

Response to:
DLA DLA Strategic Advisory and Technical Support Services

Sol. No. SP0604-22-Q-0404

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

~~Vol. II - Past Performance (Non-Price)~~

~~Vol. III - Price Quote~~

~~Vol. IV - Contract Documentation~~

Submitted to: Ms. Avril A. Penn avril.penn@dla.mil | Ryan Whaley
Ryan.Whaley@dla.mil

Due: JUNE 22, 2022 03:00 PM EDT



Submitted by:

BrennSys Technology LLC
44679 Endicott Dr., Ste 317
Ashburn, VA 20147
www.brennsys.com

Point of Contact: Larry Aldrich, President
tel: 571-370-6760 | email: laldrich@brennsys.com

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
Cage Code: 7LPG7 | DUNS Number: 080176755

Contents

Overview of the BrennSys Solution	3
Management Approach and Technical Capabilities	5
Quality Management Approach.....	8
TASK 1 - Provide Program, Budget, and Process Support (2.3.1).....	10
TASK 2 - Strategic Program Support (2.3.2).....	11
TASK 3 - Provide PMD Program Database Maintenance Support (2.3.3)	12
TASK 4 - Conduct EEPD Database Research and Potential Development (2.3.4).....	13
Risk Management.....	14
Staffing Plan	14
Staffing Methodology	16
Key Personnel Requirements and Qualifications (2.6)	17
Non-Key Personnel Requirements and Qualifications (2.7)	19
Government Furnished Items (2.12).....	20
Quality Control/Government Remedies (2.5)	20
Appendix: Résumés of Key Personnel	22

Overview of the BrennSys Solution

BrennSys Technology LLC 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	See Sections...
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.		
Sub-Factor 1, Management Approach and Technical Capabilities - 3. Evidence of a process for ensuring the quality and timeliness of deliverables.		
Sub-Factor 1, Management Approach and Technical Capabilities - 4. Evidence of reach-back capability, including subcontractors, consultants and business partners.		
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	See Sections...
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.		
Factor 2: Past Performance - Pursuant to FAR Part 8.405-2(c), the Past Performance evaluation factor assesses the degree of confidence the Government has in a Contractor's ability to perform services that successfully meet users' needs, based on a demonstrated record of recent and relevant 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

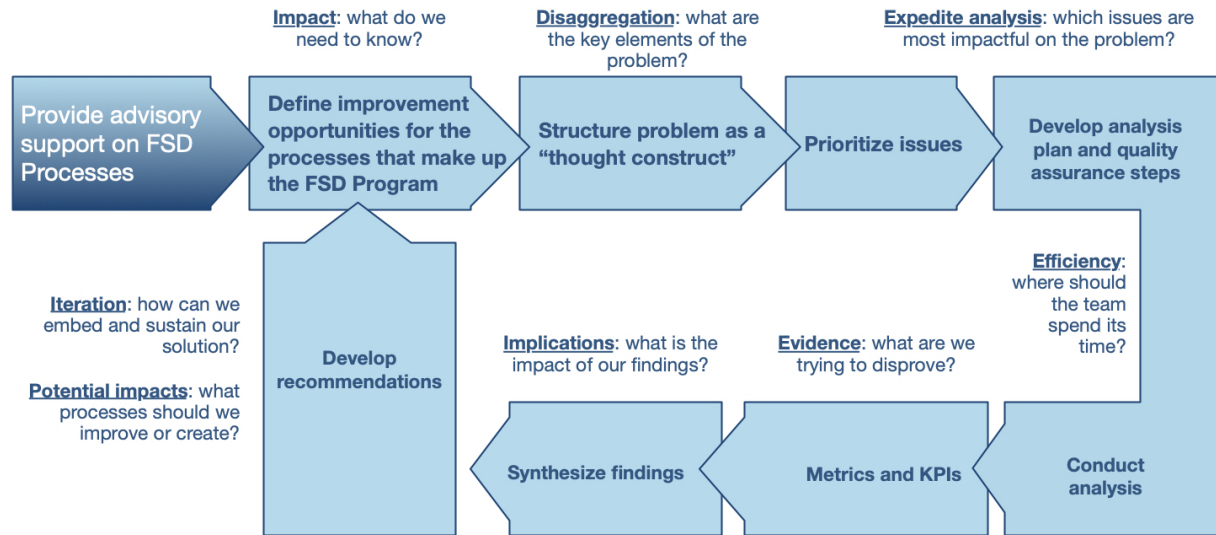
BrennSys's overall Program Management Approach (PMA), based on defining clear and distinct tasks and responsibilities coupled with focused management oversight, allows us to effectively coordinate, maintain and control multiple project activities at single or multiple customer locations. Our integrated 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 shall 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.

