

<b>SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS</b> <i>OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, AND 30</i>				1. REQUISITION NUMBER		PAGE 1 OF 44	
2. CONTRACT NO		3. AWARD/EFFECTIVE DATE		4. ORDER NUMBER		5. SOLICITATION NUMBER HQ0034-11-R-0041	
7. FOR SOLICITATION INFORMATION CALL:		a. NAME MICHAEL MURTHA		b. TELEPHONE NUMBER (No Collect Calls) 703-696-2478		6. SOLICITATION ISSUE DATE 08-Apr-2011	
9. ISSUED BY  WHS - ACQUISITION DIRECTORATE 1777 NORTH KENT ST SUITE 12063 ARLINGTON VA 22209-2133  TEL: FAX:		CODE HQ0034		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: % FOR <input type="checkbox"/> SB <input type="checkbox"/> HUBZONE SB <input type="checkbox"/> 8(A) <input type="checkbox"/> SVC-DISABLED VET-OWNED SB <input type="checkbox"/> EMERGING SB SIZE STD: NAICS:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE	
						12. DISCOUNT TERMS	
						13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) <input type="checkbox"/>	
						13b. RATING	
15. DELIVER TO OSD DEFENSE RESEARCH AND ENGINEERING SEAN BRADY 3030 DEFENSE PENTAGON, RM. 3B938 WASHINGTON DC 20301-3030 TEL: 703-602-0851 FAX:		CODE HQ0287		16. ADMINISTERED BY		CODE	
17a. CONTRACTOR/OFFEROR		CODE		18a. PAYMENT WILL BE MADE BY		CODE	
TEL.		FACILITY CODE					
<input type="checkbox"/> 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input 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						26. TOTAL AWARD AMOUNT (For Govt. Use Only)	
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3, 52.212-5 ARE ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED							
<input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED							
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN <input checked="" type="checkbox"/> COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.				29. AWARD OF CONTRACT: REFERENCE <input type="checkbox"/> OFFER DATED . YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED, AS TO ITEMS:			
30a. SIGNATURE OF OFFEROR/CONTRACTOR				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)		31c. DATE SIGNED	
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT)		30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT)			
				31d. EMAIL			

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS (CONTINUED)				PAGE 2 OF 44	
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/ SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	SEE SCHEDULE				
32a. QUANTITY IN COLUMN 21 HAS BEEN <input type="checkbox"/> RECEIVED <input type="checkbox"/> INSPECTED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED					
32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE			32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
			32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
33. SHIP NUMBER <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	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 NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY			
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT		42a. RECEIVED BY <i>(Print)</i>			
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER		41c. DATE		42b. RECEIVED AT <i>(Location)</i>	
				42c. DATE REC'D <i>(YY/MM/DD)</i> 42d. TOTAL CONTAINERS	

Section SF 1449 - CONTINUATION SHEET

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
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0001	FFP The Contractor shall provide the required level of scientific, technical, engineering and administrative (SETA) support to the Office of the Director, Systems Engineering per the attached Statement of Work (SOW).	12	Months		
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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002	Travel COST		Dollars, U.S.		

ESTIMATED COST

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001		12	Months		
OPTION	FFP The Contractor shall provide the required level of scientific, technical, engineering and administrative (SETA) support to the Office of the Director, Systems Engineering per the attached Statement of Work (SOW).				

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1002			Dollars, U.S.		
OPTION	Travel COST				

ESTIMATED COST

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001		12	Months		
OPTION	FFP The Contractor shall provide the required level of scientific, technical, engineering and administrative (SETA) support to the Office of the Director, Systems Engineering per the attached Statement of Work (SOW).				

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2002			Dollars, U.S.		
OPTION	Travel COST				
ESTIMATED COST					

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001		12	Months		
OPTION	FFP The Contractor shall provide the required level of scientific, technical, engineering and administrative (SETA) support to the Office of the Director, Systems Engineering per the attached Statement of Work (SOW).				

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3002			Dollars, U.S.		
OPTION	Travel COST				
ESTIMATED COST					

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001		12	Months		
OPTION					

FFP

The Contractor shall provide the required level of scientific, technical, engineering and administrative (SETA) support to the Office of the Director, Systems Engineering per the attached Statement of Work (SOW).

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NET AMT

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4002			Dollars, U.S.		
OPTION	Travel COST				

ESTIMATED COST

STATEMENT OF WORK

**Policy, Guidance and Human Capital Support  
Specific Tasks**

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

The contractor shall provide professional engineering services to assist the Deputy Assistant Secretary of Defense, Systems Engineering (DASD(SE)) in execution of the regulatory and statutory Policy, Guidance, Specialty Engineering, and Human Capital functions. The contractor shall maintain electronic and hard copy files of all supporting analyses, work papers, and review products. These requirements may best be met with a blend of full time and part-time Subject Matter Experts in appropriate domain areas to support the following.

**1. Policy and Guidance Support**

**1.1. Systems Engineering Policy and Guidance**

The DASD(SE) promulgates Systems Engineering (SE) policy and best practices within the AT&L workforce, the Services and Agencies, and industry.

**1.1.1. DODI 5000.02 and Enclosure 12 and Future Enclosures, as Necessary**

The contractor shall develop, prepare and coordinate draft recommended policy applicable to SE and development planning (DP) in DoD acquisition programs for DASD(SE) consideration and approval. The contractor shall make recommendations for and coordinate draft policy memoranda for interim SE and DP policy. The contractor shall support the DASD(SE) in preparing periodic updates to DODI 5000.02, Enclosure 12 and potential future enclosures

Historically, DODI 5000.02 has been updated only when needed to codify new statute and policy or at the direction of the USD(AT&L). DASD(SE) participates in change development and revision coordination within USD(AT&L), as needed. A major update to DODI 5000.02 is anticipated in FY 11 and approximately every two years thereafter.

#### **1.1.2. Integration of SE in Other Policy**

The contractor shall assist DASD(SE), working with Director, Defense Procurement and Acquisition Policy (DPAP) and the Defense Acquisition Policy Working Group (DAPWG), to contribute to other policy documents to ensure SE and DP are consistently integrated into non-SE Office of the Secretary of Defense (OSD) policy issuances. The contractor shall review draft policy documents assigned to DASD(SE) for review/coordination and prepare draft comments in coordination matrix format for Government approval and submission.

DASD(SE) reviews approximately 25 policy memoranda or other documents per year.

#### **1.1.3. Defense Acquisition Guidebook (DAG)**

The contractor shall propose and coordinate new and revised guidance on behalf of the DASD(SE) necessary to ensure compliance with systems engineering policy on DoD acquisition programs. The contractor shall prepare periodic updates to the Defense Acquisition Guidebook, Chapter 4 *Systems Engineering* and contribute to Chapter 8, *Technology Protection*, Chapter 6, *Human Systems Integration*, and other chapters, as necessary, to ensure appropriate Systems Engineering guidance is addressed across the lifecycle and integrated throughout the DAG. After DAG changes are approved by the Government, the contractor shall enter them into the DAG portal or submit them to the DPAP DAG editor, as appropriate.

Chapter 4 is approximately 200 pages plus references and other linked data. Contractor support requires continuous monitoring and review of the approximately 1000 page DAG plus references, and other linked data, in order to determine impact to SE guidance. Updates are initiated by the chapter editors when needed.

#### **1.1.4. Systems Engineering Guidance**

The contractor shall assist DASD(SE) in preparation and revision of SE- related guidance documents. This shall include preparing drafts, coordination of drafts among SE stakeholders, reconciliation of comments, and preparation of the “for release” final version.

Develop/revise five guidance or best practice documents per year.

#### **1.1.5. Configuration Management**

The contractor shall assist the DASD(SE) in the development and promulgation of configuration management (CM) policy, guidance, and best practices within the Acquisition workforce, the Services and Agencies, and their industry partners. At Government direction, the contractor shall support DASD(SE) liaison with industry partners via industry associations, professional societies,

and standards-making bodies to ensure DoD CM policy and methods work seamlessly in the SE environment.

Develop four policy, guidance, or best practices documents per year. Support four meetings per year.

#### **1.1.6. Data Management**

The contractor shall assist the DASD(SE) in the development and promulgation of policy, guidance, and best practices for data management (DM) within the AT&L workforce, (*e.g., DPAP, L&MR*), the Services and Agencies, and their industry partners. At Government direction, the contractor shall support DASD(SE) liaison with industry partners via industry associations, professional societies, and standards-making bodies to ensure DoD DM policy and methods work seamlessly in the SE environment.

Develop four policy, guidance, or best practices documents per year. Support four meetings per year.

#### **1.1.7. Risk Management**

The contractor shall assist the DASD(SE) in the development and promulgation of DoD risk management guidance, education, and training. The contractor shall support DASD(SE) as Chair of the Risk Management Working Group (RMWG) with membership from the Services, program management and SE career fields. The working group reviews and approves updates to the DoD Risk Management Guide and Risk Management Community of Practice (CoP). DASD(SE) SRCA supports policy and best practice updates. Support DASD(SE) by serving as a team member of NATO Subgroup A/C 327 Working Group 4 on Risk Management. The contractor shall assist the DASD(SE) representative in preparation for subgroup meetings and may represent the DASD(SE) at selected meetings.

Guidance is updated annually. RMWG meets annually. The contractor shall support annual subgroup meetings and participate in four formal telecons with the RMWG and community per year.

#### **1.1.8. Systems Engineering Plan (SEP) Outline**

The contractor shall maintain and, at the direction of the Government, update the SEP Outline with content driven by and directly attributable to policy. The contractor shall participate in all SEP reviews and periodically interface with PMOs, Service representatives, and other members of DASD(SE) government and contractor staff to identify and assess potential areas for improvement in the configuration-controlled SEP Outline. The contractor shall recommend, coordinate, and publish fully adjudicated updates in responses to new SE/DP and other acquisition policy changes and lessons learned as changes or new versions. The contractor shall plan, coordinate, and support at least four SEP road-shows annually.

A SEP Outline update is planned for FY11 to incorporate NDAA 2011 and DP policy additions with changes and annually thereafter as new/revised policy necessitates. Road-shows are conducted in CONUS locations, outside of the National Capital Region (NCR) metropolitan area and are generally two days in duration.

#### **1.1.9. Integration with DDT&E**



The contractor shall develop and maintain processes and procedures for coordination of activities and integration of products with Director, Developmental Test and Evaluation (DDT&E). The contractor shall establish joint processes for matrix type support of integrated activities such as DASD(SE) participation in Assessments of Operational Readiness (AOTR)s and DASD(DT&E) participation in Program Support Reviews (PSR)s.

This is a one-time activity to be completed within one year of contract award.

### **1.2. Specialty Engineering Policy and Guidance**

The contractor shall develop, fully coordinate, and, upon approval of the DASD(SE), publish to the World Wide Web and/or Acquisition Community Connection (ACC) focused guidebooks on systems engineering, specialty engineering and other related focus areas such as SEP outline, System Assurance and System Security Engineering, Software Engineering Guide, Configuration Management Guide, and Risk Management Guide.

#### **Quality**

The contractor shall review and update DoD quality management practices and procedures. This includes reviewing industry and international efforts, such as the Allied Quality Assurance Publications and standardization agreements, and coordination with representatives from the Services, Defense Logistics Agency (DLA), Missile Defense Agency (MDA), and Defense Contract Management Agency (DCMA) on proposed quality policy changes. Participation in these standards-related areas is on an as-needed basis. The contractor shall consult and interact with industry association quality organizations associated with the NDIA, TechAmerica, AIA, and professional quality societies such as the American Society for Quality (ASQ). The contractor shall support DASD(SE) as Chair of the Quality Advisory Group, a meeting that addresses issues common to the Services and Agencies.

