

Response to:
DLA Strategic Advisory and Technical Support Services

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Vol. I - Technical Capability/Risk (Non-Price)

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Founded in 2012 / 10 years of experience as a CVE Certified Service Disabled Veteran Owned
Small Business (SDVOSB) • Virginia Certified Small Veteran Owned and SWaM Business
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Overview of the BrennSys Solution

BrennSys Technology LLC (BrennSys) is fully capable of meeting the Defense Logistics Agency Energy (DLA Energy) need for Sustainment, Restoration, and Modernization (SRM) Consulting and Technical Support Services. BrennSys is a customer-oriented, mission solutions contractor firm that provide commercial entities and government agencies flexibility and availability of expertise without the expense and commitment of sustaining in-house staff. BrennSys will provide support services in: (1) Program, Budget, and Process Support (2) Strategic Program Support; (3) PMD Program Database Maintenance Support (4) EEPD Database Research and Potential Development (5) Facility Sustainment Model Support.

We stand ready to meet the challenge with a cost-effective solution that ensures optimum results for the Facility Sustainment Directorate requirement for consulting and technical support. BrennSys will advise and assist the Government with strategic planning, process management, data management, strategic support, and senior program management.

Our team will enhance DLA's program and current project management and tracking initiatives such that the agency will meet emerging reporting and metrics requirements. In addition, BrennSys is staffing subject matter experts to aid in determining how to best leverage commercial techniques, incorporate the military construction agent's project management tools with the objective that all War Fighter mission requirements are quickly identified and met. BrennSys will support DLA in recommending the enhancement of the organization's data management, reporting, and analytical capabilities for fuel assets, and other projects. We will also document program processes and training on a continuing basis.

Exhibit: Compliance with Requirements

Evaluation Factors	How Our Team Exceeds The Government's Requirements
Sub-Factor 1, Management Approach and Technical Capabilities - 1. Contractor's understanding of the work, as evidenced by its proposed plan for overall implementation and execution of project.	In our technical and management approach, we describe our technical capabilities to accomplish the services, and provide a task-by-task breakdown that clearly describes the BrennSys methodology guiding performance. BrennSys uses a scientific management approach coupled with a proven technical methodology to accomplish the requirements. Our staffing plan lays out how we supply the skilled personnel to accomplish this in a timely manner. Our/our teammate's experience clearly demonstrates that we have skills and current capabilities for assuring superior performance.
Sub-Factor 1, Management Approach and Technical Capabilities - 2. Current corporate capability to perform a contract, including relevant corporate experience.	BrennSys has executed projects of similar size and scope. WE have the back-office systems for accounting, project management, and knowledge management to ensure auditable results.
Sub-Factor 1, Management Approach and Technical Capabilities - 3. Evidence of a process for ensuring the quality and timeliness of deliverables.	The BrennSys process has proven over the last five years to deliver quality results, on time.
Sub-Factor 1, Management Approach and Technical Capabilities - 4. Evidence of reach-back capability, including subcontractors, consultants and business partners.	BrennSys maintains bench support in house with personnel we can deploy as needed using our matrix management model. In addition, we have established relationships with a variety of subcontractors and consultants to back-fill areas need specialized talent.
Sub-Factor 2, Personnel Qualifications - 1. Contractor proposes personnel who demonstrate the required knowledge, experience and education.	BrennSys subject matter experts have at least 5 years' experience in strategic planning, program database development, data analysis, workflow process improvement, and acting as consultants in advisory support services.

Evaluation Factors	How Our Team Exceeds The Government's Requirements
Sub-Factor 2, Personnel Qualifications - 2. The qualifications and depth of experience of individual personnel who have worked on directly related projects will be evaluated.	Our project manager has directly relevant experience. They are supported by SMEs in the appropriate knowledge areas, with relevant DoD and commercial experience.
Factor 2: Past Performance.	Consider that BrennSys and our team mate have recently provided high quality services to several Federal agencies meeting similar requirements.

The BrennSys approach to this effort relies on our subject matter experts (SMEs) defining procedures or standards, as they have the knowledge of what the right or best way to execute a task is. Our “expert consultant” methodology means we define performance objectives, and determine acceptable performance levels and provide recommendations for procedural improvements. Our key and non-key staff understand the language/terms/jargon in his/her area of expertise. These same personnel understand requisite knowledge that underlies effective decision-making — and they are able to describe where anomalies or flaws may occur in the decision-making for their area of expertise. The BrennSys “expert consultant” methodology means our team acts as the “go to” person within a department or function for questions and problems within their area of expertise. We pride ourselves on the ability of our SMEs to explain his/her area of expertise clearly to others, and not only answer how things are done, but why. Following the BrennSys methodology, the responsibility of the SME is to ensure facts and details are correct so that this task order’s deliverables will meet the needs of the stakeholders, legislation, policies, standards, and best practices.

We achieve this by supporting the definition of processes and policies, supplying business rules and procedures, and communicating the contexts in which the rules, processes and policies are applied. BrennSys is the best choice for this task because we have demonstrated time after time that our team is able to accurately represent the customer’s needs to the project/program team, while validating the requirements and deliverables that we will produce. The BrennSys methodology has the advantages of bringing information about the project/program back to the customer community as we provide input for the design and construction of test cases and scenarios, to validate executed test results. Processes are validated through Statistical Process Control (SPC) as our team creates and executes user documentation and training materials. We guide other professionals on the program to ensure the content is accurate; this also means our methodology encompasses using and evaluating our documentation for accuracy and usability, providing feedback to the program team in the course of resolving issues relevant to deliverable(s) within each of our SMEs’ areas of expertise. Our quality assurance is “baked into” the BrennSys “expert consultant” methodology, so that we obtain approval for changes to rules, processes, and policies as part of standard operating procedures (SOPs).

BrennSys acknowledges and takes no exceptions to all requirements in the Statement of Work (PWS), and recognizes the period of performance as for one (1) year Base Period, with four (4) one-year option periods. We will be performing the majority of the service on-site at DLA Energy Office, 8725 John J. Kingman Rd. Suite 4943, Fort Belvoir, VA 22060-5222, and our work schedules will coincide with the work schedules of Government employees working at DLA Energy, with minimum availability from 0800-1630 Fort Belvoir Time on Government workdays.

Management Approach and Technical Capabilities

BrennSys's overall Program Management Approach (PMA), based on defining clear and distinct tasks and responsibilities coupled with focused management oversight, allows us to effectively

coordinate, maintain and control multiple project activities at single or multiple customer locations. Our integrated PMA is ISO 9001:2008 compliant, and has evolved from the key lessons learned over our several years of experience working on similar contracts with various Federal agencies.

