U.S. DEPARTMENT OF STATE (DoS)
BUREAU OF DIPLOMATIC SECURITY (DS) PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)

Contractor/Vendor Information Sheet

Please fill in all information below, type or print information clearly. Please complete the following questions below and return to Kenneth Waddell (WaddellKR@state.gov) by October 14, 2022 NLT 5:00 PM EST.

Legal Business Name: **HunaTek System Solutions** (HunaTek)

Tax ID No.: 87-1945073   UEI No.: GM38S9EJZZN7

Mailing Address:

13900 Lincoln Park Drive, Suite 350
Herndon, VA 20171

Country: USA

Main Phone Number: 571-464-5198   *Website Address*: https://hunatek.com

Point of Contact: Timothy J. Fitzgerald

Direct Phone Number: 571-464-5198   *Direct E-mail Address*: tim.fitzgerald@hunatek.com

Country of Origin

U.S. Firm: **X**   Foreign Vendor: ___   Country: _____

Size of Business

Large: ___   Small: **X**

Corporate Status

Corporation: **X**   S-Corporation: ___
Sole Proprietorship: ___   Partnership: ___
Other: _____

Locations

Domestic: **X**   International: _____

Socio-Economic Status

Small: **X**
Small Disadvantaged Business: ____
         Small Disadvantaged Business 8(a) Alaska Native Corporation
HUBZone: ___   SDVOSB: ___   WOSB: ___

Registered in Systems Award Management: **Yes**

1. The prospective contractor performed services that are similar in corporate sector and/or Government sector? (Past Performance)

YES

2. If the answer to the above questions is YES, please identify the contract number and Government Agency and/or Commercial Organization, and a brief description of current or previous projects (limit 2 pages). Please include the name, phone number, and email of any government or customer reference(s) we might be able to contact for a follow-up (limit 3 references).

Past Performance #1 - Programs & Resources End-to-End Support

Programs & Resources End-to-End Support	
Contract Name:	Marine Corps End-to-End Defense Agencies Initiative Support (E2E)
Contract No.:	M9549-20-F-0031
Prime or Sub	Prime (HunaTek Government Solutions)
Contract Value:	$23,055,000
Period of Performance	9/20/2020 – 9/20/2023
Contracting Agency	MCICOM HQ
Primary Reference POC:	Maj Peter N. Misyak HQMC P&R, COR Budget Formulation Branch Pentagon Rm 4C349 Phone 703-697-9551 | peter.misyak@usmc.mil

Description: HunaTek is the Prime Contractor for Marine Corps Deputy Commandants (DC) Programs & Resources (P&R) End-to-End (E2E) Defense Agencies Initiative (DAI) Support.

HunaTek provides DC P&R business process re-engineering support to six DAI E2E processes. HunaTek is responsible for documenting the E2E business architecture and recommending portfolio policies and practices furthering the Marine Corps' efforts to: (1) improve its audit, risk management, and remediation posture; (2) improve its E2E effectiveness and efficiency; (3) improve its E2E change management; and (4) improve its E2E cost management.

Our team is leading business process re-engineering and change management efforts designed to improve DC's audit, risk management and cost management posture as the Marine Corps undertakes a large-scale system migration from its current financial system to a modern Enterprise Resource Planning (ERP) solution. We provide comprehensive technical support and guidance to aid in the process of using technologies to create new or modify existing USMC business processes, culture, and customer experiences to meet changing business and market requirements to: improve the reliability and accuracy of financial information in support of financial accountability and audit compliance; build traceability and risk awareness, and enable risk-informed decisions; and achieve traceability of decisions in the form of dollars and outcomes. We are developing the future fiscal coding structures for the new system, incorporating a management accounting structure aligned to projects, tasks, organizations and expenditure types. We also provide consulting services and recommendations to support policy development, portfolio strategy and roadmaps, organizational change management efforts, information and risk management, and dissemination of decisions through drafting Marine Corps Orders (MCO), Marine Corps Bulletins (MCBUL), Marine Administrative Messages and Doctrine.

