held and evaluation notices (ENs) were issued which identified any weaknesses noted. The source selection team evaluated proposal revisions and schedule contractors were provided the opportunity to submit final quote revisions (FPRs) and resolve any weaknesses identified with their quotes. The final evaluation details any changes made to the schedule contractors ratings based on revisions to their quotes and the final evaluation for each quote submitted.

10. Final Evaluations:

A. Past Performance Evaluation.

The following is the final past performance relevancy and confidence assessment ratings provided to each schedule contractor in accordance with the rating measures in the quote evaluation criteria (Attachment 1):

SCHEDULE CONTRACTOR	ACCENTURE	BEARING POINT	BAH	CSC	IBM	SUMARIA
Relevancy						
Confidence						
Assessment						

Comment: Exemption 5/deliberative, pertains to the decision making process.

Relevancy

VHR Very Highly Relevant
HR Highly Relevant
R Relevant
Sat Satisfactory

Confidence

High
Significant
Satisfactory

(1) Accenture.

Comment: Exemption 5/deliberative, pertains to the decision making process.

(2) Bearing Point.

Comment: Exemption 5/deliberative, pertains to the decision making process.

(3) BAH.

Comment: Exemption 5/deliberative, pertains to the decision making process.

(4) CSC.

Comment: Exemption 5/deliberative, pertains to the decision making process.

(5) IBM.

Comment: Exemption 5/deliberative, pertains to the decision making process.

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(6) Sumaria.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

B. Mission Capability Evaluation:

The following is the final mission capability (staffing and technical approach) provided to each schedule contractor in accordance with the rating measures and quote evaluation criteria:

MISSION CAPABILITY COLOR CODES	Blue	Green	Yellow	Red
Definition	Exceptional	Acceptable	Marginal	Unacceptable

CONTRACTOR	Accenture	Bearing Point	BAH
Staffing	[REDACTED]	[REDACTED]	[REDACTED]
S Quote Risk	[REDACTED]	[REDACTED]	[REDACTED]
Tech Approach	[REDACTED]	[REDACTED]	[REDACTED]
TA Quote Risk	[REDACTED]	[REDACTED]	[REDACTED]
CONTRACTOR	CSC	IBM	Sumaria
Staffing	BLUE	[REDACTED]	[REDACTED]
S Quote Risk	LOW	[REDACTED]	[REDACTED]
Tech Approach	BLUE	[REDACTED]	[REDACTED]
TA Quote Risk	LOW	[REDACTED]	[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

(1) Accenture:

Staffing

[REDACTED]

Comment: All paragraphs in Section 1/Accenture: Exemption 5/deliberative, pertains to the decision making process.

Technical Approach:

[REDACTED]

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(2) Bearing Point:

Staffing:

Comment: All paragraphs in Section 2/Bearing Point: Exemption 5/deliberative, pertains to the decision making process.

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

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[REDACTED]

[REDACTED]

[REDACTED]

Comment: Exemption 5/deliberative, pertains t the decision making process.

Technical Approach: [REDACTED]

Comment: Exemption 5/deliberative, pertains t the decision making process.

(3) BAH:

Staffing: [REDACTED]

Comment: All paragraphs in Section 3/BAH: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

[REDACTED]

(4) CSC:

Staffing: [REDACTED]

Comment: All paragraphs in Section 4/CSC: Exemption 5/deliberative, pertains to the decision making process.

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[REDACTED]

Technical Approach:

[REDACTED]

(5) IBM:

Staffing:

[REDACTED]

Comment: All paragraphs in section 5/IBM: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

Technical Approach:

[REDACTED]

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

(6) Sumaria:

Staffing.

[REDACTED]

Comment: All paragraphs in section 6/Sumaria: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

Comment: : Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

[REDACTED]

Technical Approach:

[REDACTED]

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

C. Cost Evaluation. The following depicts each schedule contractor's quoted total amount, including option years after FPRs.

CONTRACTOR	Accenture	Bearing Point	BAH
Price/Cost	[REDACTED]	[REDACTED]	[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

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CONTRACTOR	CSC	IBM	Sumaria
Price/Cost	\$51,733,665.00		
J6 IGCE			

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Cost figures are total cost and include Government estimated cost for travel. Schedule contractors were not required to provide costs for travel as the government provided not-to-exceed amounts for travel. The total government evaluated price for each quote is considered in making the final best value determination.

Price reasonableness is established based on adequate price competition and comparison of the schedule contractors quoted prices to the Government's independent cost estimate. During discussions, the contracting officer requested discounted prices from the offerors.

A. Cost Evaluation Notices.

Accenture:

Comment: Exemption 5/deliberative, pertains to the decision making process.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

Comment: Exemption 5/deliberative, pertains to the decision making process.

Comment: Exemption 5/deliberative, pertains to the decision making process.

BAH.

The note in **BOLD** at the end of the CLIN structure, notifies scheduled contractors not to change or revise the total estimated hours.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

The overall impact for the base year plus all options is: CLIN 0001-4001 should have been based on 418,000 hours. [REDACTED] CLIN 0002-4002 should have been based on 28,800 hours. [REDACTED] CLIN 0003-4003 is correctly based on 76,000 hours. CLIN 0004-4004 should have been based on 9500 hours. [REDACTED] CLIN 0005-4005 should have been based on 190,000 hours.

Comment: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

[REDACTED]

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

[REDACTED]

10. Quote Evaluation Summary. Selection was based on the evaluation of quotes as submitted against the criteria specified in the PWS. Discussions were held and FPRs were requested from the schedule contractors. Team rating work sheets provide detailed information on the individual color ratings, strengths, and weaknesses (Attachment 2). The following summarizes the final quote evaluations:

~~PROCUREMENT SENSITIVE~~

SOURCE SELECTION INFORMATION - SEE FAR 3.104
22 of 25

EVALUATION FACTORS/ SUB-FACTORS	ACCENTURE	BEARING POINT	BAH
Past Performance			
Confidence			
Relevancy			
Mission Capability			
Staffing			
Staffing Quote Risk			
Technical Approach			
Technical Approach Quote Risk			
Price or Cost (Base Year & Four Performance Periods)			

Comment: Ratings: Exemption 5/deliberative, pertains to the decision making process.

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

EVALUATION FACTORS/ SUB-FACTORS	CSC	IBM	SUMARIA
Past Performance			
Confidence	High		
Relevancy	VHR		
Mission Capability			
Staffing	BLUE		
Staffing Quote Risk	LOW		
Technical Approach	BLUE		
Technical Approach Quote Risk	LOW		
Price or Cost (Base Year & Four Performance Periods)	\$51,733,665.00		

Comment: Ratings: Exemption 5/deliberative, pertains to the decision making process.

Comment: Exemption 4 summaries or reformulations of information supplied by a source outside the government.

11. Quote Evaluation Conclusion.

CSC's past performance rating of very highly relevant/high confidence along with the exceptional/blue color coded rating received for staffing and the exceptional/blue color code rating for technical approach. CSC's quote risk was low for both their staffing and technical approach.

Comment: Exemption 5/deliberative, pertains to the decision making process.

~~PROCUREMENT SENSITIVE~~

[REDACTED]

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

[REDACTED]

Comment: Exemption 5/deliberative, pertains to the decision making process.

The Government will award a delivery order (HTC711-06-F-0001) under CSC's GSA Schedule GS-35F-4639H in the amount of \$7,360,848.00 for the base performance period, 1 OCT 05 through 30 SEP 06.

12. Contractor Registration and Debarment List: CSC is registered in the Central Contractor Registration (CCR) (Attachment 3) and does not appear on the List of Parties Excluded from Federal Procurement and Non-procurement Programs as of 30 Sep 05 (Attachment 4).

~~PROCUREMENT SENSITIVE~~

SOURCE SELECTION INFORMATION - SEE FAR 3.104

PREPARED BY:

DAVID S. DANNER
Contracting Officer
Deputy, DPO Contracting Team
USTRANSCOM/TCAQ-DPO Contracting

Date:

CONCUR:

Date:

[REDACTED]

USTRANSCOM/TCAQ-DPO Contracting

Comment: Exemption 6, Privacy Act

APPROVED BY:

[REDACTED]

USTRANSCOM/TCAQ

Comment: Exemption 6, Privacy Act

Attachments:

1. Quote Evaluation Criteria
2. Winning Offeror Final Team Rating Worksheet
3. CCR
4. List of Parties Excluded

~~PROCUREMENT SENSITIVE~~

SOURCE SELECTION INFORMATION - SEE FAR 3.104

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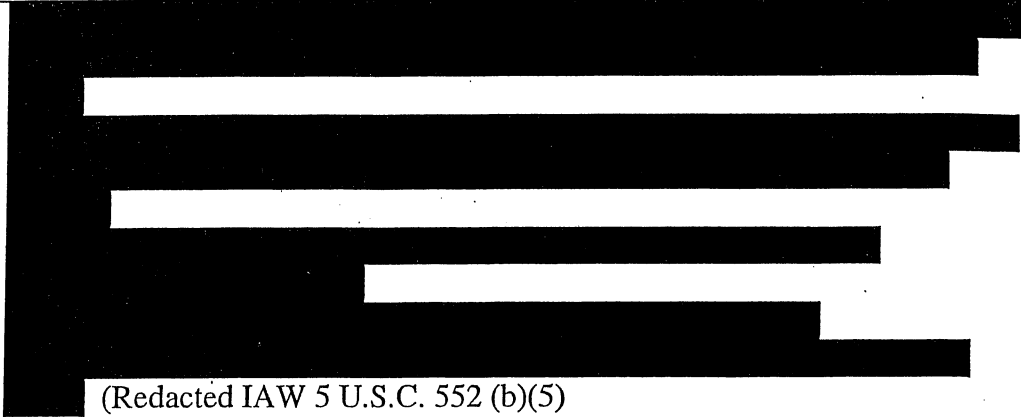
RATING TEAM WORKSHEET
SOURCE SELECTION INFORMATION
SEE FAR 2.101 AND 3.104

OFFEROR CSC	<input type="checkbox"/> INITIAL EVALUATION	<input checked="" type="checkbox"/> FINAL EVALUATION		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%; padding: 5px;"> FACTOR 2: MISSION CAPABILITY SUBFACTOR - Staffing </td> <td style="width: 60%; padding: 5px;"> RATING: (Blue, Green, Yellow, Red) Blue </td> </tr> </table>			FACTOR 2: MISSION CAPABILITY SUBFACTOR - Staffing	RATING: (Blue, Green, Yellow, Red) Blue
FACTOR 2: MISSION CAPABILITY SUBFACTOR - Staffing	RATING: (Blue, Green, Yellow, Red) Blue			
STRENGTHS (Referencing the Technical Evaluation Spreadsheet, explain how the offeror's proposal exceeds performance capability. Explain how it benefits the USTRANSCOM and DOD.)	<div style="background-color: black; width: 100%; height: 150px; position: relative;"> <div style="position: absolute; bottom: 10px; right: 10px; color: white; font-size: 0.8em;"> (Redacted IAW 5 U.S.C. 552 (b)(5)) </div> </div>			
WEAKNESSES (Referencing the Technical Evaluation Spreadsheet, explain how proposal fails to meet performance capability.)	<div style="background-color: black; width: 100%; height: 150px;"></div>			
QUOTE RISK RATING (H, M, L) (Referencing the Technical Evaluation Spreadsheet, describe how the risk rating is determined using specific strengths and weaknesses.)	<div style="background-color: black; width: 100%; height: 100px; position: relative;"> <div style="position: absolute; top: 5px; left: 5px; color: white; font-weight: bold;"> The Quote represents a Low risk </div> <div style="position: absolute; bottom: 10px; right: 10px; color: white; font-size: 0.8em;"> (Redacted IAW 5 U.S.C. 552 (b)(5)) </div> </div>			
_____ SIGNATURE (Contracting Officer)	_____ SIGNATURE (Technical)			

RATING TEAM WORKSHEET
SOURCE SELECTION INFORMATION
SEE FAR 2.101 AND 3.104

OFFEROR CSC	<input type="checkbox"/> INITIAL EVALUATION	<input checked="" type="checkbox"/> FINAL EVALUATION		
<table style="width: 100%; border: none;"> <tr> <td style="width: 40%; border: none; vertical-align: top;"> FACTOR 2: MISSION CAPABILITY SUBFACTOR - Technical </td> <td style="border: none; vertical-align: top;"> RATING: (Blue, Green, Yellow, Red) <div style="text-align: center; font-size: 1.2em;">Blue</div> </td> </tr> </table>			FACTOR 2: MISSION CAPABILITY SUBFACTOR - Technical	RATING: (Blue, Green, Yellow, Red) <div style="text-align: center; font-size: 1.2em;">Blue</div>
FACTOR 2: MISSION CAPABILITY SUBFACTOR - Technical	RATING: (Blue, Green, Yellow, Red) <div style="text-align: center; font-size: 1.2em;">Blue</div>			
STRENGTHS (Referencing the Technical Evaluation Spreadsheet, explain how the offeror's proposal exceeds performance capability. Explain how it benefits the USTRANSCOM and DOD.)	<div style="background-color: black; width: 100%; height: 150px; position: relative;"> <div style="position: absolute; bottom: 10px; right: 10px; color: white; font-size: 0.8em;"> (Redacted IAW 5 U.S.C. 552 (b)(5)) </div> </div>			
WEAKNESSES (Referencing the Technical Evaluation Spreadsheet, explain how proposal fails to meet performance capability.)	<div style="background-color: black; width: 100%; height: 100px;"></div>			
QUOTE RISK RATING (H, M, L) (Referencing the Technical Evaluation Spreadsheet, describe how the risk rating is determined using specific strengths and weaknesses.)	The Technical Quote represents a LOW risk <div style="background-color: black; width: 150px; height: 40px; display: inline-block; vertical-align: middle;"></div> <div style="background-color: black; width: 100%; height: 40px; position: relative;"> <div style="position: absolute; bottom: 10px; right: 10px; color: white; font-size: 0.8em;"> (Redacted IAW 5 U.S.C. 552 (b)(5)) </div> </div>			
_____ SIGNATURE (Contracting Officer)	_____ SIGNATURE (Technical)			

**RATING TEAM WORKSHEET
SOURCE SELECTION INFORMATION
SEE FAR 2.101 and 3.104**

OFFEROR CSC		<input type="checkbox"/> INITIAL EVALUATION (OR ITERIM IF APPLICABLE)	<input checked="" type="checkbox"/> FINAL EVALUATION
FACTOR 1: PAST PERFORMANCE		RATING: High Confidence, Very High Relevance	
STRENGTHS (Explain how proposal exceeds performance capability. Explain how it benefits the USTRANSCOM and DOD.)	 (Redacted IAW 5 U.S.C. 552 (b)(5))		
WEAKNESSES (Explain how proposal fails to meet performance capability)			
SIGNATURE (Contracting Officer)		SIGNATURE (Technical)	

OLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30

CONTRACT NO. S-35F-4639H	3. AWARD/EFFECTIVE DATE 01 OCT 2005	4. ORDER NUMBER HTC711-06-F-0001	1. REQUISITION NUMBER	PAGE 1 OF 38
5. SOLICITATION NUMBER		6. SOLICITATION ISSUE DATE 04 AUG 2005		
7. FOR SOLICITATION INFORMATION CALL: MAJ Danner scott.danner@ustranscom.mil		8. OFFER DUE DATE/LOCAL TIME		

ISSUED BY STRANSCOM - TCAQ 08 Scott Dr Scott AFB, IL 62225-5357	CODE HTC711	10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED OR NAICS: SIZE STANDARD:	<input type="checkbox"/> SET ASIDE: <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS	% FOR: <input type="checkbox"/> EMERGING SMALL BUSINESS <input type="checkbox"/> B(A)
--	----------------	--	---	---

1. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE	12. DISCOUNT TERMS None	13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) <input type="checkbox"/>	13b. RATING	14. METHOD OF SOLICITATION <input checked="" type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP
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5. DELIVER TO SEE SCHEDULE	CODE	16. ADMINISTERED BY Same as Block 9	CODE
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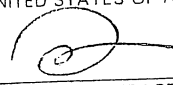
7a. CONTRACTOR/OFFEROR CSC Information Systems LLC 15000 Conference Center Dr Chantilly, VA 20151-3819	CODE 5E933	FACILITY CODE	18a. PAYMENT WILL BE MADE BY DFAS-DY/CVFD PO Box 369024 Dayton, OH 43218-9024	CODE F03000
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TELEPHONE NO. 703-818-5357	17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER <input type="checkbox"/>	18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED <input checked="" type="checkbox"/> SEE ADDENDUM
----------------------------	---	--

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

25. ACCOUNTING AND APPROPRIATION DATA SEE SCHEDULE	26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$ 7,390,132.00
---	--

27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4. FAR 52.212-3 AND 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 checked="" type="checkbox"/> ARE NOT ATTACHED
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED	29. AWARD OF CONTRACT: REF. <u>14 SEP 05</u> OFFER DATED <u>14 SEP 05</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) 		
30b. NAME AND TITLE OF SIGNER (Type or print)	30c. DATE SIGNED	31b. NAME OF CONTRACTING OFFICER (Type or print) MAJ(P) DAVID S. DANNER	31c. DATE SIGNED 1 OCT 05

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

32a. QUANTITY IN COLUMN 21 HAS BEEN

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

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

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

33. SHIP NUMBER	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	37. CHECK NUMBER
-----------------	--------------------	---------------------------------	--	------------------

38. S/R ACCOUNT NO.	39. S/R VOUCHER NUMBER	40. PAID BY
---------------------	------------------------	-------------

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

SF 30 BLOCK 14 CONTINUATION PAGE

SECTION A – CONTRACT FORM

SECTION B – SERVICES AND PRICES

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001		1.00	Each	\$5,833,579.00	\$5,833,579.00
	Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12. Period of Performance: 1 October 2005 – 30 September 2006. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$5,833,579.00
	CEILING PRICE				\$5,833,579.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000101					
	Funding for CLIN 0001				
	TOTAL FUNDED AMOUNT				\$5,833,579.00
	97X4930.FD50 6F6 70AB 124000 100801 43900 000000 503000 F03000 ESP:PD ACRN AA				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002		1.00	Each	\$398,069.00	\$398,069.00
	Portfolio Management Support Services in accordance with PWS Task 4, subtask 1 and task 11. Period of Performance: 1 October 2005 – 30 September 2006. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$398,069.00
	CEILING PRICE				\$398,069.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002001					
	Funding for CLIN 0002				
	TOTAL FUNDED AMOUNT				\$ 398,069.00
	97X4930.FD50 6F6 70AB 124000 100809 59290 000000 503000 F03000 ACRN AB				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0003		1.00	Each	\$967,199.00	\$967,199.00
	Portfolio Management Support Services in accordance with PWS Tasks 3 and 10. Period of Performance: 1 October 2005 – 30 September 2006. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$967,199.00
	CEILING PRICE				\$967,199.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
000301					
	Funding for CLIN 0003				
	TOTAL FUNDED AMOUNT				\$967,199.00
	97X4930.FD50 6F6 70AB 124000 100845 43900 000000 503000 F03000 ACRN AC				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0004		1.00	Each	\$162,001.00	\$162,001.00
	Portfolio Management Support Services in accordance with PWS Tasks 3, and subtask 1. Period of Performance: 1 October 2005 – 30 September 2006. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$162,001.00
	CEILING PRICE				\$162,001.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000401					
	Funding for CLIN 0004				
	TOTAL FUNDED AMOUNT				\$162,001.00
	97X4930.FD50 6F6 70AB 124000 100806 43900 000000 503000 F03000 ACRN: AD				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0005		1.00	Each	\$2,253,448	\$2,253,448
	Portfolio Management Support Services in accordance with PWS Tasks 2, subtask 1 (PWS paragraph 2.2.1)(OPTIONAL TASK). Period of Performance: 1 October 2005 – 30 September 2006. Purchase Request Number: F3ST955192A100 Signal Code: A				
	TOTAL ESTIMATED PRICE				\$2,253,448
	CEILING PRICE				\$2,253,448

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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000501					
	Funding for CLIN 0005 (OPTIONAL TASK)				
	TOTAL FUNDED AMOUNT				\$0.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
0006		1.00	Each	\$29,284.00	\$29,284.00
	Travel, Cost reimbursable. Period of Performance: 1 October 2005 – 30 September 2006. Purchase Request Number: F3ST955192A100 Signal Code: A				
	TOTAL ESTIMATED PRICE				\$29,284.00
	CEILING PRICE				\$29,284.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
000601					
	Funding for CLIN 0006				
	TOTAL FUNDED AMOUNT				\$29,284.00
	97X4930.FD50 6F6 70AB 124000 100801 43900 000000 503000 F03000 ESP:PD ACRN AA				

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001		1.00	Each	\$6,049,709.00	\$6,049,709.00
	Option Period 1 - Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12. Period of Performance: 1 October 2006 – 30 September 2007. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$6,049,709.00
	CEILING PRICE				\$6,049,709.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002		1.00	Each	\$412,835.00	\$412,835.00
	Option Period 1 - Portfolio Management Support Services in accordance with PWS Tasks 4, subtask 1 and task 11. Period of Performance: 1 October 2006 – 30 September 2007. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$412,835.00
	CEILING PRICE				\$412,835.00

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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1003		1.00	Each	\$1,003,018.00	\$1,003,018.00
	Option Period 1 - Portfolio Management Support Services in accordance with PWS Tasks 3 and 10. Period of Performance: 1 October 2006 – 30 September 2007. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$1,003,018.00
	CEILING PRICE				\$1,003,018.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1004		1.00	Each	\$168,004.00	\$168,004.00
	Option Period 1 - Portfolio Management Support Services in accordance with PWS Tasks task 3, subtask 1. Period of Performance: 1 October 2006 – 30 September 2007. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$168,004.00
	CEILING PRICE				\$168,004.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1005		1.00	Each	\$2,336,949.00	\$2,336,949.00
	Option Period 1 - Portfolio Management Support Services in accordance with PWS Tasks 2, subtask 1(PWS paragraph 2.2.1) Period of Performance: 1 October 2006 – 30 September 2007 Purchase Request Number: F3ST955192A100 Signal Code: A (OPTIONAL TASK).				
	TOTAL ESTIMATED PRICE				\$2,336,949.00
	CEILING PRICE				\$2,336,949.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
1006		1.00	Each	\$29,284.00	\$29,284.00
	Option Period 1 - Travel, Cost reimbursable. Period of Performance: 1 October 2006 – 30 September 2007. Purchase Request Number: F3ST955192A100 Signal Code: A				
	TOTAL ESTIMATED PRICE				\$29,284.00
	CEILING PRICE				\$29,284.00

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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		1.00	Each	\$6,240,765.00	\$6,240,765.00
	Option Period 2 - Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12. Period of Performance: 1 October 2007 – 30 September 2008. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$6,240,765.00
	CEILING PRICE				\$6,240,765.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002		1.00	Each	\$425,808.00	\$425,808.00
	Option Period 2 - Portfolio Management Support Services in accordance with PWS Tasks task 4, subtask 1 and task 11. Period of Performance: 1 October 2007 – 30 September 2008. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$425,808.00
	CEILING PRICE				\$425,808.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2003		1.00	Each	\$1,034,576.00	\$1,034,576.00
	Option Period 2 - Portfolio Management Support Services in accordance with PWS Tasks 3 and 10. Period of Performance: 1 October 2007 – 30 September 2008. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$1,034,576.00
	CEILING PRICE				\$1,034,576.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2004		1.00	Each	\$173,301.00	\$173,301.00
	Option Period 2 - Portfolio Management Support Services in accordance with PWS tasks 3, subtask 1. Period of Performance: 1 October 2007 – 30 September 2008. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$173,301.00
	CEILING PRICE				\$173,301.00

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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2005		1.00	Each	\$2,411,128.00	\$2,411,128.00
	Option Period 2 - Portfolio Management Support Services in accordance with PWS Tasks 2, subtask 1(PWS paragraph 2.2.1) Period of Performance: 1 October 2007 – 30 September 2008 Purchase Request Number: F3ST955192A100 Signal Code: A (OPTIONAL TASK).				
	TOTAL ESTIMATED PRICE				\$2,411,128.00
	CEILING PRICE				\$2,411,128.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
2006		1.00	Each	\$29,284.00	\$29,284.00
	Option Period 2 - Travel, Cost reimbursable. Period of Performance: 1 October 2007 – 30 September 2008 Purchase Request Number: F3ST955192A100 Signal Code: A				
	TOTAL ESTIMATED PRICE				\$29,284.00
	CEILING PRICE				\$29,284.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001		1.00	Each	\$6,468,803.00	\$6,468,803.00
	Option Period 3 - Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12. Period of Performance: 1 October 2008 – 30 September 2009. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$6,468,803.00
	CEILING PRICE				\$6,468,803.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002		1.00	Each	\$441,373.00	\$441,373.00
	Option Period 3 - Portfolio Management Support Services in accordance with PWS task 4, subtask 1 and task 11. Period of Performance: 1 October 2008 – 30 September 2009. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$441,373.00
	CEILING PRICE				\$441,373.00

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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3003		1.00	Each	\$1,072,385.00	\$1,072,385.00
	Option Period 3 - Portfolio Management Support Services in accordance with PWS Tasks 3 and 10. Period of Performance: 1 October 2008 – 30 September 2009. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$1,072,385.00
	CEILING PRICE				\$1,072,385.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3004		1.00	Each	\$179,632.00	\$179,632.00
	Option Period 3 - Portfolio Management Support Services in accordance with PWS Tasks task 3, subtask 1. Period of Performance: 1 October 2008 – 30 September 2009. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$179,632.00
	CEILING PRICE				\$179,632.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3005		1.00	Each	\$2,499,252.00	\$2,499,252.00
	Option Period 3 - Portfolio Management Support Services in accordance with PWS Tasks 2, subtask 1(PWS paragraph 2.2.1) Period of Performance: 1 October 2008 – 30 September 2009 Purchase Request Number: F3ST955192A100 Signal Code: A (OPTIONAL TASK).				
	TOTAL ESTIMATED PRICE				\$2,499,252.00
	CEILING PRICE				\$2,499,252.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
3006		1.00	Each	\$29,284.00	\$29,284.00
	Option Period 3 - Travel, Cost reimbursable. Period of Performance: 1 October 2008 – 30 September 2009 Purchase Request Number: F3ST955192A100 Signal Code: A				
	TOTAL ESTIMATED PRICE				\$29,284.00
	CEILING PRICE				\$29,284.00

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ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001		1.00	Each	\$6,707,847.00	\$6,707,847.00
	Option Period 4 - Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12. Period of Performance: 1 October 2009 – 30 September 2010. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$6,707,847.00
	CEILING PRICE				\$6,707,847.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4002		1.00	Each	\$457,690.00	\$457,690.00
	Option Period 4 - Portfolio Management Support Services in accordance with PWS Tasks 4, subtask 1, and task 11. Period of Performance: 1 October 2009 – 30 September 2010. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$457,690.00
	CEILING PRICE				\$457,690.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4003		1.00	Each	\$1,112,008.00	\$1,112,008.00
	Option Period 4 - Portfolio Management Support Services in accordance with PWS Tasks 3 and 10. Period of Performance: 1 October 2009 – 30 September 2010. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$1,112,008.00
	CEILING PRICE				\$1,112,008.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4004		1.00	Each	\$186,263.00	\$186,263.00
	Option Period 4 - Portfolio Management Support Services in accordance with PWS Tasks task 3, subtask 1. Period of Performance: 1 October 2009 – 30 September 2010. Purchase Request Number: F3ST955192A100. Signal Code: A				
	TOTAL ESTIMATED PRICE				\$186,263.00
	CEILING PRICE				\$186,263.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4005		1.00	Each	\$2,591,603.00	\$2,591,603.00
	Option Period 4 - Portfolio Management Support Services in accordance with PWS Tasks 2, subtask 1(PWS paragraph 2.2.1) Period of Performance: 1 October 2009 – 30 September 2010 Purchase Request Number: F3ST955192A100 Signal Code: A (OPTIONAL TASK).				
	TOTAL ESTIMATED PRICE				\$2,591,603.00
	CEILING PRICE				\$2,591,603.00

ITEM NO	SUPPLIES/SERVICES	ESTIMATED QUANTITY	UNIT	UNIT PRICE	AMOUNT
4006		1.00	Each	\$29,284.00	\$29,284.00
	Option Period 4 - Travel, Cost reimbursable. Period of Performance: 1 October 2009 – 30 September 2010. Purchase Request Number: F3ST955192A100 Signal Code: A				
	TOTAL ESTIMATED PRICE				\$29,284.00
	CEILING PRICE				\$29,284.00

SECTION C – PERFORMANCE WORK STATEMENT

PERFORMANCE WORK STATEMENT (PWS)

1. DESCRIPTION OF SERVICES:

1.1 SCOPE OF WORK.

The primary objective of this PWS is to provide support for Portfolio Management (PfM) and Information Technology (IT) Investment Management activities for United States Transportation Command (USTRANSCOM). The contractor shall provide functional, technical, and financial analysis support for the development and maintenance of PfM and IT Investment Management processes for two organizational levels. The first organizational level shall be for USTRANSCOM and its component commands of Air Mobility Command, Military Surface Deployment and Distribution Command, and Military Sealift Command. The collection of IT systems, projects, and initiatives for this first grouping is referred to as Defense Transportation System (DTS)–wide. The second organizational level is for the collection of IT systems, projects, and initiatives across the Department of Defense (DOD) that are of significant interest to USTRANSCOM. This collection is referred to as DOD-wide. The DTS-wide systems, programs, and initiatives are under the direct control of USTRANSCOM via the Transportation Working Capital Fund (TWCF). The DOD-wide systems, programs, and initiatives are under indirect control by USTRANSCOM via mechanisms such as the Distribution Process Owner (DPO) and DOD Business Systems Investment Review Boards (IRBs). As part of the support for the PfM and IT Investment Management processes, the contractor will provide support to numerous activities such as the Chief Information Officer (CIO) Program Review Process (CPRP), Joint Capabilities Integration and Development System (JCIDS) processes, the Defense Business Systems Management Committee (DBSMC), the Distribution Portfolio Management

process, the Distribution Functional Working Group (DFWG), IRBs, and various USTRANSCOM workshops. The contractor shall also provide support for the Enterprise Capabilities Management (ECM) program to include PfM for USTRANSCOM at all levels within DOD as required by evolving directives. Lastly, the contractor shall provide support for the management of corporate cross-functional review of Automated Information Systems (AIS) supporting DBSMC and data packages in support of IRBs for the Office of the Secretary of Defense (OSD) Acquisition Technology & Logistics (AT&L) guidelines for system funding approval. This PWS provides direct expertise and technical support for complex, direct, near- and long-term strategic, functional, and operational planning capabilities, policies, processes, architectures, systems, and standards in support of USTRANSCOM Directorate of Command, Control, Communications and Computer Systems and joint interoperability concepts, standards, and specifications established in DOD directives policies and guidance.

The contractor must be familiar and experienced in the development and maintenance of the Defense PfM processes, strategies, and activities, as outlined in the most current DOD Architecture Framework and DOD Directive 8115.aa, Information Technology Portfolio Management, and familiar with the Corporate Resource Information Source (CRIS) ORACLE database structure, CRIS web applications, and NetViz graphics software used to portray Enterprise Architectures (EA) products.

2. SPECIFIC CONTRACT REQUIREMENTS:

The contractor shall be required to provide support in the specific areas outlined below in this PWS. The contractor shall work with the PfM and IT Investment Divisions, process owners/stakeholders, Federal and DOD government representatives, and other contractors to accomplish these tasks.

All decisions regarding government requirements or government actions shall be made by government personnel and the contractor's representative shall submit evaluations, recommendations, etc. to the COR or government task manager for further action."

2.1. Invoices and Reports. The contractor shall invoice monthly. Invoice will provide a breakout of hours/costs for each task as specified in this PWS. The contractor shall provide a quarterly status report that briefly summarizes the specifics of the work performed not later than (NLT) the 15th day of the month following the end of the quarter. In addition, the report shall summarize status, progress, and recommendations for project areas being undertaken under this PWS. The final status report shall identify accomplishments to date (for the period of performance covered in this PWS), difficulties encountered, and compare the status achieved to plan goals and resources expended. Status reports will provide specifics on labor hours/costs by major project area as determined by the Contracting Officer's Representative (COR).

2.1.1. Conduct In-Process Reviews (IPRs). The contractor shall conduct IPRs as scheduled by the government for up to four IPRs during each period of performance summarizing status, progress, recommendations, and concerns in the development of any tasks or documentation described within this PWS. Presentation materials shall be prepared and provided to the COR 5 working days prior to the IPR. The contractor shall deliver IPR minutes as requested by the

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COR with a copy of the presentation slides used in the IPR. At a minimum, the minutes should reflect a record of discussion activity, decisions made, date, locations, and attendees.

2.1.2. Trip Reports. Within 5 working days of completion of any travel, the contractor shall submit a trip report to include the following details: purpose, location and length of trip, travelers, individuals contacted during trip, synopsis of all discussions, future actions identified, decisions made, or issues of concern arising during trip.

2.1.3. Task 1, Sub-Task 1. Contract Management Plan. The contractor shall prepare an integrated (i.e., government and contractor) project plan that defines tasks, resources, and dependencies. The plan should also describe the technical approach, organizational resources, and management controls to be employed to meet the cost, performance, and schedule requirements throughout contract execution. The plan should not be merely a reiteration of the PWS requirements.

2.1.4. Task 1, Sub-Task 2. Employment Status Report. The contractor shall provide an employee status report containing names of personnel supporting each major task. The report will be provided at the beginning of the contract period and whenever changes in support personnel occur.

2.2. Task 2. DOD-Wide Portfolio Management. The contractor shall develop a plan for accomplishing the necessary processes, use of tools, and techniques required to gather and analyze the appropriate functional, technical, system, and financial information on DOD IT systems in order to optimize investment decisions. The contractor will provide the support to implement and accomplish the plan as developed. The contractor shall develop an analysis plan to support these activities. The contractor shall develop and document PfM oversight and policy for the command PfM process as it evolves. This will include recommendations for policy, business rules, content, and procedures. PfM activities include: analyze, select, control, and evaluate systems by portfolio relative to mission capabilities. The contractor shall perform PfM activities for all command-designated IT systems as identified by the government task manager. The contractor shall conduct duplication and gap analysis and provide solution recommendation as an appropriate conclusion to each of the phases of the PfM process. The contractor shall implement and conduct PfM activities for all new and changing command IT functional, technical, and resource requirements; system functionality, and mission capabilities. The contractor shall accomplish cross Command portfolio analysis for duplications and gaps and develop business case studies for each system, group of systems, or focal area requested by the government. The contractor shall provide continuous updates to all documentation associated with the business case reports as directed by the government task manager.

The contractor shall provide the necessary trained and fully-qualified personnel to develop and consult on IT Investment Strategy & Management oversight and policy. The contractor shall develop, implement, and provide management support for IT funding strategies based on IT requirements, system functionality, mission capabilities, and associated EA Information Exchange Requirements. The contractor shall partner with the EA support contractor(s) to ensure timely population of systems migration information to the EA System and Technical Views and to ensure timely PfM Interface to current EA. Contractor estimates and timelines

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shall be determined based on the deliverable due dates specified in each task. The contractor shall coordinate with the government to ensure financial and economic activities are well synchronized and integrated. The contractor shall provide the capability to create and execute database retrievals from CRIS as required to support the PFM process.

DFWG support link. The DFWG is an O-6/GS-15 working level group representing the principal DOD distribution National Partners in support of the warfighters. The members provide input and feedback to senior DOD leadership relating to requirements, capabilities, and supporting information systems. The principal role of the DFWG is to represent the National Partners concerning process changes that enable the Distribution Community to improve the overall efficiency, effectiveness, and interoperability of distribution-related activities. The DFWG members, by virtue of their positions and influence in their respective organizations, seek to affect the collective strategy and the enterprise-level solutions that provide the required capabilities. The DFWG meets under two venues: (1) quarterly for a 2 or 3-day conference, and (2) for 2-hour video teleconferencing sessions four to six times per year.

The contractor shall support TCJ6 in the planning and execution of the DFWG. The contractor shall support meetings with the following activities: preparation, coordination, organizing planning meetings and teleconferenced executive sessions, executing the meetings, and conducting all follow-up to prepare and coordinate minutes and action items. The contractor shall facilitate meetings, conduct the administration, and support as necessary to include the completion of agendas, meeting briefing packages, seating arrangements, minutes, action items, and other documentation and status reports as necessary. The contractor shall provide web administration support as required. The contractor shall support the completion of action items by coordinating with points of contact, conducting data gathering and analysis, and reporting status as required.

2.2.1 Task 2, Sub-Task 1. DOD-Wide IT Investment Strategies Support. (Optional Task) The government intent is to exercise this option during the base year. However, the government reserves the right not to exercise this option and is subject to the availability of funds. The contractor shall support command IRBs and DBSMC organizational and management requirements as directed by OSD. The contractor shall conduct a series of interviews with the appropriate government and contractor personnel to determine what functional, technical, and financial information (above and beyond what is collected by the data calls and National Defense Authorization Act (NDAA) Certification is required for the oversight activities. The contractor shall develop an integrated (i.e., functional, technical, and financial) scoring model as a prototype for use in future system analysis efforts. The contractor will leverage existing data collection tools and tailor them to the DPO effort to provide recommendations to enhance the capabilities of the CRIS database. NDAA certification should include management through specific portfolio areas by acting as a conduit for paperwork flowing to the certification approval process. This will include:

- Ensuring standardization of input
- Ensuring deadlines are met; initiating changes as appropriate
- Interpreting and disseminating policies and procedures associated with certification
- Assuring timely action of information requests and identifying problem areas

Assuring quality of information in database, written submissions, and taking corrective actions as appropriate.

- The contractor shall ensure all policy direction and governance is in CIO Statutory Compliance. The contractor shall develop, review, and integrate IT Systems Policy and Guidance applicable to PfM processes. The contractor shall develop and support PfM and IT strategic planning connectivity to the Deployment and Distribution Roadmap. The contractor shall, without prompting, provide reports and recommendations on focus area analysis and all other portfolio activities. The contractor shall maintain liaison with Directorate and Transportation Component Commands' PfM and IT Investment Management points of contact.

This effort will produce summary reports in the form of electronic Decision Ready Packages (e-DRP) for the IRB. The contractor will ensure quality, consistency, completeness, and timeliness of the information by following up on issues and data calls. The contractor will administer each Investment Review Process level board and will incorporate the individual portfolio's e-DRP into a summary e-DRP to provide to the DPO Investment Review Process. The contractor will populate the database and maintain data quality for support to the IRB. The contractor shall document results of the IRBs boards to facilitate revisions prior to execution of next cycle. The contractor shall assist in implementing new procedures using the CRIS database or other database as determined by the government.

2.3. Task 3. DTS-Wide PfM Support. The contractor shall continue the evolution and further develop and document PfM oversight and policy for the DTS TWCF portfolio process. The contractor shall implement and conduct PfM activities for all new and changing DTS TWCF IT functional, technical, and resource requirements; system functionality; and mission capabilities. The contractor shall provide all support associated with Task 2 equally as appropriate to the DTS portfolio process to include cross portfolio analysis for duplications and gaps, and system functionality analysis to facilitate the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability. The contractor shall update, refine, and publish the USTRANSCOM PfM Handbook, Training Guide, and Trifolds. The contractor shall use automated tools to collect and report architectural and program data. The contractor shall analyze and assist with implementation of automated tools that the government evaluates or uses to collect and report architectural and program data in support of PfM, Program Managers (PMs), Technical Assessment (TA), Operational Assessment (OA), CPRP, and strategic planning. The contractor shall provide all reports and recommendations associated with management of the DTS portfolios and the CPRP process. The contractor shall provide the capability to create and execute database retrievals from CRIS as required to support the PfM process and portfolio managers.

2.3.1. Task 3, Sub-Task 1. The contractor shall provide cost and financial analysis support for the USTRANSCOM DTS Enterprise Infostructure Program Management Office (PMO). The contractor shall provide financial management support covering a variety of tasks and responsibilities. This will include, but is not limited to, supporting budget and Program Objectives Memoranda submissions, tracking program expenditures at least weekly, developing supporting briefings, monitoring financial reports, ensuring projects are posted correctly in the accounting system, and updating the contract status/funding information database with changes

and planning estimates. Additionally, the contractor shall provide Program Management Cost Benefit Analysis (CBA) support to the other programs in the TCJ6-P division. The support shall include, but is not limited to, providing consultation on cost/benefit estimation, and updating cost factors and methodologies, providing Business Case analysis support as required including Earned Value Management System knowledge and support. The contractor shall assist in upgrading the cost benefit analysis model capabilities. The contractor shall document support provided in the quarterly status reports.

2.4. Task 4. DTS-Wide IT Investment Strategies Management Support. The contractor will support this effort with various methods of cost analysis, functional and technical expertise, planning, and administrative actions in order to establish and sustain the IT Investment Strategies Integration office. The primary mission of this office is to integrate efforts associated with IT investment management activities. The contractor shall recommend policy, business rules, and procedures for Clinger-Cohen compliance in IT Investment Strategies Management. The contractor shall refine and manage IT Investment Strategy and IT Strategic Planning for CPRP to ensure CIO Statutory Compliance. The contractor shall provide recommendations and supporting rationale for improvements and enhancements to the CPRP process. This shall include recommendations for policy, business rules, content, and procedures. The contractor shall conduct the analysis and evaluation of IT systems; to include technical review of CPRP funded systems, in preparation for decision ready package reporting. The contractor shall, as directed by the government task manager, support all other day-to-day IT Investment Strategy & Management for the CPRP. The contractor shall prepare and submit all applicable documents and reports to the government task manager. The contractor shall support the development, implementation, and execution of automated media to incorporate data into the appropriate storage format. Support shall include researching, planning, and developing various capital planning and investment-related processes and reports for assigned distribution systems, programs, and initiatives. The contractor shall use functional expertise to develop key summary information for use by the multilevel investment review process for assigned distribution systems. The contractor will recommend an integration method for presenting key decision-making financial information for use by each level of the IT investment review process. The contractor shall provide the capability to create and execute data base retrievals from CRIS as required to support the IT Investment management process.

2.4.1. Task 4, Sub-Task 1. Support to TCJ6 CIO shall include (but is not limited to) researching, planning, and developing various capital planning and investment-related processes for IT. The contractor shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle. The contractor shall assist in implementing new procedures using the CRIS database. The contractor shall provide annually, by 30 September, a written financial analysis for one government selected functional area supported by TWCF IT investments. Annually, within 30 calendar days after the end of the CPRP cycle (normally mid-March), the contractor shall provide a summary analysis of the results of the IT investment analysis review. This report will cover the following areas: CRIS "history" snapshots, highlights of the IT POM review, and financial analysis trends. The contractor shall use functional expertise to identify and recommend key decision-making information for use by each level of the three-tier IT investment review process. The contractor shall support ECM financial analysis as required. The contractor shall prepare a recommendation on how the OMB 300 report summaries can be incorporated into the CPRP and ECM review processes. Of particular importance related to the

increased OMB 300 oversight, is how to develop within the CPRP process and supporting CPRP tool, oversight of selected system/capability cost, schedule, and performance tracking. The contractor will provide recommendations in an annotated briefing format. The contractor will provide direct CPRP cost analysis and management support to TCJ6-P. The government anticipates the effort required for Task 4 will involve the following:

- Cost estimation and analysis
- TWCF rules, policies, and procedures
- DOD planning, programming, and budgetary practices and concepts
- Economic Analysis
- Functional Economic Analysis
- Functional Process Improvement
- Use of Microsoft Office
- Use of cost estimating tools such as; System Evaluation and Estimation of Resources – Software Estimating Model (SEER-SEM)
- Sensitivity/Risk Analysis
- IT Capital Planning & Investment
- Portfolio Management
- Earned Value Management
- Project Portfolio Management

2.5. Task 5. DOD-Wide PfM Focal Area Analysis Support. The command PfM process is multi-faceted and includes an initial structure for analysis of focal areas such as classes of supply and/or Supply Chain Operational Reference Model (SCOR) break-down of focal areas for analysis. This approach has been developed to facilitate an organized structured approach to the initial analysis of distribution and logistics-related processes, activities, and supporting systems. The contractor shall conduct data gathering activities for the purpose of analyzing, selecting, controlling, and evaluating all command-related IT systems. The contractor shall develop and conduct a system review process no less than annually on each command listed system to ensure each satisfies all DOD operational, system, technical, and resource requirements for business case studies to include DODAF, NII Business Enterprise Architecture (BEA), and others as directed for certification.

The contractor shall manage systems migration input to the current organizational EA and ensure CIO Statutory Compliance on all system analysis and review activities. The contractor shall provide functional, technical, system, and cost subject matter experts to perform the focal area analysis for four separate and concurrent focal area analysis teams. Each team shall conduct functional, cost, and technical analysis for functional working group assessment and development of Business Case Analysis. The contractor shall provide workshop management activities support for the focal area analysis teams. Workshops will include activity/system support for process mapping of activities with resulting reports, recommendations, and IT transition plans.

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Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with systems and process analysis cost estimation. The contractor shall perform analysis on government-identified focal area groups of systems, such as: SCOR level four or classes of supply. The contractor shall provide research and make recommendations on basic information needed to support management decision making. Contractor will include, as appropriate, entries in standard format to be input into CRIS database.

Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with DPO systems and process analysis cost estimation. The contractor shall perform analysis on approximately 500 distribution systems, and research and make recommendations on basic information needed to support management decision making. The contractor will include, as appropriate, entries in standard format to be input into the database.

The contractor shall provide cost and financial analysis support to prepare various cost and economic analyses on distribution IT systems. This will include oversight and/or development of formal business case analyses for IT system transitions. Provide financial support for TCJ6, USTRANSCOM, and OSD to expedite financial requirements. This effort includes financial and technical support in developing graphics and documentation associated summaries. It also includes periodic ad hoc cost and financial analysis support for special interest projects/IT systems. The contractor shall provide the capability to create and execute data base retrievals from CRIS as required to support the focal area analysis processes.

The contractor will provide training on the use of EA products to the five separate and concurrent focal area analysis teams and provide EA extraction support as needed for the analyses of government identified systems. This effort includes financial and technical support in developing graphics and documentation associated summaries. It also includes periodic ad hoc cost and financial analysis in support of special interest projects concerning IT systems. The contractor shall provide the capability to create and execute data base retrievals from CRIS as required to support the focal area analysis.

2.6. Task 6. Cross Functional Reviews. The contractor shall monitor the DISA web site at URL <http://www.tadmn.itsi.disa.mil/proposals/pts.html> for any new proposed data standards, which impact the command PfM process, at least twice each week. For each new proposed data standard package, the contractor shall notify the appropriate reviewing individuals of the existence of the new package and shall suspense the submission of comments with negative replies required. The contractor shall review, collate, and forward all comments to DISA.

The contractor shall also monitor the USTRANSCOM Corporate Data Office (CDO) mailbox for newly proposed cross corporate model packages. The contractor shall notify the appropriate reviewing individuals and shall suspense the submission of comments. The contractor shall forward all reviewer comments to the package originator, who will provide a complete disposition to comments. The contractor shall send the disposition of comments to the original package reviewers and file all correspondence in the CDO e-mail folders.

2.7. Task 7. CIO Program Review Process. The contractor shall support TCJ6 and the USTRANSCOM CPRP and TA process. This includes collecting and evaluating data for systems identified by TCJ6 from the applicable system program managers. The TA data shall be entered/updated in the CRIS database prior to the CPRP. The contractor shall prepare a quarterly report which documents actions completed to support the TA/CPRP and update CRIS data as required. The contractor shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle. The contractor shall assist in implementing new procedures using the CRIS database.

2.8. Task 8. Groupware Workshop Support. The contractor shall provide Group Systems software and technical support to USTRANSCOM, DISA, process owners, and organizations designated by the government task manager for use of the facility. The contractor shall provide support for workshops using mobile Group Systems suite to include setup/breakdown of all equipment, (Local Area Network, laptops, audiovisual), planning, and technographer support at the designated location. The contractor shall manage the use of the Groupware facilities in coordination with COR and other government task managers to include the publishing and maintenance of a schedule of GroupWare Facility and Mobile suite activities. The contractor shall provide professional facilitation for workshops conducted with groupware assets.

2.9. Task 9. Chief Information Officer and Integration Management Support. The contractor shall recommend policy, business rules, and procedures for Clinger-Cohen compliance in IT, PfM EA assessment, and interoperability. The contractor shall provide detailed analysis of command systems against these policies. The contractor shall analyze and assist with implementation of automated tools that the government evaluates or uses to collect and report data in support of the PfM, and IT Investment Management process and/or strategic planning.

2.10. Task 10, Sub-Task 1. Enterprise Capabilities Management. The contractor shall work with representatives from TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations to institutionalize the ECM process across the command and components. Knowledge of ECM, Clinger-Cohen Act of 1996, PfM, EA, Strategic Planning, and the USTRANSCOM funding process and associated review boards is essential, as these processes will be integrated with ECM. Functional and technical support is required to conduct ECM activities. The contractor shall provide detailed analysis of DTS systems against established ECM processes and ensure compliance with Clinger-Cohen and alignment with Strategic Planning, PfM, Program Management, and systems development processes defining policy and business rules to ensure integration of these major processes and incorporation into ECM. The contractor shall update and improve the ECM handbook. This shall include activities associated with new business practices and rules required for conducting the ECM process. The contractor shall maintain a next steps program management plan that details the way ahead for the ECM process. The contractor shall participate in training personnel on the ECM process. The contractor shall establish initial information/data transfers from different sources to selected requirement tracking, workflow, and analysis tools. The contractor shall conduct conceptual analysis, which will further refine ECM methodology and shall participate in ECM implementation and ongoing change management activities. The contractor shall assist in resolving potential problems arising from integration and implementation of ECM. The contractor shall support production of technical documents and

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provide recommendations to enhance IT management. The contractor shall establish performance metrics for the ECM process being institutionalized throughout the Command.

2.10.1. Task 10, Sub-Task 2. Operational Assessment. The contractor shall work with representatives from the TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations refining methodology and business rules to support the OA process. The contractor shall accomplish a conceptual analysis assessing targeted Enterprise Infrastructure DTS systems in support of CPRP objectives. The contractor shall assist in resolving potential problems arising from integration of OA with the JDA and ECM. The contractor shall document the established repeatable methodology for accomplishing OA activities.

2.10.2. Task 10, Sub-Task 3. Dynamic Object Oriented Requirements System (DOORS). The contractor shall provide DOORS database management. The contractor shall provide support to the ECM and requirements capture efforts using DOORS. The contractor shall provide support to the DOORS application and explore the expansion of the existing DOORS capability to include configuration management and analysis of functionality in support of ECM. The contractor shall support requirements capture efforts as directed by the government.

2.10.3. Task 10, Sub-Task 4. ECM Technical Support. The contractor shall provide technical support for data collection, import/export activities related to both the CRIS database and DOORS in support of ECM analysis and integration processes. The contractor shall develop and document code to accomplish import and export activities in accordance with established DOD standards and guidelines. The contractor shall update and refine the web interface that will allow users to submit Enterprise Change Proposals interactively online and to receive updates as their proposal is touched by the ECM office and interfaces. The contractor shall recommend a technical solution in the development and implementation of the interactive IT solution for PMs to submit proposals to the ECM processes. This shall include any process activity and documentation that will be required to establish the procedures and develop the code to support the processes.

2.11. Task 11. Strategic, Functional, and Operational Plans and Policy Support. The contractor shall review and become familiar with the current organizational and management structure and management control review processes of USTRANSCOM, Joint Staff, Joint Forces Command (JFCOM) in order to provide technical support for direct near- and long-term strategic operations, and functional planning to USTRANSCOM, Directorate of Command, Control, Communications and Computer Systems (C4S). The contractor shall assist government personnel with the functional management of collaborative analysis tools. The contractor shall provide development, integration, and interoperability of USTRANSCOM processes with USTRANSCOM

architectures, Systems, and the Joint community. The contractor shall assist and provide functional expertise to government personnel in the IT Investment and Policy arena with functional program management of plans, policy, and programs. The contractor shall provide engineering and integrations services to initiate and improve USTRANSCOM distribution capabilities efforts and enhance the support to the warfighter into the 21st century by providing requirements analysis, planning, and integrations of USTRANSCOM and DOD Strategic

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Operational and Functional concepts, plans, and policies which provide the foundation and impetus for transformation, and change.

Task 11 Explanation:

Organizational Familiarity and Orientation Meeting. The contractor shall review and become familiar with the current organizational and management structure and management control review processes of TCJ6. The contractor shall meet within five (5) business days of the date of contract award. The meeting will orient the contractor with TCJ6 staff contacts.

Plans and Policy. Specifically, the contractor shall participate in the continuous strategic planning and integration management systemic process; providing technical support and recommendations to members of the command making decisions about the future; developing the necessary documentation, procedures, processes, and plans to achieve this future; and determine how success is to be measured. Contractor recommendations are subject to review and approval by the TCJ6 Program Manager. Example activities requiring technical support and recommendations: preparing and reviewing technical reports, (e.g., Initial Capabilities Document (ICD), Capability Development Document (CDD), Capability Production Document (CPD), and Concepts of Operation (CONOPs)); Performance Attributes and Key Performance Parameters (KPP); reviewing and updating Strategic Guidance, Plans, Policies, Command and Control Communications and Computer (C4) Information Supportability Assessments, Metrics and Corporate Resource Plans.

Development and integration of USTRANSCOM DPO and DTS processes. Support in the analysis, development, integration, and interoperability of USTRANSCOM DPO and DTS processes are consistent with other USTRANSCOM architectures, systems, and the joint community. Support in the development, planning, researching, coordinating, and/or review of Strategic, Functional, Operational, Plans and Policies, Key Performance Parameters, Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities (DOTMLPF) Capability Change Recommendations (CCR), and supporting Joint Requirements Oversight Council (JROC), JCIDS, Functional Capabilities Boards (FCBs), Joint Battle Management Command and Control Boards, Integrated Priorities List, and the Joint Requirements Board. Joint Community and local command standards to be enforced are those defined under the guidelines set forth by the OSD, DOD, USTRANSCOM EA, Department of Defense Architecture Framework (DODAF), Global Information Grid (GIG) Enterprise Services, and Business Management Moderation Program (BMMP), and those advocated or established by the TCJ6.

The contractor shall provide technical support and functional expertise in the development and adherence of command strategic, functional, and technical standards for those DOD and Joint, Services, and Agencies staff C4S programs requiring integration into the DPO/DTS.

The contractor will assist the IT Investment and Policy effort in defining future strategies to satisfy command strategic and tactical requirements. Emphasis should be on functional strategy, user requirements, budget, and technical constraints. This will entail developing, creating, writing, or reviewing plans and policies, reports, briefings, and trip reports.

The contractor will be required to provide functional and technical expertise to bridge the gap between technical and functional conflicting issues between all the Strategic, Functional, and Operational plans, policies, and concepts.

Engineering and Integrations Services. The contractor shall provide engineering and integration services to initiate and improve USTRANSCOM services and support to the Warfighter. Integration shall encompass all activities necessary to focus on specific and multiple IT efforts determined by the government. In general, project support services include operational support planning, researching, scheduling, collaboration, and coordination between USTRANSCOM and DOD remote sites collaborative planning sessions utilizing USTRANSCOM suite of Defense Collaboration Tools (DCTS), InfoWorkSpace (IWS) and video teleconferencing.

2.12. Travel. Travel will be on a cost reimbursement contract line item to the contractor. Performance under this PWS will require contractor travel within the US and overseas. The government will reimburse the contractor for travel expenses in accordance with the Federal Acquisition Regulation or Joint Travel Regulation (JTR), Volume 2, Paragraph C6002, as applicable. All travel shall be coordinated with and approved by the primary or alternate COR prior to contractor incurring any travel expenses. Invoices (along with associated receipts) shall support all travel reimbursement requests. The government will not reimburse local travel and related expenses to the contractor for daily travel to or from work at Scott AFB or off base worksites.

3. DELIVERABLES:

PWS Para	Deliverable Title	Schedule
2.1.	Monthly Invoice with project specific breakouts Quarterly Status Reports (electronic copy only)	Monthly Quarterly on the 15 th of the month following the end of the quarter. Final to be delivered by last day of the contract
2.1.1.	IPRs	As scheduled by the government
2.1.2.	Trip Reports	Within 5 working days after completion of travel
2.1.3.	Contract Management Plan	Draft – within 20 working days of contract award. Final – within 5 days of Government comment
2.1.4.	Service Provider Employment Status Report	5 th workday after contract start and within 5 working days of any changes
2.2.	PfM Oversight and policy documentation Analysis Plan to support task 2	Within tasking time frames Draft within 30 days of contract award Final within 45 days of contract award

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	Internal procedures for managing the Investment Review Process	Within tasking time frames
	Data calls	Within tasking time frames
	Integrated (i.e., government and contractor) Project Plan that defines tasks, resources, and dependencies and integrates and directs efforts of: Individual PfMs and Focal area analysis	Draft within 30 days of contract award. Final Plan within 45 days of award.
	Develop master business case (holistic approach)	Within 30 days of contract award
	Rules for the oversight of the business case	Within 30 days of contract award
	Integrate functional, technical, and cost analysis input into summary business case document	Within 30 days of contract award
	Standardize Business Case formats and perform or task out business case development	Within tasking time frames
	Change documentation for any changes in PfM processes	Within 30 days of change
	Direct PfMs to integrate individual Business Case Analysis Reports into Integrated Decision Packages (IDP)	Within tasking time frames
	Summary electronic decision ready packages	Within tasking time frames
2.2.1 Optional Task	Quarterly status reports	Quarterly on the 15 th of the month following each quarter
	DBSMC and IRB documentation packages	Within tasking time frames
	Integrated (i.e., functional, technical, and financial) Scoring Model	Draft within 30 days of exercise of the Optional task. Final within 45 days of exercise of the Optional task.

2.3.	<p>DTS PfM Instruction Updates</p> <p>DTS PfM Handbook, Training Guide Updates, and Trifolds</p> <p>MS Project work plan</p> <p>Other PfM related guidance documents</p>	<p>Annually within tasking time frames</p> <p>Bi-annually within tasking time frames</p> <p>Quarterly, 31 December, 31 March, 30 June, 30 September</p> <p>Within tasking time frames</p>
2.4.	<p>IT Investment Strategy Oversight and Policy documentation</p> <p>Instructions, Handbook, Tri-folds</p> <p>Technical Report – Infostructure Program TWCF Planning & Investment Support</p> <p>Analysis on selected functional area</p> <p>TWCF Cost, Schedule, Performance Recommendation to include Recommendations on OMB 300 report Incorporation into CPRP and ECM processes</p> <p>Technical Report – Study/ Services – Program Management CBA Support</p> <p>Economic Analysis</p> <p>Budget Change Proposal (BCP)</p> <p>Status of Funds Report – Programs Division</p>	<p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Draft 1 November each year Final 1 December each year</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p>

2.5.	<p>Focal Area Business Case Analysis</p> <p>Training on use of EA products</p> <p>System review report</p> <p>Mini-financial assessments of existing programs</p> <p>Impact analyses of estimated versus actual costs</p> <p>Graphics and documentation summaries</p> <p>Benefits, savings, variance analysis, program impacts, etc.</p>	<p>Within tasking timelines</p> <p>As directed by task manager</p> <p>Annually as directed by task manager</p> <p>Within tasking timelines</p> <p>Within tasking timelines</p> <p>Within tasking timelines</p> <p>Within tasking timelines</p>
2.6.	<p>Review new proposed standards packages</p> <p>Coordinate USTRANSCOM comments for submission to DISA</p> <p>Review Cross Corporate packages</p>	<p>Minimum of twice weekly</p> <p>Within suspense set by DISA for each package</p> <p>Continuous task</p>
2.7.	<p>Maintain CRIS data accuracy</p> <p>Report on CRIS update actions</p> <p>Written financial analysis supported by Transportation Working Capital Fund (TWCF) IT investments</p> <p>A summary analysis of the results of the IT investment analysis review, including: CRIS "history" snapshots, highlights of the IT Program Objective Memorandum (POM) review, and financial analysis trends</p>	<p>Continuous task</p> <p>Within 5 working days of the end of quarter, except 4th quarter to be done by 30 September</p> <p>Annually, within 30 calendar days after end of the CPRP cycle (normally mid-March)</p> <p>The contractor shall provide annually, by 30 September</p>
2.8.	<p>Develop and maintain Groupware Facility and Mobile Suite availability Calendar to include schedule of use for both capabilities</p> <p>Groupware technical support</p>	<p>Within 5 days of contract award and continuously thereafter</p> <p>Within 5 days of contract award and continuously thereafter</p>

	Provide facilitation support	As required
2.9.	Report – recommendations and supporting rationale for improvements and enhancements to the PfM data collection and analysis processes	Draft 31 March Final within 15 days of government review
2.10.	ECM Performance metrics	Draft 15 days after start of contract Final 15 days after task manager review of draft
	CONOPS for the refinement, implementation and improvement of the ECM process	30 days after award of contract
	System Project or Initiative ECM based analysis	5 th workday after start of analysis
	Reports of already completed analysis	3 rd workday after tasking by TCJ6
	ECM process handbook Update	Draft 31 January, Final 30 August
	Operational Assessment Methodology	Within tasking timelines
	Operational Assessment Methodology Documentation	Within tasking timelines
	Report outlining systems requirements added to the DOORS database	5 th day of each month following system adds
	Develop, Document, effect and maintain IT solution for program and project managers to feed changes to the ECM process	Within 90 days after start of contract
2.11.	Verbal Weekly Activity Report (informal)	Weekly
	Contractor shall maintain and modify as required all performance measurement metrics for use in overall evaluation of performance following industry standard best practices	Within tasking time frames
	Report – recommendations and supporting rationale for improvements and enhancements to the government task manager	Within tasking time frames

4. PERFORMANCE OBJECTIVES SUMMARY.

Performance Objectives will be evaluated by the USTRANSCOM/TCJ6 assigned task manager.

PWS Para.	Performance Objectives	Performance Threshold
2.1.	Quarterly Status Reports	95% of time received by 15 th of month following end of quarter. Final by end of contract period
2.1.1.	Presentation Materials IPRs covering work under all tasks in place for TCJ6	100% of the time, presentations materials cover all ongoing tasks
2.1.3.	Contract Management Plan	95% of the time within designated timeline with all areas of concern resolved
2.2.	PfM Oversight and policy documentation	Report is 98% accurate for content and 95% on time for delivery
	Integrated (i.e., functional, technical, and financial) Scoring Model	95% of the time within scheduled time frames
	Internal procedures for managing the Investment Review Process	95% of the time within scheduled time frames
	Develop master business case (holistic approach)	95% of the time within scheduled time frames
	Rules for the oversight of the business case	95% of the time within scheduled time frames
	DBSMC and IRB documentation packages	99% of the time within scheduled time frames
	Integrate functional, technical and cost analysis input into summary business case document	95% of the time within scheduled time frames
	Standardize Business Case formats and perform or task out business case development.	95% of the time within scheduled time frames
	Direct PfMs to integrate individual Business Case Analysis Reports into Integrated Decision Packages (IDP)	95% of the time within scheduled time frames

2.3.	DTS PFM Instruction Updates	95% of the time within scheduled time frames
	DTS PFM Handbook Updates	98% of the time within scheduled time frames
2.4.	IT Investment Strategy Oversight and Policy documentation	Report is 98% accurate for content and 95% on time for delivery
	Instructions, Handbook, Tri-folds	100% user friendly and 98% available to all program and project managers who might submit proposals
	Technical Report - Infostructure Program TWCF Planning & Investment Support	95% of the time within scheduled time frames
	TWCF Cost, Schedule, Performance Recommendation	99% of the time within scheduled time frames
	Technical Report - Study/ Services – Program Management CBA Support	95% of the time within scheduled time frames
	Economic Analysis	98% of the time within scheduled time frames
	Budget Change Proposal (BCP)	99% of the time within scheduled time frames
2.5.	Status of Funds Report - Programs Division	99% of the time within scheduled time frames
	Class of Supply Business Case Analysis	95% of the time within scheduled time frames
	Mini-financial assessments of existing programs	95% of the time within scheduled time frames
	Impact analyses of estimated versus actual costs	95% of the time within scheduled time frames
	Graphics and documentation summaries	95% of the time within scheduled time frames
2.6	Benefits, savings, variance analysis, program impacts, etc.	95% of the time within scheduled time frames
	Review new proposed standards packages	95% of time within tasking time frames

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	Coordinate USTRANSCOM comments for submission to DISA	Comments submitted on time 95% of time
	Review Cross Corporate packages	95% of time within tasking time frames
2.7.	Written financial analysis supported by Transportation Working Capital Fund (TWCF) IT investments	95% of time within tasking time frames
	A summary analysis of the results of the IT investment analysis review. Including: CRIS "history" snapshots, highlights of the IT POM review, and financial analysis trends.	100% user friendly and 98% available to all users/customers
2.8.	Enter TA data into CRIS	98% of the time 30 days before CPRP
	Actions Report	95% of the time within 5 days following end of quarter except 4 th quarter which shall be delivered on 30 September
2.9.	Electronic calendar of requirements for use the static and Groupware Facility by organization of request and POC	95% of the time within scheduled time frames
	Report of facility use	95% of the time within scheduled time frames
2.10.	ECM Performance metrics	98% measurable and linkable with work activities
	CONOPS for the refinement, implementation and improvement of the ECM process	CONOPS reflects a quantifiable improvement in the ECM process
	System Project or Initiative ECM based analysis	Analysis is 100% linked to USTRANSCOM baseline documents such as EA, Strategic Plan, CPRP as applicable
2.11.	Verbal Weekly Activity Report (informal)	100% user friendly and 98% accurate for content

	<p>Contractor shall maintain and modify as required all performance measurement metrics for use in overall evaluation of performance following industry standard best practices.</p> <p>Any documents created for the government by the contractor shall be provided both hardcopy and electronic format in Microsoft suite unless otherwise directed. All documents shall become the property of the United States government and such information shall be kept confidential.</p> <p>Report – recommendations and supporting rationale for improvements and enhancements to the government task manager</p>	<p>95% of the time within scheduled time frames</p> <p>95% of the time within scheduled time frames</p> <p>95% of the time within scheduled time frames</p>
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5. GOVERNMENT FURNISHED EQUIPMENT (GFE)/GOVERNMENT FURNISHED INFORMATION (GFI):

The government will allow the contractor to gather information from TCJ6 technical and functional personnel as required. The government will provide existing documentation when required for use by the contractor. The government will provide the most current version of software directed for use by the government. The government will also notify the contractor of software changes for each set of government furnished software. Both the government and the contractor will retain copies of GFE/GFI listings for traceability and accountability. GFE/GFI provided to the contractor team and used at the contractor facilities will be contractor managed and controlled. Software provided by the government and used at contractor facilities will be treated as GFE. GFE provided to the contractor team and used at government facilities will be tracked by contractor onsite personnel under government management and control. The contractor shall release all GFE to the government, upon termination of the specific task or subtask, whichever date is earlier.

The government will provide 53 work areas for the contractor personnel within USTRANSCOM facilities on or near Scott AFB IL. Work areas are comparable to that already occupied by present government personnel. The government will also provide access to Class "A" phone service, fax machine, and copier (to be shared with government employees already on site). Additional work areas required by the contractor will be provided by the contractor and at the contractor's expense. The contractor shall control all equipment and software provided by the government as GFE. The contractor shall release all GFE to the government upon termination of the specific task or subtask, whichever date is earlier, in which its use is no longer necessary. The government will provide the contractor with information about the development of, and

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plans to implement future transportation process improvements. This information will be reviewed by the contractor and incorporated as appropriate in contractor products.

6. GENERAL INFORMATION:

This services requirement is in support of USTRANSCOM at Scott AFB IL. TCJ6 Directorate must support the Chief Information Officer in providing essential command, control, communications, and computer systems support in the performance of the command's mission. The normal hours of support will be from 0730 to 1630, Monday through Friday, excluding government holidays except where indicated differently within individual task areas. TCJ6 must provide and maintain the most modern fully mission-capable C4S for USTRANSCOM and ensure suitability for interoperability among its components, the DTS, and the supported Combatant Commands. The development and maintenance of the DTS EA and support for the CPRP, ECM, and PM process, as well as, development and maintenance of the CRIS, contribute in a substantial way to the success of the TCJ6 mission. Any documents created for the government by the contractor shall be provided both hardcopy and electronic format in Microsoft suite unless otherwise directed. All documents shall become the property of the United States government and such information shall be kept confidential. Any software and/or applications created by the contractor will become the property of the United States government.

6.1. Contractor Employees. The contractor shall provide a workforce possessing the skills, knowledge, and training to perform the services required by this contract. The contractor shall identify the minimum requirements for each labor category to be used in performance of this contract. The contractor shall provide a non-disclosure agreement for each employee working the assigned tasks (See Appendix 1).

6.2. Quality Control.

In compliance with the clause entitled "Inspection of Services" the contractor shall establish and maintain a complete Quality Control Plan to ensure the requirements of this contract are provided as specified. The CO will notify the contractor of acceptance or required modifications to the plan before the contract start date. The contractor shall make appropriate modifications (at no additional costs to the government) and obtain acceptance of the plan by the CO before the start of the performance period. The Government has the right to require revisions of the Quality Control Plan (at no cost to the Government) should the incorporated plan fail to control the quality of the services provided at any time during the contract performance. All on-site records of all inspections conducted by the Contractor shall include:

- Date, time and location of the inspection.
- A signature block for the person who performed the inspection.
- Rating of acceptable or unacceptable.
- Area designated for deficiencies noted and corrective action taken.
- Total number of inspections.

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

6.3.1. Notification of Installation Security. The contractor shall notify local security personnel of contract start at each installation IAW AF FAR Sup 5352.204-9000, Notification of Government Security Activity, and enter into a security agreement IAW AF FAR Sup 5352.204-9001. At a minimum, the security agreement shall address the following topics:

- Visitor/Vehicle Pass.
- National Agency Check (NAC) (AF Form 2584) as required.
- Restricted Area Badges, AF Form 1199, as required.
- Designated government security manager.
- Issue and turn in.
- Control and accountability Inventories and associated training.
- Escorts.
- Pre-announcement Procedures.

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

6.3.3. Personnel Security Clearances. All contractor personnel shall possess Secret security clearances. The contractor shall ensure that sufficient personnel on duty have appropriate security clearance to accomplish all services specified in this PWS prior to the start of the conversion date at each installation.

a. If security clearances are not received prior to the contract start date (or conversion date) at each installation, the contractor can request an interim clearance from Defense Industrial Security Clearance Office (DISCO) or supplement the contractor's work force to perform those tasks requiring security clearances. If any delays in receipt of security clearances are due to the contractor's late submission of security clearance requests, the costs required to perform the services listed in this PWS shall be deducted from the contractor's monthly payment.

b. If an investigation reveals the contractor's designated employee is determined not eligible for clearance, the costs of any government performance required to complete the services in PWS shall be deducted from the contractor's monthly payment.

c. Security clearances required because of contractor turnover shall not constitute an excuse for nonperformance of this contract. The costs for government performance (in-house or contractor) while contractor personnel are awaiting clearances shall be deducted from the contractor's monthly payment based on actual costs incurred.

6.4. Period of Performance. The base period for this contract is 1 October 2005 to 30 September 2006 with four 1-year options as follows:

- Option Year 1: 1 Oct 2006 – 30 Sep 2007
- Option Year 2: 1 Oct 2007 – 30 Sep 2008
- Option Year 3: 1 Oct 2008 – 30 Sep 2009
- Option Year 4: 1 Oct 2009 – 30 Sep 2010

6.5. Employment of Foreign Nationals. For purposes of this clause, foreign nationals are all persons not citizens of, not nationals of, nor immigrant aliens to, the United States. A foreign representative is anyone (regardless of nationality) acting as an agent, representative, official or employee of a foreign government, a foreign-owned or influenced firm or corporation or person. Nothing in this clause is intended to waive any requirement imposed by any other US government agency with respect to employment of foreign nationals or export control.

Foreign Nationals are not allowed to fill AIS-I positions based on regulation DOD 5200.2R, Personnel Security Regulation, Appendix H, Para D, which states, "Foreign Nationals shall not be assigned to automated information systems, AIS-I positions." "Foreign Nationals will be assigned to AIS II or AIS III positions, as stated in Appendix H, Section E, if a National Agency Check for Foreign Nationals (NACFN) has been processed and documentation provided to the Contracting Officer."

The parties acknowledge that technical data generated under this contract will be subject to export control, including disclosure to foreign nationals/representatives, defined in subparagraph (b) whether such data is provided orally or in written form. The contractor agrees to obtain written approval from the Contracting Officer before assigning any foreign national/representatives to perform work under the contract or before granting foreign nationals or their representative's access to data related to this contract.

6.6. Phase In/Out. The incumbent contractor shall provide phase-in/out orientation if there is a change in contractor or if the operation reverts to the DOD. The incumbent contractor shall begin phase-in/out orientation as soon as possible after contract award or changeover is directed. During the phase-in/out orientation period, the incumbent contractor shall be fully responsible for PWS performance requirements and cooperate to the extent required to permit an orderly changeover to the successor.

6.7. Performance of Services During Crisis Declared by the President or Secretary of Defense up to and Including War: None.

7. GOVERNMENT REPRESENTATIVES:

The COR and task Managers will be assigned after award of this contract.

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SECTION F – DELIVERIES OR PERFORMANCE

CLIN	DELIVERY DATE	SHIP TO
0001	POP 01 OCT 05 TO 30 SEP 06	USTC/J6, RHONDA CROSS 508 SCOTT DR SCOTT AFB, IL 62225-5357
000101	SAME AS ITEM 0001	SAME AS ITEM 0001
0002	SAME AS ITEM 0001	SAME AS ITEM 0001
000202	SAME AS ITEM 0001	SAME AS ITEM 0001
0003	SAME AS ITEM 0001	SAME AS ITEM 0001
000303	SAME AS ITEM 0001	SAME AS ITEM 0001
0004	SAME AS ITEM 0001	SAME AS ITEM 0001
000404	SAME AS ITEM 0001	SAME AS ITEM 0001
0005	SAME AS ITEM 0001	SAME AS ITEM 0001
000501	SAME AS ITEM 0001	SAME AS ITEM 0001
0006	SAME AS ITEM 0001	SAME AS ITEM 0001
000601	SAME AS ITEM 0001	SAME AS ITEM 0001

SECTION G – CONTRACT ADMINISTRATION DATA

ACCOUNTING AND APPROPRIATION DATA

ITEM 0001:		
97X4930.FD50 6F6 70AB 124000 100801 43900 000000 503000 F03000	AMOUNT: \$	5,833,579.00
ACRN: AA		

ITEM 0002:		
97X4930.FD50 6F6 70AB 124000 100809 59290 000000 503000 F03000	AMOUNT \$	398,069.00
ACRN: AB		

ITEM 0003:		
97X4930.FD50 6F6 70AB 124000 100845 43900 000000 503000 F03000	AMOUNT \$	967,199.00
ACRN: AC		

ITEM 0004:		
97X4930.FD50 6F6 70AB 124000 100806 43900 000000 503000 F03000	AMOUNT \$	162,001.00
ACRN: AD		

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ITEM 0006:	
97X4930.FD50 6F6 70AB 124000 100801 43900 000000 503000 F03000	AMOUNT: \$ 29,284.00
ACRN: AA	

TOTAL FUNDING FOR BASE YEAR:

\$ 7,390,132.00

ADMINISTRATIVE

A. ACQUISITION AND ADMINISTRATIVE POINT OF CONTACT:

Contracting Officer:

MAJ Scott Danner

USTRANSCOM/TCAQ

PHONE: 618-256-4300

FAX: 618-256-4702

E-MAIL: Scott.Danner@ustranscom.mil

B. QUALITY ASSURANCE POINT OF CONTACT:

Rhonda Cross

USTRANSCOM/TCJ6-IP

PHONE: 618-779-4962

E-MAIL: Rhonda.Cross@ustranscom.mil

C. This is a Labor-Hour task order with Other Direct Costs as Cost-Reimbursable.

D. The contractor's Technical quote dated 25 Aug 2005 and including all revisions is incorporated into this task order by reference. In the event of inconsistencies between the PWS and the contractor's Technical quote, the provisions of the PWS will take precedence.

E. Per contractor's quote, Remit To:

Mail: Computer Sciences Corporation
 PO Box 8500-S-2476
 FC 1-2-4-3, Lockbox 2476
 Philadelphia, PA 19178

EFT: Wachovia Bank
 1525 West W.T. Harris Blvd
 NC-0805
 Charlotte, NC 28262
 Accounting # 2000022989123.
 Bank Routing # 031000503

F. Block 18b of this SF 1449 is checked.

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G. INVOICE AND PAYMENT

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

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

IN ACCORDANCE WITH DFARS 232.7003, 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 Work Flow – Receipt and Acceptance (WAWF-RA) system at <https://wawf.eb.mil>.

Questions concerning payment should be directed to the Defense Finance Accounting Services (DFAS) Omaha at (800) 330-8168 or faxed to (800) 554-0527. Please have your order number and invoice number ready when contacting DFAS about payment status. You can also access payment information using the DFAS Vendor Pay Inquiry System (VPIS) web site at <http://www.dfas.mil/money/vendor>.

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

CONTRACT NUMBER:

DELIVERY ORDER:
NUMBER:

TYPE OF DOCUMENT:

CAGE CODE:

ISSUE BY DODAAC:

ADMIN DODAAC:

INSPECT BY DODAAC:

SERVICE ACCEPTOR /
SHIP TO:

PAY OFFICE DODAAC:

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SEND MORE E-MAIL NOTIFICATIONS:

CONTRACT
ADMINISTRATOR:

CONTRACTING OFFICER:

ADDITIONAL
NOTIFICATION:

ADDITIONAL
NOTIFICATION:

ADDITIONAL
NOTIFICATION:

SECTION I – CLAUSES AND PROVISIONS

CLAUSES INCORPORATED BY REFERENCE

52.204-7--Central Contractor Registration (Oct 2003)
52.211-15--Defense Priority and Allocation Requirements (Sep 1990)
52.232-18--Availability of Funds (Apr 1984)
52.232-33--Payment by Electronic Funds Transfer--Central Contractor Registration (Oct 2003)
252.204-7004--Alternate A (Nov 2003) (CCR)
252.232-7003-- Electronic Submission of Payment Requests (Jan 2004)
5352.242-9000--Contractor access to Air Force installations (Jun 2002)
5352.223-9001--Health and Safety On Government Installations (Jun 1997)
5352.242-9001--Common Access Cards (CACs) For Contractor Personnel (Aug 2004)
52.204-2--Security Requirements (Aug 1996)
5352.204-9000--Notification of Government security activity and visitor group security agreements (Apr 2003)
5352.215-9000--Facility Clearance (May 1996)

CLAUSES INCORPORATED BY FULL TEXT

52.217-8 -- Option to Extend Services.

Option to Extend Services (Nov 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within

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15 DAYS [insert the period of time within which the Contracting Officer may exercise the option].

(End of Clause)

52.217-9 -- Option to Extend the Term of the Contract.

Option to Extend the Term of the Contract (Mar 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 15 [insert the period of time within which the Contracting Officer may exercise the option]; provided, that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days [60 days unless a different number of days is inserted] before the contract expires. The preliminary notice does not commit the Government to an extension.

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

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 5 YEARS (months)(years).

(End of Clause)



UNITED STATES TRANSPORTATION COMMAND

508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5357

MEMORANDUM FOR SCHEDULE CONTRACTORS

4 AUG 2005

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

SUBJECT: Request for Quotation (RFQ) HTC711-05-Q-0002 United States Transportation Command (USTRANSCOM)

1. It is the intent of USTRANSCOM Command Acquisition to award a labor hour task order against a GSA schedule contract to one schedule contractor to provide Distribution Portfolio and Information Technology (IT) Investment Strategies Management Support to the USTRANSCOM Command, Control, Communications and Computer Systems Directorate (TCJ6). Travel will be cost reimbursable items with a NTE/ceiling price established by the Government and included on the task order. The Performance Work Statement (PWS) (Attachment 1) details the effort to be accomplished. The period of performance for the base period is 1 October 2005 through 30 September 2006. Also included are four one-year option periods that run from 1 October 2006 through 30 September 2007, 1 October 2007 through 30 September 2008, 1 October 2008 through 30 September 2009, and 1 October 2009 through 30 September 2010.

2. A response to this request shall consist of:

- a. Past performance information and past performance questionnaire log as specified in paragraph four (4) of this letter.
- b. Technical quote
- c. Information to complete Block 6c of DD Form 254 (Attachment 3)
- d. Completed RFQ Information Sheet (Attachment 4).
- e. Price quote
- f. Copy of GSA schedule or a website for same (ensure labor categories and rates are specified) on or before quote due date.

NOTE: Quote can be submitted under Information Technology (IT) GSA Schedule.

3. Your quote will be evaluated in accordance with Attachment 2, Quote Evaluation Criteria using the below listed factors and sub factors. All non-price evaluation factors, when combined, are significantly more important than price.



