



ACQUISITION & PROCUREMENT OFFICE

DEPARTMENT OF DEFENSE  
WASHINGTON HEADQUARTERS SERVICES  
1155 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1155



November 10, 2010

From: Washington Headquarters Services (WHS), Acquisition Directorate (AD)

To: All Authorized Blanket Purchase Agreement (BPA) Holders for Systems Engineering Support

Subj: Request for Proposals #4, Call Order 0004 – **Strategic Studies**

1. The Acquisition Directorate is issuing this competitive RFP to solicit authorized BPA contract holders for the purpose of entering into a Call Order under the BPAs for Professional Engineering Services (HQ0034-11-A-0001, HQ0034-11-A-0002 & HQ0034-11-A-0003). This Call Order will be issued in accordance with the terms and conditions of the basic BPAs.
2. The offeror is required to submit both a technical proposal and price proposal to the Government officials for the purpose of assuring that the offeror is fully cognizant of the scope of this requirement and has the capability to complete all aspects of the Task Work Statement (TWS). The intent is to award an order that is in the best interest of the Government on a best value basis.
3. Proposals must be submitted electronically to the attention of Ms. Carolyn Baltimore at [carolyn.baltimore.ctr@whs.mil](mailto:carolyn.baltimore.ctr@whs.mil) and Mr. Jeremiah Keenan at [jeremiah.keenan.ctr@whs.mil](mailto:jeremiah.keenan.ctr@whs.mil). All proposals must be received by **1:00PM EST, Friday, November 19, 2010**. Any proposal not received or received AFTER the due date, will be deemed unresponsive and not considered for award. Proposals should be in a common electronic format such as Adobe Acrobat (a "PDF" file), must be formatted to print on an 8.5 by 11 inch page, and must include the image of the signature used on the original document. It is incumbent upon the contractor to ensure the proposal is "received," not "sent" by the stated date and time. If you have any questions regarding this requirement, please submit them no later than **10:00AM EST, Monday, November 15, 2010** to [carolyn.baltimore.ctr@whs.mil](mailto:carolyn.baltimore.ctr@whs.mil) and [jeremiah.keenan.ctr@whs.mil](mailto:jeremiah.keenan.ctr@whs.mil).

**SUBMISSION REQUIREMENTS**

**A. TECHNICAL PROPOSAL**

**A.1 Technical Approach:** The Offeror shall submit their Technical Approach to accomplish the requirements of Call Order 0004. Describe in sufficient and succinct detail the means and methods expected or envisioned to be utilized in providing quality delivery of services and deliverables for all work performed under Call Order 0004. The Technical Approach is limited to ten 8.5 x 11 inch pages. A separate coversheet is not required, but

may be provided to identify the proposal and will not be counted amongst the page count.

**A.2 Resumes/Personnel Approach:** The Personnel Approach shall address how the experience and capabilities and qualifications of the proposed personnel will meet the requirements of the Task Work Statement (TWS). Resumes shall also be submitted. Each resume must demonstrate the relevant experience and qualifications of the personnel that will be assigned to the Call Order. The submission of the Resume/Personnel Approach is limited to 15 8.5 x 11 inch pages. A separate coversheet is not required, but may be provided to identify the proposal and will not be counted amongst the page count.

**B. PRICE PROPOSAL** The price proposal shall be submitted separately as a total **Firm Fixed Price**. The offeror must identify the method for calculating the proposed price including, but not limited to, the GSA labor category, the hourly rate, and any discounts offered. The submission is unlimited 8.5 by 11 inch pages. A separate cover sheet is not required, but may be provided to identify the proposal and will not be counted amongst the page count.

Please note that this is a Request for Proposal, not a Request for Quotations. The Government intends to issue an order from an offer in response to this RFP. FAR 2.101 provides the following definition of an offer: "Offer" means a response to a solicitation that, if accepted, would bind the offeror to perform the resulting contract. Response to Requests for proposals (negotiation) are called "proposals"; however, responses to requests for quotations are "quotations", not offers. FAR 13.004 "Legal Effect of Quotations" provides further distinction between an offer and a quotation: "A quotation is not an offer and, consequently, cannot be accepted by the Government to form a binding contract. Therefore, issuance by the Government of an order in response to a suppliers' quotation does not establish a contract. The order is an offer by the Government to the supplier to buy certain supplies or services upon specified terms and conditions. A contract is established when a supplier accepts the offer." Any reference or implication within this Request for Proposals assumed to be contrary to the requirement to provide an offer is unintentional and shall not be construed as an opportunity or a choice to provide a quote.

