

U.S. Department of State

NOMBIT PROFESSIONAL IT STAFFING SERVICES

Solicitation No.: 19AQMM21R0198

July 15, 2021

Volume I: Technical Proposal



Electronically Submitted to:

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Office of Acquisition Management (A/LM/AQM)
PO BOX 9115, Rosslyn Station
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RE: Solicitation No. 19AQMM21R0198

Dear Mr. Dermidoff:

On behalf of Distributed Computing System Solutions Provider Inc. (DCSSP), d/b/a HunaTek Government Solutions (herein known as “HunaTek”), I am pleased to submit the following proposal in response to the above referenced solicitation for services in support of the Department of State (DOS), Network Operations Management Branch (NOMB).

HunaTek’s proposal is predicated on all amendments associated with the solicitation to date. Validity of this proposal is for a period of 60 days after the submission date.

I am authorized to negotiate and sign on behalf of HunaTek.

All of us at HunaTek appreciate the opportunity to support this effort and build upon our mutually beneficial relationship with DOS.

If you have any questions, please feel free to contact me. My contact information is below.

Best Regards,

Mike Torres
President, DCSSP
d/b/a **HunaTek Government Solutions**
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EXECUTIVE SUMMARY

Our understanding of the requirements and our ability to deliver low risk technical services for Department of State (DOS) Network Operations Management Branch (NOMB) is based on our team, our people, and our experience, where we have demonstrated IDIQ success, effective Task Order (TO) response, and industry best practices.

HunaTek provides best-value solutions under this Indefinite Delivery Indefinite Quantity (IDIQ) contract with a proven execution approach and highly relevant experience. With the right people, processes, and partnership commitment, we reduce project risk for on-premise and cloud infrastructure and systems support services. Our process for responding to TO requirements has proven effective on other IDIQs, including DOS Bureau of Counterterrorism Support Services (CTSS) and Marine Core Systems Command (MCSC) Cost Estimating & Analysis (CE&A) contracts.


Key Features: Our Team, Our People, and Our Experience




To provide the NOMB the highest probability of successful execution of TOs under this IDIQ contract, HunaTek plans to assemble a lean organization and efficient approach to execution. Choosing partners we have previously teamed with, HunaTek incorporates resident DOS domain knowledge and has experience delivering technology-oriented solutions. **Exhibit 1** summarizes our capabilities and experience and their benefits to NOMB.

Why HunaTek?

- Direct experience delivering successful Department of State contracts and an understanding of its culture.
- Subject matter expert (SME) reach-back to provide executive-level strategy support.
- Contract delivery approach that incorporates ISO, CMMI, ITIL, and Agile methodologies.
- Experience navigating DOS onboarding requirements
- Robust accounting capability to track time, expenses, and invoice efficiently
- Competitive benefits to attract and retain personnel
- Top Secret Facility Clearance

Exhibit 1. Summary of HunaTek Capabilities

Partner	Capabilities/Experience	Benefits to NOMB
	<p>HunaTek is an 8(a) ANC owned company that provides professional services supporting IT, cost analysis and estimating, business process re-engineering, budget, and staff support through dedicated, experienced personnel. Our service-driven business model focuses on delivering solutions to meet customers' unique needs while utilizing established business processes, project management and controls that provide measurable metrics.</p> <p>Our prime contract supporting the US Army, Office of the Judge Advocate General (OTJAG) providing IT Support Services is directly relatable experience with the scope for DOS On-Premises and Cloud Infrastructure and Systems Support Services. Enterprise Operations.</p>	<ul style="list-style-type: none"> • Service-driven business model that focuses on delivering solutions to meet customers' unique needs while utilizing established business processes, project management and controls that provide measurable metrics. • Direct experience with DOS as a prime contractor supporting the Bureau of Counterterrorism. • As part of the OTJAG contract, HunaTek is responsible for maintenance and development of 80+ custom applications and 6,000+ databases that make up JAGCNet, the Army JAG Corps internet-based enterprise knowledge management portal.

Partner	Capabilities/Experience	Benefits to NOMB
	<p>RavenTek is a Veteran Owned, Minority, Native American Owned Small Business headquartered in Herndon VA, RavenTek was founded in 2015 with the purpose of diversifying the federal and commercial contracting. As a full-service company, RavenTek provides both full-range enterprise services and product acquisition to our customers.</p>	<ul style="list-style-type: none"> • RavenTek is dedicated to helping clients like DOS address complex program management challenges. • Our management team has supported DOS across numerous bureaus in IT modernization, SME support, staffing, and logistics, in CONUS and OCONUS locations.
	<p>The Maasai Group, The MAASAI Group, LLC (TMG) is an 8(a), 'Business Development Program,' CVE Verified Service-Disabled Veteran Owned Small Business (SDVOSB) and a SDB with a Top-Secret Facility Clearance. Providing clients with a portfolio of IT and professional services, TMG has demonstrated ability to attract and retain contractor personnel and has access to databases of cleared and non-cleared active candidates with relevant skills and experience.</p>	<ul style="list-style-type: none"> • TMG has provided IT support to DOS since 2017 OBO/RM/EX/IRM/NOMB • Currently provides cleared personnel staffing support to DOS Bureau of Educational and Cultural Affairs (ECA) • Current provider of services on two (2) DOS agency-wide support services contracts.
	<p>Pernix Consulting is an emerging secure-software engineering and integration company specializing in cybersecurity, enterprise resource planning, data analytics, O&M, and professional support. We are a small, Veteran Owned Business with a Top-Secret facility clearance.</p>	<ul style="list-style-type: none"> • Pernix personnel currently support the Bureau of Diplomatic Security Office of the Chief Technology Officer (DS/EX/CTO) in a wide range of specialties, including network monitoring and operations, integration of Development/Security/ Operations (DevSecOps), Continuous Operation/ Continuous Delivery (CI/CD) pipeline, software engineering, and Assessment and Authorization (A&A).

Our people provide the skills, qualifications, and resident DOS domain knowledge to effectively execute NOMB TOs and bring enthusiasm to the DOS environment.