- a. Past performance
- b. Mission Capability
 - (1) Staffing
 - (2) Technical Approach
- c. Quote Risk
- d. Cost or Price

To result in an awardable contract the schedule contractor's quote must demonstrate the ability to satisfy all minimum technical requirements and conform to all required terms and conditions. The schedule contractor whose quote represents the best value to the Government will be selected for award under the appropriate GSA schedule contract. It should be noted that there is no obligation on the part of the Government to make an award to any schedule contractor in response to this request. It is our intent to evaluate quotes and award without discussions; however, we reserve the right to hold discussions. Although the Government reserves the right to award without discussions, if it is determined that discussions are necessary, the Government will make a competitive range determination (limited to the highest rated quotes for efficiency purposes) for purposes of holding discussions after the initial evaluation of quotes. Any offerors excluded at any time during the source selection process will be afforded the opportunity to request either a preaward or postaward debriefing. Information relating to other offerors' quotes will not be disclosed. Quotes, which are rated "Red", may be excluded from further consideration. If discussions are held, Government evaluators will issue the Evaluation Notices (ENs) to all offerors within the competitive range. The Contracting Officer or the assigned contract specialist shall conduct all contacts with offerors only. In order to expedite the acquisition process, if EN's are issued, they will be orally briefed to offerors prior to written release to ensure complete understanding by the respective offeror of any discrepancies. Throughout the discussion process, Government evaluators will document the changes in color ratings, strengths, and weaknesses, quote risk assessment, performance confidence assessment, total evaluated costs, and changes in color ratings. Any necessary page changes to the offerors' quotes will be obtained prior to concluding discussions.

4. Past Performance.

a. Schedule contractors shall make every effort to submit past performance information for at least 2 (maximum 5) related contracts/work efforts which they consider relevant, active within the last 3 years and which demonstrate the ability of its current organization to perform the quoted effort. This information shall include, but is not limited to, contracts/work efforts under which the schedule contractor was primarily responsible for contract/workload accomplishment, served as a subcontractor/work center, or was teamed with other contractors/depts on efforts in which the schedule contractor gained experience which will be brought to bear or significantly influence the performance of this effort. Contracts/workloads identified for demonstration of past performance should include demonstrated overall performance, including the sub factors, Staffing and Technical Approach. Schedule contractors are cautioned to ensure that information with regard to points of contact for respective contracts is current. Schedule contractors shall furnish the following information.

- (a) Company/division name
- (b) Product/service
- (c) Contracting agency
- (d) Current Government or other points of contact to include name, address, telephone number, fax number and e-mail address for each contract listed
- (e) Contract number
- (f) Contract type
- (g) Contract award date, period of performance
- (h) Basic contract award amount/current value
- (i) Questionnaire log including the name, address, telephone number, fax number and email address for each point of contact to whom the Past Performance Questionnaire was sent for completion

b. Subcontractor/Teaming Information: The schedule contractor shall provide information on any major subcontractor or teaming arrangement quoted. As a minimum, when a subcontractor or another contractor the schedule contractor is teamed with will perform significant portions of the effort, past performance information relevant to that contractor shall be provided. The information shall be the same as required above. Schedule contractors shall include in their quote, the written consent of their proposed major or critical subcontractor(s) to allow the Government to discuss the subcontractor's past performance assessment with the schedule contractor during negotiations.

c. Past Performance Questionnaires (Attachment 5) shall be sent to the schedule contractor's points of contact. The schedule contractor shall make its best effort to send out a sufficient number of past performance questionnaires to expect that the Contracting Officer will receive at least two (2) questionnaires on each cited contract/work effort. The questionnaire recipient will e-mail the completed questionnaires directly to the Contracting Office listed on the questionnaire. **Due date for Past Performance Information and Past Performance Questionnaires is 19 August 2005 at 3:00 p.m. Central Daylight Time (CDT). The remainder of the quote shall also be received in the issuing office by 3:00 p.m. CDT on 25 August 2005.**

d. The Government reserves the right to obtain information relative to present and past performance on its own, in addition to that provided by the schedule contractor. If you are aware that one or more of your contracts in the Past Performance Information Retrieval System (PPIRS) specifically relates to the requirements in this acquisition, please provide this information.

5. Your technical quote shall address the following evaluation sub factors under the Mission Capability factor as described below:

- a. Sub factor: Staffing – Schedule contractors are required to submit their staffing approach as reflected in a personnel matrix which identifies the necessary personnel resources given the schedule contractor's approach to performing the PWS tasks. The matrix should correlate positions by labor category to the PWS tasks. Schedule contractors shall identify all key positions and provide resumes for these key positions, which demonstrate

requisite education, experience, security, or special skills needed to perform the intended PWS tasks. Schedule contractors shall also provide an organization chart depicting the organization from the head of the company through performers on task order and which clearly illustrates the operational relationships among corporate entities and their locations. In addition contractors shall provide evidence of their ability to effectively recruit, train, and retain the necessary personnel to perform all PWS tasks.

- (a) b. Sub factor: Technical Approach – Schedule contractors are required to demonstrate a thorough knowledge and understanding of the requirement(s) as defined in the PWS. The technical proposals shall include documentation to demonstrate a detailed understanding of Enterprise Portfolio Management processes, to include but not limited to, demonstrated knowledge in the following areas:

- Industry Portfolio Management Practices
- Draft DOD Directive 8115.aa IT Portfolio Management
- Supply-Chain Operations Reference -model
- Portfolio Management applications of Enterprise Architecture to include:
 - Operational Architecture
 - Systems Architecture
 - Technical Architecture
- Business Case Analysis
- Analysis of AIS standards
- Configuration Management

- (b) – Schedule contractors are required to provide methodology and analytical techniques to include the following:

- Overview of the methodology guiding performance of the technical requirements identified in the PWS, and a general description of how your technical approach will be applied to accomplish the requirements.
- Logical sequence of tasks required to accomplish all requirements. The technical proposal shall include a detailed project plan addressing **ALL** aspects of project implementation from the date of project award. The proposal shall identify specific techniques and steps, including any and all Government coordination that is anticipated to be required, which will be applied during the accomplishment of all tasks of this project.

The contractor will also submit a Quality Control Plan that identifies quality checks to ensure the final deliverables meet all PWS requirements and includes proposed actions for correction of any defects.

6. Cost/price quotes shall be in accordance with your existing GSA schedule. Information shall be provided in a format that reflects the contract schedule prices and the quoted discount rate. The cost/price quote must include the base period, 1 October 2005 through 30 September 2006,

option period one 1 October 2006 through 30 September 2007, option period two 1 October 2007 through 30 September 2008, option period three 1 October 2008 through 30 September 2009, and option period four 1 October 2009 through 30 September 2010. If your schedule does not include rates through 30 September 2010, you must quote your last approved rates (as discounted) for the period through current schedule expiration. These quoted rates must be guaranteed through the contract period or projected rates must be quoted for the period beyond current schedule expiration through task order completion. An explanation regarding the inflation or deflation rates applied is required to support the Government's price reasonableness analysis.

7. The following clauses will be included in the delivery order at time of award:

- a. 52.204-7--Central Contractor Registration (Oct 2003)
- b. 52.211-15--Defense Priority and Allocation Requirements (Sep 1990)
- c. 52.217-8--Option to Extend Services (Nov 1999)
- d. 52.217-9--Option to Extend the Term of the Contract (Mar 2000)
- e. 52.232-18--Availability of Funds (Apr 1984)
- f. 52.232-33--Payment by Electronic Funds Transfer--Central Contractor Registration (Oct 2003)
- g. 52.204-7004--Alternate A (Nov 2003) (CCR)
- h. 52.232-7003-- Electronic Submission of Payment Requests (Jan 2004)
- i. 5352.242-9000--Contractor access to Air Force installations (Jun 2002)
- j. 5352.223-9001--Health And Safety On Government Installations (Jun 1997)
- k. 5352.242-9001--Common Access Cards (CACs) For Contractor Personnel (Aug 2004)
- l. 52.204-2--Security Requirements (Aug 1996)
- m. 5352.204-9000--Notification of Government security activity and visitor group security agreements (Apr 2003)
- n. 5352.215-9000--Facility Clearance (May 1996)

8. The following provision(s) is provided in full text:

52.211-14 - Notice of Priority Rating for National Defense Use.

As prescribed in 11.604(a), Notice of Priority Rating for National Defense Use (Sep 1990).

Any contract awarded as a result of this solicitation will be a 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.

(End of Provision)

52.217-5 – Evaluation of Options – Except when it is determined in accordance with FAR 17.206(b) not to be in the Government's best interests, the Government will evaluate offers for award purposes by adding the total price for all options to the total price for the basic requirement. Evaluation of options will not obligate the Government to exercise the option(s) (Jul 1990).

(End of Provision)

9. FAR, Subpart 9.5, Organizational and Consultant Conflicts of Interest, may apply to this procurement. To prevent unfair advantage by the recipient of this task order on any future procurement, contractor/subcontractor personnel are required to execute a non-disclosure agreement. See Appendix 1 to the PWS. It is possible that contractor/subcontractor personnel may be asked to evaluate and/or make recommendations regarding some product/service from which the contractor/subcontractor derives revenue. Any quote should be accompanied by a mitigation plan that addresses actual or perceived conflicts of interest with contractor effort related to the products/services. In addition to reviewing/approving a mitigation plan, the government will monitor contract performance for emerging areas of conflict of interest and take action considered necessary to avoid, neutralize or mitigate any conflicts."

10. Any questions regarding this RFQ must be submitted by E-mail NLT 19 August 2005. Your quote for this RFQ must be submitted by E-mail to Scott.Danner@hq.transcom.mil and William.Rachal@hq.transcom.mil, 618-256-4300 no later than 25 August 2005, 3 pm CDT. In addition, request four hard copies of your initial quote be submitted. Your E-mail submission must be checked and determined to be "virus-free" prior to submission.



DAVID S. DANNER
Contracting Officer

Attachment(s):

1. Performance Work Statement (PWS)
2. Quote Evaluation Criteria
3. DD Form 254
4. RFQ Information Sheet
5. Past Performance Questionnaire

**PERFORMANCE WORK STATEMENT
FOR
UNITED STATES TRANSPORTATION COMMAND
COMMAND, CONTROL, COMMUNICATIONS AND COMPUTER
SYSTEMS DIRECTORATE (TCJ6)**

**PORTFOLIO MANAGEMENT AND INFORMATION
TECHNOLOGY INVESTMENT STRATEGIES SUPPORT**



26 July 2005

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PERFORMANCE WORK STATEMENT (PWS)

1. DESCRIPTION OF SERVICES:

1.1 SCOPE OF WORK.

The primary objective of this PWS is to provide support for Portfolio Management (PfM) and Information Technology (IT) Investment Management activities for United States Transportation Command (USTRANSCOM). The contractor shall provide functional, technical, and financial analysis support for the development and maintenance of PfM and IT Investment Management processes for two organizational levels. The first organizational level shall be for USTRANSCOM and its component commands of Air Mobility Command, Military Surface Deployment and Distribution Command, and Military Sealift Command. The collection of IT systems, projects, and initiatives for this first grouping is referred to as Defense Transportation System (DTS)–wide. The second organizational level is for the collection of IT systems, projects, and initiatives across the Department of Defense (DOD) that are of significant interest to USTRANSCOM. This collection is referred to as DOD-wide. The DTS-wide systems, programs, and initiatives are under the direct control of USTRANSCOM via the Transportation Working Capital Fund (TWCF). The DOD-wide systems, programs, and initiatives are under indirect control by USTRANSCOM via mechanisms such as the Distribution Process Owner (DPO) and DOD Business Systems Investment Review Boards (IRBs). As part of the support for the PfM and IT Investment Management processes, the contractor will provide support to numerous activities such as the Chief Information Officer (CIO) Program Review Process (CPRP), Joint Capabilities Integration and Development System (JCIDS) processes, the Defense Business Systems Management Committee (DBSMC), the Distribution Portfolio Management process, the Distribution Functional Working Group (DFWG), IRBs, and various USTRANSCOM workshops. The contractor shall also provide support for the Enterprise Capabilities Management (ECM) program to include PfM for USTRANSCOM at all levels within DOD as required by evolving directives. Lastly, the contractor shall provide support for the management of corporate cross-functional review of Automated Information Systems (AIS) supporting DBSMC and data packages in support of IRBs for the Office of the Secretary of Defense (OSD) Acquisition Technology & Logistics (AT&L) guidelines for system funding approval. This PWS provides direct expertise and technical support for complex, direct, near- and long-term strategic, functional, and operational planning capabilities, policies, processes, architectures, systems, and standards in support of USTRANSCOM Directorate of Command, Control, Communications and Computer Systems and joint interoperability concepts, standards, and specifications established in DOD directives policies and guidance.

The contractor must be familiar and experienced in the development and maintenance of the Defense PfM processes, strategies, and activities, as outlined in the most current DOD Architecture Framework and DOD Directive 8115.aa, Information Technology Portfolio Management, and familiar with the Corporate Resource Information Source (CRIS)

ORACLE database structure, CRIS web applications, and NetViz graphics software used to portray Enterprise Architectures (EA) products.

2. SPECIFIC CONTRACT REQUIREMENTS:

The contractor shall be required to provide support in the specific areas outlined below in this PWS. The contractor shall work with the PfM and IT Investment Divisions, process owners/stakeholders, Federal and DOD government representatives, and other contractors to accomplish these tasks.

All decisions regarding government requirements or government actions shall be made by government personnel and the contractor's representative shall submit evaluations, recommendations, etc. to the COR or government task manager for further action."

2.1. Invoices and Reports. The contractor shall invoice monthly. Invoice will provide a breakout of hours/costs for each task as specified in this PWS. The contractor shall provide a quarterly status report that briefly summarizes the specifics of the work performed not later than (NLT) the 15th day of the month following the end of the quarter. In addition, the report shall summarize status, progress, and recommendations for project areas being undertaken under this PWS. The final status report shall identify accomplishments to date (for the period of performance covered in this PWS), difficulties encountered, and compare the status achieved to plan goals and resources expended. Status reports will provide specifics on labor hours/costs by major project area as determined by the Contracting Officer's Representative (COR).

2.1.1. Conduct In-Process Reviews (IPRs). The contractor shall conduct IPRs as scheduled by the government for up to four IPRs during each period of performance summarizing status, progress, recommendations, and concerns in the development of any tasks or documentation described within this PWS. Presentation materials shall be prepared and provided to the COR 5 working days prior to the IPR. The contractor shall deliver IPR minutes as requested by the COR with a copy of the presentation slides used in the IPR. At a minimum, the minutes should reflect a record of discussion activity, decisions made, date, locations, and attendees.

2.1.2. Trip Reports. Within 5 working days of completion of any travel, the contractor shall submit a trip report to include the following details: purpose, location and length of trip, travelers, individuals contacted during trip, synopsis of all discussions, future actions identified, decisions made, or issues of concern arising during trip.

2.1.3. Task 1, Sub-Task 1. Contract Management Plan. The contractor shall prepare an integrated (i.e., government and contractor) project plan that defines tasks, resources, and dependencies. The plan should also describe the technical approach, organizational resources, and management controls to be employed to meet the cost, performance, and schedule requirements throughout contract execution. The plan should not be merely a reiteration of the PWS requirements.

2.1.4. Task 1, Sub-Task 2. Employment Status Report. The contractor shall provide an employee status report containing names of personnel supporting each major task. The report will be provided at the beginning of the contract period and whenever changes in support personnel occur.

2.2. Task 2. DOD-Wide Portfolio Management. The contractor shall develop a plan for accomplishing the necessary processes, use of tools, and techniques required to gather and analyze the appropriate functional, technical, system, and financial information on DOD IT systems in order to optimize investment decisions. The contractor will provide the support to implement and accomplish the plan as developed. The contractor shall develop an analysis plan to support these activities. The contractor shall develop and document PfM oversight and policy for the command PfM process as it evolves. This will include recommendations for policy, business rules, content, and procedures. PfM activities include: analyze, select, control, and evaluate systems by portfolio relative to mission capabilities. The contractor shall perform PfM activities for all command-designated IT systems as identified by the government task manager. The contractor shall conduct duplication and gap analysis and provide solution recommendation as an appropriate conclusion to each of the phases of the PfM process. The contractor shall implement and conduct PfM activities for all new and changing command IT functional, technical, and resource requirements; system functionality, and mission capabilities. The contractor shall accomplish cross Command portfolio analysis for duplications and gaps and develop business case studies for each system, group of systems, or focal area requested by the government. The contractor shall provide continuous updates to all documentation associated with the business case reports as directed by the government task manager.

The contractor shall provide the necessary trained and fully-qualified personnel to develop and consult on IT Investment Strategy & Management oversight and policy. The contractor shall develop, implement, and provide management support for IT funding strategies based on IT requirements; system functionality, mission capabilities, and associated EA Information Exchange Requirements. The contractor shall partner with the EA support contractor(s) to ensure timely population of systems migration information to the EA System and Technical Views and to ensure timely PfM Interface to current EA. Contractor estimates and timelines shall be determined based on the deliverable due dates specified in each task. The contractor shall coordinate with the government to ensure financial and economic activities are well synchronized and integrated. The contractor shall provide the capability to create and execute database retrievals from CRIS as required to support the PfM process.

DFWG support link. The DFWG is an O-6/GS-15 working level group representing the principal DOD distribution National Partners in support of the warfighters. The members provide input and feedback to senior DOD leadership relating to requirements, capabilities, and supporting information systems. The principal role of the DFWG is to represent the National Partners concerning process changes that enable the Distribution Community to improve the overall efficiency, effectiveness, and interoperability of distribution-related activities. The DFWG members, by virtue of their positions and

influence in their respective organizations, seek to affect the collective strategy and the enterprise-level solutions that provide the required capabilities. The DFWG meets under two venues: (1) quarterly for a 2 or 3-day conference, and (2) for 2-hour video teleconferencing sessions four to six times per year.

The contractor shall support TCJ6 in the planning and execution of the DFWG. The contractor shall support meetings with the following activities: preparation, coordination, organizing planning meetings and teleconferenced executive sessions, executing the meetings, and conducting all follow-up to prepare and coordinate minutes and action items. The contractor shall facilitate meetings, conduct the administration, and support as necessary to include the completion of agendas, meeting briefing packages, seating arrangements, minutes, action items, and other documentation and status reports as necessary. The contractor shall provide web administration support as required. The contractor shall support the completion of action items by coordinating with points of contact, conducting data gathering and analysis, and reporting status as required.

2.2.1 Task 2, Sub-Task 1. DOD-Wide IT Investment Strategies Support. (Optional Task) The government intent is to exercise this option during the base year. However, the government reserves the right not to exercise this option and is subject to the availability of funds. The contractor shall support command IRBs and DBSMC organizational and management requirements as directed by OSD. The contractor shall conduct a series of interviews with the appropriate government and contractor personnel to determine what functional, technical, and financial information (above and beyond what is collected by the data calls and National Defense Authorization Act (NDAA) Certification is required for the oversight activities. The contractor shall develop an integrated (i.e., functional, technical, and financial) scoring model as a prototype for use in future system analysis efforts. The contractor will leverage existing data collection tools and tailor them to the DPO effort to provide recommendations to enhance the capabilities of the CRIS database. NDAA certification should include management through specific portfolio areas by acting as a conduit for paperwork flowing to the certification approval process. This will include:

- Ensuring standardization of input
- Ensuring deadlines are met; initiating changes as appropriate
- Interpreting and disseminating policies and procedures associated with certification
- Assuring timely action of information requests and identifying problem areas
Assuring quality of information in database, written submissions, and taking corrective actions as appropriate.
- The contractor shall ensure all policy direction and governance is in CIO Statutory Compliance. The contractor shall develop, review, and integrate IT Systems Policy and Guidance applicable to PFM processes. The contractor shall develop and support PFM and IT strategic planning connectivity to the Deployment and Distribution Roadmap. The contractor shall, without prompting, provide reports and recommendations on focus area analysis and all other portfolio activities. The contractor shall maintain liaison with Directorate and

Transportation Component Commands' PfM and IT Investment Management points of contact.

This effort will produce summary reports in the form of electronic Decision Ready Packages (e-DRP) for the IRB. The contractor will ensure quality, consistency, completeness, and timeliness of the information by following up on issues and data calls. The contractor will administer each Investment Review Process level board and will incorporate the individual portfolio's e-DRP into a summary e-DRP to provide to the DPO Investment Review Process. The contractor will populate the database and maintain data quality for support to the IRB. The contractor shall document results of the IRBs boards to facilitate revisions prior to execution of next cycle. The contractor shall assist in implementing new procedures using the CRIS database or other database as determined by the government.

2.3. Task 3. DTS-Wide PfM Support. The contractor shall continue the evolution and further develop and document PfM oversight and policy for the DTS TWCF portfolio process. The contractor shall implement and conduct PfM activities for all new and changing DTS TWCF IT functional, technical, and resource requirements; system functionality; and mission capabilities. The contractor shall provide all support associated with Task 2 equally as appropriate to the DTS portfolio process to include cross portfolio analysis for duplications and gaps, and system functionality analysis to facilitate the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability. The contractor shall update, refine, and publish the USTRANSCOM PfM Handbook, Training Guide, and Trifolds. The contractor shall use automated tools to collect and report architectural and program data. The contractor shall analyze and assist with implementation of automated tools that the government evaluates or uses to collect and report architectural and program data in support of PfM, Program Managers (PMs), Technical Assessment (TA), Operational Assessment (OA), CPRP, and strategic planning. The contractor shall provide all reports and recommendations associated with management of the DTS portfolios and the CPRP process. The contractor shall provide the capability to create and execute database retrievals from CRIS as required to support the PfM process and portfolio managers.

2.3.1. Task 3, Sub-Task 1. The contractor shall provide cost and financial analysis support for the USTRANSCOM DTS Enterprise Infostructure Program Management Office (PMO). The contractor shall provide financial management support covering a variety of tasks and responsibilities. This will include, but is not limited to, supporting budget and Program Objectives Memoranda submissions, tracking program expenditures at least weekly, developing supporting briefings, monitoring financial reports, ensuring projects are posted correctly in the accounting system, and updating the contract status/funding information database with changes and planning estimates. Additionally, the contractor shall provide Program Management Cost Benefit Analysis (CBA) support to the other programs in the TCJ6-P division. The support shall include, but is not limited to, providing consultation on cost/benefit estimation, and updating cost factors and methodologies, providing Business Case analysis support as required including

Earned Value Management System knowledge and support. The contractor shall assist in upgrading the cost benefit analysis model capabilities. The contractor shall document support provided in the quarterly status reports.

2.4. Task 4. DTS-Wide IT Investment Strategies Management Support. The contractor will support this effort with various methods of cost analysis, functional and technical expertise, planning, and administrative actions in order to establish and sustain the IT Investment Strategies Integration office. The primary mission of this office is to integrate efforts associated with IT investment management activities. The contractor shall recommend policy, business rules, and procedures for Clinger-Cohen compliance in IT Investment Strategies Management. The contractor shall refine and manage IT Investment Strategy and IT Strategic Planning for CPRP to ensure CIO Statutory Compliance. The contractor shall provide recommendations and supporting rationale for improvements and enhancements to the CPRP process. This shall include recommendations for policy, business rules, content, and procedures. The contractor shall conduct the analysis and evaluation of IT systems; to include technical review of CPRP funded systems, in preparation for decision ready package reporting. The contractor shall, as directed by the government task manager, support all other day-to-day IT Investment Strategy & Management for the CPRP. The contractor shall prepare and submit all applicable documents and reports to the government task manager. The contractor shall support the development, implementation, and execution of automated media to incorporate data into the appropriate storage format. Support shall include researching, planning, and developing various capital planning and investment-related processes and reports for assigned distribution systems, programs, and initiatives. The contractor shall use functional expertise to develop key summary information for use by the multilevel investment review process for assigned distribution systems. The contractor will recommend an integration method for presenting key decision-making financial information for use by each level of the IT investment review process. The contractor shall provide the capability to create and execute data base retrievals from CRIS as required to support the IT Investment management process.

2.4.1. Task 4, Sub-Task 1. Support to TCJ6 CIO shall include (but is not limited to) researching, planning, and developing various capital planning and investment-related processes for IT. The contractor shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle. The contractor shall assist in implementing new procedures using the CRIS database. The contractor shall provide annually, by 30 September, a written financial analysis for one government selected functional area supported by TWCF IT investments. Annually, within 30 calendar days after the end of the CPRP cycle (normally mid-March), the contractor shall provide a summary analysis of the results of the IT investment analysis review. This report will cover the following areas: CRIS "history" snapshots, highlights of the IT POM review, and financial analysis trends. The contractor shall use functional expertise to identify and recommend key decision-making information for use by each level of the three-tier IT investment review process. The contractor shall support ECM financial analysis as required. The contractor shall prepare a recommendation on how the OMB 300 report summaries can be incorporated into the CPRP and ECM review processes. Of particular

importance related to the increased OMB 300 oversight, is how to develop within the CPRP process and supporting CPRP tool, oversight of selected system/capability cost, schedule, and performance tracking. The contractor will provide recommendations in an annotated briefing format. The contractor will provide direct CPRP cost analysis and management support to TCJ6-P. The government anticipates the effort required for Task 4 will involve the following:

- Cost estimation and analysis
- TWCF rules, policies, and procedures
- DOD planning, programming, and budgetary practices and concepts
- Economic Analysis
- Functional Economic Analysis
- Functional Process Improvement
- Use of Microsoft Office
- Use of cost estimating tools such as; System Evaluation and Estimation of Resources – Software Estimating Model (SEER-SEM)
- Sensitivity/Risk Analysis
- IT Capital Planning & Investment
- Portfolio Management
- Earned Value Management
- Project Portfolio Management

2.5. Task 5. DOD-Wide PfM Focal Area Analysis Support. The command PfM process is multi-faceted and includes an initial structure for analysis of focal areas such as classes of supply and/or Supply Chain Operational Reference Model (SCOR) break-down of focal areas for analysis. This approach has been developed to facilitate an organized structured approach to the initial analysis of distribution and logistics-related processes, activities, and supporting systems. The contractor shall conduct data gathering activities for the purpose of analyzing, selecting, controlling, and evaluating all command-related IT systems. The contractor shall develop and conduct a system review process no less than annually on each command listed system to ensure each satisfies all DOD operational, system, technical, and resource requirements for business case studies to include DODAF, NII Business Enterprise Architecture (BEA), and others as directed for certification.

The contractor shall manage systems migration input to the current organizational EA and ensure CIO Statutory Compliance on all system analysis and review activities. The contractor shall provide functional, technical, system, and cost subject matter experts to perform the focal area analysis for four separate and concurrent focal area analysis teams. Each team shall conduct functional, cost, and technical analysis for functional working group assessment and development of Business Case Analysis. The contractor shall provide workshop management activities support for the focal area analysis teams. Workshops will include activity/system support for process mapping of activities with resulting reports, recommendations, and IT transition plans.

Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with systems and process analysis cost estimation. The contractor shall perform analysis on government-identified focal area groups of systems, such as: SCOR level four or classes of supply. The contractor shall provide research and make recommendations on basic information needed to support management decision making. Contractor will include, as appropriate, entries in standard format to be input into CRIS database.

Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with DPO systems and process analysis cost estimation. The contractor shall perform analysis on approximately 500 distribution systems, and research and make recommendations on basic information needed to support management decision making. The contractor will include, as appropriate, entries in standard format to be input into the database.

The contractor shall provide cost and financial analysis support to prepare various cost and economic analyses on distribution IT systems. This will include oversight and/or development of formal business case analyses for IT system transitions. Provide financial support for TCJ6, USTRANSCOM, and OSD to expedite financial requirements. This effort includes financial and technical support in developing graphics and documentation associated summaries. It also includes periodic ad hoc cost and financial analysis support for special interest projects/IT systems. The contractor shall provide the capability to create and execute data base retrievals from CRIS as required to support the focal area analysis processes.

The contractor will provide training on the use of EA products to the five separate and concurrent focal area analysis teams and provide EA extraction support as needed for the analyses of government identified systems. This effort includes financial and technical support in developing graphics and documentation associated summaries. It also includes periodic ad hoc cost and financial analysis in support of special interest projects concerning IT systems. The contractor shall provide the capability to create and execute data base retrievals from CRIS as required to support the focal area analysis.

2.6. Task 6. Cross Functional Reviews. The contractor shall monitor the DISA web site at URL <http://www.tadmn.itsi.disa.mil/proposals/pts.html> for any new proposed data standards, which impact the command PFM process, at least twice each week. For each new proposed data standard package, the contractor shall notify the appropriate reviewing individuals of the existence of the new package and shall suspense the submission of comments with negative replies required. The contractor shall review, collate, and forward all comments to DISA.

The contractor shall also monitor the USTRANSCOM Corporate Data Office (CDO) mailbox for newly proposed cross corporate model packages. The contractor shall notify the appropriate reviewing individuals and shall suspense the submission of comments. The contractor shall forward all reviewer comments to the package originator, who will

provide a complete disposition to comments. The contractor shall send the disposition of comments to the original package reviewers and file all correspondence in the CDO e-mail folders.

2.7. Task 7. CIO Program Review Process. The contractor shall support TCJ6 and the USTRANSCOM CPRP and TA process. This includes collecting and evaluating data for systems identified by TCJ6 from the applicable system program managers. The TA data shall be entered/updated in the CRIS database prior to the CPRP. The contractor shall prepare a quarterly report which documents actions completed to support the TA/CPRP and update CRIS data as required. The contractor shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle. The contractor shall assist in implementing new procedures using the CRIS database.

2.8. Task 8. Groupware Workshop Support. The contractor shall provide Group Systems software and technical support to USTRANSCOM, DISA, process owners, and organizations designated by the government task manager for use of the facility. The contractor shall provide support for workshops using mobile Group Systems suite to include setup/breakdown of all equipment, (Local Area Network, laptops, audiovisual), planning, and technographer support at the designated location. The contractor shall manage the use of the Groupware facilities in coordination with COR and other government task managers to include the publishing and maintenance of a schedule of GroupWare Facility and Mobile suite activities. The contractor shall provide professional facilitation for workshops conducted with groupware assets.

2.9. Task 9. Chief Information Officer and Integration Management Support. The contractor shall recommend policy, business rules, and procedures for Clinger-Cohen compliance in IT, PfM EA assessment, and interoperability. The contractor shall provide detailed analysis of command systems against these policies. The contractor shall analyze and assist with implementation of automated tools that the government evaluates or uses to collect and report data in support of the PfM, and IT Investment Management process and/or strategic planning.

2.10. Task 10, Sub-Task 1. Enterprise Capabilities Management. The contractor shall work with representatives from TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations to institutionalize the ECM process across the command and components. Knowledge of ECM, Clinger-Cohen Act of 1996, PfM, EA, Strategic Planning, and the USTRANSCOM funding process and associated review boards is essential, as these processes will be integrated with ECM. Functional and technical support is required to conduct ECM activities. The contractor shall provide detailed analysis of DTS systems against established ECM processes and ensure compliance with Clinger-Cohen and alignment with Strategic Planning, PfM, Program Management, and systems development processes defining policy and business rules to ensure integration of these major processes and incorporation into ECM. The contractor shall update and improve the ECM handbook. This shall include activities associated with new business practices and rules required for conducting the ECM process. The contractor shall maintain a next steps program management plan that details

the way ahead for the ECM process. The contractor shall participate in training personnel on the ECM process. The contractor shall establish initial information/data transfers from different sources to selected requirement tracking, workflow, and analysis tools. The contractor shall conduct conceptual analysis, which will further refine ECM methodology and shall participate in ECM implementation and ongoing change management activities. The contractor shall assist in resolving potential problems arising from integration and implementation of ECM. The contractor shall support production of technical documents and provide recommendations to enhance IT management. The contractor shall establish performance metrics for the ECM process being institutionalized throughout the Command.

2.10.1. Task 10, Sub-Task 2. Operational Assessment. The contractor shall work with representatives from the TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations refining methodology and business rules to support the OA process. The contractor shall accomplish a conceptual analysis assessing targeted Enterprise Infrastructure DTS systems in support of CPRP objectives. The contractor shall assist in resolving potential problems arising from integration of OA with the JDA and ECM. The contractor shall document the established repeatable methodology for accomplishing OA activities.

2.10.2. Task 10, Sub-Task 3. Dynamic Object Oriented Requirements System (DOORS). The contractor shall provide DOORS database management. The contractor shall provide support to the ECM and requirements capture efforts using DOORS. The contractor shall provide support to the DOORS application and explore the expansion of the existing DOORS capability to include configuration management and analysis of functionality in support of ECM. The contractor shall support requirements capture efforts as directed by the government.

2.10.3. Task 10, Sub-Task 4. ECM Technical Support. The contractor shall provide technical support for data collection, import/export activities related to both the CRIS database and DOORS in support of ECM analysis and integration processes. The contractor shall develop and document code to accomplish import and export activities in accordance with established DOD standards and guidelines. The contractor shall update and refine the web interface that will allow users to submit Enterprise Change Proposals interactively online and to receive updates as their proposal is touched by the ECM office and interfaces. The contractor shall recommend a technical solution in the development and implementation of the interactive IT solution for PMs to submit proposals to the ECM processes. This shall include any process activity and documentation that will be required to establish the procedures and develop the code to support the processes.

2.11. Task 11. Strategic, Functional, and Operational Plans and Policy Support. The contractor shall review and become familiar with the current organizational and management structure and management control review processes of USTRANSCOM, Joint Staff, Joint Forces Command (JFCOM) in order to provide technical support for direct near- and long-term strategic operations, and functional planning to USTRANSCOM, Directorate of Command, Control, Communications and Computer

Systems (C4S). The contractor shall assist government personnel with the functional management of collaborative analysis tools. The contractor shall provide development, integration, and interoperability of USTRANSCOM processes with USTRANSCOM architectures, Systems, and the Joint community. The contractor shall assist and provide functional expertise to government personnel in the IT Investment and Policy arena with functional program management of plans, policy, and programs. The contractor shall provide engineering and integrations services to initiate and improve USTRANSCOM distribution capabilities efforts and enhance the support to the warfighter into the 21st century by providing requirements analysis, planning, and integrations of USTRANSCOM and DOD Strategic Operational and Functional concepts, plans, and policies which provide the foundation and impetus for transformation, and change.

Task 11 Explanation:

Organizational Familiarity and Orientation Meeting. The contractor shall review and become familiar with the current organizational and management structure and management control review processes of TCJ6. The contractor shall meet within five (5) business days of the date of contract award. The meeting will orient the contractor with TCJ6 staff contacts.

Plans and Policy. Specifically, the contractor shall participate in the continuous strategic planning and integration management systemic process; providing technical support and recommendations to members of the command making decisions about the future; developing the necessary documentation, procedures, processes, and plans to achieve this future; and determine how success is to be measured. Contractor recommendations are subject to review and approval by the TCJ6 Program Manager. Example activities requiring technical support and recommendations: preparing and reviewing technical reports, (e.g., Initial Capabilities Document (ICD), Capability Development Document (CDD), Capability Production Document (CPD), and Concepts of Operation (CONOPs)); Performance Attributes and Key Performance Parameters (KPP); reviewing and updating Strategic Guidance, Plans, Policies, Command and Control Communications and Computer (C4) Information Supportability Assessments, Metrics and Corporate Resource Plans.

Development and integration of USTRANSCOM DPO and DTS processes. Support in the analysis, development, integration, and interoperability of USTRANSCOM DPO and DTS processes are consistent with other USTRANSCOM architectures, systems, and the joint community. Support in the development, planning, researching, coordinating, and/or review of Strategic, Functional, Operational, Plans and Policies, Key Performance Parameters, Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities (DOTMLPF) Capability Change Recommendations (CCR), and supporting Joint Requirements Oversight Council (JROC), JCIDS, Functional Capabilities Boards (FCBs), Joint Battle Management Command and Control Boards, Integrated Priorities List, and the Joint Requirements Board. Joint Community and local command standards to be enforced are those defined under the guidelines set forth by the OSD, DOD, USTRANSCOM EA, Department of Defense Architecture Framework (DODAF), Global

Information Grid (GIG) Enterprise Services, and Business Management Moderation Program (BMMP), and those advocated or established by the TCJ6.

The contractor shall provide technical support and functional expertise in the development and adherence of command strategic, functional, and technical standards for those DOD and Joint, Services, and Agencies staff C4S programs requiring integration into the DPO/DTS.

The contractor will assist the IT Investment and Policy effort in defining future strategies to satisfy command strategic and tactical requirements. Emphasis should be on functional strategy, user requirements, budget, and technical constraints. This will entail developing, creating, writing, or reviewing plans and policies, reports, briefings, and trip reports.

The contractor will be required to provide functional and technical expertise to bridge the gap between technical and functional conflicting issues between all the Strategic, Functional, and Operational plans, policies, and concepts.

Engineering and Integrations Services. The contractor shall provide engineering and integration services to initiate and improve USTRANSCOM services and support to the Warfighter. Integration shall encompass all activities necessary to focus on specific and multiple IT efforts determined by the government. In general, project support services include operational support planning, researching, scheduling, collaboration, and coordination between USTRANSCOM and DOD remote sites collaborative planning sessions utilizing USTRANSCOM suite of Defense Collaboration Tools (DCTS), InfoWorkSpace (IWS) and video teleconferencing.

2.12. Travel. Travel will be on a cost reimbursement contract line item to the contractor. Performance under this PWS will require contractor travel within the US and overseas. The government will reimburse the contractor for travel expenses in accordance with the Federal Acquisition Regulation or Joint Travel Regulation (JTR), Volume 2, Paragraph C6002, as applicable. All travel shall be coordinated with and approved by the primary or alternate COR prior to contractor incurring any travel expenses. Invoices (along with associated receipts) shall support all travel reimbursement requests. The government will not reimburse local travel and related expenses to the contractor for daily travel to or from work at Scott AFB or off base worksites.

3. DELIVERABLES:

PWS Para	Deliverable Title	Schedule
2.1.	Monthly Invoice with project specific breakouts Quarterly Status Reports (electronic copy only)	Monthly Quarterly on the 15 th of the month following the end of the quarter. Final to be delivered by last day of the contract
2.1.1.	IPRs	As scheduled by the government
2.1.2.	Trip Reports	Within 5 working days after completion of travel
2.1.3.	Contract Management Plan	Draft – within 20 working days of contract award. Final – within 5 days of Government comment
2.1.4.	Service Provider Employment Status Report	5 th workday after contract start and within 5 working days of any changes
2.2.	PfM Oversight and policy documentation	Within tasking time frames
	Analysis Plan to support task 2	Draft within 30 days of contract award Final within 45 days of contract award
	Internal procedures for managing the Investment Review Process	Within tasking time frames
	Data calls	Within tasking time frames
	Integrated (i.e., government and contractor) Project Plan that defines tasks, resources, and dependencies and integrates and directs efforts of: Individual PfMs and Focal area analysis	Draft within 30 days of contract award. Final Plan within 45 days of award.
	Develop master business case (holistic approach)	Within 30 days of contract award
	Rules for the oversight of the business case	Within 30 days of contract award
	Integrate functional, technical, and cost	Within 30 days of contract award

	<p>analysis input into summary business case document</p> <p>Standardize Business Case formats and perform or task out business case development</p> <p>Change documentation for any changes in PfM processes</p> <p>Direct PfMs to integrate individual Business Case Analysis Reports into Integrated Decision Packages (IDP)</p> <p>Summary electronic decision ready packages</p> <p>Quarterly status reports</p>	<p>Within tasking time frames</p> <p>Within 30 days of change</p> <p>Within tasking time frames</p> <p>Within tasking time frames</p> <p>Quarterly on the 15th of the month following each quarter</p>
2.2.1 Optional Task	<p>DBSMC and IRB documentation packages</p> <p>Integrated (i.e., functional, technical, and financial) Scoring Model</p>	<p>Within tasking time frames</p> <p>Draft within 30 days of exercise of the Optional task. Final within 45 days of exercise of the Optional task.</p>
2.3.	DTS PfM Instruction Updates	Annually within tasking time frames
	<p>DTS PfM Handbook, Training Guide Updates, and Trifolds</p> <p>MS Project work plan</p> <p>Other PfM related guidance documents</p>	<p>Bi-annually within tasking time frames</p> <p>Quarterly, 31 December, 31 March, 30 June, 30 September</p> <p>Within tasking time frames</p>

2.4.	IT Investment Strategy Oversight and Policy documentation	Within tasking time frames
	Instructions, Handbook, Tri-folds	Within tasking time frames
	Technical Report – Infostructure Program TWCF Planning & Investment Support	Within tasking time frames
	Analysis on selected functional area	Within tasking time frames
	TWCF Cost, Schedule, Performance Recommendation to include Recommendations on OMB 300 report Incorporation into CPRP and ECM processes	Draft 1 November each year Final 1 December each year
	Technical Report – Study/ Services – Program Management CBA Support	Within tasking time frames
	Economic Analysis	Within tasking time frames
	Budget Change Proposal (BCP)	Within tasking time frames
2.5.	Status of Funds Report – Programs Division	Within tasking time frames
	Focal Area Business Case Analysis	Within tasking timelines
	Training on use of EA products	As directed by task manager
	System review report	Annually as directed by task manager
	Mini-financial assessments of existing programs	Within tasking timelines
	Impact analyses of estimated versus actual costs	Within tasking timelines
	Graphics and documentation summaries	Within tasking timelines
2.6.	Benefits, savings, variance analysis, program impacts, etc.	Within tasking timelines
	Review new proposed standards packages	Minimum of twice weekly
	Coordinate USTRANSCOM comments for submission to DISA	Within suspense set by DISA for each package

	Review Cross Corporate packages	Continuous task
2.7.	<p>Maintain CRIS data accuracy</p> <p>Report on CRIS update actions</p> <p>Written financial analysis supported by Transportation Working Capital Fund (TWCF) IT investments</p> <p>A summary analysis of the results of the IT investment analysis review, including: CRIS "history" snapshots, highlights of the IT Program Objective Memorandum (POM) review, and financial analysis trends</p>	<p>Continuous task</p> <p>Within 5 working days of the end of quarter, except 4th quarter to be done by 30 September</p> <p>Annually, within 30 calendar days after end of the CPRP cycle (normally mid-March)</p> <p>The contractor shall provide annually, by 30 September</p>
2.8.	<p>Develop and maintain Groupware Facility and Mobile Suite availability Calendar to include schedule of use for both capabilities</p> <p>Groupware technical support</p> <p>Provide facilitation support</p>	<p>Within 5 days of contract award and continuously thereafter</p> <p>Within 5 days of contract award and continuously thereafter</p> <p>As required</p>
2.9.	Report – recommendations and supporting rationale for improvements and enhancements to the PFM data collection and analysis processes	<p>Draft 31 March</p> <p>Final within 15 days of government review</p>
2.10.	<p>ECM Performance metrics</p> <p>CONOPS for the refinement, implementation and improvement of the ECM process</p> <p>System Project or Initiative ECM based analysis</p> <p>Reports of already completed analysis</p> <p>ECM process handbook Update</p>	<p>Draft 15 days after start of contract</p> <p>Final 15 days after task manager review of draft</p> <p>30 days after award of contract</p> <p>5th workday after start of analysis</p> <p>3rd workday after tasking by TCJ6</p> <p>Draft 31 January, Final 30 August</p>

	Operational Assessment Methodology	Within tasking timelines
	Operational Assessment Methodology Documentation	Within tasking timelines
	Report outlining systems requirements added to the DOORS database	5 th day of each month following system adds
	Develop, Document, effect and maintain IT solution for program and project managers to feed changes to the ECM process	Within 90 days after start of contract
2.11.	Verbal Weekly Activity Report (informal)	Weekly
	Contractor shall maintain and modify as required all performance measurement metrics for use in overall evaluation of performance following industry standard best practices	Within tasking time frames
	Report – recommendations and supporting rationale for improvements and enhancements to the government task manager	Within tasking time frames

4. PERFORMANCE OBJECTIVES SUMMARY.

Performance Objectives will be evaluated by the USTRANSCOM/TCJ6 assigned task manager.

PWS Para.	Performance Objectives	Performance Threshold
2.1.	Quarterly Status Reports	95% of time received by 15 th of month following end of quarter. Final by end of contract period
2.1.1.	Presentation Materials IPRs covering work under all tasks in place for TCJ6	100% of the time, presentations materials cover all ongoing tasks
2.1.3.	Contract Management Plan	95% of the time within designated timeline with all areas of concern resolved
2.2.	PfM Oversight and policy documentation	Report is 98% accurate for content and 95% on time for delivery
	Integrated (i.e., functional, technical, and financial) Scoring Model	95% of the time within scheduled time frames
	Internal procedures for managing the Investment Review Process	95% of the time within scheduled time frames
	Develop master business case (holistic approach)	95% of the time within scheduled time frames
	Rules for the oversight of the business case	95% of the time within scheduled time frames
	DBSMC and IRB documentation packages	99% of the time within scheduled time frames
	Integrate functional, technical and cost analysis input into summary business case document	95% of the time within scheduled time frames
	Standardize Business Case formats and perform or task out business case development.	95% of the time within scheduled time frames
	Direct PfMs to integrate individual	95% of the time within scheduled

	Business Case Analysis Reports into Integrated Decision Packages (IDP)	time frames
2.3.	DTS PfM Instruction Updates	95% of the time within scheduled time frames
	DTS PfM Handbook Updates	98% of the time within scheduled time frames
2.4.	IT Investment Strategy Oversight and Policy documentation	Report is 98% accurate for content and 95% on time for delivery
	Instructions, Handbook, Tri-folds	100% user friendly and 98% available to all program and project managers who might submit proposals
	Technical Report - Infostructure Program TWCF Planning & Investment Support	95% of the time within scheduled time frames
	TWCF Cost, Schedule, Performance Recommendation	99% of the time within scheduled time frames
	Technical Report - Study/ Services – Program Management CBA Support	95% of the time within scheduled time frames
	Economic Analysis	98% of the time within scheduled time frames
	Budget Change Proposal (BCP)	99% of the time within scheduled time frames
	Status of Funds Report - Programs Division	99% of the time within scheduled time frames
2.5.	Class of Supply Business Case Analysis	95% of the time within scheduled time frames
	Mini-financial assessments of existing programs	95% of the time within scheduled time frames
	Impact analyses of estimated versus actual costs	95% of the time within scheduled time frames
	Graphics and documentation summaries	95% of the time within scheduled time frames
	Benefits, savings, variance analysis, program impacts, etc.	95% of the time within scheduled time frames

2.6	<p>Review new proposed standards packages</p> <p>Coordinate USTRANSCOM comments for submission to DISA</p> <p>Review Cross Corporate packages</p>	<p>95% of time within tasking time frames</p> <p>Comments submitted on time 95% of time</p> <p>95% of time within tasking time frames</p>
2.7.	<p>Written financial analysis supported by Transportation Working Capital Fund (TWCF) IT investments</p> <p>A summary analysis of the results of the IT investment analysis review. Including: CRIS "history" snapshots, highlights of the IT POM review, and financial analysis trends.</p>	<p>95% of time within tasking time frames</p> <p>100% user friendly and 98% available to all users/customers</p>
2.8.	<p>Enter TA data into CRIS</p> <p>Actions Report</p>	<p>98% of the time 30 days before CPRP</p> <p>95% of the time within 5 days following end of quarter except 4th quarter which shall be delivered on 30 September</p>
2.9.	<p>Electronic calendar of requirements for use the static and Groupware Facility by organization of request and POC</p> <p>Report of facility use</p>	<p>95% of the time within scheduled time frames</p> <p>95% of the time within scheduled time frames</p>
2.10.	<p>ECM Performance metrics</p> <p>CONOPS for the refinement, implementation and improvement of the ECM process</p> <p>System Project or Initiative ECM based analysis</p>	<p>98% measurable and linkable with work activities</p> <p>CONOPS reflects a quantifiable improvement in the ECM process</p> <p>Analysis is 100% linked to USTRANSCOM baseline documents such as EA, Strategic Plan, CPRP as applicable</p>

2.11.	<p>Verbal Weekly Activity Report (informal)</p> <p>Contractor shall maintain and modify as required all performance measurement metrics for use in overall evaluation of performance following industry standard best practices.</p> <p>Any documents created for the government by the contractor shall be provided both hardcopy and electronic format in Microsoft suite unless otherwise directed. All documents shall become the property of the United States government and such information shall be kept confidential.</p> <p>Report – recommendations and supporting rationale for improvements and enhancements to the government task manager</p>	<p>100% user friendly and 98% accurate for content</p> <p>95% of the time within scheduled time frames</p> <p>95% of the time within scheduled time frames</p> <p>95% of the time within scheduled time frames</p>
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5. GOVERNMENT FURNISHED EQUIPMENT (GFE)/GOVERNMENT FURNISHED INFORMATION (GFI):

The government will allow the contractor to gather information from TCJ6 technical and functional personnel as required. The government will provide existing documentation when required for use by the contractor. The government will provide the most current version of software directed for use by the government. The government will also notify the contractor of software changes for each set of government furnished software. Both the government and the contractor will retain copies of GFE/GFI listings for traceability and accountability. GFE/GFI provided to the contractor team and used at the contractor facilities will be contractor managed and controlled. Software provided by the government and used at contractor facilities will be treated as GFE. GFE provided to the contractor team and used at government facilities will be tracked by contractor onsite personnel under government management and control. The contractor shall release all GFE to the government, upon termination of the specific task or subtask, whichever date is earlier.

The government will provide 53 work areas for the contractor personnel within USTRANSCOM facilities on or near Scott AFB IL. Work areas are comparable to that already occupied by present government personnel. The government will also provide

access to Class "A" phone service, fax machine, and copier (to be shared with government employees already on site). Additional work areas required by the contractor will be provided by the contractor and at the contractor's expense. The contractor shall control all equipment and software provided by the government as GFE. The contractor shall release all GFE to the government upon termination of the specific task or subtask, whichever date is earlier, in which its use is no longer necessary. The government will provide the contractor with information about the development of, and plans to implement future transportation process improvements. This information will be reviewed by the contractor and incorporated as appropriate in contractor products.

6. GENERAL INFORMATION:

This services requirement is in support of USTRANSCOM at Scott AFB IL. TCJ6 Directorate must support the Chief Information Officer in providing essential command, control, communications, and computer systems support in the performance of the command's mission. The normal hours of support will be from 0730 to 1630, Monday through Friday, excluding government holidays except where indicated differently within individual task areas. TCJ6 must provide and maintain the most modern fully mission-capable C4S for USTRANSCOM and ensure suitability for interoperability among its components, the DTS, and the supported Combatant Commands. The development and maintenance of the DTS EA and support for the CPRP, ECM, and PM process, as well as, development and maintenance of the CRIS, contribute in a substantial way to the success of the TCJ6 mission. Any documents created for the government by the contractor shall be provided both hardcopy and electronic format in Microsoft suite unless otherwise directed. All documents shall become the property of the United States government and such information shall be kept confidential. Any software and/or applications created by the contractor will become the property of the United States government.

6.1. Contractor Employees. The contractor shall provide a workforce possessing the skills, knowledge, and training to perform the services required by this contract. The contractor shall identify the minimum requirements for each labor category to be used in performance of this contract. The contractor shall provide a non-disclosure agreement for each employee working the assigned tasks (See Appendix 1).

6.2. Quality Control.

In compliance with the clause entitled "Inspection of Services" the contractor shall establish and maintain a complete Quality Control Plan to ensure the requirements of this contract are provided as specified. The CO will notify the contractor of acceptance or required modifications to the plan before the contract start date. The contractor shall make appropriate modifications (at no additional costs to the government) and obtain acceptance of the plan by the CO before the start of the performance period. The Government has the right to require revisions of the Quality Control Plan (at no cost to the Government) should the incorporated plan fail to control the quality of the services provided at any time during the contract performance. All on-site records of all inspections conducted by the Contractor shall include:

- Date, time and location of the inspection.
- A signature block for the person who performed the inspection.
- Rating of acceptable or unacceptable.
- Area designated for deficiencies noted and corrective action taken.
- Total number of inspections.

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

6.3.1. Notification of Installation Security. The contractor shall notify local security personnel of contract start at each installation IAW AF FAR Sup 5352.204-9000, Notification of Government Security Activity, and enter into a security agreement IAW AF FAR Sup 5352.204-9001. At a minimum, the security agreement shall address the following topics:

- Visitor/Vehicle Pass.
- National Agency Check (NAC) (AF Form 2584) as required.
- Restricted Area Badges, AF Form 1199, as required.
- Designated government security manager.
- Issue and turn in.
- Control and accountability Inventories and associated training.
- Escorts.
- Pre-announcement Procedures.

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

6.3.3. Personnel Security Clearances. All contractor personnel shall possess Secret security clearances. The contractor shall ensure that sufficient personnel on duty have appropriate security clearance to accomplish all services specified in this PWS prior to the start of the conversion date at each installation.

a. If security clearances are not received prior to the contract start date (or conversion date) at each installation, the contractor can request an interim clearance from Defense Industrial Security Clearance Office (DISCO) or supplement the contractor's work force to perform those tasks requiring security clearances. If any delays in receipt of security clearances are due to the contractor's late submission of security clearance requests, the costs required to perform the services listed in this PWS shall be deducted from the contractor's monthly payment.

b. If an investigation reveals the contractor's designated employee is determined not eligible for clearance, the costs of any government performance required to complete the services in PWS shall be deducted from the contractor's monthly payment.

c. Security clearances required because of contractor turnover shall not constitute an excuse for nonperformance of this contract. The costs for government performance (in-house or contractor) while contractor personnel are awaiting clearances shall be deducted from the contractor's monthly payment based on actual costs incurred.

6.4. Period of Performance. The base period for this contract is 1 October 2005 to 30 September 2006 with four 1-year options as follows:

Option Year 1: 1 Oct 2006 – 30 Sep 2007

Option Year 2: 1 Oct 2007 – 30 Sep 2008

Option Year 3: 1 Oct 2008 – 30 Sep 2009

Option Year 4: 1 Oct 2009 – 30 Sep 2010

6.5. Employment of Foreign Nationals. For purposes of this clause, foreign nationals are all persons not citizens of, not nationals of, nor immigrant aliens to, the United States. A foreign representative is anyone (regardless of nationality) acting as an agent, representative, official or employee of a foreign government, a foreign-owned or influenced firm or corporation or person. Nothing in this clause is intended to waive any requirement imposed by any other US government agency with respect to employment of foreign nationals or export control.

Foreign Nationals are not allowed to fill AIS-1 positions based on regulation DOD 5200.2R, Personnel Security Regulation, Appendix H, Para D, which states, "Foreign Nationals shall not be assigned to automated information systems, AIS-1 positions." "Foreign Nationals will be assigned to AIS II or AIS III positions, as stated in Appendix H, Section E, if a National Agency Check for Foreign Nationals (NACFN) has been processed and documentation provided to the Contracting Officer."

The parties acknowledge that technical data generated under this contract will be subject to export control, including disclosure to foreign nationals/representatives, defined in subparagraph (b) whether such data is provided orally or in written form. The contractor agrees to obtain written approval from the Contracting Officer before assigning any

foreign national/representatives to perform work under the contract or before granting foreign nationals or their representative's access to data related to this contract.

6.6. Phase In/Out. The incumbent contractor shall provide phase-in/out orientation if there is a change in contractor or if the operation reverts to the DOD. The incumbent contractor shall begin phase-in/out orientation as soon as possible after contract award or changeover is directed. During the phase-in/out orientation period, the incumbent contractor shall be fully responsible for PWS performance requirements and cooperate to the extent required to permit an orderly changeover to the successor.

6.7. Performance of Services During Crisis Declared by the President or Secretary of Defense up to and Including War: None.

7. GOVERNMENT REPRESENTATIVES:

The COR and task Managers will be assigned after award of this contract.

NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES ON USTRANSCOM CONTRACTS

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

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

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

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

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

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

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

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

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

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

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

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

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

Signature of Employee

Date

Printed Employee Name

Government COR

Date

Contracting Officer

Date

UNITED STATES TRANSPORTATION COMMAND COMMAND ACQUISITION

QUOTE EVALUATION CRITERIA

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

- (1) Past performance
- (2) Mission capability
 - (a) Staffing
 - (b) Technical Approach
- (3) Quote Risk
- (4) Cost or Price

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

1. Past Performance.

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

- (1) High Confidence – Based on the offeror's performance record, essentially no doubt exists that the offeror will successfully perform the required effort.
- (2) Significant Confidence - Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.
- (3) Satisfactory Confidence - Based on the offeror's performance record, some doubt exists that the offeror will successfully perform the required effort.
- (4) Neutral/Unknown Confidence – No performance record identifiable.
- (5) Little Confidence - Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort. Changes to the offeror's existing processes may be necessary in order to achieve contract requirements.

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

b. The following ratings will be used in evaluating the relevancy of the offeror's past performance and will be considered in the overall evaluation:

(1) Very Highly Relevant (VHR) – Current USTRANSCOM experience in system integration, portfolio management, Defense Transportation Systems (DTS) support, analysis of Automated Information Systems (AIS) standards, and Corporate Resource Information Source (CRIS) applications.

(2) Highly Relevant (HR) – Recent DOD experience (within 1 year) in system integration, portfolio management, Defense Transportation Systems (DTS) support, analysis of Automated Information Systems (AIS) standards, and Corporate Resource Information Source (CRIS) applications.

(3) Relevant (R) – Recent DOD experience (within 2 years) in system integration, portfolio management, and analysis of Automated Information Systems (AIS) standards.

(4) Somewhat Relevant (SR) – Experience within the last 3 years on any DOD or Private contract in system integration, portfolio management, and analysis of Automated Information Systems (AIS) standards.

(5) No Relevant (NR) experience.

2. Mission Capability.

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

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

(2) Green (Acceptable) – Meets specified minimum performance or capability requirements delineated in the Request for Quote; quote rated green must have no deficiencies but may have one or more strengths.

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

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

b. Measures of merit. The following measures of merit will be used to rate the sub-factors under the mission capability factor:

(1) Sub-factor: Staffing - Measures of merit for this sub-factor are met when the schedule contractor:

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

- Submits a personnel matrix which properly correlates quoted per labor category to the PWS tasks.

- Identifies the necessary key positions and provide resumes, which demonstrate requisite education, experience, security, or special skills needed to perform the intended PWS tasks.

- Provides an organization chart depicting the organization from the head of the company through performers on task order and which clearly illustrates the operational relationships among corporate entities and their locations.

- Provides evidence and a discussion of their ability to effectively recruit, train, and retain the necessary personnel to perform all PWS tasks.

- Certifies resumes and all other information submitted are true and complete and the individuals named are available for assignment and will possess the required clearance the date the task order is effective.

- Confirms and certifies that individuals assigned to this task will be committed to the project for its duration and will not be substituted or replaced without the written agreement of the contracting officer representative.

(2) Sub-factor: Technical Approach – Measures of merit for this sub factor are met when the schedule contractor:

(a) - Demonstrates a thorough knowledge and understanding of the requirement(s) as defined in the PWS. The technical proposals shall include documentation to demonstrate a detailed understanding of Enterprise Portfolio Management processes, to include but not limited to, demonstrated knowledge in the following areas:

- Industry Portfolio Management Practices
- Draft DOD Directive 8115.aa IT Portfolio Management
- Supply-Chain Operations Reference -model
- Portfolio Management applications of Enterprise Architecture to include:
 - Operational Architecture
 - Systems Architecture

- Technical Architecture
- Business Case Analysis
- Analysis of AIS standards
- Configuration Management

(b) – Provides methodology and analytical techniques to include the following:

- Overview of the methodology guiding performance of the technical requirements identified in the PWS, and a general description of how your technical approach will be applied to accomplish the requirements.
- Logical sequence of tasks required to accomplish all requirements. The technical proposal shall include a detailed project plan addressing **ALL** aspects of project implementation from the date of project award. The proposal shall identify specific techniques and steps, including any and all Government coordination that is anticipated to be required, which will be applied during the accomplishment of all tasks of this project.

(c) The technical proposal shall identify any proposed/potential sub-contractor agreements that may be required in the performance and completion of the task requirements. The Contractor should identify the established sub-contract management procedures that shall be applied.

(d) Contractor provides a quality control plan identifying the generic methodology and procedures to be implemented to ensure contract compliance.

3. Quote Risk:

Quote risk includes an assessment of the risks associated with a schedule contractor's proposed approach, weaknesses in the proposed approach, and weaknesses in the quote itself. Quote risk is assessed at the Mission Capability sub-factor level. Each sub-factor will be assigned one of the following quote risk ratings:

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

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

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

4. Price (Cost) – Although the reasonableness of unit prices under the GSA schedule contracts has already been confirmed by GSA, the schedule contractor's overall price for performance of this specific PWS requirement will be evaluated for completeness and reasonableness considering the proposed approach in terms of labor or skill mix, labor hours, any other direct costs, and offered discounts. The cost for each TASK/CLIN (as defined in the PWS) shall be included as a separate item in the contractor's cost proposal to enable the completion of a thorough cost evaluation. The total government evaluated price for each quote will be considered in making the final best value determination. The contractor's proposal shall also contain the contract number and the contract expiration date from which the pricing is being quoted. Subjective judgment on behalf of the government is inherent in making this best value determination.

REQUEST FOR QUOTE HTC711-05-Q-0002
INFORMATION SHEET

DISCOUNT TO GSA SCHEDULE PRICES REQUESTED.

1. Schedule contractor Name/Address (Must have ZIP + 4) and e-mail address:

2. Schedule contractor Telephone No.:

Fax No.:

3. Schedule contractor Cage Code:

4. Schedule contractor Tax Identification Number (TIN):
DUNS No.

5. Size Business: Small / Woman-Owned / Disadvantaged / Large

6. Please check any of the following that apply to your firm:

☐ Hub Zone Certification
☐ Educational Organization ☐ Nonprofit Educational ☐ Other Educational
☐ Service-Related Disabled Veteran-Owned Small Business ☐ Other Veteran-Owned Small Business

7. GSA Contract No.:

Contract Period:

NOTE: Only site GSA schedule number if items currently proposed are included on that schedule. Please identify any items not currently on GSA Schedule. (Non-GSA items totaling over \$2,500 cannot be awarded on a GSA order). If bidding through a teaming relationship, all appropriate GSA Schedule numbers and applicable items shall be identified.

8. Prompt Payment Discount:

9. FOB Point: Destination

10. Defense Contract Audit Agency (DCAA) Point of Contact:
OR DCAA letter confirming quoted G&A rates

11. Central Contractor Registration (CCR):

Please ensure that all information contained in the CCR is current and that registration has not expired.

12. CLIN Structure.

(Schedule contractor shall fill out the Unit Price and Not-to-Exceed Amount)

(NTE – Not-To-Exceed)

(EST – Estimated)

Portfolio Management and Information Technology Investment Strategies Support Basic Year – 01 Oct 05 through 30 Sep 06				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 0001 Estimated Labor Hours – 83,600 Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12.	1	LOT		\$ _____
CLIN 0002 Estimated Labor Hours-5,760 Portfolio Management Support Services in accordance with PWS Tasks 4, Sub-task1 and Task 11.	1	LOT		\$ _____
CLIN 0003 Estimated Labor Hours-15,200 Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT		\$ _____
CLIN 0004 Estimated Labor Hours – 1900 Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT		\$ _____
CLIN 0005 (Optional Task) Estimated Labor Hours – 38,000 Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT		\$ _____
CLIN 0006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284.00

Portfolio Management and Information Technology Investment Strategies Support Option Year 1 – 01 Oct 06 through 30 Sep 07				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 1001 Estimated Labor Hours – 83,600 Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12.	1	LOT		\$ _____
CLIN 1002 Estimated Labor Hours-5,760 Portfolio Management Support Services in accordance with PWS Tasks 4, Sub-task 1 and Task 11.	1	LOT		\$ _____
CLIN 1003 Estimated Labor Hours-15,200 Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT		\$ _____
CLIN 1004 Estimated Labor Hours – 1900 Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT		\$ _____
CLIN 1005 (Optional Task) Estimated Labor Hours – 38,000 Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT		\$ _____
CLIN 1006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284.00

Portfolio Management and Information Technology Investment Strategies Support Option Year 2 – 01 Oct 07 through 30 Sep 08				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 2001 Estimated Labor Hours – 83,600 Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9, and 12.	1	LOT		\$ _____
CLIN 2002 Estimated Labor Hours-5,760 Portfolio Management Support Services in accordance with PWS Tasks 4, Sub-task1 and Task 11.	1	LOT		\$ _____
CLIN 2003 Estimated Labor Hours-15,200 Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT		\$ _____
CLIN 2004 Estimated Labor Hours – 1900 Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT		\$ _____
CLIN 2005 (Optional Task) Estimated Labor Hours – 38,000 Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT		\$ _____
CLIN 2006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284.00

Portfolio Management and Information Technology Investment Strategies Support Option Year 3 – 01 Oct 08 through 30 Sep 09				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 3001 Estimated Labor Hours – 83,600 Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 5, 6, 8, 9, and 12.	1	LOT		\$ _____
CLIN 3002 Estimated Labor Hours-5,700 Portfolio Management Support Services in accordance with PWS Tasks 7 and 11.	1	LOT		\$ _____
CLIN 3003 Estimated Labor Hours-15,200 Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT		\$ _____
CLIN 3004 Estimated Labor Hours – 1900 Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT		\$ _____
CLIN 3005 (Optional Task) Estimated Labor Hours – 38,000 Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT		\$ _____
CLIN 3006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284.00

Portfolio Management and Information Technology Investment Strategies Support Option Year 4 – 01 Oct 2009 through 30 Sep 2010				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 4001 Estimated Labor Hours – 83,600 Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 5, 6, 8, 9, and 12.	1	LOT		\$ _____
CLIN 4002 Estimated Labor Hours-5,700 Portfolio Management Support Services in accordance with PWS Tasks 7 and 11.	1	LOT		\$ _____
CLIN 4003 Estimated Labor Hours-15,200 Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT		\$ _____
CLIN 4004 Estimated Labor Hours – 1900 Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT		\$ _____
CLIN 4005 (Optional Task) Estimated Labor Hours – 38,000 Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT		\$ _____
CLIN 4006 Travel, Cost Reimbursable PWS, Paragraph 2.12	1	LOT		NTE/EST \$29,284.00

NOTE: The estimated hours reflected above are based on historical data. Schedule contractors are advised not to change or revise the total estimated hours. Schedule contractor shall submit a table which identifies each labor category and applicable labor rate to be used in the performance of this effort. The table shall clearly identify information for the base year and all option years.

WORKLOAD ESTIMATE – PROVIDED FOR INFORMATIONAL PURPOSES ONLY

The following is the workload estimate for a one-year period for the efforts identified in the PWS (not including the Optional task). It is in no way intended to dictate labor categories.

<u>Labor Categories</u>		<u>Hours</u>
Project Manager	(1 FTE)	1900
Document Specialist	(1 FTE)	1900
Technical Writer	(1 FTE)	1900
Functional Analyst, Sr	(6 FTEs)	11,400
Functional Analyst	(2 FTEs)	3,800
Business Process Reengineering Specialist, Sr	(5 FTEs)	9,500
Functional Analyst	(7 FTEs)	13,300
Cost Analyst, Sr	(2 FTEs)	3,800
Cost Analyst	(1 FTE)	1,900
Cost Analyst, Intermediate I	(2 FTEs)	3,800
Cost Analyst, Intermediate II	(1 FTE)	1,900
Computer System Analyst	(8 FTEs)	15,200
Application Engineer, Sr	(1 FTE)	1,900
Business Case Analysis Specialist	(5 FTEs)	9,500
Computer System Analyst	(5 FTEs)	9,500
Information Engineer, Sr	(6 FTEs)	11,400
Application Engineer, Sr	(1 FTE)	1,900
Administrative Specialist	(1 FTE)	1,900
Total	56	106,400

The following is the workload estimate for a one-year period for the efforts identified in the PWS for the Optional task. It is in no way intended to dictate labor categories.

<u>Labor Categories</u>		<u>Hours</u>
Senior Functional Analyst	(7 FTEs)	13,300
Senior Cost Analyst	(1 FTE)	1,900
Senior Business Process Reengineering Specialist	(3 FTEs)	5,700

Business Case Analysis Specialist	(6 FTEs)	11,400
Administrative Specialists	(3 FTEs)	<u>5,700</u>
Total	20 FTEs	38,000

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) Omaha at (800) 330-8168 or faxed to (800) 554-0527. Please have your order number and invoice number ready when contacting DFAS about payment status. You can also access payment information using the DFAS Vendor Pay Inquiry System (VPIS) web site at <http://www.dfas.mil/money/vendor>.

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

CONTRACT NUMBER:	<input type="text"/>
DELIVERY ORDER NUMBER:	<input type="text"/>
TYPE OF DOCUMENT:	<input type="text" value="COMBO"/>
CAGE CODE:	<input type="text"/>
ISSUE BY DODAAC:	<input type="text" value="HTC711"/>
ADMIN DODAAC:	<input type="text" value="HTC711"/>
INSPECT BY DODAAC:	<input type="text"/>
SERVICE ACCEPTOR / SHIP TO:	<input type="text" value="F3SF37"/>
PAY OFFICE DODAAC:	<input type="text" value="F03000"/>

SEND MORE E-MAIL NOTIFICATIONS:

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

ADDITIONAL NOTIFICATION:

ADDITIONAL NOTIFICATION:

ADDITIONAL NOTIFICATION:

BPN ver 02.04.2005

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Source Selection Sensitive When Filled In

Recent and Relevant Past Performance

USTRANSCOM/TCAQ

Portfolio Management and Information Technology Investment Strategies Support

Please provide concise comments regarding your overall assessment of the offeror's performance on the contract or workload identified below. **Your ratings (i.e. Satisfactory, Exceptional, etc.) should include comments for any question rated exceptional or lower than satisfactory.** Please respond by sending the entire completed questionnaire, including these instructions, via e-mail to the address below.

USTRANSCOM/TCAQ
ATTN: MAJ Scott Danner
Scott AFB IL 62225-5015
E-mail : Scott.Danner@hq.transcom.mil
Phone: 618-256-4300 DSN 576-4300

Request response NLT 3 pm CDT, 19 August 2005

NOTE: CPARS may be reviewed for the offerors as well as responses to this questionnaire. Although you may have filed a CPARS for the contract listed, we would appreciate your response to this questionnaire because some of the questions relate to areas not covered by CPARS.

Index Number _____ (To be completed by USTRANSCOM/TCAQ upon receipt of completed questionnaire.)

I. WORK PERFORMED IDENTIFICATION

Contractor (Company/Division):

Contract Number/Type (FFP, CPFF, etc):

Work Performed Title:

Brief Description of Work Performed:

Dollar value:

Period of Performance:

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Source Selection Sensitive When Filled In

II. RESPONDENT(S) TO QUESTIONNAIRE

Name: _____

Position/Title: _____

Business Address: _____

Relation to Program: _____

Phone: (DSN) _____ (Commercial) _____

FAX: (DSN) _____ (Commercial) _____

Other suggested points of contact: _____

Give a brief, general description of what the contractor was required to provide/deliver. Please note that if your response indicates a weakness in the contractor's performance, a notification may be submitted to the contractor, and they may be made aware of the comment. The contractor will not be made aware of the commentator's name or office.

REMARKS: _____

III. PERFORMANCE EVALUATION*NOTE: Remarks may be continued on separate pages. Please identify category and question number.*

1. Were the types of personnel (skill and expertise) the offeror used adequate to accomplish the effort without government intervention?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

2. Did the contractor provide replacement personnel of the same quality and skills of vacancies with minimum disruption to the support effort?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

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~~For Official Use Only~~

Source Selection Sensitive When Filled In

3. How effective was the offeror in aligning and re-aligning resources (personnel and other) to meet varying workloads?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

4. How would you rate the offeror's emphasis on customer satisfaction?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

5. How would you rate the offeror's overall technical approach?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

6. How effective was the offeror in accomplishing planned project activities/requirements within the established milestones/timeframes?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

7. How effective was the offeror in accomplishing quality checks to ensure that the final deliverables met the Statement of Work requirements?

Exceptional____ Very Good____ Satisfactory____ Marginal____ Unsatisfactory____ N/A____

REMARKS: _____

8. Were there any penalties for non-performance assessed against the offeror and if so, to what extent?

Yes _____ No _____

REMARKS: _____

9. If the contract was other than firm fixed price, did the offeror use effective methods and effective cost controls?

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Yes _____ No _____

REMARKS: _____

10. Contractor's Overall performance

Exceptional _____ Very Good _____ Satisfactory _____ Marginal _____ Unsatisfactory _____ N/A _____

REMARKS: _____

11. Would you award to this contractor in the future?

Yes _____ No _____

If "no", why? _____

12. Any additional comments:

DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION				1. CLEARANCE AND SAFEGUARDING	
<i>(Instructions from the DoD Industrial Security Manual apply to the security aspects of this effort.)</i>				a. FACILITY CLEARANCE REQUIRED: Secret	
				b. LEVEL OF SAFEGUARDING REQUIRED: Secret	
2. THIS SPECIFICATION IS FOR: (X and complete as applicable)			3. THIS SPECIFICATION IS: (X and complete as applicable)		
<input checked="" type="checkbox"/> X	a. ORIGINAL CONTRACT NUMBER		<input checked="" type="checkbox"/> X	a. ORIGINAL (Complete once at source)	DATE (YYYYMMDD): 20050503
	b. REVISOR CONTRACT NUMBER			b. REVISED (Supersedes all previous specs)	DATE (YYYYMMDD):
	c. CONTRACT MODIFICATION NUMBER	DATE DATE (YYYYMMDD)		c. FINAL (Complete from final contract)	DATE (YYYYMMDD):
4. IS THIS A FOLLOW-ON CONTRACT? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO If yes, complete the following					
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a. response to the contractor's request dated _____ retention of the classified material is authorized for the period of _____					
6. CONTRACTOR (Name, Address, and Zip Code)					
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7. SUBCONTRACTOR					
a. NAME, ADDRESS, AND ZIP CODE			b. CAGE CODE	c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)	
N/A				N/A	
8. ACTUAL PERFORMANCE					
a. LOCATION			b. CAGE CODE	c. COGNIZANT SECURITY OFFICE (Name, Address, and Zip Code)	
USTRANSCOM/TCJ6 508 Scott Dr Bldg 1961 & Bldg 1900 Scott AFB, IL 62225-5357				375 th SFS/SFAC 201 W. Winters St. Scott AFB, IL 62225	
9. GENERAL IDENTIFICATION OF THIS PROCUREMENT					
Provide technical support to USTRANSCOM/TCJ6					
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		YES	NO	11. PERFORMING THIS CONTRACT, THE CONTRACTOR WILL:	
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j. MISPLACED INFORMATION INFORMATION			<input checked="" type="checkbox"/> X	j. HAVE OPERATIONS SECURITY (OPSEC) REQUIREMENTS	
k. EMPLOYMENT INFORMATION			<input checked="" type="checkbox"/> X	k. BE AUTHORIZED TO USE THE DEFENSE COURIER SERVICE	
l. FOR SPECIAL USE ONLY INFORMATION		<input checked="" type="checkbox"/> X		l. OTHER (Specify)	
m. OTHER (Specify)					

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THA / TC 53 FP / 13 JUN 05
THOMAS A. FIELD

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Randal K. Geiser

COR

618-229-1227

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USTRANSCOM / TCJG

508 Scott Drive

Scott AFB IL 62225-5357

e. SIGNATURE

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b. SUBCONTRACTOR

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☒

d. U.S. ACTIVITY RESPONSIBLE FOR OVERSEAS SECURITY ADMINISTRATION

☒

e. ADMINISTRATIVE CONTRACTING OFFICER

☒

f. OTHERS AS NECESSARY



A Technical Proposal for
**Distribution Portfolio and Information Technology (IT)
Investment Strategies Management Support**

Prepared for

United States Transportation Command
Command, Control, Communications and Computer Systems Directorate (TCJ6)
508 Scott Drive
Scott AFB, Illinois 62225-5357

In response to

USTRANSCOM/TCAQ
Request for Quote (RFQ) HTC711-05-Q-0002
4 August 2005

Submitted by

Computer Sciences Corporation
CSC Information Systems LLC
15000 Conference Center Drive
Chantilly, VA 20151-2819

25 August 2005

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1.0 INTRODUCTION

The Vision - "USTRANSCOM is pledged to provide absolute, complete, and total support to the warfighter...as the Department of Defense's (DOD's) Distribution Process Owner. This transformational step requires that we bring our collective talents and ongoing initiatives together to forecast requirements, synchronize the movement of cargo and personnel from a source of supply to a designated customer, and expeditiously respond to warfighter requirements."

*John W. Handy, General, USAF
Commander, USTRANSCOM
2004 Annual Command Report*

Computer Sciences Corporation (CSC) is pleased to submit this proposal in response to the USTRANSCOM Command, Control, Communications and Computer Systems Directorate (TCJ6) Distribution Portfolio and Information Technology (IT) Investment Strategies Management Support Request for Quotation (RFQ) HTC711-05-Q-0002. The CSC Team recognizes the critical need for portfolio management functions. To assist the TCJ6 in meeting that need, CSC formed a team of management, functional, financial, and technical experts from six experienced government contractors to ensure the requirements of the Performance Work Statement (PWS) will be met and provide the best support to USTRANSCOM.

1.1 The CSC Team

The CSC Team consists of CSC, [REDACTED]

This

assembly of talent and experience will meet the TCJ6 needs now and for the foreseeable future.

USTRANSCOM has benefited from the services of every member of the CSC Team for over 12 years, with all team members working together on a variety of complex projects. These long-term relationships bring a mature, well-rounded, and cohesive capability to bear on the emerging and evolving Distribution Portfolio Management (DPfM) process.

The team's understanding of the USTRANSCOM mission, broad experience in commercial and Federal sectors, and outstanding record of delivering projects on time and on budget provides the best value and lowest risk to USTRANSCOM TCJ6 for Distribution Portfolio and IT Investment Strategies Management Support. Details of each team member's qualifications follow.

1.1.1



Founded in 1959, CSC is one of the world's leading IT service companies. CSC's mission is to provide customers in Government and industry with solutions crafted to meet their specific challenges and to enable them to profit from the advanced use of technology. CSC specializes in systems design and integration, IT and business process outsourcing, applications software development, Web and application hosting, and management consulting. The acquisition of DynCorp—with credentials as a leading provider of financial management services, including portfolio management and IT—enhanced CSC's global IT capabilities and formed a company that ranks among the top three IT services providers to the Government.



CSC's first business principle is customer satisfaction. An industry-recognized, world-class provider of IT services, with 79,000 people in 80 countries at over 800 locations worldwide, CSC's broad array of professional expertise in Government and commercial sectors will be of immediate benefit to USTRANSCOM. With clients in every agency of the United States Government, CSC excels in successfully applying commercial best practices to Government requirements. In all of its engagements as a prime contractor, CSC builds positive working relationships with teammates and customers and orchestrates the best skills of its teammates to achieve optimal results.

CSC has over 500 people serving customers in the Department of Defense (DOD) and the commercial sector in the St. Louis area. We support projects at Scott Air Force Base (AFB) from offices in Fairview Heights and O'Fallon, Illinois. Both locations offer extensive portfolio management resources, processes proven at USTRANSCOM, and an unmatched USTRANSCOM/Air Mobility Command (AMC)/Defense Transportation System (DTS) knowledge base. These offices have built a reputation for having highly skilled employees with a high degree of expertise and a low turnover rate—less than 1 percent. All of these assets are in place and ready to support USTRANSCOM/TCJ6 on day one of the project.

CSC Recognition
#1 in customer satisfaction by the <i>META Group</i> (an independent IT research group and part of Gartner, Inc.).
Systems Integration Leader consistently in both the commercial and Federal marketplaces.
#1 Federal Systems Integrator in <i>Federal Computer Week's (FCW's)</i> September 2004 Annual Ranking of the Top 20 Federal Systems Integrators.
#1 in Computer Services & Software Top Federal Contractors, <i>Government Executive</i> .
Computing magazine, worldwide service suppliers ranking: <ul style="list-style-type: none">• #1 Service Supplier in Understanding Clients' Business Goals• #2 in Demonstrating a Partnership Approach• #3 in Top Service Suppliers Overall.
CSC was named by <i>Fortune Magazine</i> as one of America's Most Admired Companies.

1.1.2

Systems engineers from the Massachusetts Institute of Technology (MIT) founded [REDACTED] in 1955. Today [REDACTED] is a \$230 million company with more than 1,900 employees and offices throughout the United States. [REDACTED] provides professional, multi-disciplinary process and systems engineering support for requirements development, process design, business transformation, information systems portfolio management, and program management oversight. At Scott AFB, [REDACTED] has partnered with USTRANSCOM and AMC for over 13 years to improve the DTS. [REDACTED] is currently involved in ongoing, transportation/logistics-related tasks with USTRANSCOM J3, J5, J6, and J8, as well as AMC/A3/A4/A5/A6 and the Tanker Airlift Control Center (TACC).

1.1.3

[REDACTED] has been a partner of USTRANSCOM's Global Transportation Network (GTN) Program Management Office (PMO) since 1992 and has worked with TCJ6, TCJ8, and the Joint Transportation Corporation Information Management (CIM) Center (JTCC) since 1994. For the past 4 years, [REDACTED] has



supported AMC Financial Management (AMC/A8). [REDACTED] has repeatedly been recognized for its expertise in cost and financial management and in functional process improvements. Responses to past performance questionnaires illustrate [REDACTED] is intimately familiar with the DTS, including migration systems, as well as accounting and transportation financial management process and business practices, and customers are very satisfied with the results of [REDACTED] services.

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[REDACTED]'s continuous outstanding performance at USTRANSCOM is reflected in comments entered into the Contractor Performance Assessment Report (CPAR) for Contract FA4452-03-F-0024, which included support for USTRANSCOM TCJ6 and the GTN PMO. The CPAR, Paragraph 18, shows five Government Exceptional ratings for [REDACTED]'s work in Quality of Product or Service, Schedule, Cost Control, Business Relations, and Management of Key Personnel. Additionally, in Paragraph 20 of the CPAR, the Government provided a narrative for each area explaining the basis of the exceptional rating.