Develop four policy, guidance or best practices documents per year. Support four meetings per year.

#### **1.2.1. Human Systems Integration (HSI)**

In coordination with ADS(R&E) Director, Research, the contractor shall coordinate the planning, management, and execution of human systems integration (HSI) activities and recommend to the DASD(SE), DoD resource requirements for HSI activities within the Department. The contractor shall support the Joint HSI Steering Committee co-chaired by the DASD(SE), participate in the Joint HSI Working Group, and develop and coordinate for DASD(SE) approval appropriate HSI policy and guidance.

The Steering Committee and Working Group meets semi annually at the initiation of the co-chairmen.

#### **1.2.2. Reliability and Maintainability (R&M) Engineering**

The contractor shall provide R&M technical and analytical services in support of DASD (SE) acquisition program responsibilities as described below. This task spans all phases of the DOD acquisition life cycle from development planning through sustainment.

##### **1.2.2.1. R&M Policy and Guidance.**

The Contractor shall propose to the DASD(SE) updates to the R&M section of the DAG to reflect the most recent DoDI 5000.02 R&M policy changes. The Contractor shall propose written updates to the DAG aligned by phase of the DoD acquisition life cycle. The Contractor's proposed updates

to the DAG must be properly integrated and synchronized with the technical baseline, DoD Systems Engineering Technical Review process and with DAU's Defense Integrated Life Cycle Management System. The Contractor shall also integrate and propose written updates to the R&M sections of the following documents as part of contractor's proposed update to the DAG: Technology Development Strategy/Acquisition Strategy/System Engineering Plan, Preliminary and Post-Critical Design Review Reports, Test and Evaluation Strategy (TES) and Test & Evaluation Master Plan (TEMP), Defense Acquisition Executive System Reviews to report growth status, Checklists and assessment criteria to support Defense Acquisition Program Support (DAPS) Methodology including training and guidance on how to use, Development of R&M contract Language with artifacts aligned by SE technical review, RAM-C Manual, Systems Engineering Plan and reliability growth plan (at subsystem, system level that includes growth curves). The Contractor shall provide a one-time written submission for the DAG update for each DOD acquisition phase with bi-monthly updates to address customer comments and new policy changes. The contractor shall also provide policy analyses, written reports, records, agendas, briefing presentations, action items, minutes, to support DASD (SE) staff participation in conferences and other activities.

The contractor shall develop and use a systematic process to be approved by the DASD (SE) to continually review and evaluate legislation, DOD acquisition policy, R&M Body of Knowledge (to include but not limited to R&M Standards, R&M design & test techniques, reliability growth models, reliability prediction techniques, growth management plans, RAM-C reports, service policies, R&M standard work packages from Industry/Gov, publications, etc) and technology advances to assess impacts to DOD R&M policy and guidance.

The Contractor shall assess the current R&M continuous learning module (CLM) course content and propose updates consistent with the aforementioned DAG update by DOD acquisition phase. R&M CLM are updated annually.

The Contractor shall support the DASD(SE) in assessing cancelled and active R&M Standards, Handbooks and DIDs. The Contractor shall support Service Standardization working groups for the update and reinstatement of at least seven Military standards and related Data Item Descriptions in the following areas: R&M Management: Mil-Std-785, Mil-Std-470, Mil-Std-2165, DI-SESS-81613 2, Reliability Design: Mil-Std-1629, DI-ILSS-81495 and R&M Test: Mil- Std-471, Mil-STD-781 and Mil-Std-1635 DI-NDTI-81585, DI-RELI-80250.

The contractor shall support the DASD(SE) in planning and administration of R&M working groups with other DoD organizations and agencies. The contractor shall support the planning and administration, of the R&M Working Group which will commence in 2Q CY 2011 to include creation and use of a template and process to consistently analyze and evaluate DoD R&M policy and guidance documents for their currency and usefulness as directed by the DASD (SE). This group will meet a minimum of 6 times a year.

#### 1.2.2.2. R&M Acquisition Program Documentation Reviews.

R&M engineering reviews include, but are not limited to the following program acquisition documents: TDS/AS/SEP, TES/TEMP, Defense Acquisition Executive System Reviews to report growth status, Preliminary and Post-Critical Design Review Reports, RAM-C Manual, Systems Engineering Plan, Reliability growth plan (at subsystem, system including growth curves), Systems Engineering Technical Reviews. The Contractor shall:

- (1) Review assigned documents to determine adherence to applicable R&M policy, guidance, and best practice;

- (2) Document, justify, and provide proposed comments using prescribed formats and tools for approval by DASD (SE).
- (3) Interface with program offices as well as OSD/Component staff during this process as appropriate; and
- (4) Participate in DASD (SE) and other OSD led adjudication reviews of these documents.

#### 1.2.2.3. R&M Acquisition Review and Analysis.

The scope of the R&M acquisition review and analysis task includes reviews to support the MDAP/MAIS Program Support Review process, Nunn-McCurdy and other acquisition certification reviews, Component and program office requested reviews, system engineering and R&M technical reviews, and other reviews conducted consistent with policy and program directions. It is anticipated that a minimum of 25 program specific analyses will be conducted annually.

Additionally a level of interaction with some number of the 30 or more programs reviewed over the past two years will be required. Based on previous history, it is likely that the need for quick reaction R&M reviews will be required to meet unplanned requirements. Accomplishment of this task requires the contractor attend on-site contractor and program office reviews and meetings as necessary and work in an OSD team environment. The activity requires the contractor staff to synthesize significant programmatic and technical data and information to develop a complete understanding of user and contract requirements as well as the programmatic (cost, schedule, EVM) and technical status of the program to include cost, schedule, technical performance, R&M engineering methods. This includes a range of technical assessment activities encompassing all aspects of R&M engineering development planning and execution to include R&M methods and tools, risk management, IMP/IMS, integration with the requirements of the systems engineering process, etc.

The contractor shall develop and present to DASD (SE) a detailed, written review plan for each assigned review and analysis that will be used to guide and manage accomplishment of the planning, execution, identification of analysis and review products, and documentation of the review. The contractor shall adhere to DASD (SE) criteria and guidance such as the DAPS and other methodologies or as otherwise directed in accomplishing these reviews. The contractor shall participate in PSR, and other reviews in the development and adjudication of review findings. The contractor shall present all proposed review findings to DASD (SE) R&M Team Lead before submission for adjudication. The contractor shall perform on-going surveillance of reviewed programs to refresh review findings and advise DASD (SE) of significant changes in the program baseline or performance. This effort will be planned and managed to be consistent with the reporting and monitoring needs of the PSR process.

#### 1.2.3. Supportability

DASD(SE) reviews and updates DoD Supportability policy, practices, and procedures and works with industry on issues, publications and standardization agreements. DASD(SE) is a member of the Conditioned-Based Maintenance+, Prognostics and Health Monitoring, Product Support Assessment and Performance-Based Logistics Working Groups. The working group's task is to improve maintenance policy and materiel readiness in the DOD. The working group promotes the evolution of the Sustainment Key Performance Parameter and integrates Supportability in systems engineering best practices and processes.

The contractor, in support of the DASD(SE)'s supportability role, shall assist the DASD(SE) in the update of Supportability guidance annually.

#### **1.2.4. Safety**

The contractor shall support the DASD(SE) which serves as the Chair of the Defense Safety Oversight Committee (DSOC) Acquisition and Technology Programs (ATP) Task Force (TF). The purpose of the ATP TF is to investigate and recommend or implement changes to policies, procedures, initiatives, education and training, and investments to ensure acquisition programs address safety throughout the program life cycle. The contractor shall coordinate with the DoD safety community on behalf of the DASD(SE) on guidance and tools related to systems engineering support for environment, safety and occupational health (ESOH) considerations in design. The ATP TF is responsible for executing the Air Combat Damage Reporting (ACDR) Plan and the Joint Non Platform Level Tests (JNPLT) Plan and responsible for completing the Joint Weapons Lasers System Safety Review Process (JWLSSRP) Instruction. The contractor shall provide written reports, records, briefing presentations, action items, and minutes to support DASD (SE) staff in the development of the ACDR and JNPLT Plans and in completing the JWLSSRP Instruction. The contractor will also provide assistance in the adjudication process of the JWLSSRP Instruction. DSOC meets four times per year. The contractor shall coordinate the meetings and develop minutes, action items and reports.

#### **1.2.5. Specifications and Standards --Defense Standardization Program Office (DSPO)**

Support the DASD(SE) as Tri-chair for the IT Standards Committee (ITSC) and represent USD (AT&L) at tri-annual meetings. Upon consensus of the ITSC participants and DISA, as the DoD Executive Agent for IT Standards, the ISOP co-chairs are responsible for approving the tri-annual update to the DoD IT Standards Repository (DISR).

On behalf of the DASD(SE), the contractor shall manage the Systems Engineering Specifications and Standards (SESS) portion of the ASSIST database. This includes management of SESS contents and coordination of new/revised documents for adoption or deletion/cancellation. Support the DASD(SE) in his role as Chair of the Defense Standardization Council and any special working groups directed by the Chair or Council related to SE specifications and standards.

The contractor shall support the DSPO in analyses and studies related to standardization and parts management. The contractor shall provide recommended positions, policies, and procedures to optimize standardization considerations during weapon systems design and during appropriate reviews. Participate in three meetings per year. Update DISR 3 times per year. SESS management is continuous.

#### **1.2.6. Software Engineering (SWE)**

The contractor shall provide SWE technical and analytical services in support of DASD (SE) acquisition program responsibilities as described below. For the purposes of this PWS the term software includes Commercial-off-the-Shelf, Government-off-the Shelf, custom code, firmware, and software assurance applied to Major Defense Acquisition Programs (MDAPS) and Major Automated Information Systems (MAIS) This task spans all phases of the system and software acquisition life cycle and SW domains from development planning through sustainment. The technical and analytical tasks associated with the SW Workforce are described in Section 2.1.9.

##### **1.2.6.1. SWE Policy & Guidance.**

The scope of DoD SWE policy and guidance includes, but is not limited to JCIDI 3170, DODI 5000.02 and other appropriate Directives and Instructions for system acquisition, sustainment, and life cycle management; government and non-governmental SWE standards; Defense Acquisition Guidebook (DAG) and the Defense Acquisition Programs (DAPS) Methodology; Component SWE policy and guidance; guidebooks; and other documents.

The contractor shall perform this SWE policy and guidance task consistent with the broader DASD (SE) Policy and Guidance task described in Section 1.0 of this PWS. The contractor shall develop and use a systemic process to be approved by the DASD (SE) to continually review and evaluate legislation, system acquisition policy, best practice research, SWE Body of Knowledge, and technology advances to assess impacts to DOD SW policy and guidance. The contractor shall

- (1) Provide written assessments of impacts to DOD SW policy and guidance,
- (2) Formulate written recommendations and policy and guidance change proposals for the DASD (SE) to address these impacts, (3) interface with other DOD organizations and agencies, and
- (3) Provide assistance to the DASD (SE) staff in preparing periodic updates to SWE policy and guidance.

The contractor shall provide a plan NLT 60 days after contract award for creating and refreshing a DASD (SE) electronic repository of DoD SW policy and guidance documents and shall implement this repository with available government technology resources as directed by the DASD (SE). The contractor shall support the planning, administration, and work of the DOD SW Standards Working Group which will commence in 2Q CY 2011 to include creation and use of a template and process to consistently analyze and evaluate DoD SW policy and guidance documents for their currency, interoperability, and usefulness as directed by the DASD (SE). The contractor shall support the DASD (SE) staff in its on-going role as Co-Chair of the DoD-NDIA SW Working Group and SW Experts Panel by providing policy research and analysis, point papers, records, agendas, briefing presentations, action items, and minutes. This scope also includes research and analysis of the NDIA 2010 Top 5 SWE Issues. This group meets a minimum of 6 times a year with monthly teleconferences. The contractor shall also provide policy analyses, written reports, records, and briefing presentations to support DASD (SE) staff participation in conferences and other activities.