1. TECHNICAL/MANAGEMENT APPROACH

HunaTek has built an organization of highly experienced experts who are dedicated to ensuring customers' objectives are met. Our Program Manager and team, experienced in on-premise and cloud infrastructure and systems support, will ensure appropriate resources are enlisted fulfill the objectives of the NOMB IDIQ contract. Our corporate-level Centralized PMO (CPMO) supports the PM and provides oversight of quality activities to maintain our services focus, contractor staff management and coordination, recruiting and Human Resource management, subcontract management, financial management, tools, training, proposal development, and security clearance processing.

Approach. HunaTek's approach to Program and Task Management begins with assembling a staff of leaders who possess a passion for service, DOS/NOMB's mission, and a 'big-picture' understanding of the environment. We then select appropriate subcontractor teammates and enlist the mission-focused PM and supporting staff with experience in DOS/NOMB to lead program initiation, planning, execution, monitoring, and controlling efforts while effectively managing performance, quality, risk, and communications.

Our proposed Contract Program Manager (PM), **Ms. Latricia Witherspoon**, has supported DOS as a Program Director within the Bureau of Diplomatic Security Office of the Chief Technology Officer (DS/CTO), as well as within the Bureau of Information Resource Management (IRM). Ms. Witherspoon will lead HunaTek's activities and oversee the NOMB staff to ensure the team meets or exceeds task requirements for efficiency, accuracy, timeliness, and compliance. She will work closely with DOS/NOMB leaders, our project staff, and other stakeholders, identifying opportunities to improve the quality and efficiency of service delivery. As TOs are awarded, designated HunaTek back-office support will assist the PM with financial and performance reporting and documentation, getting accurate, timely information to the right people at the right time to enable data-driven decision-making. She will document any corrective actions and process improvements undertaken during contract performance, storing them for easy access within DOS/NOMB's centralized SharePoint (SP) document repository. Ms. Witherspoon has full authority to make programmatic decisions on behalf of HunaTek throughout the contract. The features and benefits of our approach are outlined in **Exhibit 2**.

Exhibit 2. Features and Benefits of Our Approach to Program and Task Management

Features	Benefits
Experienced Project/Program Manager	Ms. Witherspoon brings 13+ years of relevant experience as a project and program manager, holds Project Management Professional (PMP) and Certified Scrum Master (CSM) certifications, and Bachelors' and Masters' degrees in Information Science and Technology and Information Technology, respectively.
ITIL Standards-based Approach	The ITIL ITSM framework establishes proven and repeatable processes that are continuously improved upon throughout the life of the contract.
High Level Delivery Schedule/Milestones	NOMB receives Program and Task Management support communicated on a continuous schedule throughout the life of the contract.
Performance Measures	HunaTek provides NOMB performance measures for each TO mapped back to program goals and objectives.
Transparent Reporting Process	DOS/NOMB management meets with PM on a regular basis to discuss overall program and project status and relevant personnel issues.
Clear Roles and Responsibilities	In line with ITSM best practices, HunaTek assigns individuals dedicated roles and responsibilities with respect to Program and Task Management concepts of operations (CONOPs).

1.1 A. Detailed Response to the Statement of Work

1.1.1 Program and Project Management Support [RFP §C.1.1(a)]

1.1.1.1 Program Management

HunaTek's program management team uses common tools (such as Microsoft Project) and processes (cost, schedule, performance, and risk) to enable a mature Project Management Institute (PMI)-based Program Management Process that is structured, documented, and repeatable. Our PM applies these program management disciplines to plan, schedule, organize, and deploy resources; control task execution; monitor and report on progress; and manage and resolve risks and issues. Our mature accounting system and procedures ensure timely and proper billing and accurate timekeeping. We abide by all applicable Federal laws, regulations, policies, and procedures as they apply to DOS, its bureaus, and offices.

Our PM, Ms. Latricia Witherspoon, manages the schedule using MS Project to meet required deliverables, milestones, SLAs, resourcing, and to coordinate with DOS to determine reporting thresholds. We provide transparency by storing management information in a central location accessible to DOS leadership. Our approach optimizes metrics management, proactively manages infrastructure, and delivers continual improvement to enable us to achieve success related to service level achievement, communications, effectiveness and response, protection, and efficiency with cost reduction.

The guiding document for governance of the NOMB services is the Program Management Plan (PMP). The PMP documents the various management areas of NOMB support such as its methodology, tasks, schedule, allocated resources, and interrelationships with other plans and Standard Operating Procedures (SOPs). It provides details on the required functional units, operational tasks, and deliverable, milestone, and review activities. The PMP identifies the management methods and approaches HunaTek utilizes to accomplish DOS objectives and includes the IMS and subordinate Project Management Plans, the Risk Management Plan, the Quality Management Plan, and other subsidiary plans, as appropriate (*Exhibit 3*).

Exhibit 3. Program Management Plan (PMP) Subsidiary Plans

Element	Approach
Transition Plan	Our PM, Ms. Witherspoon is experienced in transition, and will serve as our Transition Manager as needed. She will lead the transition management team to complete transition requirements and integrate with partners as required.
Quality Management Plan (QMP)/ Quality Assurance Plan (QAP)	HunaTek's QMP includes the applicable Quality Assurance Plan (QAP) that details NOMB project management, data acquisition, assessment, oversight, and other processes. Aspects of our QAP include QA/QC processes across all areas of performance, Service Level Agreement (SLA) oversight, methods for identifying and preventing defects in quality, and how we document inspections to promote continuous process improvement.
Schedule Management	HunaTek uses MS Project to develop and maintain our IMS. Our PMP describes how we monitor and adhere to timeline and milestone objectives, including how LOEs and projects are incorporated and kept up to date.
Risk Management Plan	We provide and maintain a Risk Management Plan and Risk Register to document, monitor, manage, and report potential risks, issues, or problems associated with the NOMB program.
Communication Plan	We outline stakeholders, channels of communication, how we will communicate by program, project, task, and who is responsible for communicating information.