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[REDACTED]'s goal is to add value in all of its efforts, contributing to the success of USTRANSCOM and each organization it supports. From the [REDACTED] perspective, the strongest statement in the CPAR is, "Given what I know today about the contractor's ability to execute what they promised in their proposal, I definitely would award to them today given that I had a choice" (GTN Resource Manager, Claire Morris; TCJ6-G Plans and Control Branch).

1.1.4

[REDACTED] is a global defense company headquartered in Los Angeles, California. [REDACTED] provides technologically advanced, innovative products, services, and solutions in systems integration, defense electronics, information technology, advanced aircraft, shipbuilding, and space technology. With more than 125,000 employees and operations in all 50 states and 25 countries, [REDACTED] serves U.S. and international military, Government, and commercial customers.

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[REDACTED] has provided direct support to USTRANSCOM and the Transportation Component Commands (TCCs) for over 11 years. [REDACTED]'s unique experience provides a thorough knowledge of the Command's continually evolving mission, vision, goals, and objectives, beginning with the activation of USTRANSCOM and extending into the end-state objectives of Joint Vision 2020 (JV2020) and beyond.

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Locally, [REDACTED] has been actively supporting USTRANSCOM with transportation, logistics, modeling and simulation studies, doctrine development, functional process improvement, business process re-engineering, and process mapping. [REDACTED] assisted with the development and implementation of DTS Portfolio Management (PfM) and continues to support it daily.

1.1.5

[REDACTED] was founded in 1978 and is a publicly traded consulting services and IT firm. [REDACTED] offers a broad range of services spanning the IT life cycle: strategic consulting; systems design, development, and integration; outsourcing; and operations management. [REDACTED] delivers business solutions for text and data mining, contingency and disaster response planning, information assurance, and enterprise systems management. [REDACTED] combines a comprehensive knowledge of its clients' business processes with the practical application of advanced technology tools, techniques, and methods to create value-added solutions for those clients.

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[REDACTED] has proudly served clients within the Departments of the Army, Navy, and Air Force; the Joint Chiefs of Staff; the Office of the Secretary of Defense; the Department of the Treasury; and the Federal Emergency Management Agency for over 26 years. [REDACTED] currently serves over 300 Government clients

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on over 700 active engagements, including clients in 12 of the 14 departments of the executive branch, all branches of the military services, the White House, and the judicial and legislative branches of the Federal Government.

[REDACTED]'s success is grounded on core values the company has stressed since its inception: an ethic of honesty and service; quality work and customer satisfaction; and caring about people. [REDACTED] is committed to maintaining these values as a cornerstone of its business. Value-added recognition is underscored by *Fortune* magazine, which has chosen [REDACTED] as one of the "100 Best Companies to Work for in America" for 7 consecutive years.

[REDACTED]'s office in Fairview Heights, Illinois, was established in 1988 to support USTRANSCOM and has grown steadily over the past 17 years while providing outstanding quality with integrity to all its customers throughout the area. The St. Louis office's core competencies span the system development life cycle. Some key areas include complex systems integration, database development, knowledge discovery and management, Internet and intranet products and services, critical infrastructure protection solutions, and training and educational services—all backed by a full-service multimedia production team—that provides measurable value to the company's clients.

1.1.6

Since October 1994, the [REDACTED] has supported the USTRANSCOM JTCC and, more recently, the Chief Information Officer (CIO) Support Division through a continuous series of contracts focused on Business Process Reengineering (BPR), Operational and Systems Views of the DTS Enterprise Architecture (EA), and transportation migration systems implementation tasks.

[REDACTED], located at Fairview Heights, Illinois, represents [REDACTED] U.S. Federal Government Group in the Scott AFB area. [REDACTED]'s highly skilled and award-winning team provides a complete range of IT solutions to meet customer requirements. [REDACTED] services include defense solutions, enterprise information management, enterprise resource planning, customer relationship management, and security/biometric solutions. [REDACTED]'s understanding of the transportation, distribution, telecommunications, financial management, operations, project management, and information security arenas within USTRANSCOM and AMC is the result of hiring seasoned professionals with decades of experience executing the customers' processes. [REDACTED] delivers logistics integration, decision support, IT engineering services, information security, training, EA, BPR, and standardization through the use of disciplined system migration methodologies. [REDACTED] customers' annual task evaluations speak volumes about the skills and capabilities of [REDACTED] personnel. Achieving transportation and distribution scheduling information superiority is a challenge, and [REDACTED] functional and technical experts meet it with complete confidence.

1.2 Scope of Work

The CSC Team understands the USTRANSCOM mission and the scope of work identified in this PWS. We are fully prepared to continue to enhance and mature Distribution Portfolio and IT Investment Strategies Management Support to the Command. We will provide expert functional, technical, and financial analysis support for the development and maintenance of PfM and IT investment management processes for USTRANSCOM and the TCCs, as well as for DOD-wide IT systems, projects, and initiatives (SPIs) that are of significant interest to USTRANSCOM. The CSC Team is intimately involved with the DTS SPIs under the direct control of USTRANSCOM, as well as the DOD SPIs indirectly controlled by USTRANSCOM in its role as the Distribution Process Owner (DPO). CSC understands USTRANSCOM's involvement in the DOD Business Systems Investment Review Boards (IRBs) and Defense Business System Management Committee (DBSMC).



CSC is an industry leader in portfolio management and routinely uses its Application Portfolio Effectiveness Review (APER) Solution to bring value to customers. Successful portfolio management adds value to an organization by standardizing key information about each IT investment and analyzing portfolio mixes to identify optimal solutions. The key to successful portfolio management is analysis of organizational goals, current systems, processes, constraints, and proposed projects and programs. CSC understands how to map processes, analyze architectures for gaps and redundancies, and rank and manage multiple IT projects and programs using accurate system data. We build solid business cases and recommend optimal portfolio mixes to ensure the best use of constrained resources.

For any portfolio management process to be effective, it must be deployed upon a solid foundation or architecture. The foundation of the DPfM process is the Joint Deployment and Distribution environment, including the Joint Sustainment Architecture (JSA), Joint Deployment Enterprise Architecture (JDEA), Joint Theater Deployment Architecture (JTDA), Joint Tactical Core Deployment Architecture (JTCD), and other architectures. The CSC Team has been involved with JSA development since the JSA's inception. The CSC Team will continue to support USTRANSCOM in performing IT systems reviews and recommending operations and capital investment funding as part of DPfM. Support will be expanded for the DPO operations to enforce compliance with architectures and transition plans, guide execution activities, and identify systems of interest outside of the distribution portfolio. CSC will develop appropriate processes and procedures for liaison and coordination with the system owners, IRBs, and Joint Capabilities Integration and Development System (JCIDS) approval authorities.

The CSC Team is the primary lead in the development of USTRANSCOM's repeatable portfolio management process that produces reliable results and aligns with mature portfolio management practices within industry. We understand the concepts and laid the groundwork to allow for quicker adoption of mature portfolio management processes as the tools and DPO tenets become better defined in the coming years. The ultimate goal is to deliver to USTRANSCOM predictable and higher returns on IT investments to meet the warfighter's interoperability needs at the appropriate level of risk. The CSC Team-led PfM process will result in fewer systems in the distribution portfolio, wiser investments, continuous technology modernization of the entire distribution portfolio, and elimination of gaps and redundancy in mission capabilities.

Our methodology creates the right mix of IT investments to properly use limited resources while providing the maximum business benefit; this is the ultimate challenge for USTRANSCOM IT PfM. The CSC Team is poised to help USTRANSCOM lead the DOD in PfM practices with processes that balance resources, technology, business needs, and changing situations while maximizing returns on investments and minimizing risks.

Our proven PfM process looks across the DOD enterprise to effectively influence investment decisions within the DPO to determine the optimal set of systems in which to invest to support the warfighter. The CSC Team follows four industry-recognized phases of portfolio management: Analyze, Select, Control, and Evaluate. Figure 1-1 depicts the hierarchical structure of the business process performed in the DPfM process.

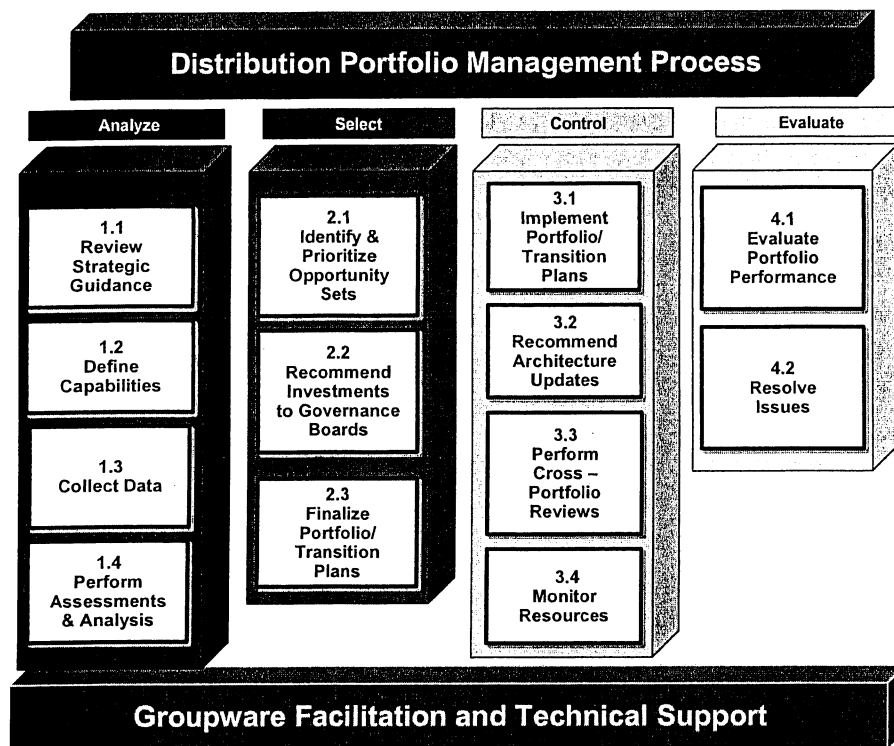


Figure 1-1. Portfolio Management Process

The CSC Team is confident of its ability to provide TCJ6 with a world-class PFM capability that will be flexible and extensible enough to evolve with USTRANSCOM's changing mission requirements for the foreseeable future. We are prepared to move USTRANSCOM TCJ6 rapidly to a production PFM model while meeting all of the PWS requirements.



2.0 MANAGEMENT APPROACH

The CSC Team brings USTRANSCOM a highly qualified and experienced management and support staff from across the Team's resources. We are ready to apply our experience; established working relationships; and DOD, distribution, and transportation expertise immediately.

The CSC management team structure and personnel will add value to USTRANSCOM. Our Team, with over 12 years experience of working together on behalf of the Command, has assisted and supported a variety of world-class and award-winning projects sponsored by USTRANSCOM. CSC management and team members are well versed in the mission, goals, and objectives and future of the Command. Each team member's organization has long-established local relationships and possesses significant reach-back capability—a proven benefit that will bring the latest in business practices, technology, and innovation to bear on USTRANSCOM's behalf.

The CSC Team Federal Sector organization chart shown in Figure 2-1 indicates that the support the TCJ6 will receive extends from the local CSC management team to the highest levels of CSC. Though the DPfM Program Manager and the EA Integration Manager have different reporting chains, the ultimate head of the organization is the same. The local organizations have worked cooperatively since the merging of CSC and DynCorp.

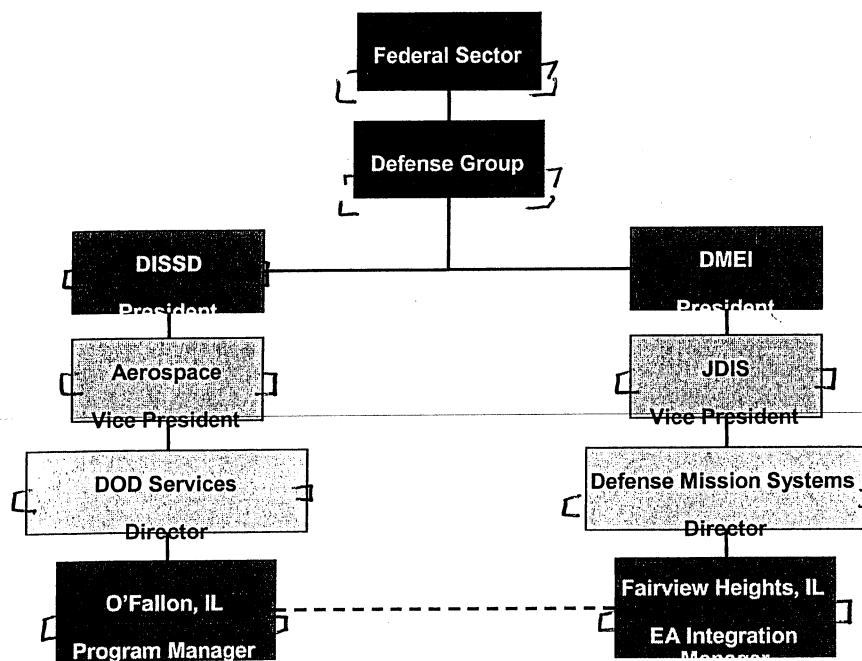


Figure 2-1. CSC Federal Sector Organization Chart
A strong corporate commitment for these intertwined programs.

The CSC Team's Task Order management controls, including cost, schedule, and performance, are the responsibility of the local Program Manager. [REDACTED] is a proven and experienced Program Manager, as demonstrated by the professionalism and strength of current and previous CSC contracts supporting many of the tasks contained in the PWS. [REDACTED] has been the CSC Program Manager for 8 years, supporting USTRANSCOM TCJ6's EA, Enterprise Capabilities Management (ECM), and Corporate Resource Information Source (CRIS) management projects.

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[REDACTED] will be supported by [REDACTED], the EA Integration Manager, who will work with the group leads and ensure a close link is maintained between the DPfM and the EA support contractor. [REDACTED] and [REDACTED] have worked together to provide their common customers with a single point of contact for contractual issues and another point of contact for functional issues. We understand that the EA Support Contract and the Distribution Portfolio and IT Investment Strategies Management Support Contract are very closely linked. We pledge to work closely with the EA support contractor to ensure quality products and results, ensuring success for USTRANSCOM. 54,552 (b)(6)

The CSC Team Program Manager has the authority to acquire, assign, and reassign personnel and will work with USTRANSCOM, Group Leads, Task Leads, and the EA Integration Manager to adjust assignments, realign staff because of changing requirements, and obtain additional resources on an as-required basis. Program Manager responsibilities also include initiating ad hoc meetings to obtain corporate-level assistance in resolving existing and potential problems. Our Program Manager is available to the Government at any time to address specific issues or problems relating to this Task Order.

The CSC Team organization for the contract work is shown in Figure 2. PWS tasks are organized into three major groups, DOD-Wide Portfolio Management, DTS-Wide Portfolio Management, and DOD/DTS PfM Support. Each group is assigned a Group Lead, who is the point of contact to the TCJ6 staff for the requirements within that group, and a Deputy Group Lead. Each task is assigned a Task Lead and a Deputy Task Lead to ensure exchange of ideas and to prevent any potential single source of failure.

Task Leads are responsible for the day-to-day activities on their tasks and report to the Group Lead. Group Leads and Task Leads work with the EA Integration Manager and will be participants in a proposed EA Integration Working Group to work with the Task Leads from the EA support contract and ensure communication and coordination across both the EA and DPfM arenas.

Group Leads work with the Program Manager and team members to ensure all requirements of individual tasks are met. Task Leads will provide inputs through the Group Leads for inclusion in the Quarterly Status Reports.



A further breakdown of all staff personnel to the task level is depicted in Figure 2-2.

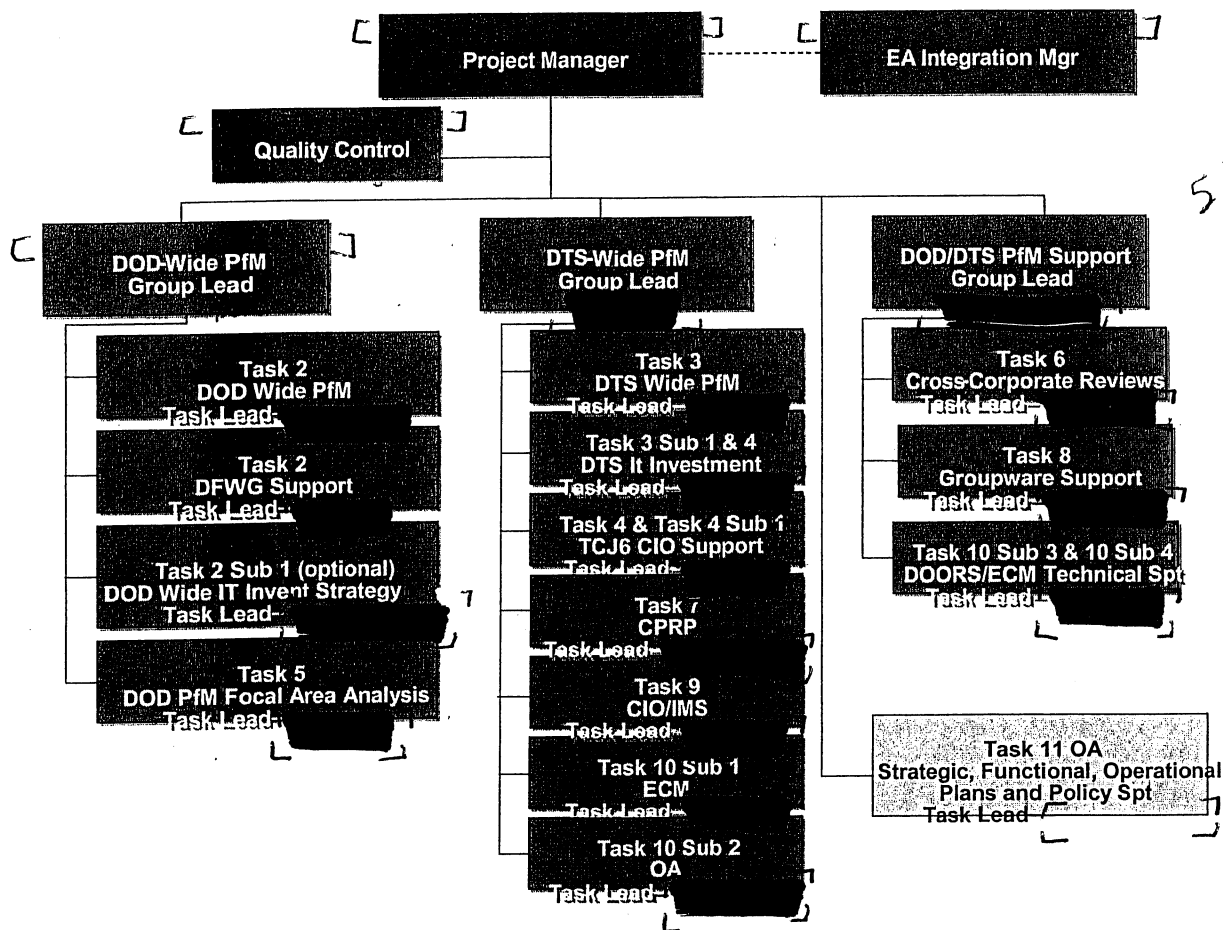


Figure 2-2. Project Organization Chart
Time-tested leads organized to support portfolio management requirements.

2.1 Contract-Level Program Management

The CSC Team Program Manager has operational control and financial responsibility for performance on this Task Order. She is accountable for all technical, contractual, schedule, and financial aspects of the Task Order.

A detailed project plan will be developed for each task and rolled into a full Task Project Plan. Once the Government has approved the project plan, the plan will be tracked monthly with variances and deviations will be reported to USTRANSCOM's Contracting Officer's Representative (COR) in the Quarterly Status Reports. The CSC Team Program Manager will work with the USTRANSCOM COR to ensure all requirements are being addressed at the appropriate level.

The CSC Team Program Manager will convene monthly project tracking meetings with Group and Task Leads to ensure compliance with our contractual obligations, to assist the Leads with problem resolution, and to receive updates on the status of task activities. Meetings will be scheduled to avoid disruption to the regular work schedule of the participants.



In addition to monthly tracking meetings, Task Leads will provide a weekly status report identifying task accomplishments for the week, planned activities for the upcoming week, schedule updates, deliverable status, upcoming events, and issues or concerns that require management intervention.

On a monthly basis, or as required by the COR, the Program Manager will provide a financial status update, in addition to the required Quarterly Status Reports. This update will include hours and costs (per month and cumulative) by labor category and by task/contract line item number (CLIN), or as requested by the COR.

The CSC Team will conduct after-action reviews (AARs) upon achievement of significant milestones. The AARs will identify and assign action items and document lessons learned so they can be applied to future deliverables and efforts. Lessons learned will be incorporated into individual task project plans and tracked to the next milestone. Action items will be checked at monthly tracking meetings. Lessons learned and action item outputs will be included in the Quarterly Status Reports.

The CSC Team views a close working relationship with USTRANSCOM as a vital part of the project's success. Upon contract award, our Program Manager will schedule an appointment with the COR to discuss the requirements and format of all deliverables to ensure the TCJ6's requirements will be met.

2.2 Invoices and Reports

As required in the PWS, CSC will submit monthly invoices through the Wide Area Work Flow (WAWF) tool for work performed. Invoices will provide a breakout of hours and associated costs for all personnel for each task and CLIN, by month and cumulatively. In addition, the Program Manager will deliver a financial report of hours per month by person/task to allow the COR to verify the monthly invoices.

Quarterly Reports will summarize the specifics of work performed during the quarter. Status and progress will be reported and recommendations will be made regarding individual tasks. Quarterly Reports will also identify specific approvals/determinations the COR will be asked to provide during the upcoming review period, as well as issues with any tasks or documentation described within the PWS.

The Final Status Report will provide a summary of all accomplishments during the period of performance, a list of any difficulties encountered, and a list of lessons learned that will be recommended for incorporation into the activities of the following option year, if appropriate. The status of activities in comparison to the original planned goals and resources will also be incorporated.

2.3 In-Process Reviews

The CSC Team will prepare and brief In-Process Reviews (IPRs) to the COR and other representatives quarterly or as required during each period of performance, as scheduled by the COR. All presentation materials will be prepared and delivered to the COR as required by the PWS. Briefings will include a summary of the status, progress, recommendations, and concerns for each task within the PWS. We will prepare and deliver meeting minutes, to include a record of the date, location, attendees, activities reported, recommendations, and decisions. We are prepared to work with the EA contractor to consolidate IPRs at the request of the CORs for each contract.

2.4 Trip Reports

The CSC Team will prepare and deliver Trip Reports for each trip taken under this contract in accordance with the requirements of the PWS. Trip Reports will include a record of the purpose, location, and length



of the trip; the travelers; the individuals contacted; and a synopsis of all discussions, future actions identified, decisions made, and/or issues of concern.

2.5 Subcontract Management

All of the CSC Team members have worked together for over 12 years in a variety of prime and subcontractor arrangements. As a result, there are no “new” relationships to work through or details to work out. We are well established and understand that only by bringing the best of each company to bear on USTRANSCOM’s requirements will we arrive at a solution that benefits the nation’s warfighters.

Subcontract agreements are in place with each of the team’s subcontractors for the period of performance and will be updated with each exercised option year. The level of effort required by each teammate is flexible, and openings on the team will be available to all teammates. Task Leads and Deputy Task Leads have been chosen from all of the teammates—these positions are not held exclusively by CSC personnel.

The CSC Team is truly integrated. No subcontractor has total responsibility for any one task area/deliverable. The team members fully understand they are directly responsible to CSC and not to the COR and that CSC has ultimate responsibility for interfacing with the Government and for the quality of products delivered. All teammates will follow common time reporting procedures, and CSC will review and validate all subcontractor invoices prior to inclusion in the CSC invoices submitted to USTRANSCOM for payment.

2.6 Task 1, Subtask 1: Contract Management Plan

The CSC Team Program Manager will develop and deliver an integrated Draft Contract Management Plan (CMP) to the COR within 20 working days of contract award. Within 5 days of receipt of the COR’s comments, a CMP incorporating the COR’s comments will be delivered as a Final Contract Deliverable. The CMP will describe the functional approach, organizational resources, and management controls we will use to perform the tasks; meet the cost, performance, and schedule requirements; and create the deliverables required by the PWS.

The Program Manager will periodically review the CMP, suggest revisions to the COR, and with approval, update the document. We do not consider these updates to be formal deliverables, but we will use them to maintain a usable plan throughout the life of the Task Order.

2.7 Task 1, Subtask 2: Employment Status Report

The CSC Team will develop and deliver an Employment Status Report at the beginning of the contract period of performance. As personnel changes occur, this report will be updated and delivered to the COR in accordance with the requirements of the PWS.



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3.0 STAFFING

Today, the CSC Team has 82 percent of the personnel required to perform the tasks of this PWS on staff and is ready to go on day one. The CSC Team is your best choice for immediate productivity and the lowest schedule risk.

The CSC Team will use an integrated staffing approach to provide the most qualified resources, regardless of company affiliation. We bring exceptional value with breadth and depth of resources that include key personnel who are well known to USTRANSCOM and have worked together as a team over the past several years. We have unsurpassed bench strength with resources already at USTRANSCOM and team knowledge of DPfM, the CIO Program Review Process (CPRP), EAs, the CRIS database, and the DTS.

The CSC Team staffing plan uses the “share follows talent” model to integrate the best talent based on qualifications and capabilities, not corporate affiliation. We will manage our resources as one company, and staffing will depend on what is needed to make the project successful. Our approach will draw on the strengths and core competencies of all the teammates to meet the standards of USTRANSCOM.

3.1 Staffing Plan

The CSC Team’s staffing plan ensures the availability of qualified personnel when and where needed. It underscores our ability to provide and integrate staff, processes, and tools to ensure required capabilities are identified and available in a timely manner. The plan addresses our recruiting, retention, and training strategies and processes, which rely on the significant combined bench strength of all team members to provide unsurpassed depth and breadth of resources. Automated, Web-based tools are used to access qualified résumés, and standardized, repeatable processes promote efficiency when filling open positions.

Our proposed staffing plan is depicted in Figure 3-1.

This proposal has been developed by the people who will be charged with its execution. Key personnel were identified and solution development was begun in fall 2004. The team of seasoned professionals has extensive USTRANSCOM functional, technical, systems, and financial expertise. This Team provides the best value, best fit, and an expedited solution. To ensure success, we will hire, as necessary, personnel experienced in analysis (functional, financial, systems, and technical) distribution, transportation, and deployment. To ensure team stability, we will keep our resources engaged and challenged through incentive plans, career planning and growth, and a competitive work environment that promotes creative interaction. We have honed our skills working with USTRANSCOM for over 12 years, providing solutions and high levels of customer satisfaction. Annual Customer Satisfaction Reviews and past performance reports substantiate this experience.

Our key personnel and employees working in the TCJ6 on the EA and DTS PFM Contracts since 2003 demonstrate a dedication and intellectual commitment to TCJ-6’s success that far exceeds any retention program described in this proposal. They are invested in this program and are committed to continuing the work of providing excellent support and products to the TCJ6.

Key personnel and their qualifications are identified in Figure 3-2.



Labor Categories	TASKS																	Total Hours by Labor Category	FTE's by Labor Category
	Task 1 Contract	Task 2 DOD-Wide Portfolio Management	Task 2Sub 1DOD-Wide IT Investment Strategies Support (Optional)	Task 3 DTS-Wide PFM Support	Task 3 Sub1 DTS IT Investment Support	Task 4 DTS-Wide IT Investment Strategies Management Support	Task 4 Sub 1 TCJ6 CIO Support	Task 5 DOD-Wide PFM Focal Area Analysis Support	Task 6Cross Functional Reviews	Task 7 CIO Program Review Process	Task 8 - Groupware Workshop Support	Task 9 CIO and Integration Management Support	Task 10 Sub 1 Enterprise Capabilities Management	Task 10 Sub 2 Operational Assessment	Task 10 Sub 3 DOORS	Task 10 Sub 4 ECM Technical Support	Task 11 Strategic, Functional and Operational Plans and Policy Support		
A1 Project Manager	1900																	1900	1
A22 Sr Data Control Specialist	950	1375	7600	950									950					11825	6
B1 PFA		5700	3800	950					950					1900				20900	11
B2 SFA		8550	7600				1900	8550		1900							1900	30400	16
B3 FA		18050	13300	1900				6650	950		1900	950	1900				950	46550	25
B8 Sr BPR Specialist		2850	1900					950			3800						950	10450	6
B10 SSA																		0	0
B11 SA				1900									950		950			3800	2
D1 PIE		1425	0					1425										2850	2
D2 SIE			0		1900							425						2325	1
D3 IE		1900				1900												3800	2
D4 SAE																		0	0
D5 AE																1900		1900	1
D10 JE						1900												1900	1
I1 STW																		0	0
I2 TW																		1900	1
I5 Data Control Clerk			3800															3800	2
Total Hours by Task	4750	39850	38000	5700	1900	3800	1900	23275	1900	1900	6650	1375	4750	1900	950	1900	3800	144300	76
FTEs by Task	2.5	21.0	20.0	3.0	1.0	2.0	1.0	12.3	1.0	1.0	3.5	0.7	2.5	1.0	0.5	1.0	2.0	76	

Figure 3-1. Proposed Staffing Plan

Appropriate levels of expertise applied in critical areas to ensure success.



Key	Experience			Education			Hours											
	GSA			GSA			Task											
	Individual	Individual	Individual	Individual	Individual	Individual	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10	Task 11	Task 12
Y	A2 Project Manager	12G/9S	15G/10S	BS	MA	TS	CSC	Currently managing PIM tasks and EA Technical contract for USTRANSCOM; PMI trained	950									
Y	31 Prin Functional Analyst	10G/8S	27G/12S	BS	MBA	TS	CSC	Currently managing EA functional contract for USTRANSCOM	627									
Y	31 Prin Functional Analyst	10G/8S	26G/8S	BS	MS	S	CSC	Currently supporting CPRP and PIM for USTRANSCOM	1900									
Y	31 Prin Functional Analyst	10G/8S	20G/8S	BS	MS:PMIP	TS	CSC	Currently project lead for PIM and EOM for USTRANSCOM; EMP certified	950									
Y	31 Prin Functional Analyst	10G/8S	36G/10S	BS	MBA	TS		Currently managing the GroupWare facility and Facilitators										
Y	31 Prin Functional Analyst	10G/8S	38G/7S	BS	MA	TS		Currently working on the DRWG issues under the PIM task for the EA technical contract	900									
Y	31 Prin Functional Analyst	10G/8S	20G/7S	BS	MS	TS		Currently supporting Operational Assessment for USTRANSCOM										
Y	31 Prin Functional Analyst	10G/8S	25G/6S	BS	MBA	S		Currently supports DTS/IT investments for USTRANSCOM	1900									
Y	31 Prin Functional Analyst	10G/8S	25G/6S	BS	MBA	S		Currently supports functional and operational planning and policy for USTRANSCOM										
Y	31 Prin Functional Analyst	10G/8S	30G/9S	BS	MS	TS		Currently supporting TA and CPRP for USTRANSCOM										
Y	31 Prin Functional Analyst	10G/8S	28G/14S	BS	MS	TS	CSC	Currently supporting USA systems views	1900									
Y	31 Prin Functional Analyst	10G/8S	28G/14S	BS	MA	TS		Currently leads CPRP financial analysis for investments for USTRANSCOM	950									
Y	31 Prin Functional Analyst	10G/8S	28G/14S	BS	MA	TS		Currently supports economic analysis and process improvement for IT investment for USTRANSCOM	650.0									
Y	31 Prin Functional Analyst	10G/8S	20G/7S	BS	MS	TS		Currently runs the GroupWare facility at USTRANSCOM										
Y	31 Prin Functional Analyst	10G/8S	20G/7S	BS	MS	TS		Currently Quality Control manager for EA Technical Support Contract for USTRANSCOM	950									
Y	2 Technical Writer	3G/1S	14G/8S	AA	BS	S	CSC											

Figure 3-2. Key Personnel and Their Qualifications

(b)(7)(F)
(b)(7)(G)
(b)(7)(H)
(b)(7)(I)



3.1.1

The organizational chart for the CSC Team is at Figure 2-2. Key personnel résumés are found in Appendix B and reflect the depth of knowledge in the functional, technical, and financial dimensions of the proposed staff for this project.

The information contained in the résumés, along with the personnel information contained in Figure 3-2, is true and complete, and these individuals are available for assignment on the effective date of the Task Order.

Prior to reassigning any personnel to another task, CSC will obtain the concurrence of the USTRANSCOM TCJ6 COR or another designated representative. In the event one of our key personnel leaves, CSC will assign a replacement as soon as possible but no later than 2 weeks after departure, unless suitable arrangements are made with the COR.

3.2 Recruiting and Retention

The CSC Team recognizes the critical importance of attracting and retaining highly qualified professionals. We have managed successful programs in the face of personnel turnover common in the IT world. To minimize turnover, we invest significantly in our people to challenge them and maintain their loyalty. CSC historically has scored among the highest in the IT industry in staff retention based on three pillars of job satisfaction: (1) competitive pay and benefits, (2) rewarding job assignments, and (3) growth paths and training for career advancement. Annually since 1997, *Fortune Magazine* has named CSC one of America's Most Admired Companies and positioned CSC in Computer & Data Services' Top 10. CSC also consistently ranks in the Fortune and Forbes 500 annual lists.

Each of the CSC Team's corporate members has programs in place to attract and retain skilled professionals by providing competitive benefits and compensation, bonus/incentive programs, technical training, and education reimbursement. The CSC Team makes significant investment in its personnel infrastructure. Our state-of-the-art recruiting system enables us to hire the right people and minimize hiring time. In 2004, the CSC Team's attrition rate was under 14 percent, well below the 20.2 percent industry average. Our average time to fill a vacant position was 10 days. Performance in the Scott AFB local area is significantly better, with the CSC attrition rate at less than 1 percent.

Features of our staffing approach and benefits accruing to USTRANSCOM as a result of its implementation are summarized in Table 3-1.

Table 3-1. Features and Benefits of the CSC Team's Staffing Approach

CSC Team Features	Benefits of our Staffing Approach
"Share follows talent" approach relies on qualifications/capabilities, not company affiliation. Each staff opening will be made available to all team members. Team members may resumes, from which the best value candidate will be selected.	Identifies best and brightest from across entire team for each position. Team receives best-qualified individual based on each teammate's core experience and individual's past performance in PfM, distribution, deployment and transportation, financial, systems, and technical analysis. Provides improved customer satisfaction and reduced problem resolution timeline.
Approach balances equal opportunity to compete for open positions.	Identifies best-qualified candidates from across entire team for each position. Enhances team cooperation for seamless management and performance. Promotes technical expertise, teammate and staff retention, and retention of key personnel.



CSC Team Features	Benefits of our Staffing Approach
Significant reach-back bench strength among team members	Ensures availability of qualified personnel, when and where needed. Enhances ability to fill vacancies quickly, thus lowering risk of delays in project progress. Provides large population and span of expertise from which to select best-qualified.
Immediate project start with key personnel and a high percentage of other staff members in position to begin work on day one.	Deep knowledge and understanding of USTRANSCOM's mission-critical requirements ensures low-risk solution. Hands-on experience minimizes risk and accelerates schedule. Intellectual commitment of key personnel supports long-term retention.
Succession planning and cross-training	Replacements will be planned and seamlessly implemented without impact to the project
Automated, Web-based staffing tools	Quick access to large resume pool from within/outside team ensures availability of sufficient numbers of candidates through renewable pipeline and ensures best fit for the job. Decreases time to recruit/hire and avoids negative schedule impacts.
Employee referral bonus	Vacancies are filled quickly by identifying candidates who have worked well together in the past and have known skills/performance. Promotes loyalty and long-term retention.
Flexible fringe benefits and competitive salary structure	Encourages retention by increasing employee work/life satisfaction. Ensures institutional knowledge.
Planned career growth that includes extensive leadership, program management, and technical training	Provides USTRANSCOM flexible workforce to meet mission needs. Ensures employees have skills to perform jobs successfully. Provides challenges and growth to keep employees motivated and loyal. Promotes long-term retention.

Our standard, mature staffing policies and procedures ensure recruiting and retention of highly qualified personnel.

3.2.1

Unexpected replacement of key personnel may become necessary even in the best planned programs. We will mitigate that risk through cross-training and succession planning that motivates key personnel to “grow their own replacement” through mentoring programs.

Leaders and deputy leaders are assigned at the group and task levels. These leaders will work together to ensure all information, skills, and activities within their groups and assigned tasks are understood by all task team members. This prevents any area from being one-deep in skills and reduces the risk of single point of failure, while facilitating rapid replacement should an unexpected vacancy occur.

If personnel change is imminent, the Program Manager will notify the COR immediately and will apprise the COR regularly until a replacement is selected. If a replacement is not immediately available, we will employ our standard processes to rapidly fill open positions. When a position becomes available, we will open a requisition describing the job requirements (e.g., years of experience, educational requirements, and certifications). All CSC Team members will be encouraged to propose candidates for evaluation. An offer will be made to the most qualified individual and initial training provided prior to coming on board.

3.3 Training

Because people are the CSC Team's most important resource, all team organizations hire for the long term. Each organization invests in tools and training to develop and maintain staff proficiency. CSC's commitment to training is demonstrated in the development and delivery of a comprehensive list of training courses, simulation sessions, and other educational venues, services, and products to ensure the ongoing development of the professional staff.



Each member of the CSC Team supports learning and career development with corporate specific programs that include educational financial assistance, training, and professional development. CSC's SkillPort Web-based training system allows employees to identify events and programs to support their professional and client-related requirements. They can also use the SkillPort catalog to register for and manage their educational and certification needs.

3.4 Subcontractor Roles and Responsibilities

CSC understands the business challenges facing USTRANSCOM and the DOD. Our team members were selected to ensure the right mix of skills and capabilities and are immediately available to the Distribution Portfolio Management project. We identified subcontractors with experience in USTRANSCOM, sound financials, excellent performance records, and qualified resources with the right skill sets and capabilities to augment CSC's capabilities.

Our selection process was based on our successes with our teammates in previous and current programs at USTRANSCOM, our experience working together on similar efforts, and the specialized expertise needed to achieve the breadth and depth of resources necessary to ensure project success.

The CSC Team is fully assembled—with signed agreements in place—and ready to execute our strategy of delivering a high-quality, low-risk solution, on schedule and on budget.

3.5 Non-Disclosure Agreements

Each member of the CSC Team will sign a non-disclosure agreement as a prerequisite to starting work in order to protect non-public Government information from disclosure and prevent violations of Federal statutes/regulations. Our full Organizational Conflict of Interest and Mitigation Plan can be found in Appendix B.



4.0 TECHNICAL APPROACH

The DOD Portfolio Management Process comprises a cyclical set of steps to analyze, select, control, and evaluate IT investments and related non-material solutions (described in the Doctrine, Organization, Training, Materiel, Leadership and education, Personnel and Facilities [DOTMLPF] process). The CSC Team has used the cyclical steps of the DOD process—Analyze, Select, Control, and Evaluate—as the basis of its technical approach. Figure 4-1 illustrates the high-level steps of our approach.

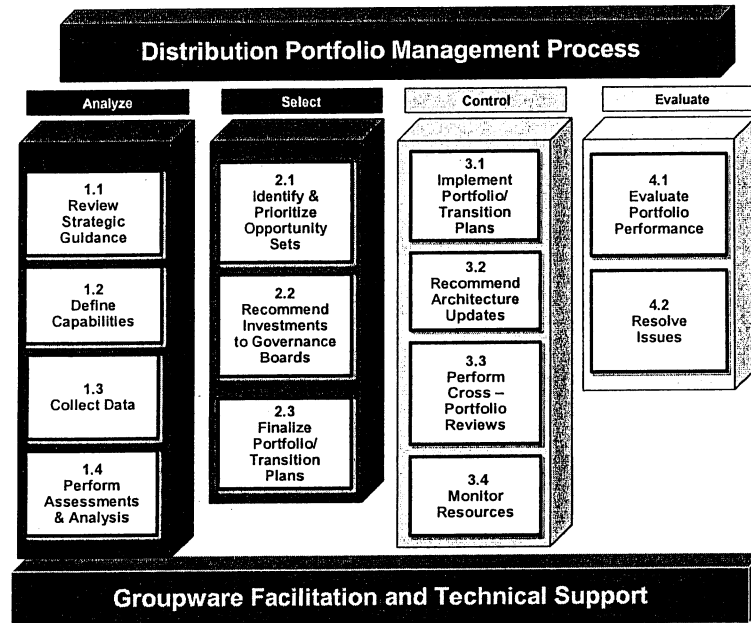


Figure 4-1. Portfolio Management Process

A comprehensive process supported by all leading portfolio management tools

The following discussion will outline the high-level steps and methodologies needed for the CSC Team to perform portfolio management activities for USTRANSCOM.

a. Analyze:

- (1) Review Strategic Guidance: The CSC Team will partner with the USTRANSCOM Distribution Process team leaders to provide a desired organizational strategy and a list of key goals, objectives, and high-level requirements and metrics that will guide the portfolio management process and define success. We will assist USTRANSCOM in identifying the IT investments and other non-material solutions the Command selects for us to manage. Our portfolio analysts will review and use this strategic guidance to focus our process efforts and write policy and a plan for USTRANSCOM approval to ensure success in all our assigned tasks. The output of this step will be a concise list of portfolio management goals and objectives, approved policy, and a list of assigned IT investments.
- (2) Define Capabilities: The CSC Team will assist USTRANSCOM in the definition of mission or system capabilities that will satisfy the requirements identified by the Command as needed to meet its strategic goals. Once the capabilities are defined, we will assist USTRANSCOM in organizing and assigning the capabilities into portfolio(s). Each capability will be assigned to one portfolio and will be prioritized within the portfolio using the portfolio management



goals and objectives developed in the previous step. The output of this step will be one or more portfolios containing sets of prioritized capabilities.

- (3) Collect Data: The CSC Team will recommend to USTRANSCOM what data needs to be collected from the assigned IT investments identified in Step a(1). We will assist USTRANSCOM in the collection of applicable operational, system, and cost data, which will include program management and architecture details on each IT investment. We will use the collected data in the next step.
- (4) Perform Assessments and Analyses: The CSC Team will assess the data collected and qualitatively analyze it to make sound recommendations for decision makers. Our architecture assessments and analyses will determine gaps and duplications in the overall set of IT investments, as well as identify impacts to external portfolios. Our assessments and analyses of the technical solution and cost for each individual IT investment will provide quantitative scores used for the selection process.

b. Select:

- (1) Identify and Prioritize Opportunity Sets: The CSC Team will use the outputs of the previous step to identify what is positive and negative with the current set of IT investments and related non-material solutions. Specifically, we will determine whether each current IT investment should be renewed (continued as-is), retired, redeveloped, or reassessed. We will recommend several prioritized sets of IT investment opportunities, both within a particular portfolio (a portfolio plan) or across several portfolios (a transition plan), based on risk tolerances that will maximize the value of the IT investments USTRANSCOM assigns to the PfM process. We will also recommend non-material solutions to the USTRANSCOM task lead, as appropriate. We will assist USTRANSCOM-assigned Portfolio Managers in interpreting analyses and prioritizing their portfolio of IT investments. Prioritized portfolios will be reviewed and approved by internal or external governance boards.
- (2) Recommend Investments to Governance Boards: The CSC Team will facilitate USTRANSCOM's internal and external governance board meetings and provide executive-level, decision-ready packages. Governance boards are any Government-led group of decision makers empowered to select IT investments. Portfolio Managers present their assigned portfolio recommendations to governance boards. The decision makers assigned to the board evaluate the merits of the recommendations submitted in the previous step, and select IT investments that most closely align with the strategic guidance in Step a(1). The decisions are then put into plans.
- (3) Finalize Portfolio/Transition Plans: The CSC Team will document all governance board meetings and assist USTRANSCOM in collating all decisions into plans for resource allocations. We will assist Portfolio Managers in creating interdependency schedules, ensuring projects are sequenced correctly.

c. Control:

- (1) Implement Portfolio/Transition Plans: The CSC Team will assist USTRANSCOM in all actions needed to allocate or adjust resources to IT investments selected in the previous step and will communicate the decisions to the Program Managers.



- (2) Recommend Architecture Updates: The CSC Team will ensure applicable operational, technical, and systems architectures are updated to reflect the implemented portfolio/transition plans and improve the subsequent analyses processes in Step a(4).
- (3) Perform Cross-Portfolio Reviews: The CSC Team will review policies and IT investment decisions affecting the scope of USTRANSCOM's IT investments. Specifically, our portfolio analysts will review JCIDS and external policy documents and be cognizant of external IT investments and processes that interface or influence the plan implemented in Step c(1). We will also investigate and recommend solutions to internal issues affecting one or more portfolio plans implemented in Step 3.1.
- (4) Monitor Resources: The CSC Team will monitor the resources allocated in Step c(1). Specifically, we will collect project and program execution data, including cost and schedule variances and issues submitted by Program Managers. We will summarize and report the variances and issues to USTRANSCOM-selected Portfolio Managers. Program Managers define issues with a description of what caused them and of their impact, urgency, and current status. We will assist Portfolio Managers by identifying each issue's dependent projects or tasks affected. Each issue also needs a Program Manager impact statement, including cost overruns, time delays, and the affects on the quality of the deliverable. The impact of the issue usually determines the urgency of the issue. Also, the age of each issue can help determine the Portfolio Manager's priority to solve the issue. By properly defining common issues, our portfolio analysts can then analyze and assist Portfolio Managers in solving the common issues.

d. Evaluate:

- (1) Evaluate Portfolio Performance: The CSC Team recommends Portfolio Managers convene periodic (we suggest monthly) portfolio management meetings to resolve the variances and issues collected and summarized in the previous step. We will facilitate and document portfolio management and Program Manager meetings. Our portfolio analysts will analyze issues to allow the Portfolio Manager to prioritize efforts to resolve the issues.
- (2) Issues Resolution: The CSC Team will assist Portfolio Managers in their resolution of portfolio issues. We will prioritize issues by severity, impacts on a portfolio, and the age of the issue. We will then use severity codes to help identify degree of impact, consequences, and decision-level authority needed for issue resolution. Issue resolution may require more information from experts to identify the issue's impact on deadlines, costs, and deliverable quality. Once the consequences are identified, we will provide options to the Portfolio Managers, identified by deliverable quality and associated schedule, costs, and risk. If the Portfolio Manager is not able to make a resolution decision, the issue and solution options will be forwarded to a higher-level decision maker. Once the best resolution option is decided, the resolution plan and resources will be assigned to a Portfolio Manager with responsibility to solve the issue and report the results. We will provide assistance to the Portfolio Manager to track these issues.

The discussions that follow will describe how each Task Order contributes to the PfM process. Each task description will begin with a summary statement of where the Task Order supports the portfolio management process and key Task Order execution steps.



4.1 Task 2: DOD-Wide Portfolio Management

4.1.1

Task 2 is the overarching task to execute the PfM process (see Figure 4-2). This task proposal will expand on the process discussion in Section 4.0 and describe Distribution Functional Working Group (DFWG) support.

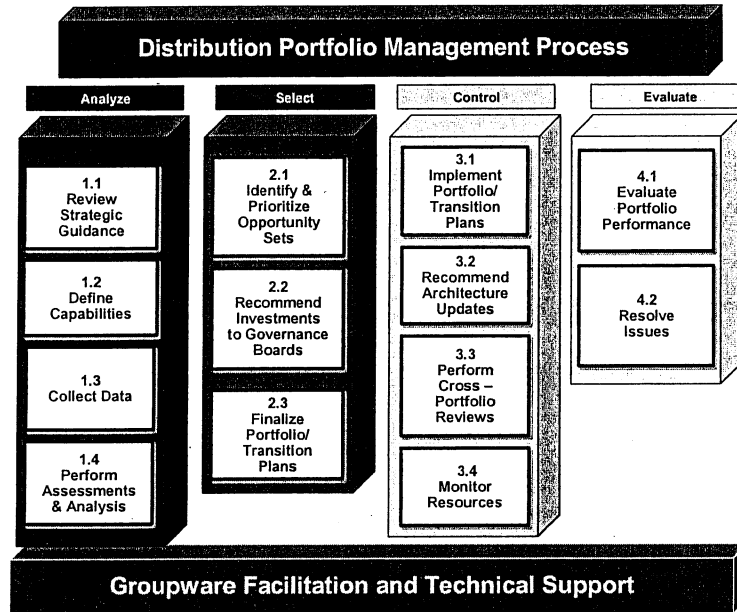


Figure 4-2. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

The portfolio management process will be the framework for the development of a sound DOD-wide policy to govern IT investment portfolios.

4.1.2

The logical sequence of high-level tasks within Task 2, DOD-Wide Portfolio Management, is depicted in Table 4-1.

Table 4-1. Logical Sequence of High-Level, DOD-Wide PfM Tasks

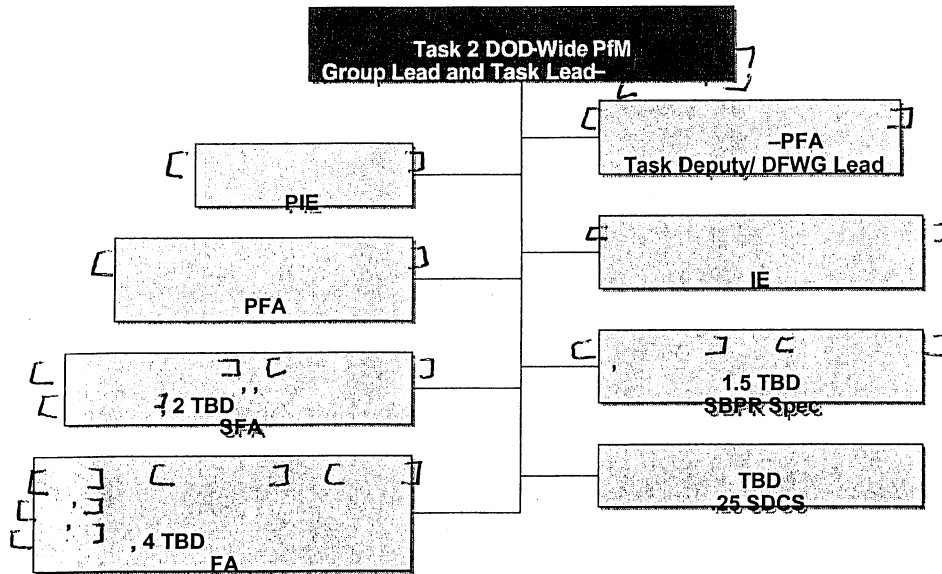
High-Level Task	Summary
Write portfolio management oversight and policy	The CSC Team will recommend a set of portfolio management methodologies and policies for task lead approval
Develop an Analysis Plan	The CSC Team will describe data collection and analysis techniques and recommended outputs for task lead approval
Support DFWG	The CSC Team will describe how it will facilitate and assist USTRANSCOM in DFWG preparation, meeting execution, and output documentation for task lead approval

An adaptation of an approach proven in the development of the DTS PfM process.



4.1.3

The methodology and the high-level tasks described in Table 4-1 will be executed by the resources listed in Figure 4-3.



68% of the personnel required for this task are currently on staff

Figure 4-3. Task 2: DOD-Wide Portfolio Management Organization Chart

4.1.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- The CSC Team will develop a tailored USTRANSCOM PFM plan to execute the DOD's Analyze, Select, Control, and Evaluate PFM methodology. We will use the necessary processes, tools, and techniques to gather and analyze the appropriate functional, technical, system, and financial information on DOD IT systems in order to optimize investment decisions.
- We understand how to map processes, analyze architectures for gaps and redundancies, rank and manage multiple IT projects and programs using data, analyze and build solid business cases, select optimal portfolio mixes to ensure the best use of constrained resources, track and control investment execution, and evaluate current processes for improvements and new opportunities. Our plan will lay out the required CSC Team resources and a project timeline for gathering key information on DOD-wide IT systems, programs, and initiatives assigned to us by the COR.
- The CSC Team will use trained PFM support staff to implement and accomplish the plan as developed. The staff will include functional, business case, and architectural analysts, along with personnel that will manage and facilitate governance council meetings. We will also assign personnel to train Program and Portfolio Managers in the proper use of a PFM tool to be selected by USTRANSCOM, and we will provide help desk support during normal business hours. With the experience gained leading USTRANSCOM's CRIS effort to standardize key information on each DTS IT investment, including systems, programs, or initiatives, we will assist the task lead in accomplishing PFM tasks. Today, our team inventories IT investments, collects the



investments' functionalities and funding requirements (including a work breakdown structure [WBS]), conducts a technical assessment of the IT systems involved, and reviews the business cases used to justify the investments. Our team has functional analysts who are trained and experienced on the JCIDS and have experience with writing and reviewing Functional Area Analyses, Functional Needs Analyses, and Functional Solution Analyses. The CSC Team built and used tools to rank order and present DTS funding requests to the USTRANSCOM CPRP decision makers. We will use similar tools (the CRIS database, the Dynamic Object-Oriented Requirements System [DOORS], Microsoft Office) and processes to provide DOD-wide PfM analyses and requirements-based recommendations to IT governance decision makers, maximizing the value to USTRANSCOM.

- d. CSC will develop an analysis plan for the USTRANSCOM task lead that will provide the Government with periodic "re-assess, re-develop, retire, or renew" recommendations needed to support investment decisions (see Figure 4-4). We are uniquely positioned to support USTRANSCOM's IT strategic planning goals, because we developed the "To-Be" enterprise architectures and identified high-level capabilities. This foundation gives us the needed experience to analyze data (e.g., functional, migration, and financial) and assess how and to what extent capabilities are effectively supported by the various systems within the distribution enterprise.

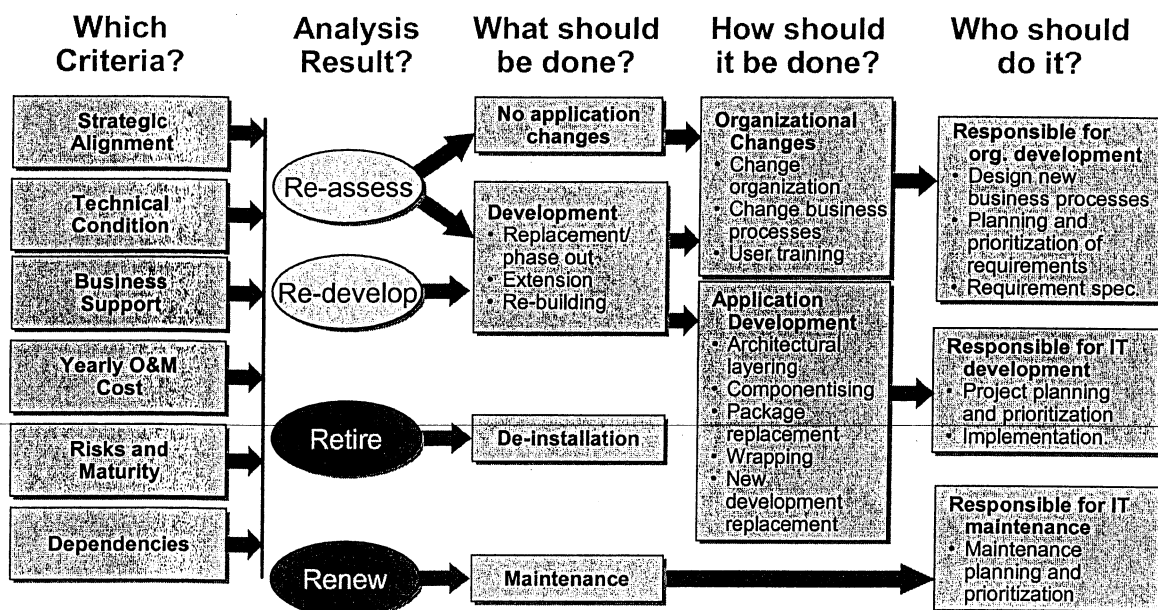


Figure 4-4. Analysis Recommendations Decision Map

The objective analysis process results in optimal, requirements-based selection decisions.

- e. Best practice PfM governance requires a PfM software tool. The CSC Team has extensive, proven experience with PRIMAVERA's Portfolio Management tool; alternatively, we can use the Government's selected PfM tool to conduct PfM of the USTRANSCOM-assigned set of IT investments. The PRIMAVERA Portfolio Management tool is an industry leader recognized by Gartner Consulting, the world's leading provider of research and analysis on the global IT industry. Using a PfM tool, we will assist the Government with its Analyze, Select, Control, and Evaluate methodology, analyzing different "what-if" scenarios and ensuring alignment with the Government's business strategy and IT resource constraints. Essential to effective IT governance, PfM software will help CSC Portfolio Managers and analysts integrate strategic,



financial, functional, and technical reviews into a unified governance process to recommend investment changes and support the resolution of issues. Using PfM software, the CSC Team will provide:

- (1) Enhanced project scorecards, metrics, and ratings to improve alignment of project priorities with business objectives
 - (2) Unlimited qualitative and quantitative analysis scenarios to eliminate the guesswork from portfolio mix decisions
 - (3) Best practices to help govern, enforce, and automate project execution; reduce risk; and increase return on investment (ROI) or public value of information technology (PVIT)
 - (4) Powerful user interface configuration options that provide a tailored perspective to IT projects and programs
 - (5) Enhanced dashboards to enable line of business and IT executives to track the progress, problems, and results of sponsored projects.
- f. Best practice analyses of program management and enterprise architecture data against strategic guidance and required capabilities requires an EA analysis tool. The CSC Team has strategic partnerships with Trous Technologies (METIS software), Popkins, and IBM's Websphere Business Integration Modeler (a superior alternative to VISIO) and has used these EA analysis tools. We are ready to use USTRANSCOM's EA analysis tool of choice. These tools will enable us to manage enterprise complexity by building comprehensive, holistic, and maintainable views of the elements, components, knowledge, and interrelationships in the distribution portfolio. The resulting model will then allow us to visualize, analyze, and query the distribution portfolio as a whole, from an EA perspective. Analysts can use the EA analysis tool to:
- (1) Find and prioritize systems gaps and duplications
 - (2) Enforce compliance with the architecture, data strategy, and transition plans
 - (3) Develop meaningful scorecard metrics
 - (4) Develop legacy system phase-out strategy and prioritization (impact analysis)
 - (5) Help establish investment priorities.

The CSC Team used this analysis methodology successfully to analyze the strategic plans and EAs of several Federal agencies, including the Department of the Navy and the Environmental Protection Agency (EPA), to find IT investment gaps and duplications and build solid recommendations.

- g. The CSC Team also proposes integrating the Government's PfM analysis tools into the existing USTRANSCOM tool set to further analyze IT investments by comparing current IT asset (hardware and commercial off-the-shelf [COTS] software licenses) management data with proposed investments. This will enhance our analyses by linking IT capital asset management, architecture, project planning, and PfM.



USTRANSCOM Portfolio Analysis and Feeder Tools (To Be)

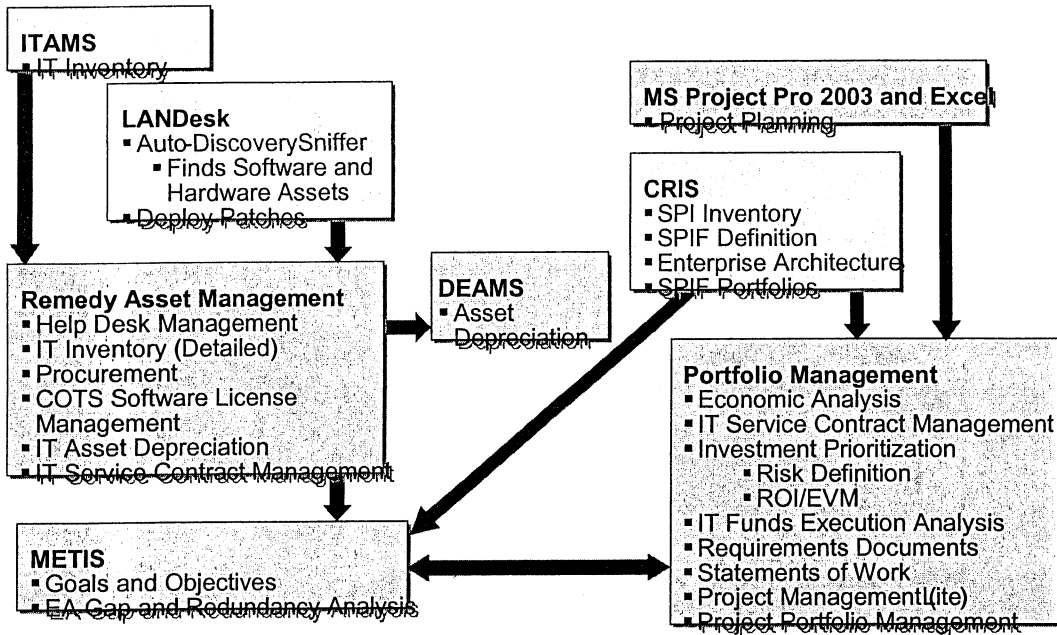


Figure 4-5. Proposed USTRANSCOM PFM Software Tools and Interfaces

Linking portfolio management, project management, enterprise architecture, and capital assets will significantly improve analysis and decision making.

- h. The CSC Team will assist USTRANSCOM's lead with the development and documentation of portfolio management oversight and policy for the Command portfolio management process as it evolves. This will include recommendations for policy, business rules, content, and procedures. We are completely familiar with USTRANSCOM's portfolio management activities, including the Analyze, Select, Control, and Evaluate process of portfolios of systems, programs, and initiatives in terms of impacts on mission capabilities. Using our current familiarity with USTRANSCOM portfolio management, we are prepared to develop a repeatable DOD-wide portfolio management process that produces reliable results and aligns with mature portfolio management practices within the industry. Starting with our knowledge and effort on USTRANSCOM's current portfolio management policy, we are ready to assist in writing portfolio management policy documents for USTRANSCOM that help define its DOD-wide portfolio management role in executing the Information Technology Management Reform Act (ITMRA), also known as the Clinger-Cohen Act of 1996 (CCA). We are part of the development of the concepts that laid the groundwork to allow for quicker adoption of mature portfolio management processes as the tools and tenets become better defined over the coming years.
- i. The CSC Team is the low-risk solution to perform portfolio management activities for all IT systems as identified by the USTRANSCOM Task Manager. The CSC Team already has vast experience and is in place with the USTRANSCOM organization and DOD deployment and distribution processes. Our goal is to deliver to USTRANSCOM predictable and higher returns on IT investments that meet warfighter needs at the appropriate level of risk. The CSC Team understands Government best business practices of contract bundling, consolidating tasks, and reusing data. The CSC Team-led portfolio management process will assist USTRANSCOM's task lead in reducing complexity in doctrine, requirements, business processes, and contracts,



resulting in fewer IT systems, programs, and initiatives in the DOD-wide designated portfolios. The CSC Team portfolio management processes will also ensure wiser investments, continuous technology modernization of the entire distribution portfolio, and elimination of gaps and redundancy in mission capabilities.

- j. The CSC Team will assign architectural analysts completely familiar with DOD architecture methodology, using a Government enterprise architecture analysis tool of choice, to conduct duplication and gap analysis and provide solution recommendations as an appropriate conclusion to each of the phases of the portfolio management process.
- k. The CSC Team will implement and conduct portfolio management activities for the USTRANSCOM task lead for all assigned new and changing IT functional, technical, and resource requirements; system functionality; and mission capabilities. We developed the Enterprise Capabilities Proposal (ECP) process used to capture all new and modified enterprise capabilities, requirements, and processes, as well as SPI changes affecting functional or technical activities across DTS business processes. Any individual, deliberating body, Technical Program Manager (TPM), or Functional Program Manager (FPM) who proposes a new or modified capability submits an ECP. The ECP is an important tool used for the Analysis and Select phases of portfolio management in that it allows an enterprise-level look for duplications, mission needs, and technical feasibility.
- l. The CSC Team will accomplish cross-Command portfolio analyses for duplications and gaps and develop business case studies for each system, group of systems, or focal area requested by USTRANSCOM. By using techniques such as categorization, financial value, inventory, risk tolerance, and benefits analysis combined with tools, we will help USTRANSCOM-assigned Portfolio Managers prioritize which projects best fit their goals. We will identify evaluation criteria using common templates to collect expected costs, schedule, risks, outputs, and customer impacts. This will allow Portfolio Managers to arbitrate project competition for resources and foster alignment to strategic goals. The Portfolio Managers will be able to influence gap fulfillment and adequate staffing of projects by using the tools to ensure schedules are met and expected benefits are delivered. Specifically, we will identify the opportunities for improving the velocity of portfolio and project deliverables (e.g., gaps and duplications analyses, funding recommendations, operational assessment analyses, and capabilities prioritization recommendations to ensure those with greatest value to the mission are addressed first and to achieve the greatest effect at the point of impact).
- m. The CSC Team will provide continuous updates to all documentation associated with the business case reports as directed by the COR. We will provide a set of business-oriented metrics and business cases, outlining expected business value for each portfolio and the IT investments needed to best enhance the mission capabilities of that portfolio. Overlaps can be identified, systems can be consolidated, and opportunities for savings can be realized by terminating obsolete applications, which would free funds to be spent on new, business-enhancing applications. Critical applications are identified and prioritized over less critical ones. We can easily identify these based on over 12 years of experience in developing the three architecture views and identifying the primary thread (critical path of processes) needed to fulfill the basic mission of USTRANSCOM and the distribution portfolio.
- n. The CSC Team will provide the necessary trained and fully-qualified personnel to develop and consult on IT Investment Strategy and Management oversight and policy. We have a very mature knowledge management system in IT portfolio management, using both computer-based training and an online library of the latest IT and business management books. We have certified project



management professionals (PMPs) and functional analysts trained in both IT and logistics management.

- o. The CSC Team will develop, implement, and provide management support for IT funding strategies based on IT requirements, system functionality, mission capabilities, and associated EA information exchange requirements. We will provide cost and business case analysts to support this task. Our team is thoroughly familiar with USTRANSCOM's Transportation Working Capital Fund (TWCF) and its associated capital hardware, capital software, and operating fund investment categories. We currently support the DTS-wide IT investment team and have developed and used tools to categorize IT investments using the DOD WBS. We are able to display funding requests and analyze recommendations in both inflated and not inflated views, according to annual Government inflation tables. Using best practice portfolio management tools and Government agency expertise will simplify all aspects of IT Investment Management (ITIM), including the Office of Management and Budget (OMB) Exhibit 300/53 preparation and submission process.
- p. The CSC Team will partner with the EA support contractor(s) to ensure timely population of systems migration information to the EA System and Technical Views and to ensure timely PFM interface to current EA. The foundation of the distribution portfolio management process is the Joint Distribution Architecture, which the CSC Team developed. We are completely familiar with architecture products used to perform gaps and duplication analyses, including the Operational Node Connectivity/Operational Activity Model (OV-2/5), Operational Information Exchange Matrix (OV-3), Operational Activity to Systems Function Matrix (SV-5), Systems Data Exchange Matrix (SV-6), and Systems Evolution Description (SV-8).
- q. The CSC Team will have project estimates and timelines associated with Task 2, based on the deliverable due dates specified. We will provide staff trained on project management principles, and project plans will be reviewed by Project Management Institute (PMI)-certified staff.
- r. The CSC Team will coordinate with the Government to ensure financial and economic activities are well synchronized and integrated. We understand the Planning, Programming, Budgeting, and Execution (PPBE) cycle and are familiar with all aspects and nuances of the Government's financial and economic activities needed for IT investment management.
- s. The CSC Team will provide trained architectural analysts who will create and execute database retrievals from CRIS as required to support the portfolio management process.
- t. The CSC Team will support TCJ6 in the planning and execution of the DFWG meetings by determining timely and relevant topics for periodic meetings and staffing for approval by the Government. Our team will create agendas and build briefing packages to ensure key issues are presented by the appropriate speakers. Our team is already thoroughly familiar with the membership and relationships of the DFWG matrix organization. Our DFWG team is trained in IT management and logistics operations; therefore, we are able to keep abreast of relevant issues and make timely recommendations. We will perform all of the administrative actions to schedule presenters, meeting rooms, social events, and all details of successful meetings. We will ensure operational security issues are mitigated. We will also plan and present "vector check" meetings with principle Government decision makers to ensure they are familiar with the topics that will be discussed at the general DFWG meetings. We will also facilitate the DFWG meetings, ensuring they are executed smoothly, to include membership voting and commenting, so decision makers can use their time most productively. We will record a concise summary of the issues, to include



action items and decision outcomes. From that summary, we will produce meeting minutes, a list of attendees, and a list of comments, all which we will post on the DFWG Web site for review.

- u. The CSC Team will provide DFWG Web administration support and post relevant documents to the DFWG Web site as required. We now manage the DFWG Web page and current processes. Our staff members are presently in the process of moving the DFWG Web page to the high (classified) side, further ensuring operational security.
- v. The CSC Team will support the completion of action items by coordinating with presenters and points of contact, conducting data gathering and analysis, and reporting status as required. We are familiar with USTRANSCOM's method of collecting action items, communicating with people designated as points of contact for gathering data and reporting the action item's current status, and proposing recommendations for closure of action items.

4.2 Task 2, Subtask 1: DOD-Wide IT Investment Strategies Support (Optional Task)

4.2.1

With the DOD-Wide IT Investment Strategies Support task, the CSC Team contributes to all four phases of the portfolio management process (see Figure 4-6). The task requires extensive coordination and liaison activity between USTRANSCOM, the Office of the Secretary of Defense (OSD), and the various Portfolio Managers and Program Managers. In the Analyze phase, the CSC Team reviews strategic guidance, collects data, and performs assessments and analyses. The information and analyses are assembled to enable the Select phase activities, where opportunities are identified and IRB results are documented. In the Control phase, the CSC Team will aid in monitoring resources. The CSC Team then assists with the Evaluate phase to review portfolio performance and reenters the Analyze phase.

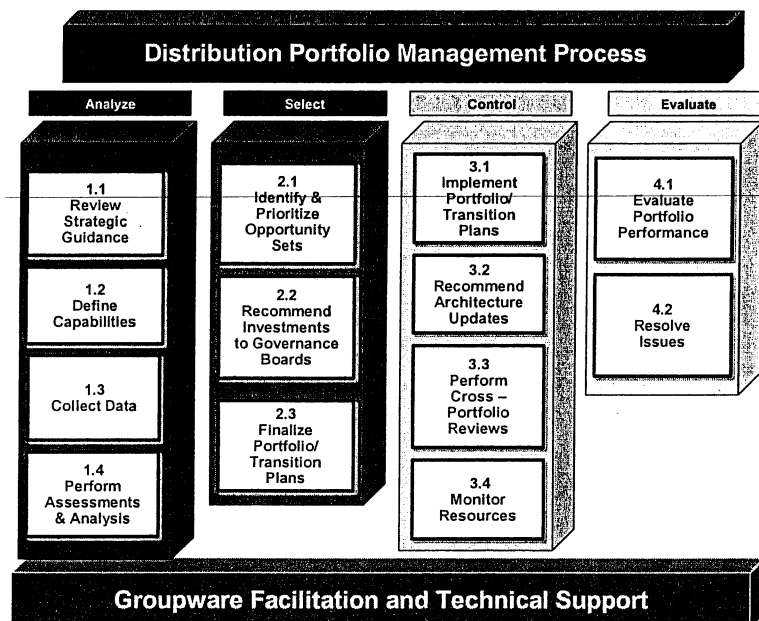


Figure 4-6. DOD-Wide IT Investment Strategies Support (Optional Task)

The CSC Team interacts with OSD and other agencies to accomplish the portfolio management process.



4.2.2

Table 4-2 summarizes the logical sequence of high-level tasks within Task 2, Subtask 1, DOD-Wide IT Investment Strategies Support (Optional Task).

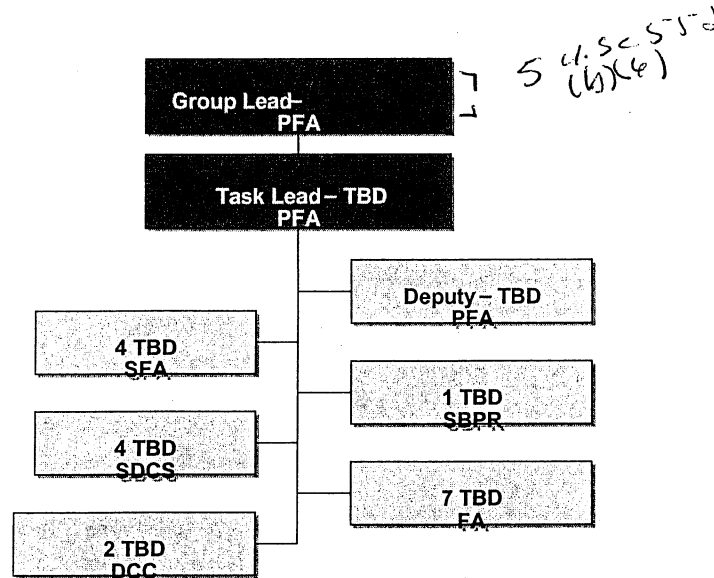
Table 4-2. Logical Sequence of High-Level Tasks for Task 2, Subtask 1, DOD-Wide IT Investment Strategies Support (Optional Task)

High-Level Task	Summary
Integrated scoring model	The integrated scoring model will require collaboration with CSC Team members and focal areas to obtain agreement upon critical success factors. These factors must incorporate functional, technical, and financial factors. We will deliver a draft of the model 30 days after award of the contract. The model will be reviewed within TCJ6, revised as agreed upon, with the final model delivered within 45 days after award. The model will be reviewed as required by TCJ6 and agreed upon thereafter.
DBSMC and IRB documentation packages	These packages will be accomplished within tasking time frames. The basic sequence begins with gathering data from the Program Managers and other data repositories. The information is then reviewed and analyzed for completeness according to the IRB requirements and to ensure it satisfies CIO compliance. Electronic Decision-Ready Packages (e-DRPs) will be developed as inputs for the DPO IRB. This information will then be uploaded to the Acquisition, Technology, and Logistics (AT&L) portal. The CSC Team will follow up until certification is received.
Document IRB results	The CSC Team will document results in the database and ensure data quality for support to the IRBs. We will facilitate necessary revisions prior to the next cycle.
Assist in implementing new procedures	The CSC Team will assist in implementing new procedures using CRIS or other databases as needed. This is an ongoing effort.



4.2.3

The methodology and the high-level tasks described in Table 4-2 will be executed by the resources listed in Figure 4-7.



**Figure 4-7. Task 2, Subtask 1: DOD-Wide IT Investment Strategies Support (Optional Task)
Organization Chart**

The CSC Team interacts with OSD and other agencies to accomplish the portfolio management process.

4.2.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. The CSC Team is prepared to respond immediately to this Task Order. We have been helping USTRANSCOM define the requirements for portfolio management and IRBs from the beginning. Our familiarity with the tasks and organizations involved allows us to build on significant progress made so far. The following paragraphs highlight specific areas where we have provided and will continue to provide support.
- b. The CSC Team will continue to support USTRANSCOM IRBs and DBSMC organizational and management requirements. In the past few months, we have been engaged with OSD and USTRANSCOM in preparing for and implementing actions for the first-ever IRBs. The workload has been very heavy in four major areas: DOD Information Technology Portfolio Repository (DITPR), IRB Criteria Workbook, Economic Viability Tool, and the OSD Acquisition, Technology, and Logistics (AT&L) portal.
 - The DITPR is the primary repository for system data being used by OSD. After analyzing the availability of data and the actual data being captured, the CSC Team influenced what was being captured by OSD and increased the number of data elements from 32 to 104. This will contribute to easier data collection and better analyses regarding DOD systems.



- The IRB Criteria Workbook contains essential system information, including the system purpose. We have provided the primary USTRANSCOM support in working this area. This includes:
 - Acting as the Focal point for USTRANSCOM in accomplishing FY05 IRB inputs
 - Working with Program Managers, TCJ8, and the CPRP support team to collect and analyze information
 - Interpreting IRB Concept of Operations certification requirements and determining how they apply to USTRANSCOM
 - Helping to establish IRB guidance
 - Coordinating with TCJ6 and TCJ8 personnel to complete the required IRB certification documents
 - Communicating with Program Managers to obtain system milestones and impact statements.
- The Economic Viability Tool is the current means by which OSD evaluates the ROI of each system. CSC Team member MCR analyzed the tool, identifying areas for improvements in the tool and the underlying calculations. OSD and Air Force representatives have requested additional dialogue, with the intent of incorporating MCR's recommendations to improve the tool.
- OSD AT&L developed a Web portal to store essential data and documents related to investments that have been, or will be, to the IRB for certification. USTRANSCOM quickly recognized the opportunity and efficiencies that the OSD portal presented, based on the Command's own experience with portal development. USTRANSCOM also became the first global Portfolio Manager to utilize this tool. MCR immediately assumed responsibility for obtaining access and coordinating data entry and integration efforts associated with USTRANSCOM's utilization of the portal. These activities, which are still ongoing, include:
 - Administering permissions for data entry and access
 - Creating multiple folders to collect/store data
 - Publishing required IRB documentation to the AT&L portal
 - Completing AT&L portal access requests for USTRANSCOM personnel and system Program Managers.
- c. Supporting the IRB and DBSMC processes requires working across a wide spectrum of Government managers and decision makers. The CSC Team is experienced in working with DOD and support contractor personnel at all levels. We have conducted many interviews and data collection efforts. This is particularly evident in support to USTRANSCOM over the past decade. Our team consists of functional, technical, and financial experts who bring the specific knowledge and experience required to conduct the interviews and determine what additional functional, technical, and financial information is needed to support the IRB and DBSMC, ensuring compliance with the National Defense Authorization Act (NDAA). Critical to the



success of any effort is to ensure the decision makers' needs are understood and satisfied. To that end, we will continue with the following actions:

- Working with OSD AT&L as primary contact for the requisite OSD-level IRB
 - Meeting with leaders of reviews led by USTRANSCOM
 - Meeting with Portfolio Managers under USTRANSCOM's purview
 - Meeting with a subset of Program Managers
 - Meeting with key portfolio support personnel (these meetings will include members of the CSC Team assigned to this task, as well as to Tasks 2, 3, 4, 5, 7, 8, 9, 10, and 11).
- d. The CSC Team will develop an integrated scoring model that incorporates the three major aspects of functional, technical, and financial information as a prototype for future analyses. The draft of the model is due 30 days after exercise of this option, and the final model is due 15 days thereafter. We have developed various schemas for integrated scoring models for USTRANSCOM projects, including Ammunition Class V and the "Prime Thread" concept, allowing objective scoring for the importance of automated information systems (AIS) support to business processes. We will work with TCJ6 and other DOD-wide stakeholders to determine the most appropriate schema, given the availability and timeliness of data, while still providing the necessary insights to help Portfolio Managers formulate recommendations and help the IRB make final decisions. A corollary consideration is that any measure to be used must be understood and accepted by those developing it and by the managers of the programs being measured. This means that, after agreement is reached internally within TCJ6 regarding the prototype, the model must be discussed with the IRBs, Portfolio Managers, and Program Managers.
- e. Leveraging existing data collection tools, tailoring them for the DPO, and providing recommendations for enhancing CRIS are relatively easy for the CSC Team, because we:
- Designed all CRIS Web-based data collection tools
 - Designed portable Microsoft Access databases/Excel spreadsheet formats and related interfaces to permit remote data collection for subsequent entry into the CRIS database
 - Had key members of CRIS schema design team working with data modelers since the inception of CRIS database, ensuring it properly captures all required data, and assisted all extensions of the CRIS schema to meet emerging architectural and portfolio-related requirements
 - Were the primary architect of the CRIS/CPRP data tool as we know it today, including the electronic decision-ready packages.
- f. The CSC Team provides USTRANSCOM's support for the administration of the NDAA certification process. The following areas will continue to be worked:
- Act as the point of contact for USTRANSCOM and Portfolio Managers to ensure:
 - Guidance is distributed



- Process compliance achieved
- Standardization of inputs
- Deadlines are met
- Problem areas are identified
- Quality of information in database
- CIO compliance.
- Develop and support PfM and IT strategic planning connectivity to the Deployment and Distribution Roadmap. The CSC Team has demonstrated a comprehensive and detailed understanding of the DOD Architecture Framework (DODAF), IT investment, Portfolio Management, USTRANSCOM and DOD business processes and supporting systems. This results in sound design and practical use of architectural information.
- Proactively provide reports and recommendations on focus area analyses and portfolio activities. Our knowledge of the CRIS schema and data input expertise helps us extract and design data presentations in response to information requests from Program Managers, directorates, headquarters, and component commands.
- Liaison with the Directorate and TCC PfM and IT Investment Management POCs.
 - CSC Team member MCR has been the principal force behind USTRANSCOM's efforts in establishing a successful IRB process.
 - The effort is similar to that provided to USTRANSCOM with the CPRP process (discussed in detail in Task 4, Subtask 1).
- Produce Summary IRB reports (electronic Decision-Ready Packages [e-DRPs]).

 - We will ensure quality, consistency, completeness, and timeliness of information by following up on issues and data calls.
 - Individual e-DRPs will be combined into portfolio summary e-DRPs (see Figure 4-8).