These include the need for detailed project plans, clearly defined expectations, experienced project managers, appropriately skilled staff, realistic budgets, and effective communication. Our PMA will significantly enhance our ability to manage projects successfully and effectively. We have successfully applied these procedures on several other contracts, similar in size and scope to DLA. Our PMA has been customized to the task requirements. Our project management standards and processes instill a disciplined approach to project planning, staffing, control, reporting, and execution activities to ensure increased management control and lower risk, higher quality completion of all project requirements.

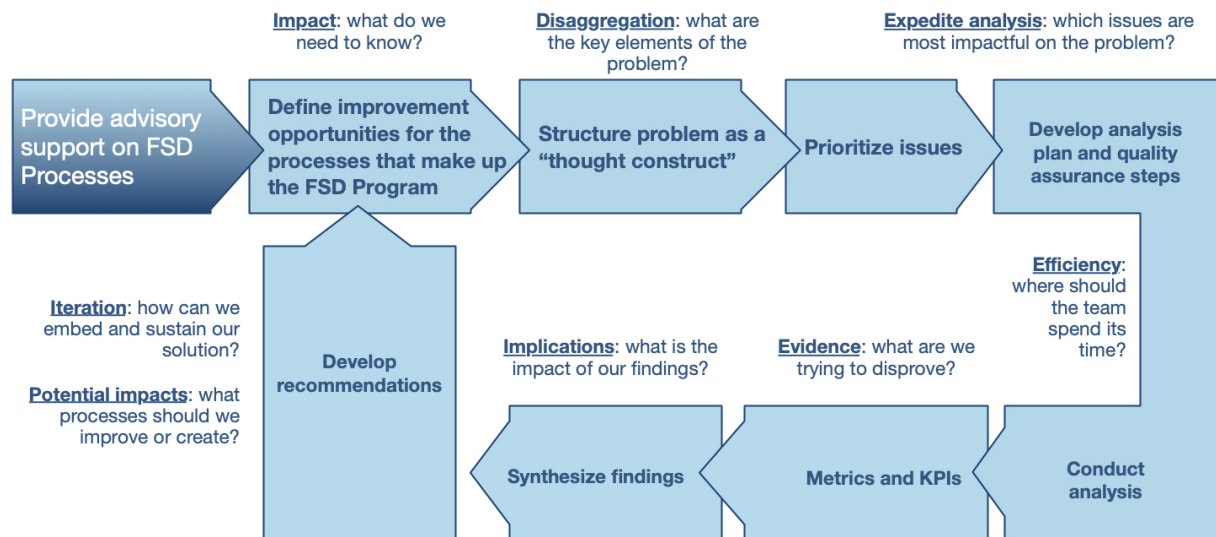
We will recommend monitoring, negotiating and maintain performance standards for DLA. Our PM will request the DLA to provide us with a copy of the DLA's Quality Assurance Surveillance Plan (QASP) which will clearly detail the Performance Measures, and Acceptance Criteria vis-à-vis performance standards. The PM will also institute a QM Team (QMT) headed by our QA Manager (QAM). If the DLA does not have a QASP, our QAM will develop and submit to the DLA a proposed QASP. The QASP will define the acceptable performance standards, dates of completion, measurement frequency, measurement and surveillance methods, and the DLA's Acceptance Criteria. Specific criteria will be developed to establish clear expectations for quality, completeness, and consistency of each deliverable. The QASP will serve a central purpose in execution of the contract. Not only will it provide the DLA with a method for ongoing inspection and assurance of BrennSys's efforts, but will also provide an optimal avenue for setting clear expectations and facilitating ongoing communication between the client and the contractor, ensuring that the performance risks and issues are identified and mitigated, or eliminated as early as possible.

We will negotiate various terms of the performance standards with the CO and once the final QASP is firmed up, will apply our proven SEI CMMI Level 3 compliant Quality Management Approach (QMA) and processes to monitor, and maintain our performance standards for this effort.

The BrennSys methodology for effective consulting begins with staffing experienced subject matter experts (SMEs). However, impactful results requires the Government client properly utilize the consulting team. Our methodology supports this as it breaks down the efforts we undertake into a set of steps consisting of six phases. The phases of Contact, Problem Definition, Data Search, Analysis, Plan Development, and Implementation require different activities and provide separate challenges for both the client and our SMEs. An understanding of the requirements of each phase is especially important in the overall planning of task order activities, within a framework of time available to us, the consultants. The following exhibit provides an overview of the BrennSys methodology.

Exhibit: *BrennSys Methodology to accomplish the Government's Required Services*

The initial Contact phase begins with assimilation of the PWS, and the development of a Project Management Plan (PMP). In the PMP, we assess the nature of the overall task order objectives, and define the limitations of the specific assistance.



BrennSys then builds a team around the exhorted needs of the client, which involves selecting team members who have talents and skills which fit the particular situation. A variety of viewpoints, experience, and analytic skills are built into the resource team. In our experience, the more varied the viewpoints, the better the changes are for an objective and successful output. At BrennSys, we ensure the team members possess a generally similar set of values. As explained in our Staffing Plan, this step also involves activities designed to facilitate effective team cooperation and communications among participating BrennSys team members.

The next step in the BrennSys methodology is “defining the problems and their scope.” This is one of the most crucial steps in the process. Generally, we work hard not to mistake symptoms for central causes of problems. Our SMEs pay close attention to their diagnostic approaches, avoiding adherence to the first “problem definitions” which arise out of the initial chaos of information.

The next step in the BrennSys methodology is “research planning,” where our SMEs:

- Define specific purposes for the task at hand, including any limitations on the research. The boundaries are clearly established.
- Determine a study approach. How will the team proceed with data on a step-by-step basis? Who is to lead the effort? What are the respective duties of each participant? Deadlines must be set for the production of reports or working memos.
- Be sure that all team members understand the desired end products. If the team knows what the end deliverable will resemble, it can move quickly toward its development.
- Detail in a working memo the level of intended fact finding.