Past Performance #2 - Professional Support Services

Professional Support Services	
Contract Name:	Bureau of Counterterrorism Staff Support
Contract No.:	19AQMM20D0035
Prime or Sub	Prime (HunaTek Government Solutions)
Contract Value:	$22,000,000
Period of Performance	3/26/2020 – 3/25/2025
Contracting Agency	U.S. Dept. of State
Primary Reference POC:	Kelly Wagner, Branch Chief/Sr. Contracting Officer; WagnerKM2@state.gov | 202-531-8157 Donald Bromell, SME, BromellD@state.gov | 703-875-6112 COR/COTR: Ayanna Gibson, Management Analyst, GibsonAS2@state.gov | 202-634-4605

Description: HunaTek provides a broad range of Professional Support Services to the Department of State's Bureau of Counterterrorism (CT). HunaTek personnel include office managers to assist with Front Office and general office support, as well as Management Analysts, quite often defined as project coordinators and project analysts to assist in offices that require research, analysis, and coordination of information and materials, as well as Budget Analysts and HR Specialists. As the Prime Contractor HunaTek is responsible for all personnel on the program, to include the quality, management, supervision, equipment, materials required to successfully perform various support services required by CT. This staff intensive program requires the ability to identify, recruit and retain top talent for the CT mission, and rapidly respond to requirements as they emerge. At the end of 2021, five of HunaTek personnel received recognition for their outstanding support, dedication, and teamwork; two of the five received the DOS Award of Excellence.

Past Performance #3 - Network Operations Management Branch IT Services

Professional Support Services	
Contract Name:	Bureau of Counterterrorism Staff Support
Contract No.:	19AQMM20D0035
Prime or Sub	Prime (HunaTek Government Solutions)
Contract Value:	$22,000,000
Period of Performance	3/26/2020 – 3/25/2025
Contracting Agency	U.S. Dept. of State
Primary Reference POC:	Kelly Wagner, Branch Chief/Sr. Contracting Officer; WagnerKM2@state.gov	202-531-8157 Donald Bromell, SME, BromellD@state.gov	703-875-6112 COR/COTR: Ayanna Gibson, Management Analyst, GibsonAS2@state.gov	202-634-4605

Description: HunaTek provides support to the Network Operations Management Branch (NOMB) with IT Services providing on-premise and cloud based infrastructure support to the Bureau of Overseas Building Operations (OBO). This includes providing staffing and leadership for a broad range of support that includes overall systems architecture, solutions architecture, network administration, systems administration, systems engineering and DevSecOps programming and security support. HunaTek is responsible for preparing infrastructure, optimizing and backing-up systems, and creating automated VM, OS and applications builds in all OBO system enclaves. The team supports over 40 business applications and the supporting IT infrastructure.

3. The prospective contractor currently possesses active facility clearance to perform these services?

     YES

4. If the answer to the above question is YES, please provide the highest level of facility clearance the prospective contractor currently possesses, to include the CAGE Code.

     FC: Top Secret; CAGE Code: 73D83

5. The prospective contractor is to include technical information in reference to the potential need of services described in the Sources Sought Notice (SSN). This can be in the form of explaining your firm's recruiting, retaining, and management structures (limit 2 pages).

<u>*Recruiting*</u> — HunaTek continuously performs active recruiting to identify highly qualified and experienced personnel to support customer requirements. We maintain an extensive database of qualified candidates that we pre-qualify to support emerging hiring needs, and we offer a generous employee referral program, which draws qualified, like-minded and highly skilled individuals for employment consideration.

HunaTek uses various sourcing methods to draw qualified and diverse applicants, such as employee referrals, subscription services including Clearancejobs.com and, when necessary, the use of external recruiters. We judiciously use social media in our recruiting process, including Facebook, LinkedIn, Glassdoor and Twitter. We have access to an enormous pool of qualified and experienced veterans and military spouses worldwide as a partner in the Office of the Secretary of Defense Military Spouse Employment Partnership (MSEP). We are also associated with MilitaryOneClick.com (MOC), which is a resource website specializing in connecting the Military veteran and spouse community with employment opportunities. MOC is partnered with the White House Joining Forces Program and the US Chamber of Commerce Hiring Our Heroes Program and connects directly with veterans and military spouses seeking employment. Access to this wealth of talent enhances our ability to ensure that positions are filled in a timely manner, reduces the time it takes to replace personnel, and extends our reach to areas in proximity to our client locations. We dedicate hours to networking, searching, and reviewing profiles to locate talented and qualified candidates.

When losing an employee and faced with the need to fill a vacancy on short notice, HunaTek targets a two-week maximum for backfilling the position. We have historically been able to meet this target timeframe in most cases and have had measurable success filling positions CONUS and OCONUS.