Our approach, based on standards for program and project management, incorporates quality assurance practices based on ISO and CMMI standards to identify process improvement

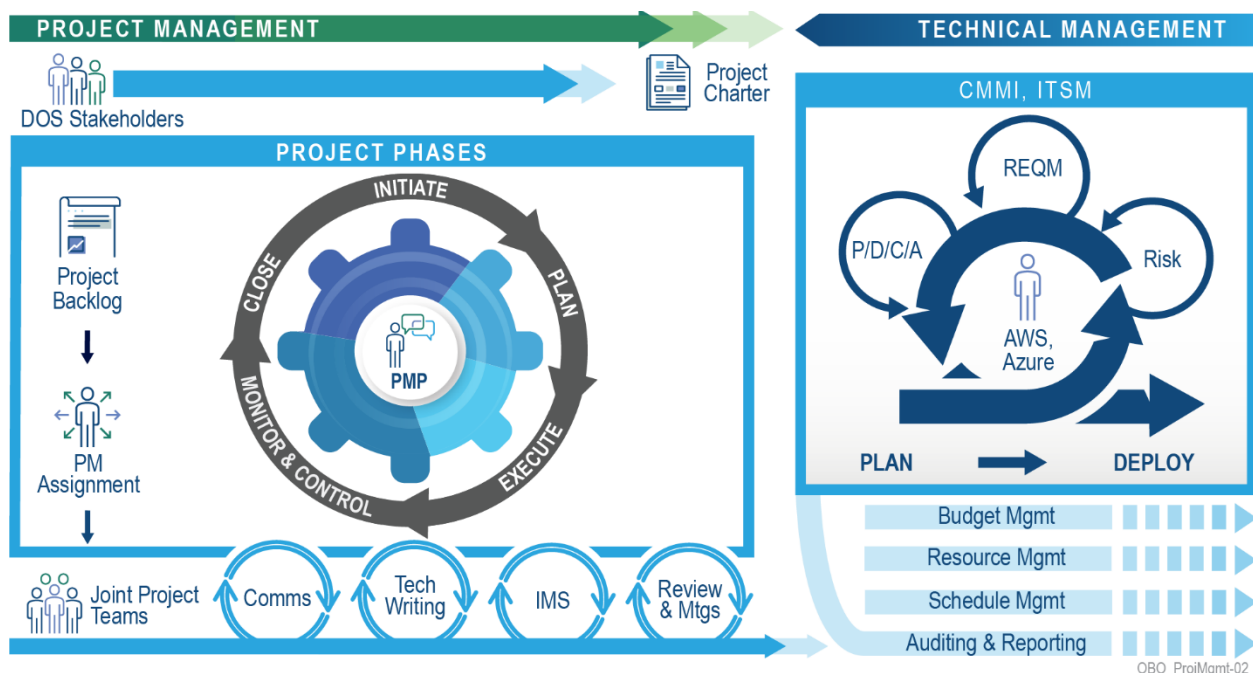
opportunities throughout the contract. Our framework uses PMI's Project Management lifecycle to initiate, plan, execute, monitor, control, and close NOMB projects. Where applicable, we will also introduce elements of the Agile delivery framework to provide just-in-time value.

1.1.1.2 Project Management

Our framework uses PMI's Project Management lifecycle to initiate, plan, execute, monitor, control, and close NOMB projects. Where applicable, we will also introduce elements of the Agile delivery framework to provide just-in-time value. Whether improvements or changes to NOMB infrastructure, or management of operational processes, the approach follows PMBOK and CMMI processes and best practices to reduce risks while increasing delivery quality.

We support NOMB with qualified and effective resources, processes, and tools to deliver projects on time to whatever locations DOS requirements may take us, whether in the DC Metro area or around the world. We use a metrics-driven approach that provides qualitative and quantitative performance analysis and reporting. We monitor and report on metrics in the areas of budget variance, invoice timeliness, staffing and retention, and project performance. To support project financials and invoices, we establish financial management processes that create transparency in fiscal responsibility. **Exhibit 4** shows our approach to overseeing technical management projects, ensuring project metrics map to program goals and objectives.

Exhibit 4. HunaTek's Project Management Approach. *Our integrated project management approach results in projects that are on time and within budget.*



1.1.2 Support for Critical IT Functions

HunaTek's experienced personnel are versed in the management of critical IT functions while supporting mission-critical applications. We create customized plans tailored to our client's enterprise IT environment, through the employment of mature and proven practices.

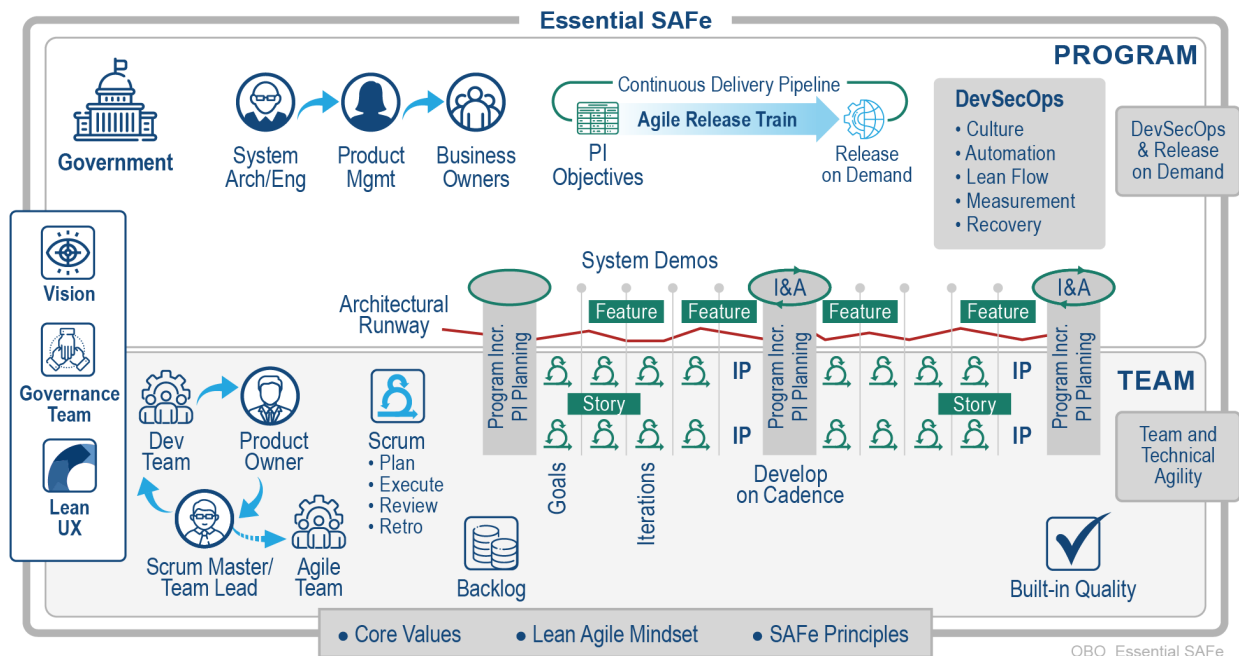
1.1.2.1 Agile Program and Project Management