The next step in the BrennSys methodology is Data Collection. A number of alternatives are available for collecting data relevant to effective consultation are available, and we will detail in our PMP which we will employ. These may include:

- **Review of Documents and Procedures.** Document and procedural review is an essential early assessment step in many projects. Basic data about constraints and key problem areas will emerge from this review. Key questions can also be developed from this material.
- **Statistical Evaluation.** Many tools are available for assessing quantitative data which may be collected. Analysis of data used for purposes seemingly unrelated to the problems within the organization often will provide important information which will help the consultants establish goals.
- **Direct Observation and Feedback.** The organization should be observed in many of its normal functions. Regular discussions with the client about the consultants' observations of on-site operations will keep communication lines open. Times spent "just observing" the daily activities of a firm is often extremely productive.
- **Pre and Post Questionnaires.** Written surveys can be used in a variety of ways to assess organizational functioning; they might be used to explore marketing problems and situations, employee morale, or they may review the effects of management decisions on general operations.
- **CO/COR Feedback.** The Government will be asked to provide our consultants with an assortment of reactions to the team's observations and assessments. These reactions are valuable for testing the validity of information, as it is obtained. Sensitivity to client feedback is essential for maintaining the client's belief in the possibility of change, and commitment to the final plan.
- **General Monitoring.** Throughout a consulting project, periodic activities of the business must be monitored in order to detect changes or trends in the organization. A problem well in focus in January might be mistakenly identified by tax time.
- **Self-Evaluation.** Client evaluations of their own professional problems are valuable in a wide variety of situations. Self evaluations can be solicited by distributing questionnaires developed by the consulting team to all employees. This information can be used by the consultants for project planning. The client also obtains valuable feedback from its staff.

The next step in the BrennSys methodology addresses analysis, starting with Pattern Delineation. As data is reviewed, patterns similar to those of a crossword puzzle begin to appear. Parts of the pattern are clear from the beginning and help to delineate prospective solutions; empty spaces provide opportunities to "test fit" available data for developing a more comprehensive understanding of the situation. If available data fails to fit the gaps, either additional data needs to be collected, or consultants must accept the fact that some of their solutions are inconclusive, or at best reasonable assumptions.

At this point the objectives of a solution should be clearly defined; the BrennSys team will development of alternative responses to the problem. Do sought after goals include higher process throughput, or a greater positive KPIs? Typically, the BrennSys team produces a constellation of objectives and we put them in a priority order. Objectives should be stated in detailed terms in order that solutions may be specific and operational. Alternative approaches should then be outlined in a working memo to be reviewed by the CO/COR.

Finally, we establish a way forward with the Plan Preparation. Depending on available time and resources, our consultants will consider the possibility of developing comprehensive plans for at least two alternative solution approaches. Often, the detailed preparation of a plan will require a

reordering of alternative plans, for one may prove to be unworkable in actual preparation. The plans will give detailed descriptions of: Activities required; Responsibilities of each of the parties; Time schedules; and, Available resources.

Communication is key during this process. At BrennSys, a consulting project normally entails the consultants submitting data previously unknown to the client for inspection. Key members of agency stakeholders system are often too involved in the day-to-day activities of the organization to analyze problems objectively. We include a Communication Plan within the PMP so that we ensure an open channel between the Government and our SMEs during the execution of the tasks outlined in the PWS. Client involvement in early decisions, and regular feedback activities provide the consultants with opportunities to introduce the data base in small modules in order that a client is not over-whelmed during the latter stages.

Once accepted, our proposed remedies will be implemented. The energy generated by effective consulting often vaporizes in the absence of follow-up plans or when implementation of solutions begin to threaten the client. In planning consulting efforts, BrennSys budgets time for follow-up procedures. The consulting team also supports the client during the complete stages of implementation, as outlined in the PMP.

Quality Management Approach

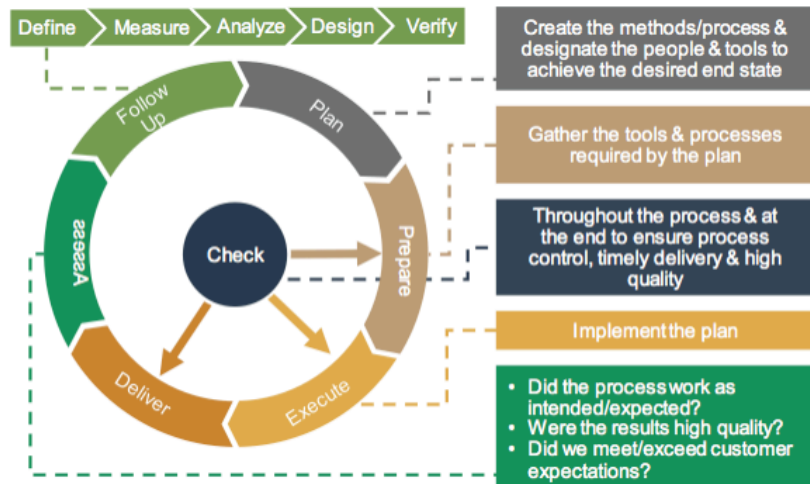
BrennSys's QMA comprises of Quality Control (QC) and Quality Assurance (QA) - QC pertains to the team's control of deliverable quality, while QA pertains to the coordinated, after-the-fact review of deliverables with the DLA Executives. Our QAM will develop a comprehensive QA and QC Plan immediately after a QASP has been agreed upon. Our QMA comprises a series of measured actions with proven results through both the QC and QA processes, to ensure successful acceptance and customer use of each deliverable.

BrennSys's QMT will conduct regular internal audits on required deliverables vis-à-vis the Performance Measures, and continually monitor Project Team performance against each Performance Measure against the Acceptance Criteria thresholds delineated and agreed upon in the QASP. The results of internal audits will be documented in the pre-approved format and sent to the relevant government stakeholder for assessment. The deliverables will be measured against the acceptance criteria and the results logged on QA Audit sheets. Internal audits are extremely effective in identifying the performance issues before they become major issues. Our PM will also seek regular feedback on performance of each of our team members from the DLA CO and COTR by requesting both informally as well as through our formal 'Customer Feedback' survey forms.

Our quality assurance system uses five specific activities to attain our goal of providing deliverables that meet customer expectations and standards for both form and function. First, Quality Management (QM) enables preparing, executing, and delivering oversight activities. Second, Quality Assurance (QA) assesses conformance to processes and process performance. Third, QC tracks conformance of products to contract specifications. Fourth, we use Customer Feedback to elicit performance cues and drive improvements. Finally, Continuous Process Improvement that helps processes perform at or above standards. Frontier views QM/QA/QC as an integrated systems approach to exceed quality, performance, and safety standards for each product, service, and solution.

Exhibit: *The BrennSys Quality Management System: Ensuring proactively response to potential problem areas*

Through internal audit sheets as well as 'Customer Feedback' surveys, we will be able to not only review the performance of the assigned staff's ability to meet or exceed the performance standards, but also would be able to conduct a trend analysis to determine if the performance issues, if any, are systemic or random. Any Project Staff with consistent poor performance will be replaced with candidates who meet the approval of the CO.



TASK 1 - Provide Program, Budget, and Process Support (2.3.1)

Our methodologies for program and budget support are based on GAAP and DCAA recommend processes that cover areas such as operations, contract administration, quality control, safety, environmental, human resources and legal, to facilitate administrative, logistical, and management support for this and every effort. The full resources of BrennSys's organization are at the PM's disposal. The corporate office makes available to core personnel requirements additional personnel and resources on an as-needed basis. This reach-back capability enhances rapid corporate support to the project if required. Corporate support can range from a simple telephone call answering a question to sending subject matter experts to the project site to aid in problem resolution.