#### 1.2.6.2. SWE Practice and Improvement Program.

The scope of the SWE practice and improvement program includes activities associated with the on-going surveillance and use of technical and academic research, data, and information from the review of acquisition programs to advance the state of SWE practice within DOD, interaction with Components to advance and support the DOD SW Acquisition Improvement Program (Title 10, Section 804), and administration of the DOD SW Working Group (SWWG) and associated activities. This includes SW reliability estimation/modeling techniques and practices as well as application to DoD acquisition programs. The purpose of the SWWG is to serve as a focal point for the discussion, coordination, organization, and prioritization of software engineering activities within the DOD and to facilitate coordination with the NDIA Software Committee on issues of mutual concern. The scope of support includes planning and coordinating meetings, developing policy and position papers, providing meeting reports, and other normal administrative support. The SWWG will meet four times a year with an estimated 8 sub-committee meetings per year. The SWWG includes representatives from each Service; other OSD level organizations; DOD agencies such as DCMA, DISA, and NSA; and participation from other Federal agencies

The contractor shall develop and present for approval, with a subsequent implementation strategy, a plan to enable the continuous assessment of the SWE Body of Knowledge, based upon research,

DASD(SE) systemic analysis data, and the results of program reviews that identify trends and issues warranting consideration of changes in SWE practice. The contractor shall identify and track the SW Improvement Program Initiatives of the Components and provide a yearly written report and recurring status updates. This effort shall include data collection and analysis to facilitate evaluation of the improvement initiatives. The contractor shall support DASD (SE) in facilitating the DoD Software Working Group (SWWG) and associated sub-working groups (i.e. research and studies, measurement, estimating and cost, practice and methods, sustainment, standards). The contractor shall support the DASD (SE) with research, written papers, records, and presentations for participation in conferences and outreach activities.

1.2.6.3. SW Performance Measurement, Parametric Modeling, and Analysis.

The scope of this task focuses on the:

- (1) Collection and analysis of software development data on MDAP and MAIS programs to create organized and validated sets of SW program metrics to further the assessment and evaluation of specific SW development programs and program portfolios;
- (2) The use of parametric software estimation models and methods to perform software project analysis of level of effort, schedule, risk assessment, reliability and defect estimates, and resource requirements;
- (3) Leveraging SW data and information from Component cost analysis and SW centers and the OSD CAPE; and
- (4) Continuous monitoring of the performance of reviewed MDAP/MAIS SW development programs.

This program also includes the continuous refresh and evaluation of the DOD Systemic Software Analysis derived from the DOD PSR Systemic Analysis Data Base. These SW program planning and development activities associated with MDAP/MAIS programs support the Program Support Review process, Nunn-McCurdy and other acquisition certification reviews, Component and program office requested reviews, system engineering and SWE technical reviews, and other reviews conducted consistent with policy and program directions. It is anticipated that a minimum of 20 program specific analyses will be conducted annually and that the metrics data on over 30 previously analyzed programs will need to be refreshed. Based on prior history, it is likely that the need for quick reaction parametric-based SW project analyses will be required. Accomplishment of this program requires the contractor to attend on-site contractor and program office reviews and meetings as necessary.

The contractor shall establish a dedicated performance measurement, parametric modeling, and analysis capacity to support the DASD (SE) SW Team in executing its responsibility. The contractor shall provide to the DASD (SE) a detailed implementation plan describing the models, processes, and analytical approach to accomplish the scope of this task NLT 21 days after contract award. The contractor shall establish and document a baseline dashboard SW metrics collection and analysis process for tracking historical key SW performance metrics data of MDAP/MAIS programs. The contractor shall populate this dashboard and associated data base with validated data enabling benchmarking this data against other similar program and portfolios, acquisition milestones, and other key variables to assess SW program trend performance. This effort shall build on SW acquisition program performance data collected and analyzed by DASD (SE) since June 2008 to present. The contractor shall perform parametric modeling on specified acquisition programs to facilitate assessment of SW program effort, schedule, cost, reliability and defects, and other measures of interest. The contractor shall systematically provide dashboard-based data

analysis products of individual program and portfolio trends; respond to data generation requirements associated with DASD (SE) annual reports, and participate in all activities associated with the planning and conduct of the PSR and other review processes. The contractor shall refresh the 2008 DOD Systemic Software Analysis baseline with the results of all SW reviews since June 2008 NLT 60 days after contract award and provide assessments of trends and issues.

1.2.6.4. SW Acquisition Program Documentation Reviews.

The scope of the acquisition documents to be reviewed includes, but is not limited to, the following: Acquisition Strategy, Systems Engineering Plan, SW Development Plan, DT&E/OT&E Plans, and the Life Cycle Sustainment Plan. The scope of the documents to be reviewed by DASD (SE) is expanding due the increased emphasis on engineering analysis prior to Milestone A, requiring appropriate review Analysis of Alternatives (AOA) outcomes and the development of technical plans to support MS A. It is anticipated that as many as 30 documents may need to be reviewed annually based on anticipated MDAP and MAIS Milestone Reviews. This review process is often iterative for individual documents since documents may recycle through the review process more than once.

The contractor shall:

- (1) Review assigned documents to determine adherence to applicable SW policy, guidance, and best practice;
- (2) Document, justify, and provide proposed comments using prescribed formats for approval by DASD (SE);
- (3) Interface with program offices as well as OSD/ Component staff during this process as appropriate; and
- (4) Participate in DASD (SE) and other OSD led adjudication reviews of these documents.

1.2.6.5. SW Acquisition Review and Analysis.

The scope of the SW acquisition review and analysis task includes reviews to support the MDAP/MAIS Program Support Review process, Nunn-McCurdy and other acquisition certification reviews, Component and program office requested reviews, system engineering and SWE technical reviews, and other reviews conducted consistent with policy and program directions. It is anticipated that a minimum of 20 program specific analyses will be conducted during the 12 month period. Additionally, a level of interaction with some number of the 30 or more programs reviewed over the previous two years will be required. Based on previous history, it is likely that the need for quick-reaction SW reviews will be required to meet unplanned requirements. Accomplishment of this program requires the contractor to attend on-site contractor and program office reviews and meetings as necessary and work in an OSD team environment. The activity requires the contractor staff to synthesize significant programmatic and technical data and information to develop a complete understanding of user and contract requirements as well as the programmatic (cost, schedule, EVM, etc) and technical status of the program to include cost, schedule, technical performance, SW development methods. This includes a range of technical assessment activities encompassing architecture, all aspects of SW development planning and execution to include methods and tools, software assurance, risk management, IMP/IMS, integration with the requirements of the systems engineering process, etc.

The contractor shall develop and present to DASD (SE) a detailed, written review plan for each assigned review and analysis that will be used to guide and manage accomplishment of the planning, execution, identification of analysis and review products, and documentation of the review. The contractor shall adhere to DASD (SE) criteria and guidance such as the DAPS and

other methodologies or as otherwise directed in accomplishing these reviews. The contractor shall participate in PSRs other reviews in the development and adjudication of review findings. The contractor shall present all proposed review findings to the DASD (SE) SW team for consideration for submission to the adjudication process. The contractor shall perform on-going surveillance of reviewed programs to refresh review findings and advise DASD (SE) of significant changes in the program baseline or performance. The contractor shall interface with and leverage data and information from other DOD organizations engaged in the estimating and review of SW programs such as the Component cost analysis and SW centers, the OSD CAPE, other USD AT&L organizations, and DCMA. Reporting and monitoring activities associated with this task shall be consistent with the needs of the PSR process.

#### **1.2.7. Diminishing Manufacturing Sources and Material Shortages (DMSMS)**

The contractor shall coordinate with the DoD industrial base and logistics communities on guidance and tools related to SE support for issues related to parts management, diminishing manufacturing sources and material shortages (DMSMS), supportability, and sustainability. The contractor shall participate in Product Support Assessment Team(s), DMSMS Working Group(s), Parts Management Working Group(s), and Legacy Parts Identification Working Groups as required.

#### **1.2.8. Manufacturing**

DASD(SE) ensures the consistency among manufacturing and production, quality management, and systems engineering policy, practices, and procedures. The contractor shall review, analyze, support, and contribute to manufacturing and production policy, guidance, practices, and procedures. The contractor shall also participate in the PSR process to assess the engineering and management activities associated with the planning, design, and implementation of manufacturing tooling, processes and capacities to execute the program's acquisition strategy and production schedule at each appropriate phase of the acquisition cycle. The contractor shall participate in MRL Working Group meetings and other professional associations in support of DoD manufacturing policy and guidance.

The contractor shall continuously monitor DoD manufacturing directives and manufacturing best practices, and support staff actions relative to production and manufacturing, as required. The contractor shall also provide policy analyses, written reports, records, agendas, briefing presentations, action items, and minutes, to support DASD (SE) staff participation in support of MRL, DMSMS, and Parts management Working Group meetings.

##### **1.2.8.1. Manufacturing Policy and Guidance**

The Contractor shall propose to the DASD(SE) updates to the Manufacturing section of the DAG to reflect the direction in the 2011 NDAA and associated policy changes. The Contractor shall propose written updates to the DAG aligned by phase of the DoD acquisition life cycle. The Contractor's proposed updates to the DAG must be properly integrated and synchronized with the technical baseline, DoD Systems Engineering Technical Review process (i.e. ASR, SRR, SFR, PDR, CDR, etc) and with DAU's Defense Integrated Life Cycle Management System.

##### **1.2.8.2. Manufacturing Acquisition Review and Analysis.**

The scope of the Manufacturing acquisition review and analysis program includes reviews to support the MDAP/MAIS Program Support Review process, Nunn-McCurdy and other acquisition certification reviews, Component and program office requested reviews including assessment of manufacturing readiness as part of established technical reviews, and other reviews conducted consistent with policy and program



directions. The contractor shall provide policy analyses, written reports, records, agendas, briefing presentations, action items, and minutes, to support DASD (SE) participation in manufacturing acquisition review and analysis activities.

It is anticipated that a minimum of 25 program-specific analyses will be conducted annually. A level of interaction with some number of the 30 or more programs reviewed over the past two years will be required.

## **2. Organization and Capability Development and Assessment**

The DASD(SE) provides advocacy, oversight and guidance to elements of the acquisition workforce responsible for systems engineering, development planning, production, quality and manufacturing, software engineering, and lifecycle management and sustainment functions. The DASD(SE) also periodically reviews the organizations and capabilities of the military departments with respect to systems engineering, development planning, and lifecycle management and sustainability, and identifies needed changes or improvements to such organizations and capabilities.

### **2.1. Systems Engineering Workforce**

DASD(SE) supports USD(AT&L) to establish policies and procedures (in coordination with the Under Secretary of Defense for Personnel and Readiness) for the effective management of the AT&L workforce in the DoD in the career paths of Systems Planning, Research, Development and Engineering – Systems Engineering and Program Systems Engineer (SPRDE-SE/PSE), Production, Quality and Manufacturing (PQM) and Software Engineering (SWE) education and training content.