HunaTek uses industry best practices and processes such as Agile, ITIL v3.0 and PMI methodologies for efficiency and responsiveness to deliver excellent program and project management services – ensuring that the technical solutions in the task order are implemented in a timely manner. We perform planning and oversight of both technical and schedule deliverables as well as providing project management on IT projects and initiatives. We coordinate and track project performance, analyze business cases, gather technical requirements, and perform ongoing cost-benefit analysis. We also leverage system development life cycle (SDLC) practices as the framework to plan, design, execute, measure, control, document, and manage all systems.

The HunaTek team tailors our SAFe 5.0 Essential Agile project management method (**Exhibit 5**) combined with DevSecOps principles to create a roadmap for the features and services required to meet the DoS objectives. The team, working in collaboration with the Government and other stakeholders, quickly establishes an approved set of lean-agile best practices to enable our teams to operate optimally and interact with those stakeholders efficiently. The roadmap is then executed in an Agile Release Train. All applications and systems are developed and maintained in accordance with prevailing Federal policies, guidelines, regulations, and internal organizational procedures.

Another important component of the HunaTek approach is embodied by the three pillars of Scrum as a part of our core values: transparency, inspection, and adaptation. At HunaTek, we promote continuous learning, innovation, and improvement for our teams, our products, and our programs. Informed by open and transparent communication, we conduct regular reviews with our team members and stakeholders to inspect our work, our processes, and ourselves. These engagements produce recommendations to adapt and optimize team and program velocity as well as code quality.

Exhibit 5. Essential SAFe 5.0. HunaTek uses SAFe 5.0 best practices to enable our team to operate optimally and interact with the Government Program Office and stakeholders efficiently.



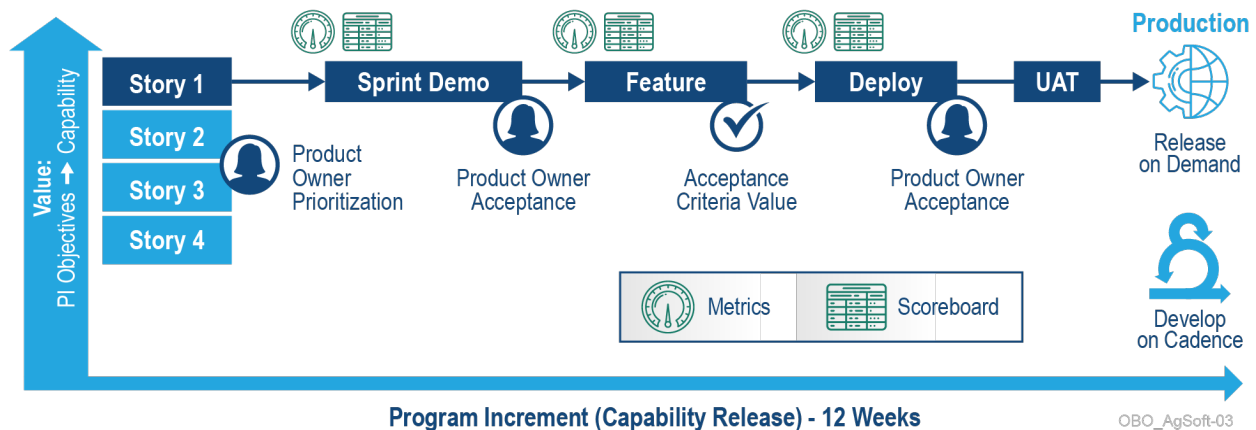
Input from the Government, end-users, and stakeholders are incorporated into all aspects of the agile process from the earliest stages of planning and throughout development and implementation. This process addresses performance, usability, accessibility (Section 508 compliance), and cybersecurity concerns head-on.

Our application teams deliver to an agreed-upon sprint cadence consisting of planning, development, testing, and deployments. The teams track metrics and reports on activities through daily scrums with appropriate members and stakeholders. Prior to each sprint the teams provide support and input to the Product Owner for refining user stories, specific tasks to complete, and acceptance criteria identifying the ‘definition of done.’ Each sprint concludes with an integrated solution demo as part of the sprint review.

1.1.2.2 Cloud Infrastructure Design, Architecture, Administration, Development and Operations in Azure, AWS, and Google platforms

HunaTek approaches Cloud Infrastructure Design thoughtfully and collaboratively. We work closely with our customers to create a comprehensive list of requirements—the product goal towards which we then iteratively plan, refine, and develop features and functionality that are prioritized in the backlog for delivery in agreed-upon sprints and Program Increments. We create an overall design for the application being developed and then follow industry-standard best practices for implementing the design iteratively through the Agile development methodology to maximize usability and deliver continuously (*Exhibit 6*).