System Name - Acronym

Tier: 2	Classification: Business	Transition Plan State: Core	Event: Certification approval for FYDP
Acq: ACAT III	Joint Initiative: Yes	Portfolio/Bundle: Distribution	Target Approval Date: 22 July 2005
Component: USTRANSCOM	Component PCA: USTRANSCOM	Lead IRB: WSLM / MS&SM	Partner IRB(s): N/A
Description: System description.....			
Essentiality and any adverse effects should system modernization not be approved: USTRANSCOM and OSD not able to provide transportation programmatic analysis to support requests to Congress for aerial port and seaport upgrades and expansions or requests for additional airlift and sealift assets.			
Operational Activities: 47 Activities: D1.5-1.7,1.10,1.14;DR1.1-1.4;ED.1-3, .5-9;EP.1-9;ER.1-8;P1.0-1.4,4.1-4.4,5.1-5.4			
Expected Outcomes: ↑Service Level <u> X </u> ↓Cost <u> </u> ↓Cycle Time (↑ productivity) <u> X </u> ↑Asset Utilization <u> </u>			
Systems Eliminated: None			

Milestones of Modernization

Key Milestones	FY05	FY06	FY07	FY08	FY09	FY10	FY11
Version 11.1	X						
Version 11.2		X					
Version 12.0 Alpha		X					
Version 12.0 Beta		X					
Version 12.0			X				
Version 12.1			X				
Version 12.2				X			
Version 13.0					X		
Version 13.1						X	
Version 14.0							X

Investment & Return

(FYDP \$'s based on FY07 BES) (Projected)

ROI: 1.38 Breakeven: 2005 NPV: \$4.8M

Total Modernization Pending	Sunk	FY05	FY06	FY07	FY08	FY09	FY10	FY11	
Investment/Dev-Mod		\$2.0	\$2.6	\$2.8	\$2.6	\$1.5	\$1.5	\$1.6	\$14.6
Operations & Maintenance		\$0.3	\$0.8	\$0.5	\$0.7	\$0.6	\$0.6	\$0.6	\$4.1
Total		\$2.3	\$3.4	\$3.3	\$3.3	\$2.1	\$2.1	\$2.2	\$18.7

Cost, Schedule, Performance, Risks & Mitigation

- Cost:** Green (Baseline vs. Actual) – Development requirements are reassessed annually based on customer need and emerging requirements. Program is within 5% of estimated cost.
- Schedule:** Green Program has met key milestones.
- Performance:** Green Consistent with USTC EA, has mitigation strategies.
- Risk:** Green Experienced developer, proven performance.

Figure 4-8. Defense Business Systems Investment Dashboard

The Dashboard summarizes critical information needed for decision making by the IRB.

- Administer IRB inputs and processes in support of USTRANSCOM in its role as the DPO process owner. CSC Team member MCR has been in the forefront of administering the IRB process; coordinating with OSD personnel, Program Managers, and TCJ6 and TCJ8 personnel; and communicating to TCJ6 any potential certification issues.
- Populate the DITPR and CRIS databases and maintain data quality in support of the IRB.
 - We facilitated the gathering of required certification information for inputs to the DITPR.
 - We assisted in successfully completing the July 2005 IRB submissions.
 - MCR has played an essential role in the identification and completion of the 100-plus data elements in the DITPR.
- The CSC Team will document the results of IRBs to facilitate revisions and assist in implementing new procedures by using the CRIS database or another database, as determined by TCJ6.
 - This is consistent with the support we provide today to both the CPRP and the IRB process.



- The CSC Team will document the results of IRBs to facilitate revisions and assist in implementing new procedures by using the CRIS database or another database, as determined by TCJ6.
 - This is consistent with the support we provide today to both the CPRP and the IRB process.
 - We have routinely anticipated CRIS schema development requirements and related input/output tools to support evolving architecture, IT investment, and portfolio management processes.

The CSC Team—the experience, people, and skills necessary to accomplish the task now.

4.3 Task 3: DTS-Wide PfM Support

4.3.1

The CSC Team has the personnel and expertise to support actions equivalent to Task 2, as well as for the DTS portfolio process. This includes cross-portfolio analyses for capability gaps, duplications, and system functionalities, facilitating the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM. This task crosses over all processes in Figure 4-9.

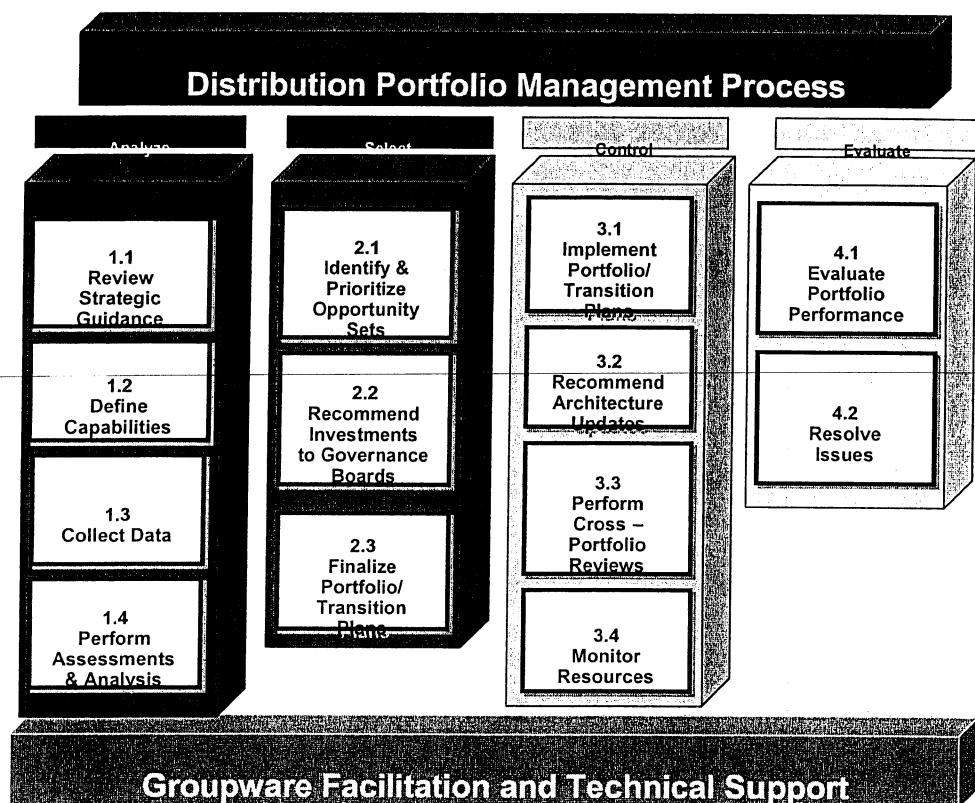


Figure 4-9. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

The PfM process will be the framework for the development of a sound DTS-wide policy to govern IT investment portfolios.



As a pioneer in portfolio management, the CSC Team is ready to continue providing knowledge and first-hand experience to USTRANSCOM in leading the continued development of the DTS portfolio management process. We supported USTRANSCOM in the development of oversight and policy documentation for the DTS portfolio management process and helped teach the Command's Portfolio Managers and Program Managers this process, as well as the CPRP. Additionally, we assisted the Portfolio Managers in identifying recommendations on functional capabilities prioritization and funds allocations. We are the lowest-risk option to USTRANSCOM in that we can provide continuous proficiency with no spin-up time on DTS portfolio management. Essentially, we are able to help TCJ6 move DTS portfolio management forward to the next maturity level without any interruption in the knowledge, experience, or development of innovative solutions. We provide meaningful business value to the DOD and USTRANSCOM through our unmatched depth of experience and knowledge across the full scope of the DTS, which supports the Distribution mission and systems. This business value is even more significant when combined with an extensive knowledge and experience in the commercial industry's best portfolio and IT management practices.

The CSC Team offers a large, diversified team with reach-back capability, providing the right people with the right skills at the right time. We have global experience with DOD and commercial best practices in portfolio management and EA activities and provide ready access to acknowledged experts and innovators in these fields. CSC is an industry leader in portfolio management and has routinely used its APER Solution to bring value to its customers. Specifically, we will assist the Portfolio Managers with the implementation of portfolio management activities.

4.3.2

Table 4-3 summarizes the logical sequence of high-level tasks within Task 3, DTS-Wide PfM Support.

Table 4-3. Logical Sequence of High-Level Tasks Within Task 3, DTS-Wide PfM Support

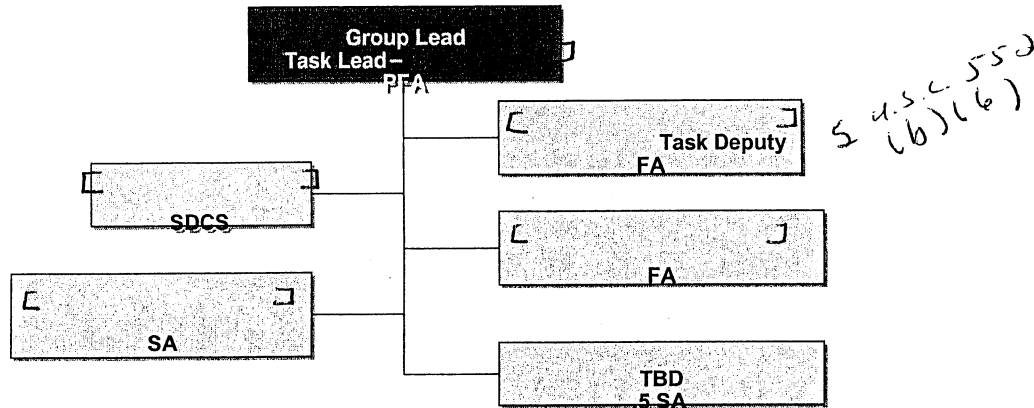
Task	Summary
Evolve and manage the DTS portfolio management processes	The CSC Team will continue to develop portfolio management activities, procedures, and policies
Conduct cross-portfolio analysis	The CSC Team will conduct detailed cross-portfolio analysis on DTS SPIs to ensure compliance with governing policies and measurable contribution to the USTRANSCOM mission.
Produce and maintain portfolio management documentation	The CSC Team will produce and maintain a detailed Portfolio Management Plan and other documents as directed by TCJ6.
Evaluate and implement the use of Automated Tools	The CSC Team will work with USTRANSCOM to analyze tools and implement the use of those that USTRANSCOM selects.
Assist Enterprise Infrastructure (EI) Portfolio Manager	The CSC Team will assist the EI Portfolio Manager with the management of the EI portfolio.
Conduct Portfolio Manager and team training	The CSC Team will conduct Portfolio Manager training.

A proven process developed in partnership between TCJ6 and this Team



4.3.3

The methodology and the high-level tasks described in Table 4-3 will be executed by the resources listed in Figure 4-10.



80% of the personnel required for this task are currently on staff

Figure 4-10. Task 3: DTW-Wide PFM Support Organization Chart

4.3.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. Evolution of DTS Portfolio Management. As USTRANSCOM's current partner in developing portfolio management, we are able to continue to assist the Command in leading its evolution by further developing and documenting portfolio management oversight policy for DTS portfolio management processes. We will continue to integrate DTS portfolio management policy, business rules and procedures within USTRANSCOM to achieve CCA compliance in IT portfolio management and ensure EA, Operational Analysis (OA), ECM, and CPRP processes work together to provide decision makers with the support to improve IT capital investment decisions. We are matrixed across all of these processes and are, therefore, the team best able to bring them all together. To keep this integration intact, we will routinely meet as a team to discuss tasks in all of these areas to facilitate cross-process communications.

Figure 4-11 shows how portfolio management integrates many processes across the Command. These processes include data collection; operational, technical and resource analyses; IT decision making to select the best IT mix to accomplish the mission; and funding control. The EA is the foundation on which the Portfolio Manager bases decisions. Automated tools help decision makers integrate information and conduct analyses across the Command. We developed, for TCJ6, the current portfolio management policies, processes, training, and CRIS tools used by USTRANSCOM to manage the DTS IT investment process.

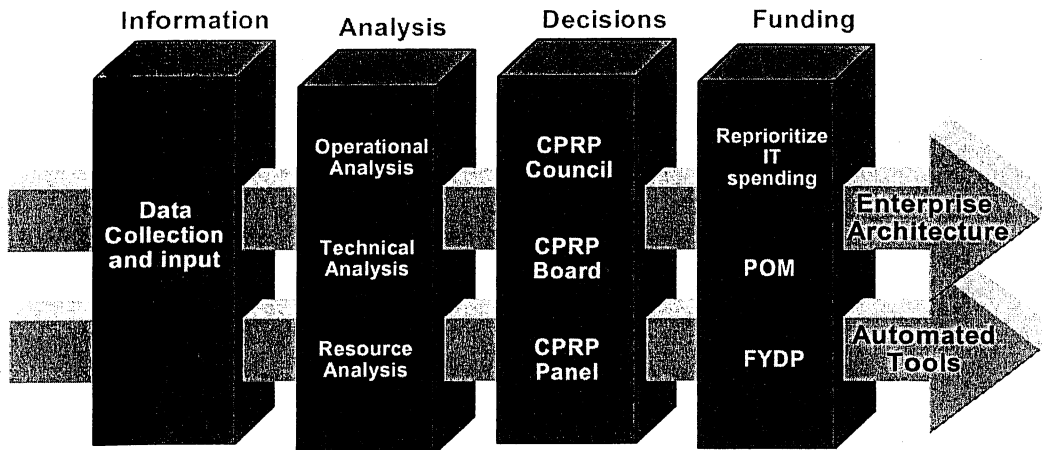


Figure 4-11. Enterprise-Level IT Investment and Portfolio Management Process

The EA is a primary thread through all the portfolio management processes and ties together analyses to support funding of IT that maximizes measurable value to the USTRANSCOM mission.

- b. Management of Portfolio Management Activities. Successful portfolio management brings more value to an organization by standardizing key information about each proposed SPI and analyzing portfolio IT mixes to provide optimal solutions. The key ingredients needed for successful portfolio management are analysis of organizational goals, mission requirements, capabilities, current SPIs, processes, constraints, and risks. To accomplish these analyses, we have and will continue to assist TCJ6 with the implementation and management of portfolio management activities across the Command and its components, providing support for functional, technical, and resource requirements, SPI functionalities, and capabilities for all DTS IT. We assisted USTRANSCOM in its organization of five DTS portfolios in 2002. These portfolios (Command and Control, Operations, Long-Range Plans and Analysis, Resource Management, and Enterprise Infrastructure) are organized by like mission capabilities so that USTRANSCOM can manage IT investments based on mission area performance, versus managing each SPI as if it were serving a unique mission need. Beginning in 2003, we assisted TCJ6 by working with 55 SPI Program Managers in the refinement and simplification of 351 mission capabilities down to less than 100 functional capabilities in 2005. In 2004, we assisted USTRANSCOM in refining their portfolio management governance process from a CIO-centric view to a portfolio management view. We will continue to help Portfolio Managers and their teams develop their mission and goals statements and identify mission capabilities and SPI functionalities required to help meet the needs of warfighters. This portfolio management focus facilitates the identification and prioritization of capabilities and SPI functionalities by the Portfolio Manager to perform portfolio analysis by using operational and capability assessments to support recommendations to the CPRP Panel. We will continue to assist Portfolio Managers with aligning these capabilities with the USTRANSCOM strategic guidance, joint mission essential tasks (JMETs), information exchange requirements (IERS), and the DTS EA. Program Managers currently make these alignments in CRIS, which helps the Portfolio Managers analyze the mission contribution of SPIs within the portfolio. We have helped the Command move portfolio management into a realm where Portfolio Managers make IT investment recommendations, using mission linkages that are measurable and based on value added to the USTRANSCOM mission.
- c. Cross-Portfolio Analyses. The effort requires a cadre of qualified people, which our team already has, to support analyses associated with the portfolio management, ECM, EA, strategic planning, and IT investment processes. This cadre of people is knowledgeable of the CCA and other DOD



obligatory directives. Our team will conduct cross-portfolio analyses for duplications and capability gaps by using the established architectures and products that provide information to support these analyses. Also, as new requirements and capabilities arise, we will assist Portfolio Managers with evaluating them against existing requirements management databases (currently DOORS) for duplication analysis against SPI requirements documents. Once IT investments are approved, we will assist the Portfolio Manager and team members in developing a portfolio/transition plan for implementation of the IT solution. We will also assist the Portfolio Manager with establishing a collaborative process for integrating DTS capability inputs, outlining the transition schedule, and determining the staffing plan required to make this plan work. We will assist the Portfolio Manager in writing this plan, as well as provide all reports and recommendations associated with management of the DTS portfolios and the CPRP process to the Command as required.

The EA products are foundational to portfolio management, supporting IT Investment decisions that make positive and measurable contributions to USTRANSCOM mission accomplishment. EA products spell out for the portfolio management decision makers the “As-Is” and “To-Be” operational and IT environments so that IT investment decisions are made to add maximum value to the mission. We built these architecture products, delivering the “As-Is” DTS EA in January 2001 and the “To-Be” DTS EA in 2002. We continuously update and maintain these architectures and have expanded our expertise to include Distribution and Deployment processes and systems. We will assist Portfolio Managers and their teams in portfolio and EA analysis on all new and changing DTS IT functional, technical, and resource requirements; system functionality; and mission capabilities, enabling USTRANSCOM to manage IT based on mission area performance. Specifically, we have identified the following EA products to help in this analysis, and will train and guide Portfolio Managers and their teams on the use of the architecture products for the purposes stated:

1. To examine mission requirements:
 - OV-1: Depiction of the missions. Presents high-level vision, scope, concept, stakeholders, phases, graphical key words, and functions
 - OV-2/5: Presents stakeholders, phases, assigned activities, and IER/products.
2. To create portfolio vision and goal:
 - OV-2/5: Presents stakeholders, phases, assigned activities, and IER/products.
 - SV-8: Systems evolution description
3. To define Capabilities:
 - OV-2/5: Uncovers unnecessary operational activity redundancy and enables decisions about streamlining, combining, or omitting activities
 - OV-3: Identifies disconnects and data inconsistencies; locates common or redundant activities or products



4. To discover redundancies, gaps and duplications:
 - OV-2/5: Uncovers unnecessary operational activity redundancy and enables decisions about streamlining, combining, or omitting activities
 - OV-3: Locates common or redundant activities or products
 - SV-5: Displays operational systems relationships. Presents a matrix that associates IERs from the OV-2/5 and AIS functions and products (templates).
 - SV-6: Provides insight to automated information exchanges
 - SV-8: Systems evolution description
5. To identify/prioritize opportunity sets:
 - OV-2/5: Enables decisions about streamlining, combining, or omitting activities.
 - SV-8: Systems evolution description
6. To examine communications and computer infrastructure:
 - SV-1: Identifies system nodes, at a high level, and systems that support operational nodes described in the OV-2/5. SV-1 analysis can also identify the assignments of systems and system nodes, and their associated interfaces to the operational nodes and their associated IERs.
 - SV-2: Computing environment characteristics that document how interfaces are supported by physical media to support infrastructure and system acquisition decisions.
7. To examine AIS interoperability:

 - SV-1: Identifies key interfaces
 - SV-4: Offers description of system data flows that are input (consumed) by and output (produced) by each system
 - SV-6: Describes system data exchanged between systems. Analyze the SV-6 to identify the systems requiring interoperability and extract characteristics of system data exchanged between systems.
 - TV-1: Delineating systems standard rules and conventions
 - TV-2: Identifies critical technology standards for future development
8. To establish AIS mission value:
 - SV-5: Operational Analysis. Compares specifics for functional activities and systems needed to meet mission requirements.



9. To conduct Portfolio Sustainment Study:

- OV-2/5: Uncovers unnecessary operational activity redundancy and enables decisions about streamlining, combining, or omitting activities.
- OV-3: Identifies disconnects and data inconsistencies, locates common or redundant activities or products, has most elements necessary for cost analysis.
- SV-5: Presents a matrix that associates IERs from the OV-2/5 and AIS functions and products (templates).
- SV-6: Identifies the systems requiring interoperability and extracts characteristics of system data exchanged between systems

After the analysis is completed, findings will be reported to Portfolio Managers to use in making recommendations. Our team will also assist Portfolio Managers in putting together the final IT solutions and recommendation packages.

- d. Portfolio Management Documents. The CSC Team originally authored the USTRANSCOM Portfolio Manager's Handbook and Training Guide and marketing Tri-folds and will continue to update, refine and publish them as the processes mature. Annually, we will produce updates to the Portfolio Management Instruction (currently, USTRANSCOM 33-45, ECM). We will also produce other portfolio management-related guidance documents that the COR directs. We will provide updates to the DTS Portfolio Management Handbook, Training Guide, and Tri-folds bi-annually as directed by the COR. Currently, we maintain a detailed Microsoft Project Plan for the implementation of portfolio management across the Command. We will continue to maintain this detailed next steps program management plan, updating it at least monthly to reflect the most current tasks.
- e. Automated Tools. The CSC Team built and used tools (front-end applications to CRIS) to rank order and present DTS funding requests to the CPRP decision makers. We will assist USTRANSCOM in the use of portfolio management tools and processes to provide DTS-wide portfolio management analysis and recommendations to IT governance decision makers, based on requirements, to provide the most value to the Command. We will assist with the analysis and implementation of automated tools that USTRANSCOM evaluates or uses to collect and report architectural and program data in support of portfolio management, program management, technical analysis, operational analysis, CPRP, and strategic planning. We will provide the capability to create and execute database retrievals from CRIS, as required, supporting the portfolio management process and Portfolio Managers. We maintain Web front-end applications to the CRIS database to allow local and remote users to add, update, and delete information as required. These front-end applications facilitate database queries and graphical representation of the architectural data. The developed functionality includes, but is not limited to, input of architecture information, data to support the CPRP, strategic planning, the portfolio management process, and other processes as required by USTRANSCOM. This Web development effort is integrated with existing Web pages, and maintains a consistent look and feel with the strategic planning, Technical Architecture and Technical Analysis input screens. These applications have expanded functionality with the DPO.
- f. Additional Value Added to the Government. Before making a significant IT investment, Portfolio Managers must determine the extent to which existing resources allow their programs to



meet the goals and objectives spelled out in the Command's strategic and annual performance plans. We will help Portfolio Managers assess current processes (process mapping, baselining, and benchmarking) before any decision is made about acquiring IT resources.

Crossing over the different portfolios are shared infrastructure assets. We will continue direct support to the management of the USTRANSCOM Enterprise Infrastructure (EI) portfolio. We have spent the last year studying the infrastructure requirements of USTRANSCOM and provided assistance in prioritizing capabilities, analyzing needs, and developing funding recommendations. This work has given us a degree of expertise second to none. We are able to link the infrastructure assets to associated applications and business processes to support the EI Portfolio Manager prioritization of funding and consolidation of services to better support the Command's mission. Investment decisions must not be made based solely on cost and cost savings possibilities, but also on the infrastructure as a component that can reduce IT risks, increase business flexibility, and enhance business value through better development and execution of new applications. We recently championed, along with the other TCJ6 Divisions, a decision to deploy an enterprise-wide IT asset management tool linking IT procurement, help desk, inventory, network hardware and software discovery, and capital equipment depreciation processes. This need was identified during EI portfolio analysis, through which it became obvious that an enterprise-wide inventory of assets could not be generated. This inventory is needed to determine actual assets in place and validate the need for additional infrastructure. By assisting the EI Portfolio Manager in populating this tool and linking the information to service contracts, we will take the Command to the next level of asset management.

The CSC Team will help the Portfolio Managers keep abreast of current IT trends, new technology, and world events and keep their portfolios current. Any significant changes should be explored and recommendations made. We will help the Portfolio Managers select the best mix of IT investments, based upon strategic goals, mission and Commander's priorities. We will work with the Portfolio Managers and SPI functional and technical Program Managers to mitigate negative impacts to SPIs in other portfolios.

Training is a constant requirement as processes evolve into the next generation of maturity. We train and will continue to train Portfolio Managers and their teams through a curriculum we developed. We provide this training for all newly designated Portfolio Managers, their deputies and teams. We have also taken this training "on the road," accompanying the EA and portfolio management marketing briefings. We will continue to train portfolio team members on new requirements that arise due to process improvements within USTRANSCOM's IT investment forums. Most recently, we developed business rules for the migration of DTS mission capabilities to SPI functionalities and directly trained Portfolio Managers and Program Managers in accomplishing this task. Because this task was completed, portfolio funding is linked to SPI functionalities and will be prioritized at the next CPRP, based upon mission value.



4.4 Task 3, Subtask 1: Cost and Financial Analysis

4.4.1

Cost and financial analysis is one of the lynchpins for portfolio management (see Figure 4-12). As part of each economic analysis within TCJ6-P, we review strategic guidance, assist with defining objectives/capabilities, collect data, and perform analyses. All of these are key components of the Analyze phase of portfolio management. We follow this up with identifying and prioritizing opportunities and making recommendations for TCJ6-P action (Select phase). After decisions are made, we assist the activities in the Control phase of portfolio management; i.e., implementation of decisions and monitoring resources on a daily basis. Monthly, performance is evaluated and the Status of Funds report is provided to TCJ6-P as part of the Evaluate phase of portfolio management.

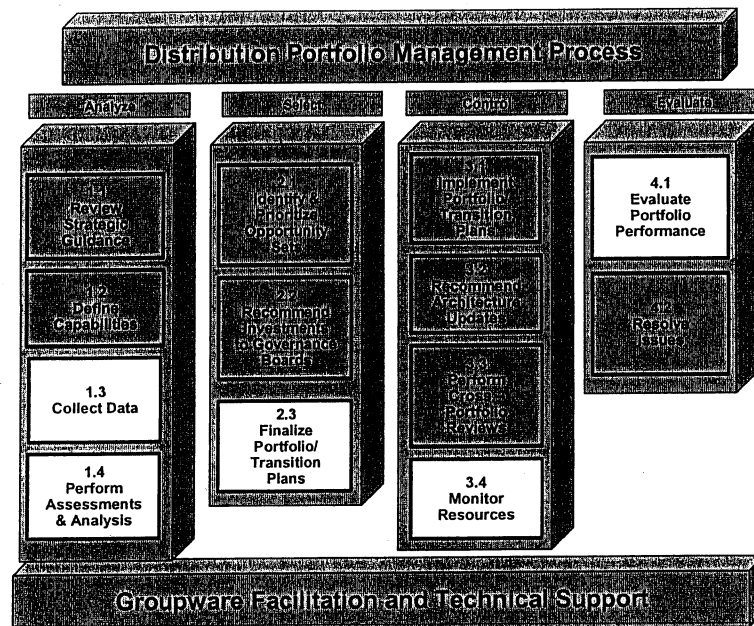


Figure 4-12. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

The CSC Team leads the way in conducting cost and financial analyses in support of USTRANSCOM programs.

4.4.2

Table 4-4 summarizes the logical sequence of high-level tasks within Task 3 Subtask 1, Cost and Financial Analysis.

Table 4-4. Logical Sequence of High-Level Tasks Within Task 3, Subtask 1, Cost and Financial Analysis

High-Level Tasks	Summary
Resource advisor responsibilities	Resource advisor responsibilities are conducted every day. These activities involve staffing and tracking procurement requests and ensuring transactions are posted correctly in the financial systems.

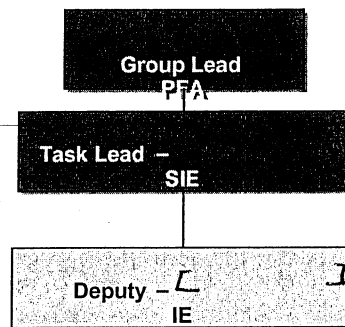


High-Level Tasks	Summary
Status of Funds Report	The Status of Funds Report is developed monthly for TCJ6-P programs. Data from J8 is matched against internal tracking worksheets. Funds are identified by TWCF Capital, TWCF Operating, and Technology Transfer.
Infostructure Program TWCF Planning and Investment Support	We support the central procurement activity of the Infostructure Program support on a daily basis. After receiving requests from the participating Program Managers, we determine the best way to satisfy their hardware requirements. This involves working with DISA, DFAS, host installations, and vendors, as well as the Program Managers.
Program Management CBA Support	CBA support starts out with meeting the Program Manager and determining the extent of support required. Often this is providing guidance on how to conduct the analysis. At times, it involves reviewing a completed analysis or one in-progress and offering recommendations on how to improve the analysis. CBA support is provided on an as-requested basis.
Economic Analysis	Economic analyses are accomplished on an as requested basis. We meet with the Program Manager and determine the objective and scope of the effort. Then data is collected and analyzed and alternatives developed. The analysis is documented with recommendations.

Time-tested techniques applied in a sensitive area.

4.4.3

The methodology and the high-level tasks described in Table 4-4 will be executed by the resources listed in Figure 4-13.



100% of required personnel on staff

Figure 4-13. Task 3, Subtask 1: Cost and Financial Analysis Organization Chart

4.4.4

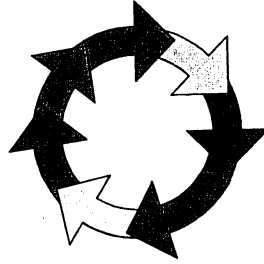
The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- The CSC Team provides USTRANSCOM the lowest possible risk when choosing a team to accomplish this task. We thoroughly understand cost and financial analysis support required by TCJ6 Programs Division and the Infostructure Program Management Office (IPMO). From the inception of the Infostructure concept, CSC Team member MCR helped identify the required



resources, from the initial life cycle cost estimate (LCCE) and economic analysis, to the annual updates, providing daily budget and resource management support. We work funding issues and adapt quickly to changing priorities across USTRANSCOM and the TCCs. MCR supports budget and POM and Budget Change Proposal submissions, providing the necessary financial reports, justifications, and briefings. We also monitor the budget and accounting systems to ensure that projects are posted correctly and ensure that the contract status/funding information database is updated with changes and planning estimates. Additionally, we support Program Managers with their CPRP requirements.

- b. MCR developed the Status of Funds (SOF) report, which TCJ6-P management relies on to aid their decision making. Using data from a TCJ8 database, our analyst calculates fund execution rates for each program, sorted by Capital, Operating, and Technology Transformation funds. Other information includes summary and program totals for the annual program, commitments, obligations, planned requirements, and percent executed. The analysis forms a foundation for executing "what-if" drills to support funds allocation/reallocation decisions and reprogramming actions. We supplement the quantitative analysis with counsel and recommendations regarding possible and viable uses of the funds. Although not required by our current contract, we will deliver an FY05 status of funds wrap-up in October 2005.
- c. DOD's focus on IT cost benefit analysis (CBA) has never been greater than it is today as a result of the CCA. The TCJ6 is the Command's CIO and is charged with CCA implementation and compliance. Since 1996, CSC teammate MCR has provided the CIO CBAs and economic analyses on numerous IT systems. The results have been exceptional. For example, MCR's LCCE and economic analysis were crucial in helping decision makers stand up the IPMO, which centrally buys hardware for USTRANSCOM. Since FY02, the IPMO has averaged a 12 percent savings of annual program funding, savings that have been used to fund other USTRANSCOM priorities. Now decision authorities have thorough, well-documented, financial analyses of alternatives upon which to base their decisions. We will continue to provide meaningful, credible and useful cost/benefit analyses and economic analyses on USTRANSCOM programs and initiatives, ensuring that current cost factors and methodologies are used. Our success is based on a very experienced staff that follows a structured, repeatable approach to conducting these analyses, as highlighted in Figure 4-14. By following this approach, we will provide decision makers with a solid understanding of their options, to include the resources required to implement various alternatives, and the associated benefits. These analyses will contribute to USTRANSCOM's CCA compliance, which requires a full examination of alternatives and benefits prior to beginning a system development effort.



- Establish Objective(s)
- Identify Alternatives
- Determine Methodology
- Establish Ground Rules and Assumptions
- Identify Benefits
- Collect and Analyze Data
- Estimate Benefits
- Synthesize Benefits and Costs
- Calculate Return on Investment
- Conduct Sensitivity Analysis
- Document Process and Results

Figure 4-14. Analysis Methodology

Our economic analysis approach ensures identification of the most cost-effective alternative.

The best compliment regarding the strength and thoroughness of our approach to conducting these analyses is demonstrated by the fact that TCJ6-P has used our analyses as examples for other programs. We are known for presenting objective, well-researched, documented, and defensible analyses. This is also reflected in that our support extends well beyond TCJ6-PI to the programs managed by the Programs Division.

Using the approach described above, we will provide CBA support for USTRANSCOM J6 Program Managers. Our analyst regularly extends assistance to other programs and initiatives within USTRANSCOM. In this area, we provide support by producing some CBAs directly, reviewing analyses accomplished by others, and providing recommendations on how to strengthen those analyses. TCJ6-P has come to rely on us for support beyond budget and resource management for the Infostructure Program.

- d. We will also support Earned Value Management (EVM) efforts within the USTRANSCOM programs. We have experience in establishing and maintaining informal and formal EVM systems. Locally, CSC Team member MCR is providing formal EVM support to the GTN and GTN 21 Program Management Offices, using Insight software. MCR is prepared to build upon its previous work in assisting USTRANSCOM to determine appropriate measures, tools, and processes to employ in evaluating other programs.
- e. The CSC Team will support business case analyses using the tools, techniques, and skills described above, in addition to providing other analyses, such as ROI calculations. TCJ6 turned to CSC Team member MCR when they were deciding which studies to conduct, based on a reasonable ROI. As a result, MCR developed the Cost Architecture Impact Model (CAIM). We understand the intricacies of the TCJ6 business environment and the amount of time it takes to produce a study. Portfolio Managers will find this model extremely useful in expediting their estimate of the initial costs associated with various changes across AIS. The model was designed using the DOD WBS for AIS to ensure completeness in estimating costs within a program and consistency across programs. Further, we customized the model for USTRANSCOM by developing cost estimating relationships (CERs) for several elements, based on specific



USTRANSCOM cost experiences. Figure 4-15 shows our successful model development process.

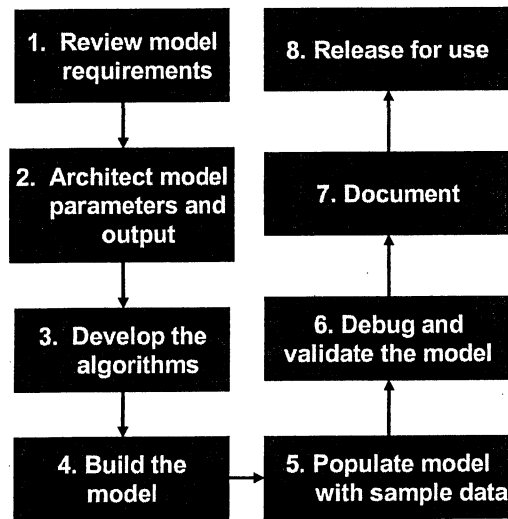


Figure 4-15. Cost Architecture Impact Model

Our model development process ensures results are defensible and reproducible.

We have used this model and its underlying CERs successfully to quickly estimate costs and develop CBAs and economic analyses for several DTS Enterprise Architecture programs. We prepared an enhanced version of the model for the expanded analytical requirements associated with conducting BCAs for DPO systems. The enhanced version features single point of data entry, tracking and estimating up to 60 systems in a single grouping; 19 years of detailed cost data, plus an unlimited number of steady state years; and the ability to quickly view data in constant or inflated dollars. We will continue to update the cost factors, methodologies, WBS and CERs, and we will upgrade the model capabilities as agreed upon with the COR.

- f. We will capture the support provided in our Quarterly Status Reports, as stated in PWS Paragraph 2.1. Paragraph 2.1 discusses the Quarterly Status Reports in further detail.
- g. Based on our experiences in supporting TCJ6-P and IPMO, we have found that many of the Program Managers are not familiar with DOD financial management. A basic understanding of these financial management processes and requirements enhances the Program Manager's ability to manage and execute their programs on a day-to-day basis. Towards this objective, we propose to develop and offer four 2-hour blocks of training, including the following:

Block 1:

- Fund Types
- Fund cite creation/meaning
- Funding documents (Military Inter-Departmental Purchase Requests [MIPRs], Form 9s, and so forth)

Block 2:

- Stages of accounting
- Contracts and purchase orders
- Wide Area Work Flow (WAWF) and Receiving Reports (RRs)



Block 3:

Funds Execution

Sources of Information and Tools (e.g., Resource Advisors, Accounting Liaison Office [ALO], Defense Finance and Accounting Service [DFAS]; reports/listings such as the J8 Status of Funds Report, the Obligation Document Listing [ODL], BQ execution, invoices waiting for RRs, and J8 and J6 budget execution spreadsheets)

Block 4

Financial Plans

Budgets

Contract Data Sheets

OMB Exhibit 300

Business Case Analysis (BCA concepts)

Earned Value Management (EVM concepts)

The CSC Team provides the lowest-risk choice, with respected, experienced people in place on day one.



4.5 Task 4: DTS-Wide IT Investment Strategies Management Support

4.5.1

Task 4 and Task 4 Subtask 1 are highly correlated. A critical aspect of this task is to ensure guidance is distributed and analyses are integrated to support DTS-Wide Investment Strategies. To accomplish this requires active involvement in reviewing strategic guidance, collecting data, and performing analysis in the Analyze phase of portfolio management. We will assist the CPRP process in the Select phase by complementing the effort to identify opportunities and develop recommendations. Support will be provided during the Control phase through working with Portfolio Managers and supporting staff to achieve consistency in analysis approaches across the DTS portfolios. We will support the Evaluate phase by evaluating performance, again focusing on compliance with CCA and other laws/regulations and consistency of analyses (see Figure 4-16).

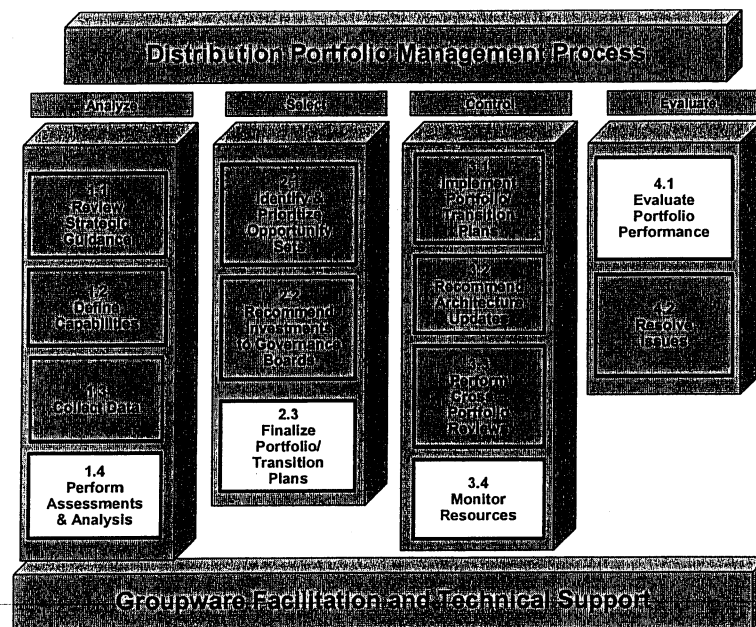


Figure 4-16. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

The CSC Team will continue to analyze, monitor, and evaluate critical investment strategies for the DTS.

4.5.2

Table 4-5 summarizes the logical sequence of high-level tasks within Task 4, DTS-Wide IT Investment Strategies Management Support.

Table 4-5. Logical Sequence of High-Level Tasks Within Task 4

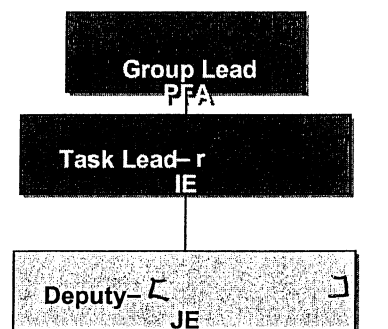
High-Level Task	Summary
Daily Support and Oversight	A significant role for this support is to provide cost analysis, functional, and technical expertise to ensure CIO and CFO requirements are satisfied. This includes research, planning, and integrating efforts; making recommendations where appropriate to improve policies, business rules, and procedures.



High-Level Task	Summary
Infostructure Program TWCF Planning & Investment Support	Support for the Infostructure Program is an ongoing effort addressed in detail in Task 3, Subtask 1. We will coordinate activities and ensure investment strategies are consistent.
Analysis on selected functional area	As agreed upon, analyses will be conducted. The primary emphasis is to ensure CIO compliance is satisfied and assist with preparing e-DRPs for CPRP reviews.
TWCF Cost, Schedule, Performance Recommendation (OMB 300 Exhibit analysis)	The draft for this report is due 1 Nov and the final on 1 December. As these recommendations impact the CPRP Data Tool and data collection, the details associated with accomplishing this task are discussed in the Task 4, Subtask 1, response.
Budget Change Proposal (BCP)	As BCPs are identified from OSD through TCJ8, we will assist in identifying the impacts and develop recommendations for realigning funds.

4.5.3

The methodology and the high-level tasks described in Table 4-5 will be executed by the resources listed in Figure 4-17.



100% of required personnel on staff

Figure 4-17. Task 4: DTS-Wide IT Investment Strategies Management Support Organization Chart

4.5.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- The CSC Team presents a large, diversified team with reach-back capability to provide the DTS-Wide IT Investment Strategies Management Support. Our team ensures the right people with the right skills are available at the right time. We have the automated information system and financial management experience to continue bringing the best practices to the DTS with ready access to additional acknowledged experts and innovators.

Establishing and sustaining the IT Investment Strategies Integration office will require a true team effort, employing a variety of methods of cost analysis, functional and technical expertise, planning, and administrative actions. We understand that the primary mission of this office is to integrate efforts associated with IT investment management activities, and we will work with its



staff, as well as Portfolio Managers, Program Managers, and staffs within USTRANSCOM and the TCCs on all the tasks of this contract. Our team has been in place and working together over the last decade, serving USTRANSCOM and the TCCs, and is positioned to continue that support. We are expert in the preparation of economic analysis, BCA, LCCE, functional process improvement and architecture development and implementation. The CSC Team:

- Consists of subject matter experts (SMEs) well known for their cost, functional, and technical expertise
- Is experienced in integrating efforts, whether it be within a single group or crosses multiple commands and agencies
- Trained others regarding how to perform the various analyses required for certification (Figure 4-18 is a representation of one type of analysis with which we support the Program Managers)
- Recognizes this effort is critical to successfully supporting the portfolio management concept.

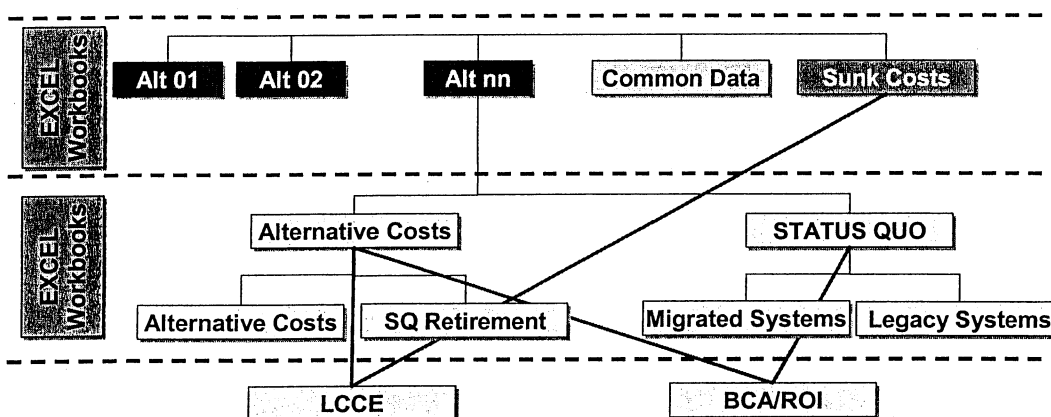


Figure 4-18. The Program Manager's Financial Concept

The CSC Team understands the complexity of the task.

- b. The CSC Team has been the USTRANSCOM CIO advisor regarding policy, business rules, and procedures for CCA compliance in IT Investment Strategies Management and execution of that process through the CPRP. The CSC Team will continue to earn the CIO's trust by:

- Researching and staying current with changes in laws and directives (e.g., NDAA, CCA, President's Management Agenda, e-Gov, OMB Circulars A-11 and A-130, OMB 300 and 53 exhibits, Chairman of the Joint Chiefs of Staff Instruction [CJCSI] 3170.01D, JCIDS [dated 12 March 2004], DOD 7000.14-R Financial Management Regulations [FMRs], and Government Accounting Office [GAO] guidance).
- The CSC Team understands that, as stated by the Center of Information Technology, National Institutes of Health, "The purpose of a CBA (cost benefit analysis) is to promote efficient resource allocation through well-informed decision-making by agencies of the Executive Branch of the Federal Government when initiating, renewing, or expanding programs or projects which would result in a series of measurable benefits or costs extending for three or more years." Source: <http://www.oirm.nih.gov/itmra/cost-benefit.html>.



- MCR designed and taught a course on business case analysis (BCA), including compliance with CCA and 300 exhibit.
- Researching and staying current with best practices found in other Agencies, Services, and commercial entities.
- Identifying areas for improvement, improvement rationale, and methods for improvement.
- Distinguishing between compliance with law and process (CPRP).
- This task corresponds highly with Task 4, Subtask 1, which contains additional details.

The CSC Team is in place and will continue to conduct the analysis and evaluation of IT systems to include technical review of CPRP funded systems. As the originator of the e-DRPs, we will report the results of our analyses and findings through the e-DRPs providing management a key decision-making tool in the program review process. Key aspects of this support include:

- Analyzing documents for completeness and quality of content (financial, functional, and technical)
 - Following the successful technical review process established by the CSC Team and in use by TCJ6 (reference Task 7)
 - Continuing to refine the e-DRP format developed by MCR, which was approved and implemented by the Government with MCR's support (reference Task 4 Subtask 1)
 - Incorporating operational, technical, and resource (financial) reviews and metrics to provide the critical information upon which to make resource allocation decisions.
- c. The CSC Team is experienced and fully engaged in the day-to-day support required to support IT Investment Strategy & Management of the CPRP (reference Figure 4-19 and Task 4, Subtask 1). As a primary player in the development of the CPRP process, the continuity of the CSC Team will continue to provide responsive support to include:
- Providing applicable documents and reports to the Government task manager
 - Administrative support
 - Liaison to other branches, divisions, and organizations
 - Training with "how to use" tools (e.g., the CPRP data tool)
 - CPRP requirements identification and solutions.

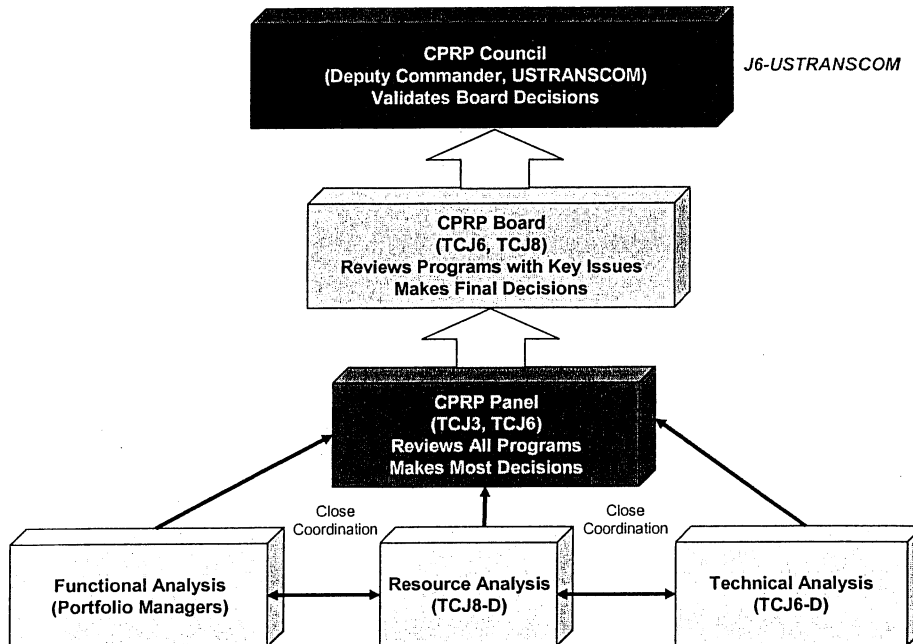


Figure 4-19. CPRP Structure

The CSC Team supports the entire spectrum of the review process.

- d. The CSC Team will continue their customer efforts in the development, implementation, and execution of automated media to incorporate data into the appropriate storage format. The CSC Team brings the following direct experience and expertise to the table:
- Incorporating Web-based front ends into CRIS to support CPRP and PFM requirements.
 - Currently conduct the formal CPRP sessions “real time” through live access to the database. The CPRP is a dynamic process, which the CSC Team continues to automate almost daily as the accompanying structure and supporting requirements dictate.
 - With the ever-expanding role of the CPRP and Portfolio Managers we will continue to provide Program Managers and Management with an automated tool to manage their programs daily.
 - The CSC Team has also been in the forefront researching portfolio management tools for TCJ6, and will continue to explore and pursue further enhancements in present capabilities and will support any decision regarding tools selected by TCJ6 (reference Task 9).
- e. The CSC Team will continue researching, planning, and developing various capital planning and investment-related processes and reports for assigned distribution systems, programs, and initiatives. The focus is to develop and refine key summary information for use by the multilevel investment review process for assigned distribution systems to include an integration method for presenting key decision-making financial information for use by each level of the IT investment review process. The CSC Team plans to further its work with:
- Portfolio Managers and Program Managers to understand their SPIs and objectives



- Developing applicable performance metrics as they may apply to individual programs and to portfolios
 - The display of data for CPRP and IRB using e-DRPs.
- f. The CSC Team will continue to improve the database and provide retrievals as required to support the IT Investment management process (reference Task 10, Subtask 4). The CSC Team:
- Designed the CRIS tool
 - Modified the CRIS tool as necessary to satisfy evolving requirements (e.g., portfolio management)
 - Has the breadth and depth of skills and knowledge to propose and create changes and retrieve data in different presentations once it is captured in the database.

The CSC Team—a diversified team combining cost analysis, functional and technical expertise for successful DTS-Wide IT Investment Strategies Management Support.

4.6 Task 4, Subtask 1: TCJ6 CIO Support

4.6.1

Every process requires a gatekeeper—someone to organize and keep the process flowing. A significant amount of that activity occurs within this task; that is, the daily support for the administration of the CPRP and the DTS portfolios. The financial aspects are emphasized in this task and cross all four phases of portfolio management. Within the Analyze phase, we review strategic guidance to ensure CIO and Chief Financial Officer (CFO) compliance, along with assisting with defining capabilities, collecting data, and performing analysis. This data is then organized for presentation to the review boards in the Select phase. Within the Control phase, guidance is provided to each portfolio and program regarding decisions and available funding for them to use in implementing their programs. Resources are monitored on an individual and collective basis. Finally, performance is evaluated (Evaluate phase) and results presented to the CPRP decision-makers. The cycle then loops back to the Analyze phase (see Figure 4-20).

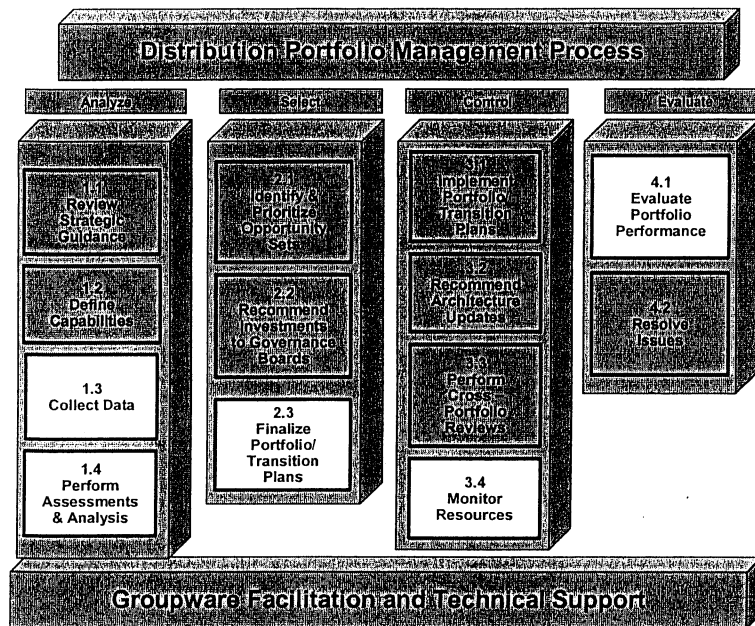


Figure 4-20. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

The CSC Team will apply its in-depth knowledge and experience with the CPRP, supporting the TCJ6 CIO and portfolio management requirements

4.6.2

Table 4-6 summarizes the logical sequence of high-level tasks within Task 4 Subtask 1, TCJ6 CIO Support.

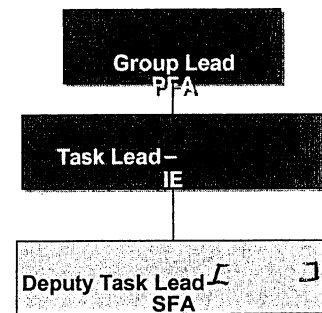
Table 4-6. Logical Sequence of High-Level Tasks Within Task 4, Subtask 1, TCJ6 CIO Support

High-Level Task	Summary
Daily support	Daily support involves a wide range of activities including: administrative, research, planning, training, and testing.
Recommendations regarding OMB 300 Exhibit	We will identify changes in OMB 300 Exhibit requirements. We will also identify ways to capture and incorporate this information as part of the CPRP reviews.
Summary analysis of results from CPRP IT investment decisions	Upon conclusion of the CPRP Spring reviews, we will analyze the results and present them in one document. We will use a variety of “CRIS” snapshots, highlighting the POM review and significant financial trends.
Written financial analysis of TWCF IT investments	As agreed upon, one functional area will be analyzed in greater detail for its financial implications than reflected in the summary analysis from the CPRP.



4.6.3

The methodology and the high level tasks described in Table 4-6 will be executed by the resources listed in Figure 4-21.



100% of required personnel on staff

Figure 4-21. Task 4, Subtask 1: TCJ6 CIO Support Organization Chart

4.6.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. The CSC Team provides USTRANSCOM the lowest possible risk when choosing a team to accomplish this task. During the past five years, team member MCR developed the first structured methodology for IT capital planning and investment support. That methodology provides the basis for many of the TCJ6 IT Capital and Investment Planning processes. Working with TCJ6, we have been instrumental in identifying improvements in the CRIS CPRP and we developed associated financial analyses and documented results. This process is at the core of DTS IT resource allocation decision making. It is important to note that, through this task, we will work in close coordination with other contract personnel.
- b. CSC Team member MCR, assisted with the design and establishment of the CPRP, which is illustrated in Figure 4-22. The support has extended from initial data calls through supporting each of the review levels with financial analysis, e-DRPs, briefings, minutes, action reports, and training. Combined with other members of the CSC Team, every aspect of the CPRP has been and will continue to be supported.

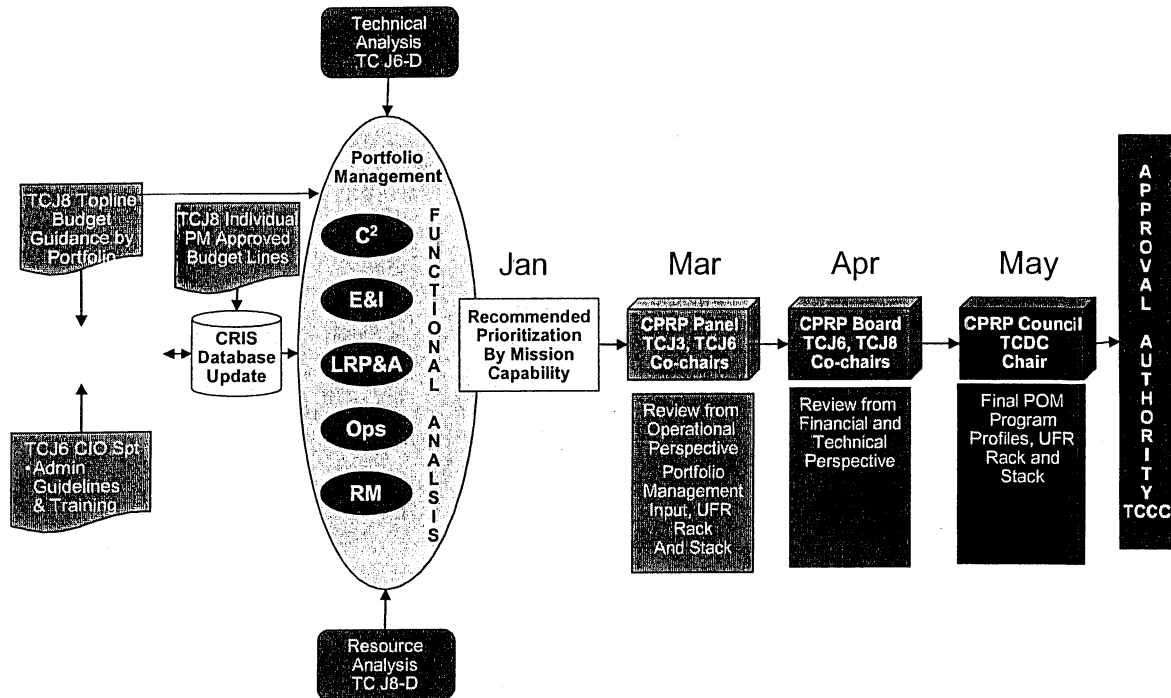


Figure 4-22. CPRP Process Flow

The CSC Team has been supporting the CPRP since its inception.

- c. We prepare, staff, and coordinate staff summary sheets and other administrative correspondence requiring TCJ6 reply/position. TCJ6 relies upon CSC Team member MCR, who will continue to provide financial/budgetary guidance and interpret financial regulations, both within and external to TCJ6.
- d. In addition to our direct support of the CPRP process, we have worked closely with the developers of the CRIS database and its users to establish the world-class financial application CPRP Data Tool, which we designed specifically to handle the needs of USTRANSCOM. We will continue to leverage our skills, knowledge, and experiences to assist USTRANSCOM with the CPRP process and compliance with CIO responsibilities.
- e. CSC Team member MCR is the financial functional lead in TCJ6 for all automation efforts associated with the development, testing, and maintenance for the CPRP Data Tool. Our work includes the identification and incorporation of new requirements, enhancements to existing technology, and the most recent expansion of new input screens for CRIS to support the DPO. We will also play an essential support role in the eventual program review for the approximately 500 systems that have been identified by OSD and or USTRANSCOM.
- f. We will continue researching, planning and developing various planning and investment-related processes for IT as agreed upon with the COR and support the intensive efforts associated with the CPRP. Specifically, we will:
 - Keep abreast of CCA and OMB Circular A-11 requirements to ensure CIO compliance
 - Work closely with TCJ6 on Portfolio Management structure enhancements to the CPRP process



- Convene/attend meetings addressing portfolio management concepts of operation and prepare briefing slides for associated presentations to TCJ3, J5, J6, and J8 staff
 - Initiate actions with the TCJ6 ECM team and CRIS data developers and modelers to test and incorporate further expansion of Portfolio Management in the CPRP process and in the CPRP Data Tool displays and output reports
 - Work with TCJ6 and CRIS developers/data modelers to incorporate ECM requirements into the CPRP process and associated Data Tool
 - Work with ECM team to refine capabilities for TCJ6 Infostructure, other unique SPIs, and support their review and prioritization of the Enterprise Infrastructure Portfolio
 - Document results of the pre-CPRP and CPRP meetings, and facilitate revisions and testing as directed prior to the next meeting
 - Assist TCJ8 and Program Managers with further refinements to program and funding data, based on spring and fall CPRP decisions, including further adjustments to funding data based on direction from TCJ8
 - Respond to questions from Program Managers regarding use of the CPRP Data Tool, in addition to working one-on-one to update their requirements and funding allocations in preparation for upcoming CPRP meetings
 - Building on our experience in leading the effort to incorporate the DOD standard WBS for AIS in the CPRP Data Tool, we will continue to refine the tool to enhance its effectiveness in support of Program Managers.
- g. We will continue to assist in implementing new procedures using the CRIS database or other database/applications as selected by the TCJ6. We are very experienced with CRIS and the use of the financial application tool in the CPRP process. CSC Team member MCR refined and updated user online tutorial and created a quick reference pocket guide. We also developed a training program and conducted training within USTRANSCOM and the TCCs. We will continue to provide that expertise and service as directed by the COR. Specifically, we will continue to:
- Integrate revisions to the tutorial in preparation for the Spring CPRP on the DTS side of CRIS
 - Expend extensive effort with the developers to build and test a new front end and associated input/output screens in the CRIS database to support DPO requirements and Business Case Analysis activities
 - Continue increased level of DPO support, to include attending meetings and conferences, reviewing/analyzing costs, and preparation of relevant data question sets, formulating respective policy guidelines and business rules, and preparing briefing slides
 - Finalize Data Call instructions for DPO Business Case Analysis supporting Conventional Ammunition and transmit it to the field/participating commands



- Work with CRIS developers to build integrated response formats for DPO questionnaires within the CRIS Data Tool
 - Provide Data Tool training to USTRANSCOM and TCC Portfolio Managers on all aspects of Data Tool, to include portfolio management-unique aspects of CRIS
 - Perform follow-up Data Tool training for USTRANSCOM and TCC Portfolio Managers
 - Provide in-depth training to AMC Program Managers and management staff on the basics of the CPRP Data Tool and Portfolio Management.
- h. Our financial functional experts will ensure that key decision-making information is identified, included, and available to each of the three tiers of the IT investment review process to enable informed decisions on the allocation of resources. We are partners with the TCJ6 lead as the primary focal point for implementing the new Portfolio Management structure and ECM into the TCJ6 financial activities and program review process. We will continue to:
- Update CPRP program Files and History data in the Data Tool resulting from the outcome of the spring and fall CPRP sessions
 - Update timeline revisions, agendas, read-aheads, e-DRPs, and CPRP Panel and Board slides (a sample of the e-DRP is shown in Figure 4-23, which illustrates the financial information and functional, technical, and resource assessments displayed for the decision makers)

The figure displays a sample e-DRP (Electronic Decision Review Process) form. It is divided into two main sections. The left section, titled 'Aerial Port of Debarkation Model (APOD Model)', contains a detailed table for 'Spring 2004 CPRP Approved Funding' and 'Spring 2005 CPRP Submission @ Panel'. This table includes columns for various funding categories (SK, CAP, HW, PM, SW, OPERATING, TOTALS, OTHER) and rows for 'PM Req', 'CPRP Final', and 'Data'. The right section contains three analysis boxes: 'Functional Analysis' (listing Medium OA ranking, Medium survey input, and Near term migration potential), 'Technical Analysis (Click for Details)' (listing Overall Score: 484 and Overall score in the top 25%), and 'Resource Analysis' (listing Certified 1/22/04). Below these are sections for 'SPF Functionality (SK)', 'Global Airport and Seaport Throughput Analysis', 'AMC Excess', and 'SPF Functionality Required Tons'. The bottom of the form includes a 'Funding Impact' section and a 'Review Comments' field.

Figure 4-23. Sample e-DRP

e-DRPs summarize essential financial, functional, and technical information.

- Work with TCJ8 to update the CRIS database to reflect the final CPRP Panel and Board funding decisions
- Consolidate results, obtain coordination and publish final CPRP Board Minutes, including New, Open and Closed Action Items, Unfunded Requirements, results of General Officer (GO) program reviews, and CPRP Council and CPRP Council Follow-on meetings
- Coordinate with USTRANSCOM and TCC staff members to include their position on the issues, actions, and recommendations made at Boards, GO reviews, Councils, and Council Follow-ups



- Prepare an annual, written financial analysis for one selected ECM-related functional area supported by TWCF IT investments (by 30 September)
 - Prepare a summary analysis of the results of the Spring CPRP (IT investment analysis review) and include CRIS “history” snapshots, IT POM review highlights, and financial trends (draft report 30 days after CPRP concludes and final report 60 days after CPRP meeting)
 - Work directly with software developers and respective ECM personnel on all upgrades and lead testing on all changes impacting the CPRP Data Tool
 - Work in partnership with ECM team to refine capabilities for TCJ6 Infostructure, other unique SPIs, and support their review and prioritization of the Enterprise Infrastructure Portfolio.
- i. The OMB 300 report continues to grow in importance. This report contains key information, such as, funding, return on investment, and risk, along with addressing a variety of technical, security, and electronic Government compliance issues. We will stay on top of the expanding requirements levied by OMB. CSC Team member MCR will be the primary interface and lead for TCJ6 review and coordination of the OMB 300. We will:
- Receive inputs directly from TCJ8, staff their review within TCJ6, and prepare a final response for TCJ6 signature and release
 - Examine opportunities to incorporate OMB 300 exhibit requirements, earned value management, and supporting metrics into the CPRP process and Data Tool
 - Develop recommendations within the CPRP process and Data Tool for oversight of selected system/capability cost, schedule, and performance tracking in an annotated briefing format
 - Identify future requirements linking to the OMB 300 exhibit from CRIS to appropriate system (e.g., SNAP-IT).
-
- j. CPRP cost analysis and management information supports USTRANSCOM and the TCCs. This effort will be continued. We will provide a breadth and depth of cost, financial, and program management knowledge and skills to include:
- Cost estimation and analysis
 - TWCF rules, policies, and procedures
 - DOD planning, programming, and budgetary practices and concepts
 - Economic analysis
 - Functional economic analysis
 - Functional process improvement
 - Use of Microsoft Office



- Use of cost estimating tools, such as System Evaluation and Estimation of Resources – Software Estimating Model (SEER-SEM)
- Sensitivity/risk analysis
- IT capital planning and investment
- Portfolio management
- Earned value management
- Project portfolio management.

The CSC Team provides the lowest-risk choice, with respected, experienced people in place on day one.

4.7 Task 5: DOD-Wide PfM Focal Area Analysis Support

4.7.1

Based on the broad scope of the DOD-Wide PfM Focal Area Analysis Support tasks, we will use all of the Analyze, Select, and Control steps in Figure 4-24 during execution of Task 5 actions. Our most extensive level of effort will be associated with the analysis steps for operational, systems, technical, and financial data collection for the four separate or concurrent Focal Area analysis teams and approximately 500 IT systems.

- Analysis Support. We understand that the DPO Focal Area analysis support includes operational, systems, technical, and financial perspectives that will certainly require separately-focused analysis steps in applying strategic guidance, determining capabilities, and completing the data collection phase. Following the data collection phase, there is a definite need to logically integrate the separate operational, systems, technical, and financial data as we assess, analyze, and prepare sound recommendations for decision makers. A key will be to ensure there is a strong linkage between the operational, systems and technical architecture products to enable detailed assessments and analyses to determine gaps and duplications in operational processes across Service/Agency lines, as well as ensuring that we identify impacts in external IT investment portfolios.
- Select and Control Support. A sound methodology and comprehensive baseline knowledge are then required during the Select and Control phases, which will include participation in meetings, briefings, conferences and workshops. We will also assist Government customers in coordinating DPO initiatives, both within USTRANSCOM and in other DPO National Partner organizations. Our IT solution team will identify available and potential systems using various architectures and financial products and other criteria established by USTRANSCOM. Our IT solution team will provide the initial blueprint for a solution, and a listing of potentially affected systems.

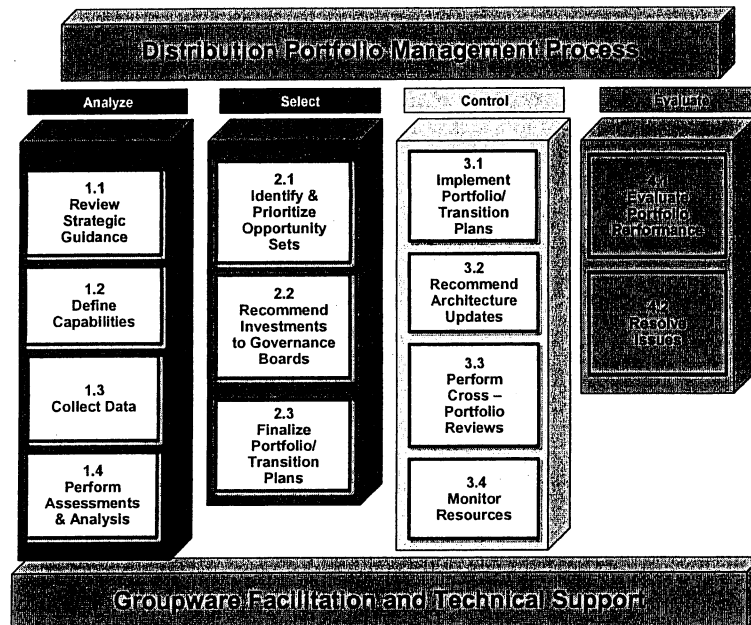


Figure 4-24. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

Applying the same basic analysis, selection, and control steps in supporting DOD-determined PFM focal areas.

4.7.2

Table 4-7 summarizes the logical sequence of high-level tasks within Task 5, DOD-Wide PFM Focal Area Analysis Support.

Table 4-7. Logical Sequence of High-Level Tasks Within Task 5, DOD-Wide PFM Focal Area Analysis Support

Steps	Summary
Data gathering analysis support for Focal Areas (Classes of Supply or others, as determined by USTRANSCOM)	Conduct operational, systems, technical and financial data-gathering activities for applicable Focal Areas. This includes data collection for approximately 500 IT systems.
Provide the capability to create and execute data base retrievals from CRIS as required to support the Focal Area Analyses	Provide standard formats to extract data from CRIS (or other applicable databases), or structured formats to enable data to be input into CRIS, ARIS and other databases as determined by USTRANSCOM.
Provide cost and financial analysis support to prepare various cost and economic analyses on Distribution IT systems	Assist USTRANSCOM in determining whether current IT investments should be renewed, retired, redeveloped, reassessed, or transitioned to other systems. This includes: <ul style="list-style-type: none"> • Conducting mini-financial assessments of existing programs • Impact analyses of estimated versus actual costs • Identifying benefits, savings, variance analysis, and program impacts



Steps	Summary
Identify and prioritize Focal Area opportunities, recommendations, and transition plans to Portfolio Managers	Help USTRANSCOM develop recommendations to Portfolio Managers for prioritized IT investment opportunities, non-material solutions, and related transition plans
Manage, control, and implement system review processes and report transition plan input to ensure CIO Statutory Compliance on all system analysis and review activities	Prepare and submit annual system review reports and transition data to the CPRP, OSD, and other applicable organizations
Provide training on use of EA products as required and recommend operational, technical, and systems architectures updates, as determined by Focal Area leaders and USTRANSCOM.	Provide as-required training on architecture products to ensure Focal Area team members understand applicable DPO architectural process relationships. As applicable, assist in coordinating changes to operational, technical, and systems architectural products

4.7.3

The methodology and the high-level tasks described in Table 4-7 will be executed by the resources listed in Figure 4-25.

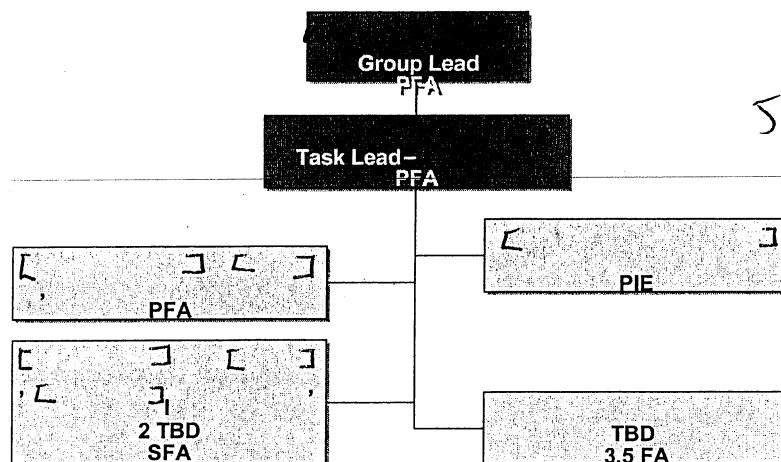


Figure 4-25. Task 5: DOD-Wide PFM Focal Area Analysis Support Organization Chart

4.7.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- CSC Team Objectives for Task 5. Provide USTRANSCOM the best value by using CSC Team members that have significant past performance and experience in supporting and structuring



Focal Areas for analysis as part of the Portfolio Management processes. In the last 2 years, the CSC Team demonstrated that we can provide individuals with the right skills and experience (even on short notice) to work harmoniously with USTRANSCOM TCJ3, TCJ5 and TCJ6 stakeholders, and other DPO National Partners in the Services/Agencies in working DPO implementation tasks. We will use an integrated core team of functional, financial and technical experts to ensure the availability of personnel who have the right skills and experience and understand the complex DPO environment and the changing roles for USTRANSCOM and the National Partners. We will use a methodology that fosters the establishment of detailed short- and medium-term action plans that include developing proven, repeatable processes. We will use this methodology on this and subsequent functional and data collection efforts to produce consistent, dependable results in short, quick-win time frames.

- b. Overall CSC Team Approach for Task 5. As USTRANSCOM identifies Focal Areas for analysis; we will lead actions to structure Capability-Based Assessment Teams (CBATs) to support the analysis efforts. If USTRANSCOM determines that analyses need to be conducted concurrently, we will provide additional fully qualified staff to train personnel from DOD National Partner organizations (Services, Agencies/Combatant Commanders [COCOMs]) to ensure the CBAT teams have a solid foundation for accomplishing the analysis tasks. This is similar to the flexibility we demonstrated when we provided SMEs on short notice to train the United States Central Command (CENTCOM) Deployment Distribution Operations Center (CDDOC) Team on baseline theater architecture processes and systems prior to their deployment to Kuwait in January 2004. More recently, for the initial USTRANSCOM TCJ5/TCJ6 DPO End-to-End (E2E) analysis of the Class V (conventional ammunition) processes, our team members developed sets of questions related to operational processes and systems. Subsequently, we developed the baseline analysis methodology prior to facilitating combined TCJ5/TCJ6 efforts to organize and train CBAT members from the Joint Munitions Command (JMC) and the four military services. The training included reviewing the Joint Distribution Architecture (JDA) operational activities for Class V processes to assist in the identification and validating supporting systems. We then supported the Class V CBAT operational, technical, and Business Case Analysis (BCA) team members over several months. This support included conducting more detailed functional, cost, and technical analysis for the Class V BCA, reports, recommendations, and IT transition plans for the current baseline systems. The BCA included applicable cost and economic analysis of the financial and technical data. Following initial Class V CBAT deliberations, we drafted lessons learned from that initial focal group's experience. These lessons learned have become a key in planning for the Distribution Process Focal Area workgroups that will be convened in the near future. Another key input to the planning process is a CSC-developed process flow for conducting the workshops. Much of the process flow is based on the aforementioned Class V CBAT lessons learned. Elements of the process flow include the definition of team roles and the formal flow of information among the CBATs, the inputs to the process that will document the information baseline required for initiation of the analysis process, and the outputs that will document the findings and recommendations that result from the analysis. Additional details regarding this Focal Area Analysis Process are provided in paragraph 4.7.4c(11).

In addition, we have developed a methodology for the use of EA tools in conducting the analysis of the Distribution process and the associated IT support. The Distribution process analysis will include an assessment of the current Distribution process and a methodology for making and documenting process change recommendations. The IT analysis process will include methods for assessing current IT support and for making recommendations for IT changes/improvements. Specific EA tools needed to support the process and IT analyses are identified in the methodology. Moreover, the analysis methodology is fully adaptable to any focal area that may



be chosen by the DPO/Distribution Portfolio Manager/DFWG. More recently, we have been the lead in working with the Army and Air Force to align their logistics architecture processes with the JDA. The results of the Pilot Architecture Alignment Reference Model project, which used the military service Order Fulfillment Scenario, was demonstrated to the 18 May 2005 DFWG and the 6 July 2005 DPO Council—both bodies accepted the recommendations for expanding the pilot project. These actions with the military services and Defense Logistics Agency (DLA) demonstrate how to use architecture products as a baseline for identifying other Focal Area Analysis categories that are not class of supply-related.

The CSC Team will continue to use its proven team building techniques and in-depth understanding of the challenges of transforming the DTS from a focus on “port-to-port” operations to the broader E2E DPO task of supporting the warfighter from “factory to foxhole.” We will use individuals with the right skills and experience to work harmoniously with the USTRANSCOM TCJ3, TCJ5 and TCJ6, as well as other DPO National Partners in the Services/Agencies that are working DPO initiatives. We will also provide the linkages for understanding the overarching Distribution architectural baseline processes, as well as the ability to extract and provide key data from information systems supporting combat deployment and other distribution operations. This includes the ability to logically coordinate with USTRANSCOM and other organizations working DPO initiatives such as the highly successful Single Booking Capability Workshop hosted by USTRANSCOM TCJ3 and TCJ6 in August 2004. For the major distribution transformation initiatives that are identified by USTRANSCOM, we will use methods that include inviting participation by each National Partner and applicable commercial industries. As determined by USTRANSCOM, we will also use a complementary independent facilitation team to develop and implement a focused agenda and clear, understandable workshop goals and objectives to achieve sound results.

The CSC Team thoroughly understands that USTRANSCOM, as the DPO, is not just the “lift provider” responsible for In-Transit Visibility (ITV), but is becoming more responsible for maintaining visibility of cargo “almost ready for movement” from a variety of sources (e.g., Continental United States [CONUS]/Outside CONUS [OCONUS] DLA warehouse; government/contract repair facility; a vendor under DOD contract) on vendor-controlled lift by direct commercial carrier to destination. (Some will move on WorldWide Express [WWX] carriers, and some will be moved by commercial carriers.) The DPO’s new “Asset Visibility” (AV) responsibilities for “in-storage visibility” expand upon existing USTRANSCOM ITV challenges facing both USTRANSCOM and other DOD National Partners. We will continue actions to support DPO Integrated Process Teams (Pits) (e.g., the Asset Visibility IPT let by TCJ5) in the applicable Focal Area Analysis and related DPO transformation actions. For example, Service maintenance organizations have long needed tracking movement information related to a particular transportation control number to complete timely repair actions; now those organizations also need timely (near real-time) data regarding the quantities and location of individual stock numbered items (and requisition numbers) that are coming from multiple places (some from the CONUS and some from in-theater stocks).

- c. Detailed Task Step Description. As documented in our past performance volume, we understand the diverse tasks in PWS paragraphs related to Task 5 and have extensive experience in leading, conducting, and facilitating numerous process improvement efforts for USTRANSCOM and its TCCs. This includes well-documented capabilities to gather all necessary information pertaining to the current operational processes, and related data from supporting information systems. We have demonstrated the ability to break down data into logical groups to provide an organized and structured approach for the initial analysis of distribution and logistics-related processes. These data groups link current operational processes and the SCOR-based JDA to identify similar data



used by different National Partners (as the CSC Team did for the “Pilot Alignment Reference Model,” which linked USTRANSCOM, Army, and Air Force Logistics Architectures). Developing this common Alignment Reference Model provides a solid baseline for identifying the commonality and differences between operational activities, as well as the relationships between systems—including related IERs—that support those operational activities.

- (1) The CSC Team will continue to conduct data-gathering activities for the purpose of analyzing, selecting, controlling, and evaluating all Command-related IT systems. This includes analyzing diverse IT data against desired USTRANSCOM visions to identify gaps and disconnects that need to be filled. We will use the results of the analyses to prepare coordinated staffing documents (point papers, staff summary sheets, e-mails, concepts of operations [CONOPS], briefings, and other timeline/milestone products). We will then incorporate these products into the applicable USTRANSCOM DPO business review publications that are supported by an established process archive library. In supporting these actions, we will draw upon the expertise and experience gained while working over the past 12 years with USTRANSCOM to produce concise and detailed briefings, related work-group reports (including those from tools such as GroupSystems) and prepare presentations for meetings, briefings, conferences and workshops. We will prepare input for short-notice taskings, as well as those involving longer-range planning actions, identify key project participants/stakeholders, coordinate activities and ensure timely participation of stakeholders. We will provide all deliverable products for these tasks within the timelines documented in the deliverable table in Paragraph 3 of the PWS.
- (2) The CSC Team will continue to develop and conduct a system review process no less than annually on each Command-listed system to ensure each satisfies all DOD operational, system, technical, and resource requirements for business case studies to include DODAF, Networks and Information Integration (NII) Business Enterprise Architecture (BEA), and others as directed for certification. Currently, we are supporting USTRANSCOM TCJ6-A in conducting the DTS system review process for DTS systems, and over the last 12 years we have helped TCJ6-A prepare and submit the annual DTS system review data to the CPRP Panel members, and as applicable to OSD NII. Following enactment of the 2005 NDAA, we also assisted TCJ6-A in preparing certification packages for the OSD-chaired IRB. These packages, which we delivered on time, have provided OSD and others the key information required for reviewing the DTS operational, system, technical, and financial resource requirements. As the Government identifies additional DPO systems that need to be included in this reporting process, we will expand the report data. Currently, we are closely coordinating ongoing efforts to expand the NII BEA to other systems supporting the DPO processes. This includes those systems supporting the BEA Materiel Supply and Services Management (MSSM) Core Mission Area process activities. The MSSM Core Mission Area includes those operational processes (and supporting systems) for material management, deployment, repairable and consumable items, and other services, such as maintenance/repair, transportation/delivery, mortuary services, and laundry/bath services. If the Government identifies additional MSSM Core Mission Areas (or other Focal Areas) that should be included in the DOD PfM Focal Area Analysis, we will develop and conduct a system review process for these new systems, and prepare applicable business case studies and certification documentation.
- (3) The CSC Team will continue to manage systems transition input to the current organizational EA and ensure CIO Statutory Compliance on all systems analyses and review activities. Currently, as part of the recurring CPRP tasks, we support TCJ6-A in managing the DTS systems transition data. We also coordinate with the DTS Portfolio Managers and



system Program Managers to ensure compliance with the applicable systems and architecture standards included in the DODAF and other technical standards. If the Government identifies additional systems to be included in the DOD PFM Focal Area Analysis, we will perform the systems analysis and review activities.