Employee referrals are an important part of our process not only because our employees can attest to the capabilities and work ethics of the individuals they refer, but because referrals are a testament to the satisfaction felt by current HunaTek employees. They want technical

professionals they respect to come work for their company. We also receive frequent referrals from our customers and prime contractors due in part to our low turn-over rates and high levels of employee satisfaction reflected in our team's performance.

As a general practice, HunaTek tailors the hiring for each effort to the specific needs of the contract or task order. We believe that there are varying levels of individual skill sets, personalities, motivation, and drive required to support this effort. Therefore, our hiring approach includes tailoring the job descriptions, applications, interviews, follow-ups, and post-hire training appropriately for the specific skills and experience required for each position. Specifically, our job descriptions for each position contain tasking descriptions, certifications, education levels, and years of experience as explicitly called forth in the performance work statement. Our hiring and personnel placement reflect the diverse nature of the requirements within the PWS and the broad range of skills required to accomplish the tasking.

One result of HunaTek's history of providing technical support to various Government agencies is our ability to properly vet candidates for proficiency, personality, and where they best fit in the organization. Our hiring managers, who have decades of combined experience with customer support, from the line worker level through the senior executive manager level, understand "what right looks like" when discussing job duties and performance expectations with prospective employees. Our interviews include standard questions related to common functional administrative processes, as well as scenario-based questions that test each interviewee's knowledge of the discipline as well as their ability to think quickly in a high-pressure situation.

__Retaining__ — HunaTek retains more employees over the long term because we emphasize risk mitigation in avoiding vacant positions. HunaTek employs a number of different mechanisms to overcome high turnover. One is encouraging and incentivizing employees, through monetary and non-monetary means, to carry out their work in a productive and efficient manner (see B. Employee Compensation Plan). HunaTek recognizes the economic advantages and improvement to the mission when job turnover is reduced and good employees are retained. We therefore give special attention to employee needs for job satisfaction, personal welfare, and recognition for a job well done. Our organization employs several initiatives to provide a stable, secure work environment and create healthy social interactions. These initiatives include: Recognizing meritorious work; Structuring monetary compensation to be competitive and rewarding for performance and proficiency, including sharing in performance award; Promoting learning and training; and Communicating openly.

An actively engaged PM and HR team that maintains constant and continuous communication with the people on the ground is a way of resolving high turnover. By having that communication, the teams are able to better predict and mitigate periods of higher turnover and can react to it in a more efficient fashion. Additionally, by having the management and HR teams maintain communication, they can better deal with any issues that may be causing such

turnover in the first place. Having and effective communication management plan is one of the most effective ways at resolving and mitigating high turnover. As we grow in size and experience we are also working to retain, as best we can, those employees who are real assets to both the customer and HunaTek. HunaTek's employee compensation practices are intended to provide our customers with a stable workforce of competent staff able to support mission requirements without interruption. In accordance with FAR 52.222-46, Evaluation of Compensation for Professional Employees, we propose contract-specific labor rates that will allow us to hire professionals with the right skillsets for the requirements and complexity of the work at fair salaries, with a robust package of fringe benefits: time off, health and welfare, continuing education, and retirement.

__Management Structure__ — Applying a matrix management structure, HunaTek maintains a flat hierarchy. We have roles for analyst, consultant, senior consultant, engagement manager, SMEs, and technologists. Everybody in the firm has one of these six roles, except for staff in support functions such as HR or finance. All our contract vehicle labor categories (LCATs) are mapped to staff persons in these roles. Each HunaTek employee reports to multiple team leads, rather than one, along both function and project lines.