Our innovations include Providing Project and Task Management: Team BrennSys's Program Managers, Project Managers and Task Order Managers have applied our proven integrated Program Management Approach that is compliant with PMBOK principles and our proprietary cloud-based vPMO to manage more than 45 projects and programs and over 175 Task Orders under these programs on time and within budget for over 30 customers including 8 Federal Agencies in past 5 years. BrennSys will provide Certified Information Systems Security Professionals (CISSPs) and maintain those certifications during the performance of the services in this area.

BrennSys will fundamentally change program and budget management's relationship to the government mission by developing and employing an Enterprise Service Delivery Model (ESDM) supported by a flexible, continuously improving cyber security (CS) program that tailors protection strategies to the work performed across government's program and site offices, functional lines of business, and sites. Designed to support the objectives of the President's Management Agenda (PMA) and Federal Information Security Management Act (FISMA), BrennSys's ESDM fully integrates policy and operational activities, ensuring that cyber security will no longer be a separate function brokering for resources and funds but will instead serve as a critical component of government's program and budget management infrastructure.

BrennSys will provide advisory support on DLA Processes, helping DLA Energy on the improvement opportunities for the processes that make up the DLA Program as well as the

related documentation and reference materials. Improvement opportunities will be identified through consultation with Program Managers, the Program Analysis and Master Planning (PAMP) team, Branch Chiefs, and other DLA stakeholders. These consultations will also identify required changes to the processes as a result of changes to DLA policy, processes, or EBS changes. We will also create additional Standard Operating Procedures (SOPs), checklists, placements, and presentations to support DLA processes and present information

Another innovation is that BrennSys will engage in continuous improvement, beyond the one update per year of the DLA Process Maps, Standard Operating Procedures, and other process documentation to incorporate improvements and required changes. We will recommend updates be executed across all the documents, such as updating roles and responsibilities on documentation to reflect changes in DLA.

As part of the BrennSys “total communication strategy,” we will provide informational briefings on DLA Processes, conducting targeted informational briefings on specific processes to promote standardized execution and efficiency. Our Program Management Approach allowed us to properly schedule, assign, review, deliver and manage IT tasks and services under these programs. BrennSys will provide program support including, but not limited to:

- Review, research, analyze and evaluate program and budget data and make recommendations for programmatic adjustments;
- Assist in the development of program budget and acquisition management positions for the program;
- Draft for Government review and approval, senior leader briefings in regards to product's out-year funding matters;
- Draft for Government review and approval and senior leader certification, service contract approval request packages that are factually accurate and in complete compliance with applicable law and policy and coordinate acquisition actions with appropriate contracting personnel to ensure procurement actions are completed within the required time constraint;
- Assist in reviewing budget estimates for compliance with policies, guidance and limitations established by Congress, Office of Management and Budget (OMB), Office of the Secretary of Defense (OSD), HQDA and DLA.

Program Resourcing Support — BrennSys will support all program and budget management efforts by assisting in the development of scope, time, cost, quality, deliverables, resources, communications, risk and procurements for a Program Evaluation Group (PEG) priority efforts to achieve targeted outcomes. BrennSys will support meetings as an advisor for acquisition lifecycle planning with a focus on the program and budgetary planning aspects.

BrennSys has also designated a Quality Assurance Manager (QAM) as well as established a Project Management Office (PMO) at no direct charge to the DLA. The PMO includes two groups — an Advisory Council (AC) and Federal Enterprise Solutions (FES) — as well as Business Manager/Customer Advocate (BM/CA), Contracts Manager (CM), HR Manager and Technical Manager (TM). The PMO will work closely with the PM to ensure that personnel and services are delivered promptly to the DLA. The PMO will also respond to contract modifications, pricing and estimation requests.

As part of our PMO, the PM is responsible for corporate oversight, reviews, staffing resources, and ongoing improvement of the industry standard best practices. The Advisory Council will act as an informal steering committee that draws from a variety of perspectives to ensure that our team leverages the best practices and maximizes re-use of successful technologies from other programs/projects. This Council will be chaired by the PM and includes the Senior Management at BrennSys, and BM/CA, and subcontractors' management. As part of quality assurance, the entire Council will meet monthly with subgroups meeting as needed to coordinate responses to Requests for Response.

We will establish lines of Authority and Communication Flow. The lines of reporting authority and communication for the contract are clear and direct. Our PM will have ultimate authority, responsibility, and accountability to manage all BrennSys resources including the PMO staff, our team staff, and subcontractors; meet the cost, schedule, and technical objectives of the task orders requested by DLA. The PM will also be the sole authority on all aspects related to contract management, including communication, risk management, issue resolution, staffing, subcontractor and quality management. The PM will routinely communicate with the DLA Contracting Officer (CO), and CO's Technical Representatives (COTR). Only issues that can't be resolved at the PM level will be escalated and resolved by the Executive Leadership.

Program and budget team member role and responsibilities are covered by the support team members' duties — performing administrative tasks, familiarizing and adhering to DLA's policies and procedures, providing recommendations for improving the stakeholder experience, developing strategies to increase efficiency, and maintaining a positive work environment.

The schedule will reflect the overall PMP master schedule, with deliverables for each task to include annual standardized excel workbooks to each branch in DLA and more, as required. BrennSys has discovered this is a great tool to standardize budgeting. Updates for these workbooks will be made prior to annual releases. All budget workbooks will be released at the beginning of each Fiscal Year.

TASK 2 - Strategic Program Support (2.3.2)

Our methodologies for strategic program support are based on industry best practices: we design target state, assess current state, and develop recommendations in the form of a roadmap to get to the target state.

BrennSys will provide technical and analytical support on Strategic Studies and Initiatives as weak as strategic advisory assistance to the DLA office on ongoing and emerging strategic and special studies. In addition, we will provide assistance, in preparing responses to internal and external requests associated to these studies. Our Subject Matter Experts (SMEs) will address a variety of relevant topics such as fuel logistics infrastructure operations and maintenance, commercial industry best practices, and data analytics and other technology solutions. Our matrix management model means we can provide access to our SMEs in these areas on an as needed based on DLA's priorities.