- (4) The CSC Team will provide functional, technical, system, and cost SMEs to perform the Focal Area Analyses for four separate and concurrent Focal Area Analysis teams. In 2004 and 2005, we led actions to structure a CBAT to support the analysis efforts for the initial USTRANSCOM TCJ5/TCJ6 DPO E2E Analysis of the Class V (conventional ammunition) processes. Similarly, as the Government identifies additional Focal Areas (e.g., different supply classes, various SCOR or JDA architecture processes such as "Return" processes), we will provide the functional, technical, system, and cost SMEs to support the different teams. In supporting the functional processes, we will incorporate applicable actions to ensure Focal Area Analysis team members understand applicable DPO architectural process relationships included in the JDA (and, as applicable, provide break-away training sessions to help individuals understand SCOR and JDA operational activity relationships). Similarly, we will provide technical, system, and cost SMEs to support up to four separate or concurrent Focal Area Analysis Teams.
- (5) The CSC Team will also provide SMEs to conduct functional, cost, and technical analysis for functional working group assessment and development of Business Case Analysis. As demonstrated through the support we provided for the Class V (conventional ammunition) CBAT in late 2004 and early 2005, we thoroughly understand the relationship between the functional, cost and technical analysis products required to produce a thoroughly documented Business Case Analysis. We also understand the benefits of well-thought-out lessons learned; we initiated the development of lessons learned from the Class V CBAT process, defining areas that needed to be improved for similar Focal Area Analysis efforts in the future. We have already taken some upfront actions, such as incorporating the Class V CBAT lessons learned into a proposal for a workshop process flow. Our proposal included a detailed methodology for expanded and improved usage of the Distribution architecture products used to conduct the process and IT analyses to preclude similar problems in supporting these teams in FY06.
- (6) As we discuss in greater detail in paragraph 4.10 below, we will continue to add to our proven record of successfully providing GroupSystems technography, software and technical support. This includes workshop facilitation for USTRANSCOM, COCOMs, and the Services on a myriad of transformation and process improvement workshops. We have highly trained and skilled facilitators who are familiar with using state-of-the art facilitation methodologies to lead various groups/organizations in meeting customer goals and expectations. Our support will include applicable graphic products (e.g., architecture process diagrams, as both PowerPoint read-ahead packages and "wall-size" NetViz diagrams) that enable workshop participants to understand discussion topics. In addition, we have demonstrated the ability to develop and use different approaches and methodologies to support the Focal Areas with independent facilitators at a neutral (non-Government) facility to enable open discussions (e.g., the support we provided for the 9 to 11 August 2004 Single Booking Capability Workshop with senior Government and industry leaders). We will also conduct daily and end-of-workshop surveys to enable Government workshop leads (and applicable contract SMEs) to adjust the next day's workshop activities. We will also provide resulting reports, GroupSystems dialog, and recommendations. For those workshops that address IT transition actions, we will prepare similar products to document workshop conclusions and recommendations.



- (7) The CSC Team will continue to provide consultation on cost/benefit estimation associated with systems and process analysis cost estimation. We recognize the critical outcome of the analysis is the mission value impact to the warfighter. Accordingly, we have developed a repeatable process, based on measurable criteria, for objectively assigning value—or benefit—to existing systems and proposed IT enhancements. This process incorporates the use of weighted values, based on the relationship of systems functions to prioritized mission capabilities, to objectively calculate scores that reflect the IT system's value to the mission, down to the system-output level of detail. This alternative, repeatable process leads to consistency across related analyses. This process utilized a matrix that grouped the functional capability needs with other similar needs. The functional capability needs were rated on three areas: capability status, jointness, and ease of development. This matrix allowed us to provide an alternative avenue of evaluation, since cost data was not readily available. We will continue to provide creative and alternative evaluation tools to support USTRANSCOM decision making.
- (8) As stated previously, the CSC Team will perform the applicable operational, systems, and cost analysis actions for the USTRANSCOM-identified Focal Areas Groups of systems. These Focal Area Groups can include expanded levels of analysis for the additional SCOR or JDA level four activities that may be focused on relationships within or between the SCOR process phases (e.g., plan, deliver or return activities), as may be determined by the Government. Similarly, if the Government determines to have separate Focal Areas for the classes of supply for which DLA is the Executive Agent, or classes of supply for which TCJ5 is collecting the E2E gap analysis products, we are prepared to provide the applicable SMEs with logistics expertise that can explain the differences in terminology being used. We will also facilitate actions to identify similarities and differences among the classes of supply that may have an impact on other DPO Focal Area Groups that are analyzing the supporting system or cost data.
- (9) The CSC Team will also continue to perform applicable research and provide the rationale for the recommendations that relate to the separate (or combined) Focal Areas. We will prioritize and structure this research and recommendations to support timely management decision making. Where appropriate, we will provide entries in standard formats, either from the CRIS database (or other applicable databases such as those used by the ARIS Tool) or structured to enable data to be input into CRIS, ARIS or other database. As an example, in those instances when a Focal Area Analysis team needs additional operational or systems architecture products in graphic or tabular formats, obtaining the applicable products will be coordinated with the contractor responsible for maintaining the operational or systems architecture database. Similarly, we will work with members of the Focal Area Analysis team to ensure that standard formats required by the architecture contractor are used to enable timely data input into the CRIS database.
- (10) As previously stated, we will continue to provide consultation on cost/benefit estimation associated with DPO systems and process analysis cost estimation. This includes continuing to apply the appropriate tools, knowledge, and skill set to perform objective cost/benefit analyses on the DPO systems.
- (11) As directed by USTRANSCOM, we will perform analysis on different stratifications of the estimated 500 distribution systems to aid management decision making. In performing this analysis, we will use applicable analysis tools to synchronize Portfolio Management actions and identification and development of applicable DPO architecture products, to ensure that



USTRANSCOM and other applicable Government organizations, as well as separate or combined Focal Area Analysis team(s), have access to supporting research or architectural artifacts that are the basis for making recommendations to support management decision making. This management decision-making process may start within the leaders of the Focal Areas, and progress through coordination channels within USTRANSCOM and applicable DPO Partner organizations at Command-levels.

Focal area analysis (as represented in Figure 4-26) begins when USTRANSCOM TCJ5, DLA, or other Government organizations provide process improvement recommendations. The CBAT takes these recommendations and performs capabilities-based analysis against architecture products and business processes. The CBAT makes IT and functional improvement recommendations and business rule change recommendations to the Technical Architecture Steering Group (TASG). CBAT analysis identifies operational processes, gaps, possible duplications, and opportunity sets to improve processes and existing IT. These recommendations are the basis for the development of a business case to support better IT and mission performance. The TASG is tasked to perform a technical review to identify candidate systems (Government off-the-shelf [GOTS], COTS, or both) for the solution set. Our IT Solution team will identify available and potential systems using various EA products and analysis criteria established by the Government. Our IT solution team will provide the initial blueprint for a solution, as well as a listing of potentially affected systems. Together, the CBAT, TASG, and Business Case Analysis Group (BCAG) will review our IT solution team's proposed alternatives. Ultimately, the combined analysis will develop alternative implementation concepts that we will provide to the Government. We will also ensure standard formats are used for entries to the database.

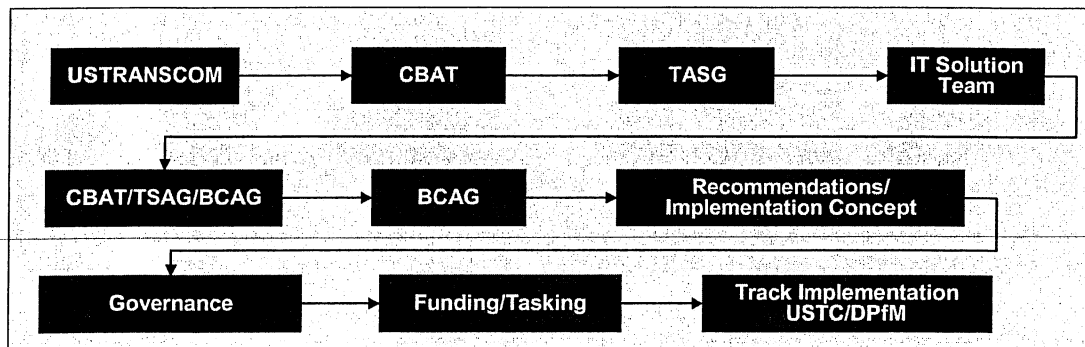


Figure 4-26. Focal Area Analysis Process

CSC has worked with the Government to establish a process that brings together the DPfM activities necessary to bring recommendations for developing the DPO Transition plan.

- (12) The CSC Team will provide invaluable cost and financial analysis support to prepare various cost and economic analyses on distribution IT systems. This support will include in-depth knowledge of economic analysis preparation. As we demonstrated in supporting the Conventional Ammunition CBAT, we can consistently provide thorough cost and economic analyses products. While this analysis was an abbreviated version of a formal business case, our team is equipped with the necessary knowledge and skill set to finalize the development of formal business case analyses. These business case analyses will include providing guidance on required data, gathering data, compiling data, analyzing data, and preparing formal recommendations to USTRANSCOM. We will coordinate the gathering and analysis of functional, cost, and technical data. As reflected in our current support to the DPO Business Case Analysis Team, we will provide program support, create/prepare financial



analysis on system costs, provide needed graphics support, and prepare ad hoc cost/financial analyses. We have proven our ability to utilize CRIS as a data source, as referenced in the CPRP. We will continue to utilize CRIS to retrieve available data.

- (13) The CSC Team will provide the capability to create and execute data base retrievals from CRIS as required to support the Focal Area Analysis processes. As stated above, we will provide the capability to create and execute database retrievals by using entries in standard formats either from the CRIS database (or other applicable databases, such as those used by the ARIS Tool) and ensure database inputs are structured to enable data to be input into CRIS, ARIS and other databases.
- (14) The CSC Team will provide fully qualified personnel to train Focal Area Team members from USTRANSCOM and other DOD National Partner organizations (Services, Agencies/COCOMs) on the use of EA products. As determined by the Government, we will provide this training to four separate and concurrent Focal Area Analysis Teams. We will also include guidance on how to extract EA data needed for the analysis of Government-identified operational processes and details related to those systems that support the process activities or that produce the information exchanges. We will also ensure the Government CBAT teams have a solid foundation for how to use these EA products in accomplishing analysis tasks.

4.8 Task 6: Cross-Functional Reviews

4.8.1

This task is to verify the portfolio management process (see Figure 4-27). This section of our proposal expands on the process discussion in Steps 1.4 and 3.3 and describes Cross-Functional and Cross-Corporate (Model) Reviews.

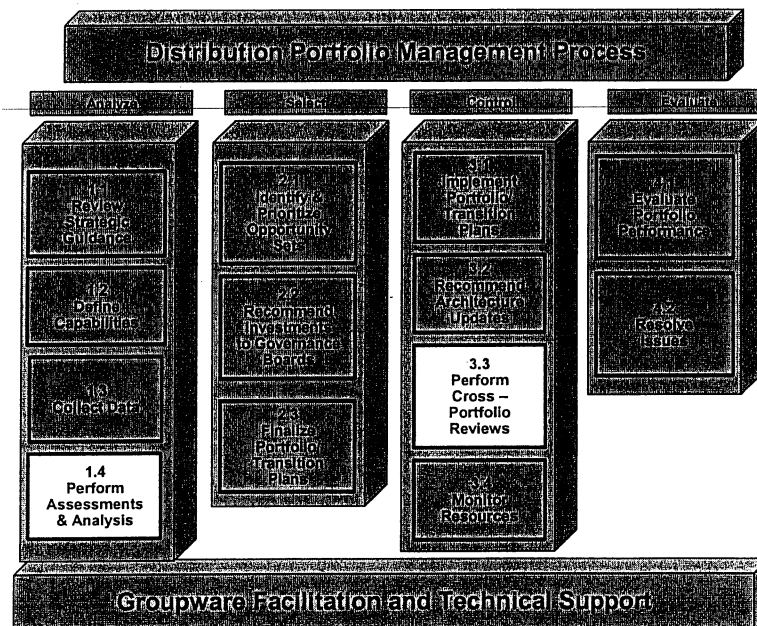


Figure 4-27. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process

Cross functional reviews ensure data integrity for the Command.



4.8.2

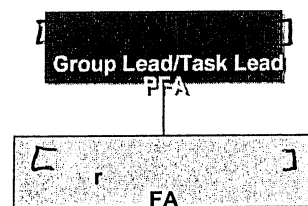
Table 4-8 summarizes the logical sequence of high-level tasks within Task 6, Cross Functional Reviews.

Table 4-8. Logical Sequence of High-Level Tasks Within Task 6, Cross Functional Reviews

Steps	Summary
Cross Functional Reviews	The CSC Team will ensure data model coordination between USTRANSCOM and the different functional area models to ensure standards compliance and provide feedback on proposed changes.
Cross-Corporate Reviews	The CSC Team will ensure data model coordination between USTRANSCOM and its component commands to ensure compliance with the USTRANSCOM Master Data Model.

4.8.3

The methodology and the high-level tasks described in Table 4-8 will be executed by the resources listed in Figure 4-28.



54,55,56,57,58,59,60,61,62,63,64,65,66,67,68,69,70,71,72,73,74,75,76,77,78,79,80,81,82,83,84,85,86,87,88,89,90,91,92,93,94,95,96,97,98,99,100

100% of personnel for this task are on staff

Figure 4-28. Task 6: Cross Functional Reviews Organization Chart

4.8.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- The CSC Team has successfully performed Cross Functional Reviews for USTRANSCOM since 2000. Even though the PWS only requires monitoring the DISA Web site at least twice a week, we will monitor it daily, at the URL identified by USTRANSCOM, for any new proposed data standards. This will ensure that the USTRANSCOM staff is on the cutting edge of any new proposals and able to make recommendations in the most timely fashion. For each new proposed data standard package, we will notify the appropriate reviewing individuals of the existence of the new package and suspense the submission of comments, with negative replies required. We will review, collate and forward all comments to DISA. When necessary, we will send a package forward for arbitration. We will then file all correspondence in the Cross Functional Review folders for future reference. Our past accomplishments show we were able to pull up any package in a matter of seconds (even from years past) and identify who reviewed it, what our comments were, and the official response to our comments. On several occasions, this was instrumental in helping our review team and data modelers defend their decisions.
- Team CSC has also successfully performed Cross- Corporate Reviews for USTRANSCOM. We will monitor the USTRANSCOM Corporate Data Office (CDO) mailbox daily for newly

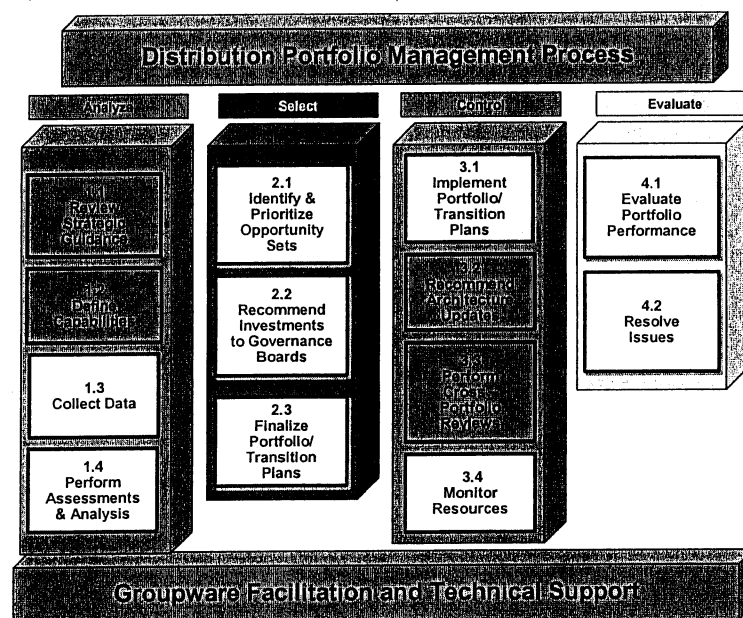


proposed Cross-Corporate (Model) Review Packages. We will keep a rotation schedule of package reviewers, notify the appropriate reviewing individuals, and suspense the submission of comments to be due 10 working days from receipt. We will forward all reviewer comments to the package originator, who must provide a complete disposition to comments within 5 working days. Once the disposition of comments is received, we will promptly send it to the original package reviewers. When necessary, we will send a package forward for arbitration. We will then file all correspondence in the CDO e-mail folders for future reference.

4.9 Task 7: CIO Program Review Process

4.9.1

This task covers the activities in Figure 4-29.



**Figure 4-29. Portfolio Management Steps for the Continuous
"Analyze, Control, Select, and Evaluate" Process**

Our approach will ensure that systems using USTRANSCOM funding are viable and comply with all governing directives

This task proposal describes how the CSC Team will support the CIO Program Review Process (CPRP) and the Technical Analysis (TA) (formerly known as Technical Assessment) which is USTRANSCOM's internal governance process. We support this process by managing the data collection activities and data tools used to analyze and evaluate the viability of systems supported by the USTRANSCOM TWCF. Our results are used by Portfolio Managers to evaluate USTRANSCOM systems performance.



4.9.2

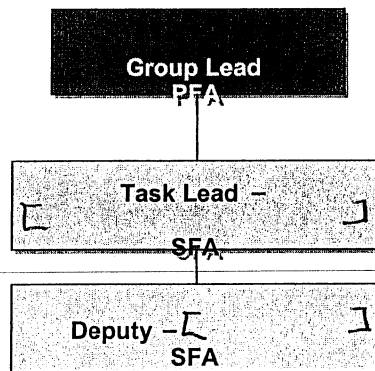
Table 4-9 summarizes the logical sequence of high-level tasks within Task 7, CIO Program Review Process.

**Table 4-9. Logical Sequence of High-Level Tasks Within Task 7,
CIO Program Review Process**

High-Level Task	Summary
Manage and schedule the CIO Program Review Process	CSC Team will manage and schedule the information gathering and evaluation processes for systems using the TWCF.
Administer and build the Corporate Resource Information Source Data Tool	CSC Team will administer the CRIS Data Tool used to collect data, store system, project, and initiatives (SPIs) and Enterprise Architecture information.
Manage Technical Analysis Data Call	CSC Team will manage the TA Data Call.

4.9.3

The methodology and the high level tasks described in Table 4-9 will be executed by the resources listed in Figure 4-30.



100% of personnel for this task are on staff

Figure 4-30. Task 7: CIO Program Review Process Organization Chart

4.9.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

The CSC Team has an unparalleled understanding of the CPRP. Members of our team held lead positions since the inception of the CPRP (Functional, Resource, and Technical). Our team presents USTRANSCOM a low-risk option—we remain the principle architects in developing and building the USTRANSCOM CRIS Data Tool used to collect and evaluate the CPRP data calls to support the resulting Panel, Board, and Council reviews. Our unmatched experience, technical skill, and thorough



knowledge of the dynamics involved in supporting the CPRP, TA, and PfM efforts provide exceptional value for USTRANSCOM.

Our team is committed to providing the best in customer support and will continue to:

- Make certain CRIS is online and available for Program Manager and SME data calls
- Ensure all data is entered into CRIS in accordance with the specified timelines
- Apprise TCJ6 of CPRP progress in a timely fashion
- Prepare quarterly reports, or as required, to supplement formal CPRP sessions and TA actions.

The following activities will be conducted to satisfy Task 7 requirements:

- a. CPRP Activities. The CSC Team will thoroughly document the outcome of formal CPRP activities, including the spring and fall sessions, as outlined below. We view the update of the CRIS CPRP data as one of our primary functions—continual updates will ensure only the most current program and financial information is entered and available for decision makers to act upon.

We will always provide responsive and reliable support; as with past CPRP sessions, we will:

- Build upon our existing, strong working relationship with TCJ8 and the Program Managers at USTRANSCOM and TCCs, and continue the timely collection and evaluation of data for all TCJ6-identified systems.
 - Ensure key decision-making information is identified, included, and available to management, Program Managers, and each of the three tiers of IT investment review processes to enable informed decisions on the allocation of resources.
 - Consolidate results, obtain coordination, and publish minutes of the final CPRP Panel and board meetings, including new, open and closed action items, unfunded requirements, and required CPRP Panel, Board, and Council decisions.
 - Update briefing agendas, read-aheads, e-DRPs, and final briefings for the CPRP Panel, Board, and Council sessions and other support activities as required.
 - Load historical significant information, along with approved versions of the respective Panel and Board minutes, into the CPRP program files and history data repository.
- b. Procedure/Process Implementation. The CSC Team will continue to lead efforts implementing new procedures and process changes into the CPRP Data Tool, using the CRIS database or other USTRANSCOM-selected database/applications. Our team members are very experienced with CRIS and the use of the financial application tool supporting the CPRP. We have been and continue to be at the forefront in defining new requirements and then orchestrating all efforts to ensure introduction to the CPRP Data Tool, as well as all associated testing. The in-depth knowledge and understanding of the process has enabled us to be proactive in improving the methodology, resulting in improvements to the data tool and the CPRP. To achieve these improvements and successes, we:



- Developed and activated an online tutorial, quick reference pocket guide, and Program Manager requirements WBS
- Prepared and conducted a training program within USTRANSCOM and the TCCs for the CPRP Data Tool
- Worked directly with software developers and respective Program Managers, TCJ8, ECM personnel and other appropriate functional experts on all upgrades and process improvements, to include the original Systems View and the new Portfolio Management Views
- Led the testing on all changes impacting the CPRP Data Tool
- Refined capabilities for TCJ6 Infostructure and other unique systems, projects, and initiatives
- Assisted in the review and prioritization of the Enterprise Infrastructure Portfolio
- Created CPRP program history files in the CPRP Data Tool to serve as repositories to permanently record the outcome of the spring and fall CPRP sessions.

We will continue to take advantage of these synergies to provide superior services to USTRANSCOM.

- c. **Technical Assessment.** The TA is the annual review of AIS compliance to the DTS EA. TAs identify technical risks for review by CPRP Panels, Boards, and Councils. For the past 6 years we have developed and refined the process, procedures, and CRIS Data Tool used to plan, collect, and evaluate the cycle phase activities (see Figure 4-31) to accomplish the USTRANSCOM TA.

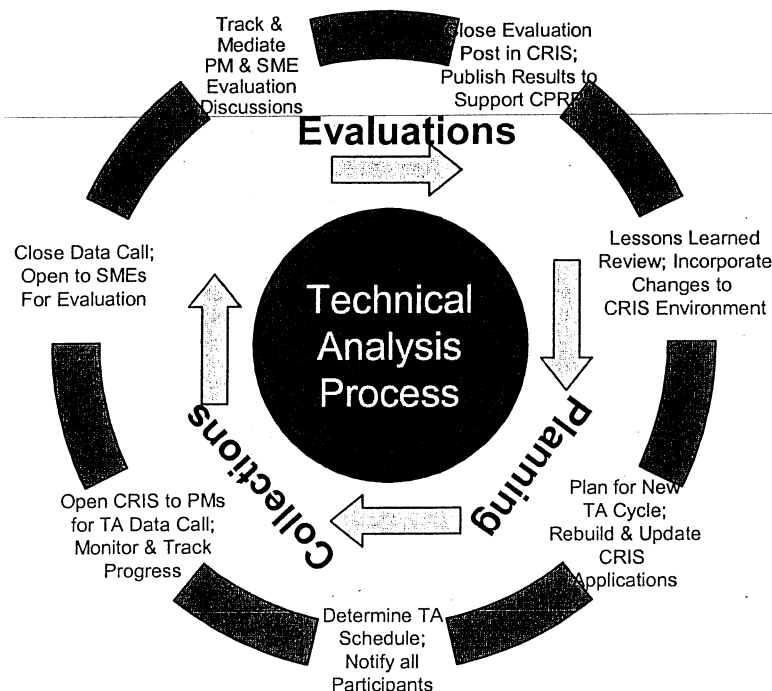


Figure 4-31. Technical Analysis Process

Our team has played a key role in each phase of the Technical Analysis Process.



This process involved the evaluation of specified subject area AIS compliance with governing policies, procedures, and standards (e.g., Security, Net-Centric Operations Warfare, and DOD Architecture Framework) in support of CPRP deliberations and decisions. To further accomplish this task, we will:

- Provide responsive, technical expertise and executive-level administrative support to the TCJ6-A, COR, and other USTRANSCOM leads in accomplishing assigned tasks within the specified time lines and schedules.
- Provide continuous review and updates to CRIS TA applications throughout the year. Our veteran team of CRIS developers will:
 - Remain vigilant in populating CRIS with the most current system information and SME question/check-list sets.
 - Continue to respond aggressively to required CRIS configuration changes to meet all collection and evaluation requirements.
- Plan and execute the TA information gathering and data calls for the TCJ6-A with the USTRANSCOM staff, TCC Program Managers, and other authorized representatives. These actions include:
 - Notifying all involved parties about the CPRP and TA schedule.
 - Developing, staffing, and publishing annual revisions to the TA Handbook.
 - Apprising USTRANSCOM lead on all matters involving and influencing the TA process.
 - Maintaining currency in all subject matter areas to ensure persons requesting TA information receive accurate information.
 - Orchestrating the TA by controlling CRIS cycle phases, ensuring efficient momentum and schedule discipline is maintained to complete the TA within the authorized participants' allotted timeframes.
 - Responding promptly with instructions or information to respective Program Manager TA inquiries and comments.
 - Reviewing and monitoring Program Manager responses and progress in completing the TA within the published timelines.
 - Coordinating information exchanges between SMEs and Program Managers.
 - Alerting SMEs and Program Managers of TA cycle completion and final evaluations.
 - Reviewing completed CPRP TA CRIS inputs and constructing CPRP TA scoring charts.
 - Mediating evaluation score discussions between SMEs and Program Managers.
 - Developing and presenting a preliminary TA results report for the TCJ6 lead and perform follow-up, as-required, tasks.



- Providing consistent, quality analysis of completed data call results to the TCJ6 lead.
- Preparing a comprehensive report of the TA results—for USTRANSCOM and individual TCCs—detailing specific system scores and identified areas of concern.
- Planning and executing required out-of-cycle TA data calls.
- Developing and presenting professional, executive-level briefings.
- Ensure TA information in CRIS is current, available and accurate for each CPRP session. This includes:
 - Building comprehensive CRIS TA CPRP System Score Sheets for TCJ6 leadership review.
 - Analyzing each system's evaluation information and preparing concise, informative CRIS e-DRP comments for the annual CPRP program deliberations and decisions.
- Perform an annual, customer-focused lessons learned exercise to capture TA participant comments and suggestions, then incorporate relevant improvements into the CRIS environment.
- Prepare and present, as required, monthly and quarterly reports within the prescribed timeframe.
- Develop and conduct TA CRIS application training courses.

The CSC Team has unchallenged workforce expertise and depth of knowledge to achieve USTRANSCOM's mission for both the CPRP and TA. Our team of professionals can take the Command's needs and turn them into results with no interruption of service or schedule. The documented successes of past CPRPs and TA data calls make the CSC Team an extraordinary value to USTRANSCOM.

4.10 Task 8: GroupWare Workshop Support

4.10.1

Task 8, GroupWare Workshop Support, supports the overall Portfolio Management Process and the majority of steps, as shown in Figure 4-32. Specifically, Task 8 supports all Analyze, Select, and Evaluate steps, as well as the Control Step 3.2, Recommend Architecture Updates, and Step 3.3, Perform Cross-Portfolio Reviews of the Portfolio Management Process, with enhanced meeting and decision-making support using the GroupWare Facilities, GroupSystems software, and expert facilitation.



Figure 4-32. Portfolio Management Steps for the Continuous “Analyze, Control, Select, and Evaluate” Process
Expert facilitation will support portfolio management.

With 12 years experience planning and facilitating GroupSystems workgroup sessions, meetings, senior-level seminars and conferences, the CSC Team has in-depth expertise applying this collaboration tool. Our team, with highly trained and skilled facilitators using state-of-the art facilitation methodologies, has led various groups/organizations in meeting the Government's goals, expectations, and support. Our experience base includes planning, coordinating, facilitating, and documenting workshops involving many topics, such as strategic planning/implementation, financial, medical, distribution, Distribution Process Owner (DPO) transformation, transportation, supply, maintenance, retrograde, logistics, and other DTS-related functional/technical areas. Integral to several of these workshops and meetings is the detailed review, analysis, and development of process models, maps, and simulations, including collection and interpretation of the data associated with the functions contained within them. This was evident in the deployment and distribution workshops that we led with USTRANSCOM, Joint Forces Command, COCOMs, and the military services. In these workshops, we effectively collected and analyzed process activity information and data, prioritized the initiatives, and mapped the road ahead for the deployment and distribution integration.



4.10.2

Table 4-10 summarizes the logical sequence of high-level tasks within Task 8, GroupWare Workshop Support.

**Table 4-10. Logical Sequence of High-Level Tasks Within Task 8,
GroupWare Workshop Support**

High-Level Steps	Summary
Provide GroupSystems Software and Technical Support	Trained technicians will flawlessly maintain the multiple GroupWare Suites, including the Mobile GroupWare Suite. Support will include GroupSystems software upgrades, security upgrades and scans (Windows patches, anti-virus updates), license renewal monitoring, installation of unique workshop-required software (e.g., NetViz, MS Project), and coordination of access to external servers (e.g., CRIS access for CPRP).
Provide Support for mobile GroupSystems Suite	Trained and experienced technographers will deploy to other locations with the Mobile GroupSystems Suite. This support includes pre-workshop site surveys and configuration, hardware/software preparation (anti-virus updates, software patches, LAN and system testing), coordination of mobile suite transportation, setup of the computer suite, LAN configuration, audiovisual interfaces, workshop support to include workshop reports, equipment breakdown, and packing/coordinating return shipment.
Manage use of facilities, including facility security duties and the publishing and maintenance of a GroupWare Facility and Mobile Suite activity schedule.	We will professionally maintain and manage facilities (fixed and mobile) in coordination with the COR and other Government task leads. We will effectively and efficiently manage access to, and control of, secure and restricted GroupWare Facilities and resources. We will support workshop attendee facility access by issuing and controlling building Entry Control Cards. We will maintain and publish the facility activity schedule in a calendar format. We will coordinate the Facility and Mobile Suite scheduling, to include priority determination, with the COR.
Provide Professional Facilitation Support	We will provide experienced, professional facilitators to plan and execute successful workshops. We have the ability to surge to support multiple workshops using fixed and mobile GroupSystems suites. Our facilitators will work closely with the Government's task manager to determine the workshop's scope, desired outcomes, and follow-on actions. The facilitators will work with the GroupSystems technographers to plan and coordinate workshop requirements to develop the proper GroupSystems tools to achieve workshop objectives and maximize workshop results. We will coordinate agendas and read-aheads with the task manager and load them into GroupSystems tools as appropriate. The facilitator will professionally conduct the workshop, working toward a successful conclusion. We will generate post-workshop reports and provide them to the task manager. Our planning for follow-on workshops will be conducted as required.



4.10.3

The methodology and the high-level tasks described in Table 4-10 will be executed by the resources listed in Figure 4-33.

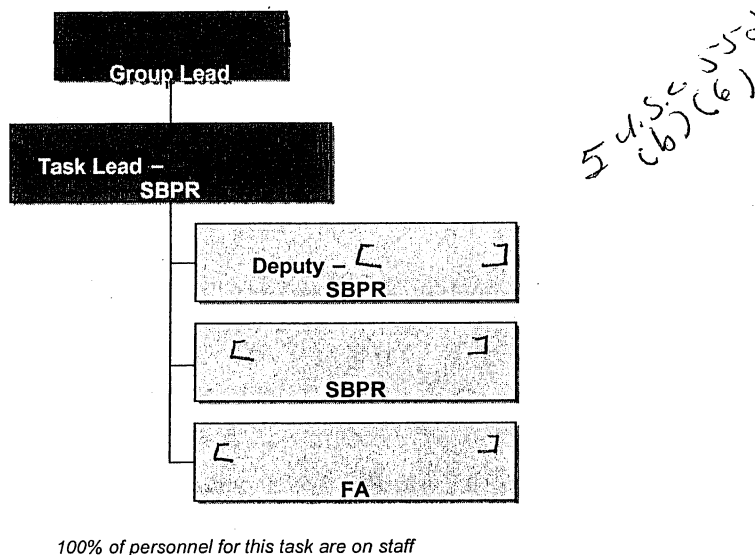


Figure 4-33. Task 8: GroupWare Workshop Support Organization Chart

4.10.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. GroupSystems Software and Technical Support. The CSC Team will continue to add to its proven record of successfully providing GroupSystems technography, software and technical support, and workshop facilitation for USTRANSCOM, COCOMs, and military services on a myriad of transformation and process improvement workshops. This will include workshops in support of portfolio management duties, such as focal area analysis teams (as described in Task 5 of the PWS), DOD-Wide PfM Focal Area Analysis Support, portfolio development and management, architecture review for process improvements, and architecture alignment with the OSD, DOD, COCOMs, and services.

Organizations at Scott AFB continue to demand our facilitators, by name, to handle the most contentious issues and help disparate groups come together as teams to reach consensus on difficult decisions. GroupSystems-trained technicians on our team will continue to flawlessly maintain multiple suites of computers using the latest versions of GroupSystems. This support will include GroupSystems software updates, license renewal monitoring, operating system patches, anti-virus updates and scanning, installation of unique workshop-required software (e.g., NetViz, Inspiration, MS Project), and coordination of access to external servers (e.g., CRIS access for CPRP).

The CSC Team technographers will use their extensive experience to fully exploit the power of the Group Systems Suite of tools to achieve workshop objectives, and they can surge to support multiple concurrent workshops to include use of the Mobile GroupSystems Suite.



Additionally, CSC Team member DRC has a GroupWare Facility, located immediately outside the Scott AFB main gate. This facility, as well as meeting areas belonging to other CSC Team members, can be used by the Government on an as-available basis, with no extra facility charges to the Government. This added GroupWare and meeting room capability will provide USTRANSCOM increased capability to accommodate surge mission requirements and/or simultaneous workshops. This additional meeting space capability will also mitigate difficulties sometimes encountered by visiting workshop attendees who often encounter issues obtaining access to the base due to increased level threat condition restrictions.

- b. Mobile GroupWare Suite Support. Trained and experienced technographers will use their extensive experience to deploy Mobile GroupSystems to other locations. Our direct support will include pre-workshop site surveys and configuration, hardware/software preparation (anti-virus updates, software patches, LAN and system testing), coordination of mobile suite transportation, setup of the computer suite, LAN configuration, audiovisual interfaces, and workshop support, including workshop reports, equipment breakdown, and packing/coordinating return shipment. Technographers will work with facilitators, participants, and the facility host to ensure all workshop support requirements are satisfied.
- c. GroupWare Facility Management. The CSC Team will effectively and efficiently manage access to, and control of, the secure and restricted GroupWare facilities and resources, although this is not specifically addressed in the PWS. In compliance with CIO Support Division Standard Operating Procedures and Scott AFB instructions related to building security, we will support workshop attendee access to the facility with experienced individuals currently trained and serving in the role of Anti-Terrorist/Force Protection representatives for TCJ6-A in Building 1700. These individuals will control and issue building Entry Control Cards for workshop attendees. Additionally, we will notify the COR of any formal or informal changes regarding Bldg 1700 security policies and procedures in an expeditious manner.

The CSC Team will continue to provide professional maintenance of the GroupSystems facilities and will continue to build on the outstanding working relationship with the Building 1700 Facility Manager and custodial staff. This excellent relationship has, and will continue to, expedite the resolution of facility issues (e.g., burned out lights, additional LAN drops, air-conditioning problems, and carpet cleaning).

We will publish and maintain a comprehensive facility schedule. The schedule will include the fixed GroupSystems facilities, as well as the availability of the Mobile Suite. We will coordinate scheduling with the COR. In addition to the schedule, we will include a report of actual facility use in our quarterly reports, or as requested by the COR.

- d. Facilitation Coordination Process. As illustrated in Figure 4-34, successful workshops require planning and professional facilitation to keep the objectives on track. We will continue to provide highly qualified and experienced facilitators to support workshops. Working with the technographers, facilitators will plan and coordinate workshop requirements to develop the proper GroupSystems tools to achieve workshop objectives and maximize workshop results. Our facilitators are trained and familiar with a variety of tools (techniques, software, methodologies) including, but not limited to, Balanced Scorecard, Total Quality Management, deBono Six Thinking Hats® and Lateral Thinking (TM), the Malcolm Baldrige Award Criteria, Six Sigma, and industry standards for functional process improvement and business process reengineering activities. Each technique also employs core capabilities, including benchmarking, quality function deployment, customer satisfaction surveys and measurement, and project management.



To improve workshop sponsor understanding of the tools and techniques, we will provide training as required for Government personnel on the use of GroupSystems tool suite, as well as brainstorming techniques (e.g., de Bono Six Thinking Hat® training). We will apply these tools and techniques as appropriate to all future workshops required by this task. This process will make the success of our workshops a sure thing.

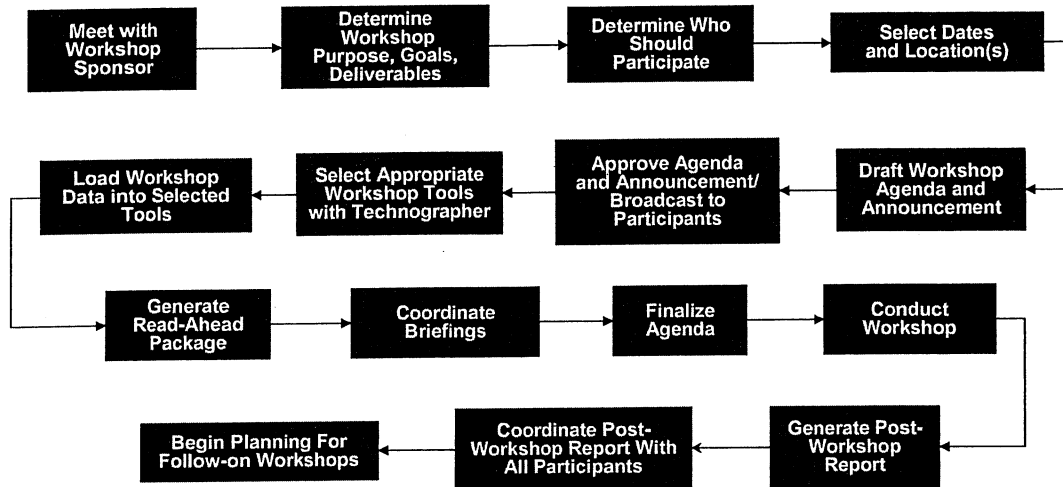


Figure 4-34. Workshop Facilitation Process

The CSC Team's proven approach to workshop planning assures success

Among the successful workshop projects recently supported by the CSC Team are:

- Class V Distribution Architecture Workshop (using both Fixed and Mobile GroupWare Suites)
- Joint Operational Support Airlift Center (JOSAC), using Fixed and Mobile GroupWare Suites
- Operations & Command and Control Portfolio Mission Capabilities
- Command Center Consolidation IPT
- Joint Deployment Architecture - Sustainment Workshops
- Unified View 05
- J3 Vision and Mission
- Joint Contingency Response Group CONOPS
- Distribution Functional Work Group
- Deployment & Distribution (DD) Master Capability List (MCL)
- Architecture Alignment
- Theater Distribution Architecture (TDA) Validation/Class IX



- CPRP
 - Theater IT Laydown
 - Conventional Ammo Analysis
 - Joint Strike Fighter Requirements Work Package
 - E2E Class III Architecture
 - Transition/Modernization Plans Workshop
 - Distribution Portfolio Management Data Collection
 - USRTRANSCOM / AMC Architecture Integration.
- e. Future GroupWare Support Opportunities. When the Command environment requires, we stand ready to assist in the exploitation of GroupSystems beyond the traditional uses within USTRANSCOM. A key element of this environment will be the identification of critical transformation areas the Command is examining in light of the potential integration of functionality and responsibilities between USTRANSCOM and DLA, and the creation of a "Surface Mobility Command" from SDDC and elements of MSC. As success is achieved and reviewed by the workshop sponsor(s), other applications will surface. We are ready to support potential areas of consideration, including staff integration, realignment and reorganization among USTRANSCOM and the TCCs, ability to wargame staff organizations, and process changes driven by the OSD Business Enterprise Architecture.
- f. Value-Added Elements of this Proposal (Going Beyond PWS Requirements):
- GroupSystems training for Government personnel to help them better understand and exploit the power of this tool.
 - Certified Six Thinking Hat training to enhance the value of GroupWare sessions.
 - Availability of CSC Team-owned GroupWare Suite at no extra facility charge.
 - Availability of CSC Team-owned conference facilities for workshops at no extra charge to USTRANSCOM.
 - AT/FP-trained facility managers.
 - GroupWare Facility entry control support (badge control and issue).



4.11 Task 9: Chief Information Officer and Integration Management Support

4.11.1

The CSC Team provides true partnership in continuing USTRANSCOM transformation; we have a stake in the success of all aspects of the portfolio management and IT investment (Figure 4-35).



Figure 4-35. Integration of the Portfolio Management, CPRP, EA and Strategic Planning Ensures CCA (and Other Governing Directive) Compliance in IT Investment and Management

We fully understand USTRANSCOM's objectives (both explicit and implicit) because we are tightly integrated into TCJ6. Task 9 requires the integration of portfolio management, CPRP, EA, and strategic planning processes within TCJ6 and other USTRANSCOM directorates, as well as the Transportation Component Commands (Figure 4-36). We bring unmatched, in-depth knowledge and understanding of how USTRANSCOM's portfolio management, IT investment (CPRP), EA, and strategic planning processes work together across the Command—this will ensure CCA (and other governing acts) compliance in IT investment and management. We provide committed personnel with dedication to the best interests of DOD and USTRANSCOM and a highly successful track record in these areas.

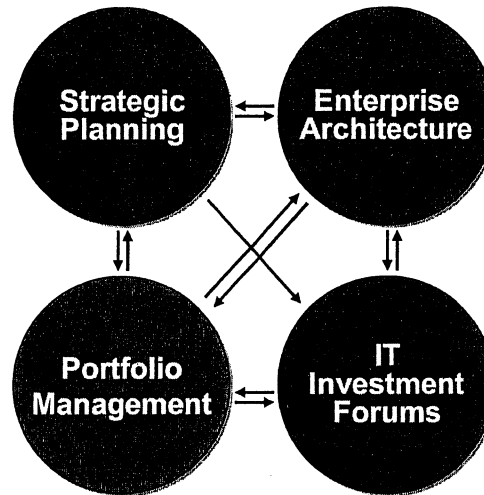


Figure 4-36. Integration Management

The CSC Team understands the need to integrate the processes for Strategic Planning, Enterprise Architecture, Portfolio Management, and IT Investment Forums

4.11.2

Table 4-11 summarizes the logical sequence of high-level tasks within Task 9, Chief Information Officer and Integration Management Support.

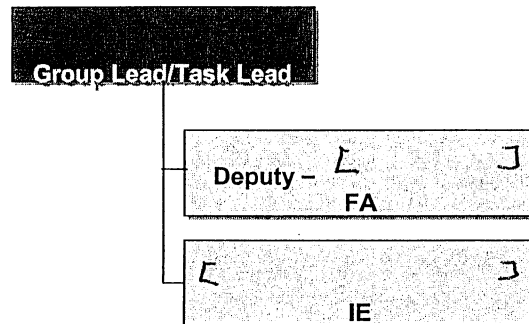
Table 4-11. Logical Sequence of High-Level Tasks Within Task 9, Chief Information Officer and Integration Management Support

High-Level Task	Summary
Integration of Processes	The CSC Team will assist USTRANSCOM with the integration of the portfolio management, IT investment, EA, and strategic planning processes.
Detailed analysis of policies, business rules and procedural recommendations	The CSC Team will recommend a set of methodologies and policies for approval by the TCJ6 task lead.
Automated Tools	The CSC Team will work with USTRANSCOM to analyze tools and implement the use of those that USTRANSCOM selects.
Review Documents	The CSC Team will review documents that come through the Suspense Tracking Application for the Command Staff (STACS) for applicability to USTRANSCOM policy.



4.11.3

The methodology and the high-level tasks described in Table 4-11 will be executed by the resources listed in Figure 4-37.



100% of personnel for this task are on staff

Figure 4-37. Task 9: Chief Information Officer and Integration Management Support Organization Chart

4.11.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. Integration of Processes. The CSC Team brings 12 years of experience in understanding USTRANSCOM SPIs through building architectures and their products, conducting technical analyses, and even developing some of these systems. Also, we have worked directly with Portfolio Managers in the identification of SPIs that fit into their portfolios, and the building of capabilities, SPI functionalities and linkages to funding within CRIS. We have recommended portfolio management, CPRP, EA, and strategic planning policy and procedures, and we have authored documents that capture these policies as directed by TCJ6. Our matrixed team will use its first-hand knowledge of these processes to achieve integration of these business areas. This integration provides USTRANSCOM with an enterprise view to manage the processes, SPIs and governance requirements. We offer a team that provides minimal risk to USTRANSCOM, because our expertise is all-encompassing, and we manage our collective expertise without regard to company affiliation and without interruption to our ongoing support of USTRANSCOM.
- b. Detailed Analyses of Policies, Business Rules, and Procedures. The CSC Team will continue to conceptually analyze commercial and DOD best practice activities and make recommendations for TCJ6 policy, business rules and procedures for achieving CCA compliance in IT, portfolio management, EA assessment, and interoperability. We will provide detailed analyses of DTS systems against these policies. We have a vast background in these areas, directly through hands-on experience in DTS portfolio management, DTS EA, TA, and CPRP for TCJ6. Also, our team has a reach-back capability to keep abreast of commercial and DOD best IT practices. This expertise is not just with systems, but includes all projects and initiatives. Therefore, we will provide detailed analyses of SPIs against these policies. For the purposes of Task 9, only DTS SPIs will be evaluated; however, we offer the same expertise, knowledge, and substantial experience to manage the integration of the policies across the Distribution system.



To accomplish these analyses, we will ensure:

- The SPI satisfies a valid and approved requirement
- The SPI is fully funded
- Business Process Reengineering has been completed, if required
- Analysis of Alternatives has been completed, if required
- Economic Analysis and Calculation of ROI have been completed
- Performance measures have been identified and are being managed
- Information Assurance requirements are being met.

As required by the PWS, we will produce a report of recommendations and supporting rationale for improvements and enhancements to the portfolio management data collection and analysis processes. The draft will be presented to the COR no later than 31 March 2006, with the final delivered no later than within 15 days of receipt of the COR's comments.

- c. Automated Tools. To further the integrated management of these processes, the CSC Team recognizes the need to use automated tools. We have been directly involved with assisting TCJ6 in analyzing the suite of tools being considered to automate portfolio management, program management, and EA analysis. When USTRANSCOM selects its tools, we will assist with the implementation to collect and report architectural and program data in support of portfolio management, IT investment management process and/or strategic planning. The tools we evaluated during the past 8 months include Mercury, Metis, ProSight, UMT, MicroSoft Project Pro 2003, LANDesk, and Remedy Asset Management. As we evaluated these tools, we included an assessment of how they interface with existing database repositories (CRIS) and processes (strategic planning, CPRP, IT inventory and procurement). As a result of our in-depth knowledge and understanding of the Command's existing tools and emerging requirements for additional tools, we are uniquely poised to step in and immediately implement any tool USTRANSCOM may select.

To assist USTRANSCOM with implementation of the tools they choose to use, we will work directly with Portfolio Managers, Program Managers and their representatives to ensure they submit updated information in the CRIS database and all other tool databases used by USTRANSCOM. We will recommend training programs to USTRANSCOM and develop user handbooks to facilitate learning. These resources are available to the DTS, as well as to the Distribution community as applicable.

- d. Additional Value Added to USTRANSCOM. In addition to the requirements of Task 9, the CSC Team will continue to review all DOD requirements, policies, and directives that come to TCJ6 via the Suspense Tracking Application for the Command Staff (STACS) system. We will review these requirements to identify USTRANSCOM interests and produce recommendations for changes, additions, or deletions to these documents, coordinating recommendations across the Command, and presenting them to TCJ6 as appropriate. Also, we will continue to promote, through briefings and training, the portfolio management, EA, and ECM processes as requested by USTRANSCOM.



4.12 Task 10, Subtask 1: Enterprise Capabilities Management

4.12.1

The ECM office manages the capture of new and modified SPI capabilities affecting functional and technical activities across the systems and business processes of the Command. The office manages requirements, mission capabilities and SPI functionalities and the affect (both material and non-material) that new and modified requirements, capabilities and functionalities have across the Command. ECM integrates the IT Investment and portfolio management processes for the USTRANSCOM Enterprise, from capability/requirement inception, through to implementation/fielding. This task crosses over all processes in Figure 4-38.

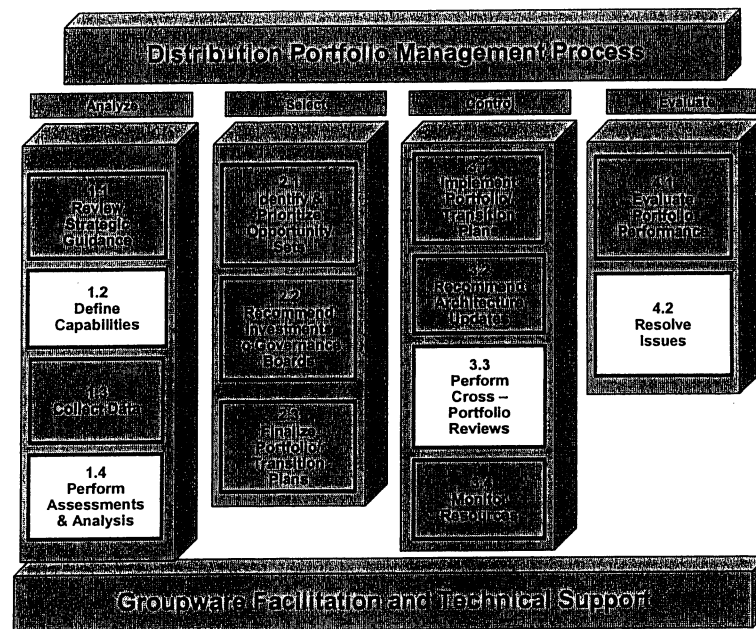


Figure 4-38. ECM Integrates the IT Investment and PfM Process for the USTRANSCOM Enterprise

4.12.2

Table 4-12 summarizes the logical sequence of high-level tasks within Task 10 Subtask 1, Enterprise Capabilities Management.

Table 4-12. Logical Sequence of High-Level Tasks Within Task 10, Subtask 1, Enterprise Capabilities Management

High-Level Steps	Summary
Institutionalize the ECM Process	The CSC Team will recommend a set of ECM methodologies and policies for approval by the USTRANSCOM task lead.
Detailed and Conceptual Analysis of DTS SPIs	The CSC Team will conduct detailed analyses of SPIs against ECM policies, and conceptual analyses of commercial and DOD best practices to remain current with emerging technologies.
Document Support, Implementation Plan and Performance Metrics	The CSC Team will maintain ECM documents, a detailed Project Management Plan, and performance metrics.



- Coordinate with SMEs for analysis, evaluation, and impacts of proposed capabilities on the EA
- Review all new or modified Enterprise capabilities, requirements, processes, and SPI changes affecting functional or technical activities across the DTS business processes.

The CSC Team has performed this task with a clear and in-depth understanding of these goals and an all-encompassing workforce of application developers, Systems Administrators, professional Program and Project Managers, and professional Logisticians, just to name a few. With our established team, we are able to continue with this performance and turn TCJ6's requirements into results, with no interruption of service or schedule.

The CSC Team directly supported USTRANSCOM with the establishment of ECM policies and procedures. From day one, we have been consulted by USTRANSCOM on policies and procedures to enable management of mission capabilities across the Enterprise. We clearly understand how to manage new and changing SPI mission capabilities and how they are captured, evaluated, monitored, and managed from a Command perspective. For TCJ6, we developed the business rules for writing DTS mission capabilities, migrating them to SPI functionalities, inserting them into the CRIS database, and linking them to DTS EA IERs and CPRP funding data. We directly assisted Program Managers with the required CRIS data entries, and the Portfolio Managers with understanding how to use these capabilities to support their funding prioritization and recommendations. We are therefore the most qualified contracting team to continue to institutionalize the ECM process across USTRANSCOM and its Component Commands, and we are ready to lead ECM to the next levels of maturity. The following sections will show how we will accomplish this.

The CSC Team designed and documented the ECP process. ECPs are used by USTRANSCOM to manage Enterprise-level changes across the Command and are to be submitted for all new and changing requirements, capabilities, and SPI functionalities that affect USTRANSCOM. Once the ECPs are submitted, we screen them for applicability and impact to the Command; coordinate among EA, Operational Analysis, Technical Analysis, and Resource Analysis offices; and feed the findings back to the appropriate USTRANSCOM ECP proponents. To assist with ECP evaluations, we use linkages to requirements documents. We assist Portfolio Managers and Program Managers in identifying and linking requirements, capabilities and SPI functionalities to EA products and requirements documents. Currently, we use DOORS to link capabilities to requirements documents and CRIS to make EA linkages. These linkages also support the CPRP process—in which funding of IT investments is reviewed, validated and approved—by equipping decision makers with information they need to make wise IT Investment decisions. In fact, ECPs facilitate this entire process. Figure 4-40 illustrates how ECM integrates these processes.

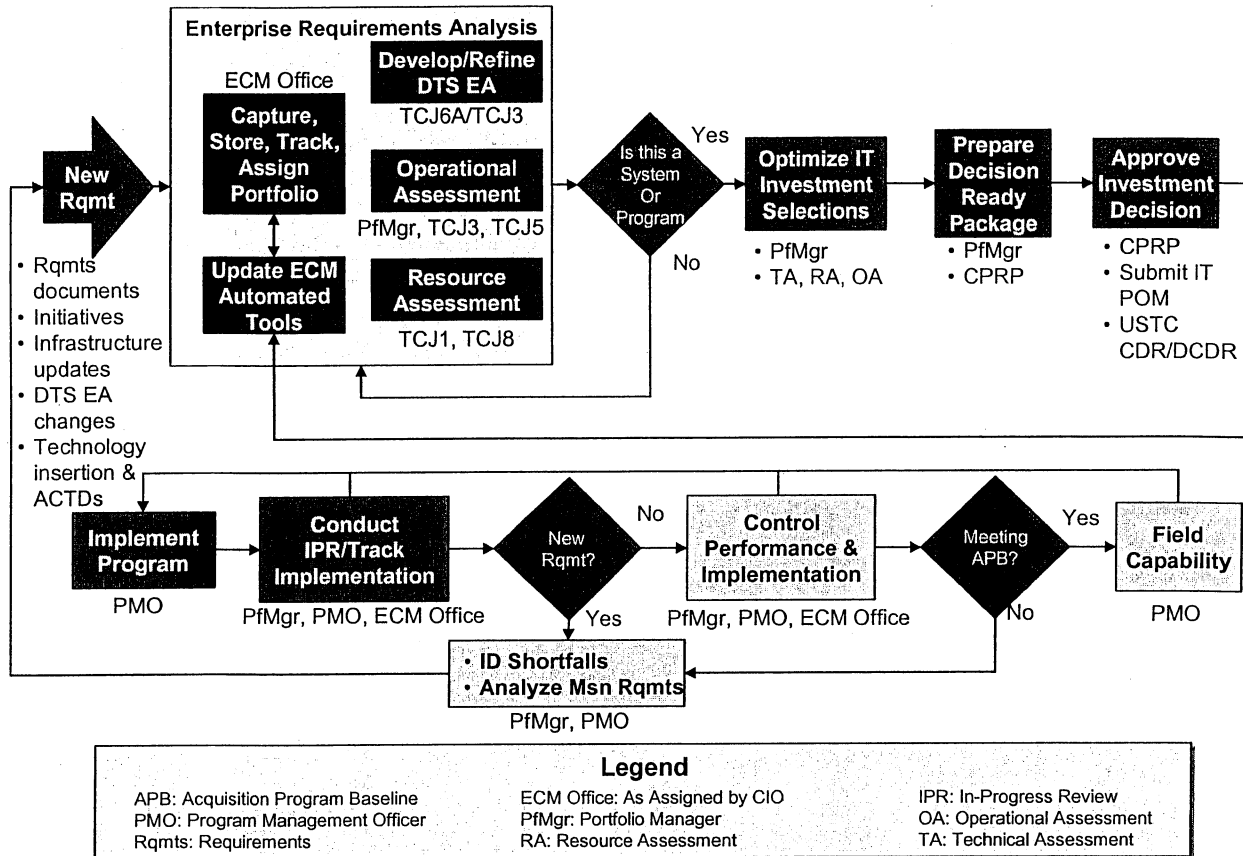


Figure 4-40. ECM Process Flow

ECM integrates the IT Investment and portfolio management processes for the USTRANSCOM Enterprise, focusing on portfolio investments concerning SPIs, support services, infrastructure, selection and management of new SPIs, emerging SPI capabilities, SPI change requests, interoperability requirements and infrastructure acquisitions. This gives the total picture of transportation capabilities, gaps, and duplications.

Further, this process requires an impacts/risk analysis for each ECP. We understand this need and will assist TCJ6 with such analyses. This analysis is an important part of ECM because it reveals ripple effects that new or modified requirements, capabilities, and functionalities may have throughout the Command.

- b. Institutionalize ECM Process. To accomplish the ECM goals, the CSC Team works closely with representatives from TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands and other DTS organizations. We provide expert knowledge of ECM, CCA, DOD appropriation acts, GAO studies that have resulted from the CCA, portfolio management, EA, strategic planning, and the USTRANSCOM funding process and its review boards. We also provide expert knowledge on requirements management, configuration management, project management, and configuration control. This expertise comes from the composition of our matrixed team, which includes professional Program Managers, Project Managers, system developers, and functional and technical analysts. With their exceptional expertise in the processes mentioned above, our team members will provide the strong, functional and technical support required to conduct these ECM activities.



- c. Detailed Analysis of DTS Systems. The CSC Team uses its expertise to conduct detailed analyses of DTS systems against established ECM processes to ensure compliance with CCA (and all governing directives) and alignment with strategic planning, portfolio management, program management and systems development processes. We provide recommendations from these analyses to decision makers to support their overall material and non-material improvement decisions. For example, we assisted USTRANSCOM in the development of a comprehensive migration planning approach and implementation plan for the Single Booking and Single Port Manifest requirements, which were identified as opportunities during of the portfolio capabilities gaps and duplication analyses. We will continue to support TCJ6 in defining policy and business rules that ensure integration of these major processes and their incorporation into ECM. The detailed analyses will produce findings that we will coordinate between Portfolio Managers, Program Managers, and other stakeholders to provide reports of findings that support mission analyses and gaps/duplication analyses of new initiatives and systems. We will assist USTRANSCOM in executing the recommendations that result from these analyses. Specifically, we will deliver SPI ECM-based analysis documents to USTRANSCOM the 5th workday after start of analyses. We will provide reports of already-completed analyses to USTRANSCOM the 3rd workday after tasking by TCJ6.
- d. Document Support. The CSC Team produced many briefings and technical documents for TCJ6 to help institutionalize ECM throughout USTRANSCOM and its Component Commands. These documents include the ECM Handbooks, marketing tri-folds, training curriculum, information and decision briefings, and many management white papers. We will continue to produce these documents and provide recommendations to USTRANSCOM to enhance IT management. Specifically, we will update the ECM Handbook and a draft document to the COR by 31 January 2006, and we will submit the final document by 30 August 2006.

The CSC Team developed and originally authored the USTRANSCOM ECM Instruction and ECM Handbook for TCJ6. We will continue to support USTRANSCOM with updates and improvements to these documents as the ECM process matures. These updates will include activities associated with new business practices and rules required for conducting the ECM process. These documents will address the ECM process and procedures and will be available for use by all stakeholders and decision makers. We will use these documents to participate in training personnel on the ECM process. The ECM Handbook is the primary document used to train personnel on the ECM process and procedures.

The CSC Team will produce a CONOPS for the refinement, implementation and improvement of the ECM process, and we will deliver it to the COR 30 days after award of the contract.

- e. Automated Tools. Fully implementing ECM requires the use of several automated tools. These tools will automate the ECP process and tie together portfolio management, program management and EA Analysis of capabilities and SPIs across the Command. The CSC Team has been directly involved with TCJ6's analysis of available tools (e.g., Metis, Mercury, and ProSight) and will be able to step in and assist with the implementation of the selected tools. Paragraph 4.2 of our proposal explains in depth the need for tools and the CSC Team's expertise with these tools. We will use these tools to support ECM to capture and manage capabilities, requirements and SPI changes throughout the ECM process. These tools will use data already collected in CRIS and DOORS, which currently support ECM. In support of USTRANSCOM's selection of tools, we will establish initial information/data transfers from different sources to selected requirement tracking, workflow, and analysis tools. We have already successfully accomplished this task for CRIS and DOORS.



- f. Conceptual Analysis. The CSC Team will continue with conceptual analysis, which will further refine ECM methodology and enable us to continue to participate in ECM implementation and ongoing change management activities. We will continue to review best commercial and DOD business practices pertinent to these activities, staying current with emerging technologies. We will also stay involved with specific ECM activities throughout USTRANSCOM by attending meetings, review boards, and discussions, as appropriate. We will provide findings from these efforts to USTRANSCOM so they can be used to further the ECM efforts within the Command.
- g. Detailed Project Plan. Currently, the CSC Team maintains a detailed Microsoft Project Plan for the implementation of ECM across the Command. We will continue to maintain this detailed next steps program management plan, updating it at least monthly to reflect the most current tasks. This plan, as well as the corporate knowledge that we bring to USTRANSCOM, allows us to reach across the Command, ensure integration of the multiple processes affecting the Command, and facilitate the ECM activities. In doing this, we will assist USTRANSCOM in resolving potential problems arising from integration and implementation of ECM. We will do this by maintaining open channels of communication between Portfolio Managers, Program Managers, Architects, Financial Managers and Strategic Planners. We are uniquely positioned throughout USTRANSCOM to help keep these channels of communication open. Currently, we draft quarterly newsletters/emails as a way of resolving problems that arise. We also use training and briefings to facilitate solutions across the Command when implementing ECM policies.
- h. Performance Metrics. The CSC Team uses performance metrics to determine the effectiveness of the ECM process that is being implemented throughout USTRANSCOM. We currently provide the following performance measures to the Command:
- Trending performance measure: Shows ECM implementation status, based on the detailed project plan. We report this metric monthly to show the status of planned tasks that are in progress, completed, or not yet started.
 - Diagnostic performance measure: We report DOORS utilization, by users, monthly.
 - Planning performance measure: We report contract hours (used versus available) quarterly.

We will continue to produce these metrics and establish ECM process performance metrics, as well as produce additional metrics, as required, to provide information on the status of ECM implementation across the Command. Other metrics that we are prepared to produce include:

- Control performance measure to help determine whether a process is performing within predetermined boundaries. This would be particularly useful in the ECP process, specifically the turnaround time for initial reporting of evaluation results.
- Planning performance measures to help predict and plan for the future. This would be particularly useful in determining resources required to accomplish future ECP analyses.

Not later than 15 days after the start of this contract, we will provide to USTRANSCOM a draft document outlining the ECM performance metrics that will be used during the contract year. We will deliver the final document within 15 days of receipt of comments from the task manager.



4.13 Task 10, Subtask 2: Operational Assessment (OA)

4.13.1

The OA supports several of the high-level Portfolio Management Process tasks (1.3, 1.4, 2.1, 2.2, 3.2, 3.3, 4.1) summarized in Figure 4-41.

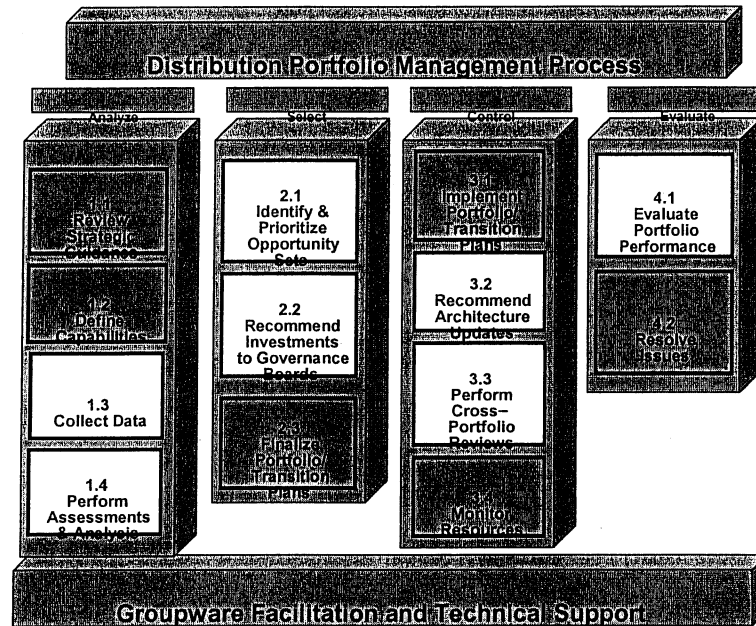


Figure 4-41. ECM Integrates the IT Investment and PFM Process for the USTRANSCOM Enterprise

The purpose of an OA, also called a Functional Analysis (FA) in the USTRANSCOM Corporate Investment Process Instruction (USTRANCOMI 33-34), is to assess IT programs for mission capability, operational risk, and operational duplication. In other words, the OA evaluates the value of IT by indicating how well automated information SPIs are supporting the Command's operations and how well systems are being developed to support future operations capability requirements.

The CSC Team understands the purpose of this task is to document and refine the established OA methodology and business rules to support the OA process. Our team brings comprehensive experience and the right mix of technical and functional expertise to the task. Our background in operations architecture, functional process improvement, portfolio management, and OA is extremely relevant to this task, and our knowledge and experience with USTRANSCOM's OA process is unmatched. We understand that the support we provide will require interaction with the USTRANSCOM staff and other contractors of USTRANSCOM, Transportation Component Commands, other DOD Organizations, Agencies, and Commercial Partners to provide the required task services and products. Our analysts currently work side-by-side with the USTRANSCOM staff on a daily basis. Our team has first hand experience with the processes, procedures, and issues related to USTRANSCOM and Component Command operations. This familiarity is essential for performing OA responsibilities. We will bring our vast experience to bear immediately on the OA task and will strongly support the entire Portfolio Management and Information Technology Investment Strategies Support effort.



- Our team developed the repeatable OA methodology currently used at USTRANSCOM.
- We are the only team that has successfully conducted OA analysis in support of the CPRP, and our team has provided OA support to USTRANSCOM for the last three years.
- Our team developed the Operations Assessment Automated Analysis Tool (OA3T) currently used by USTRANSCOM. This tool alone reduced a 2-month process to a 3-week process for the Command and Control (C2) Portfolio and Operations Portfolio OA analysis process. This is a value-added service that will be brought to bear on this task.
- Our team has conducted hands-on OA training for USTRANSCOM and Component Command Portfolio Managers. This is a value-added service that will be brought to bear on this task.

4.13.2

Our approach is a conceptual analysis that assesses targeted DTS systems in support of CPRP and portfolio management objectives. Table 4-13 summarizes the logical sequence of high-level tasks within Task 10, Subtask 2, Operational Assessment (OA).

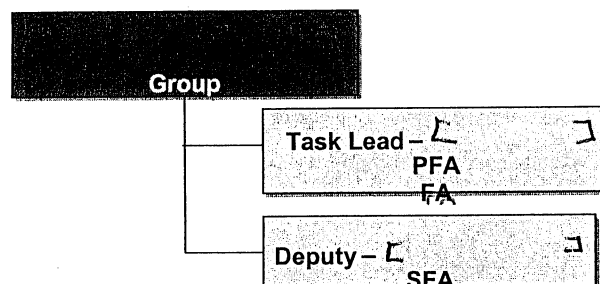
Table 4-13. Logical Sequence of High-Level Tasks within Task 10, Subtask 2, OA

Steps	Summary
Collect and Review Current OA References & Documents	This is a period of discovery to collect current references and documentation that influence the USTRANSCOM OA process.
Assess Current OA Capability	This is an evaluation to identify, describe, and understand USTRANSCOM's current OA capability. This assessment provides an OA capability baseline for USTRANSCOM.
Determine USTRANSCOM OA Objectives	This step provides clear objectives for developing the OA CONOPs. Establishing OA objectives will ensure that our team delivers what the TCJ6 expects from OA.
Develop OA Methodology concept of operations	This step brings the first three steps (Collect OA References, Assess Current OA Capability, and Determine OA Objectives) into a cohesive, repeatable OA methodology.
Implement OA Methodology	This step applies the OA methodology and produces decision-ready information that supports established OA objectives.
Document Established Repeatable OA Methodology	This final step codifies the entire OA methodology into a single reference document.



4.13.3

The methodology and the high-level tasks described in Table 4-13 will be executed by the resources listed in Figure 4-42.



100% of personnel required for this task are currently on staff

Figure 4-42. Task 10, Subtask 2: OA Organization Chart

4.13.4

The Deputy Under Secretary of Defense (DUSD) for AT&L defines Portfolio Management as “the management of selected groupings of IT investments using integrated strategic planning, integrated architectures, measures of performance, risk management techniques, transition plans, and portfolio investment strategies.” The core activities associated with portfolio management are Analysis, Selection, Control, and Evaluation. Currently, USTRANSCOM manages five Defense Transportation System portfolios: Command and Control, Operations, Infrastructure, Long Range Plans & Analysis, and Resource Management. With becoming the DPO and the DOD Distribution Portfolio Manager, USTRANSCOM is expanding its portfolio management responsibilities and considering new portfolio management concepts. The USTRANSCOM mission and vision are shifting, as the DPO transformation process is underway. Along with this, architecture concepts such as the introduction of the Supply Chain Operations Reference-model (SCOR) are also evolving as USTRANSCOM develops its blueprint for the future. We understand that these and other strategic and tactical-level CONOPS changes are forcing changes in portfolio management concepts in order to meet the Secretary of Defense’s intent concerning portfolio management. Our approach supports resolution of potential problems arising from integration of OA with JDA and ECM.

The CSC Team understands that the USTRANSCOM portfolio management process is not yet fully mature. As recently as April 2005, USTRANSCOM introduced a new set of proposed Distribution Portfolio folders, or sub-portfolios, including Acquisition, Materiel, Transport, Resource, and Infrastructure. We recognize that regardless of how USTRANSCOM creates its suite of sub-portfolios, the portfolio management concept and OA process must be flexible and provide proper decision-ready information to manage IT priorities and investment strategies in support of CPRP. Analysts on our team developed the OA process used by USTRANSCOM today—that process contains all the elements of portfolio management as described by OSD, specifically, “the management of selected groupings of IT investments using integrated strategic planning, integrated architectures, measures of performance, risk management techniques, transition plans, and portfolio investment strategies.” Since the inception of the OA, we improved and refined the process each year to meet emerging portfolio management demands. We believe this task is an opportunity to take the OA process to a new level of maturity by leveraging our depth of understanding, experience, and know-how.



Our OA approach focuses on operations capability and functionality described by the Operations View (OV) of the EA and the SCOR Model from the operator's perspective, rather than the perspective of a system developer or technical project manager. Our expertise in this area includes analysis and report compilation for all SPIs within USTRANSCOM's C2 Portfolio and Operations Portfolio. In fact, we developed the very methodology USTRANSCOM currently uses for OA. This approach has been so successful that USTRANSCOM is currently adopting the concepts of this unique methodology as the standard OA process for all sub-portfolios. As a direct result of our methodology development and expertise in this area, we recently provided a briefing and hands-on training for USTRANSCOM Portfolio Managers at a one-day Portfolio Management Seminar.

According to a recent memorandum, the DOD portfolio management objective is to "make decisions on whether to develop, modify, or terminate IT systems based on architectures, risk tolerance levels, potential returns, outcome goals, and performance." [Reference: Memorandum, DUSD (AT&L), Subject: Management of the Distribution Systems Portfolio: Sustainment and Forces Movement, 28 July 2004.] As indicated above, we will leverage our portfolio management and OA competence and know-how by building on a current, proven methodology which embodies the elements of the DOD objective.

The focus of IT Systems OA is analysis of mission capability support, operational risk, and duplication. In order to assess IT systems from this perspective, we will associate them with USTRANSCOM operations requirements and mission capabilities. With our OA process, we can produce an OA score and rank for each IT SPI considered.

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. Operations Assessment Approach. The processes described below comprise a repeatable OA approach that satisfies requirements for Task 10, Subtask 2, OA.
 - (1) OA Step 1, Determine OA Segments. OA Step 1: In this step, we determine appropriate segments (focus areas) for the OA and an analysis scheme for each segment. A segment is a focused area of analysis that provides a measure of value (data points) for comparison and decision making. Segment values can be used separately or aggregated to provide a total contribution value for an SPI. Examples of OA segments are listed below. Actual segments may be different, depending on the nature of the sub-portfolio and CPRP objectives.
 - Functional User Community Survey: This segment utilizes a Functional User Community Survey that evaluates how well systems are supporting operations and mission requirements. The CSC Team developed this Web-enabled survey, and our analysts have successfully employed it. The Survey segment of the OA collects from the functional user community pertinent information that can be used to evaluate IT systems. The Survey grades the AIS for CPRP purposes and also provides feedback to system Program Managers to make improvements. Surveys within DOD are limited to the extent possible and strictly monitored to keep DOD personnel from being inundated with survey requirements. All surveys require approval. The approving authority may extend to the OSD, depending on the intended respondent population. Strict guidance is provided in DOD Instruction 1100.13, Surveys of DOD Personnel (21 November 1996); and DOD 8910.1-M, DOD Procedures for Management of Information Requirements (30 June 1998). This survey is a proven instrument, and our team has already mastered the strict administrative process and technical requirements necessary to conduct the survey.



- Migration Status: Migration Status is a useful segment in the system evaluation process because it recognizes systems with migration issues. Niche systems or systems with no migration issues are not at risk of having significant overlapping functionality with other systems. Systems clustered in the USTRANSCOM migration plan can be placed in one of two categories: Long-Term or Near-Term. These are systems identified with overlapping or significantly similar functionality. Long-Term indicates that the system is a low priority for migration in the overall migration plan. Short-Term indicates that the system is a higher priority for migration in the overall migration plan.
- Cost Per Mission Value Point: This segment provides a “bang-for-the-buck” estimate used as a cost comparison analysis item. This calculation (System Cost divided by System Score) requires the System Score obtained from the OA, Automated Analysis Tool. The System Score measures relative mission value of a system as it relates to the Enterprise Architecture through IERs. This is an example of a financial-based measurement that levels the field between systems, regardless of their priority level or total cost.
- System Rank (Percentile Ranking): When Analysts on our team conducted the 2003 OA, we introduced Enterprise Architecture information exchange requirement (IER) as a basis for evaluating operational capabilities and systems that are associated with them. This year, operational capabilities were reworked into mission capabilities. Present guidance from TCJ6 is to use mission capabilities for subsequent assessments and input to the CPRP. If USTRANSCOM continues to use mission capabilities, we anticipate that the mission capabilities list will evolve to accurately reflect DPO operations and the OV of the EA, which delineates the mission requirements and vision of USTRANSCOM. Our team will review mission capabilities, explore alternatives, and make recommendations as a value-added service.
- Duplication: The OA Automated Analysis Tool produces a Duplication Report, which indicates the degree of duplication between systems. Numbers in this report represent the number of IERs supported by pairs of systems. For example, 25 at the intersection of System A and System B indicates that this pair of systems supports 25 of the same IERs. Low numbers indicate a low degree of duplication. Higher numbers indicate a higher degree of duplication. Analysts on our team developed the OA Automated Analysis Tool, including the Duplication Report, which is color coded for comparison and readability.
- Operations Criteria Priority: This is the most subjective OA segment, but it is perhaps the most powerful in developing relative mission value among systems. Each system is assigned an Operations Priority, based on predetermined criteria. There are four priority levels (Level 1 – Mission Essential, Level 2 – Mission Critical, Level 3 – Mission Support, Level 4 – Nice To Have, and NA – No Priority Assigned), which are further subdivided to add clarity and enable differentiation within each of the four main levels. Using the predetermined Ops Priority Criteria, each system is evaluated independent of any other system and assigned an Operations Priority Value (1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, and 4.1).

A rating scheme example is shown in Figure 4-43—the specific numbers in the figure are for demonstration purposes only. The actual figures in the scoring spreadsheet tool are configurable and may be manipulated in order to refine assessment results. Each segment is



scored according to configurable thresholds that assign stoplight levels (green, yellow, and red) and associated points (3, 2, 1 respectively). For example a Survey Score between 3.9 and 3.0 earns 2 points for a system in that segment. A Migration Status of “No issue or Niche” earns 3 points for a system in that segment, and so on. The next step is to calculate the segment score by multiplying the segment points by the segment weight. In this example, a system scoring 3 points in every segment would score a maximum of 63 points overall. A system scoring 1 point in every segment would receive the minimum score of 21 points overall. Finally, the overall score thresholds are applied to indicate green, yellow, and red as an overall rating, where an overall score between 63 and 49 is green, an overall score between 48 and 35 is yellow, and an overall score between 34 and 21 is red. This scheme minimizes subjectivity and maximizes objectivity for the OA.

Overall Rating	Survey Score	Migration Status	Cost Per Point	System %tile Rank	Duplication	Ops Criteria/ Priority
Score Range						
63 → 21	5.0 - 4.0	No issue Or Niche	≤ \$35K	100-50	< 30%	1.1 – 2.3
63-49	3.9 - 3.0	Long Term	\$36K-\$83K	49-25	31%-60%	3.1 – 3.3
49-35	2.9 - 1.0	Near Term	≥ \$84K	24-1	>60%	4.1
35-21						
	Points 3 2 1	Points 3 2 1	Points 3 2 1	Points 3 2 1	Points 3 2 1	Points 3 2 1
	Weight = 1	Weight = 2	Weight = 3	Weight = 4	Weight = 5	Weight = 6
	Points x Wt. = Score	Points x Wt. = Score	Points x Wt. = Score	Points x Wt. = Score	Points x Wt. = Score	Points x Wt. = Score
Overall Score =	Score	Score	Score	Score	Score	Score

OA analysis is based on relative importance to the mission and forced priorities.

Figure 4-43. OA Scoring Process

The OA analysis assists decision makers by determining each SPI's total contribution to the mission,

- (2) OA Step 2, Coordinate CRIS Database Preparation. OA Step 2: In this step, the Portfolio Managers coordinate the preparation of CRIS database interfaces to collect OA data, and we provide instructions and coordinate training for system managers and the portfolio management community. We must modify the interface before each use. We accomplish this by working closely with the TCJ6 CRIS database managers.
- (3) OA Step 3, Conduct OA Data Call. OA Step 3: In this step, the Portfolio Managers conduct the data call and prepare the data for analysis. We accomplish this by collecting and validating data for each OA segment (examples above). Our team is experienced in this type of data collection, in which multiple sources are involved, including data extracted from databases, surveys, interviews, documents, and derived (calculated) through analysis.
- (4) OA Step 4, Conduct OA Analysis. OA Step 4: In this step, the Portfolio Managers conduct the analysis and develop decision-ready information, including IT system mission value, gaps, and duplication. This is accomplished by bringing the OA segments together in a way that tells the IT story (see OA scoring above). Each segment has its purpose and provides a



specific piece of detail about the IT total contribution values or return values. By aggregating and analyzing the OA segments together, we can not only obtain an overall priority (required by the CPRP), but we can garner other powerful information about the IT return value picture that cannot be obtained from any single segment. Primarily, expertly developed spreadsheet tools are used for this analysis and provide the TCJ6 sophisticated management tools that include “what-if” scenario capability. To the extent possible, we will automate these tools as we did with the OA Automated Analysis Tool.

- (5) OA Step 5, Prepare the OA Report. OA Step 5: In this step, the Portfolio Managers prepare the OA Analysis Report and present the results. These reports provide the detailed analysis results, presentation documents, and management tools discussed in Step 4 above.
- b. Document Established, Repeatable OA Methodology. Regardless of the exact OA process, we will codify the entire established, repeatable methodology in a standard operating procedure (SOP) document. The SOP will employ a TCJ6- approved SOP style and format, and contain sufficient detail explaining the entire OA process, based on portfolio management core activities: analyze select, control, and evaluate.

4.14 Task 10, Subtask 3: Dynamic Object-Oriented Requirements System (DOORS)

4.14.1

This task directly affects Steps 1.3 (Collect Data) of the Portfolio Management Process (see Figure 4-44). The CSC Team approach is to provide a core cadre of functional SMEs to accomplish the ECM and capture requirements, as described in Paragraph 4.12 of our proposal, to feed to our DOORS expert for data entry. We will draw upon our extensive USTRANSCOM experience in the execution of these tasks. Our DOORS expert is thoroughly versed in using DOORS to provide a proven, reliable foundation for a requirements-driven development process to achieve seamless communication, tight collaboration and efficient validation throughout USTRANSCOM. We will provide an employee with unrivaled expertise in DOORS database administration, providing unmatched benefit to TCJ6. Along with our DOORS expert, our team supporting the ECM task contains distribution SMEs who are experienced in ECM processes to help facilitate the validation and analysis of requirements and configuration management, prior to adding the requirements to the DOORS application. Together, this team of technical and functional experts provides exceptional value to the Government.



Figure 4-44. DOORS

DOORS provides requirements document control.

4.14.2

Table 4-14 summarizes the logical sequence of high-level tasks within Task 10, Subtask 3, DOORS.