__Exhibit__: *HunaTek Management Structure is based on a Matrix Model.*
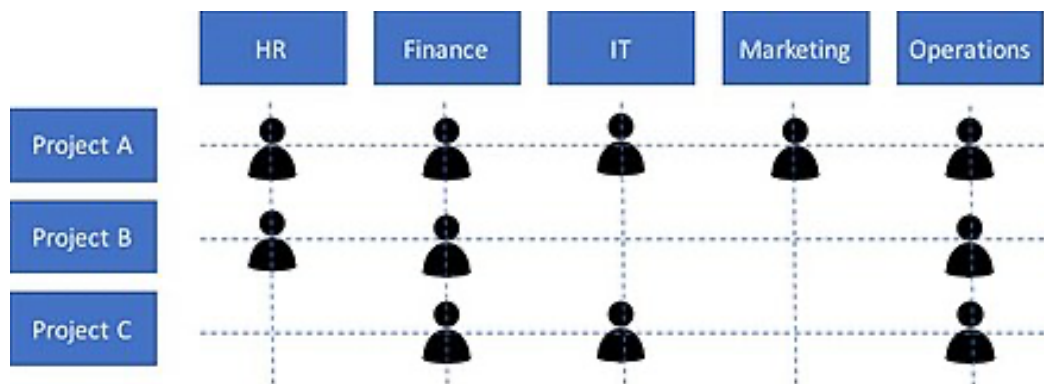

We implement this matrix management structure to acknowledge parallel reporting relationships that capitalize on the diverse capabilities of our staff. Multiple channels of communication enable HunaTek to analyze and respond effectively to a customer's problem complexity. We use overlapping responsibilities to combat parochialism and build flexibility in response to change. On one project, a particular staff person may be the team lead or SME; on another project, that same person may report to a team lead based on their technical capabilities.

6. The prospective contractor is to include best practices the firm can offer in performance/ project/program and communications management, business process improvements, organizational change management, policy support, program analysis, and consultation/ advisory services, along with added values the firm's experience provides (limit 2 pages).

We achieve 100% performance success, thanks to the HunaTek Project Management Toolkit. Our regularly scheduled reporting methods provide near-real time visibility into our performance, enabling us to identify any key performance indicators (KPI) that are trending towards the threshold of a negative variance before it impacts program delivery. Thus, we are able to provide complete transparency to the OME/HEP and recommend process improvements that deliver measurable increases in performance and customer satisfaction in supporting event management and attendee support services requirements.

<u>***Exhibit***</u>: *The HunaTek Project Management Toolkit is built upon best practices for performance, project/program and communications.*
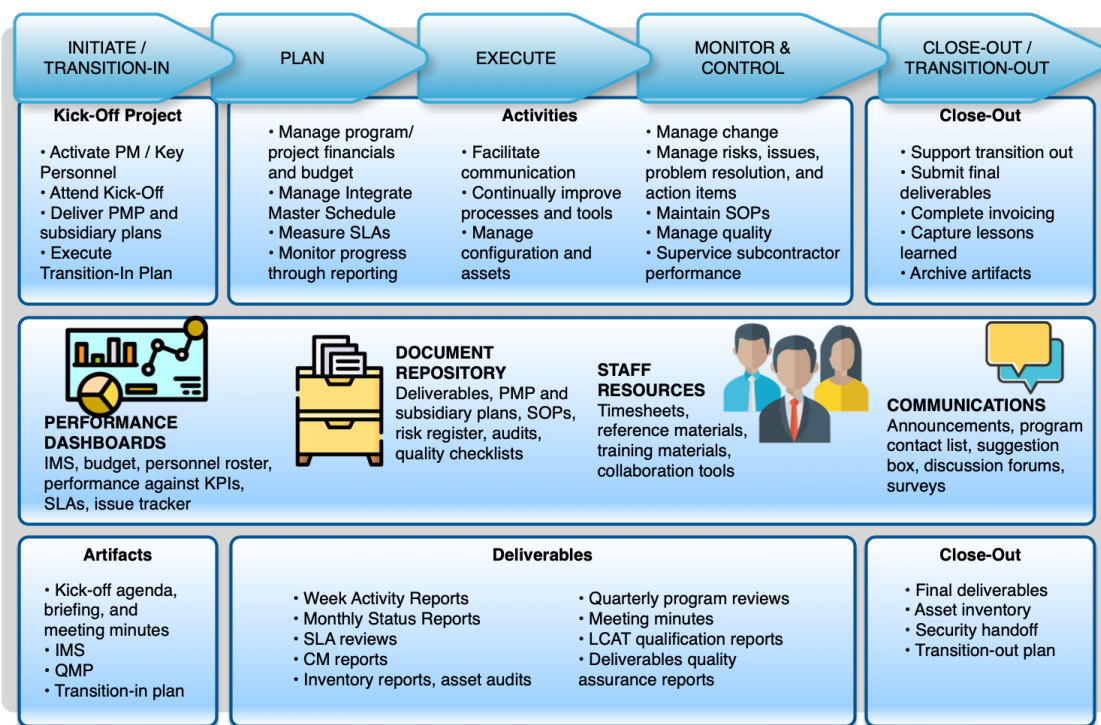
The HunaTek Project Management Toolkit framework is based on best practices such as Project Management Body of Knowledge (PMBOK), ISO 9001:2015, CMMI L3, and ITIL v3. HunaTek provides peer-reviewed process improvement to ensure new procedures completely align with Department of Education (DoED) and other federal recommended standards. We provide a professional team to support SMEs and others in the served community with "white glove"