Exhibit 6. Agile Software Delivery. *HunaTek will work closely with the Government to plan a well-defined Agile sequence of steps and critical path definition operations for successful software delivery at the DOS.*



The HunaTek team also leverages principles of DevOps—integrating concepts such as automated testing and deployment to create a high-quality, low-defect solution. HunaTek will lead the implementation of cloud-ready applications, and successfully manage deployments using Microsoft Azure and AWS platforms. With Microsoft Azure and AWS services, HunaTek offers technical advantages of a highly scalable and secure application environment. We implement the Azure DevOps solution to enable an end-to-end rigorous engineering process. DevOps pipelines are employed to ensure consistent deployments and to take advantage of automated testing to verify functionality as well as security of system components on a routine basis. An idea is traceable from its inception to the coding, and production release. The HunaTek team carefully tests each component from various perspectives to include the technical team and

business process analysts. This allows us to verify functionality over time as more features are added to the system and to ultimately ensure product excellence.

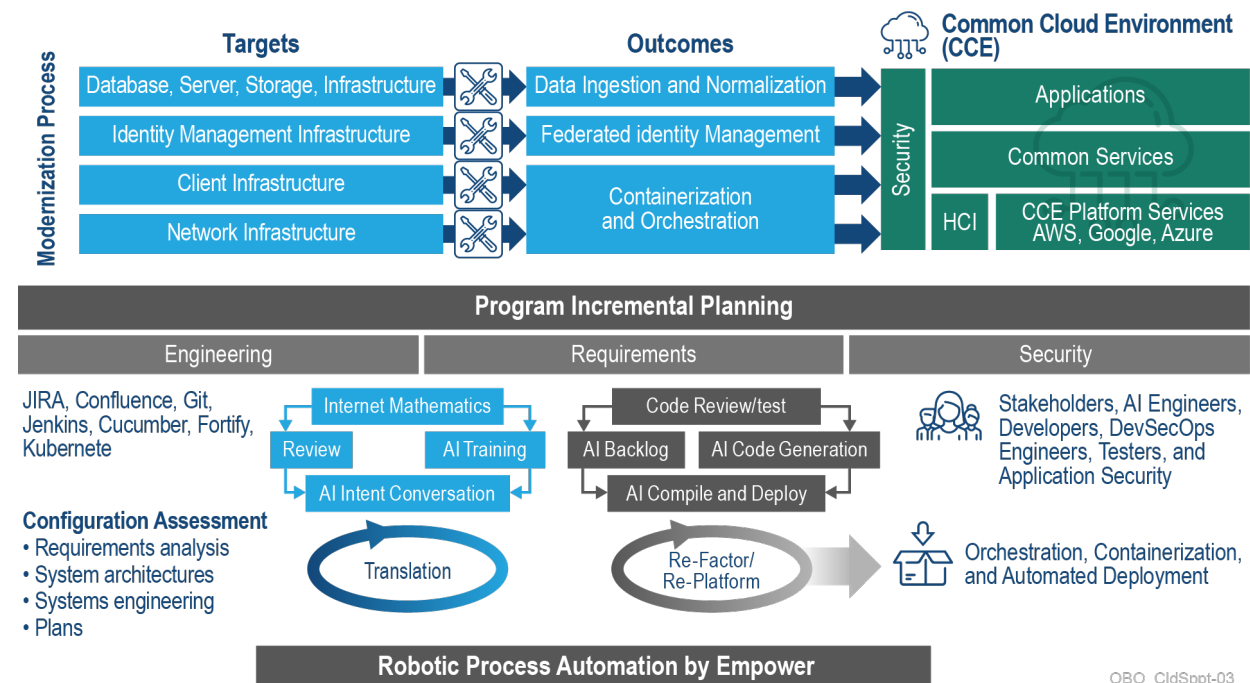
HunaTek employs user-centered design, quality help desk support, and dynamic user training—all of which contributes to successful user adoption. Our team also collaborates with Bureau operations to support and resolve any technical or network issues, which ensures continuous system availability and high performance. We coordinate across divisions to deploy high-quality, secure, well-documented applications to a customer and support team well-trained in its use.

1.1.2.3 Implementation and Maintenance of SaaS, IaaS, and/or PaaS Solutions

HunaTek provides cloud consulting services related to Microsoft Azure and O365 which includes SharePoint and Dynamics platforms. We utilize Azure cloud computing to support many different programming tools and frameworks with service, platform, and infrastructure as services (SaaS, PaaS, and IaaS). Our experience in the environment allows us to best deliver support in alignment with organizational needs, norms, and constructs, which increases customer satisfaction and ease of implementation. Additionally, our team leverages CI/CD automation tools for hands off deployment, configuration, automated testing, and security scanning. This empowers business goals with simplified tools and interfaces designed for a successful digital transformation and business continuity.

The team manages and monitors the cloud ecosystem(s) using the appropriate Cloud services available using a combination of Platform as a Service, Infrastructure as a Service, Container as a Service, and Function as a Service, or Software as a Service if applicable. We support cloud-agnostic application/solution delivery models that support re-platforming, hyper-converged infrastructure (HCI), and other modernized approaches (*Exhibit 7*).

Exhibit 7. Cloud Support. *Our cloud support approach produces a cloud-agnostic solution for customer applications, which can be hosted in a variety of end solutions based on needs.*



The team leverages automation support technologies like Atlassian Bamboo and VMware vRealize wherever possible. Our goal is to maximize previous Government technology investment, and to lift burden from our team and the customers through intelligent automation. The cloud infrastructure meets SLAs and defined requirements for highly available, service performance, and other quality and informative measures. We ensure adoption of a sustainable account strategy, cost, and expense management approach, along with a governance risk and compliance methodology that improves efficiency and security through maximum automation.

1.1.2.4 Cloud and On-Premises Systems Engineering

Our HunaTek experts possess the deep technical and interdisciplinary skills to advise and serve the Department to keep pace with fast-moving trends in the industry and uncover the solutions of best fit for achieving organizational goals. We employ rigorous end-to-end engineering processes that embrace both on-premise and cloud-based platforms to maintain, modernize, and deliver the technical advantages of a highly scalable and secure application environment while concurrently implementing the Azure DevOps solution. We facilitate working relationships and organizational knowledge to truly understand business requirements and translate them into technical solutions. We work with skilled analysts to clarify those requirements, track work items using the Scrum model, identify coding tasks defined by developers, and formulate test cases within a single system of choice providing visibility to all stakeholders for iterative refinement and review. At any point in time, teams know what work is active or planned as well as any deficiencies that require attention. Additionally, DevOps pipelines are employed to ensure consistent deployments and capitalize on automated testing to verify functionality and security of system components on a routine basis. This partnership offers transparency, accountability, and continuous improvement towards the shared objective of mission success and exemplary service to the Department.