Offerors are therefore reminded that they are to submit offers in response to this requirement that will be binding should the Government select them for award without discussions, and to do so that they must include their best firm-fixed pricing on a **fully complete and signed offer**. Failure to do so may result in the offeror being determined as non-responsive and not considered for award.

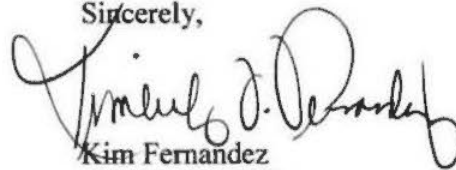
**C. ASSUMPTIONS, CONDITION, OR EXCEPTIONS** The offeror **MUST** submit **any assumptions, conditions, or exceptions** with any of the terms and conditions of the RFP and corresponding attachments. If not noted in this section of your offer, it will be assumed that the offeror proposes no assumptions for award, and agrees to comply with all of the terms and conditions as set forth herein. It is not the responsibility of the Government to seek out and identify assumptions, conditions, or exceptions included within the offeror's proposal. Note that any assumptions, conditions, or exceptions made may result in a determination that an offeror is not technically acceptable, and may be excluded from competition.

**D. EVALUATION PROCEDURES** Once the responses are received from the BPA contract holders, or the response due date/time has passed, the responses will be evaluated using the following streamlined procedures based on FAR 16.505 (b)(1) and in accordance with the basic contract.

**E. EVALUATION** The Government may contact each competitor to inquire about the response submitted. This is a fair opportunity process under the authority of the basic contract. There will not be any formal process for exchanging information. The Government will use any method of communication, including personal contact, with one or all competitors as necessary to gain a clear understanding. The contracting office will consider the following evaluation factors: Technical and Price. The Technical factor is more important than the Price factor. The Technical Subfactors (Technical Approach and Resumes/Personnel Approach) are of equal importance.

**F. TECHNICAL** The contract holder's response must demonstrate an acceptable approach that meets or exceeds the basic contract PWS and Call Order specific TWS requirements. The contract holder's response MUST clearly demonstrate how the experience and capabilities and qualifications (Capability Statement) of the proposed personnel will meet or exceed the requirements outlined in the TWS.

Sincerely,



Kim Fernandez  
Contracting Officer

Attachments:  
Task Work Statement

**Call Order #04  
Task Work Statement  
Professional Engineering Services for the Office of the Director, Systems Engineering  
Strategic Studies**

**1. Specific Tasks**

The contractor shall be directly responsible for ensuring the accuracy, timeliness, and completion of all requirements under this Task Work Statement (TWS).

The contractor shall provide professional engineering services to assist the Director, Systems Engineering (DSE) in execution of strategic studies and analysis shaping the future of DoD Systems Engineering. These requirements may best be met with a blend of full time and part-time Subject Matter Experts in appropriate domain areas to achieve the following

**1.1. Development Planning**

**1.1.1. Define and Implement Development Planning Guidance**

The contractor shall develop, propose and recommend to the DSE Office of the Secretary of Defense (OSD) expectations, methods, and review processes for Development Planning (DP) activities. Contractor recommendations for DP activities shall, as a minimum address: concept engineering, the development of Material Development Decision (MDD) proposals by evaluating Initial Capabilities Documents (ICDs), Analysis of Alternative (AoA) guidance, component planning for Materiel Solution Analysis phase execution, ensuring sufficient acquisition community understanding of the capability gap to develop a materiel solution, evidence of consideration of alternatives from across the spectrum of potential materiel solutions and that solutions proposed for evaluation are relevant and technically feasible, and that the proposed scope for the AoA is technically appropriate.

Initial activity to be completed within one year of contract award and updated annually.

**1.2. Systems Analysis**

**1.2.1. Family of Systems (FoS) and Systems of Systems (SoS) Analysis**

The contractor shall evaluate SE and development planning on MDAPs and other programs affecting MDAPs for family of systems (FoS) and system of systems (SoS) solutions. The contractor shall work with representatives of the DDR&E/Director, Joint Support, Portfolio Managers and Systems Acquisition / Capability Offices and the Joint Staff Joint Capabilities Integration and Development System (JCIDS) process as documented in the Chairman of the Joint Chiefs of Staff Instruction CJCSI 3170.01F. The contractor shall provide flexible, user-configurable database tools and experienced analytical capability to enable cross system, system of system and family of system analysis of component systems, capabilities, and organizations. These efforts support DABs and ITABs and are documented in Capability Area Roadmaps.