service: updating the customer in a timely manner; making every effort to follow up with the customer within a few hours of receiving the request or other engagement, to let them know you are working on their request; and, providing desk side service if practical. A summary of our best practices for performance, project, and communications management would be characterized as "goals set the foundation" for performance management. At HunaTek, we aim to ensure long-term objectives are broken down into segmented, attainable steps (key results). Our process improves experts can then leverage such key results so they become a more relevant — powerful tool for workers and managers alike. Specific and measurable, but with the flexibility to evolve over time, objectives and key results make it simpler to track ongoing progress.

To further business process improvements, HunaTek incorporates organizational change management. Regularly scheduled conversations provide a great opportunity for clients, staff, and managers to assess performance-to-date, as well as how to better achieve goals that have been set. A best practice that helps policy support, program analysis, and consultation/advisory services includes regular feedback, presented through a 360-degree, holistic lens.

Consider the added values our experience provides: for one government entity, HunaTek consultants made sure to recognize staff to their peers for contributions and effective collaboration. This "positive feedback loop" helped break down silos between organizational units. For performance and other management process improvements to be effective and engaging, they must be viewed by all involved as a worthwhile endeavor. HunaTek does this by taking stakeholders' opinions into account. Asking for help in co-creating the improvement experience is the best way to drive participant engagement.

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7. The prospective contractor is to include information on industry awards or press releases from industry or Government on the firm's efforts in providing services in this field.

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8. The prospective contractor is to provide information on the firm's reward programs, employee benefits, employee incentives offered for positions in this field, and the firm's corporate policies.

HunaTek's employee compensation practices are intended to provide our customers with a stable workforce of competent staff able to support mission requirements without interruption. In accordance with FAR 52.222-46, Evaluation of Compensation for Professional Employees, we propose contract-specific labor rates that will allow us to hire professionals with the right skillsets for the requirements and complexity of the work at fair salaries, with a robust package of fringe benefits.

Methodology for Determining Salaries and Fringe Benefits for Professional Employees

If labor categories are not identified in the task order request or statement of work, we do a careful analysis of the technical and management requirements and determine the skills and experience that project staff will need in order for us to perform successfully. We group these skills logically into position descriptions. Each position then becomes a labor category for building our basis of estimate for the project. Depending on project requirements, we may create position levels such as Junior, Intermediate and Senior, or Level I through V, with each level representing additional experience, education and/or certification within the same skillset.

We begin our salary determination with an analysis of each proposed labor category, identifying the skills, education, certifications and experience level required for successful performance. Each labor category is assigned several job titles and any keywords that will help to pinpoint truly comparable market salaries. Our Human Resources staff then searches the ERI Salary Assessor using those titles, requirements and keywords, along with geographic location, and returns a short list of job titles and salary ranges for each labor category. Our subcontractors perform similar analyses independently, and all data is shared among all parties.

Our next step is a competitive analysis of the labor categories within the government contracting sphere. We use our general salary range to build fully-burdened hourly rates, and use the FPDS database to compare those rates to similar labor categories awarded recently on other federal projects. We may adjust our salary estimates up or down depending on these results.

Project-Specific Salary Considerations

Within a general salary range, there are a number of considerations that will impact our ability to recruit and retain competent staff. The labor market has changed dramatically in the last two years; many workers now strongly prefer fully or partially remote work, and salary expectations have risen. We adjust our expected salary to accommodate such factors as

- Ability to work remotely full or part time
- Work schedule flexibility
- Clearance requirements
- Working conditions like spending significant time in a SCIF or traveling
- Unemployment rate and its recent trendline in the geographic area and employment field

We use our initial general salary range, our competitive analysis, and these factors to determine an expected salary range for each proposed labor category.

The results of our analysis of the labor categories for the Polaris contract vehicle and our assumptions appear at the end of this volume.