As part of the Workforce Development Strategic Plan, the contractor shall serve on the DASD(SE) Workforce Development Team to support DASD(SE)'s role in workforce development and provide senior-level expertise in SE, DP, human capital and systems analysis. The contractor shall support DASD(SE) oversight efforts and related workforce development initiatives as described below for education, training and experience for the acquisition community and shall support outreach efforts to the Services and Components, and the academic and industrial communities. The contractor shall maintain regular interactions with multiple organizations and levels of the government, industry, and academia, both domestically and internationally. The contractor shall serve as SE and education and training subject matter experts to assist the DASD(SE) in developing and reviewing policies and processes, conducting analyses, and analyzing results, including reviewing education and training course material for the appropriate content. The contractor shall support development of SE competency models, assessment of the workforce based on those models and workforce development strategies, plans and the implementation of several initiatives for the SE acquisition workforce. The contractor shall support the DASD(SE) Workforce Development Team by helping to ensure all workforce initiatives are properly integrated and leveraged to provide synergy and maximize the DASD(SE)'s investment.

DASD(SE) supports at least 6 Overarching FIPT meetings per year. DASD(SE) supports at least 4 Workforce Management Group meetings per year. DASD(SE) supports at least 2 Senior Steering Board meetings per year.

#### **2.1.1. Systems Planning, Research, Development and Engineering – Systems Engineering and Program Systems Engineer (SPRDE-SE/PSE)**

DASD(SE) serves as the Functional Leader (FL) for the SPRDE-SE/PSE acquisition career paths. DASD(SE) also provides an Executive Secretary who coordinates the SPRDE-SE/PSE career path's FIPT responses to requests for review of workforce-related documents and policy issues; coordinates review of reports produced for the Defense Acquisition University (DAU) or USD(AT&L) and drafts FL comments and recommendations; prepares the annual FL career field certification memoranda, coordinates submission of FIPT proposals for development of continuous learning modules; coordinates submission of white papers on topics of concern to the functional community; and ensures the FL has a venue to assess issues and concerns relevant to SPRDE-SE/PSE workforce development. The Executive Secretary prepares draft responses to formal coordination packages; and serves as a conduit for providing DAU and other workforce-related FL representatives with FL issues, concerns, ideas, and requests for enhancing and ensuring quality training for the SPRDE-SE/PSE career paths workforces.

The contractor supports DASD(SE) in managing the SPRDE-SE/PSE career paths by developing, analyzing, and socializing required improvements to the SPRDE-SE/PSE certification standards in education, training and experience. The contractor team works with the Components to solicit their comments on enhancements to the certification standards and develop mutually agreeable approaches to implementation.

DASD(SE) provides one Functional Leader certification letter per year for the SPRDE-SE/PSE career paths.

#### **2.1.2. Production, Quality, and Manufacturing (PQM)**

DASD(SE) serves as the Functional Leader (FL) for the Production Quality and Manufacturing (PQM) acquisition career field. DASD(SE) provides an Executive Secretary to the FL who coordinates the PQM career field FIPT responses to requests for review of workforce-related documents and policy issues; coordinates review of reports produced for DAU or USD(AT&L) and draft FL comments and recommendations; prepares the annual FL career field certification memoranda, coordinates submission of FIPT proposals for development of continuous learning modules; coordinates submission of white papers on topics of concern to the functional community; and ensures the FL has a venue to assess issues and concerns relevant to PQM workforce development. The Executive Secretary prepares draft responses to formal coordination packages; and serves as a conduit for providing DAU and other workforce-related FL representatives with FL issues, concerns, ideas, and requests for enhancing and ensuring quality training for the PQM career field workforces.

The contractor supports DASD(SE) in managing the PQM career field by developing, analyzing, and socializing required improvements to the PQM certification standards in education, training and experience. The contractor team works with the Components to solicit their comments on enhancements to the certification standards and develop mutually agreeable approaches to implementation.

DASD(SE) provides one Functional Leader certification letter per year for the PQM career field.

#### **2.1.3. Competency Models and Assessments**

DASD(SE) supports DAU in their management and execution of competency assessments of the SPRDE-SE/PSE and PQM workforces. DASD(SE) ensures the results from these assessments enable DoD management to identify current and future competency needs and ensure that investment decisions focus on the workforce development initiatives necessary to meet the most

critical DoD requirements. DASD(SE) as the SPRDE-SE/PSE and PQM Functional Leader maintains an inventory of the competencies which exist in the SPRDE-SE/PSE and PQM workforces and an inventory of identified competency gaps which will aid in tailoring workforce development initiatives to the specific strengths and weakness of the workforce and fulfilling the needs of the acquisition mission. DASD(SE) addresses critical capability gaps through targeted recruitment, retention, and workforce development strategies.

The contractor supports DASD(SE) to develop competency models, assess the workforce, and analyze results to help tailor workforce development initiatives to improve the overall competency of the SPRDE-SE/PSE and PQM workforces. The contractor shall ensure the SE competency model is properly integrated with the efforts of the SERC research task on the Body of Knowledge and Curriculum to Advance Systems Engineering (BKCASE). The contractor shall support DASD(SE) as a systems engineering subject matter expert by participating on the BKCASE author team, developing and reviewing BKCASE related papers and presentations for conferences and other publications, attending meetings including weekly web-based coordination sessions and workshops, and soliciting and maintaining current status on the BKCASE project.

**DASD(SE) supports one competency assessment per year for the SPRDE-SE/PSE workforce and one competency assessment per year for the PQM workforce.** DASD(SE) supports 6 BKCASE workshops per year, several meetings, weekly coordination sessions and related presentations at annual conferences.

#### **2.1.4. Communities of Practice**

DASD(SE) facilitates and mentors communities of practice (CoPs) hosted by DAU's Acquisition Community Connection (ACC), specifically the SE, PQM, and Risk CoPs, and the RAM Special Interest Area and ensures the latest information regarding activities is posted for use by the SPRDE-SE/PSE and PQM workforces. DASD(SE) identifies opportunities to share other SE-related information of value across the DAWIA community.

DASD(SE) supports the CoPs as needed. The contractor team participates in the CoPs by facilitating participation by others, socializing the benefits from participating with the community, and providing materials to the ACC.

#### **2.1.5. SPRDE-SE/PSE Functional IPT**

DASD(SE) supports the SPRDE-SE/PSE Functional Integrated Product Team (FIPT). As prescribed by the Functional Area Charter, the FIPT mission is to support activities directed by the FL, in accordance with the specified membership, which includes: Chair appointed by FL; Defense Acquisition Career Manager (DACM) representative from each Service; functional expert from each Service selected by the Service Acquisition Executive in conjunction with the Service Career Management office Director; functional experts from the DoD Components as determined by the FL (DCMA and DISA); DAU Program Director for this functional area as determined by the President, DAU; and any other advisors as invited by the FL. The FIPT is required to meet at least once annually to assist the FL in meeting his or her requirements regarding experience, education, and training standards as specified in DoD 5000.52-M; position category descriptions; and content and quality of DAU courses. Meetings are scheduled as often as necessary to address FL directives/

requests, AT&L strategic planning efforts, and resolution of workforce development issues.

Meeting minutes for the record are produced for each FIPT meeting.

The contractor team supports DASD(SE) in preparing for and conducting the SPRDE-SE/PSE career paths FIPT. The contractor shall prepare and coordinate briefings, records and distribute the minutes of the meeting, and follow up with the Components to ensure their concerns raised during the FIPT meeting are addressed.

DASD(SE) supports 6 SPRDE-SE/PSE FIPT meetings per year.

#### **2.1.6. PQM Functional IPT**

DASD(SE) supports the PQM FIPT. The FIPT Chair is appointed by the FL and the membership consists of PQM functional representatives and DACM representatives from the Services, DCMA, and the PQM Curriculum Program Director from DAU. The FIPT is required to meet at least once annually to assist the FL in meeting his or her requirements regarding experience, education, and training standards as specified in DoD 5000.52-M; position category descriptions; and content and quality of DAU courses. Meetings are scheduled as necessary to address FL directives/requests and AT&L strategic planning efforts and to resolve workforce development issues. Meeting minutes for the record are produced for each FIPT meeting.

The contractor supports DASD(SE) in preparing for and conducting the PQM career field FIPT. The contractor team prepares and coordinates briefings, records and distributes the minutes of the meeting, and follows up with the Components to ensure their concerns raised during the FIPT meeting are addressed.

DASD(SE) supports 6 PQM FIPT meetings per year.

#### **2.1.7. Development Planning**

The contractor shall develop and propose to the DASD(SE) a capability to oversee Services' participation in development planning, and develop core competencies, training and education for this function.

The contractor shall develop drafts and recommendations to update the SPRDE-SE/PSE career paths to reflect the inclusion of DP competencies. The contractor shall develop a new set of guidance, produce continuous learning modules and other training products for DP in SPRDE and other career fields, courseware (e.g. requirements training course).

Produce on average one training and education product per year.

#### **2.1.8. System Security Engineering (SSE)**

The contractor shall develop and propose to the DASD(SE) strategies to respond to near- and long-term DoD SSE resource demand issues. The contractor shall support the DASD(SE) in establishing SSEA education and training, and facilitate SSE acquisition support.

DASD(SE) supports 4 major education and training events per year.

#### **2.1.9. Software Engineering Workforce**

This effort leverages the previous two year technical and analysis activities and products supporting the SATEWG effort to include coordination and interaction with:

- (1) Military service systems engineering and associated software engineering organizations;
- (2) DOD organizational and agency representatives to the SATEWG; and

- (3) SW training and educational organizations such as Defense Acquisition University, service technical and graduate education institutions, the Software Engineering Institute and other principal organizations and academic institutions engaged in under graduate and graduate SW education.

The contractor shall provide the DASD(SE) a range of human capital services to include:

- (1) Analysis and evaluation of existing DoD SW workforce management, training, and education policies and procedures;
- (2) Development of frameworks, methods, and criteria to analyze and describe the current DoD SW workforce;
- (3) Identify trends, and future workforce drivers (technology and policy are examples) and needs;
- (4) Develop near term and future SW competency requirements;
- (5) Develop criteria and methods for the identification and consistent description of DoD SW training and education courses and curricula;
- (6) Create and update a data base of DOD SW training and education courses;
- (7) Identify methods for the evaluation of current DOD SW curricula and certification for those in SW positions related to the system acquisition life cycle using;
- (8) Provide recommendations and guidance for the improvement of current SW workforce planning, management, recruitment, training and education, and retention;
- (9) Support the DASD (SE) in responding to the needs of the IT FPIT and IT FPIT SME Working Group; and
- (10) Provide technical and program support for the administration of the Software Acquisition Training and education Working Group (SATEWG) to include updating the SATEWG strategic plan and SW workforce roadmap.

#### **2.1.10. Grow Future DoD SE Leaders**

In order to grow and enhance the quality and capability of the systems engineering workforce and help the workforce maintain currency with applicable law, policy and guidance, the contractor, in cooperation with the Defense Acquisition University (DAU), shall develop Continuous Learning Modules (CLM) for development planning, systems engineering, specialty engineering and other SE-related focus areas. The contractor shall also support DASD(SE) as a systems engineering subject matter expert by integrating and leveraging efforts by the SERC's research tasks on Developing Systems Engineering Technical Leaders, and the Experience Accelerator project.

The contractor supports DASD(SE) as a systems engineering subject matter expert by coordinating efforts with the SERC Team and the DAU sponsors, developing and reviewing related papers and presentations for conferences and other publications, attending meetings including weekly web-based coordination sessions and workshops, providing minutes, and soliciting and maintaining current status on these projects.

DASD(SE) supports development or significant update of an average of two CLMs per year. The contractor supports DASD(SE) by participating in the development and update of the CLMs. DASD(SE) in coordination with DAU supports the SERC's research tasks on Developing Systems Engineering Technical Leaders and the Experience Accelerator by supporting weekly coordination sessions, quarterly status report sessions and related presentations at annual conferences.