BrennSys analysts will provide technical, analytical, and facilitation advice and support to DLA for key events and workshops such as Rapid Improvement Events, Continuous Process Improvement Events, and Construction Agent Briefings and Working Sessions. Support may include defining the topics and objectives for these workshops, making recommendations on event format and structure, assisting with facilitation, and capturing and tracking follow-ups and action items. Key event and workshop support may require travel at the discretion and approval

of the contracting officer representative (COR) and the contracting officer (CO). Our experts will apply advanced knowledge of strategic planning and programmatic support including process improvement and budgeting with both the DoD and commercial fuels environments. For example, we will conduct assessment of facilities for DLA Energy, such as the annual facilities analysis on DLA Energy assets. When requested, we will provide support for information on DLA Energy fuel asset costs on an ad hoc basis.

First and foremost, for strategic consulting to be innovative, BrennSys advises the government to seek to put users at the heart of the services they perform and the policy responses they craft, in order to enhance the server community's experience. This will involve engaging with the citizen and the regulated community to know their needs and designing solutions that reflect the user's perspective, using digital solutions that are informed by cyber security protocols. Secondly, another innovation we recommend is developing a permanent culture where staff are continuously empowered and equipped to make change, themselves. This will involve building skillsets at all levels and developing the right supports and structures to 'hardwire' innovation as the norm.

For BrennSys, the quality assurance applicable to this task and others is based on addressing quality of risk assessment and issues management that incorporates three core quality assurance functions: defining quality, measuring quality, and improving quality. As depicted under our QA section, the QA triangle effectively illustrates the synergy between these three QA functions.

At the highest level, team member role and responsibilities are guided by the PM. The program manager has strong practical experience in project management, which was gained through managing large and complex projects: they show extensive knowledge and handling of project and program management methodology and techniques. Team members are thus educated to have a good understanding of the wider objectives of the program and empowered with the ability to work positively with the wide range of individuals involved in program management. They will be in charge of ensuring schedule adherence and deliverable quality.

TASK 3 - Provide PMD Program Database Maintenance Support (2.3.3)

The BrennSys methodology is based on a database maintenance plan, a set of specific, proactive tasks that need to be performed regularly on databases to ensure their adequate performance and availability. Counted among the BrennSys innovations is our strict adherence to information security. BrennSys's staff is well educated in the strict information assurance requirements that the DLA maintains. We will assist DLA with generating reports in support of daily operations to the fullest extent possible. BrennSys's staff will never connect a non-government computer to any government network. The IT Section Lead and LAN Administrator will support the planning, implementation and IT requirements for each task. BrennSys will obtain and utilize service from an internet service provider (ISP) for uses not accepted on the LAN. In keeping with 1.3.2.2 BrennSys will ensure Government data is protected by ensuring that no work is conducted, stored or processed on commercial ISP, commercial e-mail systems, or non-government systems. Government-provided systems will not be connected to any commercial service provider except for authorized Virtual Private Network connectivity provided by the Government.

In the event that BrennSys's team requires access to the government furnished servers, our IT Section Lead will provide assurance that all IT equipment and programs comply with Government security requirements including RMF and DON compliance. All Commercial off-the-

shelf (COTS) products that would potentially be installed on the network will be verified for a Certificate of Networthiness (CoN). BrennSys understands the processes for identifying software usage and the process for the identification and verification of CoNs. Validating software CoNs is an important step to increasing network and information security. This information will be provided to the Government's Configuration Control Board (CCB) and will only be acted on with written approval from the board. Additional support will include Security Technical Implementation Guide (STIG) and policy remediation on required devices, documentation and SOP creation and updates to facilitate RMF compliance of potential equipment within BrennSys's area of control.

As required, BrennSys will maintain data to include the latest patches and updates, register all assigned servers and maintain appropriate certifications at all times in accordance with security regulations. We will work with the government to remediate any vulnerabilities and proactively manage application of STIG configuration standards to all servers. Our team will provide assistance in all security testing and documentation required by DLA J6 Information Technology Directorate including a situation where permission is granted by the DLA Enterprise to migrate the existing Project Tracker and FAM databases to a new server or network location. This includes a onetime data transfer from FAM and PT to SMS Fuels. All systems under the control of our staff will be scanned, patched, and maintained at the highest level possible.

We will assist DLA with generating reports in support of daily operations, and provide targeted training and desk side assistance to Program Managers, PAMP team, and other DLA stakeholders with the database functionality. BrennSys will provide technical and management support for future efforts to transition to new technologies and platforms, as requested by the COR. For example, integrating technologies and complying with guidance from the Theater Medical Information Program – Joint, Theater Medical Information Program – Air Force, HQ AMC/A6 and higher headquarters. Supporting the technical and management aspects of a complex program is an ongoing proactive task that provides the context, resources, and environment to govern and enable architecture; support implementing laws, regulations, and policies; and to facilitate evolving best practices, and delivery of an enterprise view to the government. BrennSys strives to bring capability to the customer to work with business planning teams to provide direction for running the enterprise. We seek to assist with direction for portfolio and project management teams, after approval of resources. We will provide guidelines, reviews, and other aspect of architecture government during solutions development. Our staff will provide direction to deploy solutions and continuously monitor production assets in coordination with the O&M side of the house.

Our team members' responsibilities encompass providing assistance for the daily functional maintenance associated with the existing DLA Microsoft Office databases and Microsoft Excel workbooks. Maintenance activities will include providing troubleshooting and resolving technical issues, conducting weekly back-ups, and implementing monthly System Administrator updates and system change requests.

TASK 4 - Conduct EEPD Database Research and Potential Development (2.3.4)

Our methodologies for database design, implementation, and maintenance are based on Microsoft-approved processes for:

- Archive backup copies of the databases with the option to compress (zip) and encrypt them. Keep up to 99 rolling versions of each;

- Compact and repair all your databases across the network nightly;
- Collect database statistics like record counts and database size to monitor usage, and receive an email if their size exceeds a limit as specified;
- Launch Access and run macros which can perform operations such as print reports, download data, export information, and run custom VBA code; and
- Create a copy of critical data for all or specified tables in the database when we don't want or need to copy the entire database.

Subject to Government review and approval, BrennSys will provide database management and architecture support to enable DLA information sharing encompassing the required database applications with associated content. BrennSys will manage, monitor, migrate and update the databases for DLA. We are expert at analyzing, developing, testing, deploying, modifying, maintaining, and supporting IT applications and systems: Team BrennSys has designed, developed, tested, deployed, modified, maintained and supported hundreds of IT applications and systems on more than ten projects over past 5 years utilizing technologies such as Java, .Net, SQL, MS Access, and SAS Business Analytics software. These technologies are similar to those used at DLA. In support of digital government initiatives, we will provide integration system engineers that are hands on with supported environments and able to make minor software changes, following appropriate governance processes.