Employee Retention

Uninterrupted support to customers requires us to retain qualified, competent contract staff, whether they are employees of HunaTek or our subcontractors. Our program managers, human resources staff, company management and subcontractors pull together to attract, develop and retain the right people to meet our customers' objectives. Recruitment is one of the core processes described in our Quality Management Program; we measure our success regularly and take specific steps to continuously improve our process and results.

Incumbent Retention

At HunaTek we consider smooth transitions to be a core competency. Program continuity and uninterrupted service almost always requires retaining 75% or more of the existing staff. During our two most recent transitions the HunaTek team hired 82% and 100% of the incumbent staff.

When we propose work that has an incumbent, we use available public resources such as LinkedIn along with industry knowledge to make informed estimates of where the current staff lies on our expected salary range. Our goal is always to keep people "whole" – their total compensation package as a HunaTek employee should not be less than their current package.

After award, in consultation with the customer, we recruit the current staff and usually accept all applicants at their current salaries. Over the first six months of the contract, our Human Resources staff works with our project manager and the customer's project lead, within the bounds of the contract, to identify any individuals who may be incorrectly categorized for their experience level and move them into the correct labor category if the project budget allows.

Retention Over Time

Our culture and policies empower our program and project managers to build high-functioning, cohesive teams in which each individual is valued and respected for their contribution.

- Every project manager has a team-building budget to be used at their discretion for team events, spot bonuses, small gifts, etc.

- We offer reimbursement for memberships in professional organizations, continuing education, certification exams and conference attendance.

- Our benefits package is competitive and designed to encourage a healthy work-life balance and financial security.

- We track turnover rates at least quarterly for the company as a whole and for each project, conduct exit interviews with departing employees, and survey employees annually, keeping employee satisfaction uppermost in the minds of company and project managers.

- While long-term project staff retention has clear program benefits, it is also essential to provide an upwardly mobile career path for those employees who are interested in growth. We expect some staff turnover on our programs; as employees become ready for more responsibility, we will move them into a more senior role on their current program or on another program, and backfill their position with a new hire or another employee who has outgrown their own position.

Fringe Benefits

HunaTek's comprehensive fringe benefits package, available to all full-time employees, is designed to ensure our employees can create a reasonable work-life balance for themselves and their families, have access to quality medical care, are insured against catastrophic health events, and can put money aside for retirement. All plans comply with the Affordable Care Act, the Family and Medical Leave Act, and other applicable laws and regulations.

Fringe benefit offerings may differ for contracts subject to the Service Contract Act.

Time Off Benefits

Paid Time Off: Our standard Paid Time Off (PTO) plan provides a minimum of 120 days per year, increasing with tenure. PTO may be used for any reason, including vacation, illness or personal business. PTO is accrued semi-monthly. To encourage employees to use their time off, we limit the amount that may be carried over to the next year to 64 hours for new employees, increasing with tenure. Accrued PTO is paid out upon termination other than for cause.

Paid Holidays: HunaTek follows the federal government holiday schedule, and pays all full time employees for all government holidays.

Parental Leave: We provide two weeks of paid parental leave for full time employees upon the birth or adoption of a child, or the placement of a foster child.

Other Paid Leave: We provide a limited amount of paid leave for other purposes separate from the PTO plan, including Bereavement and Jury Duty.

Health and Welfare Benefits

We review our health and welfare benefit offerings annually, using employee surveys and industry benchmark information to inform our decisions.

Health Insurance: We offer a range of health insurance plans that allows employees to choose a plan that is affordable and supports their goals. Plans include a high-deductible option with a Health Savings Account, a mid-tier option and a higher-cost option with low or no copays. The company pays a significant percentage of the cost of coverage for employees and their dependents; employee contributions are pre-tax.

Dental and Vision Insurance: We offer dental and vision insurance to all eligible employees and their dependents. The company pays a percentage of the cost, and employee contributions are pre-tax.

Short- and Long-Term Disability Insurance: All employees, unless they specifically opt out, are covered for income loss through our short-term and long-term disability policies at 60% of salary. By default HunaTek pays 100% of the cost of this coverage. A tax-choice option is available for employees who prefer to pay the premiums with after-tax dollars; in this case the premium plus a small gross-up is

added to the employee's pay and the premium is deducted, and any benefits received by the employee in the future will be treated as non-taxable income. Coverage above the plan maximums is available on a voluntary, employee-paid basis.