#### **2.1.11. Key Leader Professional Development Program – Program Lead Systems Engineer**

This workforce development initiative responds to Section 820 of Public Law 109-364 that requires “properly qualified” individuals to serve in key positions on major defense acquisition programs and to the USD(AT&L) memo dated August 25, 2010 that establishes Key Leader Positions. The DASD(SE) Workforce Development Team supports this initiative because Program Lead Systems Engineer is a mandatory Key Leader Position. The Key Leader Working Group, consisting of representatives from the relevant career fields, is currently developing core Key Leader qualifications in four major areas: Program Management, Technical Management, Business Management, and Executive Leadership. This initiative targets Key Leaders across the education, training and experience domains and is applicable to the government, industry and academic communities.

The contractor supports DASD(SE) as a systems engineering subject matter expert by participating on the Key Leader Working Group, developing and reviewing Key Leader related papers and presentations for conferences and other publications, attending meetings as needed including coordination sessions and workshops, and soliciting and maintaining current status on the Key Leader Professional Development project. The contractor also supports DASD(SE) by ensuring this initiative is properly integrated with the other workforce initiatives across the government, industry and academic communities including the workforce related research tasks being conducted by the SERC.

DASD(SE) supports 12 Key Leader Working Group meetings per year, coordination sessions and workshops as needed and related presentations at annual conferences.

#### **2.1.12. Systems Engineering Capstone Courses**

The purpose of this initiative is to sponsor and evaluate systems engineering capstone courses at participating US institutions to enhance SE learning and career interest among undergraduate and graduate engineering students. A pilot program was established at the SERC with 10 collaborator institutions to research and understand the methods through which this SE learning and career interest may be optimized. The SERC research team will then assess learning outcomes and career interest outcomes and make recommendations for both scaling up and future program developments.

In addition to the 10 SERC collaborator institutions, the four military academies (US Military Academy, US Naval Academy, US Air Force Academy and the US Coast Guard Academy) participate in this initiative as a separately ASD(R&E) funded but closely coordinated effort. The contractor shall support this DASD(SE) workforce initiative by serving as a systems engineering subject matter expert and coordinating efforts with the SERC research team, the 10 SERC collaborator institutions, and the four military academies to ensure the efforts are properly integrated and aligned with each other and with the other workforce development initiatives. The contractor shall support DASD(SE) by developing and reviewing related papers and presentations for conferences and other publications, attending meetings including weekly web-based coordination sessions and workshops, providing minutes, and soliciting and maintaining current status on the SE Capstone Courses initiative.

DASD(SE) supports weekly coordination sessions, quarterly status report sessions and related presentations at annual conferences and workshops.

#### **2.2. Organization and Capability Assessment Reporting**

The DASD(SE) and the Director of Developmental Test and Evaluation (DDT&E) are responsible for annually providing a joint report to Congress with an assessment of the organization and capabilities of the DoD for systems engineering, development planning, and developmental test and evaluation with respect to MDAPs.

The contractor shall assist DASD(SE) in assessing the DoD Components organizations and capabilities, analyzing the results, coordinating the results and subsequent improvement actions with the Components, and preparing drafts and final versions of the DASD(SE) section of the joint report and coordinating these versions with the DDT&E.

### **2.3. Institutionalize Systems Engineering**

#### **2.3.1. INCOSE**

The DASD(SE) serves as an executive level member on the International Council on Systems Engineering (INCOSE) Corporate Advisory Board (CAB), which meets to (1) provide guidance on overall INCOSE direction, focus, and priorities; (2) act as a conduit between INCOSE and the CAB members for information exchange, key systems engineering-related issues, and access to executive management; and (3) identify a priority needs list and assessment of how well INCOSE is meeting those needs based on status inputs from the Board of Directors and the Technical Board. DASD(SE) participates in INCOSE forums, and international workshops and symposia to promote awareness of SE-related topics by delivering papers and obtaining world-wide industry feedback.

DASD(SE) supports INCOSE CAB meetings two times per year. Priority list is updated following each CAB meeting. DASD(SE) supports the INCOSE International Workshop once per year and the INCOSE International Symposium once per year.

The contractor shall support DASD(SE) by preparing for and participating in INCOSE forums, international workshops and symposia, and by preparing and submitting papers and presentations as directed by DASD(SE).

#### **2.3.2. JTC1/SC7 – ISO Life Cycle Management**

The contractor shall support DASD(SE) as DoD delegate to the Joint Technical Committee 1/Subcommittee 7 (JTC1/SC7) of the International Standards Organization/International Electrotechnical Commission (ISO/IEC). Within SC7, SE staff is involved in Working Group (WG) 7, Life Cycle Management.

Support annual meeting and an average of eight formal teleconferences per year.

#### **2.3.3. NDIA SE Division**

DASD(SE) supports the National Defense Industrial Association (NDIA) SE Division and its associated committees of interest and works directly with the NDIA SE Division chairs to discuss strategic direction for the Division. DASD(SE) attends bi-monthly meetings, and review community activities and progress in furthering the state of SE practice. Supported Committees include:

- Systems Assurance Committee
- Software Committee and Software Experts Panel
- Human Systems Integration Committee
- Systems of Systems Committee
- Education and Training Committee
- Modeling and Simulation Committee
- Joint Committee on Systems Engineering and Manufacturing

The contractor shall conduct research and studies and prepare briefings, papers and other related material to support DASD(SE) in its interaction with NDIA SE Division and each of the Committees. The contractor shall provide a total of 0.2 FTEs in support of this task.

DASD(SE) delivers an average of six (6) papers, and participates in workshops and tutorials at the NDIA SE Division Annual Conference. DASD(SE) supports strategic planning meetings six (6) times per year. DASD(SE) participates in and supports an average of four meetings per year for each committee.

#### **2.3.4. NDIA Logistics Division**

The contractor shall consult and interact with industry reliability and sustainment associations such as the NDIA Logistics Division.

Participate in and deliver paper at the annual NDIA Logistics Division Conference.

#### **2.3.5. TechAmerica**

The contractor shall support the DASD(SE) on the TechAmerica Systems, Standards, and Technology Council (SSTC) and coordinate participation on related technical committees (G-33 Data and Configuration Management, G-45 Human Systems Integration, and G-47 Systems Engineering).

The SSTC meets annually and each Committee meets 2 times per year.

### **2.4. International Engagement**

#### **2.4.1. North Atlantic Treaty Organization (NATO)**

The contractor shall provide technical and administrative support to the DASD(SE), and assigned U.S. Delegates to NATO activities involving DASD(SE) missions of Life Cycle Management, Systems Engineering, Specialty Engineering and Standardization. As the assigned U.S. Head of Delegation, DASD(SE), provides support and promotes a unified U.S. position to strategic and working group meetings where NATO Nations' share national policies, guidance and best practices and develop NATO standardization agreements and guidance documents in an effort to foster interoperability within the NATO community. The contractor shall provide Subject Matter Experts (SMEs), as requested, with the knowledge of U.S. acquisition policies and guidance in the subjects of Life Cycle Management, Systems Engineering, Specialty Engineering and Standardization as it relates to NATO application and implementation. The contractor shall review and provide input to proposed NATO standardization agreements and guidance documents, as applicable to DASD(SE). Currently identified activities come from AC/327 – Life Cycle Management Group and the Civil Standards Management Working Group (CSMWG).



DASD(SE) supports an average of 6 weeklong trips per year to NATO nations to participate in meetings.

#### **2.4.2. The Technical Cooperation Program (TTCP)**

The contractor shall support DASD(SE) as a member of The Technical Cooperation Program (TTCP) Joint Systems and Analysis Group – Technical Panel 4 (Systems Engineering for Defense Modernization). The Technical Cooperation Program (TTCP) is an international organization that collaborates in defense scientific and technical information exchange; program harmonization and alignment; and shared research activities for Australia, Canada, New Zealand, the United Kingdom, and the United States. The aim of TTCP is to foster cooperation within the science and technology areas needed for conventional (i.e., non-atomic) national defense.

The contractor shall support meeting preparation, host nation activities, development of US National Lead and TP4 products (reports, papers, workshops). TTCP TP4 meets two times per year. There are approximately 3-4 subgroup activities that have products that are developed during the year. The US hosts TP4 once every two years beginning CY2011.

#### **3. Systems Engineering Support for Rapid Development and Fielding.**

The contractor shall support DASD(SE) in conducting a study of current system engineering practices, processes and tools as applied to rapid development and fielding of systems. Rapid systems development and fielding is done to respond immediate needs; however, these systems can potentially provide long term capability as part of a program of record. The contractor shall develop a plan outlining the objectives, resources and overall schedule for conducting the Rapid Development and Fielding Study. The contractor shall coordinate the logistics for site visits and assemble and reconcile inputs from the team members to produce the final report. The contractor shall develop findings and recommendations on changes to SE methods and practices to better enable use of SE for rapid development and fielding, to include recommended changes to policy, guidance, training, education and supporting materials, as well as areas which require additional analysis.

DASD(SE) anticipates that the study will take 90 days to complete, involving 4-5 site visits.

#### **4. Modular Open System Architecture (MOSA).**

The scope of this task is to refresh the body of policy, guidance, research, and practice on the planning and use of MOSA in system acquisition. MOSA is an element of the USD AT&L Efficiency Policy (September 2009).

The contractor shall provide an initial report to the DASD (SE) NLT 60 days after contract award that identifies, organizes, summarizes, and analyses the portfolio of MOSA policy and guidance documents in DOD and annually update this report. The contractor shall provide technical SME support to the DASD (SE) regarding MOSA to facilitate assessment of policy and programs and DASD (SE) participation with other DOD organizations and open architecture working groups.

#### **5. Systems Engineering Research Center Administration.**

The Systems Engineering Research Center was established as a DoD sponsored University Affiliated Research Center to conduct research in various SE areas as needed. DASD(SE) is in the process of becoming the primary sponsor of the SERC, transferring sponsorship and contract

administration of the SERC from the National Security Agency to the Office of the Secretary of Defense. The contractor shall support DASD(SE) in administering the activities of the SERC, to include activities needed to plan and execute specific research tasks, as well as activities needed to run the SERC as whole.

Monthly, the contractor shall support the DASD(SE) SERC Government Program Manager (GPM) to review the SERC's financial and technical performance statements for accuracy and completeness, and to address any shortcomings. The contractor shall support the SERC GPM to track distribution of the SERC's monthly statements to the sponsors of specific research tasks and resolve any questions that arise.

The contractor shall support the GPM to work with the potential and current sponsors of SE research to properly scope the new and proposed changes to research requirements to ensure consistency with the SERC research strategy, as well as funding and schedule needs.

The contractor shall review interim and final products of specific research tasks for accuracy and completeness, supporting the GPM to track any shortfalls. The contractor shall submit research task products to be reviewed for public release. The contractor shall maintain a filing system for SERC products.

The contractor shall develop briefings that provide an overview of the SERC capabilities and current status. The contractor shall participate in the monthly SERC Government Program Managers meetings and weekly SERC teleconferences.

The contractor shall review proposed changes to the SERC website and drafts of the SERC Annual Report, providing recommended changes as needed. The contractor shall provide administrative support for the SERC Executive Advisory Board and the SERC Annual Research Review, to include preparing read-ahead packages, distributing invitations, taking minutes, recording action items, as well as developing agendas and briefings for the meetings. The contractor shall review the yearly updates to the SERC Management Plan and SERC Research Strategy, recommending any necessary changes.

Once a year, the contractor shall identify potential research tasks for DASD(SE) sponsorship, developing briefings to with sufficient detail to allow DASD(SE) to decide whether or not to sponsor specific research tasks.