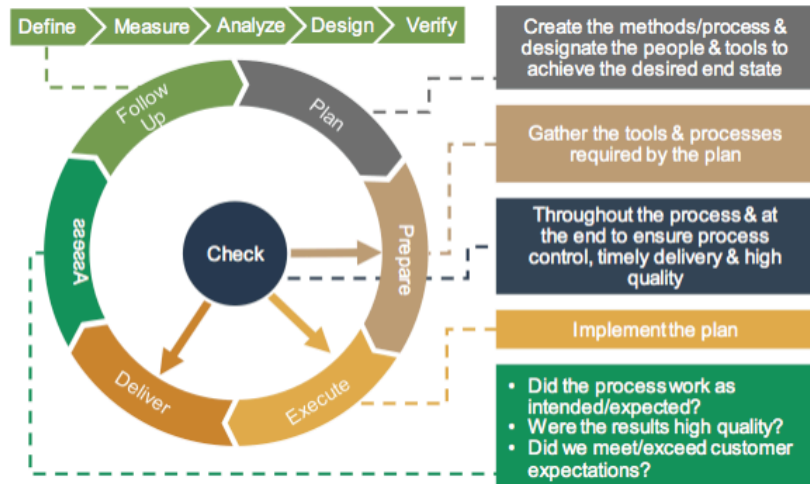
BrennSys's QMT will conduct regular internal audits on required deliverables vis-à-vis the Performance Measures, and continually monitor Project Team performance against each Performance Measure against the Acceptance Criteria thresholds delineated and agreed upon in the QASP. The results of internal 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)

TASK 2 - Strategic Program Support (2.3.2)

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

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

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

The Vendor's quote shall describe a plan to staff for the services required in the PWS to ensure that DLA's objectives are met expediently and within performance standards. The Vendor shall include a staffing plan which identifies Key Personnel and Non-key personnel that illustrates how and with whom the collective team capabilities will be met. The Vendor's quote shall describe how the loss of critical personnel during this program would be mitigated.

Vendors' quotes regarding Key Personnel Qualifications shall include a narrative highlighting the rationale for assigning the proposed key personnel. Proposed personnel shall demonstrate experience, qualifications, appropriate clearances, etc., that will degrees and/or certifications included in personnel resumes. Each resume does NOT count towards the overall page limit. The resumes submitted for these individuals must clearly demonstrate their ability meet the minimum education, experience and clearance requirements for the applicable positions as detailed in the PWS.

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)

Certain skills and experience levels are essential for successful Contractor accomplishment of the work to be performed in the awarded Task Order. The personnel who have these skill sets are defined as "key personnel". Key personnel shall have demonstrated the skills and expertise detailed below. Key Personnel required for the performance of the TO include the following positions:

2.6.1 Senior Analyst (or equivalent Labor Category Title with the requisite experience and education) One (1) or more Full Time Equivalent (FTE)

2.6.1.1 Experience and Skill set required:

Demonstrated experience in the public or private oil and gas industry, 8 years minimum;

Demonstrated experience in the areas of Supply Chain Management, Program Management, and Logistics Strategy Development, 15 years minimum;

Microsoft Office skills and experience, 5 years minimum;

Performance measurement skills and expertise, 5 years minimum;

Metric development and reporting skills and expertise, 5 years minimum;

Demonstrated experience in strategic planning, 5 years minimum. Preference given to strategic planning at the DoD level;

Demonstrated experience working with oil and gas industry or DoD fuel community, 5 years minimum. Preference given to DoD or Federal Government fuel community experience;

Demonstrated experience with financial reporting and supply chain practices, 6 years minimum;

Demonstrated experience of compiling reports, metrics data, and other administrative functions, including skills and experience in building and maintaining effective working relationships with a wide array of government or non- government personnel and organizations, 3 years minimum; and

Speak, read and write the English language fluently at the college graduate level.

Education and Certifications Required:

Possess a Master's degree in Business, Engineering, Computer Science, Finance - or in a related field - from an accredited academic institution.

2.6.2 AssociateAnalyst:

2.6.2.1 Experience and Skill set required:

1. Demonstrated experience in the Commercial/Government oil and gas industry, 5 years minimum;

2. Performance measurement skills and expertise, 5 years minimum;

3. Metric development and reporting skills and expertise, 5 years minimum;

4. Demonstrated skills and experience in strategic planning, 3 years minimum. Preference given to strategic planning at the DoD level;

5. Demonstrated skills and experience of compiling reports, metrics data, and other administrative functions, including experience in building and maintaining effective working relationships with a wide array of government personnel and organizations, 3 years minimum; and

6. Speak, read and write the English language fluently at the college graduate level.

2.6.2.2 Education and Certifications Required:

1. Possess a Bachelor's degree in Business, Engineering, Computer Science, Finance or a related field from an accredited academic institution.

2.6.3 Resumes demonstrating the above requirements are met must be provided for key personnel included in the Contractor's quotation and that will be utilized during requirement performance at the time the quotation is submitted. Copies of the required education degrees shall also be provided. The continued availability of proposed key personnel must be internally confirmed by the Contractor at the time of award.