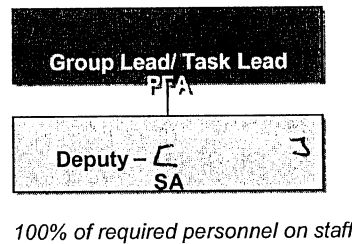
Table 4-14. Logical Sequence of High-Level Tasks Within Task 10, Subtask 3, DOORS

High-Level Steps	Summary
Perform Database Administration for the ECM requirements capture in DOORS.	The CSC Team will administer the ECM functionality in DOORS. For example, we will monitor access, data integrity, and reports.
Support ECM requirements capture by entering defined requirements into DOORS.	The CSC Team will enter functional, operational, and technical requirements provided from the ECM activities, described in section 4.12 of our proposal, into the appropriate areas in DOORS.
Explore the expansion of the existing DOORS capability to include configuration management and analysis of functionality.	Our team will provide DOORS technical expertise to configure the system to better meet the requirements of TCJ6. We will analyze current functionality and make recommendations to enhance or make changes to provide increased functionality.
Examine other options for an ECM requirements capture tool.	The CSC Team will provide functional and technical analysis of available, proven tools.
NLT 5 th day of the following month, provide a detailed report, outlining systems requirements added to the DOORS database during the previous month.	Our task lead will prepare the specified deliverable in a format acceptable to TCJ6.



4.14.3

The methodology and the high-level tasks described in Table 4-14 will be executed by the resources listed in Figure 4-45.



545552
446661

Figure 4-45. Task 10, Subtask 3: DOORS Organization Chart

4.14.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. ECM and Requirements Capture. In Paragraph 4.12 of our proposal, we describe how we will assist TCJ6 and USTRANSCOM to institutionalize the ECM process across the Command and its components. This is a new, enterprise-wide project to develop and implement policies, responsibilities and procedures for tracking, monitoring, approving, and managing changes to the DTS. We completely understand how this task fits as the enterprise capture mechanism for ECM and other requirements capture efforts.
- b. Support to the DOORS Application. The CSC Team will support this effort through the use of effective project management on behalf of TCJ6 in the requirements capture/development activities, exploration of the feasibility of expanding the existing DOORS capability, and assistance in the development of the ECM Implementation Plan. We will provide a detailed report, outlining systems requirements added to the DOORS database during the previous month. We will provide this report to TCJ6 NLT the 5th day of the following month. Expansion of the DOORS capability activities will include performing configuration management functions for TCJ6, as well as analysis of options for desired functionality.
- c. Expansion of the Existing Capability. We recognize that TCJ6 is considering other options for a requirements capture tool, in lieu of DOORS, and has reduced the number of DOORS licenses. We are prepared to support training on, and employment of, new requirements capture tools as the environment changes. For example, we are familiar with the Mercury suite of tools and have a corporate enterprise agreement with IBM for use of their Rational software. We are prepared to assist TCJ6 in its deployment of a Government-selected, follow-on requirements capture application.
- d. Summary. The CSC Team members are pioneers in portfolio management, with knowledge and experience in leading the development of the DTS portfolios and ECM. Our expertise and experience in the functional area and the employment of DOORS make us exceptionally prepared to support periodic reports to the CIO, Portfolio Managers, and Program Managers on ECM progress and implementation activities, including updating the DOORS database and other selected ECM tools.



4.15 Task 10, Subtask 4: ECM Technical Support

4.15.1

Portfolio Management, as we have described it in this document, is a repeatable process. The ECM Support task provides the physical representation of all of the various process steps listed in Figure 4-46. The technical work we perform in support of the process is comprised of the architecture and design work that provides a means of entry for data critical to the process and for retrieval of decision-ready information for the Portfolio Managers and supporting staff.

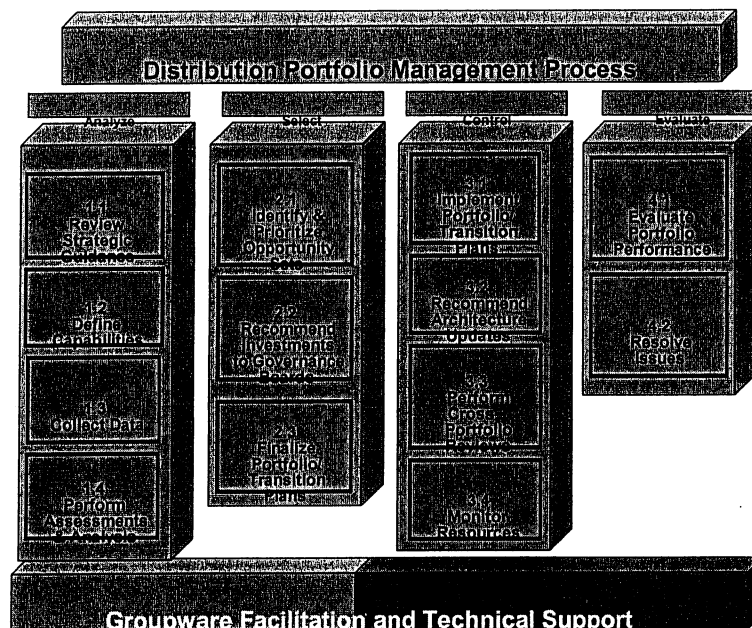


Figure 4-46. PFM Process Technical Support

Our technical support turns Portfolio Management process possibilities into reality.

4.15.2

Table 4-15 summarizes the logical sequence of high-level tasks within Task 10, Subtask 4, ECM Technical Support.

Table 4-15. Logical Sequence of High-Level Tasks Within Task 10, Subtask 4, ECM Technical Support

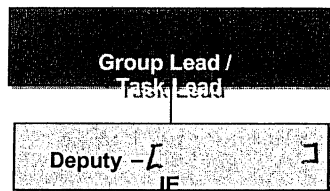
Steps	Description
Architecture Products	Generate DODAF-compliant architecture products for all USTRANSCOM Architecture views
Web Development	Develop and maintain Web-based front ends into CRIS to facilitate information input and output for the applications (Architectures, IT Investment, Portfolio Management, Operations Assessment, Corporate Software Licenses)
Data Steward	Maintain and ensure data integrity of underlying reference data in CRIS



Steps	Description
CIO Support	Provide briefings, training and orientation of CRIS, automated processes, architectures, portfolio Management, and Operational assessment
Ad Hoc Queries	As requested, generate ad hoc queries and reports using Standard office automation packages (e.g., Microsoft Excel and Access) against CRIS database
Technical Analysis	Manage the IT systems technical analysis process used to evaluate system compliance with various policies and procedures (e.g., Net-centric Operations and Warfare [NCOW], DODAF) in support of the CPRP
Gate Keeper	Update and develop Web pages used by TCJ6-A on the customer Portal
JCIDS Documentation	Review and submit formal comments concerning DOD capability documents, integrated support plans, and other architecture documentation.
RFID/Asset Management Architecture	Support, review, analysis, and development of pilots, tests, proposed implementations, and associated documentation.

4.15.3

The methodology and the high-level tasks described in Table 4-15 will be executed by the resources listed in Figure 4-47.



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(b)(6)

100% of personnel required for this task are currently on staff

Figure 4-47. Task 10, Subtask 4: ECM Technical Support Organization Chart

4.15.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

The CSC Team's proven performance track record over the last 12 years, leading the existing Enterprise Architecture Technical Support contract and previous contracts supporting TCJ6, positions our team as the lowest-risk solution because of our direct technical knowledge and experience. The CSC Team, in partnership with TCJ6, developed and continues to improve the complex metadata repository for architecture information and the existing Web-based computer applications, including the current ECM Web-based front end. We will continue to apply our unique knowledge to determine optimum data collection and import/export methodologies. Enabling quick and accurate loading of data, without detrimental impacts on existing systems and front-end applications, is critically important as USTRANSCOM scales systems and process to meet its expanded DPO role. We will continue to apply specific, repeatable methodologies to provide maximum possible in support to TCJ6's requirements.



- a. Development Approach. The CSC Team's first-hand knowledge and experience with developing and coding within USTRANSCOM is significant. Our development work encompasses all of the applications that interface with CRIS. Also, our development approach includes not only applicable DOD standards and guidelines, but it also leverages the best of Capability Maturity Model Integration (CMMI) Level 3 principles. We currently write code to extract data from the existing CRIS Oracle databases. We used this code when we built the ECM front end, using Microsoft Access databases and XML data structures. We currently support data import/export using any or all of these methods, using documented, repeatable processes, and we will continue to do so. We will select specific methods based on objectives provided by TCJ6 representatives.
- b. Development and Test Environments. We will continue to leverage our experience with the existing development and testing environments to maintain increased support levels and avoid downtime. We will continue to track real-time audit trails to monitor status and provide periodic status notifications to TCJ6. Development, testing, and fielding of the Web-based system for Enterprise Change Proposals under our current contract helped to establish repeatable processes that will cut the time to fielding. Our extensive knowledge of the existing application, the supporting database, and the software development environment allows us to re-use existing code rather than develop new code, thereby reducing development time and cost. We will use our knowledge of existing systems and lessons learned to identify and avoid possible conflicts caused by proposed changes.
- c. Change Proposals. When the CSC Team built the front end of the change proposal system, we gained extensive knowledge of the existing Web-based system for submitting change proposals, and of many of the processes for which changes are being proposed. We will use our knowledge of the Web-based change proposal system to select the best method for allowing Program Managers to submit change proposals, while supporting objectives and requirements stated by TCJ6 staff. Using our knowledge of the impacted system, we will identify impacts to existing computer support systems and recommend mitigation measures. We will use our knowledge of the existing system, development environment, and testing procedures to bring changes to production without delays caused by having to learn new techniques.

4.16 Task 11: Strategic, Functional, and Operational Plans and Policy Support

4.16.1

This task directly affects all steps of the Portfolio Management Process illustrated in Figure 4-48. The CSC Team's unmatched experience partnering with USTRANSCOM, the Joint Staff, and the United States Joint Forces Command (USJFCOM) makes us exceptionally suited for this task. No other contractor or team of contractors brings to the table the array of corporate experience of the CSC Team. Our intimate understanding of USTRANSCOM linkages, and our in-place management process that ties it all together, has been proven through our previous work within USTRANSCOM. Examples include our work with the TCJ3 on the current Portfolio Management effort, with TCJ8 with the CPRP and IT budgeting, with TCJ5 on their portion of the DPO processes and Strategic Planning—we host the DFWG—and many other efforts across the Command. We have established a long-term and close working relationship with the Joint Staff, as demonstrated most recently by our work on the Joint Technical Architecture and the work we did for the DFWG, which is chaired by the Joint Staff J4-L office. We also are partnering with USJFCOM J9-K and the Joint Deployment Process Office on the Joint Deployment Enterprise Architecture, which we prepared and are maintaining in the CRIS database system. All of these examples of experience and continuity demonstrate the exceptional, unmatched value our team presents—one that could not be easily or quickly duplicated.



Figure 4-48. Strategic, Functional, and Operational Plans and Policy Support

This task helps the portfolio management team maintain situation awareness of external policy, JCIDS, and linkages as it strategically plans IT investments.

4.16.2

Table 4-16 summarizes the logical sequence of high-level tasks within Task 11, Strategic, Functional, and Operational Plans and Policy Support.

Table 4-16. Logical Sequence of High-Level Tasks Within Task 11, Strategic, Functional, and Operational Plans and Policy Support

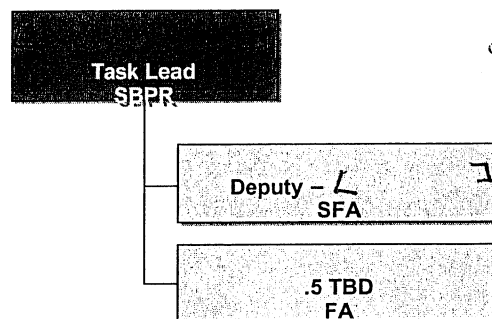
High-Level Steps	Summary
Begin this task by reviewing and becoming familiar with the current organizational and management structure and management control review processes of USTRANSCOM, Joint Staff, and Joint Forces Command (JFCOM)	Complete familiarity will allow the CSC Team to provide technical support for direct, near-term, and long-term strategic operations, and functional planning to USTRANSCOM's Directorate of Command, Control, Communications and Computer Systems (C4S).
Conduct a "Kick Off" meeting within 5 business days of the date of contract award.	Provide an opportunity to reconfirm our current understanding of the TCJ6 staff contacts, make adjustments due to staff changes, and lay out a detailed "road ahead."
Assist Government personnel with the functional management of collaborative analysis tools.	Use the CSC Team's expertise with USTRANSCOM's current suite of collaborative tools to make recommendations to TCJ6 on the best way to take advantage of the tools' capabilities. We will continuously research emerging tools and capabilities and make recommendations to the TCJ6.



High-Level Steps	Summary
Provide development, integration, and interoperability of USTRANSCOM processes with USTRANSCOM architectures, Systems, and the Joint community	The CSC Team will assist the TCJ6 in understanding current system capabilities and development efforts. We will ensure these capabilities are consistent with USTRANSCOM policies concerning integration, interoperability, and the DTS EA. If these systems are not adhering to policy, we will make recommendations to correct the discrepancy, providing the advantages and disadvantages of each recommendation.
Provide functional expertise to government personnel in the IT Investment and Policy arena with functional program management of plans, policy, and programs.	The CSC Team will support the CPRP meetings with functional experts supported by technical experts. We will provide recommendations regarding current plans, policies, and programs that are suitable, acceptable, and feasible, with advantages and disadvantages for each.
Provide engineering and integration services to initiate and improve USTRANSCOM distribution capabilities and efforts to enhance the support to the Warfighter into the 21 st century.	The CSC Team will provide requirements analysis, planning, and integration of USTRANSCOM and DOD strategic operational and functional concepts, plans, and policies that provide the foundation and impetus for transformation and change to distribution capabilities and process.
Verbal Weekly Activity Report (informal)	The CSC Team task lead will provide this deliverable, detailing the activities conducted each week.
Contractor shall maintain and modify as required all performance measurement metrics for use in overall evaluation of performance following industry standard best practices.	The CSC Team task lead will discuss measurement metrics, as warranted, in a verbal weekly activity report.
Report – recommendations and supporting rationale for improvements and enhancements to the government task manager	The CSC Team task lead will discuss recommendations for improvement, as warranted, in a verbal weekly activity report.

4.16.3

The methodology and the high-level tasks described in Table 4-16 will be executed by the resources listed in Figure 4-49.



80% of personnel for this task are on staff

Figure 4-49. Task 11: Strategic, Functional, and Operational Plans and Policy Support Organization Chart



4.16.4

The following paragraphs are lettered only to provide traceability to the PWS requirements using the requirements matrix in Appendix D:

- a. Organizational Familiarity and Orientation Meeting. Our team contains skilled facilitators and functional experts whose daily contacts give them vast knowledge and familiarity with USTRANSCOM, Joint Staff, and Joint Forces Command (JFCOM) staff. While we recognize there will be some new TCJ6 staff members because of the recent reorganization, we see this as a key meeting that will be an extremely productive session. We will map out a detailed road ahead and lay the groundwork for exceptional results in portfolio management and information technologies investment support.
- b. Plans and Policy. The CSC Team is very familiar with previous USTRANSCOM strategic planning processes, including the Strategic Planning Executive Council (SPEC). This is clearly demonstrated by our development and ongoing work with the Mission Capabilities List (MCL), which is now tied to the USTRANSCOM Strategy and Strategic Plan (see Figure 4-50). We will use this and other current experiences to play a key role supporting TCJ6 in the continuous strategic planning and integration management systemic process, providing technical support and recommendations to members of the Command making decisions about the future.

We are skilled with the current suite of collaborative tools used by USTRANSCOM—such as Logbook, InfoWorkSpace (IWS), and WebEx—and are prepared to support the use of those while providing information on other options as they become available.

We have the technical and acquisition expertise to review and prepare the various 5000 series documents (e.g., Initial Capabilities Document [ICD], Capability Development Document [CDD], Capability Production Document [CPD], CONOPS, Performance Attributes and Key Performance Parameters [KPPs]) and the USTRANSCOM documents required in the PWS. This knowledge is most clearly demonstrated by our success in producing the TRANSCOM Regulating C2 Evacuation System (TRAC2ES) ICD – the first approved in USTRANSCOM.

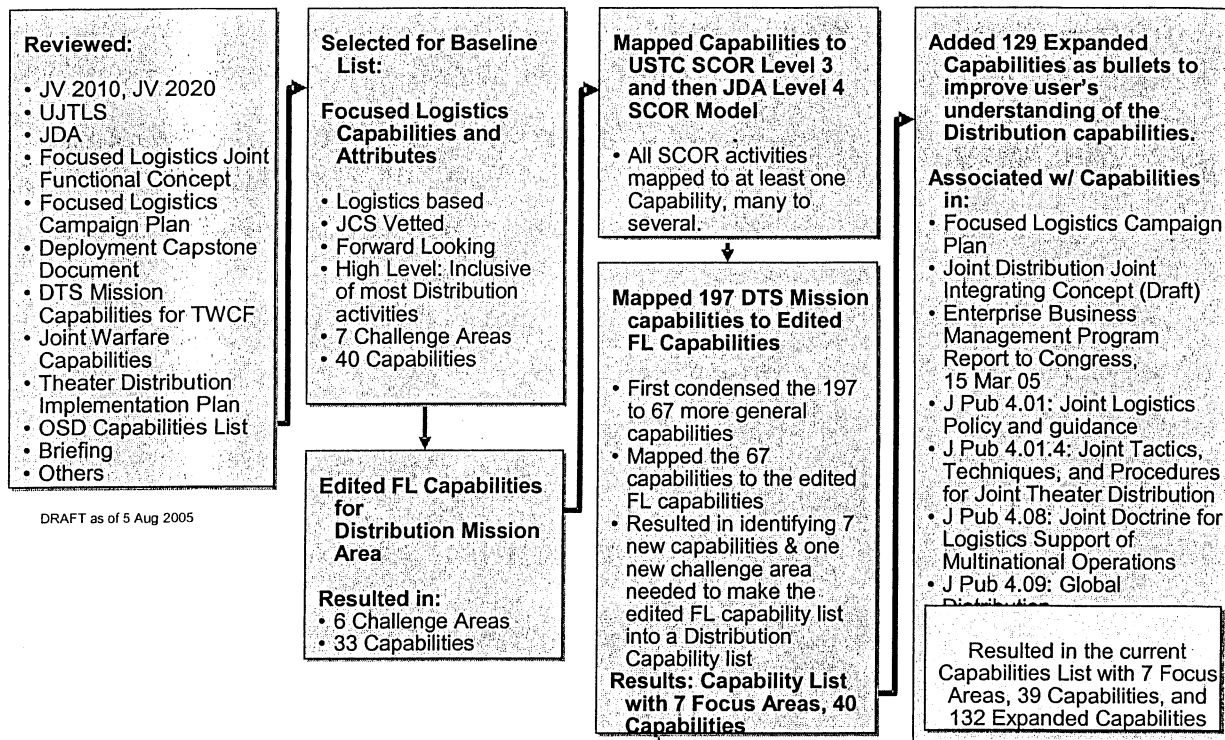


Figure 4-50. USTRANSCOM MCL

The MCL, a key component of USTRANSCOM strategic planning, shows the CSC Team's expertise in this area.

- c. Development and Integration of USTRANSCOM DPO and DTS Processes. Our team has partnered with USTRANSCOM in the development of DTS processes from the very beginning. Many of our current team members comprised the JTCC and played pivotal roles in Transportation Migration System Selection, Data Standardization, and the Transportation Functional Process Improvement efforts. From the months leading up to USTRANSCOM's designation as the DPO on 16 September 2003 until the present time, we have actively supported the Command in understanding and defining the DPO mission and integrating the DPO and DTS processes. In partnering with TCJ6 to build the award-winning DTS EA, we have demonstrated our ability to develop DTS processes. We followed that with a demonstration of our ability to integrate these processes via the Class V CBAT and the various Functional Capabilities Boards (FCBs) being established to develop the DPO processes. We will capitalize on this and numerous other experiences to support USTRANSCOM, USJFCOM, and the Joint Community by supporting the development, planning, researching, coordination, and/or review of the following:

- Strategic, functional, operational, plans, and policies
- Key Performance Parameters
- DOTMLPF Capability Change Recommendations (CCRs)
- Supporting the Joint Requirements Oversight Council (JROC), JCIDS, Joint Battle Management Command and Control Boards, Integrated Priorities List, and Joint Requirements Board specified in the PWS.



We have unmatched ability to develop the full range of DODAF-compliant, leading-edge architecture products recognized throughout the DOD and industry. This includes the discussion, analysis, and evaluation of operational, system, and technical views and the integration of data into the CRIS database. Our work also includes linking multiple USTRANSCOM architecture products and efforts to the SCOR Model, as well as to the architecture products of other agencies. Figure 4-51 illustrates many of the USTRANSCOM processes our Team works with daily.

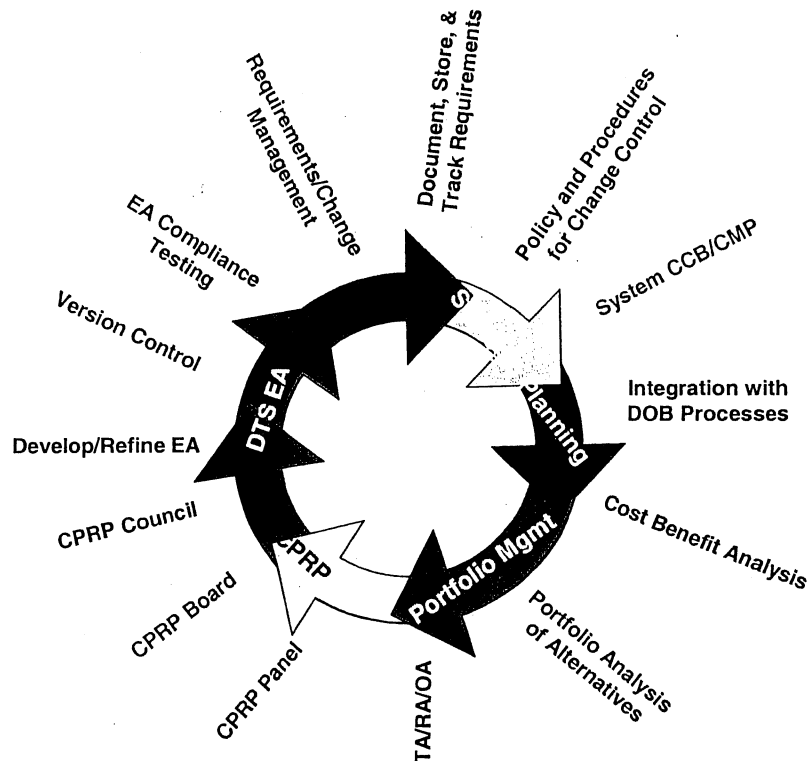


Figure 4-51. USTRANSCOM Processes

The CSC Team completely understands the USTRANSCOM processes.

- d. Provide technical support and functional expertise in the development and adherence of command strategic, functional, and technical standards for those DOD and Joint, Services, and Agencies staff C4S programs requiring integration into the DPO/DTS. The CSC Team will continue to provide comprehensive data management and standards development and maintenance support to the TCJ6 Corporate Data Office (CDO), including its responsibilities for the Defense Transportation Electronic Business (DTEB) working group and transportation codes updating and maintenance work. We migrated the Defense Transportation Regulation (DTR) data codes from paper media to Web access in the Table Management Distribution Systems (TMDS) and Reference Data Management (RDM) Web site. We supported the bimonthly transportation codes meetings with agenda setting, agenda topics, meeting facilitation, and follow-on outcome reports. Our team produced the transportation transaction formats input spreadsheets for the Transportation Control and Movement Document (TCMD), manifests, and discrepancy reports and developed DOD-compliant XML schemas to accomplish the DOD-directed transition from Military Standards (MILS) formats to XML schemas. In conjunction with the DTEB support, we assisted with the construction of the ANSI X12-compliant EDI transaction sets for the shipment due in and advance shipping notice transaction sets. These combined efforts in support of TCJ6 helped ensure that transportation codes, XML schema, and EDI transaction sets were complete,



current, and responsive to transportation and distribution community needs to meet Warfighter needs for data visibility. These task completions also defined and standardized USTRANSCOM and regional combatant commander Deployment and Distribution Operations Center (DDOC) distribution data structures. We will continue to provide USTRANSCOM with this superb level of support in the execution of this task area.

- e. IT Investment and Policy effort in defining future strategies to satisfy command strategic and tactical requirements. In Paragraphs 4.5, 4.6, and 4.9, we describe in detail how we have provided and will continue to provide unparalleled support for CPRP sessions and the IRB. In satisfying this particular task, we will focus on functional strategy, user requirements, budget, and technical constraints. We will continue to partner with and support TCJ6 and TCJ8 regarding IT investment strategy, focusing on the impact of investment decisions and policies through the maturation of CPRP, ECM, DTS Portfolio Management, and DPO Portfolio Management processes. We will provide management support, analysis, and prioritization mechanisms to assist decision makers. An example of this is our development and refinement of the internal CPRP “quads” and other summary decision documents using CRIS and other database information for evolving financial management support. We will also continue our support of TCJ6-D for DPO business meetings.
- f. Providing functional and technical expertise to bridge the gap between technical and functional conflicting issues between all the Strategic, Functional, and Operational plans, policies, and concepts. Our team will maintain its fully supportive level of effort to bridge the gap between technical and functional issues involving strategic, functional, and operational plans, policies, and concepts. We produced the crosswalk between our SCOR-based JDA and the JCS Focused Logistics-based USTRANSCOM MCL. We developed the DOD-supported DOD Standard Truck Manifest initiative to close the truck movement in-transit visibility gap between aerial and water ports of debarkation and final destination in theater for cargo shipments, and to complete data visibility in the end-to-end distribution process. Our gaps analysis efforts in conjunction with DOD transportation and distribution functional staffs have produced significant opportunities for process re-engineering and improvements, as well as near-term transportation policy and procedures changes in the DTR. In addition, our gaps identification and correction efforts are DOTMLPF-based to ensure we use a multi-dimensional solution set.
- g. Engineering and Integrations Services. The CSC Team has superb technical expertise in providing engineering and integration services to initiate and improve USTRANSCOM services and support to the Warfighter. In the IT Laydown Project, we have already produced IT solutions for the USTRANSCOM DDOC. These proved so successful that those same tool sets were engineered and used by the CENTCOM DDOC, Korea DDOC, Pacific Command (PACOM) DDOC, and European Command (EUCOM) DDOC. Integrating our knowledge of the Command, the distribution and deployment processes, and on-site data collection was key to the success achieved and comprises the proven model for how our team will accomplish this task. We will use the results of the IT Laydown Project to provide project support services, including operational support planning, researching, scheduling, collaboration, and coordination between USTRANSCOM and DOD remote sites using the USTRANSCOM suite of Defense Collaboration Tools (DCTS), IWS, and video teleconferencing.



5.0 QUOTE RISK

5.1 Introduction

The CSC Team evaluated the risk factors in the Distribution Portfolio and IT Investment Strategies Management Contract and developed mitigation strategies for these factors to provide the lowest-risk solution to USTRANSCOM. Our risk analysis and mitigation plan is both comprehensive and custom-tailored for the DPfM & IT Investment Support task, and represents the combined experience not only of our team members, but also represents expertise with the Joint Distribution Process over the last 12 years. Our understanding of the unique risks of this program, our custom mitigation techniques, and our internal risk mitigation planning and tracking means that the CSC Team is uniquely positioned to provide a high probability of success for USTRANSCOM.

5.2 Risk Factors Defined

The CSC Team defines Quote Risk as the probability our proposed approach will provide a solution to USTRANSCOM that is technically satisfactory, is on schedule, and meets funding constraints. Quote Risk is typically broken into three subfactors: technical risk, schedule risk, and programmatic risk. We define and analyze these three factors in the following paragraphs.

5.2.1

Technical Risk addresses the challenge of meeting the customer's technical and operational requirements. Technical risk is driven by external factors for example:

- Changes in software and hardware environments, such as a customer move from a Microsoft Windows client-server system to an Open-Source or Unix environment
- Loss of key staff with unique insights and expertise
- Customer objectives and expectations which are not expressed to the contractor
- Dependence on a tool that is not scaleable to the size of the enterprise.

5.2.2

Schedule Risk addresses the challenge of meeting the customer's requirements within an agreed schedule and the probability the schedule will (or will not) be met. Typically, Schedule Risk is driven by factors such as:

- Dependencies on outside organizations for data, products, or services
- Changes in funding that cause milestones to stretch out and slip
- Changes in customer requirements, capabilities, and missions that cause previously accomplished work to have to be redone (rework)
- Diversion of program assets to other projects because of Government- or contractor-perceived priorities.



5.2.3

Programmatic Risk is, at its core, the challenge of meeting the objectives within the available funding. Programmatic Risk—often expressed as funding overruns or program terminations—is most frequently found with contractors who are not familiar with the customer, the program objectives, or the program environment. Specific Programmatic Risk drivers include:

- Contractor (un-)familiarity with the requirement, environment, or technical tools
- Developing “leading-edge” solutions with hardware or software that is immature or technically challenging
- Competition with other programs for limited funding
- Unrealistic milestones, from either the contractor or the customer
- Excessive contractor assumptions that equate to risk from the Government’s perspective.

5.3 Risk Analysis

The CSC Team has analyzed the risk factors for the DPfM program and assessed the level of Quote (and subordinate) Risks. We then applied our standard Risk Mitigation technology to these factors, and developed Risk Mitigation steps to lower the risk. (Many of these Risk Mitigation steps have been defined and demonstrated in other parts of this proposal; however, they are not specifically identified with Risk in mind.) The final step is to reassess risk after the mitigation steps have been applied.

There is no “risk-free” program or approach. Risks may be rated as “low,” but they are still risks. The objective of our Risk Mitigation approach is to know where the remaining risks are, what the impacts of those risks are, knowing how to recognize whether one of the risks is becoming a potential problem, and having a plan to deal with the contingency.

5.3.1

The CSC Team assesses the Technical Risk (pre-mitigation) as moderate. The following events or factors drive this assessment:

Risk Event	Assessment
Loss of key staff with unique insights and expertise	MODERATE
The contractor’s approach is dependant upon a Portfolio Management tool that is not scaleable to accommodate the volume of the enterprise	MODERATE
Contractor is unable to provide personnel to operate the Government-selected tool set	LOW

5.3.2

The CSC Team assesses the Schedule Risk (pre-mitigation) as **moderate**. The following events or factors drive this assessment:

Risk Event	Assessment
Inability to appropriately staff the project at contract award with the numbers and types of personnel needed	MODERATE
Lack of cleared personnel at contract award	LOW



5.3.3

The CSC Team assesses the Programmatic Risk (pre-mitigation) as **moderate**. The following events or factors drive this assessment:

Risk Event	Assessment
Loss of key staff with unique insights and expertise	MODERATE
Over reliance on Government time and direction to perform the task.	MODERATE
Lack of coordination between Portfolio Management efforts and EA effort	MODERATE

5.4 Mitigation Strategies and Actions

5.4.1

The CSC Team has built-in mitigation strategies to overcome the identified technical risks. We already have the required staffing for 82 percent of the entire contract. These people include group and task leads who can provide the thought leadership required to be successful in this task. Our group leads, who have been involved in the portfolio management effort from its inception, assist in mitigating the risk of personnel loss with a strong “up-from-the-ranks” training program to ensure that, if a functional expert gets run over by a truck, “junior experts” have been trained and mentored to pick up the slack. In this case, our mentoring, training, and succession planning methodologies are your mitigation strategy.

The CSC Team approach is based upon industry-accepted portfolio management practices adapted to fit the DOD framework. Our approach is not dependant on a Portfolio Management tool. However, any of the enterprise-level project Portfolio Management tools could be used in conjunction with our approach.

The CSC Team is uniquely positioned to support TCJ6 from the perspective of providing support for an Enterprise Portfolio Management tool. Our team brings strategic partnering arrangements with several companies who have products that would make excellent choices for portfolio management tools. Among these are Trous Technologies, who has a strategic partnership with our SRA teammate, and Primavera, who CSC uses regularly on large engineering or integration engagements. Along with these types of engagements, partners can receive training in addition to any trained people already on hand.

5.4.2

The CSC Team has in place and 82 percent of the staffing to satisfy the requirements of the PWS. Our people are proven on this task, are cleared, have badges, and posses base passes. We offer the best mitigation approach to mitigating identified schedule risks presenting the lowest-risk solution to starting off day one without delay.

5.4.3

We have addressed some of the mitigation strategy for keeping personnel with unique insight or expertise in the staffing section. However, compensation and benefits are only part of the plan; we make every effort to place people who come off an assigned task. The result of these efforts is reflected in our less than 1 percent turnover rate for the last several years.

New contract startups can place great demands on the COR and other TCJ6 counterparts. The CSC Team has worked side by side in partnership with TCJ6 for years, so our people can work just as they always have when keeping their TCJ6 counterparts appraised of their work.



The final programmatic risk is the lack of coordination between Portfolio Management efforts and EA efforts. The two programs must be very closely tied. We have addressed this issue in our organization chart with the incorporation of an Architecture Integration Manager and a single Program Manager common to both tasks who will sort out resource conflicts. Here again, the CSC Team has specifically addressed each one of the quote risk issues with a comprehensive mitigation approach.

5.5 Risk Assessment Post-Mitigation

By examining our comprehensive risk mitigation strategies, you can clearly see that technical risk, schedule risk, and programmatic risk are mitigated to a manageable level, which is much better than your typical new start contract.

5.6 Conclusions

We have taken strong management steps to mitigate risk and to manage the impacts of unforeseen events. Our understanding of the unique risks of this program, our custom mitigation techniques, and our internal risk mitigation planning and tracking means the CSC Team is uniquely positioned to provide a high probability of success for USTRANSCOM. Changes will happen, and things will not always go as planned; being prepared to deal with those changes and risks is what we, as the successful offeror, can provide.



6.0 TRAVEL

CSC will perform travel in accordance with the requirements outlined in the PWS. We anticipate that the Government will reimburse travel expenses subject to the current Federal Acquisition Regulation (FAR) and Joint Travel Regulation (JTR) Volume 2, Paragraph C6002. We will coordinate all travel with the COR prior to incurring any travel expenses. Invoices will be used to support all travel reimbursement requests. In accordance with the PWS for this effort, we have included \$29,284 for travel in our cost proposal as a cost reimbursable contract line item. We understand the Government will not reimburse local travel and other related expenses for daily trips to or from Scott AFB or other off-base worksites.



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7.0 DELIVERABLES

The CSC Team will provide the deliverables specified in the PWS in accordance with stated requirements on or before the required time frames scheduled in PWS Paragraph 3. The CSC Team will focus its efforts and enforce the elements of the Quality Control Plan to ensure full compliance with all of the Performance Objectives and Performance Thresholds documented in the PWS. The CSC Team's Quality Control Plan is included in the proposal at Appendix C.



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8.0 ACCEPTANCE CRITERIA

Acceptance criteria for deliverables will be defined as receipt of submitted deliverables as specified in PWS Paragraphs 3 and 4 in accordance with the stated requirements and Performance Objectives or Thresholds within the specified time frames. CSC will submit a delivery letter with each deliverable and request the COR sign and return the delivery letters indicating acceptance of each delivery item.



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9.0 GOVERNMENT-FURNISHED EQUIPMENT (GFE)/GOVERNMENT-FURNISHED INFORMATION (GFI)

The CSC Team understands that the Government will allow Team personnel to gather the information necessary to the successful completion of the PWS requirements from TCJ6 technical and functional personnel as required. We also understand that the Government will provide existing documentation as required and the most current version of the software directed for use, as well as notify team personnel of any software changes for that software. In addition, the CSC Team understands that the Government will keep Team personnel informed about the development of and plans to implement future transportation process improvements, which will be reviewed by Team personnel and incorporated as appropriate in products developed by the team. The CSC Team will retain copies of GFE/GFI listings for traceability, as will the Government. Any GFE/GFI, to include software, provided by the Government for use at the CSC Team's facilities will be managed and controlled by the Systems Administrator at the CSC facility under Government management and control. All GFI/GFE will be released to the Government upon termination of the task or subtask as required.

The CSC Team understands that the Government will provide up to 53 work areas comparable to those occupied by Government personnel for team personnel within USTRANSCOM facilities on or near Scott AFB. In addition, the Government will provide access to Class "A" phone service, a fax machine, and a copier. The CSC Team will provide work areas for team personnel in the CSC facility as required.



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10.0 GENERAL INFORMATION

The CSC Team fully acknowledges and understands the importance of the USTRANSCOM TCJ6 mission to support the CIO in providing essential command, control, communications, and computer systems support. The CSC Team will support the normal work hours of the TCJ6 as being 0730 to 1630 Monday through Friday, excluding Government holidays, except where indicated differently within individual task areas, and will ensure the availability of personnel during those work hours unless otherwise approved by the COR.

The CSC Team will deliver all documents created for the Government under this Task Order in both hardcopy and electronic format using the Microsoft Suite, unless otherwise directed. The CSC Team understands that all documents and software applications developed under this contract will become the property of the Government and that all documentation will be kept confidential.

10.1 Contractor Employees

The CSC Team will provide a workforce possessing the required skills, knowledge, and training to perform the services required by the Portfolio Management and Information Technology Investment Strategies Support contract. The staffing matrix found in Figure 3-2 outlines the minimum requirements for the labor categories utilized in the performance of this contract.

Each CSC Team member will sign a non-disclosure agreement as found in the PWS Appendix 1 in accordance with the PWS. These non-disclosure agreements will be provided to the COR as required. A copy of each non-disclosure agreement will also be maintained by the Program Manager.

10.2 Quality Control

As referenced in the PWS, Paragraph 6.2, the CSC Team is submitting a Quality Control Plan that identifies the quality checks used to ensure all deliverables meet the associated PWS requirements. This plan can be found in its entirety in Appendix C.

10.3 Security Requirements

The CSC Team has a long, local history of providing support for projects and systems that process and handle sensitive information and materials. The CSC Team takes the initiative to provide regular employee training related to sound and proper security practices and procedures for handling highly sensitive and confidential data and information. CSC provides each employee with a regular newsletter focused exclusively on security issues, warnings, and processes. CSC personnel are trained not to divulge any information about content or functions, or any other knowledge that may be gained, to anyone who is not authorized to have access to such information. CSC understands its responsibility to ensure other persons have the proper authorization and that a non-disclosure or confidentiality agreement will be required prior to the commencement of this task. CSC will establish, document, and execute procedures to comply with contractor requirements cited in Air Force Instruction (AFI) 31-601, Industrial Security Program Management.

In compliance with the PWS, each member of the CSC Team will have a contractor-furnished identification badge and USTRANSCOM security badges and will appropriately display them on the outer clothing at all times when on the Government installation.



10.3.1 Notification of Installation Security

The appropriate CSC security personnel will notify the USTRANSCOM security personnel of the start of the contract in accordance with AF FAR Supplement 5352.204-9000, AF FAR Supplement 5352.204-9001. The security agreement will address, at a minimum, the following information:

- Visitor/Vehicle Passes
- National Agency Checks (NAFs) (AF Form 2584) as required
- Restricted Area Badges, AF Forms 1199, as required
- The designated Government security manager
- The issue and turn in of badges and passes
- Control and accountability inventories and associated training
- Escorts
- Pre-announcement procedures.

10.3.2 Security Regulation Compliance

The CSC Team will comply with all security regulations and directives as identified in the PWS. The CSC Team will also fully comply with the DD Form 254, Contract Security Classification Specification, included with the PWS.

10.3.3 Personnel Security Clearances

All CSC Team personnel working on this Task Order will have a minimum of a SECRET security clearance unless permission is obtained from the COR for personnel to work without access to classified information, while obtaining their clearances. All CSC Team personnel identified in the staffing matrix currently hold a security clearance at least at the SECRET level.

All new personnel hired to work this task will be required to possess, at a minimum, a SECRET clearance or be able to acquire a security clearance at that level. The CSC Team contractors will request an interim clearance from the Defense Industrial Security Clearance Office (DISCO) for any newly hired personnel who do not currently hold an active SECRET clearance.

The CSC Team understands that any costs incurred by the Government because of non-performance resulting from personnel security clearances not being granted as a result of any team member company's late submission of security clearance requests will be deducted from the monthly payment. Similarly, the Government will not be liable for expenses incurred to complete work for employees determined to be ineligible for a clearance or costs incurred to complete work as a result of new hires awaiting clearance.

10.4 Period of Performance

The CSC Team understands the period of performance for this work consists of a base year with four one-year option periods. The base year is 1 October 2005 through 30 September 2006, the first option year is from 1 October 2006 through 30 September 2007, the second option year is from 1 October 2007 through



30 September 2008; the third option year is 1 October 2008 through 30 September 2009, and the fourth option year is from 1 October 2009 through 30 September 2010. These option periods are a continuation of the tasks contained in the base period. CSC further understands that exercise of the option periods is solely at the discretion of the Government and is subject to the availability of funding.

10.5 Employment of Foreign Nationals

The CSC Team understands that foreign nationals are not allowed to fill AIS-1 positions based on DOD 5200.2R, Personnel Security Regulation, Appendix H, Section D, which states, "Foreign Nationals shall not be assigned to automated information systems, AIS-1 positions." Foreign Nationals will be assigned to AIS II or AIS III positions, as stated in Appendix H, Section E, if a National Agency Check for Foreign Nationals (NACFN) has been processed and documentation provided to the Contracting Officer.

Furthermore, we acknowledge that technical data generated under this contract will be subject to export control, including disclosure to foreign nationals/representatives. We will obtain written approval from the Contracting Officer before assigning any foreign national/representatives to perform work under the contract or before granting foreign nationals or their representatives access to data related to this contract. We do not intend to employ any foreign nationals in the execution of this contract.

10.6 Phase In/Out

In the event there is a change in contractor or if the work described in the PWS should revert to the DOD, the CSC Team will provide phase-in/out orientation as soon as possible, as required. The CSC Team understands that, as the incumbent contractor group, it would be responsible for all PWS requirements during this time and will fully cooperate to the extent required to ensure an orderly changeover to any successor.

10.7 Performance of Services During Crisis Declared by the President or Secretary of Defense, Up To and Including War

- Government Representatives.

The CSC Team understands that the COR and Task Managers for this contract will be assigned following contract award.



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APPENDIX A

RÉSUMÉS

The following is a cross-section of generic résumés that make up the potential staffing available from the CSC Team. These résumés are segmented by Team member and are not the only personnel under consideration; they are just an example of the capabilities the CSC Team has available. All personnel meet the PWS requirements and are available to provide the staffing for the USTRANSCOM Information Technology Systems Operations and Command & Control (C2) Portfolio Management effort.



[REDACTED]
Project Manager

54,555,557
(b)(6)

SUMMARY

[REDACTED] has provided guidance and direction in tasks of varying levels of size and scope of efforts for over 10 years. Has proven expertise in the management and control of funds and resources. Has successfully managed multi-task contracts of varying type and complexity. Solely responsible for enforcing work standards, assigning schedules, reviewing discrepancies, supervising personnel and communicating policies, purposes, and goals to subordinates.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

Dec. 1997—Present Computer Sciences Corporation (formerly DynCorp Systems & Solutions LLC)

Program Manager - O'Fallon, IL

- Program Manager of a field site supporting the United States Transportation Command (USTRANSCOM) and the U.S. Air Force Air Mobility Command (AMC) at Scott AFB. Manages over fifty people organized as teams in the execution of multiple projects. Consistently meets established Operating Profit and Day Sales Outstanding goals.
- Assumed duties during a period of extreme personnel turbulence and rapid loss of business. Maintained organizational continuity by developing an entrepreneurial marketing plan to develop new business and cement sagging customer relationships. Program resulted in acquisition of five new contracts and 1.5 million dollars in new business in 1998 and was cited at the corporate level as an example of excellence for emulation by other sites. Intensive focus on local marketing initiatives, strong customer relationships, and operational excellence yielded significant business results:
 - Expansion of CSC presence at USTRANSCOM from a one-person task to multiple tasks supporting more than 25 personnel
 - Continued increase in contract value at USTRANSCOM from \$30K in 1998 to over \$5M in 2005.
 - Exceptional Customer Satisfaction Review ratings for all tasks annually since 1998.
 - Increased contract value at AMC from \$790K to \$9M.
 - Successfully transferred AMC and DITCO tasks as a sub-contractor to a prime status.
- Stabilized personnel turnover by building trust within the organization and focusing on delivery of business results.
- Manages customer communications and relations with multiple customer organizations. Ensures customer satisfaction across a wide range of deliverables and project milestones.
- Improved the organization's ability to reliably deliver quality software by implementing process controls. Organization achieved CMM level 3 and is now working towards CMMI Level 3 compliance. Led the development organization through achievement and maintenance of ISO 9001 certification. These efforts resulted in higher project profitability, measurable improvements in quality of deliverables, and improved achievement of project milestones.

Aug. 1996 – Dec. 1997 GTE Government Systems (Currently DSS)

Project Manager - Fairview Heights, IL

- Led a team of sixteen engineers and developers working on the Air Mobility Command (AMC) Corporate Database project. Accountable for achievement of all project milestones and adherence to corporate and



customer development standards. Managed data modeling and OO application and database development activities. Project milestones achieved on schedule and profitability targets achieved.

Oct. 1992 – Aug. 1996 GTE Government Systems (Currently DSS)

Quality Control Manager - Fairview Heights, IL

- Quality control lead of multiple projects supporting the Multi-Level Security/Global Decision Support System (MLS/GDSS). Developed and executed classroom and video training for end-user. Managed internal and customer design reviews. Responsible for development and execution of test plans and tracking and correction of software defects. Led development of internal documentation to support the development process and external user-oriented documentation. Successfully delivered and integrated the C2 Graphics (XGR) application, which used a separate database, into the GDSS systems using a replication stream.

April 1987-Jun. 1991 Department of Defense Schools

Educator

- Developed instructional objectives, units of study and participated in curriculum development to ensure quality and content. Conducted instruction and maintained classroom discipline. Accountable for student performance. Managed expectations and relationships with forty customers. Led the two- year project that resulted in the school accreditation being renewed. Responsible for the implementation of initiatives and educational processes and conduct of the actual accreditation inspection. Consistently received exceptional performance ratings and was awarded the Sustained Superior Performance Elementary Teaching Award in 1990.

EDUCATION

Master of Arts – Education: Reading and Elementary Education, Austin Peay State University

Bachelor of Arts – History and Elementary Education, Ladycliff College



Principal Functional Analyst/Enterprise Architecture Integration Manager

SUMMARY

[REDACTED] has 12 years specialized experience in developing functional process improvement for transportation related business processes including analysis using operational/business architecture development, business process mapping, narrative building, and IDEF modeling techniques. [REDACTED] has 27 years experience in deployment/redeployment transportation and Command and Control activities, analysis, modeling, planning, Command and Control and transportation management systems.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

1993 – Present Computer Sciences Corporation (formerly DynCorp Systems & Solutions LLC)

Senior Business Process Reengineering Specialist – Fairview Heights, IL

USTRANSCOM - Defense Group, Member Advisory Staff

- Manages functional process improvement actions supporting USTRANSCOM Joint Transportation Corporation Information Management (CIM) Center (JTCC).
- Directs CSC support for methodology and high-level concepts for the DOD transportation, Operational and Enterprise Architecture development, business process improvement, and in-transit visibility (ITV).
- Streamlines Defense Transportation System, Wartime Baseline, and Sustainment Baseline, including the structuring of the Joint Mobility Control Group (JMCg) improvements, the DTS Operational Architecture, the Joint Deployment Operational Architecture, and support to USTRANSCOM Strategic Distribution.
- Augments Peacetime Baseline creation, the Defense Transportation Regulation (DTR) management, and Unit Deployment/Redeployment and Reception, Staging, Onward movement and Integration (RSO&I) and supplies direct expertise to the JTCC and these subjects.
- Validates and establishes functional requirements for migrating and integrating WWMCCS legacy systems to the new DOD C4 System GCCS.
- Provides deployment and transportation (surface and air) and procedures expertise.
- Establishes information and data flow to support C2 operations for GCCS transportation and deployment requirements.
- Delivers GTN prototype support for system management and data systems integration for GDSS, PRAMS, CAPS, and ADAM III.
- Provides concept support for incorporating the GTN prototype into the C4S support as GCCS transportation.

U.S. Air Force Career Summary

Mar. 1990 – Jan. 1994:

- As Joint Operation Planning and Execution System Network and Site Functional Database Manager, H.Q. USTRANSCOM, was primary representative for Joint Operations Planning and Execution System (JOPES) functional requirements supporting USTRANSCOM.
- Designed and implemented "Quick Fix" software releases, modifications, enhancements and new functionality Supporting DESERT SHIELD/STORM, both for Global Transportation Network (GTN) and JOPES.
- Authored the Concept of Operations for JOPES version 3.5 covering the Transportation Component Command (TCC) Interface.



- Acted as primary USTRANSCOM representative for JOPES users group supporting version 3.6 Scheduling and Movements (S&M). He developed functional systems analysis for JOPES/GTN Incident reports.
- Wrote/implemented policy and procedures for interfacing JOPES and MILSTAMP.
- Developed/implemented management procedures to ensure the sharing of data among major systems; the Global Decision Support System (GDSS), JOPES, GTN, the Passenger Manifesting and Reservation System (PRAMS), The Consolidated Aerial Port System (CAPS).

Dec. 1986 - Mar. 1990:

- As a Special Assignment Airlift Mission Requirements Division Chief, H.Q. Military Airlift Command, managed transportation request for one third of DOD airlift, exceeding \$350 million annually.
- Developed Multi-Level Security functional requirements for GDSS, and was a primary functional representative for transportation inputs to GDSS development. He is an expert in satisfying DOD multi-modal requirements.
- Developed and implemented policies and procedures for contingency and peacetime airlift during and supporting deployment and redeployment of force movements.
- Wrote regulations covering Special Assignment Airlift Mission movements including requests, management and billing.

Sep. 1983 - Dec. 1986:

- As a Plans Officer, Wing Combat Plans and Exercises, Executive Officer, C-141 Instructor pilot and Current Operations Officer, developed and published contingency, general war, and special plans.
- Trained Senior Officers for Wing Crisis Action Team actions.
- Developed individual lesson plans covering wing and number air force crisis response actions. He procured and oversaw the installation of the Air Force's first flight line security video system to enhance wing level C2 operations.
- Designed and executed squadron manning and mission support activities during two ORIs and the invasion of Grenada in response to higher Headquarters taskings.

EDUCATION/CERTIFICATIONS

Master of Business - Master of Business Administration, Golden Gate University (1985).

Bachelor of Science - History -University of Idaho (1974).

A.W.C., Air War College, Air Force Maxwell A.F.B., 1988

N.S.M., National Security Management, Department of Defense

A.C.S.C, Air Command Staff College, Air Force Maxwell A.F.B., 1983

S.O.S, Squadron Officers School, Air Force Maxwell A.F.B., 1979



Senior Business Process Reengineer

SUMMARY

[REDACTED] holds a Level I Acquisition Professional in Program Management certification(1990), and [REDACTED] is Business Process Reengineering (BPR) certified by the Office of the Secretary of Defense/C3I (September, 2000). [REDACTED] brings over 30 years experience in all aspects of transportation ranging from functional operational experience at an Aerial Port Squadron to systems management expertise while in the United States Air Force.

[REDACTED] brings extensive hands-on experience with information systems development, functional and data requirements analysis, systems analysis, program design, activity modeling, business analysis, business process improvement, and documentation preparation.

Led actions to prepare DOD-CIO Clinger-Cohen Act of 1996 (CCA) Certification/Notification packages that included Performance Attributes and Key Performance Parameters [KPP] to obtain CCA Certification for the TRANSCOM Regulating and Command and Control Evacuation System (TRAC²ES) – a first for USTRANSCOM.

[REDACTED] is skilled in supporting the Joint Requirements Oversight Council (JROC) Joint Capabilities Integration and Development System (JCIDS) processes. Conducted and facilitated a series of USTRANSCOM Operational Support Airlift (OSA) workshops with functional representatives from the four Services that formulated a vision of the future, process requirements, improvement opportunities, and process metrics to improve the OSA process. This data was incorporated in an OSA Initial Capabilities Document (ICD), approved by USTRANSCOM Commander in March 2003.

[REDACTED] applies BPR methodologies to initiate, facilitate, and conduct modernization projects. Performs detailed BPR functional analysis on “As-Is” process models in identifying potential areas of improvement and producing a “To-Be” vision and implementation plan.

[REDACTED] is a Task lead in supporting a TCJ3 Distribution Process Owner (DPO) In-Process Team to document future DPO cargo booking operational requirements and developing expanded business rules for applying Radio Frequency Identification (RFID) technology. This included developing a new approach and methodology with an independent commercail facilitator during the Aug 2004 Single Booking Capability Workshop with senior Government and industry leaders hosted by USTRANSCOM TCJ3 and TCJ6. Results from workshop provide a baseline for integrating current or new applications/technology.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

January 1996 - Present Unisys

Senior Functional Analyst and Principal Business Process Reengineer

- Supported DPO Integrated Product Teams (IPTs) addressing the USTRANSCOM Commander’s top issues. This including training the initial CENTCOM Deployment Distribution Operations Center (CDDOC) team members on baseline theater architecture processes and systems prior to their deployment to Kuwait in January 2004.
- Supporting TCJ6 in developing the DPO Joint Distribution Architecture (JDA) that is an expansion of the previous Defense Transportation System (DTS) and Joint Deployment Enterprise Architectures. The JDA Operational View (OV) is based upon linkages to the commercial Supply Chain Operations Reference-model (SCOR) Plan, Source, Make, Deliver and Return process phases.
- Conducted and facilitated a series of BPR workshops, made-up of functional representatives from Operational Support Airlift (OSA) from USTRANSCOM and the four military Services in formulating a vision of the future, process requirements, improvement opportunities, and process metrics to improve the OSA process.



- Prepared DOD-CIO CCA Certification/Notification packages for the TRANSCOM Regulating and Command and Control Evacuation System (TRAC2ES). Packages consisted of all aspects of performance and process metrics and integrated "To-Be" alternatives for Transportation Acquisition into a Change Management Plan for implementation.
- Conducted workshops with the patient movement functional experts to gather improvement opportunities recommendations to reduce costs for the various options. Developed a simulation model of the patient movement process and linked the model to the validated process map to identify potential "choke-points" in the process and recommend corrective measures to the process owner to overcome these 'choke-points'. Published a Baseline Analysis and Activity-Based Cost (ABC) report that used as the baseline for an Abbreviated Functional Economic Analysis (AFEA).
- These actions also contributed to USTRANSCOM being selection as a recipient of Computerworld's Honors Program as a 2003 Laureate on April 5, 2003, and a recipient of the E-Gov and Federal Computer Week magazine Enterprise Architecture Excellence Award on September 11, 2003.

U.S. Air Force Career Positions (Aug. 1970 – Sep. 1994)

- Transportation Systems Analyst
- Transportation Operations Manager
- Transportation Operations Officer
- Weapons System Operator
- Transportation Operations Technician

EDUCATION

Master of Science – Business Organizational Management, University Of Laverne (1989).

Bachelor of Arts – Business Management And Economics, University Of New Hampshire (1980).

CERTIFICATIONS

Level I certified as Acquisition Professional in Program Management (1990)

BPR-certified by OSD/C3I (September, 2000)



PRINCIPAL FUNCTIONAL ANALYST

SUMMARY

Pioneered and developed the gap analysis methodology and change management planning process used by USTRANSCOM C2 Portfolio and Operations Portfolio Manager (PfM) today. Project Manager and Senior Analyst with ten years experience in personnel management and administration, ten years experience in information systems management, and seven years experience as an Analyst. Background is diverse, well rounded, and includes management experience in a myriad of disciplines including computer/information systems, human resources, administration, inventory control, facilities management, resource management, process improvement, supply and logistics, operations, project management, and office management. Develops innovative approaches to operations, organizational effectiveness, and process improvement that have saved millions of dollars for the organizations he has served. Extensive experience includes: Project Management, Process and Systems Analysis, Office Management, Organization and Administration, Research, Resource Management, Functional Writing, Technical Writing, Requirements Analysis, Process Engineering, and Operations Architecture. Agile problem solver and tactful team player with determination and capability to get things done.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

1998 – Present SRA International, Inc.

Senior Analyst - USTRANSCOM – Operations Integration Division – Scott AFB, IL

- Performs as a Senior Analyst in the Operations Architecture Branch, which is responsible for reengineering processes and systems that impact the entire global U.S. Defense Transportation System (DTS).
- Developed implementation plans and work breakdown structures for several key tasks including an overall Implementation Plan.
- Initiated the Operations Architecture Branch Information Management Program, which includes electronic files management systems, Information Management Systems, and Web page design and maintenance.
- Developed and maintains the Transportation Infrastructure Information Web page used by transportation specialists around the world, as well as several other task related Web pages.
- Pioneered and developed the gap analysis methodology and change management planning process used by USTRANSCOM C2 Portfolio and Operations Portfolio Manager (PfM) today. This gap analysis methodology identifies differences (gaps) between the Current Operational Architecture and Target (Future) Operational Architecture. This analysis provides prioritized focus areas and implementation recommendations for the most effective use of scarce resources. His groundbreaking methodology is so successful that other organizations are now adapting it as part of their management process.
- Developed an Operational Assessment methodology that assesses information technology programs for mission capability, operational risk, and operational duplication. His analysis process assesses how well systems, programs, and initiatives (SPI) are supporting operations and how well systems are being developed toward future operations capability requirements.
- Delivered results used in funding decisions involving nearly \$400 Million a year.
- His methodology and analysis were so successful for the USTRANSCOM Command and Control Portfolio and the Operations Portfolio that the command asked him to train other USTRANSCOM portfolio managers in order to apply the process to all portfolios.



EDUCATION

Master of Science -- Information Systems Management, Naval Postgraduate School, Monterey, CA (1991)

Bachelor of Science - Business Administration, University of Arizona, Tucson, AZ (1979)

Associate of Arts - Business Administration, University of Maryland, Munich, Germany (1977)

Command and General Staff College (1994)

Combined Armed Services Staff School (1987)

United States Army Systems Automation Course (1987)

United States Army Adjutant General Officer Advance Course (1983)

United States Army Airborne School (1983)

United States Army Personnel Administration Officer Basic Course (1979)

Air Force Institute of Technology School of Systems and Logistics (1985)



[REDACTED]
Senior Information Engineer

5456 (b) (6)

SUMMARY

[REDACTED] has 25 years experience in financial management and cost analysis, and 15 years of specialized experience in process improvement, functional analysis, business process reengineering, resource and program management.

CLEARANCE

SECRET

PROFESSIONAL EXPERIENCE

Jul. 1996 – Present MCR Federal

Senior Functional Analyst – USTRANSCOM – Scott AFB, IL

- Supports Chief Information Office (CIO) directorate as an expert functional analyst in the areas of automated financial and cost analysis tools, applying his expertise in transportation systems and cost analysis.
- Provides resource management assistance to the Infostructure Program Management Office (IPMO). In this capacity, he manages the funding required to volume-buy hardware for 10-15 system program offices.
- Delivers cost and financial analysis assistance, including life cycle cost estimates (LCCE) and economic analyses (EA).
- Supplies daily support to USTRANSCOM (IPMO) that includes resource and financial management, cost and economic analysis, and program management assistance.
- Monitors program budget execution data for the division's system program offices.
- Identifies and facilitates reprogramming actions.
- Prepares funds status reports for the division chief.
- Assists program managers with budget data calls.
- Prepares the annual Infostructure LCCE and EA, and also prepares other analysis products, e.g., Corporate Data Solution (CDS) EA, and Storage Area Network Cost/Benefit Analysis.

Jun. 1990—Jul. 1996 Directorate of Financial Management and Comptroller,

Cost Analyst - Air Mobility Command – Scott AFB, IL

- Responsible for the review and certification of economic analyses for fiscal year budgets.
- Provided leadership for more than 100 individuals in the financial management department, training personnel on fundamentals and principles of continuous process improvement as a quality advisor for the process improvement program.
- Developed and maintained department metrics.
- Assumed responsibility for assignment of finance personnel to satisfy financial management requirements related to worldwide contingency and humanitarian efforts as plans and program analyst.
- Created the master schedule for the 1996 AF Top Dollar Exercise which trained finance personnel for worldwide contingencies.

Jun. 1986—May 1990 7100 Combat Support Wing

Cost Analysis Office Manager - Lindsey Air Station, Germany

- Utilized extensive databases and other computer based tools to perform management assistance studies and analyses of problems occurring at the operational level.



- Prepared and presented briefings to management and updated the command on a regular basis.
- The slow response of systems identified in these studies was improved as a result of recommendations set forth in presentations.

EDUCATION

Master of Business Administration, Southern Illinois University (1999)
Bachelor of Computer & Information Science, McKendree College (1993)
Community College of the Air Force
Associate's Degree, Resource Management (1986)



[REDACTED]
Senior Business Process Reengineer

5456550
(b)(6)

SUMMARY

[REDACTED] brings to this effort his experience and outstanding functional knowledge of Defense Transportation, Electronic Commerce/Electronic Data Interchange (EC/EDI), Accredited Standards, and business process modeling/re-engineering. This expertise includes developing transportation functional requirements and analysis of data element relationships, then mapping the information into EDI Implementation Conventions. He also participates in various Defense Transportation eBusiness initiatives, such as workshops, seminars, and integrated product teams; he performs process and data modeling analysis, and reviews of a wide assortment of Defense Transportation operational and technical publications. He is equally adept at resolving EDI data quality and standardization problems, and incorporation of shipment status information using EDI techniques into the Global Transportation Network (GTN) to facilitate in-transit visibility.

CLEARANCES

Current: TOP SECRET. *Previous:* NATO Secret (1991-1995); TOP SECRET – SCI (1991-1995)

PROFESSIONAL EXPERIENCE

Jul. 1998 - Present Northrop Grumman

GroupSystems Manager – USTRANSCOM – Scott AFB, IL

- Serves as Lead Facilitator and Groupware Manager for USTRANSCOM TCJ6, serving as primary facilitator for the USTRANSCOM GroupWare Facility, demonstrating expertise in using GroupSystems collaborative meeting software, supervising other facilitators.
- Supports daily numerous process reengineering/improvement efforts using the fixed facilities and a mobile GroupSystems suite.

Senior Analyst – USTRANSCOM, EDI Project

- Supports USTRANSCOM Defense Transportation Electronic Business (DTEB) Program.
- Uses EDISIM software to develop, review, and analyze DTEB work requests and implementation conventions for compliance with EDI standards, ensures functional requirements are met.
- Applies in-depth familiarity, experience, and functional knowledge of transportation, EDI, and public standards expertise to conduct thorough and intensive reviews and analysis of proposed implementation conventions for compliance with American National Standards Institute (ANSI) Accredited Standards Committee (ASC) X12 and other public standards.
- Provides technical assistance to work groups/integrated product teams in developing operating concepts and draft implementation conventions to meet transportation functional requirements.
- Resolves EDI data quality and standardization problems; provides assistance on incorporating EDI information into GTN/other information systems to enhance in-transit visibility over cargo and personnel being moved through the Defense Transportation System.

Nov. 1997 – Jul. 1998 Source Services Corporation

EDI Project Consultant – Defense Information Technology Contracting Organization

- Provided system integration support to streamline acquisition process via electronic contracting of telecommunications services for the Federal Government, and acquisition of IT equipment.
- Performed detailed process and data modeling, analysis, and integration essential to EDI implementation; analyzed data element relationships and associated interface requirements of new and legacy systems; mapped the information to EDI transaction sets using EDISIM software.



- Conducted in-depth analysis of the draft Federal 811 Consolidated Service Invoice/Statement (Telecommunications Invoice) Implementation Convention for compliance with both ANSI/ASC X12 standards and the Telecommunications Industry Forum (TCIF) guidelines; recommended changes to the proposed IC; developed ANSI X12 compliant DOD unique Purchase Order (850) Implementation Convention in support of the DITCO paperless contracting effort.

Aug. 1996 – Jun. 1997 SENATEC, Inc.

Lead Process Engineer – Process Modeling Project

- Led team to develop a comprehensive “As-Is” business model of the Air Force Communications Agency using the Meta/Design IDEF0 software application.
- Participated in IDEF modeling and activity based costing projects, he also developed databases, analyzed detailed spreadsheet data, and then drafted technical written analysis of results.
- Trained/assisted Air Force command with using an IDEF0 software application (BPWin) to document contracting requirements for outsourcing satellite communications/maintenance.

Oct. 1995 – Aug. 1996 – DATA, Inc.

Senior Analyst - Process Modeling Project

- Applied business process re-engineering while leading team contract to the US Army Aviation & Troop Command, Conducted interviews, performed research, collected data to determine current workflow processes, improve performance, and reduce redundancies. Produced “As-Is” and “To-Be” business process models, using the Meta/Design IDEF software application. Also leveraged hands-on experience facilitating group meetings.

U.S. Navy – May 1985 – Jul. 1995 – Career Highlights Summary

- **Inspector General:** Implemented the first stand-alone Inspector General (IG) Office at the USTRANSCOM. Investigated complaints; evaluated all aspects of the 650-member organization; revitalized critical customer service; total quality, and EEO programs. Monitored and conducted periodic inspections on all areas essential to mission performance and provided timely, objective feedback to the Commander-in-Chief.
- **Project Director:** Supervised a team of 16 military and civilian personnel charged with refinement of functional user requirements, data standardization, and new prototype development to upgrade the Joint Operation Planning and Execution System (JOPES); managed over \$5M of annual contractual support for system development and worldwide training, supervised development of Task Order requirements, preparation of cost estimates, tracked the commitment, obligation, and disbursement of funds. Directed a DOD-wide effort to develop/field a new \$1.3M computerized aircraft flight scheduling system (Joint Air Logistics Information System) for use by all DOD activities, integrating diverse functional requirements and Service unique agendas enabling migration to robust common scheduling system. Kept system development on schedule and within budget.
- **Squadron Commander:** Managed 250-member deployable combat aviation organization.
- **Branch Chief/Officer Manager:** Developed personnel procedures and policies.

EDUCATION/TRAINING

Master of Science - Management, Salve Regina College (1991)
Master of Arts - National Security & Strategic Studies, Naval War College (1991)
Bachelor of Science– Accounting, Northwest Missouri State University (1969)
U.S. Navy Pilot Training (1969-1970).



Principal Functional Analyst

5456-552
(b)(6)

SUMMARY

A dedicated and visionary professional with over 20 years of progressive management experience working with small, medium, and large groups in the following areas: information technology, communications, program management, and planning. Possesses strong blend of management, analysis, implementation, problem solving, and leadership experience in information engineering projects. Have strong communication/ documentation skills—both oral and written and is highly regarded as an independent worker. Areas of expertise include: Program Management, Configuration Management, Change Management, Integration Management, IT Architectures, Strategic Planning, Portfolio Management, Project Coordination and Systems Analysis.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

5/2000—Present Computer Sciences Corporation (formerly DynCorp Systems & Solutions LLC)

2/2005 – Present Certified Project Management Professional (PMP)

Principal Information Engineer - USTRANSCOM

- Project Manager for USTRANSCOM Portfolio Management and Enterprise Capabilities Management Programs
- Subject matter expert in Project Management, Portfolio Management, Enterprise Capabilities Management, and Configuration Management for USTRANSCOM
- Implemented Distribution Process Owner and USTRANSCOM Portfolio Management. Defined Portfolios, establishing linkage to Mission Capabilities, Operational Activities and Strategic Plan. Established linkages to various Distribution and Transportation Architectures. Authored various Portfolio Management process documents.
- Responsible for coordination and accounting of the CIO's Strategic Planning for C4S Interoperability, providing for the interoperable, collaborative, and cost effective C4 and functional applications.
- Project Coordinator and editor for "To-Be" DTS Enterprise Architecture and Corporate Data Solution, projects – Operational, Systems, and Technical views, published Jan 2001.

1998—2000 U.S. Navy, Commander

Deputy Division Chief, Architecture and Technical Integration Deputy – Scott AFB, IL

- Directly advised the Chief Information Officer (CIO), USTRANSCOM on the configuration management of his 32 Mission Critical IT systems.
- Established the CIO Integration Management Office for USTRANSCOM, responsible for ensuring an integrated and interoperable Defense Transportation System through the following disciplines: Enterprise Perspective Management, Configuration Management, Incremental Implementation, Financial Analysis, Standards Compliance, Architecture Management, and Requirements Traceability.
- Actively involved in developing USTRANSCOM Strategic Plan, Business Plan and Enterprise Architecture, linking efforts to ensure commonality of purpose and functions.
- Established USTRANSCOM Enterprise-wide Technical Review Board, providing semi-annual formal technical review of 40 IT systems.



- Directed oversight and management of one of DOD's largest architecture programs, responsible for future IT planning, interoperability, systems and technical architecture design (both 'as is' and "to be"), Y2K solutions, information assurance/security, and systems configuration management.

1997—1998 U.S. Navy, Commander

Supervisor, Program Management Branch – Scott AFB, IL

- Supervised Program Management and Requirements Operations for over 30 major IT programs.
- Managed operating budget of approximately \$2 million and capital budget of \$4.3 million.

1993—1996 U.S. Navy, Commander

New Orleans, LA

Executive Officer (second in charge), FSS-1, Military Sealift Command Officer in Charge, Military Sealift Command - New Orleans, LA

- Responsible for all command functions and equipment, \$300,000 annual budget
- Administered \$70 Million Fast Sealift Ship operating contract and \$2 million layberth contracts.

1980—2000 Common Career Responsibilities

- Contracting Officers Representative
- Small Purchase Contracting Officer
- IT Manager and ADP Security Officer
- Division and Departmental Supervisor, responsible for training, hiring, budgeting, payroll management, discipline administration, awards recognition, and career counseling.
- Workshop facilitation and instructor -- Military Rights and Responsibilities and Equal Opportunity.
- Team builder working in an environment of declining resources and increasing responsibilities.
- Task manager -- assigning responsibilities, conducting follow up, ensuring resource availability, tracking project budget, promoting project cause, conducting informational briefs, writing status reports and task documents

EDUCATION

Master of Science - Information Technology Management, Naval Postgraduate School, Monterey, CA

Bachelor of Science - Physics, United States Naval Academy, Annapolis, MD



Principal Functional Analyst

SUMMARY

Currently a key member of the United States Transportation Command (USTRANSCOM) Portfolio Management Team, also brings over 20 years progressive experience in U.S. Air Force logistics management focusing on air transportation operations, industrial vehicle and equipment acquisition, and information technology management. Consistent track record of success at planning and conducting operations and programs involving large groups of people and complex tasks. Knowledgeable about current federal Government acquisition policies, requirements determination, test and evaluation phases, and investment planning.

CLEARANCE

Current: SECRET. Previously: TOP SECRET (expired in 1997).

PROFESSIONAL EXPERIENCE

2004 – Present Computer Sciences Corporation (CSC) (formerly DynCorp Systems & Solutions LLC)

Functional Analyst – Scott AFB, IL

- Established Enterprise Information (EI) portfolio for USTRANSCOM.
- Analyzed \$160M EI Portfolio consisting of 55 capabilities provided by 24 Program Managers.
- Recommended capability prioritization and funds allocation for FY06-11 budget cycle.
- Outlined enterprise-wide project portfolio management process improvements, evaluated commercial-off-the-shelf (COTS) tools for portfolio analysis
- Developed Portfolio Management Training Plan.
- Examined USTRANSCOM's information technology (IT) operational architecture (OA), defining process activities and products.
- Assisted in developing IT migration strategies for refining capabilities and functions.

2001-2003 USTRANSCOM

Chief, Information Technology and Investment Branch – USTRANSCOM, Scott AFB, IL

- Supervised 12-person staff that managed USTRANSCOM's Chief Information Officer (CIO) investment process for 61 IT programs worth \$380M in annual capital investment and operating procedures.
- Built management information system, writing business rules to streamline the investment review process, identified automation capabilities gaps and redundancies.
- Managed the CIO's annual strategic plan, including \$34M worth of service contracts and office automation commodity purchases for 3200 workstations.

1997–2001 HQ Air Mobility Command

Transportations Systems Requirements Manager - Scott AFB, IL

- Planned and coordinated the acquisition and fielding of two new USAF aircraft cargo loaders worth \$900 million.
- Developed and defended annual budget submissions and briefed senior leaders on DOD materiel handling equipment requirements.
- Directed the fielding of 160 "Tunner" 60,000-pound aircraft loaders to 35 locations over three years.



- Prepared the Operational Requirements Document for the “Halvorsen” 25,000-pound aircraft loader acquisition program.
- Served as key member of the “Halvorsen” source selection team that awarded a \$132M production contract to the FMC Corporation.
- Wrote and staffed the Mission Need Statement for the USAF Air Cargo Screening Program.

1995—1997 13th Air Force

Chief, Logistics Plans – Anderson AFB, Guam

- Served as Air Force Logistics Planner for four major coalition military exercises and a Joint Task Force moving hundreds of people/tons of equipment to and from Thailand, Australia, and Guam.
- Ensured facilities, vehicles, and supplies were available to pilots and support personnel to conduct fighter and tanker aircraft operations.
- Conducted site surveys, wrote Time Phased/Force Deployment Lists (TP/FDL), deployed on advance teams, coordinated host nation support and local contracts, led Logistics Readiness Cell, and conducted the redeployment to home station.

1977—1997 Summary of Additional Career Roles and Responsibilities

- **Plans and Programs:** Led 12 persons responsible for an annual budget of \$5.3M, 80 computer workstations and a local area network, and all manpower and formal training requirements for a 330-person unit. Won the “1995 Best Associate Unit Resource Advisor of the Year” award for Andersen AFB, Guam.
- **Aerial Port Operations:** Led 144 personnel assigned to a passenger terminal, freight terminal, a catering and aircraft services branch, and a command center that moved 1200 passengers and 1000 tons of cargo monthly.
- **Ground Operations:** Led personnel assigned to a base vehicle operations unit managing a base taxi service, 10-ton truck licensing school, and a 600 general-purpose and special purpose vehicle fleet management operation. Won the “Best Vehicle Operations Unit in the Air Force” trophy for 1991.
- **Additional career history includes these titles/experience:** Chief, Combat Readiness and Resources Flight, 634th AMSS, Andersen AFB, Guam (1995); Chief of Air Transportation, 634th AMSS, Andersen AFB, Guam (1994); Chief, Plans, Resources, and Mobility Flight, 605th ALSS, Andersen AFB, Guam (1993-1994); Chief, Combat Readiness and Resources Flight, 351st TRANS, Whiteman AFB, MO (1992-1993); Officer in Charge, Vehicle Operations Flight, 351st TRANS, Whiteman AFB, MO (1991-1992); Officer in Charge, Air Freight, 605th MASS, Andersen AFB, Guam, (1991), etc.

EDUCATION

Master of Science – Management, Troy State University, Montgomery, AL (1990)

Bachelor of Science – Business and Management, University of Maryland, College Park, MD (1996)

Professional Training: Various Courses:

TRAINING

Acquisition Logistics Course

Advanced Logistics Officer Course

Logistics Plans Officer Course

Contingency Wartime Planner Course

MAC Affiliation Airlift Planner Course.

AFFILIATION

National Defense Transportation Association.



[REDACTED]
Senior Functional Analyst

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SUMMARY

Over 32-years involvement and working with the Defense Transportation System and associate logistic disciplines, with extensive knowledge in process analysis and improvement, enterprise architecture analysis, portfolio management, instruction techniques, facilitation and strategic planning. Widespread background in airlift management and planning, transportation contingency operations, resource and asset management, deliberates planning processes and systems, aerial port operations, mobility operations, traffic management and training. Proficient with Microsoft Office products and the USTRANSCOM Corporate Resource Information Source Database.

CLEARANCE

SECRET

PROFESSIONAL EXPERIENCE

Jun. 2004 – Present Computer Sciences Corporation (CSC) (formerly DynCorp Systems & Solutions)

Senior Functional Systems Analyst - USTRANSCOM – Scott AFB, IL

- Organizes, schedules, and conducts the USTRANSCOM annual Enterprise Architecture Technical Analysis that determines the overall “health” of each automated system that requests information technology funding support from the 350 million dollar, Transportation Working Capital Fund. This evaluation screens approximately 40 systems within USTRANSCOM and its three Transportation Component Commands (TCCs)--Air Mobility Command, Surface Deployment and Distribution Command and Military Sealift Command.
- Builds Technical Analysis question set structure in the Corporate Resource Information Source (CRIS) Database and populates CRIS with the subject matter expert questions.
- Creates and manages the schedule, the Web-based checklist used in the evaluation, the handbook that explains the process and checklist, and a lesson learned program to ensure progressive, customer-focused improvements in the technical analysis process.
- Monitors program manager progress in completing technical analysis and coordinates subject matter expert responses.
- Mediates program manager and subject matter expert discussions regarding the review and assessment of the final technical analysis scores.
- Creates final scoring matrix depicting technical analysis subject area results and assesses an overall score.
- Prepares documentation and briefings for executive leadership review and publishes technical analysis results.
- Supports Government leads in preparing and presenting executive level presentations on an as required basis.

EDUCATION

Master of Science – Political Science/International Relations, Troy State University, Montgomery AL (1992)

Bachelor of Science – Occupational Education, Southern Illinois University at Carbondale, IL (1983)

Professional Training: Various Courses:

Security Program Managers Course (2000)	Advanced Logistics Officers Course (1999)
Air Command and Staff College (1998)	Joint Logistics Officers Course (1997)
Academic Instructors School (1994)	Contingency/Wartime Planners Course (1990)
Squadron Officers School (1987)	Intermediate Air Passenger Course (1986)



[REDACTED]
Principal Information Engineer

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SUMMARY

[REDACTED] has 22 years experience in applying business practices to process improvements and modernization projects with 19 years of specialized experience crossing information and weapon systems, applying systems and business analysis approaches, incorporating cost estimates, analysis of alternatives, and return on investment.

CLEARANCE

SECRET

PROFESSIONAL EXPERIENCE

Jul. 1997 – Present MCR Federal

Principal Financial Analyst – USTRANSCOM and AMC – Scott AFB, IL

- Supports a variety of organizations applying his expertise in cost and economic analysis and process improvement to information technology and aircraft acquisition and operations analyses. These organizations include the United States Transportation Command (USTRANSCOM), Headquarters Air Mobility Command (HQ AMC), and Financial and Air Clearance Transportation System (FACTS) Program Office.
- Specific projects include: the USTRANSCOM Infostructure Program initiative analysis, the USTRANSCOM Corporate Resource Information Source (CRIS) analysis, USTRANSCOM Transportation Financial Management System (TFMS), AMC Airlift Services Industrial Fund Integrated Computer System (ASIFICS) analysis, Analysis of Alternatives for the Aeromedical Evacuation Tiger Team and Reengineering Initiative, and FACTS economic analyses for Milestones II and III. These analyses all involved understanding the processes and requirements, developing alternatives with an understanding of how emerging technologies may be incorporated, cost estimates covering acquisition and operational activities, identification of benefits, comparisons of alternatives, and identifying potential cost savings and return on investment. Decision-makers have used these analyses to obtain and support program approval and funding.
- Depending of the scope of the project, [REDACTED] either worked independently or led a team of analysts, providing the organization, guiding principles and techniques, and review of the analysis. These approaches and techniques include: parametric, analogy, bottoms-up engineering, developing cost estimating relationships and unit costs, and activity based costing. Mr. McNitt assisted the group/division manager with workforce, task, and contract management, along with business development.

Mar. 1993—Jun. 1997 Directorate of Financial Management and Comptroller, AMC

Senior Cost and Economic Analyst (GM-13) – Air Mobility Command, Scott AFB, IL

- Responsible for a wide variety of analytical duties associated with the formulation, justification, presentation, and review of financial/cost estimates and economic analyses in support of AMC commanders, staff, units, other MAJCOM, and higher headquarters.
- Major projects included: lead analyst for the C-17 operating and support cost estimates; consulted on C-5D and Non-Developmental Airlift Aircraft cost estimates; responsible for the cost portion of the Strategic Airlift Force Mix Analysis (SAFMA) (a cost and operational effectiveness analysis); and C-5 modernization.
- Served as internal resource for the office and AMC staff, providing guidance on cost factor development, economic analyses, cost/benefit analyses, OMB Circular A-76 study efforts, computer spreadsheet models, and personnel issues.
- C-17 and SAFMA efforts were presented to the Defense Acquisition Board and were part of the basis for the continued C-17 buy. He developed a computer model that has the flexibility to estimate operating and support costs for a wide range of aircraft, Active Duty, Guard, and Reserve personnel (officer, enlisted, civilian), in



constant or inflated dollars, considers AMC's requirements under the Transportation Working Capital Fund, and handles up to 40 years.

Sep. 1982—Mar. 1993 *Career Summary (Active Duty and Civil Service Positions)*

- **Positions included:** assistant chief of a base-level cost and management analysis branch, student, and cost and economic analyst. All positions were in the Comptroller and Financial Management field.
- **Experiences included:** base level special studies, economic resource impact statements/analyses, OMB Circular A-76 Commercial Activities Cost Comparisons and independent reviews, and major weapons system and information technology system analyses (force structure analyses, analysis of alternatives, cost estimates, and economic and benefit analyses). He developed computer programs to support these analyses. He briefed analyses and results to senior decision-makers at major command and DOD levels.