DSE anticipates supporting five programs per year in early SOS and FOS.

### **1.2.2. Systems of Systems (SOS) and Families of Systems (FOS) Human Capital Support**

The contractor shall develop SE SoS Guidance and assist the DSE in overseeing its implementation. As the Department recognizes SOS solutions are required to meet capability needs and developing investment approaches, there is a need for systems engineering to support the engineering of SoS at a mission, enterprise, or portfolio level. The challenges posed by SoS for SE is a topic of growing interest across the SE community in industry, academia, and government. The contractor shall support addressing these challenges through the development, piloting, and roll-out of a guide for SoS SE and education and training materials. The contractor shall review new and changed policies for impacts on SoS and SE, and conduct studies on the current state of SoS and critical areas for additional investigation.

### **1.2.3. Systems Engineering for Adaptability**

The contractor shall develop, propose and recommend to the DSE OSD expectations, methods, and review processes for Systems Engineering for Adaptability (SEA) activities. The contractor shall develop, prepare and coordinate recommended policy and guidance applicable to SEA on DoD acquisition programs for consideration by the DSE. The contractor shall assist DSE in development of periodic updates to DoDI 5000.02, Enclosure 12 Systems Engineering. The contractor shall develop, maintain, and update guidance for Systems Engineering for Adaptability. The contractor shall participate in reviews and periodically meet with Service representatives, and other members of DSE staff to identify and assess potential areas for improvement in published SEA guidance. The contractor shall develop training and education materials that reflect SEA guidance for inclusion in DAWIA curriculum and other guidance dissemination opportunities.

Initial activity to be completed within one year of contract award and updated annually.

### **1.3. Modeling and Simulation in Acquisition**

The contractor shall develop a draft Acquisition Modeling and Simulation Master Plan (AMSMP) as directed by the DoD Modeling and Simulation (M&S) Master Plan for DSE consideration and approval. This plan will identify the actions and responsibilities to enable better use of M&S in support of the acquisition process. The contractor shall work with the Acquisition M&S Working Group (AMSWG) as the primary group to assist SE in drafting the plan, and enabling DoD-wide coordination. The contractor shall coordinate the plan across AT&L as appropriate. Upon completion, this plan is a product of the AMSWG and with reporting responsibility to the SE Forum and the DoD Modeling and Simulation Steering Group.

The contractor shall provide the day-to-day management of DSE initiatives to improve the use of modeling and simulation (M&S) in acquisition activities. Specific products, including draft policy and guidance, will be coordinated across SE staff as appropriate and presented to the DSE for review and approval. The contractor shall coordinate to improve SE policy and guidance on M&S for SE planning and technical assistance and program advice on M&S. The contractor shall provide specialized M&S training to government and contractor personnel to improve their understanding and usage of M&S in SE and T&E. The contractor shall assist in the development of M&S for SE and M&S for T&E continuous learning modules (CLMs). The contractor shall participate in AMSWG meetings, NDIA M&S Committee and DoD M&S IPT meetings on regular basis. Produce updated AMSMP every two years.

#### **1.4. Technical Support**

DSE provides a range of SE and engineering support to other DoD organizations.

##### **1.4.1. Global Information Grid (GIG) Guidance and Policy**

The contractor shall provide primary support to the DDR&E in the coordination of Global Information Grid (GIG) guidance and policy, and oversight of key programs related to the GIG infrastructure development. The contractor shall coordinate with Offices of Director, PSA and Director, DPAP to document, policy, and guidance coordination requests to ensure all weapons systems acquisition and development aspects, interoperability, and integration aspects are fully considered.

A total of 20 documents reviews (iterations and final) are needed per year.

##### **1.4.2. Interoperability Senior Review Panel**

The contractor shall support the DSE / AT&L representative to the Interoperability Senior Review Panel (ISRP) Executive Committee. The ISRP coordinates DoD IT and National Security Systems (NSS) interoperability and supportability policy and processes. The panel also coordinates interoperability assessments that identify IT and NSS programs' interoperability deficiencies and corrective actions.

The ISRP Executive Committee meets approximately monthly. ISRP action officers (AO) meet an average of four times per year to resolve issues.