1.1.2.5 Cloud and On-Premises Systems Analysis and/or Administration

Whether analyzing an existing system or setting out to design a new system, HunaTek sets out to understand the business need for the system and its customer value proposition. We review or develop process maps that define the who, what, when, and where each task in the work breakdown structure occurs. From there, we perform information analysis to determine the data necessary for the inputs and outputs to the process tasks. We identify sources for the data, or where input is needed, and look at the logical relationships among the objects and how the elements map to the data model into which it is all stored. Understanding the system's usage patterns can reveal demands on the solution that will need to be in place. Where a system already exists, we then do a gap analysis between the current and the desired state. This research and discovery also informs any configuration, server, or otherwise operational needs accordingly. HunaTek takes all this information and develops economically, technologically, and organizationally feasible recommendations.

While HunaTek is doing its systems analysis, information is being gathered and knowledge is being collected and organized in an appropriate government knowledge management portal (e.g., SharePoint, Wiki, etc.) for ease of access and dissemination to stakeholders. HunaTek strives to ensure the content quality is clear and concise, kept up-to-date and accurate, and, just as important, that the information gets used.

1.1.2.6 Cloud and On-Premises Network Administration

At HunaTek, we view network administration as a wide array of operational tasks that help a network to run smoothly and efficiently. Our team has the knowledge and experience working with The Department's other groups – ESOC, ENM, PKI, FAB -- for complex, secure networking requirements. We employ proven change management processes that ensure secure and stable introductions of network changes. Precise technical documentation such as detailed network diagrams are kept current. Audits are routinely performed to validate the security and efficiency of the network. DevOps automation ensures consistent and repeatable implementation to cloud and hybrid environments.

HunaTek will bring personnel with experience introducing cloud hybrid architecture to DOS for their development/test network. This experience includes design and implementation of identity and authentication, DNS, routing, perimeter security, monitoring, and alerting.

1.1.2.7 Cloud and On-Premises Database Administration

HunaTek approaches database administration as a discipline of ensuring the ongoing operational availability and efficiency of an organization's data stores, as well as the preservation of back-up data and the applications that access those data stores. Traditionally, the role of a DBA meant becoming an expert in a particular database management system such as Oracle, SQL Server, Db2, etc. However, the traditional role of the DBA has evolved as cloud providers deliver management services.

Key-Value, In-Memory, Document, Wide-Column, Graph, Time Series and Ledger databases, as well as data warehouses and data lakes are all data stores that a DBA must understand. The HunaTek team approaches this work with an understanding of the exact cloud services being provided and verifies that they conform to meet the business requirements. For example, DBAs need to understand issues such as latency problems, size limitations, as well as the variety of database types available that change the way that an organization works with the database. Moving databases to the cloud will make the DBA's responsibility for performance management, security, database change management, and many other typical DBA duties more complex. The HunaTek team is skilled and equipped to deliver exceptional database administration services in cloud, on-premise, or hybrid environments.

1.1.2.8 Continuous Integration and Continuous Delivery and Deployment Development (CI/CD)

HunaTek understands that Continuous Integration/Continuous Delivery (CI/CD) pipelines form the backbone of modern day DevSecOps. Our developers practicing Continuous Integration (CI) merge their code changes back to a branch in the Git repository, triggering an automated build pipeline. The pipeline includes running the source code through a linter to check for programmatic and stylistic errors and security checks using static code analysis. The developer's changes are validated by creating a build. The build artifact becomes a release candidate. The HunaTek team leverages CI to detect errors and quality issues quickly and locate them more easily. Since changes close to the developer are usually small, incremental changes, pinpointing a specific change that introduced a defect or vulnerability can be addressed quickly.

The HunaTek team views Continuous Deployment (CD) as an extension of Continuous Integration (CI) since it deploys the code changes to a test environment after a successful build stage. This means that in addition to automated testing, the team provides an automated release process for an application to be deployed at any time with the click of a button. The automated

release process ensures each environment to which the application is promoted (i.e., staging, production, etc.) are each done in a consistent manner. We use release gates to enforce organizational policies of quality, administrative approvals, and notifications before and after any release is promoted to a higher environment.

HunaTek leverages CI/CD to facilitate an Agile-based sprint approach to the software development life cycle (SDLC) and a culture of ‘fail fast,’ to limit the cost of failure and move onto success. We identify defects and other software quality issues on smaller code differentials rather than on larger ones developed over extensive periods of time. In addition, when our developers work on shorter commit cycles, it is less likely for multiple developers to be editing the same code and requiring a merge when committing. CI/CD consequently maintains an iterative and functional software baseline that can, in principle, be delivered at any time to the customer—a truly Continuous Integration and Continuous Delivery. When our developers commit functional code to the version-control repositories frequently—most teams require daily code commits—then build that code, with every single and subsequent code commit we create a true practice of CI/CD. This instantiation of CI/CD will shorten all the cascading processes of software development such as building and testing, thus increasing the overall velocity and product delivery.

CI/CD Pipeline Benefits

- Our deployment strategy is based on having a mature CD pipeline that maintains the IV&V environment as a near replicate of the production environment.
- The benefit of our Agile approach performing multiple daily builds through the CD pipeline means that there is always a working build/ potentially deployable release during the sprint.
- Ensures failures are found quickly and fixed immediately, and technical debt is reduced.
- Reduces cost, increases speed to value, and builds in quality

1.1.2.9 Azure DevOps Administration

The HunaTek team achieves repeatable and efficient administration of the Azure DevOps ecosystem as the hub around which all development activity often becomes. Whether it is creating a new Azure DevOps project for management of a new system or component or configuring a new service connection needed by a build or release pipeline, HunaTek has experience responding and delivering needed Azure DevOps support.