2.6.4 The Contractor shall not remove or replace any personnel designated as "key personnel" for the duration of the TO (including the option years), without the written concurrence of the CO. This notification shall be made no later than two weeks (14 calendar days) in advance of any proposed substitution and shall include justification and the labor category of the proposed substitution(s) in sufficient detail to permit evaluation of the impact on contract performance. If immediate substitution is necessary due to unforeseen circumstances, such as illness, death, or termination of employment, the Contractor shall notify the CO and COR no later than three (3) business days after the occurrence of any of these events. The Contractor must provide a detailed explanation of the circumstances necessitating the proposed substitutions, provide complete resumes for the proposed substitutes, and provide any additional information requested by the COR. The COR through the CO will notify the Contractor of the acceptability of the substitutes after receipt of all required information. Substitute "key personnel" qualifications shall be greater than or equal to the "key personnel" being substituted.

2.6.5 If the CO determines that (1) suitable and timely replacement of "key personnel" who have been reassigned, terminated or have otherwise become unavailable for the contract work is not reasonably forthcoming or (2) the resultant substitution would be

so substantial to impair the successful completion of the TO in accordance with the quotation accepted by the Government at the time of TO award, the CO may (1) terminate the contract for cause/default or for the convenience of the Government, as appropriate or (2) at his/her discretion, if the CO finds the Contractor at fault for the condition, equitably adjust the contract price downward to compensate the Government for any resultant delay, loss, and/or damages.

Exhibit: Key Personnel Qualifications and Staffing Plan

Role/Staff Person Assigned	Responsibilities	Qualifications	LOE
Senior Analyst			1
Program Manager			0.25
Senior Business Analyst			1
Associate Analyst			1
Business Analyst			3
Programmer			2

Non-Key Personnel Requirements and Qualifications (2.7)

In addition to proposing the required full-time “key personnel” meeting the requirements in section 2.6, the Contractor shall also propose one or more non-key personnel which collectively (i.e., through a combination of one or multiple individuals) possess the following knowledge and experience below:

- 1. Demonstrated experience in database management, database development, data analysis, predictive analysis, Qlik Sense, visual display of data; data organization, Microsoft Access, requirements gathering and software testing and training;*
- 2. Demonstrated experience in creating instructional guides, software documentation and training materials;*
- 3. Demonstrated experience in environmental constraints placed on construction or repair of fuel facilities;*
- 4. Demonstrated familiarity with American Petroleum Institute (API) inspection standards;*
- 5. Demonstrated familiarity with American Society for testing and Materials (ASTM) inspection standards*
- 6. Have knowledge of Occupational Safety and Health Administration (OSHA) regulations and codes. - Resumes must be provided to the Government for all non-key personnel that will be utilized to support this requirement when quotes are submitted. If the Contractor requests to add new non-key personnel for the performance of the TO, the Contractor must provide the resume(s) and copies of all qualifications of the new personnel to the COR at least three (3) business days prior to that new employee’s commencement of performance for the Government’s review and approval.*

2.7.1 Project Manager (PM) - The Contractor must designate a PM in its quotation. The PM is responsible for the daily operation and performance of the TO. The individual’s point of contact information (name, telephone, and email) must be submitted, as well as, point of contact information for an alternate or alternates that will act in the PM’s absence. The PM must be available via telephone or electronic mail during normal business hours, unless otherwise stated. The PM shall have demonstrated experience in their resume of contract management, with experience in performing federal government contracts preferred.

2.7.2 Contract Manager (CM) - The Contractor must designate a CM in its quotation. The CM has full authority to act on behalf of the Contractor on contractual matters relating to the TO. The individual’s point of contact information (name, telephone, and email) must be submitted, as well as, point of contact information for an alternate or alternates that will act in the CM’s absence. The CM must be available via telephone or electronic mail during normal business hours, unless otherwise stated.

2.7.2 Personnel Mix - In an effort to be more streamline and efficient with personnel, the PM, CM, and the non-key personnel roles in section 2.7 may be filled by one or more key personnel but additional non-key personnel roles must be clearly identified in the contractor's staffing plan and demonstrated by the skills and work experience in their resumes. Please refer to Exhibit-B, Rough Order of Magnitude (ROM) for estimates on FTEs to assist with staffing projections.

...

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)

2.5.1 The Contractor shall develop and maintain an effective quality control program to ensure services are performed in accordance with the PWS. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's quality control program is the means to which it can quantifiably ensure compliance to the requirement of the TO.

2.5.2 The CO, COR, and/or other Government personnel, as appropriate, will meet monthly with the Contractor to review the Contractor's performance. At these meetings the applicable Government personnel will apprise the Contractor of how the Government views the Contractor's performance, and the Contractor will apprise the Government of any and all being experienced. Appropriate action shall be taken by the Contractor to resolve any identified issues. These meetings shall be at no additional cost to the Government.

2.5.3 The performance requirements are summarized into performance objectives that relate directly to mission-essential items in Table 2.5.4 below. The performance Acceptable Quality Level threshold briefly describes the minimum acceptable levels of service required for each task or deliverable. These thresholds are critical to mission success.

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.

Appendix: Résumés of Key Personnel