One of the major thrusts of the SERC is research that explores future workforce competencies and approaches to cultivate, educate, and prepare the future SE workforce. Results from this research will help the DASD(SE) mature and update the understanding of what competencies SEs must have, considering the nature of the environment, system types, and changes in SE methods, policies, and tools. Given those future competency needs and shortages, this research will also help the DASD(SE) find innovative ways to increase interest in SE and develop those SEs in kind.

DASD(SE) anticipates establishing 15 new research tasks over the coming year, and developing 6 SERC capability and current status briefings. DASD(SE) anticipates one significant change to the SERC website over the coming year.

## **6. Administrative Tasks**

The contractor shall support and provide technical and management inputs to DASD(SE) and DASD(SE) 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. The contractor shall provide a total of 0.1 FTEs in support of this task and its subtasks.

#### **6.1. 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.

#### **6.2. 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.

### **7. Special/Other Requirements**

#### **7.1. 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.

#### **7.2. 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.

### 7.3. 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 the Pentagon, Crystal City, Arlington VA or the Mark Center, Alexandria, VA for no more than fifteen (15) 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.

## INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Destination	Government	Destination	Government
0002	Destination	Government	Destination	Government
1001	Destination	Government	Destination	Government
1002	Destination	Government	Destination	Government
2001	Destination	Government	Destination	Government
2002	Destination	Government	Destination	Government
3001	Destination	Government	Destination	Government
3002	Destination	Government	Destination	Government
4001	Destination	Government	Destination	Government
4002	Destination	Government	Destination	Government

## DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 04-MAY-2011 TO 03-MAY-2012	N/A	OSD DEFENSE RESEARCH AND ENGINEERING SEAN BRADY 3030 DEFENSE PENTAGON, RM 3B938 WASHINGTON DC 20301-3030 703-602-0851 FOB: Destination	HQ0287

0002	POP 04-MAY-2011 TO 03-MAY-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
1001	POP 04-MAY-2012 TO 03-MAY-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
1002	POP 04-MAY-2012 TO 03-MAY-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
2001	POP 04-MAY-2013 TO 03-MAY-2014	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
2002	POP 04-MAY-2013 TO 03-MAY-2014	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
3001	POP 04-MAY-2014 TO 03-MAY-2015	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
3002	POP 04-MAY-2014 TO 03-MAY-2015	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
4001	POP 04-MAY-2015 TO 03-MAY-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287
4002	POP 04-MAY-2015 TO 03-MAY-2016	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	HQ0287

#### CLAUSES INCORPORATED BY FULL TEXT

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

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 30 days (insert the period of time within which the Contracting Officer may exercise the option).

(End of clause)

##### 52.233-3 PROTEST AFTER AWARD (AUG. 1996)

(a) Upon receipt of a notice of protest (as defined in FAR 33.101) or a determination that a protest is likely (see FAR 33.102(d)), the Contracting Officer may, by written order to the Contractor, direct the Contractor to stop performance of the work called for by this contract. The order shall be specifically identified as a stop-work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage. Upon receipt of the final decision in the protest, the Contracting Officer shall either--

- (1) Cancel the stop-work order; or
  - (2) Terminate the work covered by the order as provided in the Default, or the Termination for Convenience of the Government, clause of this contract.
- (b) If a stop-work order issued under this clause is canceled either before or after a final decision in the protest, the Contractor shall resume work. The Contracting Officer shall make an equitable adjustment in the delivery schedule or contract price, or both, and the contract shall be modified, in writing, accordingly, if--
- (1) The stop-work order results in an increase in the time required for, or in the Contractor's cost properly allocable to, the performance of any part of this contract; and
  - (2) The Contractor asserts its right to an adjustment within 30 days after the end of the period of work stoppage; provided, that if the Contracting Officer decides the facts justify the action, the Contracting Officer may receive and act upon a proposal at any time before final payment under this contract.
- (c) If a stop-work order is not canceled and the work covered by the order is terminated for the convenience of the Government, the Contracting Officer shall allow reasonable costs resulting from the stop-work order in arriving at the termination settlement.
- (d) If a stop-work order is not canceled and the work covered by the order is terminated for default, the Contracting Officer shall allow, by equitable adjustment or otherwise, reasonable costs resulting from the stop-work order.
- (e) The Government's rights to terminate this contract at any time are not affected by action taken under this clause.
- (f) If, as the result of the Contractor's intentional or negligent misstatement, misrepresentation, or miscertification, a protest related to this contract is sustained, and the Government pays costs, as provided in FAR 33.102(b)(2) or 33.104(h)(1), the Government may require the Contractor to reimburse the Government the amount of such costs. In addition to any other remedy available, and pursuant to the requirements of Subpart 32.6, the Government may collect this debt by offsetting the amount against any payment due the Contractor under any contract between the Contractor and the Government.

(End of clause)

#### CONTRACTING OFFICER'S REPRESENTATIVE (COR) (MARCH 2007)

The COR is a representative for the Government with limited authority who has been designated in writing by the Contracting Officer to provide technical direction, clarification, and guidance with respect to existing specifications and statement of work (SOW)/statement of objectives (SOO) as established in the contract. The COR also monitors the progress and quality of the Contractor's performance for payment purposes. The COR shall promptly report Contractor performance discrepancies and suggested corrective actions to the Contracting Officer for resolution.

The COR is NOT authorized to take any direct or indirect actions or make any commitments that will result in changes to price, quantity, quality, schedule, place of performance, delivery or any other terms or conditions of the written contract.

The Contractor is responsible for promptly providing written notification to the Contracting Officer if it believes the COR has requested or directed any change to the existing contract (or task/delivery order). No action shall be taken by the Contractor for any proposed change to the contract until the Contracting Officer has issued a written directive or written modification to the contract (or task/delivery order). The Government will not accept and is not liable for

any alleged change to the contract unless the change is included in a written contract modification or directive signed by the Contracting Officer.

If the Contracting Officer has designated an Alternate COR (ACOR), the ACOR may act only in the absence of the COR (due to such reasons as leave, official travel, or other reasons for which the COR is expected to be gone and not readily accessible for the day).

COR authority IS NOT delegable.

#### WHS A&PO WAWF INVOICING INSTRUCTIONS (Apr 2010)

To implement DFARS 252.232-7003, "Electronic Submission of Payment Requests and Receiving Reports (March 2008)", Washington Headquarters Services, Acquisition & Procurement Office (WHS A&PO) utilizes WAWF to electronically process vendor requests for payment. The web based system is located at <https://wawf.eb.mil>, and allows government contractors and authorized Department of Defense (DOD) personnel to generate, capture, process and track invoice and acceptance documentation electronically. The contractor is required to utilize this system when submitting invoices and receiving reports under this contract. **Submission of hard copy DD250/Invoice/Public Vouchers (SF1034) is no longer permitted.**

The contractor shall ensure an Electronic Business Point of Contract is designated in Central Contractor Registration at <http://www.ccr.gov/> and register to use WAWF at <https://wawf.eb.mil> within ten (10) days after award of the contract or modification incorporating WAWF into the contract. Step by step instructions to register are available at <http://wawf.eb.mil>.

**The contractor is directed to submit the following invoice type:**

#### **2-n-1 - Services Only, including Construction**

**\*\*Do NOT use the WAWF Construction invoice type – it is not permitted for invoices paid in the MOCAS system**

Back up documentation may be attached to the invoice in WAWF under the "Misc Info" tab.

Fill in all applicable information under each tab.

With the exception of extensions, the following required information should automatically populate in WAWF; if it does not populate, or does not populate completely or correctly, enter the following information as noted:

Contract Number	
Delivery Order	
Pay DoDAAC	
Issue By DoDAAC	HQ0034
Admin By DoDAAC	HQ0034
Inspect By DoDAAC/Extension	
Service Acceptor DODAAC/Extension or Ship to DODAAC/Extension or Service Approver DODAAC/Extension or	

Grant Approver DODAAC/Extension	
DCAA Auditor DODAAC/Extension	
LPO DODAAC	Leave Blank

The Contractor shall verify that the DoDAACs automatically populated by the WAWF system match the above information. If these DoDAACs do not match then the contractor shall correct the field(s) and notify the contracting officer of the discrepancy (ies).

The Contractor will need to enter a Shipment (or Voucher) Number in a specific format.

- The correct format for a shipment number for MOCAS invoices is AAAXNNN where A = alpha, X = alphanumeric and N = numeric characters, followed by a "Z" suffix if it is a final invoice. (e.g. SER0001, BVN0002Z, SERA003)
- WAWF will affix the prefix "SER" for 2-in-1 invoices and prefix "BVN" for cost vouchers to the Shipment (or Voucher) Number fields. For Combo documents, the contractor may enter their own three letter prefixes.

Take special care when entering Line Item information . The Line Item tab is where you will detail your request for payment and material/services that were provided based upon the contract. Be sure to fill in the following items exactly as they appear in the contract:

- Item Number: If the contract schedule has more than one ACRN listed as sub items under the applicable Contract Line Item Number (CLIN), use the 6 character, separately identified Sub Line Item Number (SLIN) (e.g. - 0001AA) or Informational SLIN (e.g. - 000101), otherwise use the 4 character CLIN (e.g. - 0001).
- Unit Price
- Unit of Measure
- ACRN: Fill-in the applicable 2 alpha character ACRN that is associated with the CLIN or SLIN.

*Note – DO NOT INVOICE FOR MORE THAN IS STILL AVAILABLE UNDER ANY CLIN/SLIN/ACRN.*

Before closing out of an invoice session in WAWF but after submitting your document or documents, the contractor will be prompted to send additional email notifications. Contractor shall click on "Send More Email Notification" on the page that appears. Add the following email address michelle.andrews@whs.mil in the first email address block and add any other additional email addresses desired in the following blocks. This additional notification to the government is important to ensure that all appropriate persons are aware that the invoice documents have been submitted into the WAWF system. .

If you have any questions regarding WAWF, please contact the WAWF Help Desk at 1-866-618-5988.

#### PROTESTS (AGENCY LEVEL) (AUGUST 2007)

Potential bidders or offerors may submit an agency-level protest directly to the Contracting Officer. As an alternative to the Contracting Officer's consideration of a protest, a potential bidder or offeror may request an



independent review of their protest by a WHS Protest Deciding Official. In either case, the agency-level protest must comply with the requirements and procedures in FAR 33.103 for submitting agency-level protests. A request for an independent review by the WHS Protest Deciding Official shall be submitted to Ms. Karen Rooney 1155 Defense Pentagon, RPN Suite 12063, Washington DC. A protest decision by the Contracting Officer or WHS Protest Deciding Official is final and not subject to appeal or reconsideration within WHS.

#### INSTRUCTIONS TO OFFERORS

### **Section L - Instructions to Offerors**

#### **1.0 Instructions**

The Washington Headquarters Services, Acquisition Directorate (WHS/AD) intends to award a firm fixed-price call order against one of the three BPAs awarded in response to solicitation HQ0034-10-R-0116. The requirements of Director, Systems Engineering task are provided under the Performance Work Statement (PWS) of this RFP. Each offeror will provide a technical and price proposal as described below. **THE TECHNICAL APPROACH WILL CONSIST OF POWER POINT SLIDES, A WRITTEN NARRATIVE AND AN ORAL PRESENTATION AS DESCRIBED BELOW. THE PRICE, VOLUME II, WILL BE A WRITTEN NARRATIVE.**

This solicitation will be released electronically only. This electronic version of the RFP is the official version for this acquisition. No hard copy of this solicitation will be issued. Offerors will be sent any and all applicable revisions to this solicitation electronically. Offerors must submit their proposals in accordance with paragraph 1.2 of these instructions. We will **NOT** accept any CD hard copies or any removable media devices.