Our team has past performance provisioning Azure DevOps build agents using Infrastructure-as-Code and Pipeline-as-Code. This ensures Azure DevOps build agents are consistent, stable, and scalable to meet the ever-increasing needs of DevOps automation. This allowed us to respond to changing needs such as the introduction of new builds and security tools.

HunaTek knows Azure DevOps needs to just work so that the entire organization that depends on it can focus on their work and plays an important role in increasing the trustworthiness of DevOps automation efforts. We evaluate Microsoft’s updates to Azure DevOps Server in a timely manner in a separate environment to verify and validate it before applying it to ensure a smooth introduction. With all the code and pipelines in Azure DevOps, uptime and recoverability are essential to support maximum availability. HunaTek makes sure Azure DevOps Servers are backed up and routinely validated.

1.1.2.10 Information Assurance Support Activities

The HunaTek team supports Information Assurance (IA) as a collection of policies, standards, methodologies, services, and mechanisms to maintain mission integrity with respect to people, process, technology, information and supporting infrastructure. Information assurance provides for confidentiality, integrity, availability, possession, utility, authenticity, nonrepudiation,

authorized use, and privacy of information in all forms and during all exchanges. From governance to disaster recovery to business continuity, our team considers all aspects of IA in holistic program management.

HunaTek realizes there are no quick fixes for digital security. With the number of security vulnerabilities, breaches, and digital disasters increasing over time, it's vital that we work to understand and manage vulnerabilities to protect data and systems. Our approach considers security an ongoing process as a part of risk management as well as the software development life cycle (SDLC) and ultimately DevSecOps.

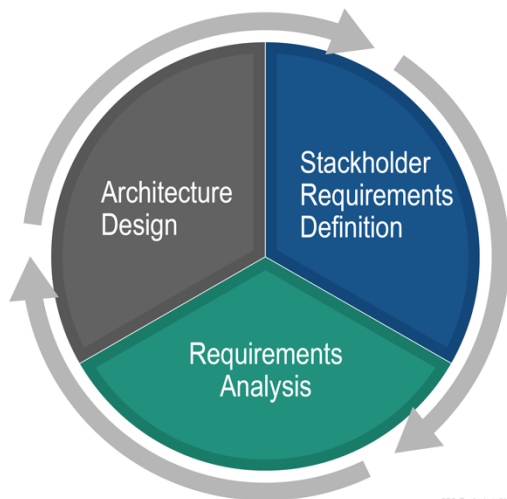
To address the ever-changing threat profiles, we apply a Defense in Depth strategy by employing interoperable and complimentary technical and non-technical layers of defense to apply a Defense in Depth strategy, such as accountability, access control, integrity, availability, life cycle management, and continual reassessment.

1.1.2.11 Requirements Analysis

HunaTek's team of seasoned Business Analysts work with our customers to design a process for determining the needs and expectations of all new products. We ensure all requirements are clear

Exhibit 8. Requirements Analysis.

We apply three complementary processes recursively at each level of a system's specifications.



and concise, contributing to the success of the development team's efforts. HunaTek believes effective Architecture Design requires an exhaustive Stakeholder Requirements Definition process - without which there can be significant rework due to misunderstanding of end-user needs, unexpected contract modifications, cost growth, and schedule slip. The objective of this process is to mitigate those risks by helping to ensure stakeholder requirements are decomposed into achievable, timely, and prioritized increments. While the product may in fact evolve as more information is learned through requirements analysis, this open partnership allows for transparency and empowerment for the customer to balance schedule and scope based on the business need and a realistic understanding of the cost of frequent changes. Thus, we apply these three processes **(Exhibit 8)** recursively at each level of the system's specifications and then iteratively within each level throughout development.

Through user interactions, we ensure that the development aligns to the expectations and user needs. Stakeholder communication and transparency are at the forefront of our mission and will be ongoing throughout the full life cycle of product development. Identification of the vision of our Stakeholders affords us the opportunity to ensure the appropriate customizations are made and the end state product conforms to all the requirements.

1.1.2.12 IT Governance

The HunaTek team provides thorough IT program governance in accordance with industry best practices such as the PMI framework as well as the policy requirements of our DOS customer. Our management team partners with key stakeholders to identify the strategic vision, budgets,

schedules, and key performance indicators for program assurance. HunaTek monitors status and evaluates the process for continuous improvement using weekly status meetings, monthly progress reviews, and a mid-quarter In-Process Review (IPR). We also provide regular status updates to assess key performance indicators, contribute to the continuous evaluation of the portfolio, and adapt to environmental changes or business needs. This ensures that all stakeholders are kept informed and the program stays focused on its objectives.

The HunaTek team practices this same diligence internally to ensure our contract team understands their role and responsibilities to perform at their best. We train, evaluate, and empower members to build quality solutions, provide diligent communication, and deliver excellent customer service. We take great pride in the diversity of our members across various disciplines which contributes to our effective operation as a team. In addition to our demonstrated technical skills and abilities, the HunaTek team also provides exceptional management, design, security, and operational expertise. This results in a well-rounded team of professionals who lead by example, exceed expectations, and demonstrate integrity in their work.

1.1.2.13 IT Systems Testing

HunaTek approaches systems testing through a framework that can perform both the functional and non-functional objectives of developing and releasing high-quality applications. Our functional testing methods (Unit, Integration, System, Acceptance) involve verifying that all the business requirements are being fulfilled by the application without any error. It involves all possible test types to verify if each part of the application behaves as expected and as per the business or the customer requirements. Our non-functional testing (Performance, Security, Usability, Compatibility) is performed to test performance, usability, reliability, compatibility of an application.

We use automated testing to get feedback faster, save time, and reduce cost. Automation removes the limitation on the number of test cases that can be verified and provides better insights so each release can have more features properly tested, which results in more functionality delivered as well as a higher-quality application. While automation does provide benefits to time and overall test coverage, we also recognize the value in maintaining manual testing, as well. Our testers' capacity is expanded by automated tests which help free up time to focus on more infrequent use cases or new functionality.