BrennSys will innovate in the development of a third access database that will capture their MilCon and Energy Automation Operational Technology Sustainment (EAOTS) Program data to be developed and maintained. We will conduct the assessment of what the requirements of the access database will be. The database will also be developed and delivered in the base year. For the follow-on option years, BrennSys will provide two enhancements of the database a year will be released in addition to maintenance and periodic administrative updates.

The BrennSys team will conduct an assessment of the data management and reporting requirements for the MilCon and EAOTS Program. Conduct a gap analysis, when applicable, to compare DLA's data management and reporting capabilities for DLA Projects with those of EBS. Identify missing capabilities in EBS and make recommendations on prioritizing these for implementation. We will develop a strategy and implementation plan for enhancing the data management and reporting capabilities of EEPD and identify requirements for the EEPD data management capability by coordinating with EEPD stakeholders and conducting additional research.

Part of the BrennSys "total communication" methodology is to present a plan for developing new data management and reporting capabilities for database and adjust based on stakeholder guidance. Our expert SMEs will present a clear and detailed plan of what the solution will be and how it will be implemented at the beginning of the first Option Year, should the government request it. This planning will include coordination with DLA J6 to ensure database can be used on the DLA network.

With our approach to quality control, we will provide ad hoc support for users as needed to troubleshoot and resolve technical issues. For enhancements, we will address the objective of the required enhancements and upgrades to DLAs data management and reporting capabilities for fuel assets is to improve user-friendliness, data integrity, and incorporate new emerging data fields, metrics, and other reporting requirements. Enhancement support services will include:

BrennSys will implement two version enhancements to EEPD's data management and reporting capabilities for fuel assets yearly. Recommended enhancements will be identified through interactions with the DLA Project Managers, the Program Analysis and Master Planning (PAMP) team, DLA leadership and the Military Construction Agents. The enhancements will cover data management, program analysis, data integrity and reporting capabilities for all real property assets. The base year will require the deployment and one enhancement. Every option year after will have two enhancements.

As noted elsewhere, the BrennSys team will provide assistance in all security testing and documentation required by DLA J6 Information Technology Directorate, including a situation where permission is granted by the DLA Enterprise to migrate the existing Project Tracker and FAM databases to a new server or network location. The schedule and deliverables include a new data management plan to be presented to DLA leadership no later than 90 days after contract award. BrennSys will deploy the release of the database tool within 180 days of the award. We will provide User Guide Documentation and conduct post release training and follow-on training as needed.

Risk Management

Throughout the performance of this contract, BrennSys will follow a continuous risk management process, which will include identification, assessment, control and monitoring of risks. Our quality assurance approach integrates with this and will help ensure successful corporate and team support to ensure on time and within budget delivery, while solving client business needs — mitigating the DLA's risks.

As outlined in NIST 800-37, we apply Risk Management Framework (RMF) in six discrete steps starting with the first step, Categorize Information Systems, which involves gaining an understanding of the organization. We then select Security Controls, the management, operational, and technical safeguards or countermeasures employed to protect the confidentiality, integrity, and availability of systems and information. We Implement and Assess Security Controls (steps 3 and 4), so that we can then recommend authorize information system operations based on a determination of the risk to operations and individuals, assets, other organizations and the nation — based on OMB Memorandum 02-01; NIST Special Publications 800-30, 800-39, 800-53A and other guidance. This informed decision determines if a particulate risk is acceptable and is reported so as to coordinate with the POA&M (Plan of Action & Milestones).

BrennSys recognizes that in a fiscally constrained environment, cost overruns on a government project cannot be tolerated. There is just no margin for error. Our task lead will have many options when it comes to controlling cost; and resource-leveling, risk management, and quality control will be chief among them. Our Project Manager is proficient in the use of Earned Value Management (EVM) techniques and will continually track planned value vs. earned value on all task orders to help ensure that no control thresholds are triggered. If there is a risk that might cause the potential for a cost overrun, immediate corrective action will be taken. Regular status reports to the government lead will be scheduled, and these reports will contain information about the performance measurement baseline, among other things. In addition to these regular status reports, any irregularities regarding cost, schedule or scope will be immediately communicated to the government lead for awareness purposes.

Staffing Plan

Role and Responsibilities of our Project Manager: The PM will be the primary point of contact for the CMS CO and COTR on all matters related to this contract. The PM will have ultimate authority, responsibility, and accountability to manage all BrennSys resources including all Task Order Managers, Task Orders' team staff, and subcontractors; meet the cost, schedule, and technical objectives of the task orders awarded under the contract. The PM will also be the sole authority on all aspects related to contract management, including communication, risk management, issue resolution, staffing, subcontractor and quality management. Our PM will be responsible for the following:

- Ultimately responsible for overall contract performance.
- Schedule, Risk and Communication Management
- Cost/Budget management, and Planning
- Makes and approves all staffing decisions.
- Attends meetings, providing status reports to the CO/COR
- Provides leadership, identifies, and resolves issues.
- Quality Assurance Supervision and deliverable Review
- Team Supervision and well being.
- Work planning, direction, review, and control.
- Subcontractor management.

Number of years of experience: As detailed on the attached resume, our Project Manager has over 25 years of progressive experience as a Project Manager.

Number of years with BrennSys and specific experience in performing the activities required in this quote: As detailed on the attached resume, BrennSys's proposed Project Manager has been an employee of BrennSys for past 3 years. The attached resume details our Project Manager's specific and relevant experience on various IT and application development services related projects similar to the CMS contract.

Total number of years in the industry and specifics of relevant past employment: As detailed on the attached resume, BrennSys's proposed Project Manager has over 25 years of experience in the IT industry. The specifics of relevant past employment are detailed in the attached resume.

Proposed percent of time to be spent on this Contract: Our PM is dedicated to the CMS TO contract and will spend the Level of Effort (LOW) as indicated in the Staffing Plan exhibit, managing the various tasks under this contract. The PM will be responsible for ensuring that the quality of all deliverables meets the acceptance criteria at all time and that all tasks are completed on time and within budget.

Formal and specialized education: The details of our PM's formal and specialized education are provided on the attached resume.

Applicable technical certifications: Our PM has several technical certifications that are detailed on the attached resume.

Our Project Manager will be responsible for all work done on all task orders issued related to the task orders awarded under this contract. The Project Manager will be responsible for communicating status and other updates to the government and to BrennSys leadership. The overall health of the entire program is the responsibility of the Project Manager.

Our Quality Manager will assume overall responsibility for quality management, metrics development, and reporting for this contract. In addition, she will be responsible for the overall management of all infrastructure requirements.

The Task Leads will be responsible for the successful completion of their projects. They will also be responsible for the quality of work done, staffing, performance, evaluations, mentoring, and motivating the members of their team. They will also be responsible for schedule, scope, cost, and risk management on their project. The Task Leads will be responsible for communicating status and other updates to the Project Manager.