**1.1 Questions** – The requested cutoff date and time for questions is **April 15, 2011 at 10:00 AM**. Offerors are requested to email questions to Ms. Michelle Andrews at [michelle.andrews@whs.mil](mailto:michelle.andrews@whs.mil). Responses to all questions will be in the form of an amendment to this solicitation and sent electronically to all offerors.

**1.2. Due Date and Method of Submission** -- The due date and time for proposals is **May 2, 2011 at 10:00 AM**. Offerors shall submit their proposals before the due date and time for this solicitation. The Offeror shall submit all proposal information in electronic format **via email** to [michelle.andrews@whs.mil](mailto:michelle.andrews@whs.mil). There is a 10 MB limit for all electronic submissions via e-mail. *The 10 MB size limitation applies to a single e-mail. Offerors may submit multiple e-mails but all e-mails from an individual offeror must be received before the closing time for proposals.* Proposals not submitted by the due date and time will be considered "late" and will not be considered for award.

**1.3 Content** -- Each proposal shall contain the following:

- **Cover Letter.** All offerors shall submit a cover letter including a concise statement of what is being proposed. The cover letter should be complete, not more than two pages,

and should clearly indicate reasons why a call order should be awarded to the offeror, with appropriate summary of highlights and references to the body of the proposal. This letter shall outline and explain any deviations, exceptions, or conditional assumptions taken to the requirements of this solicitation. Further, sufficient amplification and justification to permit evaluation must support any deviations, exceptions, or conditional assumptions. To the extent that there is any inconsistency between the terms and conditions of the solicitation and those proposed by the offeror, which inconsistency has not been clearly disclosed to the Government by the offeror, the Government's terms and conditions shall control in the event that a contract is awarded.

- Technical Proposal
  - The Technical Proposal will address Evaluation Factors 1-3 and it will consist of Power Point slides, a staffing plan and resumes, a compliance matrix (in aggregate, these are Volume I) and an oral presentation.
  - The Compliance Matrix will index PWS requirements to slide numbers or page numbers. The Compliance Matrix may be in MS Word or Excel and **the page limit for the matrix is 6 pages.**
- Price Proposal
  - The Price Proposal will address Evaluation Factor 4 and it will consist of a written narrative, Volume II.

#### 1.4 Oral Presentation

- (a) Scheduling Oral Presentations. Offerors will be notified of the scheduled date, time and location for their Oral Presentation on the afternoon of May 2, 2011. Offerors should plan on being available for a maximum of a five hour period for the oral presentation and question session.
- (b) Time Limit. The total time period for the Offeror's oral presentation shall not exceed 120 minutes to include one ten minute break after the first hour. The Contracting Officer reserves the right to terminate the presentation if it overruns the allotted time. Following the oral presentation there will be a 60 minute break followed by a question and answer period to allow the Government team to address the scope of the Offerors response to the PWS. These questions will not constitute "discussions" as defined in FAR 15.306.
- (c) Offeror Attendees and Presenters. A maximum of **eight presenters** from the Offeror will be permitted to attend the oral presentation. **A minimum of four of the Key Personnel will be among the presenters.**
- (d) Topics. The Offeror's presentation will address Evaluation Factor 1, Personnel Experience for Policy Guidance and Human Capital Support Call Order, Evaluation Factor 2, Technical Approach to Policy Guidance and Human Capital Support Call Order, and Evaluation Factor

3, Management Approach to Policy Guidance and Human Capital Support Call Order. **The presentation shall not address Evaluation Factor 4, Price.**

**1.5. Format.** Text and graphics portions of the electronic copies shall be in a format readable by Microsoft (MS) Office 2007, MS Word 2007 or MS PowerPoint 2007. Data submitted in spreadsheet format shall be readable by MS Office 2007 or MS Excel 2007.

**1.5.1. Cover Information.** Each email submitted in response to this RFP shall be clearly marked as to the RFP identification, date of submittal, acknowledgement of all amendments, the Offeror's name, address, Taxpayer ID number, CAGE code, BPA contract number, GSA Professional Engineering Services (PES) Schedule Number and the Offeror's POC name, phone, and email.

**1.5.2. Text.** Text pages shall be at least single-spaced, on 8 1/2 x 11 inch paper, with a minimum one-inch margin all around. Pages shall be numbered consecutively. A page printed on both sides shall be counted as two pages. Each foldout page shall be counted as two pages.

**1.5.3. Font Size.** Print for text pages shall be of a minimum 12-point font size or a maximum 10 characters per inch (10-pitch, pica) spacing in Times New roman. Bolding, underlining, and italics may be used to identify topic demarcations or points of emphasis. Graphic presentations, including tables, while not subject to the same font size and spacing requirements, shall have spacing and text that is easily readable.

**1.5.4 Presentation Media and Limitations.** Narrative notes at the bottom of the Power Point slides linking slide content to PWS requirements or these instructions are strongly encouraged. The number of slides should be associated with the time limit set for the presentation. **Power Point slides not presented during the 120 minute period will not be considered for evaluation purposes.** The government will provide projection capability and offerors may bring copies of their Volume I submissions to the presentation.

**1.5.5. Content Limitations.** There is no page limit to the Price Proposal. The page limits for Volume I are in paragraphs 1.3 and 2.2. Slide limitations are in paragraph 1.5.4.

**1.5.6. Volume Separation.** All price information shall be in files separate from the Technical Volume.

## **2.0 SUBMISSION REQUIREMENTS**

### **2.1 EVALUATION FACTORS**

**(a) Factor Identification.** The proposals will be evaluated based on the following factors:

Factor 1 - Personnel Experience for Policy Guidance and Human Capital Support Call Order.

Factor 2 - Technical Approach to Policy Guidance and Human Capital Support Call Order

Factor 3 - Management Approach to Policy Guidance and Human Capital Support Call Order  
Factor 4 - Price

**(b) Order of Importance.** Factor 1, Personnel Experience for Policy Guidance and Human Capital Support Call Order, is more important than Factor 2, Technical Approach to Policy Guidance and Human Capital Support Call Order. Factor 2, Technical Approach to Policy Guidance and Human Capital Support Call Order, is more important than Factor 3, Management Approach to Policy Guidance and Human Capital Support Call Order. Combined, Factors 1, 2, and 3 are more important than Factor 4, Price. .

## **2.2 Factor 1 Personnel Experience for Policy Guidance and Human Capital Support Call Order**

Each Offeror shall submit a Staffing Plan and resumes. This information may be submitted in MS Word and Excel. **The page limit for this topic is 40 pages.**

- The Offeror's Staffing Plan shall include tables and data that identify the fulltime and fractional equivalent staff being proposed mapped to the PWS tasks. These tables and data shall clearly demonstrate the number of staff positions by type or specialty area, as full time or fractional labor, and by labor category. This plan will also address the offerors timeline plan after award and approach to transition and start-up.
- The resumes for Key Personnel and 50% of the remaining staff shall identify the specific roles and responsibilities of the individuals, their previous job positions and experience in relation to the PWS and their roles, and the specific acquisition development projects they have been engaged with and in what capacity. The resume shall also identify all formal education (e.g., college, training courses, etc.), the dates attended, and degrees or certifications earned. These resumes will be submitted in MS Word format as described in Paragraph 1.5. Each resume shall be no more than two pages in length. The Key Personnel clause that will be utilized for this call order is shown below.

### **"Key Personnel**

(a) The Contractor shall notify the Contracting Officer prior to making any changes in personnel assigned to key positions. The key positions are defined as:

- (1) Systems Engineering Policy and Guidance SME
- (2) Software Engineering Expert SME
- (3) Producibility/Manufacturing SME
- (4) Systems Engineering Workforce SME
- (5) Reliability and Maintainability SME
- (6) Call Order Project Manager

(b) It is understood that changes in key personnel and other contractor staff during the life of the contract (including the first 90 days) may be necessitated due to exigencies agreed to by the Director of Mission Assurance or his designated representative, the Government COR, and the contractor in coordination with the Contracting Officer. The Contractor shall provide a detailed explanation of the circumstances necessitating any proposed substitutions, complete resumes for the proposed new staff, and any additional information requested by the Government COR and the Contracting Officer. The Contractor shall, prior to making any substitution permanent, demonstrate to the satisfaction of the Director of Mission Assurance that the qualifications of the proposed substitute personnel are equal to or better than the qualifications of the personnel originally identified for or in that position. The Contracting Officer will notify the Contractor within 15 calendar days after receipt of all required information of the decision on proposed substitutions."

- In the event the Offeror cannot identify 50% of the specific individuals to staff the workload plan at the time of proposal submission, the following applies. The contractor shall provide data and information to describe their understanding of the staffing requirements and their staff recruiting efforts to the degree that is sufficient to enable the government to **conclude with confidence** that the Offeror will fill these positions with highly qualified individuals no later than 15 working days after award.

### **2.3 Factor 2 - Technical Approach to Policy Guidance and Human Capital Support Call Order**

The Offeror shall submit their technical approach to accomplish the requirements of the Policy Guidance and Human Capital Support Call Order. The Offeror shall describe their understanding of the PWS requirements; the interrelationships among the elements of the PWS; the relationship of the work described in the PWS to the broader role and responsibilities of the DASD (SE) organization; how they plan to plan, execute, and work collaboratively in a team environment within the Mission Assurance organization and across DASD (SE); and conduct quality reviews of their work under this Call Order. The Offeror's proposal shall be in sufficient detail as to describe the means and methods for accomplishing the PWS tasks. In describing how the Offeror plans to accomplish the PWS work activities, the Offeror shall support the description of its means and methods with examples from like and similar previously performed work activities. In describing the Technical Approach, the Offeror shall identify sub-contract relationships, their roles and expertise as it relates to the PWS and sub-contractor lead staff supporting the PWS.

### **2.4 Factor 3 – Management Approach to Policy Guidance and Human Capital Call Order**

The Offeror shall describe the role and responsibilities of the Call Order Project Manager. The Offeror shall also describe the (1) organizational line of authority and relationship of the Task Order Manager to the Offeror's executive leadership for oversight of PWS performance and resolution of issues and (2) how the Call Order Manager will interact with the Director of Mission Assurance, the Director's senior staff, and the Government COR in the administration and reporting of Call Order performance and management of PWS tasks. The plan shall include a description of how the Offeror will assure the rapid completion of work assignments with minimal oversight by either the government or the contractor. In addition, the Offeror shall describe the extent to which management procedures will ensure rapid replacement of individuals, should the need arise during the performance period of the call order.

#### **Factor 4 - Price**

The Offeror shall provide a firm-fixed price proposal for each period of performance (CLINs 0001, 1001, 2001, 3001 & 4001) for this call order, as presented under the Performance Work Statement (PWS). The price proposal shall identify all labor categories, the number of hours for each labor category, labor rates, and any materials or supplies to be used in the call order. A "blanket" discount that shall apply to their established GSA Schedule rates is strongly encouraged. The Offeror shall utilize \$87,600.00 NTE as the amount proposed for travel for each period of performance (CLINs 0002, 1002, 2002, 3002 & 4002) during the call order. The order will be structured with firm-fixed price CLINs for execution of the effort and cost CLINs for any travel. For clarification purposes, invoicing shall occur on a monthly basis for equal installments of the total firm fixed price for the base year and any subsequent option years.

The call order will have a period of performance of a one-year (12 months) base period with four one year options.