Life Insurance: HunaTek provides all employees who do not specifically opt out with life and accidental death and dismemberment (AD&D) coverage at two times annual salary up to $300,000 at company expense. Additional coverage is available on a voluntary, employee-paid basis.

Flexible Spending Accounts: HunaTek offers Flexible Spending Accounts (FSA) in accordance with IRS limits, enabling employees who so choose to set aside pre-tax money for out-of-pocket medical expenses and dependent care costs.

Voluntary Benefits: We offer several employee-paid voluntary benefits, including Critical Illness, Accident and Hospital Indemnity plans.

Retirement Benefits

401(K): HunaTek sponsors a 401(K) plan for all employees, both full-time and part-time. The company makes a safe-harbor contribution of 3% of gross pay regardless of employee contribution. Employees may contribute up to the statutory limits each year.

9. The prospective contractor currently has a vehicle (GSA MAS, GSA GWACS, CIOSP4, GSA STARS, etc.) with positions of cleared key personnel that meet the requirements stated on the Statement of Work (SOW).

    YES

10. If the answer to the above question is YES, please provide the Schedule number(s), position title(s), and description(s) of the cleared key personnel (list all applicable).

Contract Vehicle / Schedule Number	Position / LCAT	Description
8(a) STARS III	Project Manager	Responsible for planning and overseeing projects, from the initial ideation through to completion. They coordinate people and processes to deliver projects on time, within budget and with the desired outcomes aligned to objectives.
	Data Analyst	Collects and interpret statistical information to help make decisions. Uses specialist tools to generate visualizations and reports.
	Programmer	Authors code for computer programs and mobile applications. Assists with maintaining, debugging and troubleshooting systems and software.
	Business Analyst	Assesses how processes are performing and help improve systems. Conduct research and analysis for solutions and help to introduce these solutions to stakeholders and end users.
	Systems Engineer	Provide solutions for technology issues or in workflow processes, including designing new systems, upgrading solutions (hardware, software, networking) and O&M.
GSA Multiple Award Scheduled (formerly Schedule 70)	Subject Matter Expert (SME)	Applies deep level of expertise in functional domains (e.g., finance, personnel, acquisition, etc.) or technical disciplines (e.g., computer security, network engineering, etc.). Serves as a primary technical leader in the development of solutions.
FAA eFAST	Project Manager	Responsible for planning and overseeing projects, from the initial ideation through to completion. They coordinate people and processes to deliver projects on time, within budget and with the desired outcomes aligned to objectives.
	Data Analyst	Collects and interpret statistical information to help make decisions. Uses specialist tools to generate visualizations and reports.
	Programmer	Authors code for computer programs and mobile applications. Assists with maintaining, debugging and troubleshooting systems and software.
	Business Analyst	Assesses how processes are performing and help improve systems. Conduct research and analysis for solutions and help to introduce these solutions to stakeholders and end users.
	Systems Engineer	Provide solutions for technology issues or in workflow processes, including designing new systems, upgrading solutions (hardware, software, networking) and O&M.

We encourage industry feedback on this announcement, the positions descriptions, and any questions the firm may have on this opportunity.

HunaTek System Solutions (HunaTek) is one component of a portfolio of 8(a) Alaska Native Corporation (ANC)-owned Small Disadvantaged Business entities held and governed by HunaTek Holding, LLC. Leveraging the experience and expertise that it's sister company, HunaTek Government Solutions, has established in the delivery of support to our Government customers, HunaTek is an excellent choice to lead this effort because of our outstanding track record. HunaTek's ability to meet government requirements is predicated on an approach refined over years of work for federal agencies, including the U.S. Department of State.

HunaTek wishes to provide the following feedback on this opportunity:

➢ To allow maximum flexibility across the term of the contract life, and to increase the velocity from requirement identification to requirement execution, an Indefinite Delivery Indefinite Quantity (IDIQ) contract is recommended.

➢ A sole source contract to a highly capable firm such as HunaTek would allow for a the optimal collaboration between the Government and industry – and HunaTek has consistently delivered the maximum levels of transparency to facilitate trusted partnerships and strong contract performance for our mission partners.

➢ In absence of a sole source contract, a multiple award IDIQ with a limited field of industry partners (2-3) could deliver an alternative speed to market for the Department of State.

➢ As this requirement continues to mature, HunaTek encourages further discussions between the Department of State and their industry partners – we'd welcome the opportunity to present our capabilities to the DOS and look forward to those future conversations.