Staffing Methodology

BrennSys will utilize our proven Staffing Methodology comprising our three-step recruiting process - (1) Candidate Identification; (2) Candidate Screening; and (3) Immersion – to identify, screen, and recruit high-quality IT workforce before orienting and allocating them to the DLA Teams. Our Staffing and Recruiting Process is illustrated in the following exhibit.

Exhibit: BrennSys Staffing and Recruiting Process

Step 1: Candidate Identification	Step 2: Technical Screening and Interviewing	Step 3: Immersion
Staff members completing assignments	Screening resumes for relevant experience	Company orientation including career program, benefits, time reporting, procurement integrity
Bank of qualified candidates	Screening interviews	Job orientation including contract and task policies and procedures
Employee referrals	Multi level interviewing by management and technical staff	Performance objectives and goal setting
Internet recruiting	Reference checks	Contract performance tracking and reporting
Professional associations	Verification of education credentials	Security policies
Company alumni	Verification of employment information	Mentor program
Adverting, open houses, career fairs	Checks with government sources	On-the-job training
College recruitment	Verification of validity of security clearances	Supplemental training
Recruiting firms	Industry network checks	Performance checks

A very stringent ‘three stage’ screening process characterizes our recruitment process. Once the potential fits have been identified, they are interviewed by telephone, as well as in person, for their technical, managerial, interpersonal, presentation, and communication skills. The shortlisted candidates have to undergo a customized written technical test prepared for skills relevant to specific labor categories (DLA labor categories) by our senior technical professionals from their experience in the field. We also do reference checks with previous employers to determine if the candidates have performed well in their previous jobs and have the relevant experience needed for a specific labor category.

All the above technical screening steps would ensure that the prospective hires are technically capable and meet the labor category requirements. The shortlisted candidates have to undergo background checks for any past criminal records and random drugs test. This screening methodology will ensure that the best possible candidates are selected for all DLA labor categories.

Finally, the selected candidates will undergo an “immersion” process comprising orientation on corporate culture, client expectations, DLA task contract and Task Order requirements, security and communication process.

Process to ensure proper credentials — As detailed in our ‘Recruiting and Staffing Process’, all candidates will undergo thorough credentials and background checks prior to recommendations to the DLA. These credentials checks include:

Proof of Citizenship and Eligibility to Work Legally: BrennSys will be an E-Verify employer and will run the candidate’s Passport number or Permanent Resident Card number (A#) or valid Employment Authorization Document (EAD) or work visa (H-1B visa) on the DHS’s E-Verify system and verify that the individual is authorized to work legally in the country and has a valid social security number. We will also physically check the Passport or Permanent Resident Card or valid EAD, or Visa; and Driver’s License.

Security Clearance: If Security Clearance is required on a particular Task Order, we will also check proof of active ‘Security Clearance’ — usually a letter from the U.S. Department of Defense — Defense Security Services (DSS).

Criminal Background and Arrest Records Checks: The candidates need to provide us with ‘Name’ based criminal background checks conducted at local Police Station and resulting in ‘NO ARREST RECORD’ for being considered for any job with BrennSys. In high-risk or suspicious cases, we also ask the candidates to do fingerprint checks with the Federal Bureau of Investigation (FBI).

Drugs Test: We will also send some of the candidates for random Drug Tests. This screening methodology will ensure that all candidates that are recommended to the DLA are not only technically sound but also have impeccable credentials. This clearly mitigates the DLA’s risk against non-performance or disruptions.

All members of the BrennSys team speak, read and write the English language fluently at a college graduate level, and they will utilize English only with regard to written correspondence, discussions, and other business transactions. BrennSys applies the vetting process from our Organizational Conflict of Interest policy to all staff working on this task.

Key Personnel Requirements and Qualifications (2.6)

Exhibit: Key Personnel Qualifications and Staffing Plan

Role/Staff Person Assigned	Qualifications	LOE
Senior Analyst	Experience in the public or private oil and gas industry, 8+ years; experience in Supply Chain Management, Program Management, and Logistics Strategy Development, 15+ years; Microsoft Office; Performance measurement and metrics development and reporting; Strategic planning for several Defense agencies. Master's degree.	1
Program Manager (also Contract Manager)		0.25
Senior Business Analyst	Extensive experience in the Commercial/Government oil and gas industry; Performance measurement expertise, 10 years minimum; Similar to the other analysts, metrics development and reporting and strategic planning at the DoD level. Advanced degree in engineering.	1
Associate Analyst	Extensive experience in the Commercial/Government oil and gas industry; Performance measurement expertise, 5 years minimum; Similar to the other analysts, metrics development and reporting and strategic planning at the DoD level. Engineering degree.	1
Business Analyst	Experience bridging the gap between IT and the business using data analytics to assess processes, determine requirements and deliver data-driven recommendations and reports to stakeholders.	3
Programmer	Develop and maintain application code and database programs and data visualization; also work with others on the team to clarify field elements and requirements, and then design and implement relational database.	2

Per section 2.6.4, BrennSys will not remove or replace any personnel designated as “key personnel” for the duration of the TO (including option years), without the written agreement of the CO. This notification will be made no later than two weeks (14 calendar days) in advance of any proposed substitution and will include justification and the labor category of the proposed substitution(s) in sufficient detail to permit evaluation of the impact on contract performance.

Non-Key Personnel Requirements and Qualifications (2.7)

In addition to our key personnel, BrennSys provides the resumes of our database administrator, who has experience in SQL database management, database development, data analysis, predictive analysis, and the visual display of data. Our QAM will work with our technical staff to create instructional guides, software documentation and training materials that will correlate with our testing plan and QCP.

Government Furnished Items (2.12)

We will establish an inventory plan during our preliminary phase-in meetings to determine personnel assigned to inventory, locations, and timing by location. This is a three-way process with the incumbent turning over the GFE/GFP to BrennSys, our team assessing, assuming responsibility, and DLA overseeing these efforts. The PM will develop a section in our PMP that is compliant with IAW FAR Part 45 and FAR 52.245-1. The PMP procedures will be submitted 30 days after contract award for DLA approval.

The following six items highlight our key property control process features: 1) The LM and Supply Services Section Supervisor will manage, issue, account for, and turn-in GFP (FAR 45.5)

and manage GFP/GFE; 2) Identify and dispose of obsolete and unused GFP for the COR to make the final disposition decision; 3) Track items for reporting loss of Government property; 4) Establish a policy for Unique Identification (UID) of tangible items, new equipment, major modifications, and procurement of equipment and spares; 5) Maintain a historical database listing the manufacturer, model and serial number of each GFP item; and, 6) Establish the process to affix a UID to Contractor-Acquired Property (CAP).