## Section M - Evaluation Factors for Award

### **1.0 EVALUATION FACTORS FOR AWARD**

The Government intends to evaluate proposals and issue a single call order without discussions. Therefore the Offeror's proposal should contain the best terms from a technical standpoint and price. However, the Government reserves the right to conduct discussions if later determined by the Contracting Officer to be necessary. The Government may reject any or all proposals if such action is in the public interest; accept an offer other than the lowest priced proposal; and waive informalities and minor irregularities in proposals received. The vendor evaluation will be conducted in accordance with the Federal Acquisition Regulation (FAR) Sub-Parts 8.4 and 12.6, utilizing streamlined acquisition procedures, against the existing BPAs issued in response RFP HQ0034-10-R-0116.

The Government will award a single call order from this solicitation to the responsible Offeror whose proposal conforming to this solicitation will be most advantageous to the Government, price and other factors considered.

#### **1.1 Factor 1 – Personnel Experience for Policy Guidance and Human Capital Support Call Order**

The evaluation will consist of assessing (1) the depth and relevance of the experience of the Offeror's proposed personnel, Key and non-Key, for their intended positions to include their demonstrated ability to function successfully in a team environment with requisite interpersonal, representation, and communication skills (oral and written); the (2) the realism, completeness, and reasonableness of the staffing plan to include the proposed fulltime and fractional equivalents, by type or specialty area, and by labor category; and (3) the ability of the Offeror to staff proposed positions and transition staff into those positions.

#### **1.2 Factor 2 – Technical Approach to Policy Guidance and Human Capital Support Call Order**

The evaluation will consist of assessing the Offerors understanding of the (1) PWS tasks; (2) the policy, technical, and program domains represented in the PWS; (3) the role and relationships of the Director Mission Assurance organization and relationship context; and (4) how the Offeror will plan, organize, adapt, execute, and continually evaluate the quality of its work to execute PWS tasks and deliver work products as directed.

#### **1.3 Factor 3 – Management Approach to Policy Guidance and Human Capital Support Call Order**

The evaluation will consist of assessing the adequacy of the Offeror's approach to (1) managing the overall workload associated with the call order, (2) evaluating staff performance and productivity, (3) customer relationship management and communications, (4) being responsive and adaptive to workload changes and direction, and (5) the ability to provide the rapid replacement of staff with the requisite skills, experience, and required clearances.

## **1.4 Factor 4 – Price**

The Offeror's price proposal will be evaluated to determine if it is realistic, complete, and reasonable. As part of its evaluation, the Government will consider not only the labor rates and discounts offered for the BPA Base Period and Option Periods, but the specific labor mix, hours, and other costs associated with Policy Guidance and Human Capital Support Call Order. The price evaluation may consider, but is not limited to, the following, or a combination of the following:

- Comparison to other offerors
- Comparison to the Independent Government Cost Estimate
- Comparison to available DCAA audits
- Comparison to other historical data

## **2.0 Evaluation Ratings**

**Excellent (E)** – The proposal greatly exceeds the stated requirements. The response is strong and complete in terms of basic content and level of information the Government seeks for evaluation. There is a high probability of success and negligible risk that the Offeror would fail to meet the quantity, quality, and schedule requirements. There are no deficiencies or significant weaknesses, but there may be minor weaknesses that need not be corrected to make award. There are no material deficiencies or weaknesses.

**Highly Acceptable (H)** – The proposal exceeds stated requirements. The response is complete in terms of the basic content with some strengths and level of information the Government seeks for evaluation. There is a significant probability of success and insignificant risk that this offeror would fail to meet the quantity, quality and schedule requirements. There are no deficiencies or significant weaknesses, but there may be minor weaknesses that need not be corrected to make award.

**Acceptable (A)** – The proposal meets the stated requirements. The response is complete in terms of basic content and level of information the Government seeks for evaluation. There is a reasonable probability of success and little risk that the Offeror would fail to meet the quantity, quality, and schedule requirements. There are no deficiencies, but the proposal may have weaknesses that present some risk of unsuccessful performance. Weaknesses need not be corrected to make award.

**Marginal (M)** – The proposal fails to meet stated requirements. The response is considered incomplete or inadequate in terms of level of information the Government seeks for evaluation. There is a low probability of success based on the present information. There are deficiencies and/or such a number of weaknesses that increase the risk of unsuccessful



performance to an unacceptable level. Noted deficiencies and weaknesses may be corrected through discussions or proposal revisions.

Unacceptable (U) – The proposal significantly fails to meet the stated requirements. What was submitted lacks essential information or is conflicting and unproductive. The degree of risk is so high that there is no reasonable likelihood of success; regardless of price. Or, deficiencies are so major or extensive that a major revision or complete rewrite of the proposal would be necessary.

### **3.0 Evaluation Definitions**

Strength - A strength is defined as a significant, outstanding, or exceptional aspect of an Offeror's proposal that appreciably increases the Government's confidence in the Offeror's ability to successfully perform the requirements of the contract and exceeds the minimum evaluation standard.

Weakness - A weakness is defined as a flaw in the proposal that decreases the Government's confidence in the Offeror's ability to successfully perform the requirements of the contract.

Significant Weakness - A flaw in the proposal that appreciably increases the risk of unsuccessful contract performance.

Deficiency - A deficiency is defined as an aspect of the proposal that fails to satisfy the Government's minimum requirements or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level.

### **4.0 Protests (Agency-Level)**

Potential bidders or offerors may submit a protest directly to the Contracting Officer. As an alternative to the Contracting Officer's consideration of a protest, a potential bidder or offeror may request an independent review of their protest by a WHS Protest Deciding Official. A request for an independent review shall be submitted to:

Karen Rooney, Division Director  
WHS/ Acquisition & Procurement Office  
AT&L Division  
1155 Defense Pentagon  
RPN Suite 12063  
Washington, DC 20301-1155

A protest decision by the Contracting Officer or WHS Protest Deciding Official is final and not subject to appeal or reconsideration within WHS.

(End of Provision)

#### QUESTIONS AND ANSWERS

1. SOW - Paragraph 1.2. adds the requirement for up to 15 program reviews and/or support across the Specialty Engineering Policy and Guidance area. Additionally, the R&M, Software, and Manufacturing areas call out Acquisition Review and Analysis efforts on 20 or 25 current program reviews/interactions plus 30 reviews/interactions with previously reviewed programs. Are the 15 program review and/or support efforts included in the 20 or 25 for these three specialty areas?

Answer: Section 1.2 which reads, "Provide engineering Support for up to 15 Programs that covers Program Support Reviews (PSRs), and hoc reviews, specialized support, etc." has been deleted from the SOW.

2. SOW - Paragraph 1.2.3.3 R&M Acquisition Review and Analysis directs the contractor to present "...all proposed review findings to the DASD (SE) SW team lead before submission for adjudication." Is this correct or should it be the DASD (SE) R&M team lead?

Answer: The following sentence has been changed to read, "The contractor shall present all proposed review findings to DASD (SE) R&M Team Lead before submission for adjudication.

3. Section L – 1.2 states that there is a 10 MB limit in submittal emails but that we are allowed to submit multiple emails. Does this mean that if our PowerPoint slide deck is a high file size, we may split our presentation into more than one PowerPoint file?

Answer: Yes, offerors may split the presentation into more than one PowerPoint file.

4. Section L section 1.3 (page 33) states that "The Technical Proposal will address Evaluation Factors 1-3 and it will consist of PowerPoint slides, a staffing plan and resumes, and a compliance matrix (in aggregate, these are Volume I) and an oral presentation." Could the Government please confirm that Factors 2 and 3 are to be addressed only in the PowerPoint slides and not a separate word document?

Answer: No, the Technical Proposal will address Evaluation Factors 1-3 and it will consist of Power Point slides, a staffing plan and resumes, a compliance matrix (in aggregate, these are Volume I) and an oral presentation.

5. Section L -- Do the text and font requirements specified in Sections 1.5.2 and 1.5.3 apply to the PowerPoint slide deck or just the word document submissions (the Staffing Plan and Resumes)? Specifically, can the fonts in the presentation be other than Times New Roman and/or smaller than 12pt.? Are the slides required to have one-inch margins? Can they have background colors that bleed off the page? Can the fonts in the slide presentation NOTES section be other than 12pt. Times New Roman?

Answer: Sections 1.5.2 and 1.5.3 apply to word document submissions.

6. Section L – 1.5.3 states that font in graphics and tables are not subject to the same size and spacing restrictions. Can we also use a font other than Times, such as Arial, in graphics and/or tables?

Answer: Text pages shall comply with paragraph 1.5.3.

7. Do the font restrictions also apply the Compliance Matrix, particularly if submitted in Excel?

Answer: Text pages shall comply with paragraph 1.5.3.

8. Can we have header/footer content within the one-inch margins and can it be smaller than 12 pt.?

Answer: Content is not permitted within the one-inch margins.

9. Section L – 1.5.4 states offerors may bring copies of their Volume I submissions to the presentation. Can we bring and display certain parts of the proposal, such as graphics and slides, on large paper or foam board?

Answer: Offerors shall not bring other display or presentation aides.

10. Could the Government provide anticipated dates that the orals will take place, or a general timeframe after the May 2 notification?

Answer: The Government intends to hold oral presentations the week of May 2, 2011.

11. Reference L1.4 (d) Oral Presentation: Topics; L2.2 Factor 1 Personnel Experience for Policy Guidance and Human Capital Support Call Order; and M1.1 Factor 1 – Personnel Experience for Policy Guidance and Human Capital Support Call Order.

RFP reference L2.2 requires a 40-page submittal for Factor 1. However, L1.4 (d) requires that Factor 1 information also be included in the orals presentation. Does the Government intend for Factor 1 to be evaluated as part of the Orals presentation? If so, please clarify which elements of Factor 1 will be subject to the Evaluation Factors for Award during the Oral presentation, and which elements will be evaluated from the 40 page Staffing Plan and resumes.

Answer: Yes. Please refer to Section L, Section 1.3. The Technical Proposal will address Evaluation Factors 1-3 and it will consist of Power Point slides, a staffing plan and resumes, a compliance matrix (in aggregate, these are Volume I) and an oral presentation.

12. Ref. SOW 5. Systems Engineering Research Center Administration

Question: How many different organizations sponsor research tasks? How many active research tasks are currently underway? Who hosts the SERC website; does the contractor have any responsibilities to revise or maintain web pages?

Answer: The SERC has four primary sponsors: OSD, NSA, DAU, and RDECOM. The Air Force may become a sponsor in the next several months. Both NAVSEA and AFCAA have each funded one research task.

- There are 13 active research tasks.

- Stevens Institute hosts the SERC website and is responsible revising and maintaining the web pages.

13. 3. Ref. SOW 3. Systems Engineering Support for Rapid Development and Fielding  
Question: What is the size of the expected study team?

Answer: Three people.

14. Section L/I.4 Oral Presentation pg. 34: During the 120 minute presentation, will the audience be allowed to ask questions to the briefers? If yes, will the briefers be allotted that Q&A time back into the briefing?

Answer: There will be no Government questions during the 120 minute presentation period.

15. Section L/I.4 Oral Presentation pg. 34: Will oral presentations and Q&A be recorded? If yes, will the recording be provided back to the offeror?

Answer: The oral presentations and Q&A will be recorded. The recording may be provided to the offeror upon request.

16. Delivery Information/ Delivery Date pg. 28: In the Delivery Information Section, is the PoP for each CLIN listed for the Delivery Date intended to be a placeholder, to be updated upon contract award?

Answer: The Periods of Performance for each CLIN reflect the intended start date for this Call Order.

17. Section L/I.5.4 Presentation Media and Limitations pg. 35: Will the government allow the offeror to bring a laptop to the oral presentation?

Answer: Please refer to Section to paragraph 1.5.4 which reads, "The government will provide projection capability and offerors may bring copies of their Volume I submissions to the presentation."