##### **1.4.3. Information Technology (IT) Standards**

The contractor shall provide support to the AT&L (DSE) representative's participation as the one of the four co-chairs for the Information Technology IT Standards Committee (ITSC). Assist in the preparing the DSE for coordinating the day-to-day acquisition and development interests within the DoD IT Standards Repository (DISR) activities and participation in the tri-annual meetings and the support the DoD Information Technology Standards Oversight Panel (ISOP).

The contractor shall provide support to the DSE (AT&L representative) as one of the four co-Chairs of the ISOP and assist in the completion of the day-to-day coordination of the required DISR activities needed to plan, prioritize, and synchronize the IT standards directions within the DOD. Assist the DSE in coordinating the ISOP direction, oversight, and priorities to the Information Technology Standards Committee (ITSC). Assist the DSE in coordinating approval for the updates to the DoD IT Standards Repository (DISR).

ITSC meets tri-annually. DISR is updated tri-annually.

##### **1.4.4. Spectrum Management**

The contractor shall support the USD(AT&L) in the coordination of spectrum management, policy, and supportability issues, with emphasis on weapons systems acquisition and development and overarching capability impacts. OASD(NII) and PA&E are the lead OSD elements for these efforts.

Coordinate an average of four issue papers per year. Participate in an average of six meetings per year.

Develop on average 3 research products per year. These products take the form of white papers, guidance documents, and briefings. Participate in an average of 1 meeting per month.

#### **1.5. Administrative Tasks**

The contractor shall support and provide technical and management inputs to DSE and DSE Deputy Directorate data calls, briefings, articles, reports and guides as required. The contractor shall draw on staff to develop, coordinate and execute plans of action. The contractor shall ensure timely and accurate responses to assigned actions.

The contractor shall collect, consolidate and provide inputs for the weekly activity reports as required. The contractor shall provide value added inputs and ensure quality assurance of the reports. The contractor shall contribute to DDR&E staff meetings with weekly reports on significant activities related to DDR&E imperatives.

The contractor shall provide Activity Security Representative (ASR) support and ensure ASR processes and procedures are established/performed in compliance with organizational and AT&L activity security requirements.

#### **1.6. Continuous Process Improvement**

The contractor shall execute and support Continuing Process Improvement activities in order to improve organizational effectiveness and efficiency. The contractor shall support Lean Six Sigma (LSS) Green Belt efforts. The contractor shall support a government led Systems Engineering Process Group (SEPG) as an internal review mechanism to oversee organizational processes, to ensure the processes are properly documented, and to act as a forum to review business metrics. The contractor shall maintain a threshold of 75% of its workforce certified as Green Belt or higher with an objective of 90%.

The contractor shall support a government led Systems Engineering Process Group (SEPG) as required in order to ensure organizational processes are followed and properly documented.

#### **1.7. Training**

The contractor shall participate in organizational training as required. The contractor shall also complete OSD mandated training to include but not limited to Information Assurance and Security training, Privacy Act training, Combating Trafficking in Persons training, etc.

### **2. Special/Other Requirements (Draft)**

#### **2.1. Data Rights**

All systems, methodologies, processes, software, databases, analysis tools, data, reference material, documents and other information obtained, produced, or developed by the contractors as part of this effort shall become the property of the Government and shall be delivered to the Government. Systems, methodologies, processes, software, databases, analysis tools and data to be developed, updated, modified, or converted under this task shall be delivered with unlimited and unrestricted rights to the U.S. Government.

## **2.2. Security**

The contractor shall maintain a TOP SECRET facility clearance issued by the Defense Security Service (DSS). All employees designated to perform on this SOW must be U.S. citizens and those associated with providing technical support or working in government spaces must hold a minimum of a SECRET personnel security clearance. Certain employees will require a TOP SECRET security clearance and may be required to maintain their eligibility for access to Sensitive Compartmented Information (SCI) current. The contractor shall maintain a DSS certified safeguarding capability to at least the SECRET level. The contractor will be required to hand carry classified material between government offices and the contractor's site. Specific security instructions will be detailed in the DD 254 associated with the master contract.

## **2.3. Work Location**

The majority of the support will be performed within the metropolitan Washington, DC, area but may include other CONUS and OCONUS locations as required by specific technical requirements. Contractor personnel will work in a mix of contractor provided facilities and Government facilities. The Government will provide office space in Crystal City, Arlington VA for no more than seven (7) individuals. The contractor is encouraged to make maximum use of the government provided office space before locating staff in the contractor's offices. The location of the contractor's facilities shall be in close proximity to the Pentagon, Arlington, VA