Quality Control/Government Remedies (2.5)

As detailed previously, our proven Quality Management Approach — comprising of continuous day-to-day QA and QC functions — is central to we detecting variances, investigating the potential causes and zeroing in on the correct root causes for these variances, and then taking steps to effectively eradicating the root causes.

It all starts with our QMT conducting regular internal audits on the TO deliverables vis- à-vis the Performance Measures, and continually monitor each TO Project Team performance on each Performance Measure against the Acceptance Criteria thresholds via our cloud based vPMO system. The results of internal audits will be documented in the pre-approved format, and sent to the relevant task leader for assessment. The deliverables will be measured against the acceptance criteria and the results logged on QA Audit sheets. Internal audits are extremely effective in identifying the performance issues before they become major issues.

We will use several tools like Cause and Effect Diagrams, Check Sheets generated by our vPMO, Control Charts, Pareto diagrams, Statistical sampling, Histograms, Scatter Diagrams, and Flowcharts to graphically display and track the results of audits and identify the top five causes of variance between the required and the actual project results. Also, the project team members responsible for these causes of variances will be accurately identified. The variances could be budget variances, schedule variances or variances to one of the Performance Measures like number of bugs in a set of code or system downtime.

Our QMT will also closely examine the organizational processes that create and shape deliverables. Project Deliverables will be “Quality Assured” through advisory reviews made up of DLA Executives and Subject Matter Experts. In addition, the DLA Project Managers will review and provide final approval of all deliverables. Our QA reviews are structured examinations in which project products are reviewed for consistency, correctness and completeness by the QMT along with the DLA Executives. Quality assurance reviews will be conducted for each deliverable specified in the Deliverables Schedule. If there is a lengthy time lag between deliverables, the DLA Executives may request interim or “draft” deliverables for review.

Pursuant to PWS 2.5.3, we will adhere to the performance requirements summarized into performance objectives that relate directly to mission-essential items in Table 2.5.4. Our PM and quality assurance team will ensure performance Acceptable Quality Level thresholds meet or exceed the minimum acceptable levels of service required for each task or deliverable. BrennSys understands these thresholds are critical to mission success.

Once the root cause of the variances is established through random audits, trend analysis, statistical sampling, Control Charts, Pareto diagrams, ‘Customer Feedback’ survey forms, issue logs and advisory process reviews, BrennSys will propose to the DLA to either replace the project staff responsible for consistent variances, or changes to operational processes that are causing the variances. This would be done by developing and submitting a ‘Recommended Corrective Action Plan’ to the CO and COTR in order to prevent or eradicate the root cause of

variance and prevent the variance from re-occurring. Upon the CO's approval, we will take steps to implement the proposed changes within 24 hours. If the DLA notifies us that a 'Corrective Action Plan' is necessary, our QAM will develop and submit it to the DLA within 48 hours of the notice.

Rigorous QA early on will ensure that the requirements are correct and that the team is heading down the right path. Early corrective action to problems will protect the program against unnecessary cost and schedule deviations. After corrective action is taken, our process ensures effective follow-up. The appropriate re-testing (including regression testing, if necessary) is performed to ensure that the fix is correct. Once the corrective action is implemented, the customer is notified that the problem is resolved. Performance Metrics will be tracked using our cloud based Task Order Management System (vPMO) and used for process improvement.

BrennSys will also establish a QA Archive. All work products and deliverables, as well as their associated review and approval forms will be placed in our Sharepoint online portal for future Knowledge Management.

Exhibit: Draft Performance Metrics

Standard	Performance Objective	Performance Standard	Monitoring Method	Acceptable Quality Level (AQL)	Incentive
1. Cost	(a) Contractor shall demonstrate Cost Control. Cost deviations from quotation are explained to the satisfaction of the Government.	(a) Contractor monthly progress report addresses any cost deviations for the period.	(a) 100% review of contractor monthly progress reports.	(a) Any cost deviation details are delivered to the Government POC for the Contract 92% of the time with the monthly progress report for the period. Contractor shall justify cost deviations to the satisfaction of the Government POC for the Contract 100% of the time.	Positive/negative performance evaluation
2. Schedule	(a) Contractor shall demonstrate schedule control through progress towards completion on a project level basis.	(a) Progress Demonstrated	(a) 100% review of contractor monthly progress reports.	(a) Contractor monthly reports clearly demonstrate project progress 92% of the time.	Positive/negative performance evaluation
	(b) Contractor shall submit deliverables/CDRLs by the required due date.	(b) On-Time Delivery	(b) 100% review of contractor deliverable receipt dates against due dates.	(b) Contractor shall submit 95% of all contract deliverables in accordance with the contract schedule.	Positive/negative performance evaluation
3. Quality	(a) Contractor deliverables/CDRLs are submitted in accordance with the terms of the contract and are of an acceptable quality level.	(a) Contractor Deliverables are rated Satisfactory.	(a) 100% review and rating of contractor deliverables.	(a) The average of all contractor deliverable ratings is satisfactory, with no more than 2 “final” unsatisfactory deliverable ratings per year.	Positive/negative performance evaluation
	(b) Monthly Progress Reports adequately detail any significant discussions/issues related to performance.	(b) Progress Reports address significant issues identified.	(a) 100% Review of progress reports.	(b) Monthly Reports address performance issues 100% of the time.	Positive/negative performance evaluation
4. Business Relations	(a) Contractor is responsive to all Government phone calls and emails related to significant matters (Cost, Schedule, and Performance).	(a) Contractor responds to Government requests within 2 business days.	(a) Tracking, logging, and review of contractor response to requests.	(a) Contractor responds to all requests within 2 business days 95% of the time.	(a) Positive/negative performance evaluation

Standard	Performance Objective	Performance Standard	Monitoring Method	Acceptable Quality Level (AQL)	Incentive
	(b) Contractor advises Government of vulnerability to fraud or active fraud.	(b) Contractor advises Government of vulnerability to fraud or active fraud within 15 days of identification.	(b) Review of contractor fraud reports	(b) Contractor advises Government 100% of the time within 15 days of identification of fraud.	(b) Positive/negative performance evaluation
5. Staffing Management	(a) Contractor advises Government promptly when personnel shall require replacement.	(a) Contractor notifies Government within 5 business days when personnel replacement is required.	(a) Review of personnel replacement requirement notifications	(a) Contractor advises Government within 5 business days 95% of the time.	Positive/negative performance evaluation
	(b) Contractor replaces personnel with personnel that meet contract requirements.	(b) Personnel replacements are qualified for position	(b) Review of personnel replacement notifications	(b) Contractor notifies Government of replacements 100% of the time.	Positive/negative performance evaluation

Appendix: Résumés of Key Personnel