EDUCATION

Master of Science - Systems Management
Air Force Institute of Technology (1985)
Bachelor of Arts - Economics and Business Administration
North Central College (1975)
Air Command and Staff College (1990)
Squadron Officer School (1987)

CERTIFICATIONS

Certified Cost Estimator/Analyst
Certified Cost Analyst
Certified Level III, Financial Management, Acquisition Professional Development Program



[REDACTED] 54.5.4 552
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Technical Writer/Quality Control Coordinator

SUMMARY

For the past 7+ years has served as the CSC O'Fallon, IL office's Quality Control Coordinator. The responsibilities include monitoring and maintaining compliance with ISO 9000 and SEI CMM's standards, performing quality process audits on software engineering tasks, maintaining all deliverables and proofreading technical documents. Also brings more than 18 years administrative experience that includes 13+ years experience with commercial automated word processing and graphics systems as well as other computer systems. Experienced in personnel management duties such as monitoring task designator codes and hours, payroll, and new-hire orientation. Has monitored supply costs and inventory as well as process travel/education/petty cash reimbursements and maintained financial spreadsheets. Experienced in developing graphics/artistic presentations. Has the ability to work independently.

CLEARANCE

SECRET

PROFESSIONAL EXPERIENCE

May 1999 - Present Computer Sciences Corporation (formerly DynCorp Systems & Solutions LLC)

Quality Control Representative – CSC, O'Fallon, IL site

- Serves as the local ISO 9000 and SEI CMM's quality control representative.
- Ensure all employees are trained and informed on quality policies.
- Ensures local compliance with corporate ISO/CMM standards and assist with all internal and external audits.
- Performs quality process audits on software/system engineering tasks.
- Site is noted for its dedication to applying quality policies to all tasks regardless of size or duration.

Office Administrator - CSC, O'Fallon, IL site

- Manages day-to-day office administration to include: tracking employee payroll codes and task hours, completing labor adjustment if needed, scheduling all travel and education, processing reimbursements, and order/maintain office supplies.
- Acts as the local H.R. point-of-contact conducting all new-hire orientation, completing orientation paperwork, and advising on benefit package.
- Instructs employees on electronic time recording and other payroll policies.
- Organizes and maintains personnel files, which include confidential information.
- Maintains/reconciles on-site petty cash fund.
- Proofreads/formats/maintains all deliverables.
- Acts as Safety Administrator.

2/1997-5/1999 GTE Government Systems (Currently DynCorp)

Administrative Support – Fairview Heights, IL

- Process, ensure accuracy, and log payroll sheets.
- Prepares correspondence, schedules, and coordinates travel.
- Registered employees for training/classes/seminars and process paperwork and reimbursements.
- Took minutes for all weekly meetings.



- Complete all labor adjustments, if any.
- Order/inventory office supplies.

Technical Writer/Editor/Graphics Specialist - Fairview Heights, IL

- Provide quality control for preparing presentations and assembling deliverable documents.
- Efficiently use commercial automated word processing and graphics systems (i.e. Microsoft Word, Excel, PowerPoint, etc.) to finish and improve quality and usability of deliverable documents.

Apr. 1991 – Sep. 1997 Belleville News-Democrat

Order Entry Clerk/Customer Service/Sales Representative – Belleville, IL

- Quality controlled advertisements to ensure they met customer requirements and order specifications.
- Verified correct pricing and filed orders.
- Scheduled an average of 250 ads daily.
- Served as a liaison between the Business Office and the Advertising Department, which greatly improved relations.
- Managed a sales territory consisting of over 150 accounts.
- Sold advertising, created layouts, and proofread ads.
- Balanced clients' financial concerns with advertising needs to deliver value add.
- Monitored accounts receivables and collected payments.
- Applied cash payments, worked with the manager to ensure carriers were credited properly.
- Researched and solved billing problems, complaints, and requests.
- Dispatched complaints to delivery drivers.
- Repeatedly recognized as Customer Service Representative of the Month. Noted for being detail-oriented; quick to accept new challenges/responsibilities; and excellent rapport with customers, carriers, and management.

EDUCATION/TRAINING/CERTIFICATIONS

Bachelor of Science – Business/Organization Management (1990).

Telelogic – Using DOORS for Requirements Management

Dyncorp Internal Quality Systems Training (2002): Quality Control, Requirements Management Team Building, Requirements Management Planning, Monitoring and Control, & Measurements, Risk Management, Practical SW/Systems Measurement, Internal ISO Auditor Training (1998), Intro to ISO Quality Management Systems (1998), Integrated Teaming, Peer Reviews, Configuration Management, PSM Dimensions CM Tool.



[REDACTED]
Information Engineer

54.5.5.3
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SUMMARY

Involved with government acquisition and financial management for 29 years; eight years cost estimating and analysis experience including source selection, program office estimates, and independent cost estimates for aircraft, aircraft systems and avionics, and automated information systems (AIS). Extensive leadership and experience in the financial management community which spans another 21 years. As an airlift wing Comptroller and squadron commander, directed the full range of financial activities including Budget, Cost Analysis, and Accounting and Finance. While at HQ Air Force, he led the Mission Operations Budget Division and was responsible for the formulation and execution of the \$13 Billion Air Force O&M budget for all Strategic, General Purpose, and Airlift aircraft, as well as the centrally managed aviation fuel account. As the Chief of HQ AMC's Mission Operations Division, [REDACTED] planned and administered budget programming, cost, accounting and finance programs, financial management information systems, and associated command manpower requirements. [REDACTED] directed the command's critical financial exercises and maintained financial/cost data on all airlift systems. [REDACTED] was also Director of HQ AMC Budget Division and was responsible for programming, budgeting, funding, administration, and execution of AMC's \$6 Billion combined Operations and Maintenance and the Airlift Transportation Working Capital Fund (TWCF).

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

Jan 2000 – Present MCR Federal LLC

Senior Financial Analyst – USTRANSCOM – Scott AFB, IL

- Applies expertise in financial management, budgeting, cost and economic analysis and process improvement to information technology.
- Specific projects included the USTRANSCOM Infostructure Program initiative analysis, development of the cost baseline for Operational Support Airlift (OSA) in support of the OSA functional process improvement (FPI) initiative, USTRANSCOM Transportation Financial Management System (TFMS), and Analysis of Alternatives for the Aeromedical Evacuation Tiger Team and Reengineering Initiative.
- Key member contributing to the design/definition of the Air Mobility System (AMS), along with costing a complex air mobility scenario in support of the AMS proof of concept report/demonstration for Headquarters, Air Mobility Command (HQ, AMC). Analyses all involved understanding processes/requirements, developing alternatives (considering how emerging technologies may be incorporated), cost estimates covering acquisition/operational activities, identification of benefits, comparisons of alternatives, and identifying potential cost savings and return on investment. Decision-makers use these analyses to obtain/support program approval/ funding.
- MCR project lead for the development of processes/implementation of OSD Portfolio Management concept associated with evaluation, acquisition, and management of IT Systems at USTRANSCOM. Originator of a "mission risk" analysis process enabling Portfolio Management and Oversight (PM&O) team to effectively review/support 58 IT programs.
- Leads team for CIO Program Review Process (CPRP) program/financial analysis process for IT investments, enhancements to CRIS data tool and CPRP process.
- Contributed to redesign and enhancement of the CPRP and co-created CPRP Handbook, CPRP Data Tool pocket guide, and Data Tool tutorial to assist Program Managers when populating input screens/entering database information.
- Organized/implemented a CPRP Data Tool training course for the PMs, provided individual training, coordinated with developers to create several reports to aid PMs/management in retrieving financial data for



analysis/presentation purposes; helped develop/publish Financial Report/Analysis of USTRANSCOM's Annual IT Investment Process.

- Key member of the team responsible for process definition and implementation/stand-up of USTRANSCOM's new role as Distribution Process Owner (DPO).
- Extensive J6 support, including assuming government lead for customer in [redacted] absence.

Aug. 1997 – Apr 1999: Chief, AMC Budget Division – AMC–Scott AFB, IL

- Responsible the programming, budgeting, funding, administration, and execution of AMC's Operations and Maintenance (O&M) and the Airlift TWCF.
- Managed financial execution/rate determination/billing for TWCF and led staff of 42 financial analysts preparing/procuring/administering Command's combined \$6 billion funding allocation.

Aug. 1995 – Jul. 1997: Chief, HQ AMC Programs & Integration Division – AMC–Scott AFB, IL

- Planned, developed, and administered budget programming, cost, accounting and finance programs, financial management information systems, and associated command manpower requirements; directed the command's critical financial exercises and maintained financial/cost data on all airlift systems. With 30 person staff developed overall plans, schedules, instructions, briefings, and other documents to clarify and justify all financial and cost requirements to support day-to-day airlift operations.

Jun. 1992 – Jul. 1995: Chief, HQ Air Force Mission Operations Division AMC–Scott AFB, IL

- While at HQ Air Force, Mr. Miller directed the formulation, justification, and execution of the AF O&M budget for all Strategic, General Purpose, and Airlift aircraft, and the centrally managed aviation fuel account all with a combined program exceeding \$13 billion annually. [redacted] prioritized requirements and recommended distribution and reallocation of funding. In addition, he justified and defended O&M issues to Air Staff, OSD, OMB, CBO, congressional staff, and Major Command/Field Operating Agencies.

Apr 1989 – Jun 1992: Comptroller/Comptroller Squadron Commander, 437th Airlift Wing

- Led a comptroller organization of 92 personnel and directed the budget preparation of an \$83 million program, the cost activities, as well as accounting, collecting, and disbursing for transactions valued at over \$450 million for a combined military and civilian force of over 9,400 personnel. [redacted] was also the principal financial advisor to the wing commander, base population, and the liaison with local banks and credit union.

Prior to Apr 1989, served in a variety of financial analyst positions to include eight years as a cost analyst with assignments at both HQ Military Airlift Command at Scott AFB and HQ Aeronautical Systems Division at WPAFB. Developed cost estimates for major weapon systems, led/participated on cost analysis teams establishing cost parameters and performing in-depth cost analyses in the system acquisition and source selection processes, designed costing methodology, developed statistical relationships and cost factors, and prepared operating and support cost estimates. At HQ MAC, responsible for developing procedures for analyzing the command's HQ/base-level performance in all functional areas. Gathered, analyzed, interpreted, and briefed command-wide management indicators to command and HQs staff and subsequently published, and monitored approved performance standards and goals applied to all functional disciplines. He also served in a variety of Operational positions as a pilot in multiple aircraft in both the Military Airlift Command and Strategic Air Command.

EDUCATION/CERTIFICATIONS

Master of Arts - Business Management, Central Michigan University (1977)

Bachelor of Science - Accounting – Southeast Missouri State College (1968)

Professional Military Comptroller School, Air University (1985)

Air War College, Air Command and Staff College, Squadron Officer School.



[REDACTED]
Principal Functional Analyst

SUMMARY

[REDACTED] has over 39 years of transportation and logistics functional area experience in the United States Army, Government Service, and in commercial practice. As one of the senior leaders for transportation-related areas in the Army, while a member of the USTRANSCOM, Operations and Logistics Directorate (TCJ3/4), [REDACTED] was a key participant in determining the command and control systems necessary to establish the initial USTRANSCOM command center. Later, as Deputy Director of the Plans and Programs Directorate (TCJ5), [REDACTED] managed an 82 member Directorate responsible for organizational policy, planning, strategic transportation analysis and programming of resources for USTRANSCOM. [REDACTED] was responsible for transportation refinement of all Unified Command Operations War Plans (OPLANS) to support strategic deployment of America's forces and material and orchestrated continued development of Joint Flow Analysis System (JFAST), a practical analytical "flow" model for support of both deliberate and crisis planning. [REDACTED] personally directed a multi-functional team over a one year period that successfully reengineered the corporate-level realignment of the Defense Department's transportation system by conducting a zero-based analysis of transportation policies, procedures and C4 systems. The team analyzed process and information flow, and evaluated financial management impacts, reviewed industry trends, briefed findings to senior Defense Department leaders and authored the comprehensive DOD Charter providing authority and responsibilities to USTRANSCOM and the DOD.

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CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

1993 - Present Dynamics Research Corporation

Senior Systems Analyst – USTRANSCOM CIO for Distribution Portfolio Management

- Performs system analysis, business process improvement and program management development and review activities in support of the Distribution Process Owner (DPO), Distribution Portfolio Management Office (DPfM) of the J-6 Directorate of USTRANSCOM.
- Leads projects/guides team members in the development of the DPfM Distribution Functional Process Improvement and System Modernization tasks.
- Prepares training of business process improvement topics for military members and the Transportation Component Commands and Services, Agencies and COCOMs.
- Delivers project management support to the DPfM, including reviewing efforts that support the DPfM's technical, process, data and programmatic baseline development.
- Assists the DPfM in the planning, management and direction of the Distribution Functional Working Group (DFWG), to include task management, coordination and facilitation.
- Delivers technical/functional expertise and recommendations in support of the DPfM's effort to implement the DOD's Distribution Portfolio Management goals and objectives.
- Acts as liaison with key members of the Joint Staff, Office of the Secretary of Defense, Services, DOD Agencies and COCOMs.
- Supports general officer/flag officer/SES in reviews, meetings and conferences.



EXPERIENCE SUMMARY

- U. S. Army – 1966 – 1993
- Experienced Senior Systems Analyst who has performed system analysis, business process improvement, business research and analysis, and program management development and review activities in support of USTRANSCOM and the Distribution Process Owner (DPO).
- Led assigned projects and provided guidance to team members in the development of the Defense Transportation System (DTS) Functional Process Improvement, System Migration and Data Standardization tasks.
- Coordinated with the USTRANSCOM and DLA Strategic Distribution Program Office and Air, Surface, Stockage and Finance committees supporting program management guidance development and publication.
- Mapped existing processes and performance measures. In conjunction with DTS customers, he identified process improvement opportunities and improved metrics for the stockage and transportation processes reducing Customer Wait Time and cost.
- As a senior member of the USTRANSCOM, Operations and Logistics Directorate (J3/4), [redacted] was a key participant in determining the command and control systems necessary to establish the initial USTRANSCOM command center.
- Offers extensive functional experience in transportation movement scheduling, execution, monitoring (planned versus actual), analysis and research for all modes, passenger, cargo, and force In-transit Visibility (ITV), JCS multi-exercise planning and movement, management of transportation and logistics assets, command and control planning, multi-modal transportation planning and execution, cargo manifesting, and maintaining and interpreting logistics historical data.
- As commander of both Theater-operated and MTMC-operated major overseas ports, [redacted] has extensive transportation planning, as well as end user functional expertise, in terminal and multi-modal operations. [redacted] conducted business research and analysis, to include identifying commercial business practices, in order to benchmark USTRANSCOM business practices.

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EDUCATION/TRAINING/CERTIFICATIONS

DRC Certifications: Trained Facilitator and Business Transformation Practitioner

Master of Arts – Management, Webster University (1982).

Bachelor of Arts – Economics, Parks College (1974).

Bachelor of Arts – History, Parks College (1974).

U.S. Army Command and General Staff College

U.S. Army Basic/Advanced Transportation Officer Courses

U.S. Army Procurement Management Course

USAF Airlift Operations School

Applying Benchmarking Skills – American Productivity & Quality Center

Supply Chain Management Course – University of Wisconsin



Principal Functional Analyst

SUMMARY

28 years of experience in Information System/Information Technology. Extensive expertise in Program/Project Management, Requirements Analysis and Traceability, System/Software Development, Information Logistics Support, Enterprise Architecture Analysis, Portfolio Management Support. Positions reflect 12 years of experience in Requirements Analysis and Traceability; eight years of experience in Project Management; seven years of experience in Systems Analysis; four years of experience in Rapid Application Development (Rapid Prototyping); three years of experience in Program Management, Software Engineering, Network Engineering, and Information System Security; one year experience in Enterprise Architecture Analysis; and one year experience in Portfolio Management Support.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

Mar. 2005- Present Computer Sciences Corporation (formerly DynCorp Systems & Solutions LLC)

Enterprise Architecture Engineer/Analyst – USTRANSCOM/TCJ6-A – Scott AFB, IL

- Provides System Architecture (SA) engineering/analysis for USTRANSCOM's Defense Transportation Systems (DTS) and Distribution Process Owner (DPO) business areas.
- Supports SA analysis for initiatives within the TCJ6-A, including include the Joint Deployment Enterprise Architecture (JDEA), Theater Distribution Architecture (TDA), and OSD Business Enterprise Architecture (BEA).
- Applies DODAF guidance to support implementation of SA; performs Operational Architecture (OA) Level detailed analysis for different architectures.
- Analyzes requirements for IT data supporting Portfolio Management (PfM) focused areas.
- Develops data capture methodologies/performs data collection on identified IT systems.
- Supports the Technical Analysis (TA) data call for the DTS; analyzing captured data, presents recommendations on how to use data for IT investment analysis and planning.
- Engineers/produces variations of DODAF system views to support the IT investment processes (CPRP for the DTS, and Investment Review Board (IRB) for the DPO).
- Coordinates development of training and briefing material to for upper management.
- Applies accounting/process improvement expertise to organizations' IT/operations analyses.
- Assisted USTRANSCOM adhere to IRB certification requirements by interpreting the certification requirements/gathering necessary information to accomplish fund certification.
- Prepared analysis of data maintained in the DOD Information Technology Portfolio Repository (DITPR) against master list of Distribution systems.
- Provided program management support and establishing the Analysis Report deliverable for DPO Conventional Ammunition Study; performed detailed functional and financial analysis of 22 ammunition related systems: SAAS-MOD, TAMIS-R, ULAS, WPS, OIS, RF-ITV, MTMS, NLAC, JOPES, JTAV, LMP, LOGAIS, LOGMOD, GTN 21, IBS, GATES, GFM, CMOS, DTTS, FACTS, CAS and CFAST. Supported Defense Enterprise Accounting and Management System (DEAMS) project, on behalf of USTRANSCOM.
- Reviewed Joint Financial Management Improvement Program (JFMIP) certified Commercial Off the Shelf (COTS) software packages, including Oracle Federal Financials, SAP mySap, AMS Momentum and DSG



IFMIS, for functional compliance with Government gathered requirements and Business Management Modernization Program (BMMP) requirements.

- Coordinated market research consisting of contacting, interviewing and documenting other Governmental agencies' experiences with JFMIP certified COTS software packages including non-COTS specific aspects such as program management and change control.
- Documented gaps for 1,200+ functional requirements; accounts receivable, revenue, cost management, general ledger, report management, expense, funds control, property, plant/ equipment/cash management; recommended BPR changes necessary to accomplish financial objectives; served as primary resource for Commercial accounting practices.

Jan. 2003 – Feb. 2005 Modern Technologies Corporation (MTC)

Functional Requirements Engineer – GTN21 - USTRANSCOM TCJ6-G, Scott AFB, IL

- Provided PMO oversight to GTN 21 contractor for functional/technical requirements; served as liaison between GTN 21 contractor and the functional users.
- Reviewed/made recommendations to contractor processes, requirements capture, decomposition, and definition (derived requirements).
- Analyzed GTN 21 requirements database via Rational Requisite Pro software.
- Reviewed traceability of requirements to development effort (infrastructure/applications).
- Interpreted requirements to contractor functional and technical engineers, test team, and the combined test force (CTF); peer reviewed of test cases supporting the incremental development effort using Rational Test Case Manager; evaluated/recommended severity levels for Test Problem Reports (TPR) and Increment Change Requests (ICR) found during increment development of GTN 21 functions.

Dec. 2000 – Sep. 2002 Dyncorp Systems & Solutions

- ***Functional Requirements Engineering Lead (GTN 21)*** - Led use case development, requirements decomposition, requirements capture in DOORS tool set; prepared reviews, presentations, and high-level documentation.
- ***GTN 21 Program Manager*** - Supported Program Management for GTN 21 development.
- ***Software Engineer*** - Performed code analysis, modification, testing, and quality control.
- ***Systems Analyst*** – Prepared requirements documentation/processes/tools.

1972 – 1999 – Career Highlights Summary

- ***GTE*** – Project Manager/Technical Lead (GTN 21 at USTRANSCOM), IT Security Consultant (AMC HQ), Project Manager/Software Engineer (GDSS at USTRANSCOM).
- ***U.S. Air Force*** – Deputy Program Manager, MSC Multi-Level Security Program; Communication Center Manager, NATO; Information Processing Center Manager, Information Systems Resource Manager; Software Systems Monitor; Systems Operator and Supervisor; Airframe Repair Specialist.

EDUCATION/TRAINING

Master of Science, Computer and Information Resource Management, Webster University, 1991.

Bachelor of Science - Computer Science/Business Administration, Troy State University, 1986.



[REDACTED]
Principal Functional Analyst

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552(6)(6)

SUMMARY

Twenty-eight years of line and executive management experience relating to transportation and broad spectrum of experience in the operations, maintenance, acquisition, program management, systems engineering, and installation of information technology systems. Primary areas of expertise are major systems program management, business process reengineering, deployment process reengineering, asset tracking systems (e.g., radio frequency identification (RFID) tags, bar codes, optical memory cards (OMC), Smart Cards), meeting facilitation, and architectural work. Extensive experience with Business Process Reengineering (BPR) and Functional Process Improvement (FPI) efforts to include: guiding an organization to develop a mission and vision, determine the scope of customers, reengineer the organization's processes by development of "As Is" and "To Be" process maps, developing a strategy to transition to the new process, developing marketing and feedback plans, compiling "lessons learned". Joint transportation planning expert with vast contingency planning and execution experience. Led 100+ member teams on multi-million dollar contracts. Saved \$8.5M in customer costs by synchronizing customer plans. Directed and monitored support activities for a corporate headquarters to include administrative, training, logistical, and personnel programs for over 1600 personnel.

CLEARANCE

TOP SECRET

PROFESSIONAL EXPERIENCE

Jan. 2005 – Present Northrop Grumman Mission Systems

Task Lead/Logistics Analyst – Business Process Re-Engineer 5/Manager Scott AFB, IL

- Supports USTRANSCOM experiments and war games as lead architect, Business Process Re-Engineer 5/Manager/Subject Matter Expert (SME).
- Combines deployment expertise with knowledge of operational architecture development to guide experiment/war game development supporting improved deployment and distribution processes to enhance USTRANSCOM's role as Distribution Process Owner.
- Manages a diverse team of operational and systems experts in support of operational, systems, and technical architecture development.

Sep. 2004 – Jan. 2005 Northrop Grumman Mission Systems

Task Lead/Logistics Analyst – Business Process Re-Engineer 4/Manager Scott AFB, IL

- Provided JOPES SME technical and analytical support for war game planning, observation, and reporting, and for Joint Training and Lessons Learned Program in support of USTRANSCOM J5 as a subcontractor to SRA. "By-name" team member.
- Ensured quality deliverables are provided on time to SRA customer.
- Assisted as logistics process re-engineering expert.
- Supported BPR/FPI efforts using GroupWare tools.

Oct. 2002 – Sep. 2004 Northrop Grumman Mission Systems

Task Lead/Logistics Analyst – Joint Deployment Process Reengineering Scott AFB, IL

- Acted as task lead for a \$1.3M GSA contract at USTRANSCOM in support of TCJ6. Responsible for managing tasks related to GroupSystems support, Electronic Records Management, Dynamic Object Oriented Requirements System (DOORS), training support, contract support, EA, and Program Management and Oversight (PM&O).



- Supervised portfolio management activities, CIO Program Review Panel support, and Enterprise Capabilities Management (ECM) efforts.
- Ensured all contract deliverables exceeded client requirements, conducted contract status meetings (interim progress reviews [IPRs]), and maintained daily contact with the customer resulting in complete customer satisfaction.
- Facilitated US'TRANSCOM GroupWare Facility, utilized collaborative meeting software, supported numerous process reengineering/improvement efforts using the fixed facilities and a mobile GroupSystems suite.

1997 – 2002 Various Employers and Assignments

Significant Career Roles & Responsibilities - Various Locations

- ***TRW Systems: Logistics Analyst/Senior Functional Analyst Projects:***
 - Joint Deployment Process Reengineering
 - Joint Logistics Warfighting Initiative (JLWI)
 - Army Deployment Process Modernization Office (DPMO)
 - Enterprise System Engineering (ESE)
 - Transportation Workload Forecasting
 - Army Automatic Identification Technology (AIT)
 - USCENTCOM operation DESERT THUNDER After Action Report (AAR)
 - USTRANSCOM/JICTRANS BPR/JTCC Support
- ***United States Air Force***
 - Operational Risk Management (ORM) Program Manager
 - HQ Air Mobility Command (AMC) Squadron Section Commander deployed to Saudi Arabia as Deputy Support Group Commander (Operation Southern Watch)
 - HQ AMC Inspector General (AMC/IG) Staff, Chief of Joint Assessment Plans
 - AMC (P)/XP, Director of Plans and Programs for AMC (Provisional)
 - USTRANSCOM Logistics Planner/transportation Analyst
 - Air Force C-120 Pilot, Instructor Pilot (3800 hours), and Standardization Evaluation Flight Examiner.

EDUCATION

Master of Science - Business Administration, Webster University (1985)

Bachelor of Science - Construction Technology, Purdue University (1973)

AWARDS

TRW Star Award: Aug. 1998, Jun. 2000, Sep. 2000, Oct. 2002

TRW Special Award for Accomplishments: Oct. 1999, Oct. 2001, Oct. 2002

Northrop Grumman Star Award: Jan. 2003

Northrop Grumman Back Pat Award: Apr. 2003



APPENDIX B

ORGANIZATIONAL CONFLICT OF INTEREST (OCI) AVOIDANCE AND MITIGATION PLAN

B.1 Background

Computer Sciences Corporation (CSC), as the prime contractor, is submitting a proposal to provide Distribution Portfolio and Information Technology (IT) Investment Strategies Management Support to the USTRANSCOM/TCJ6, Command, Control, Communications and Computer Systems Directorate (TCJ6), in response to the United States Transportation Command (USTRANSCOM) GSA Request for Quote (RFQ) HTC711-05-Q-0002, for Distribution Portfolio and Information Technology (IT) Investment Strategies Management Support, hereafter referred to as DPfM & IT Investment Support Contract. This action is taken in accordance with the written provision contained in USTRANSCOM/TCJ6 MEMORANDUM FOR SCHEDULE CONTRACTORS, dated 4 August 2005. The provision states:

"Organizational and Consultant Conflicts of Interest may apply to this procurement. To prevent unfair advantage by the recipient of this Task Order on any future procurement, contractor/subcontractor personnel are required to execute a non-disclosure agreement. See Appendix 1 to the PWS. It is possible that contractor/subcontractor personnel may be asked to evaluate and/or make recommendations regarding some product/service from which the contractor/subcontractor derives revenue. Any quote should be accompanied by a mitigation plan that addresses the actual or perceived conflicts of interest with contractor effort related to the products or services. In addition to reviewing/approving a mitigation plan, the government will monitor contract performance for emerging areas of conflict of interest and take action considered necessary to avoid, neutralize or mitigate any conflicts."

The overall objective of the DPfM & IT Investment Support Contract is to manage Distribution and Defense Transportation Systems (DTS) IT investments from the perspective of how those investments support capabilities which are grouped in mission areas. The CSC Team is composed of Computer Sciences Corporation, [REDACTED] b6 (b)(7)(C) (b)(7)(D)

It is the intent of CSC that any services under the DPfM & IT Investment Support Contract be performed in such a manner as to preclude or mitigate any potential, real, or perceived Organizational Conflicts of Interests (OCIs) prior to, during, or after a contract award. As required in that OCI provision, this OCI Mitigation Plan is submitted for CSC and all subcontractors or consultants under the DPfM & IT Investment Support Contract and, if acceptable to the Government, is binding on CSC, [REDACTED] and any subsequent subcontractors or consultants supporting the contract. It is also understood that, if approved by the government, this plan will be incorporated by reference into the DPfM & IT Investment Support Contract between CSC and USTRANSCOM/TCJ6. It is also understood that this plan, if approved by the Government, will be incorporated by reference into any subcontracts or consultant contracts supporting the DPfM & IT Investment Support Contract.

B.2 Scope

This plan describes the procedures to be used by the CSC Team to avoid an OCI in providing services to the USTRANSCOM/TCJ6 on the DPfM & IT Investment Support Contract, and to avoid any perceived OCIs with CSC and its potential subcontractors from working on any future contracts.



B.3 Objective

The objective of this plan is to provide a process whereby potential, real, or perceived OCIs can be identified, mitigated, and resolved to provide fair and impartial opportunities for all contractors to bid on future contracts involving the systems, programs, and initiatives (SPIs) evaluated under DPfM & IT Investment Support Contract. The portfolio analysis and evaluation functions reveal significant information pertaining to ongoing SPIs. It is reasonable to assume that CSC and its subcontractors or consultants may propose, or team with other companies in the future to propose, on work pertaining to one of the SPIs in the portfolios, potentially leading to OCIs. Additionally, CSC and any potential future subcontractors may have contractual activities in the Distribution arena or DTS, external to this effort that could also lead to OCIs.

The plan provides mechanisms for the continual identification to CSC, as the prime contractor, and the United States Government, of potential, real, or perceived OCIs prior to, during, or after the conclusion of a specific activity within the CSC Team supporting DPfM, and for their subsequent mitigation or management, if required.

B.4 Description: “Organizational Conflict of Interest”

A description of “Organizational Conflict of Interest” regarding the Distribution Portfolio and Information Technology (II) Investment Strategies and Management Support and any future contracts follows:

- a. In performance of work required under this contract, the Government believes that OCIs may or may not be perceived as providing the winning bidder a competitive advantage for future contracts. The concern is that potentially the perception that an OCI could arise, as described and defined in Federal Acquisition Regulation Subpart 9.5 – Organizational and Consultant Conflicts of Interest.
- b. The DPfM & IT Investment Support Contract Performance Work Statement requires analysis support in a variety of areas, and the CSC Team will have responsibilities in a multitude of Requirements-related activities. Additionally, the CSC Team may have contractual activities in the future (external to this effort) that could also lead to OCIs. For example, a member of the CSC Team supporting DPfM could be required to evaluate an SPI that the member, in whole or in part, designed or developed (e.g., regarding the selection of an SPI to perform a gapped capability) that could pertain to SPIs created by a member of the CSC Team supporting DPfM. This plan is in place to identify and mitigate precisely that possibility. These types of situations, where contractors are in conflicting roles, require safeguards to ensure objectivity (e.g., a prohibition on any contractor, employee, or his/her supervisor evaluating an SPI for which the employee played any design or development role). Accordingly, the Government’s proposal preparation instructions require each offeror to prepare a mitigation plan to avoid, neutralize or mitigate OCIs.
- c. Subsequent to the bid decision for the DPfM & IT Investment Support Contract, CSC evaluated current Federal Sector contracts for any potential conflicts of interest. This process will periodically be reevaluated. CSC will also review the System Integrator of record prior to any SPI evaluation to determine if any potential OCI exists.



B.5 Frequency of Update

This plan will be reviewed annually by the CSC Program Manager, the CSC Team supporting DPfM, the Government Program Manager, and the Government Contracting Officer and updated as required. In addition to annual updates, the Contracting Officer, in consultation with the Government Program Manager, may request more frequent updates, should circumstances warrant. The certificates called out by the plan will be updated when the individual signatories to the certificates change.

B.6 Oversight and Implementation

The CSC Corporate Officer responsible for management, oversight, and compliance with this plan is [REDACTED], Vice President Defense Information Systems and Solutions Division. Under [REDACTED] cognizance, the CSC TCJ6 Portfolio Management Program Manager is vested with full authority and responsibility to implement this plan in all its aspects.

B.7 OCI Avoidance

B.7.1 OCI Policy

This plan establishes an OCI policy to ensure that impartiality and integrity is maintained throughout all OCI evaluations. This OCI policy will augment individual CSC and Teammate corporate personal OCI policies that define personal OCIs, document the employee's responsibility for disclosing potential OCIs, and outline the procedures for handling OCIs when they arise. All Evaluators and consultants will sign an Understanding of Conflict of Interest form to document the employee's knowledge of these OCI provisions.

B.7.2 OCI Policy Contents

- a. The personnel of the CSC Team supporting DPfM concerned with a particular analysis/evaluation shall not have a vested financial or professional employment interest in the outcome of the evaluation.
- b. The personnel of the CSC Team supporting DPfM shall not disclose the results of any evaluation or process by which the evaluation was conducted to unauthorized personnel.
- c. The personnel of the CSC Team supporting DPfM shall monitor their own financial and professional employment affairs and shall reveal and disclose all potential, real, or perceived conflicts of interest to the CSC TCJ6 Portfolio Management Program Manager.
- d. The corporate partners of the CSC Team supporting DPfM, i.e., CSC, [REDACTED], and any future partners or consultants, will demonstrate a corporate commitment and use their best efforts to ensure that their employees abide by this OCI process, include these specific OCI processes and procedures in their corporate ethics training programs, and will not interfere in their employee's obligations or notification responsibilities under this OCI process.
- e. The corporate team members of the CSC Team supporting DPfM shall inform the DPfM Program Manager of all consulting or development arrangements or partnerships with sponsors whose products are currently (or could potentially be) involved in the Distribution or DTS analysis effort within 30 days of the establishment of such arrangement/partnership.



- f. Any personnel of the CSC Team supporting DPfM concerned with a particular analysis/evaluation shall not lead the analysis/evaluation effort if their company is the schedule contractor on the SPI subject to analysis.
- g. The CSC Team supporting DPfM will develop and present a specific training course in Distribution and DTS OCI policy, recognition, and resolution for all DPfM management team members. This course will be given to all new management team members as well as an annual update for current team members.
- h. The corporate partners of the CSC Team supporting DPfM, and any future partners or consultants, will ensure that their employees perform their duties in the utmost objective fashion with no preferential treatment. The DPfM & IT Investment Support Contract Management team partners, and any future partners or consultants, shall not exert pressure or influence on team members that would result in anything other than a complete, objective Analysis.
- i. The corporate partners of the CSC Team supporting DPfM, and any future partners or consultants, will inform the CSC TCJ6 Portfolio Management Program Manager of any actual or suspected violations of this plan.
- j. The Program Manager of the CSC Team supporting DPfM shall report any actual or suspected violations of this policy to the Contracting Officer (CO) and the Contracting Officer Representative (COR).

B.8 Organizational Conflict of Interest Identification and Resolution Process

- a. The Contracting Officer or COR shall notify the CSC Program Manager of all potential OCI occurrences. The CSC Program Manager shall determine whether a potential OCI exists for any Distribution/DTS PFM Team member and shall inform the CO and COR of the determination and recommendation for resolution. Unresolved Conflicts of Interest shall be resolved by removing the specific team member from the SPI or portfolio analysis.
- ~~b. Any DPfM-support CSC Team analyst or consultant who believes that they may have a potential conflict of interest shall document the situation in a memorandum to the CSC Program Manager.~~
- c. Upon receipt of a conflict of interest memorandum from a CSC Team analyst/consultant who is supporting DPfM, the CSC Program Manager and subcontractor or consultant shall review the case and present the results of that review to the COR and CO. If it is determined that an actual or potential conflict of interest exists, the Government COR or CO may disapprove the relationship, require the evaluator to sever the relationship, or take other appropriate actions.
- d. The CSC Program Manager shall inform the COR and CO of all new consulting or development arrangements or partnerships by the members of the CSC Team supporting DPfM with sponsors whose products are currently in Distribution or DTS portfolios within 30 days of the establishment of such arrangement/partnership.
- e. Analysts/consultants may be assigned to perform analysis on either a full-time or part-time basis. If an analyst/consultant is assigned to an additional task outside the DPfM Support Program, the CSC DPfM Support Team member will inform the CSC Program Manager. The CSC Program Manager and subcontractor or consultant will determine whether there are any potential conflicts of interest prior to an personnel beginning assigned to the task. The CSC Program Manager will report actual or potential conflicts of interest to the CO or COR.



- f. In particular, the following situation will be flagged for further investigation: if the new task includes analysis of an SPI the analyst had worked on.
- (1) The CSC Program Manager will document and monitor all task authorizations approved for all Analyst/Consultants and subcontractors assigned to the DPfM Support Program. Analysts/Consultants (and subcontractors) are forbidden to take on additional tasking external to DPfM Support (Enterprise Architecture support is excluded from this restriction) without prior approval from their Program Manager or Task Lead. Analysts/Consultants (and subcontractors) will submit status reports weekly that include current Task Authorization information.
 - (2) A copy of all OCI correspondence shall be maintained in the Analysts/Consultants Program and contract Files for the duration of the Analysts/Consultants contract.
- g. CSC will provide a certificate of CSC's commitment to the OCI policy and process signed by the CSC Vice President of Defense Information Systems and Solutions Division.
- (1) This certificate will state that CSC will unequivocally support and enforce the COI avoidance procedures in this plan.
 - (2) This certificate will ensure these assurances will be reviewed and reaffirmed by any individual subsequently filling this position. The Certificate is shown as Attachment 1.

B.9 Individual Nondisclosure Agreements

The CSC Program Manager of the team supporting DPfM will secure and retain individual OCI agreements from all CSC employees, the subcontract team, and consultants in DPfM Support Program and Contract Files. The TCJ6 Portfolio Management OCI Agreement is provided as Attachment 2.

B.10 Summary

The CSC Mitigation Plan for Organizational Conflict of Interest, Avoidance and Mitigation Plan provides procedures and policies which are intended to:

- a. Identify any potential, real or perceived COI between the CSC TCJ6 Portfolio Management Team and any future contracts.
- b. Demonstrate the continued commitment of senior CSC DPfM Support Team officials to COI avoidance/mitigation and the protection of USTRANSCOM/TCJ6.
- c. Eliminate or mitigate any potential, real or perceived conflicts of interest.
- d. This plan satisfies the requirements of the provisions of the contract provisions found in the USTRANSCOM/TCAQ, MEMORANDUM FOR SCHEDULE CONTRACTORS, dated 4 August 2005.



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ATTACHMENT 1

**COMPUTER SCIENCES CORPORATION
CERTIFICATE OF COMMITMENT**

**COMPUTER SCIENCES CORPORATION
CERTIFICATE OF COMMITMENT**

The purpose of this certificate is to reflect my commitment personally and on behalf of Computer Sciences Corporation (CSC) to abide by and enforce the procedures set forth in the TCJ6 Portfolio Management contract Organizational Conflict of Interest, Avoidance, and Mitigation Plan. This Plan provides the Government with assurances regarding the protection and integrity of TCJ6 Portfolio Management contract.

I fully accept the procedures for OCI avoidance set forth in the Plan. The Plan:

- (a) Establishes an OCI policy that will ensure that impartiality and integrity is maintained throughout all OCI evaluations. This OCI policy will augment individual CSC and TCJ6 Portfolio Management Team corporate personal conflict of interest policies that define personal conflicts of interest, document the employee's responsibility for disclosing potential conflicts of interest, and outline the procedures for handling conflicts of interest when they arise.
- (b) Ensures CSC TCJ6 Portfolio Management Team employee awareness of and commitment to the OCI policy and process established in the Plan.
- (c) Demonstrates the continued commitment of CSC management to protection of sensitive Government information and Government program information.
- (d) Satisfies the requirements of the Government Services Administration (GSA) Management, Organizational, and Business Improvement Services (MOBIS) contract provisions included in the AMC CONF/A7KFC Contracting Office Solicitation Number RFQ FA4452-05-Q-A151 dated 5 April 2005 paragraph 8. Organizational Conflicts of Interest (OCI) and protects the interests of the Contracting office, the Operations Integration Division, and the CSC TCJ6 Portfolio Management Team.

I, individually and on behalf of Computer Sciences Corporation, will unequivocally support and enforce the organizational conflict of interest avoidance procedures defined in the Plan.

CSC/Vice President, Aerospace

Date



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ATTACHMENT 2

UNDERSTANDING OF CONFLICT OF INTEREST POLICY

UNDERSTANDING OF CONFLICT OF INTEREST POLICY

I, _____, have read the Organizational Conflict of Interest Avoidance and Mitigation Plan in Support of the TCJ6 Portfolio Management Program, and agree to avoid actual or potential conflicts of interest. I agree to report any actual or potential conflicts of interest to the CSC TCJ6 Portfolio Management Program Manager, subcontractor or consultant that may result in the following situations:

If I were asked to participate in development activities on a product that I am or will be participating in the analysis of that same product.

If I were assigned to an additional task while participating on an analyzing, if the new task:

- a. Includes testing, assessing, or validating the same product under analysis,
- b. Includes development of the same product under analysis, or
- c. Depends on knowledge of the same product under analysis.

I, the undersigned, having read and fully understanding the above agreement and the CSC TCJ6 Portfolio Management Team Organizational Conflict of Interest, Avoidance and Mitigation Plan, agree to abide by the provisions of the agreement.

Company/Title

Date



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ATTACHMENT 3

NON-DISCLOSURE AGREEMENT FOR CONTRACTOR EMPLOYEES
ON USTRANSCOM CONTRACTS

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

1. I, _____ currently an employee of _____, hereby agree to the terms and conditions set forth below:
2. I understand that I will have access to confidential business information (as defined by 18 USC 1905), contractor bid or proposal information (as defined by FAR 3.104-3), and/or source selection sensitive information (as defined by FAR 3.104-3) either for contract performance or as a result of working in a USTRANSCOM facility or of working near USTRANSCOM personnel, contractors, visitors, etc. I fully understand that such information is sensitive and must be protected in accordance with 41 U.S. Code Section 423 and 18 U.S. Code Section 1905 and FAR Part 3. I also certify that I do not have any real or apparent conflicts of interest with respect to the information disclosed. If any potential conflicts of interest, real or otherwise, do present themselves, then I shall immediately disclose the pertinent information that may be a potential conflict to an agency ethics official who shall review the circumstances.
3. In the course of performing under contract/order # _____ or some other contract or subcontract for the USTRANSCOM, I agree to:
 - a. Use only for Government purpose any and all confidential business information, contractor bid or proposal information, and/or source selection sensitive information to which I am given access. I agree not to disclose "non-public information" by any means (in whole or in part, alone or in combination with other information, directly or indirectly or derivatively) to any person except to a U.S. Government official with a need to know or to a non-Government person (including, but not limited to, a person in my company, affiliated companies, subcontractors, etc.) who has a need to know related to the immediate contract/order, has executed a valid form of this non-disclosure agreement, and receives prior clearance by the contracting officer. All distribution of the documents will be controlled with the concurrence of the contracting officer.
 - b. "Non-public information", as used herein, includes trade secrets, confidential or proprietary business information (as defined for government employees in 18 USC 1905); advance procurement information (future requirements, acquisition strategies, statements of work, budget/program/planning data, etc.); source selection information (proposal rankings, source selection plans, contractor bid or proposal information); information protected by the Privacy Act (social security numbers, home addresses, etc.); sensitive information protected from release under the Freedom of Information Act (pre-decisional deliberations, litigation materials, privileged material, etc.); and information that has not been released to the general public and has not been authorized for such release (as defined for government employees in 5 CFR 2635.703).
 - c. Not to use such information for any non-governmental purposes, including, but not limited to, the preparation of bids or proposals, or the development or execution of other business or commercial ventures.
 - d. To store the information in such a manner as to prevent inadvertent disclosure or releases to individuals who have not been authorized access to it.



4. I understand that I must never make an unauthorized disclosure or use of confidential business information, contractor bid or proposal information, and/or source selection sensitive information unless:
- The information has otherwise been made available without restriction to the government, to a competing contractor, or to the public;
 - The contracting officer determines that such information is not subject to protection from release.
5. I agree that I shall not seek access to "non-public information" beyond what is required for the performance of the services I am contracted to perform. I agree that when I seek access to such information or attend meetings or communicate with other parties about such information, I will identify myself as a contractor. Should I become aware of any improper or unintentional release or disclosure of "non-public information", I will immediately report it to the contracting officer in writing. I agree that I will return all forms (including copies or reproduction of original documents) of any "non-public information" provided to me by the government for use in performing my duties to the control of the Government when my duties no longer require this information.

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

Signature of Employee

Date

Printed Employee Name

Government COR

Date

Contracting Officer

Date



APPENDIX C

QUALITY CONTROL PLAN

C.1 Introduction

This document describes the CSC Team's proposed quality control (QC) plan for the Distribution Portfolio and Information Technology (IT) Investment Strategic Management Support contract for the United States Transportation Command (USTRANSCOM) Command, Control, Communications and Computer Systems Directorate (TCJ6).

Our team is committed to implementing and maintaining quality control principles across our entire organization. The QC plan described herein is based on, and is consistent with, the CSC Federal Sector Quality Management System (QMS), which sets forth the quality policies for all QC plans within the division. CSC Federal Sector adopted the Software Engineering Institute's (SEI's) rigorous standards for program management and these standards are expected to produce higher quality products and enable project teams to effectively measure their project status and meet tight schedules and other TCJ6 expectations.

Through our existing commitment to quality control, we can provide additional assurance to our clients of the quality of our products and services. The CSC Team understands that an effective QC plan is critical to producing work products of consistently high quality, including measurement data and associated deliverables. The quality control plan is designed to yield service and deliverables of high quality by focusing on identifying client requirements completely and correctly up front, and ensuring that the integrity of those requirements is maintained through regular, consistent review procedures and quality processes.

Quality Control carries out a range of activities to positively influence the quality of the delivered product, including:

- Implementing CSC organization policy for executing process and product quality management.
- Assigning resources to execute the quality control plan.
- Objectively evaluating performed processes, work products, and services against the applicable standards and procedures.
- Providing independent surveillance over performance metrics.
- Driving continuous improvement activities.
- Communicating quality issues and ensuring resolution of noncompliance issues.
- Maintaining records of the quality management activities.

C.1.1 Purpose and Goals

CSC's quality control policy is simple: we are committed to maintaining a quality control plan that will ensure all services and deliverables are accurate, concise, on time, and defensible.



The QC Plan is designed to reduce the risks of schedule delays, increased cost, and performance degradation through emphasis on consistently applied processes and models. It addresses the management of all activities throughout the project planning and execution and provides a comprehensive and coordinated quality plan.

C.1.2 Referenced Documents

- ISO 9000:2000 CSC Quality Management System (QMS), Quality Manual, Release 17, Aug 5, 2005
- CMU/SEI-2202-TR-011, Capability Maturity Model Integration CMMI, Version 1.1, March 2002
- Applicable CSC Federal Sector Policies, Procedures, and Standards
- CSC O'Fallon Program Management Plan (June 3, 2005)

C.2 Quality Control Organization

Within the CSC Federal Sector, responsibility for quality is vested in the Federal Sector Director of Quality and Compliance, who is organizationally part of the Business Process Management Office (BPMO). The quality control manager has independent reporting authority to the BPMO.

The BPMO is responsible for ensuring that CSC processes and systems are regularly reviewed. The processes are updated, as necessary, to meet evolving program needs. The BPMO also oversees quality improvement initiatives and ensures that the quality control plan is consistent with the overall CSC corporate goals of excellence in delivered products and services.



Figure C-1 depicts the organizational structure of the Quality Control Organization and the relationship between the CSC Team and the Business Process Management Office.

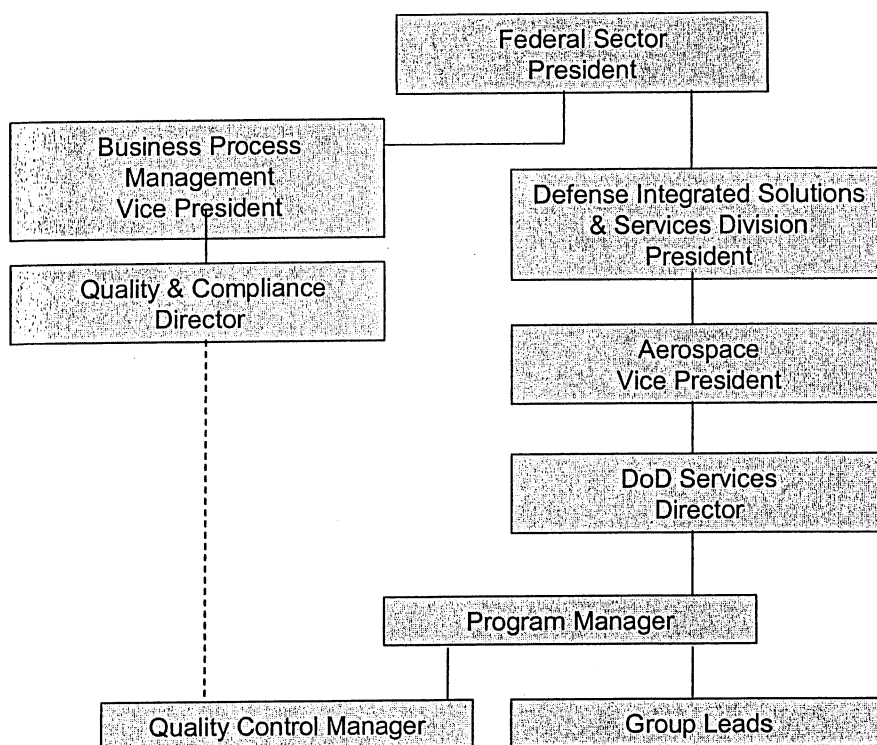


Figure C-1. Quality Control Organizational Structure

C.2.1 Responsibility and Authority

The success of this program relies on the commitment and performance of every individual involved in the contract. As such, the CSC Team is committed to continually provide QC guidance to staff through quality reviews and audits to maximize the effectiveness of the QC plan. This guidance, provided through reviews and audits of contract deliverables, enables us to continuously improve performance and further ensure that all work performed under the contract meets TCJ6's high standards. The quality and timeliness of the data and deliverables provided to TCJ6 will measure the success of this program.

A basic tenet of the CSC Team's commitment to customer satisfaction is to make all employees responsible for the quality of their work.

A matrix of CSC Team member roles and responsibilities is depicted in Table C-1.

Table C-1. Responsibilities of Quality Control

Position	Responsibilities
Program Manager	<ul style="list-style-type: none"> Identifies, allocates, and adjusts contract performance resources, as needed. Conducts or attends the program's technical and management reviews (e.g., QPR) with CSC management and the customer, as required. Ensures that contract deliverables are on schedule and meet contract requirements. Ensures quality staff develops and maintains the skills and knowledge necessary to perform their roles effectively and efficiently.



Position	Responsibilities
	<ul style="list-style-type: none"> • Encourages participation in the continuous improvement of defined work processes in accordance with QMS procedures as well as any other site and/or company processes. • Manages the creation, approval, and updating of the project schedule. • Oversees the project schedule for scope, time, and quality. • Ensures effective and routine tracking of project progress. • Ensures timely identification, logging, and resolution of quality control issues. • Ensuring the TCJ6's needs are appropriately represented in the product development process.
Group Leads	<ul style="list-style-type: none"> • Meets all contractual commitments and deliverable schedules for assigned tasks. • Ensures quality processes are defined and followed. • Ensuring TCJ6's needs are appropriately represented in the team schedule. • Evaluating performance of team members. • Creating and updating the team's detailed schedule; this includes obtaining commitment from team members. • Conducting the effective, routine tracking of the schedule progress. • Participating in project tracking meetings as required and reporting team schedule status along with issues, risks, and dependencies to the Program Manager. • Ensuring the timely identification, recording, and resolution of schedule problems. • Managing the gathering and analysis of user interface requirements. • Managing the development cycle of analysis, modeling, design, and implementation of objects within the application as required. • Work together and share resources with other Task Leads as necessary in order to reduce the learning curve and provide further insight into different situations that may arise during a development period. • Ensures that performance in each task is technically compliant with contract requirements.
Team Members	<ul style="list-style-type: none"> • Build quality into the products they develop or support. • Follow the quality processes identified for performance for the Task Order to which they are assigned. • Propose process and quality improvements based on their application in Task Order performance. • Review the products of their peers to ensure technical soundness and overall quality.
Quality Control Manager	<ul style="list-style-type: none"> • Ensures timely project and task activity reporting. Sets schedule requirements and reports project status to the Program Manager. • Assists audits of program activities to ensure compliance with QMS guidelines, program procedures, and business processes. • Monitors and evaluates all task activities to ensure compliance to contract and program requirements. • Develops quality control practices and procedures necessary to meet contract requirements using CSC QMS guidelines. • Ensures that contract quality requirements are identified and that they properly flow down to the subcontractors. • Provides quality control interface to the Government and subcontractors, and other internal CSC functional areas. • Maintains and retains quality records. • Provides assistance to ensure required ISO/CMM/CMMI documentation meets CSC quality standards.



Position	Responsibilities
Contracts Manager	<ul style="list-style-type: none">Identifies, evaluates, and documents contract changes and performance problems, and resolves these as early as possible.Maintains comprehensive log of contract deliverables in the CSC Contract Deliverables Database.

C.3 Quality Control General Approach

CSC's specific QC plan for the Distribution Portfolio and Information Technology (IT) Investment Strategic Management Support contract will be based on a three-phase approach: comprehensive quality control planning, thorough and efficient data validation and deliverable reviews, and ongoing assessments to identify areas for improvement in our work.

By initiating quality practices at the start of the project activities and keeping quality practices integral to product development and service delivery, we are confident the quality aspects will not be overlooked and the CSC Team will meet our TCJ6's quality expectations and contractual requirements.

C.3.1 Tools

CSC will use a variety of tools to ensure high-quality, appropriate services and deliverables are generated and schedules are met.

These primary tools are used to support quality activities will include the following:

- Microsoft Office
- Microsoft Project
- DOORS
- CSC Contracts Database
- PWS
- CSC Quality Management System (QMS) Policies, Procedures, and Work Instructions, as applicable.

These tools are used to monitor the performance of all tasks and are designed to meet Government contract requirements for quality control. These automated tools assist in:

- Depicting interrelationships of program activities and objectives.
- Identifying and controlling high-risk areas.
- Defining the impact of new tasks, problems, and problem changes.
- Defining work tasks and developing work breakdown structures as required.



C.3.2 Quality Planning

By planning for quality, the necessary commitment of resources (time, budget, and staff) can be agreed to and the required processes identified and documented, resulting in project staff knowing what has to be done, how to do it, and when to do it.

C.3.3 Collaborative Quality Management

The Program Manager (PM), Group Leads, and the Quality Control Manager (QCM) work together during the project's early stages to establish plans, standards, and procedures that will add value and satisfy the constraints of the project and the organization's policies. This partnership helps ensure the project's needs are met and verify they will be usable for performing reviews and audits throughout the project life cycle.

C.3.4 Activities Management

The first step in accomplishing the quality control plan entails comprehensive planning of all activities under the contract. This phase ensures that (1) deliverables are identified, (2) a delivery schedule is identified, and (3) adequate resources are assigned to generate the required deliverables. The planning phase of CSC's quality control approach not only will ensure that all services and deliverables meet TCJ6's requirements, but also will ensure that resources are used efficiently for each activity, reducing activity time and costs.

C.3.5 The DOORS Database

After a close analysis of the PWS, all stated requirements will be entered into DOORS, our requirements management tool. Also entered into DOORS will be other necessary references and directives, such as the DODD 8115AA and USTRANSCOM's Instruction 33-45 (ECM). DOORS allows us the valuable ability to then link each requirement/reference/directive to a contract deliverable. For each deliverable, a report will be pulled from DOORS that lists the associated requirements that will be initialed off as the deliverable is developed. Since requirements are always evolving, it is recommended this report be shown to the customer for review, feedback, and approval to guarantee a valid deliverable pertinent to the TCJ6. This report will serve as a checklist to the team member responsible for the deliverable to ensure that each requirement is addressed. Before turning the deliverable over to quality control, a team peer group review(s) will occur. The quality control manager uses this same checklist during the final quality review for verification, thus providing a way of "checks and balances" during the project life cycle.

C.3.6 The CSC Contract Deliverables Database

Another valuable CSC tool is the CSC Contract Deliverables Database. This database establishes and maintains a log of scheduled delivery dates and actual delivery dates and reports that information as appropriate. To populate the deliverables log, all sections of the contract, including attachments and appendices, are reviewed by the CSC contracts department to determine contractual deliverables. This separate review is helpful in comparing the deliverables list and reducing oversights. The log entered into the Contract Deliverables Database only includes those items clearly identified as deliverables with a stated frequency or specific due date.

C.3.7 Reminder Function

An added feature of the database is a built-in "reminder function" which automatically notifies the program manager 7 days before each deliverable is due and again 3 days before each deliverable is due.



In the event that more than 7 days notification is needed, the program manager, the group lead, and the quality manager will install a reminder in their calendars. For those deliverables that are due “as required” or “as requested,” they are added to the Microsoft Project schedule, described below, as the government requests the product. The program manager is then responsible for notifying both the group leads and the quality control manager. The group lead then oversees the development and production of the deliverable.

C.3.8 Detailed Project Schedule

The CSC Team will create a detailed project schedule in Microsoft Project or other scheduling package required by the government, to include milestones, work breakdown structures, and delivery dates.

C.4 Quality Review

The second phase of CSC’s quality control plan is thorough and efficient reviews of data and deliverables. The CSC Team’s quality review process will ensure that all data and deliverables submitted to TCJ6 are accurate, defensible, and on time. This process will entail a series of reviews that are sufficiently thorough to ensure that all data and deliverables meet client requirements, but flexible and efficient enough to allow CSC to respond rapidly to client requests. All quality reviews will be performed by CSC staff with appropriate technical expertise, ensuring that these reviews add value to the deliverables and enhance their usability, not just that they are compliant with deliverables requirements.

C.4.1 Quality Review Schedules

Table C-2 identifies the reviews to be conducted, the responsible role(s), and the frequency of the reviews for the Distribution Portfolio and Information Technology (IT) Investment Strategic Management Support project.

KEY	
PM	Program Manager
QCM	Quality Control Manager
GL	Group Lead
TL	Team Lead
TM	Team Member

Table C-2. Quality Review Schedules

PWS Para	Deliverable Title	Resp. Role	Frequency	Performance Threshold
2.1.	Monthly Invoice with project specific breakouts	PM	Monthly	
	Quarterly Status Reports (electronic copy only)	PM, QCM	Quarterly on the 15 th of the month following the end of the quarter. Final to be delivered by last day of the contract	95% of time received by 15 th of month following end of quarter. Final by end of contract period
2.1.1.	IPRs	PM, QCM	As scheduled by the government	100% of the time, presentations materials cover all ongoing tasks
2.1.2.	Trip Reports	QCM	Within 5 working days after completion of travel	
2.1.3.	Contract Management Plan	PM, QCM	Draft – within 20 working days of contract award. Final – within 5 days of Govt. comment	95% of the time within designated timeline with all areas of concern resolved
2.1.4.	Service Provider Employment Status Report	PM, QCM	5 th workday after contract start and within 5 working days of any changes	



PWS Para	Deliverable Title	Resp. Role	Frequency	Performance Threshold
2.2	PfM Oversight and policy documentation	GL, QCM	Within tasking time frames	Report is 98% accurate for content and 95% on time for delivery
	Analysis Plan to support task 2	GL, QCM	Draft within 30 days of contract award. Final within 45 days of contract award	
	Internal procedures for managing the Investment Review Process	GL	Within tasking time frames	95% of the time within Scheduled time frames
	Data calls	TL	Within tasking time frames	
	Integrated (i.e., government and contractor) Project Plan that defines tasks, resources, and dependencies and integrates and directs efforts of: Individual PfMs and Focal area analysis	TL, QCM	Draft within 30 days of contract award. Final Plan within 45 days of award.	
	Develop master business case (holistic approach)	GL	Within 30 days of contract award	
	Rules for the oversight of the business case	GL	Within 30 days of contract award	95% of the time within scheduled time frames
	Integrate functional, technical, and cost analysis input into summary business case document	GL	Within 30 days of contract award	95% of the time within scheduled time frames
	Standardize Business Case formats and perform or task out business case development	GL	Within tasking time frames	95% of the time within scheduled time frames
	Change documentation for any changes in PfM processes	GL	Within 30 days of change	95% of the time within scheduled time frames
	Direct PfMs to integrate individual Business Case Analysis Reports into Integrated Decision Packages (IDP)	GL	Within tasking time frames	
	Summary electronic decision ready packages	GL	Within tasking time frames	95% of the time within scheduled time frames
	Quarterly status reports	Program Manager, QCM	Quarterly on the 15 th of the month Following each quarter	
2.2.1 Optional Task	DBSMC and IRB documentation packages	TL	Within tasking time frames	99% of the time within scheduled time frames
	Integrated (i.e., functional, technical, and financial) Scoring Model	GL, QCM	Draft within 30 days of exercise of the Optional task. Final within 45 days of exercise of the Optional task.	95% of the time within scheduled time frames



PWS Para	Deliverable Title	Resp. Role	Frequency	Performance Threshold
2.3	DTS PfM Instruction Updates	GL	Annually within tasking time frames	95% of the time within scheduled time frames
	DTS PfM Handbook, Training Guide Updates, and Trifolds	QCM	Bi-annually within tasking time frames	98% of the time within scheduled time frames
	MS Project work plan	PM	Quarterly, 31 December, 31 March, 30 June, 30 September	
	Other PfM related guidance documents	QCM	Within tasking time frames	
2.3.1	Technical Report – Study/ Services – Program Management CBA Support	QCM	Within tasking time frames	95% of the time within scheduled time frames
	Economic Analysis	TL, QCM	Within tasking time frames	98% of the time within scheduled time frames
	Status of Funds Report – Programs Division	GL	Within tasking time frames	99% of the time within scheduled time frames
2.4.	IT Investment Strategy Oversight and Policy documentation	TL, QCM	Within tasking time frames	Report is 98% accurate for content and 95% on time for delivery
	Technical Report – Infostructure Program TWCF Planning & Investment Support	QCM	Within tasking time frames	95% of the time within scheduled time frames
	Analysis on selected functional area	TL	Within tasking time frames	
	TWCF Cost, Schedule, Performance Recommendation to Include Recommendations on OMB 300 report Incorporation into CPRP and ECM process	GL	Draft 1 November each year Final 1 December each year	99% of the time within scheduled time frames
	Budget Change Proposal (BCP)	GL	Within tasking time frames	99% of the time within scheduled time frames
2.4.1	Written financial analysis supported by Transportation Working Capital Fund (TWCF) IT investments	TL, QCM	Annually, within 30 calendar days after the end of the CPRP cycle (normally mid-March)	95% of time within tasking time frames
	A summary analysis of the results of the IT investment analysis review, including: CRIS “history” snapshots, highlights of the IT Program Objective Memorandum (POM) review, and financial analysis trends	TL, QCM	The contractor shall provide annually, by 30 September	100% user friendly and 98% available to all users/customers



PWS Para	Deliverable Title	Resp. Role	Frequency	Performance Threshold
2.5.	Focal Area Business Case Analysis	GL	Within tasking timelines	95% of the time within scheduled time frames
	Training on use of EA products	TL	As directed by task manager	95% of the time within scheduled time frames
	System review report	TL	Annually as directed by task manager	95% of the time within scheduled time frames
	Mini-financial assessments of existing programs	TL	Within tasking timelines	95% of the time within scheduled time frames
	Impact analyses of estimated versus actual costs	TL	Within tasking timelines	95% of the time within scheduled time frames
	Graphics and documentation summaries	TL	Within tasking timelines	
	Benefits, savings, variance analysis, program impacts, etc.	TL	Within tasking timelines	
2.6.	Review new proposed standards packages	TL	Minimum of twice weekly	95% of time within tasking time frames
	Coordinate USTRANSCOM comments for submission to DISA	TL	Within suspense set by DISA for each package	Comments submitted on time 95% of time
	Review Cross Corporate packages	TM, TL	Continuous task	95% of time within tasking time frames
2.7	Maintain CRIS data accuracy	TL	Continuous task	
	Report on CRIS update actions	TL, QCM	Within 5 working days of the end of quarter, except 4 th quarter to be done by 30 September	
2.8.	Develop and maintain Groupware Facility and Mobile Suite availability Calendar to include schedule of use for both capabilities	TL	Within 5 days of contract award and continuously thereafter	95% of the time within scheduled time frames
	Groupware technical support	TL	Within 5 days of contract award and continuously thereafter	95% of the time within scheduled time frames
	Provide facilitation support	TL	As required	
2.9.	Report – recommendations and supporting rationale for improvements and enhancements to the PFM data collection and analysis processes	TL, QCM	Draft 31 March Final within 15 days of government review	95% of the time within 5 days following end of quarter except 4 th quarter which shall be delivered on 30 September



PWS Para	Deliverable Title	Resp. Role	Frequency	Performance Threshold
2.10.	ECM Performance metrics	TL, QCM	Draft 15 days after start of contract Final 15 days after task manager review of draft	98% measurable and linkable with work activities
	CONOPS for the refinement, implementation and improvement of the ECM process	TL, QCM	30 days after award of contract	CONOPS reflects a quantifiable improvement in the ECM process
	System Project or Initiative ECM based analysis	GL	5 th workday after start of analysis	Analysis is 100% linked to USTRANSCOM baseline documents such as EA, Strategic Plan, CPRP as applicable
	Reports of already completed analysis	GL	3 rd workday after tasking by TCJ6	
	ECM process handbook Update	TL, QCM	Draft 31 January, Final 30 August	
	Operational Assessment Methodology	GL, QCM	Within tasking timelines	
	Operational Assessment Methodology Documentation	TL, QCM	Within tasking timelines	
	Report outlining systems requirements added to the DOORS database	GL	5 th day of each month following system adds	
	Develop, Document, effect and maintain IT solution for program and project managers to feed changes to the ECM process	GL, QCM	Within 90 days after start of contract	
2.11	Verbal Weekly Activity Report (informal)	GL	Weekly	100% user friendly and 98% accurate for content
	Contractor shall maintain and modify as required all performance measurement metrics for use in overall evaluation of performance following industry standard best practices	GL	Within tasking time frames	95% of the time within scheduled time frames
	Report – recommendations and supporting rationale for improvements and enhancements to the government task manager	QCM	Within tasking time frames	95% of the time within scheduled time frames



Table C-3 identifies the audits to be conducted, the responsible role, and the frequency of the audits for the project.

Table C-3. Audit Schedules

Audit Name	Responsible Role	Frequency	Performance Threshold
ISO Quality Process Audit	QCM	3 rd and 9 th month of the government fiscal year (the end of December and June)	NLT 30 days following scheduled time frame

C.4.2 Review Process

As previously stated in Paragraph 3.2 Quality Planning, all contract requirements and contract deliverables are linked or “cross-referenced” in DOORS. When a deliverable is coming due, the program manager will receive the reminder and forward it to the appropriate group lead and the quality control manager.

C.4.3 Deliverable Checklist

A Deliverable Checklist from DOORS is generated for the deliverable owner to use in producing the deliverable. This will serve to ensure that all requirements are addressed and/or fulfilled. This same checklist will be used during the quality reviews prior to delivery. This process will allow sufficient time to develop an accurate deliverable, prevent omissions, and allow a thorough quality check before finalizing and presenting the deliverable.

The checklist will consist of the following information:

- Deliverable Title
- Date Due
- Deliverable Owner
- List of Requirements/References/Directives associated with this deliverable.
- A date and signature block for the person performing the audit/review
- Area to document deficiencies noted and corrective action taken or needed.



Table C-4 shows an example of the Deliverable Checklist:

KEY	
DO	Deliverable Owner
PR	Peer Review
QC	Quality Control

Table C-4. Deliverable Checklist Example

Deliverable Title: ECM CONOPS				
Date Due:		Owner: ECM Group Lead		
Requirements to Address:	DO	PR	QC	
Shall work with representatives from TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations to institutionalize the ECM process across the command and components. Knowledge of ECM, Clinger-Cohen Act of 1996, PFM, EA, Strategic Planning, and the USTRANSCOM funding process and associated review boards is essential, as these processes will be integrated with ECM. Functional and technical support is required to conduct ECM activities				
Shall provide detailed analysis of DTS systems against established ECM processes and ensure compliance with the Clinger-Cohen Act of 1996 and alignment with Strategic Planning, PFM, Program Management, and systems development processes defining policy and business rules to ensure integration of these major processes and incorporation into ECM				
Shall update and improve the ECM handbook. This shall include activities associated with new business practices and rules required for conducting the ECM process				
Shall maintain a next steps program management plan that details the way ahead for the ECM process				
Shall participate in training personnel on the ECM process				
Shall establish initial information/data transfers from different sources to selected requirement tracking, workflow, and analysis tools				
Shall conduct conceptual analysis, which will further refine ECM methodology and shall participate in ECM implementation and ongoing change management activities				
Shall assist in resolving potential problems arising from integration and implementation of ECM				
Shall support production of technical documents and provide recommendations to enhance IT management				
Shall establish performance metrics for the ECM process being institutionalized throughout the Command				
Other References:				
DoDD 8115 AA				
USTRANSCOM Instruction 33-45 (ECM)				
Comments/Deficiencies Noted/Changes Needed				
Reviewer:		Date:		
Reviewer:		Date:		

C.4.4 QCM's Responsibility

When the deliverable is in the final stages, the QCM will take over the responsibility for the final steps prior to delivery as follows:

- Required delivery dates will be confirmed.
- Quality Control Manager will discuss with the task lead the nature of quality oversight to be provided. Functional information required by the QCM in order to aid in the quality oversight process will be provided, as required, by group leader/team member(s). In addition, the



acceptable standard(s) for tables of content, glossaries, indexes, numbering schemes, executive summaries, and other document features will be provided to aid the review process.

- As practical, portions of the document should be provided to the QCM as they become available, rather than waiting until the last minute when the entire document is completed. For planning purposes only, the target date for this action is 5 working days prior to the required delivery date.
- For planning purposes only, comments and observations will be provided to team members in sufficient time (not less than 3 working days prior to delivery) to be incorporated into the final product. After the document has been returned to the team members, the team will incorporate comments, finalize the document, and return to the QCM for delivery. The Deliverable Checklists will be finalized and retained as quality records.
- If a media delivery is necessary, not later than one day prior to the delivery date, the task lead will perform a virus scan (it is envisioned that this process should take no more than 15 minutes, assuming availability of trained personnel). After scanning, the CD is labeled identifying the scanning software name and version in accordance with the CSC Quality Management System. Otherwise, electronic copies of the deliverable are sent.
- The QCM then prepares the required transmittal letter with the appropriate signatures and information. The deliverable is e-mailed or delivered with the transmittal letter to TCJ6 in accordance with suspense dates. A copy of the deliverable (hard copy or soft copy) will be maintained by the QCM.

C.4.5 Independent Assessment

CSC staff, other than the author, will perform all reviews, ensuring an independent assessment of the deliverable's quality. Additionally, technical reviewers for some deliverables will include staff in other work assignment groups. As a result, CSC will ensure that information in deliverables that may be influenced by activities underway in other work assignment areas is consistent with TCJ6's position in that area.

C.5 Quality Assessment and Improvement

C.5.1 Communication

Quality control relies heavily on the importance of communication, not only with TCJ6 but also with all team members. Communication is made verbally, via e-mail, and/or face-to-face. The Program Manager maintains an "open door policy" with all team members and encourages open communication. This aspect is one in which our CSC Team excels.

C.5.2 Status Reports

An example of our ongoing, consistent communication is the use of weekly status reports from team member up through the Group Leads. Weekly status reports are used to report work progress to the Program Manager. These reports identify the work performed on each task under contract and include deliverables, issues and concerns, and risks. If any issues/concerns/risks are documented in the weekly status reports, any plans to resolve or any progress made is recorded each week. The item will remain in the status reports until resolved. The status reports are incorporated into monthly or quarterly Cost/Status reports delivered to the TCJ6.



C.5.3 ISO Audits

Both internal and external ISO audits will be performed to evaluate adherence to this plan and the associated standards and procedures to verify the integrity of the quality program. On-site audits will be added to the MS Project schedule and will be performed the 3rd and 9th month of the fiscal year. External (CSC Corporate) audits occur yearly and external audits by the ISO Certification Body occur every three years. After every audit, an audit report is prepared and distributed to higher-level CSC management and the CSC Business Process Management Office. All non-conformances are recorded in the CSC Process Improvement Request (PIR) system and tracked until resolved. PIR documentation includes a description of the performance problem identified, documentation of the performance objective violated, a description of the planned response action and completion dates for principal activities.

C.5.4 Response Actions

When audits or performance assessments indicate the need for corrective action, the program manager, with input from group leads, will develop and implement a response action to remedy the problem. Response actions include changes to stated procedures, performance measures or objectives, or may involve personnel improvement, such as additional or revised training or adjustments in the types of skills used in the work assignment. Response actions will be documented in the PIR system. Before a PIR can be closed, the area of nonconformance must be re-audited to ensure the correction was effective.

C.6 Summary

Our team maintains a strong commitment to continuous improvement to the quality of our work using thorough response actions to assessments. These improvements further ensure that all data and deliverables submitted to TCJ6 are accurate, concise, on time, and defensible. As described above, the CSC Team's quality control plan relies on thorough planning for all work assignments, an appropriate level of review for all quality control planning documents and contract deliverables, and a system of routine system audits and self-evaluations as the principal mechanisms by which conditions adverse to quality performance are detected and corrected and, ultimately, prevented.



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APPENDIX D

REQUIREMENTS TRACEABILITY MATRIX

PWS Para #		Requirement	Proposal Para #
	Memorandum to Schedule Contractors		
2	Memorandum to Schedule Contractors	Response shall consist of: a) past performance information and past performance questionnaire log as specified in paragraph 4 of this letter; b) technical quote, c) Information to complete Block 6c of DD254, d) completed RFQ Information Sheet, e) Price quote, f) Copy of GSA schedule or a website for same on or before quote due date.	N/A
4a	Memorandum to Schedule Contractors	Schedule contractors shall make every effort to submit past performance information for at least two (with a maximum of five) related contracts/work efforts they consider relevant, that have been active within the last 3 years, and that demonstrate the ability of its current organization to perform the quoted effort.	Past Performance Volume
		Information shall include . . . Contracts/work efforts under which the schedule contractor was primarily responsible for contract/workload accomplishment, served as a subcontractor/work center, or was teamed with the contractors/depts on efforts in which the schedule contractor gained experience which will be brought to bear or significantly influence the performance of this effort.	Past Performance Volume
4b		Shall provide information on any major subcontractor or teaming arrangement quoted.	1.1
		As a minimum, when a subcontractor or another contractor the schedule contractor is teamed with will perform significant portions of the effort, past performance information relevant to that contractor shall be provided.	Past Performance Volume
4b		The info shall be the same as required above.	Past Performance Volume
		Schedule contractors shall include in their quote, the written consent of their proposed major or critical subcontractor to allow the Government to discuss the subcontractor's past performance assessment with the schedule contractor during negotiations.	Past Performance Volume
4c		Schedule contractor shall make its best effort to send out a sufficient number of past performance questionnaires to expect that the Contracting Officer will receive at least 2 questionnaires on each cited contract/work effort.	Past Performance Volume
5		Technical quote shall address the following evaluation sub factors under the Mission Capability factor:	Tech Prop
		a) Schedule contractors shall identify all key positions and provide resumes for these key positions which demonstrate the requisite education, experience, security or special skills needed to perform the intended PWS tasks.	3.1.1
		Shall provide an organization chart depicting the organization form the head of the company through performers on Task Order and which clearly illustrates the operational relationships among corporate entities and their locations.	2.0
		Shall provide evidence of ability to effectively recruit, train and retain the necessary personnel to perform all PWS tasks.	3.2, 3.3



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



PWS Para #		Requirement	Proposal Para #
5(a)b		Shall include documentation to demonstrate a detailed understanding of the Enterprise Portfolio Management processes including demonstrated knowledge in the following areas - Industry PfM practices, Draft DOD Directive 8115.11 IT Portfolio Management, Supply Chain Operations Reference Model, PfM applications of EA to include OA,SA,TA, Business Case Analysis, Analysis of AIS standards, Configuration Management.	4.0
5 (b)		Technical prop shall include a detailed project plan addressing ALL aspects of project implementation from the date of project award.	Appx D
		Proposal shall identify specific techniques and steps, including any and all govt coordination that is anticipated to be required which will be applied during the accomplishment of all tasks of this project.	4.0
6		Cost information shall be provided in a format that reflects the contract schedule prices and the quoted discount rate.	Cost Proposal
1.1	Scope		
		Shall provide functional, technical, and financial analysis support for the development and maintenance of PfM and IT Investment Management processes for two organizational levels.	
		First organizational level shall be for USTRANSCOM and its component commands of Air Mobility Command, Military Surface Deployment and Distribution Command, and Military Sealift Command. The collection of IT systems, projects, and initiatives for this first grouping is referred to as Defense Transportation System (DTS)-wide. The second organizational level is for the collection of IT systems, projects, and initiatives across the Department of Defense (DOD) that are of significant interest to USTRANSCOM. This collection is referred to as DOD-wide. The DTS-wide systems, programs, and initiatives are under the direct control of USTRANSCOM via the Transportation Working Capital Fund (TWCF).	
		Shall also provide support for the Enterprise Capabilities Management (ECM) program to include PfM for USTRANSCOM at all levels within DOD as required by evolving directives.	
		Shall provide support for the management of corporate cross-functional review of Automated Information Systems (AIS) supporting DBSMC and data packages in support of IRBs for the Office of the Secretary of Defense (OSD) Acquisition Technology & Logistics (AT&L) guidelines for system funding approval	
2.0000	Specific Contract Rqmts		
		Shall be required to provide support in the specific areas outlined below in this PWS	
		Shall work with the PfM and IT Investment Divisions, process owners/stakeholders, Federal and DOD government representatives, and other contractors to accomplish these tasks	2.0
2.1	Invoices and Reports		
		Shall invoice monthly	2.2
		Shall provide a quarterly status report that briefly summarizes the specifics of the work performed NLT 15th of month following end of quarter.	2.2
		The report shall summarize status, progress, and recommendations for project areas being undertaken under this PWS.	2.2
		Final status report shall identify accomplishments to date, difficulties encountered, and compare status achieved to plan goals and resources expended.	2.2
2.1.1	Conduct In-Process Reviews		2.3



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



PWS Para #		Requirement	Proposal Para #
		Shall conduct up to 4 IPRs during POP summarizing status, progress, recommendations and concerns in the development of a tasks or documentation described within this PWS.	2.3
		Shall prepare and provide presentation materials to COR 5 working days prior to IPR.	2.3
		Shall deliver IPR minutes as requested by COR with copy of presentation slides used in IPR.	2.3
2.1.2	Trip Reports		
		Shall submit trip report to include purpose, location, and length of trip, travelers, individuals contacted during trip, synopsis of all discussions, future actions identified, decisions made, or issues of concern arising during trip.	2.4
2.1.3	Task 1, Sub Task 1 Contract Management Plan		
		Shall prepare an integrated project plan that defines tasks, resources, and dependencies. Should also describe the tech approach, organizational resources and management controls to be employed to meet the cost, performance and schedule reqts throughout contract execution.	2.6
2.1.4	Task 1 Subtask 2 Employment Status Report		
		Shall provide an employee status report containing names of personnel supporting each major task. (at beginning of contract pop and whenever changes occur)	2.7
2.2	Task 2 DOD-Wide Portfolio Management		
		Shall develop plan for accomplishing the necessary processes, use of tools, and techniques required to gather and analyze the appropriate functional, technical, system, and financial information on DOD IT systems in order to optimize investment decisions.	4.1.4(a)
		Will provide support to implement and accomplish plan as developed.	4.1.4©
		Shall develop an analysis plan to support these activities.	4.1.4(d)
		Shall develop and document PfM oversight and policy for the command PfM process as it evolves. This will include recommendations for policy, business rules, content and procedures. PfM activities include: analyze, select, control and evaluate systems by portfolio relative to mission capabilities.	4.1.4(h)
		Shall perform PfM activities for all command designated IT systems as identified by the government task manager. (PfM activities include analyze, select, control and evaluate systems by portfolio relative to mission capabilities.)	4.1.4(I)
		Shall conduct duplication and gap analysis and provide solution recommendation as an appropriate conclusion to each of the phases of the PfM process.	4.1.4(j)
		Shall implement and conduct PfM activities for all new and changing command IT functional, technical and resource reqts; system functionality and mission capabilities.	4.1.4(k)
		Shall accomplish cross Command portfolio analysis for duplications and gaps and develop business case studies for each system, group of systems, or focal area requested by the government	4.1.4(l)
		Shall provide continuous updates to all documentation associated with the business case reports as directed by the government task manager.	4.1.4(m)
		Shall provide the necessary trained and fully qualified personnel to develop and consult on IT Investment Strategy and Management oversight and policy.	4.1.4(n)



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



PWS Para #		Requirement	Proposal Para #
		Shall develop, implement and provide management support for IT funding strategies based on IT reqts, system functionality, mission capabilities, and associated EA Information Exchange Requirements.	4.1.4(o)
		Shall partner with the EA support contractors to ensure timely population of systems migration info to the EA System and Technical Views to ensure timely PfM Interface to current EA. Estimates and timelines shall be determined based on the deliverable due dates specified in each task.	4.1.4(p-q)
		Shall coordinate with the government to ensure financial and economic activities are well synchronized and integrated.	4.1.4®
		Shall provide the capability to create and execute db retrievals from CRIS as required to support the PfM process.	4.1.4(s)
		(DFWG Support Link) Shall support TCJ6 in the planning and execution of the DFWG.	4.1.4(t)
		Shall support meetings with the following activities: preparation, coordination, organizing planning meetings, and teleconferenced executive sessions executing the meetings and conducting all follow-up to prepare and coordinate minutes and action items.	4.1.4(t)
		Shall facilitate meetings, conduct the administration, and support as necessary to include the completion of agendas, meeting briefing packages, seating arrangements, minutes, action items, and other documentation and status reports as necessary.	4.1.4(t)
		Shall provide Web administration support as required.	4.1.4(u)
		Shall support the completion of action items by coordinating with POCs, conducting data gathering and analysis, and reporting status as required.	4.1.4(v)
2.2.1	Task 2 Subtask 1 DOD wide IT Investment Strategies Support(Optional)		
		Shall support command IRBs and DBSMC organizational and management requirements as directed by OSD.	4.2.4.b
		Shall conduct a series of interviews with the appropriate govt and contractor personnel to determine what functional, technical, and financial information above and beyond what is collected by the data calls and National Defense Authorization Act Certification is required for the oversight activities.	4.2.4.b
		Shall conduct a series of interviews with the appropriate government and contractor personnel to determine what functional, technical, and financial information (above and beyond what is collected by the data calls and National Defense Authorization Act (NDAA) Certification is required for the oversight activities.	4.2.4.b
		Shall develop an integrated (i.e., functional, technical, and financial) scoring model as a prototype for use in future system analysis efforts	4.2.4.b
		Will leverage existing data collection tools and tailor them to the DPO effort to provide recommendations to enhance the capabilities of the CRIS database	4.2.4.c
		NDAA certification should include management through specific portfolio areas by acting as a conduit for paperwork flowing to the certification approval process. This will include:	4.2.4.d
		Ensuring standardization of input	4.2.4.e
		Ensuring deadlines are met; initiating changes as appropriate	4.2.4.f
		Interpreting and disseminating policies and procedures associated with certification	4.2.4.f
		Assuring timely action of information requests and identifying problem areas	4.2.4.f



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



PWS Para #		Requirement	Proposal Para #
		Assuring quality of information in database, written submissions, and taking corrective actions as appropriate.	4.2.4.f
		Shall ensure all policy direction and governance is in CIO Statutory Compliance	4.2.4.f
		Shall develop, review, and integrate IT Systems Policy and Guidance applicable to PfM processes	4.2.4.f
		Shall develop and support PfM and IT strategic planning connectivity to the Deployment and Distribution Roadmap	4.2.4.f
		Shall, without prompting, provide reports and recommendations on focus area analysis and all other portfolio activities.	4.2.4.f
		Shall maintain liaison with Directorate and Transportation Component Commands' PfM and IT Investment Management points of contact.	4.2.4.f
		This effort will produce summary reports in the form of electronic Decision Ready Packages (e-DRP) for the IRB. The contractor will ensure quality, consistency, completeness, and timeliness of the information by following up on issues and data calls. The contractor will administer each Investment Review Process level board and will incorporate the individual portfolio's e-DRP into a summary e-DRP to provide to the DPO Investment Review Process. The contractor will populate the database and maintain data quality for support to the IRB. The contractor shall document results of the IRBs boards to facilitate revisions prior to execution of next cycle. The contractor shall assist in implementing new procedures using the CRIS database or other database as determined by the government.	4.2.4.f
2.3	Task 3 DTS-Wide PfM Support		
		Shall continue the evolution and further develop and document PfM oversight and policy for the DTS TWCF portfolio process.	4.3.4 a
		Shall implement and conduct PfM activities for all new and changing DTS TWCF IT functional, technical, and resource requirements; system functionality; and mission capabilities	4.3.4 b
		Shall provide all support associated with Task 2 equally as appropriate to the DTS portfolio process to include cross portfolio analysis for duplications and gaps, and system functionality analysis to facilitate the analysis and evaluation of IT systems requirements and capabilities for USTRANSCOM mission and strategic planning contribution and applicability	4.3.4 c
		Shall update, refine, and publish the USTRANSCOM PfM Handbook, Training Guide, and Trifolds	4.3.4 d
		Shall use automated tools to collect and report architectural and program data.	4.3.4 e
		Shall analyze and assist with implementation of automated tools that the government evaluates or uses to collect and report architectural and program data in support of PfM, Program Managers (PMs), Technical Assessment (TA), Operational Assessment (OA), CPRP, and strategic planning.	4.3.4 e
		Shall provide all reports and recommendations associated with management of the DTS portfolios and the CPRP process.	4.3.4 c
		Shall provide the capability to create and execute database retrievals from CRIS as required to support the PfM process and portfolio managers.	4.3.4 e
2.3.1	Task 3 Subtask 1	Shall provide cost and financial analysis support for the USTRANSCOM DTS Enterprise Infostructure Program Management Office (PMO).	4.4.4.a



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PWS Para #		Requirement	Proposal Para #
		Shall provide financial management support covering a variety of tasks and responsibilities. This will include, but is not limited to, supporting budget and Program Objectives Memoranda submissions, tracking program expenditures at least weekly, developing supporting briefings, monitoring financial reports, ensuring projects are posted correctly in the accounting system, and updating the contract status/funding information database with changes and planning estimates	4.4.4.a
		Shall provide Program Management Cost Benefit Analysis (CBA) support to the other programs in the TCJ6-P division. The support shall include, but is not limited to, providing consultation on cost/benefit estimation, and updating cost factors and methodologies, providing Business Case analysis support as required including Earned Value Management System knowledge and support	4.4.4.c
		Shall assist in upgrading the cost benefit analysis model capabilities	4.4.4.e
		Shall document support provided in the quarterly status reports.	4.4.4.f
2.4	Task 4 DTS-Wide IT Investment Strategies Management Support		
		Will support this effort with various methods of cost analysis, functional and technical expertise, planning, and administrative actions in order to establish and sustain the IT Investment Strategies Integration office	4.5.4.a
		Shall recommend policy, business rules, and procedures for Clinger-Cohen Act of 1996 compliance in IT Investment Strategies Management.	4.5.4.b
		Shall refine and manage IT Investment Strategy and IT Strategic Planning for CPRP to ensure CIO Statutory Compliance.	4.5.4.b
		Shall provide recommendations and supporting rationale for improvements and enhancements to the CPRP process. This shall include recommendations for policy, business rules, content, and procedures.	4.5.4.b
		Shall conduct the analysis and evaluation of IT systems; to include technical review of CPRP funded systems, in preparation for decision ready package reporting	4.5.4.c
		Shall, as directed by the government task manager, support all other day-to-day IT Investment Strategy & Management for the CPRP	4.5.4.c
		Shall prepare and submit all applicable documents and reports to the government task manager.	4.5.4.c
		Shall support the development, implementation, and execution of automated media to incorporate data into the appropriate storage format. Support shall include researching, planning, and developing various capital planning and investment-related processes and reports for assigned distribution systems, programs, and initiatives	4.5.4.d
		Shall use functional expertise to develop key summary information for use by the multilevel investment review process for assigned distribution systems.	4.5.4.e
		Will recommend an integration method for presenting key decision-making financial information for use by each level of the IT investment review process.	4.5.4.e
		Shall provide the capability to create and execute data base retrievals from CRIS as required to support the IT Investment management process.	4.5.4.f
2.4.1	Task 4, Subtask 1 Support to TCJ6 CIO		
		Shall include (but is not limited to) researching, planning, and developing various capital planning and investment-related processes for IT.	4.6.4.f



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



PWS Para #		Requirement	Proposal Para #
		Shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle.	4.6.4.f
		Shall assist in implementing new procedures using the CRIS database.	4.6.4.g
		Shall provide annually, by 30 September, a written financial analysis for one government selected functional area supported by TWCF IT investments.	4.6.4.h
		Annually, within 30 calendar days after the end of the CPRP cycle (normally mid-March), the contractor shall provide a summary analysis of the results of the IT investment analysis review. This report will cover the following areas: CRIS "history" snapshots, highlights of the IT POM review, and financial analysis trends.	4.6.4.h
		Shall use functional expertise to identify and recommend key decision-making information for use by each level of the three-tier IT investment review process.	4.6.4.h
		Shall support ECM financial analysis as required.	4.6.4.h
		Shall prepare a recommendation on how the OMB 300 report summaries can be incorporated into the CPRP and ECM review processes. Of particular importance related to the increased OMB 300 oversight, is how to develop within the CPRP process and supporting CPRP tool, oversight of selected system/capability cost, schedule, and performance tracking	4.6.4.i
		Will provide recommendations in an annotated briefing form	4.6.4.i
		Will provide direct CPRP cost analysis and management support to TCJ6-P. The government anticipates the effort required for Task 4 will involve the following:	4.6.4.j
		Cost estimation and analysis	
		TWCF rules, policies, and procedures	
		DOD planning, programming, and budgetary practices and concepts	
		Economic Analysis	
		Functional Economic Analysis	
		Functional Process Improvement	
		Use of Microsoft Office	
		Use of cost estimating tools such as; System Evaluation and	
		Estimation of Resources – Software Estimating Model (SEER-SEM)	
		Sensitivity/Risk Analysis	
		IT Capital Planning & Investment	
		Portfolio Management	
		Earned Value Management	
		Project Portfolio Management	
2.5	Task 5 DOD wide Pfm Focal Area Analysis Support		
		Shall conduct data gathering activities for the purpose of analyzing, selecting, controlling, and evaluating all command-related IT systems.	4.7.4.c(1)
		Shall develop and conduct a system review process no less than annually on each command listed system to ensure each satisfies all DOD operational, system, technical, and resource requirements for business case studies to include DODAF, NII Business Enterprise Architecture (BEA), and others as directed for certification.	4.7.4.c(2)
		Shall manage systems migration input to the current organizational EA and ensure CIO Statutory Compliance on all system analysis and review activities.	4.7.4.c(3)



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PWS Para #		Requirement	Proposal Para #
		Shall provide functional, technical, system, and cost subject matter experts to perform the focal area analysis for four separate and concurrent focal area analysis teams.	4.7.4.c(4)
		Each team shall conduct functional, cost, and technical analysis for functional working group assessment and development of Business Case Analysis	4.7.4.c(5)
		Shall provide workshop management activities support for the focal area analysis teams. Workshops will include activity/system support for process mapping of activities with resulting reports, recommendations, and IT transition plans.	4.7.4.c(6)
		Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with systems and process analysis cost estimation.	4.7.4.c(7)
		Shall perform analysis on government-identified focal area groups of systems, such as: SCOR level 4 or classes of supply	4.7.4.c(8)
		Shall provide research and make recommendations on basic information needed to support management decision making. Contractor will include, as appropriate, entries in standard format to be input into CRIS database.	4.7.4.c(9)
		Support shall include, but is not limited to, providing consultation on cost/benefit estimation associated with DPO systems and process analysis cost estimation.	4.7.4.c(10)
		Shall perform analysis on approximately 500 distribution systems, and research and make recommendations on basic information needed to support management decision making. The contractor will include, as appropriate, entries in standard format to be input into the database.	4.7.4.c(11)
		Shall provide cost and financial analysis support to prepare various cost and economic analyses on distribution IT systems. This will include oversight and/or development of formal business case analyses for IT system transitions. Provide financial support for TCJ6, USTRANSCOM, and OSD to expedite financial requirements. This effort includes financial and technical support in developing graphics and documentation associated summaries. It also includes periodic ad hoc cost and financial analysis support for special interest projects/IT systems	4.7.4.c(12)
		Shall provide the capability to create and execute data base retrievals from CRIS as required to support the focal area analysis processes.	4.7.4.c(13)
		Will provide training on the use of EA products to the five separate and concurrent focal area analysis teams and provide EA extraction support as needed for the analyses of government identified systems. This effort includes financial and technical support in developing graphics and documentation associated summaries. It also includes periodic ad hoc cost and financial analysis in support of special interest projects concerning IT systems.	4.7.4.c(14)
		Shall provide the capability to create and execute data base retrievals from CRIS as required to support the focal area analysis.	4.7.4.c(13)
2.6	Task 6 Cross-Functional Reviews		
		Shall monitor the DISA Web site at URL http://www.tadmn.itsi.disa.mil/proposals/pts.html for any new proposed data standards, which impact the command PFM process, at least twice each week	
		For each new proposed data standard package, the contractor shall notify the appropriate reviewing individuals of the existence of the new package and shall suspense the submission of comments with negative replies required.	
		Shall review, collate, and forward all comments to DISA.	



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PWS Para #		Requirement	Proposal Para #
		Shall also monitor the USTRANSCOM Corporate Data Office (CDO) mailbox for newly proposed cross corporate model packages	
		Shall notify the appropriate reviewing individuals and shall suspense the submission of comments	
		Shall forward all reviewer comments to the package originator, who will provide a complete disposition to comments	
		Shall send the disposition of comments to the original package reviewers and file all correspondence in the CDO	
2.7	Task 7 CPRP		
		Shall support TCJ6 and the USTRANSCOM CPRP and TA process. This includes collecting and evaluating data for systems identified by TCJ6 from the applicable system program managers	
		TA data shall be entered/updated in the CRIS database prior to the CPRP	
		Shall prepare a quarterly report which documents actions completed to support the TA/CPRP and update CRIS data as required	
		Shall document results of the CPRP to facilitate revisions prior to execution of next CPRP cycle	
		Shall assist in implementing new procedures using the CRIS database.	
2.8	Groupware Workshop Support		
		Shall provide Group Systems software and technical support to USTRANSCOM, DISA, process owners, and organizations designated by the government task manager for use of the facility	4.10.4a
		Shall provide support for workshops using mobile Group Systems suite to include setup/breakdown of all equipment, (Local Area Network, laptops, audiovisual), planning, and technographer support at the designated location	4.10.4b
		Shall manage the use of the Groupware facilities in coordination with COR and other government task managers to include the publishing and maintenance of a schedule of GroupWare Facility and Mobile suite activities	4.10.4c
		Shall provide professional facilitation for workshops conducted with groupware assets	4.10.4d
2.9	CIO and Integration Management Support		
		Shall recommend policy, business rules, and procedures for Clinger-Cohen Act of 1996 compliance in IT, PfM EA assessment, and interoperability	4.11.4 a
		Shall provide detailed analysis of command systems against these policies	4.11.4 b
		Shall analyze and assist with implementation of automated tools that the government evaluates or uses to collect and report data in support of the PfM, and IT Investment Management process and/or strategic planning.	4.11.4 c
2.10	Task 10 Subtask 1 ECM		



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



PWS Para #		Requirement	Proposal Para #
		Shall work with representatives from TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations to institutionalize the ECM process across the command and components. Knowledge of ECM, Clinger-Cohen Act of 1996, PfM, EA, Strategic Planning, and the USTRANSCOM funding process and associated review boards is essential, as these processes will be integrated with ECM. Functional and technical support is required to conduct ECM activities	4.12.4 a & b
		Shall provide detailed analysis of DTS systems against established ECM processes and ensure compliance with Clinger-Cohen Act of 1996 and alignment with Strategic Planning, PfM, Program Management, and systems development processes defining policy and business rules to ensure integration of these major processes and incorporation into ECM	4.12.4 c
		Shall update and improve the ECM handbook. This shall include activities associated with new business practices and rules required for conducting the ECM process	4.12.4 d
		Shall maintain a next steps program management plan that details the way ahead for the ECM process	4.12.4 g
		Shall participate in training personnel on the ECM process	4.12.4 d
		Shall establish initial information/data transfers from different sources to selected requirement tracking, workflow, and analysis tools	4.12.4 e
		Shall conduct conceptual analysis, which will further refine ECM methodology and shall participate in ECM implementation and ongoing change management activities	4.12.4 f
		Shall assist in resolving potential problems arising from integration and implementation of ECM	4.12.4 g
		Shall support production of technical documents and provide recommendations to enhance IT management	4.12.4 d
		Shall establish performance metrics for the ECM process being institutionalized throughout the Command	4.12.4 h
2.10.1	Task 10 Subtask 2 Operational Assessment		
		Shall work with representatives from the TCJ6, other USTRANSCOM directorates, contractors, USTRANSCOM Component Commands, and DTS organizations refining methodology and business rules to support the OA process	4.13
		Shall accomplish a conceptual analysis assessing targeted Enterprise Infrastructure DTS systems in support of CPRP objectives	4.13
		Shall assist in resolving potential problems arising from integration of OA with the JDA and ECM	4.13
		Shall document the established repeatable methodology for accomplishing OA activities.	4.13
2.10.2	Task 10 Subtask 3 DOORS		
		Shall provide DOORS database management. The contractor shall provide support to the ECM and requirements capture efforts using DOORS	4.14.4.a-b
		Shall provide support to the DOORS application and explore the expansion of the existing DOORS capability to include configuration management and analysis of functionality in support of ECM	4.14.4.b-c
		Shall support requirements capture efforts as directed by the Government.	4.14.4.a
2.10.3	Task 10 Subtask 4 ECM Technical Support		



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PWS Para #		Requirement	Proposal Para #
		Shall provide technical support for data collection, import/export activities related to both the CRIS database and DOORS in support of ECM analysis and integration processes	4.15.4
		Shall develop and document code to accomplish import and export activities in accordance with established DOD standards and guidelines	4.15.4.a
		Shall update and refine the Web interface that will allow users to submit Enterprise Change Proposals interactively online and to receive updates as their proposal is touched by the ECM office and interfaces	4.15.4.a
		Shall recommend a technical solution in the development and implementation of the interactive IT solution for PMs to submit proposals to the ECM processes. This shall include any process activity and documentation that will be required to establish the procedures and develop the code to support the processes.	4.15.7.b 4.15.4.c
2.11	Task 11 Strategic, Functional, and Operational Plans and Policy Support		
		Shall review and become familiar with the current organizational and management structure and management control review processes of USTRANSCOM, Joint Staff, Joint Forces Command (JFCOM) in order to provide technical support for direct near- and long-term strategic operations, and functional planning to USTRANSCOM, Directorate of Command, Control, Communications and Computer Systems (C4S).	4.16.4.a
		Shall assist government personnel with the functional management of collaborative analysis tools	4.16.4.b
		Shall provide development, integration, and interoperability of USTRANSCOM processes with USTRANSCOM architectures, systems and the Joint community	4.16.4.c
		shall assist and provide functional expertise to government personnel in the IT Investment and Policy arena with functional program management of plans, policy, and programs	4.16.4.e
		Shall provide engineering and integrations services to initiate and improve USTRANSCOM distribution capabilities efforts and enhance the support to the warfighter into the 21 st century by providing requirements analysis, planning, and integrations of USTRANSCOM and DOD Strategic Operational and Functional concepts, plans, and policies which provide the foundation and impetus for transformation, and change	4.16.4.g
	Task 11 Explanation		
	Organizational Familiarity and Orientation Meeting	Shall review and become familiar with the current organizational and management structure and management control review processes of TCJ6	4.16.4.a
		Shall meet within 5 business days of the date of contract award. The meeting will orient the contractor with TCJ6 staff contacts.	4.16.4.a
	Plans and Policy	Shall participate in the continuous strategic planning and integration management systemic process; providing technical support and recommendations to members of the command making decisions about the future; developing the necessary documentation, procedures, processes, and plans to achieve this future; and determine how success is to be measured. Contractor recommendations are subject to review and approval by the TCJ6 Program Manager	4.16.4.b



Distribution Portfolio Management and Information Technology (IT)
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PWS Para #		Requirement	Proposal Para #
	Development and integration of USTRANSCOM DPO and DTS processes	Support in the analysis, development, integration, and interoperability of USTRANSCOM DPO and DTS processes are consistent with other USTRANSCOM architectures, systems, and the joint community. Support in the development, planning, researching, coordinating, and/or review of Strategic, Functional, Operational, Plans and Policies, Key Performance Parameters, Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities (DOTMLPF) Capability Change Recommendations (CCR), and supporting Joint Requirements Oversight Council (JROC), JCIDS, Functional Capabilities Boards (FCBs), Joint Battle Management Command and Control Boards, Integrated Priorities List, and the Joint Requirements Board.	4.16.4.c
		Shall provide technical support and functional expertise in the development and adherence of command strategic, functional, and technical standards for those DOD and Joint, Services, and Agencies staff C4S programs requiring integration into the DPO/DTS.	4.16.4.d
		Will assist the IT Investment and Policy effort in defining future strategies to satisfy command strategic and tactical requirements. Emphasis should be on functional strategy, user requirements, budget, and technical constraints. This will entail developing, creating, writing, or reviewing plans and policies, reports, briefings, and trip reports.	4.16.4.e
		Will be required to provide functional and technical expertise to bridge the gap between technical and functional conflicting issues between all the Strategic, Functional, and Operational plans, policies, and concepts	4.16.4.f
	Engineering and Integrations Services	Shall provide engineering and integration services to initiate and improve USTRANSCOM services and support to the Warfighter	4.16.4.g
		Shall encompass all activities necessary to focus on specific and multiple IT efforts determined by the government. In general, project support services include operational support planning, researching, scheduling, collaboration, and coordination between USTRANSCOM and DOD remote sites collaborative planning sessions utilizing USTRANSCOM suite of Defense Collaboration Tools (DCTS), InfoWorkSpace (IWS) and video teleconferencing	4.16.4.g
5.0000	GFE/GFI		
		Shall release all GFE to the government, upon termination of the specific task or subtask, whichever date is earlier	9
		Shall control all equipment and software provided by the government as GFE.	
		Shall release all GFE to the government upon termination of the specific task or subtask, whichever date is earlier, in which its use is no longer necessary	
6.0000	General Info		10
		Any documents created for the government by the contractor shall be provided both hardcopy and electronic format in Microsoft suite unless otherwise directed.	10
		All documents shall become the property of the United States government and such information shall be kept confidential	10
		Any software and/or applications created by the contractor will become the property of the United States government.	10
6.1000	Contractor Employee		
		Shall provide a workforce possessing the skills, knowledge, and training to perform the services required by this contract	10.1



Distribution Portfolio Management and Information Technology (IT)
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PWS Para #		Requirement	Proposal Para #
		Shall identify the minimum requirements for each labor category to be used in performance of this contract	10.1
		Shall provide a non-disclosure agreement for each employee working the assigned tasks	10.1
6.2000	Quality Control	Shall establish and maintain a complete Quality Control Plan to ensure the requirements of this contract are provided as specified.	10.2
		Shall make appropriate modifications (at no additional costs to the government) and obtain acceptance of the plan by the CO before the start of the performance period	10.2
		All on-site records of all inspections conducted by the Contractor shall include:	10.2
		<ul style="list-style-type: none"> Date, time and location of the inspection. A signature block for the person who performed the inspection. Rating of acceptable or unacceptable. Area designated for deficiencies noted and corrective action taken. Total number of inspections. 	
6.3000	Security Requirements	Shall establish, document, and execute procedures to comply with contractor requirements cited in AFI 31-601	10.3
		Shall acquire all necessary installation passes for contractor personnel	10.3
		Contractors operating on government installations shall ensure their personnel always wear a contractor-furnished identification badge and provided USTRANSCOM Security Badges on their outer clothing, on the front of the body, between the neck and the waist, and it shall be visible at all times.	10.3
6.3.1	Notification of Installation Security	Shall notify local security personnel of contract start at each installation in accordance with AF FAR Sup 5352.204-9000, Notification of Government Security Activity, and enter into a security agreement in accordance with AF FAR Sup 5352.204-9001	10.3.1
		The security agreement shall address the following topics:	10.3.1
		Visitor/Vehicle Pass.	
		<ul style="list-style-type: none"> National Agency Check (NAC) (AF Form 2584) as required. Restricted Area Badges, AF Form 1199, as required. 	
		Designated government security manager.	
		Issue and turn in.	
		Control and accountability Inventories and associated training.	
		Escorts.	
		<ul style="list-style-type: none"> Pre-announcement Procedures. 	
6.3.2	Security Regulation Compliance	Shall comply with DD Form 254, Contract Security Classification Specification, attached to this contract.	10.3.2



PWS Para #		Requirement	Proposal Para #
6.3.3	Personnel Security Clearances		
		All contractor personnel shall possess Secret security clearances.	10.3.3
		Shall ensure that sufficient personnel on duty have appropriate security clearance to accomplish all services specified in this PWS prior to the start of the conversion date at each installation	
6.6000	Phase-In/Phase-out		
		The incumbent contractor shall provide phase-in/out orientation if there is a change in contractor or if the operation reverts to the DOD	10.6
		The incumbent contractor shall begin phase-in/out orientation as soon as possible after contract award or changeover is directed.	10.6
		During the phase-in/out orientation period, the incumbent contractor shall be fully responsible for PWS performance requirements and cooperate to the extent required to permit an orderly changeover to the successor.	10.6
	Eval Criteria		
2c		The technical proposal shall identify any proposed/potential sub-contractor agreements that may be required in the performance and completion of the task requirements.	2.5
		Contractor should identify the established sub-contract management procedures that shall be applied.	2.5
4.0000	Price (Cost)		
		The cost for each TASK/CLIN (as defined in the PWS) shall be included as a separate item in the contractor's cost proposal to enable the completion of a thorough cost evaluation.	Cost Proposal
		The contractor's proposal shall also contain the contract number and the contract expiration date from which the pricing is being quoted.	Cost Proposal



APPENDIX E

ASSUMPTIONS AND MITIGATIONS

The following discussion outlines CSC Team assumptions and mitigations for performing the Distribution Portfolio and Information Technology (IT) Investment Strategies Management Support. Each assumption is organized by the Analyze, Select, Control, and Evaluate process and is followed by a statement that discusses how the CSC Team will work with the USTRANSCOM task lead to mitigate the assumption.

Assumptions and mitigations:

Analyze:

1. CSC assumes USTRANSCOM will provide a desired organizational strategy and a working list of key goals, objectives, and high-level requirements and metrics that will guide the portfolio management process and define success. CSC Team will facilitate formal discussions to help USTRANSCOM select key goals, objectives, and high-level metrics to guide the portfolio management and agree on success factors.
2. CSC assumes UTRANSCOM will identify the IT investments it wants us to manage. CSC will assist USTRANSCOM task leads in determining and selecting the list of IT investments and related non-material solutions assigned to the CSC Team that will be part of the portfolio management tasks in this proposal.
3. CSC assumes USTRANSCOM will approve the collection of data from program managers and other data sources, allow the CSC Team access to the data, and provide a set of portfolio management tools to collect, store, and manipulate the data. CSC will assist the USTRANSCOM task lead in development and approval of portfolio management policy concerning data collection and access to portfolio managers.
4. CSC assumes program managers are trained to a minimum standard and will use common project management templates. CSC Team will recommend for USTRANSCOM's approval a portfolio management policy containing minimum standards for portfolio management training. The CSC Team will lead portfolio management training in using common project management planning templates and portfolio management tool inputs.

Select:

5. CSC assumes USTRANSCOM will assign a government representative to perform portfolio management duties for each set of IT investments. CSC will assist the USTRANSCOM task lead with recommendations on portfolios and portfolio managers for their approval.
6. CSC assumes USTRANSCOM assigned portfolio managers will receive a minimum standard of portfolio management training on process and tools. CSC will recommend for USTRANSCOM's approval a portfolio management policy containing minimum standards for portfolio management training. The CSC Team will lead portfolio management training as required on process and use of portfolio management tools.



7. CSC assumes portfolio managers will present and champion their assigned portfolios to the Governance Boards at all levels. The CSC Team will assist portfolio managers in presentation preparation and include preparation standards in the portfolio management policy for approval by the USTRANSCOM task lead.
8. CSC assumes governance boards will be led by USTRANSCOM or USTRANSCOM will participate in higher level investment board reviews, depending on the decision authority required in the selection process. Governance boards will evaluate the merits of the recommendations submitted in the previous step and select IT investments that most closely align with the strategic guidance in Step 1.1. The CSC Team will assist the USTRANSCOM lead in ensuring recommendations are sound and alternatives described so a decision can be made.

Control:

9. CSC assumes program managers will properly define issues with a description of what caused it, impact, urgency, and current status. CSC will assist the USTRANSCOM task lead with portfolio management policy and program manager training subject to the task lead's approval. CSC will recommend minimum standards for program manager defined issues and will include this training as part of the program manager training plan.

Evaluate:

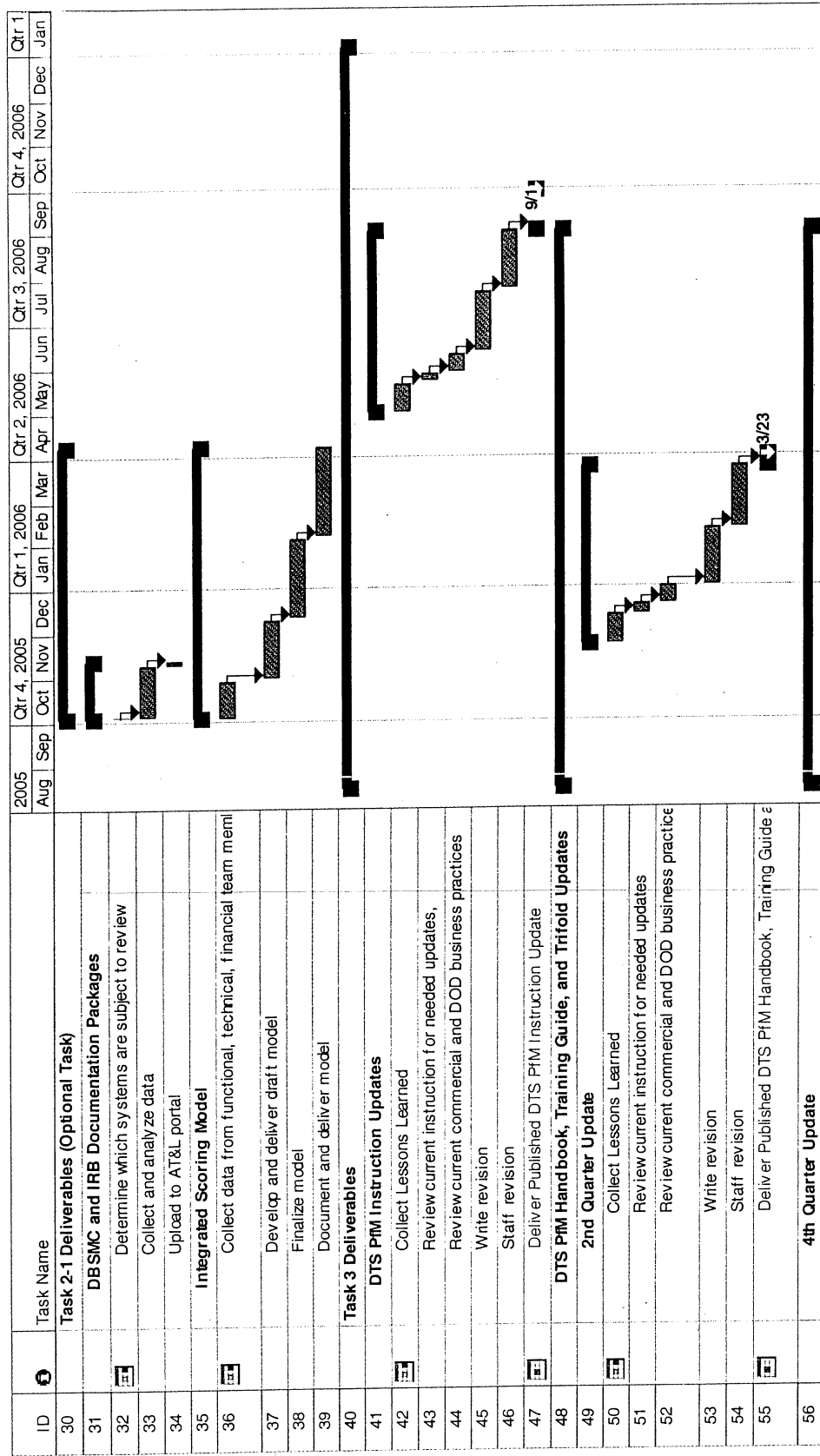
10. CSC assumes portfolio managers will convene periodic (suggest monthly) portfolio management meetings to resolve the variances and issues collected and summarized in the previous step. CSC will assist the USTRANSCOM task lead in development and approval of portfolio management policy concerning portfolio evaluation meetings. CSC will recommend minimum standards for portfolio manager led meetings, assist in meeting preparation, and will include this training as part of the program manager training plan.
11. CSC assumes if the portfolio manager is unable to make a resolution decision, the issue along with solution options will be forwarded to a higher-level decision-maker. CSC will assist the USTRANSCOM task lead with the development and approval of portfolio management policy concerning issues resolution authority.

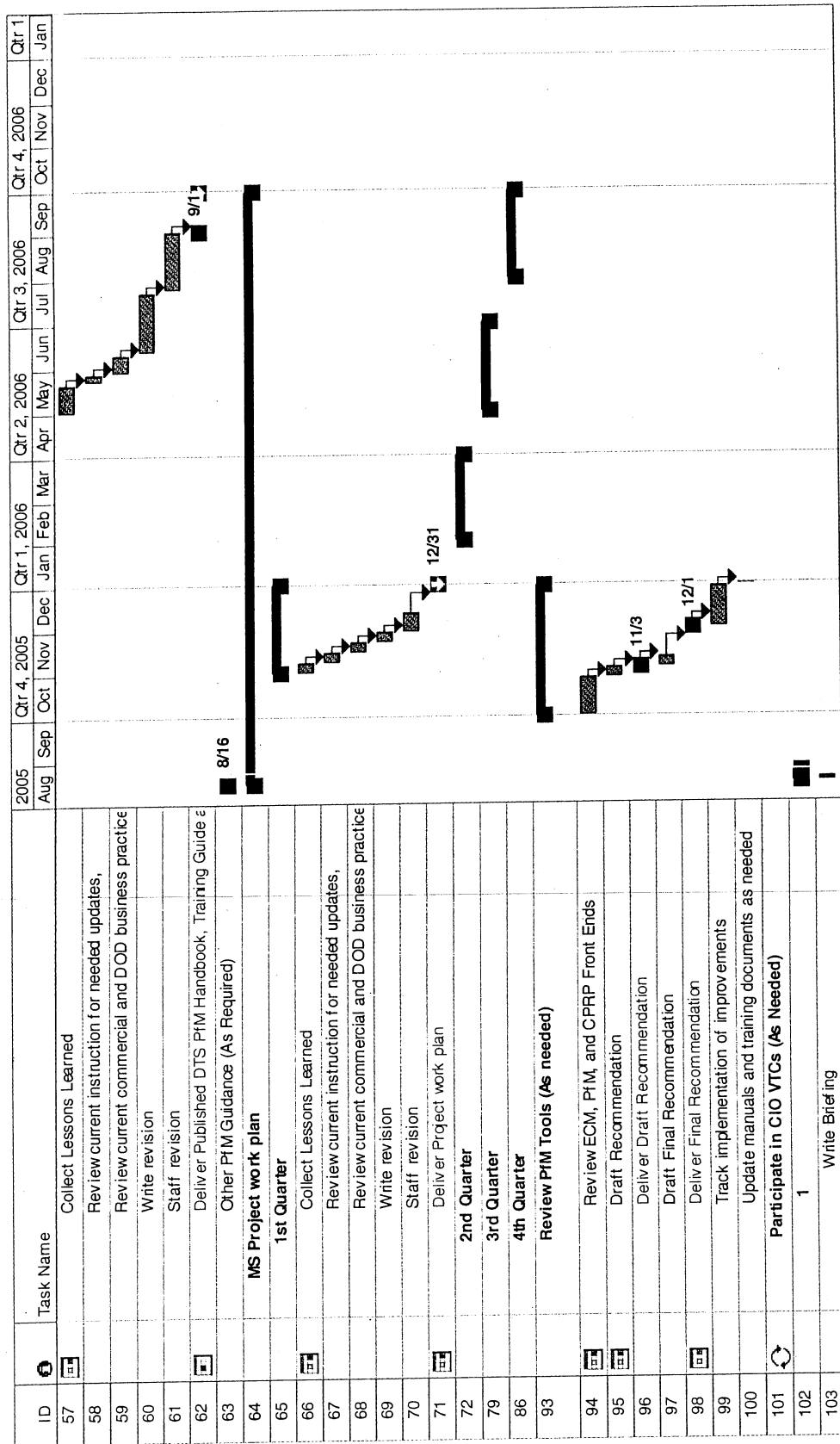


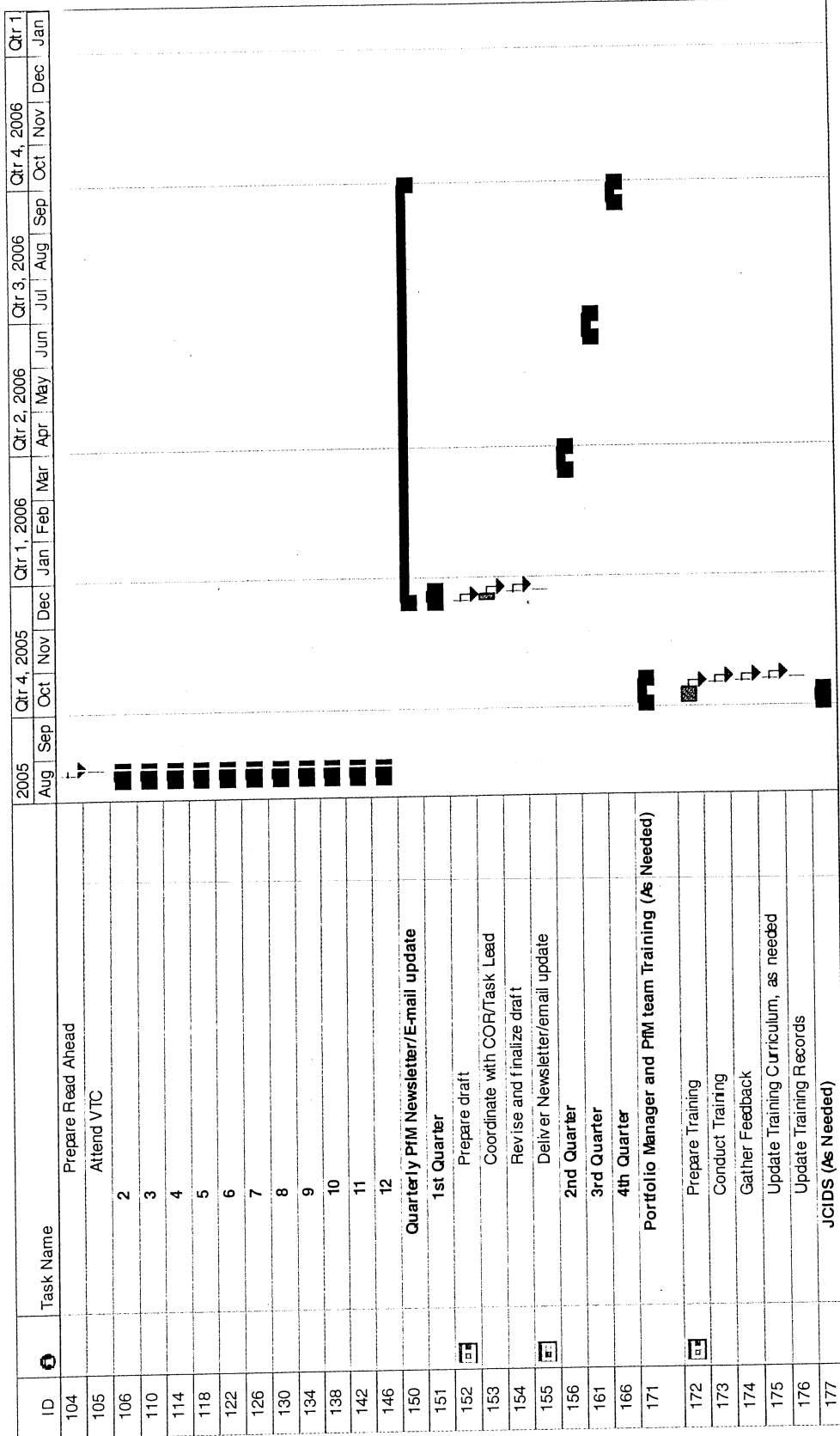
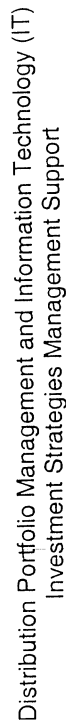
APPENDIX F

PROJECT PLAN

ID	Task Name	2005												2006												2007																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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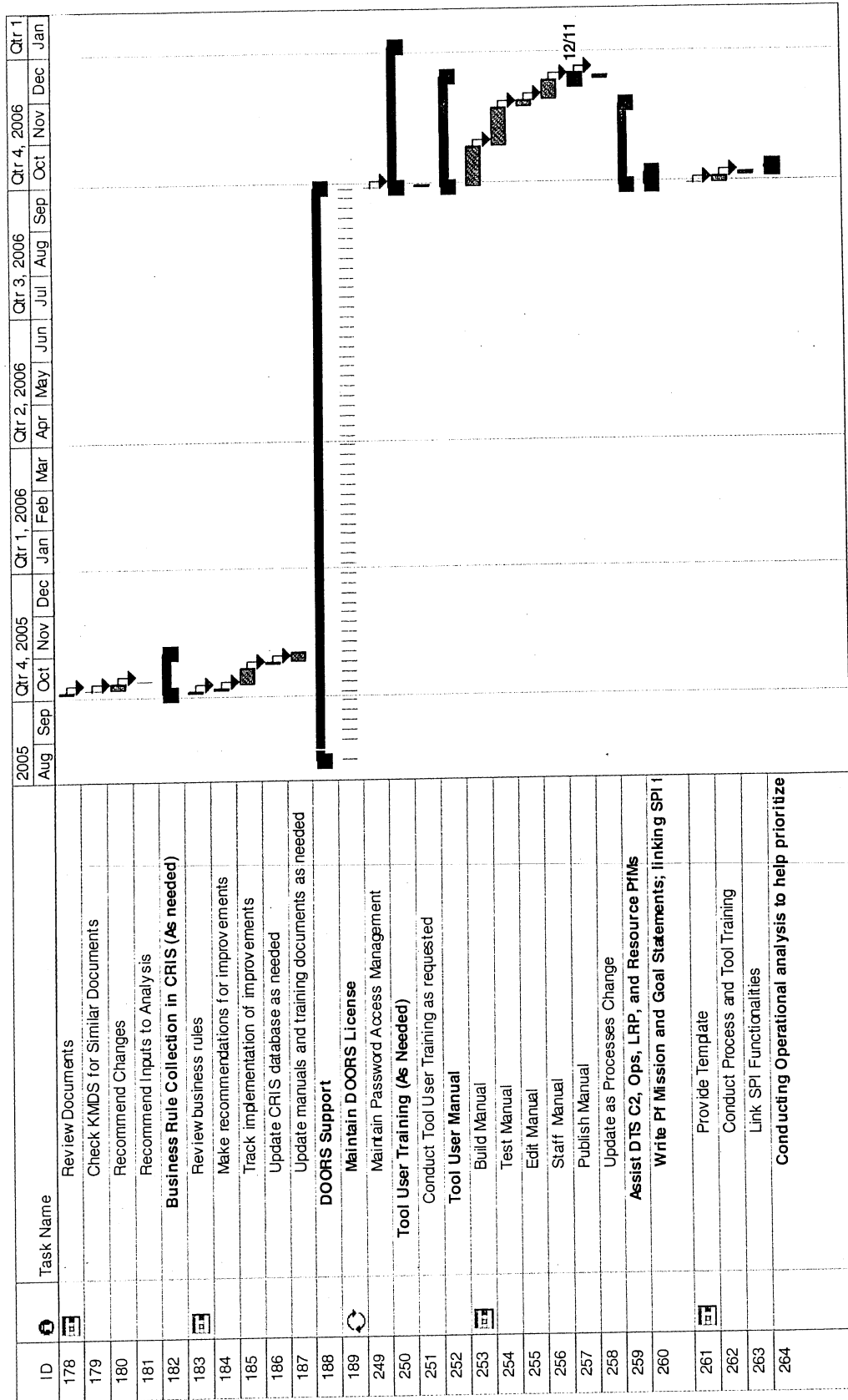








Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support





Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



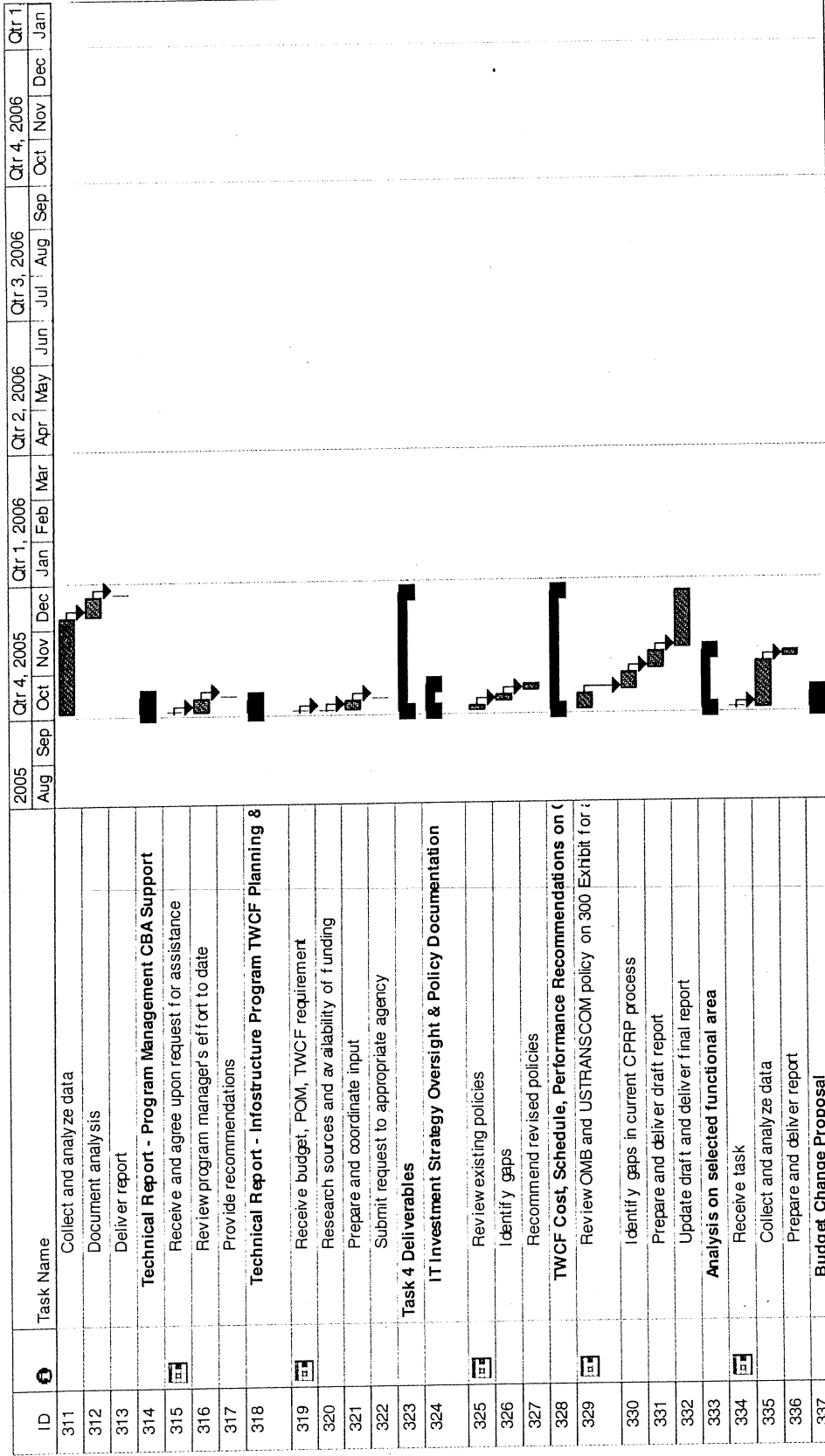
ID	Task Name	2005	Qtr 4, 2005	Qtr 1, 2006	Qtr 2, 2006	Qtr 3, 2006	Qtr 4, 2006	Qtr 1,
		Aug	Sep	Oct	Nov	Dec	Jan	Feb
265	Provide OA Handbook							
266	Train PFM on OA Tool							
267	Aligning SPI functionalities with USTRANSCOM Sta							
268	Conduct training on alignment requirement							
269	Provide EA products to PMgrs when requested							
270	Understand Need and Make Query							
271	Produce Product, analyze, and make recommenda							
272	Comparison of new requirements/capabilities again							
273	Understand Need and Make Query							
274	Produce Product, analyze, and make recommenda							
275	Producing reports recommending final IT solution							
276	Build report							
277	Staff Read Ahead							
278	Coordinate Comments							
279	Deliver Final Recommendation							
280	Enterprise Infrastructure PFM Analysis							
281	Write PFM Mission and Goal Statements; linking SPI							
282	Provide Template							
283	Conduct Process and Tool Training							
284	Link SPI Functionalities							
285	Conducting Operational analysis to help prioritize							
286	Provide OA Handbook							
287	Train PFM on OA Tool							



ID	Task Name	2005	Qtr 4, 2005	Qtr 1, 2006	Qtr 2, 2006	Qtr 3, 2006	Qtr 4, 2006	Qtr 1
288	Prioritize SPIFs	Aug	Sep	Oct	Nov	Dec	Jan	Feb
289	Assist PFM with Resource Allocations							
290	Assist PFM with CPRP Recommendations							
291	Aligning SPI functionalities with USTRANSCOM Sta							
292	Conduct training on alignment requirement							
293	Provide EA products to PIMgrs when requested							
294	Understand Need and Make Query							
295	Produce Product, analyze, and make recommenda							
296	Comparison of new requirements/capabilities again							
297	Understand Need and Make Query							
298	Produce Product, analyze, and make recommenda							
299	Producing reports recommending final IT solution							
300	Build report							
301	Staff Read Ahead							
302	Coordinate Comments							
303	Deliver Final Recommendation							
304	Task 3-1 Deliverables							
305	Status of Funds Report - Program Division (monthly)							
306	Collect data							
307	Analyze data							
308	Prepare and deliver report							
309	Economic Analysis							
310	Receive and agree upon request for analysis							



Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support





Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



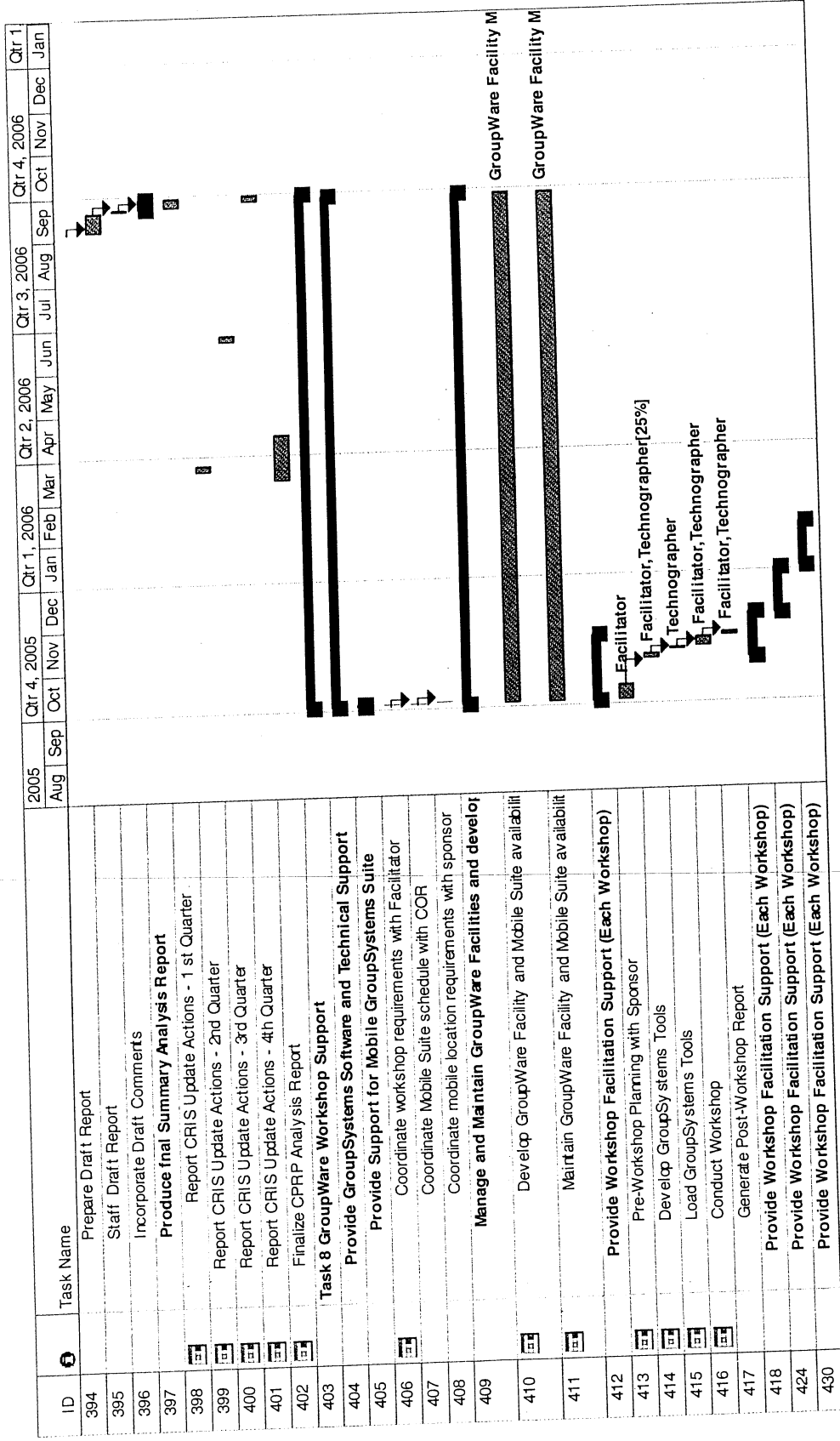
ID	Task Name	2005												2006												2007											
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan						
338	Receive tasking																																				
339	Determine impact																																				
340	Prepare form																																				
341	Coordinate and submit response																																				
342	Task 4-1 Deliverables																																				
343	Summary Analysis of CPRP																																				
344	Collect data from CRIS/CPRP database and reviews																																				
345	Organize and analyze data																																				
346	Prepare and deliver report																																				
347	Written financial analysis of TWCF IT investments																																				
348	Determine the "one government selected functional area" fo																																				
349	Collect and analyze data																																				
350	Prepare and deliver report																																				
351	Task 5 Deliverables																																				
352	Annual Migration Transition Report																																				
353	Focal area business case analysis																																				
354	Receive task																																				
355	Develop specific project plan																																				
356	Collect and analyze data																																				
357	Prepare and deliver report																																				
358	Mini-financial assessments of existing programs																																				
359	Determine sequence of program assessments																																				
360	Collect and analyze data																																				
361	Provide assessment																																				
362	Impact analyses of estimated versus actual costs																																				
363	Determine sequence of program assessments																																				
364	Collect and analyze data																																				
365	Provide assessment																																				



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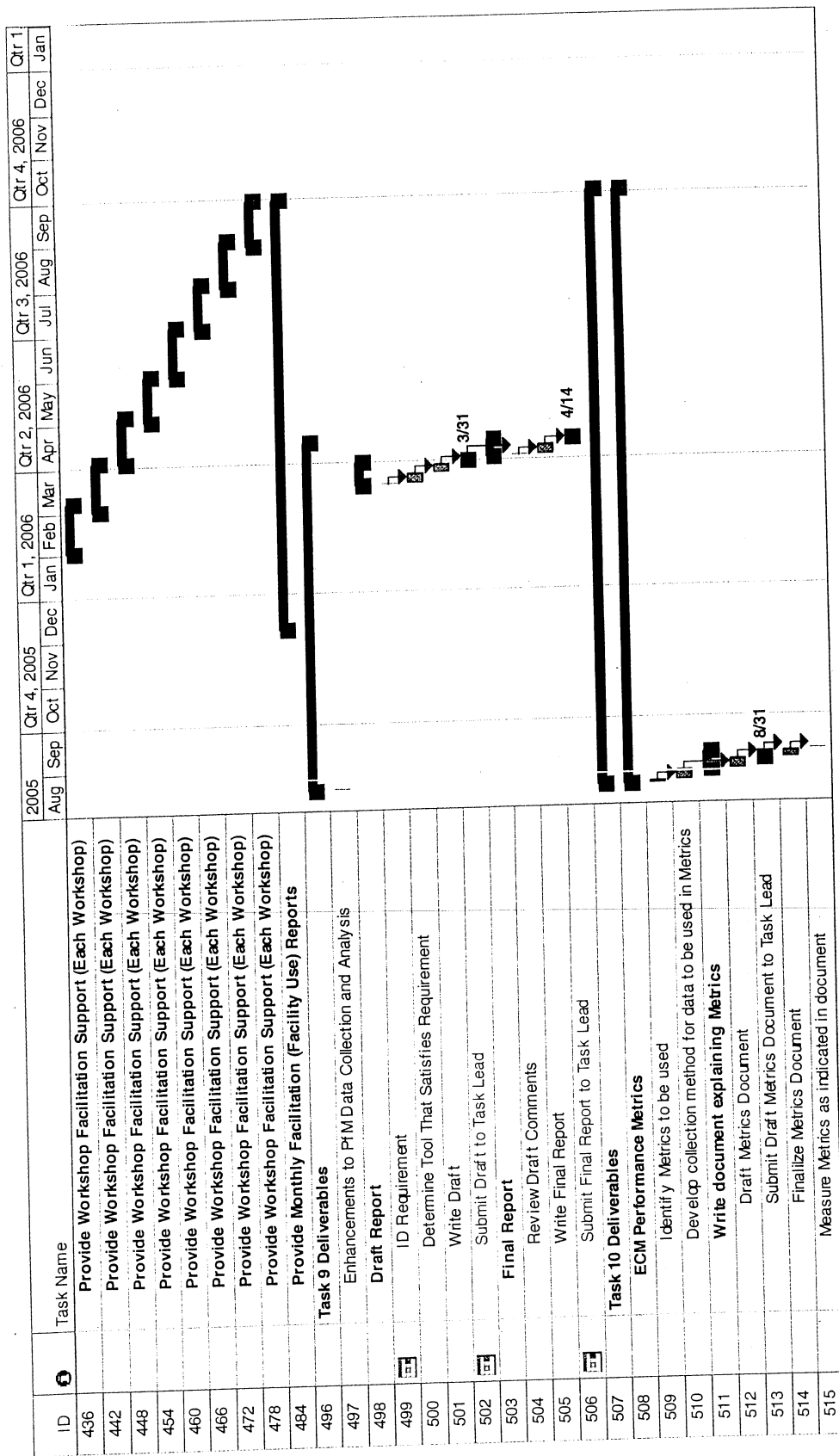


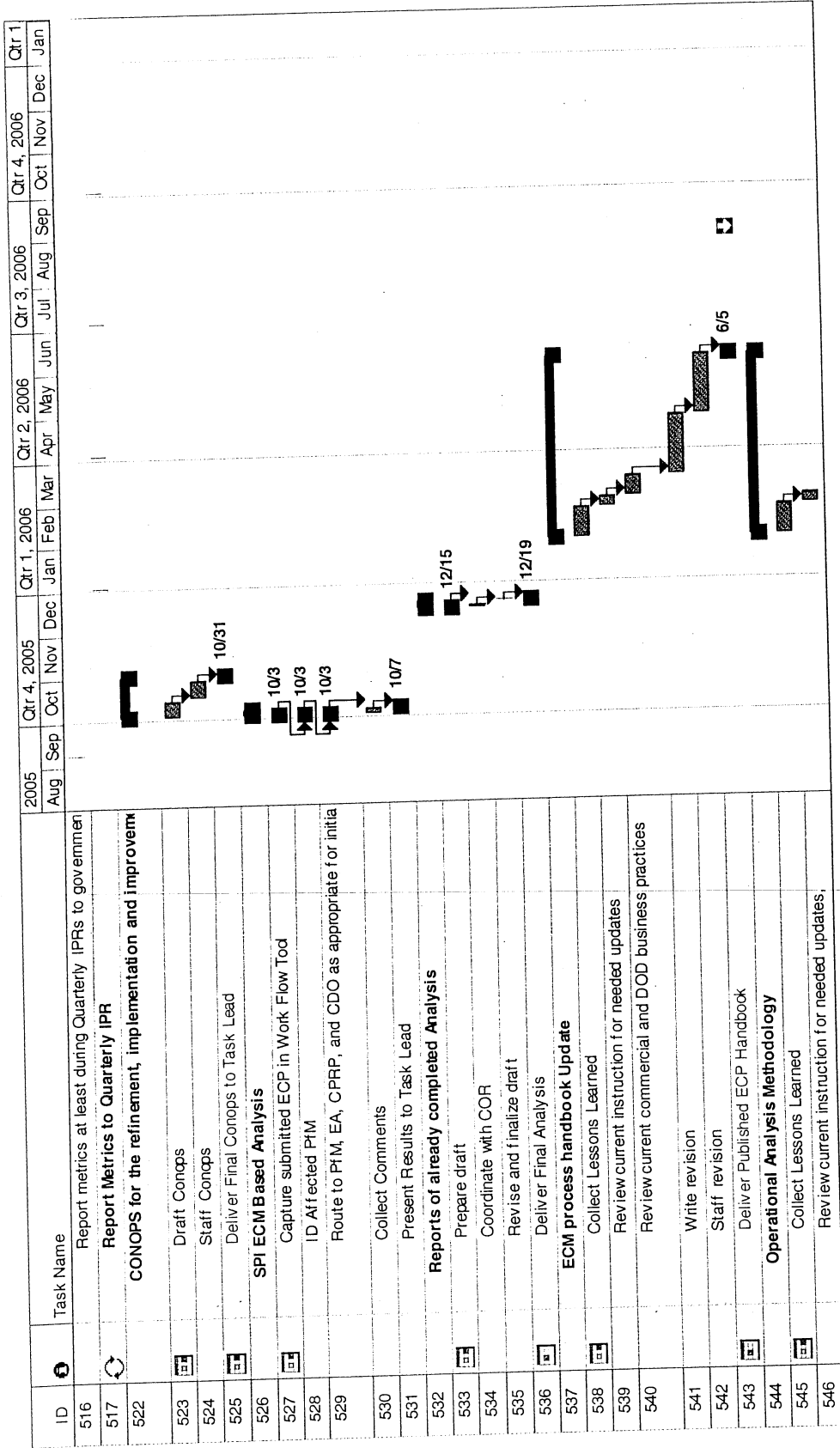
Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support





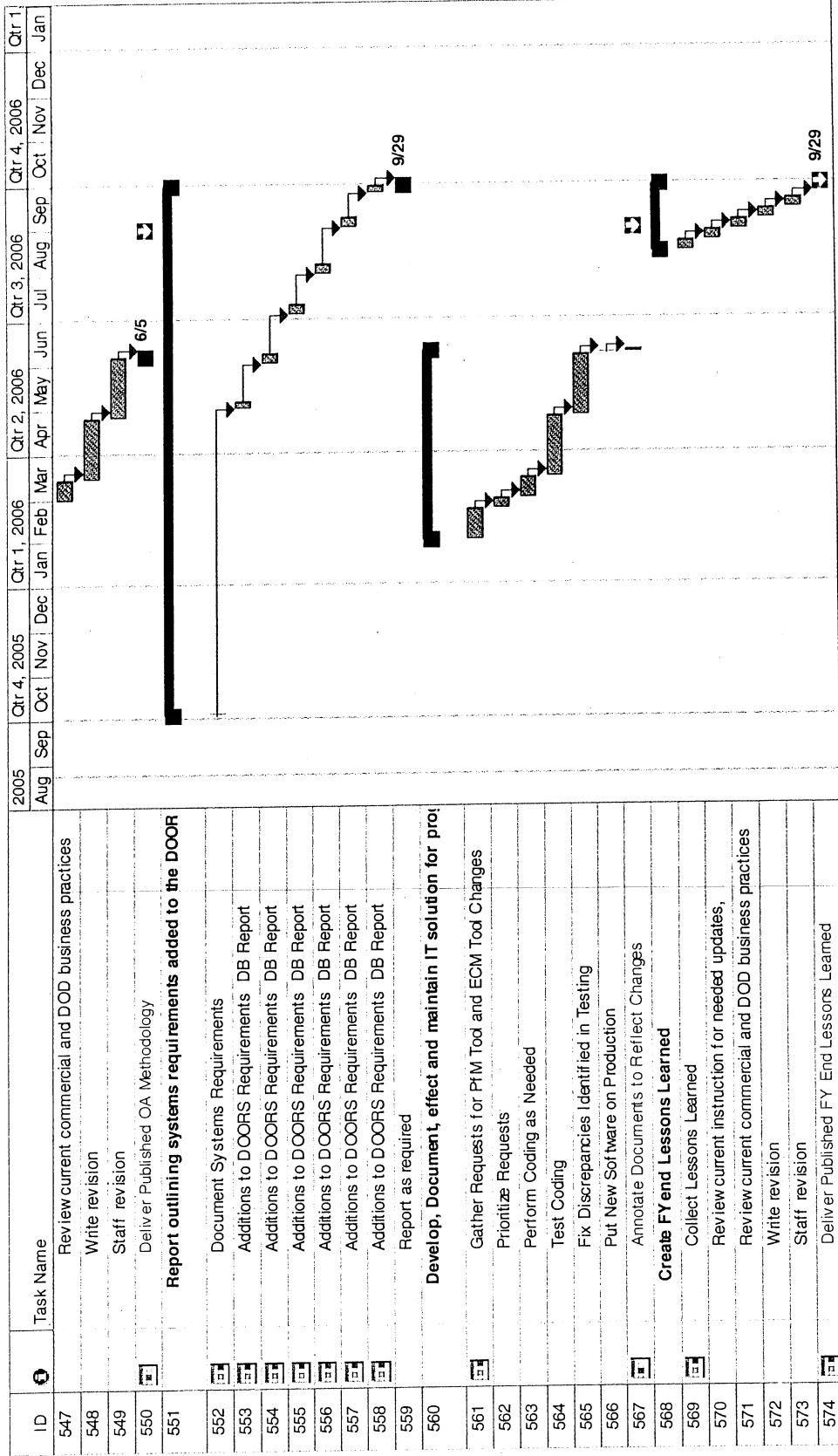
Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support







Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support





Distribution Portfolio Management and Information Technology (IT)
Investment Strategies Management Support



ID	Task Name	2005			Qtr 4, 2005			Qtr 1, 2006			Qtr 2, 2006			Qtr 3, 2006			Qtr 4, 2006			Qtr 1, 2007		
		Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
575	Refine ECP Process																					
576	Refine ECP Process																					
577	Task 11 Strategic Planning																					
578	Verbal Weekly Activity Report																					
631	Report Improvement/Enhancement Recommendations																					
632	IT Investment Support to CPRP - 1st Quarter																					
633	IT Investment Support to CPRP - 2nd Quarter																					
634	IT Investment Support to CPRP - 3rd Quarter																					
635	IT Investment Support to CPRP- 4th Quarter																					
636	Finalize CPRP Analysis Report																					



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~~CSC Proprietary Data~~

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A Cost Proposal (Final Proposal Revision) for
**Distribution Portfolio and Information Technology (IT)
Investment Strategies Management Support**

Prepared for
United States Transportation Command
Command, Control, Communications and Computer Systems Directorate (TCJ6)
508 Scott Drive
Scott AFB, Illinois 62225-5357

In response to
USTRANSCOM/TCAQ
Request for Quote (RFQ) HTC711-05-Q-0002
4 August 2005

Submitted by
Computer Sciences Corporation
CSC Information Systems LLC
15000 Conference Center Drive
Chantilly, VA 20151-2819

21 September 2005

RESTRICTION ON DISCLOSURE AND USE OF DATA

~~This proposal or quotation includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this proposal or quotation. If, however, a contract is awarded to this offeror or quoter as a result of - or in connection with - the submission of that data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. The restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets marked with the following:~~

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20 pages



Computer Sciences Corporation

RFQ Information Sheet

12. CLIN Structure (Final Proposal Revision)

Portfolio Management and Information Technology Investment Strategies Support Basic Year – 01 Oct 05 through 30 Sep 06				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 0001 Estimated Labor Hours {■■■■■} Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9.	1	LOT	See Table: CSC Discount GSA Rates	\$5,833,579
CLIN 0002 Estimated Labor Hours {■■■■■} Portfolio Management Support Services in accordance with PWS Tasks 4, Sub-task1 and Task 11.	1	LOT	See Table: CSC Discount GSA Rates	\$398,069
CLIN 0003 Estimated Labor Hours {■■■■■} Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT	See Table: CSC Discount GSA Rates	\$967,199
CLIN 0004 Estimated Labor Hours {■■■■■} Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT	See Table: CSC Discount GSA Rates	\$162,001
CLIN 0005 (Optional Task) Estimated Labor Hours {■■■■■} Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT	See Table: CSC Discount GSA Rates	\$2,253,448
CLIN 0006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284

54,545,510
(b)(4)



Computer Sciences Corporation

RFQ Information Sheet

12. CLIN Structure (Final Proposal Revision)

Portfolio Management and Information Technology Investment Strategies Support Option Year 1 – 01 Oct 06 through 30 Sep 07				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 1001 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9.	1	LOT	See Table: CSC Discount GSA Rates	\$6,049,709
CLIN 1002 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 4, Sub-task1 and Task 11.	1	LOT	See Table: CSC Discount GSA Rates	\$412,835
CLIN 1003 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT	See Table: CSC Discount GSA Rates	\$1,003,018
CLIN 1004 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT	See Table: CSC Discount GSA Rates	\$168,004
CLIN 1005 (Optional Task) Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT	See Table: CSC Discount GSA Rates	\$2,336,949
CLIN 1006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284

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Computer Sciences Corporation

RFQ Information Sheet

12. CLIN Structure (Final Proposal Revision)

Portfolio Management and Information Technology Investment Strategies Support Option Year 2 – 01 Oct 07 through 30 Sep 08				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 2001 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9.	1	LOT	See Table: CSC Discount GSA Rates	\$6,240,765
CLIN 2002 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 4, Sub-task1 and Task 11.	1	LOT	See Table: CSC Discount GSA Rates	\$425,808
CLIN 2003 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT	See Table: CSC Discount GSA Rates	\$1,034,576
CLIN 2004 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT	See Table: CSC Discount GSA Rates	\$173,301
CLIN 2005 (Optional Task) Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT	See Table: CSC Discount GSA Rates	\$2,411,128
CLIN 2006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284

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Computer Sciences Corporation

RFQ Information Sheet

12. CLIN Structure (Final Proposal Revision)

Portfolio Management and Information Technology Investment Strategies Support Option Year 3 – 01 Oct 08 through 30 Sep 09				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 3001 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9.	1	LOT	See Table: CSC Discount GSA Rates	\$6,468,803
CLIN 3002 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 7 and 11.	1	LOT	See Table: CSC Discount GSA Rates	\$441,373
CLIN 3003 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT	See Table: CSC Discount GSA Rates	\$1,072,385
CLIN 3004 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT	See Table: CSC Discount GSA Rates	\$179,632
CLIN 3005 (Optional Task) Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT	See Table: CSC Discount GSA Rates	\$2,499,252
CLIN 3006 Travel, Cost Reimbursable PWS Paragraph 2.12	1	LOT		NTE/EST \$29,284

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(b)(4)



Computer Sciences Corporation

RFQ Information Sheet

12. CLIN Structure (Final Proposal Revision)

Portfolio Management and Information Technology Investment Strategies Support Option Year 4 – 01 Oct 2009 through 30 Sep 2010				
CLIN Number	Quantity	Unit	Unit Price	Not-To-Exceed Amount
CLIN 4001 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 1, 2, 4, 5, 6, 7, 8, 9.	1	LOT	See Table: CSC Discount GSA Rates	\$6,707,847
CLIN 4002 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 7 and 11.	1	LOT	See Table: CSC Discount GSA Rates	\$457,690
CLIN 4003 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Tasks 3 and 10.	1	LOT	See Table: CSC Discount GSA Rates	\$1,112,008
CLIN 4004 Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 3, Sub-task 1.	1	LOT	See Table: CSC Discount GSA Rates	\$186,263
CLIN 4005 (Optional Task) Estimated Labor Hours [■■■■■] Portfolio Management Support Services in accordance with PWS Task 2, Sub-Task 1 (PWS paragraph 2.2.1)	1	LOT	See Table: CSC Discount GSA Rates	\$2,591,603
CLIN 4006 Travel, Cost Reimbursable PWS, Paragraph 2.12	1	LOT		NTE/EST \$29,284

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Computer Sciences Corporation

CSC Discount GSA Rates
(Final Proposal Revision)
(GS-35F-4639H)

GSA Code	GSA Category	Site	Contract Year 8 (3 Nov 04 - 2 Nov 05)			Contract Year 9 (3 Nov 05 - 2 Nov 06)			Contract Year 10 (3 Nov 06 - 2 Nov 07)		
			GSA Rate	Discount	Rate	GSA Rate	Discount	Rate	GSA Rate	Discount	Rate
A2	Project Mgr	Govt	\$102.48			\$106.27			\$110.20		
A22	Sr Data Control Spec	Govt	\$49.62			\$51.45			\$53.36		
B1	Prin Functional Analyst	Govt	\$95.92			\$99.47			\$103.15		
B2	Sr Functional Analyst	Govt	\$75.74			\$78.54			\$81.45		
B3	Functional Analyst	Govt	\$68.20			\$70.72			\$73.34		
B8	Sr BPR Specialist	Govt	\$95.92			\$99.47			\$103.15		
B11	Systems Analyst	Govt	\$61.27			\$63.53			\$65.88		
D1	Prin Information Eng	Govt	\$107.84			\$111.83			\$115.97		
D2	Sr Information Eng	Govt	\$95.92			\$99.47			\$103.15		
D3	Information Eng	Govt	\$75.74			\$78.54			\$81.45		
D5	Applications Eng	Govt	\$75.74			\$78.54			\$81.45		
D10	Jr Eng	Govt	\$49.37			\$51.19			\$53.09		
I2	Tech Writer	Govt	\$36.50			\$37.85			\$39.24		
I5	Data Control Clerk	Govt	\$29.10			\$30.17			\$31.29		

S 4.5% (67) (47) 550

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Computer Sciences Corporation

CSC Discount GSA Rates
(Final Proposal Revision)
(GS-35F-4639H)

GSA Code	GSA Category	Site	Contract Year 11 (3 Nov 07 - 2 Nov 08)			Contract Year 12 (3 Nov 08 - 2 Nov 09)			Contract Year 13 (3 Nov 09 - 2 Nov 10)		
			GSA Rate	Discount	Rate	GSA Rate	Discount	Rate	GSA Rate	Discount	Rate
A2	Project Mgr	Govt	\$114.28/			\$118.51/			\$122.89/		
A22	Sr Data Control Spec	Govt	\$55.33			\$57.38			\$59.50		
B1	Prin Functional Analyst	Govt	\$106.97			\$110.93			\$115.03		
B2	Sr Functional Analyst	Govt	\$84.46			\$87.59			\$90.83		
B3	Functional Analyst	Govt	\$76.05			\$78.86			\$81.78		
B8	Sr BPR Specialist	Govt	\$106.97			\$110.93			\$115.03		
B11	Systems Analyst	Govt	\$68.32			\$70.85			\$73.47		
D1	Prin Information Eng	Govt	\$120.26			\$124.71			\$129.32		
D2	Sr Information Eng	Govt	\$106.97			\$110.93			\$115.03		
D3	Information Eng	Govt	\$84.46			\$87.59			\$90.83		
D5	Applications Eng	Govt	\$84.46			\$87.59			\$90.83		
D10	Jr Eng	Govt	\$55.05			\$57.09			\$59.20		
I2	Tech Writer	Govt	\$40.69			\$42.20			\$43.76		
I5	Data Control Clerk	Govt	\$32.45			\$33.65			\$34.90		

Note:

CSC GSA Schedule (GS-35F-4639H) will end on November 2, 2007. CSC expects to extend the current schedule. For Contract Year 11 through Contract Year 13, CSC applies an escalation factor of 3.7% to extend its GSA rates. This escalation factor is consistent with the escalation among Contract Year 8 through Contract Year 10.

5 4.55 (3.7%)

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Computer Sciences Corporation

CSC Price Quote (Final Proposal Revision)

CLIN #	Base Period	Optional Period 1	Optional Period 2	Optional Period 3	Optional Period 4	Total
CLIN X001	\$5,833,579	\$6,049,709	\$6,240,765	\$6,468,803	\$6,707,847	\$31,300,703
CLIN X002	\$398,069	\$412,835	\$425,808	\$441,373	\$457,690	\$2,135,775
CLIN X003	\$967,199	\$1,003,018	\$1,034,576	\$1,072,385	\$1,112,008	\$5,189,186
CLIN X004	\$162,001	\$168,004	\$173,301	\$179,632	\$186,263	\$869,201
Total CLIN X0001 thru X004	\$7,360,848	\$7,633,566	\$7,874,450	\$8,162,193	\$8,463,808	\$39,494,865
CLIN X005 (Optional Task)	\$2,253,448	\$2,336,949	\$2,411,128	\$2,499,252	\$2,591,603	\$12,092,380
CLIN X006 (NTE/EST)	\$29,284	\$29,284	\$29,284	\$29,284	\$29,284	\$146,420
Grand Total	\$9,643,580	\$9,999,799	\$10,314,862	\$10,690,729	\$11,084,695	\$51,733,665

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Computer Sciences Corporation

CSC Price by Task (Final Proposal Revision)

CLIN #	Base Period	Optional Period 1	Optional Period 2	Optional Period 3	Optional Period 4	Total
Task 1	\$350,707	\$363,662	\$375,655	\$389,416	\$403,810	\$1,883,250
Task 2 (Exclude Optional Sub Task 1)	\$2,860,638	\$2,966,618	\$3,060,051	\$3,171,833	\$3,289,032	\$15,348,173
Task 3	\$341,568	\$354,209	\$365,354	\$378,704	\$392,695	\$1,832,529
Task 4	\$339,196	\$351,797	\$362,847	\$376,100	\$390,020	\$1,819,960
Task 5	\$1,696,663	\$1,759,544	\$1,814,992	\$1,881,299	\$1,950,824	\$9,103,321
Task 6	\$138,593	\$143,725	\$148,252	\$153,667	\$159,342	\$743,579
Task 7	\$127,913	\$132,663	\$136,828	\$141,830	\$147,077	\$686,311
Task 8	\$520,188	\$539,456	\$556,456	\$576,782	\$598,078	\$2,790,959
Task 9	\$89,571	\$92,889	\$95,809	\$99,309	\$102,979	\$480,556
Task 10	\$625,630	\$648,806	\$669,221	\$693,679	\$719,312	\$3,356,647
Task 11	\$270,182	\$280,199	\$288,956	\$299,543	\$310,589	\$1,449,469
Total Task 1 thru Task 11 (Exclude Optional Task 2, Sub Task 1)	\$7,360,848	\$7,633,566	\$7,874,450	\$8,162,193	\$8,463,808	\$39,494,865
Optional Task 2, Sub Task 1	\$2,253,448	\$2,336,949	\$2,411,128	\$2,499,252	\$2,591,603	\$12,092,380
Travel (NTE/EST)	\$29,284	\$29,284	\$29,284	\$29,284	\$29,284	\$146,420
Grand Total	\$9,643,580	\$9,999,799	\$10,314,862	\$10,690,729	\$11,084,695	\$51,733,665

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CSC Price Detail (Final Proposal Revision)

CSC GSA Code	CSC GSA Labor Category	Site	Base Year (10/1/05 - 9/30/06)						Total Hours	Total Amounts
			GSA CY 8 (10/1/05 - 11/2/05)		GSA CY 9 (11/3/05 - 9/30/06)					
			Discount Rate	Hours	Amounts	Discount Rate	Hours	Amounts		
		Govt	CLIN 0005							
		Govt								
		Govt								
		Govt								
		Govt								
		Govt								
		Govt	CLIN 0005 Total							\$2,253,448
			CLIN 0006							NTE/EST
	Travel, Cost Reimbursable									\$29,284
			CLIN 0001 thru 0006 Total							\$9,643,580

50,500,550

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CSC Price Detail (Final Propo

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Computer Sciences Corporation

CSC Price Detail (Final Proposal)

CSC GSA Code	CSC GSA Labor Category	Site	Option Year 1 (10/1/06 - 9/30/07)										Total Hours	Total Amounts
			GSA CY 9 (10/1/06 - 11/2/06)			GSA CY 10 (11/3/06 - 9/30/07)			Discount Rate	Hours	Amounts			
			Discount Rate	Hours	Amounts	Discount Rate	Hours	Amounts						
			CLIN 1005											
		Govt												
		Govt												
		Govt												
		Govt												
		Govt												
		Govt												
			CLIN 1005 Total											\$2,336,949
	Travel, Cost Reimbursable													NTE/EST
														\$29,284
														\$9,999,799

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CSC Price Detail (Final Propo

CSC GSA Code	CSC GSA Labor Category	Site	Option Year 2 (10/1/07 - 9/30/08)						Total Hours	Total Amounts
			GSA CY 10 (10/1/07 - 11/2/07)		GSA CY 11 (11/3/07 - 9/30/08)					
			Discount Rate	Hours	Amounts	Discount Rate	Hours	Amounts		
			CLIN 2005							
		Govt								
		Govt								
		Govt								
		Govt								
		Govt								
		Govt								
			CLIN 2005 Total							\$2,411,128
								</		



CSC Price Detail (Final Propo

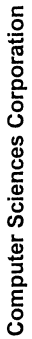
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Computer Sciences Corporation

CSC Price Detail (Final Propo

CSC GSA Code	CSC GSA Labor Category	Site	Option Year 4 (10/1/09 - 9/30/10)						All Years (10/1/05 - 9/30/10)				
			GSA CY 12 (10/1/09 - 11/2/09)			GSA CY 13 (11/3/09 - 9/30/10)			Total Hours	Total Amounts			
			Discount Rate	Hours	Amounts	Discount Rate	Hours	Amounts					
			CLIN 4005										
		Govt											
		Govt											
		Govt											
		Govt											
		Govt											
		Govt											
			CLIN 4005 Total								\$2,591,603		
			CLIN 0005 thru 4005 Total										\$12,092,380
			CLIN 4006								NTE/EST		NTE/EST
	Travel, Cost Reimbursable										\$29,284		
			CLIN 0006 thru 4006 Total										\$146,420
			CLIN 4001 thru 4006 Total								\$11,084,695		
			All CLINs Total										\$51,733,665

54,537,556