The HunaTek IT systems testing approach ultimately seeks to verify and validate that an application is bug free, meets the technical requirements as guided by its design and development, and meets the user requirements effectively and efficiently with handling all the exceptional and boundary cases. We aim not only to find faults in the existing software and infrastructure but also to find measures to improve the software/system in terms of efficiency, accuracy, and usability.

1.1.2.14 IT Systems Training

HunaTek's training initiatives ensure our user community is engaged, knowledgeable, and supported in adopting new and improved technologies that empower their work. We are experienced in developing and delivering training materials and technical writing templates as comprehensive tools that could be easily updated and delivered, keeping in mind any future revision cycles. Our work includes the design, planning, implementation, and enhancement of IT training materials as per Bureau standards as well as user feedback. We monitor and report the

effectiveness of training. This task requires high-quality writing, facilitation, and presentation skills.

We have experience developing and delivering training and conferences—both domestic and overseas—to include live system demonstrations, user acceptance tests, and question and answer sessions with end-users worldwide. HunaTek will develop and maintain training materials and quick reference guides as requirements are defined at the TO level.

1.1.3 Systems Development Lifecycle Services in a Scaled Agile Manner and Environment

HunaTek's organization is built on a solid foundation comprising certified PMP managers; coordination with Government management, business stakeholders, technical resources, and other DOS contractors through sound communications processes; professionally implemented SAFe and SDLC processes through certified and experienced leadership; and soundly developed project metrics supporting all status reporting requirements and enabling Continual Service Improvement (CSI).

HunaTek works hand in hand with our customers and their stakeholders to create a comprehensive list of well-vetted requirements. We create an overall design for the application being developed and then follow industry-standard best practices for implementing the design through the Agile development methodology. Further, we leverage principles of DevOps, integrating concepts such as automated testing and deployment to create a high-quality, low-defect solution. We carefully test each component during the entire process, with members of different disciplines taking part, from the technical team to the business process analysts to deliver the highest quality solutions. Finally, we work carefully across divisions to deploy high quality, secure applications that are well documented to a customer that is well trained in its use.

We adhere to SAFe's core values to align work and teaming agreements across projects and multiple Agile teams and synchronize deliverables that ensure success across the entire program. We will produce all documentation required of the SDLC, SAFe, training, and other governance plans and policies.

1.1.4 Maintain Program Continuity, Uninterrupted High-Quality Work, and Availability of Required Competent IT Professional Service Employees

HunaTek understands the importance of acquiring and retaining highly experienced IT Professionals. We have implemented a rigorous screening process to identify the right candidates for our clients. (See **Section 1.2.4** below). Our Human Resources team actively builds and maintains our pipeline of candidates that possess the necessary background which enables our ability to access a suitable replacement. Additionally, we ensure adequate documentation is in place to ensure knowledge transfer is possible in the event a replacement is not identified in advance.

1.1.5 Provide Customers with a Positive Experience by Maintaining a Professional and Efficient IT-Centered Workforce

At HunaTek, we believe that maintaining a positive, professional, and efficient IT-centered workforce is a primary key to success. Our staffing philosophy is to provide trained, certified, and experienced personnel to exceed qualification requirements and maintain high levels of IT support, without interruption or impact to performance of mission-critical tasks. Key to our success in fulfilling the staffing needs of our customers is a mature, active recruiting process that enables us to quickly staff highly qualified, ready-to-work employees required by NOMB. We

also keep focus on elements of employee retention (*see Section 1.2.4.1* Maintaining a positive and professional work environment yields open dialogue, innovation, issue resolution, comfort and most importantly a thriving, successful culture.

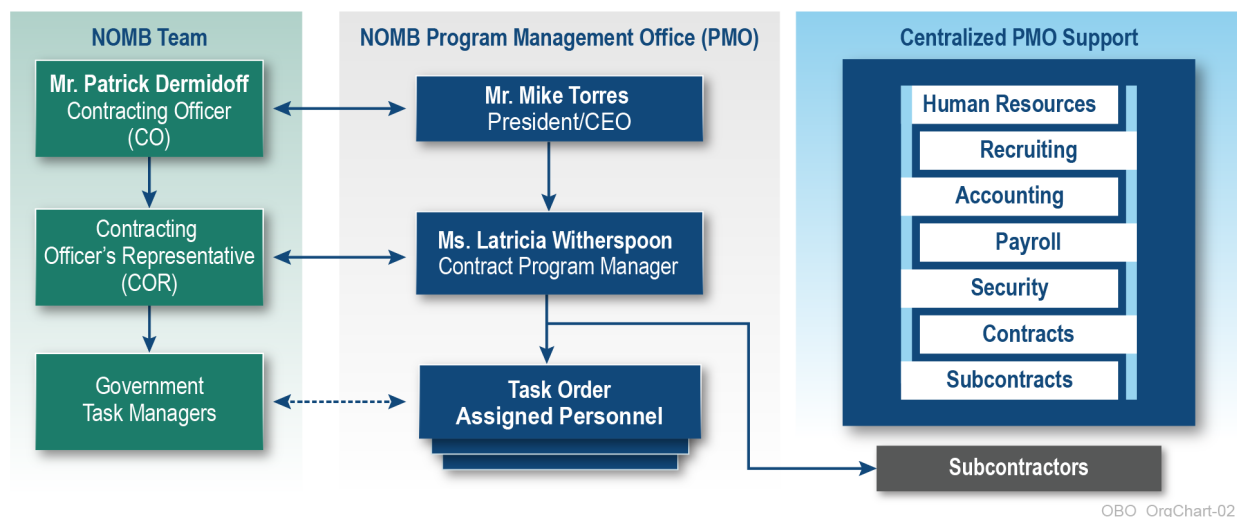
1.2 B. Contract Management Approach

HunaTek's plan for managing the NOMB IDIQ is built on a lean organization with experienced managers, clear lines of authority and communication, and an unwavering focus to program delivery.

1.2.1 Organization and Structure

HunaTek's PMO structure based on proven management practices applied to our Marine Corps Systems Command (MCSC) IDIQ and other programs. Our PMO will efficiently manage resources, costs, schedules, and quality, ensuring our ability to successfully support the requirements of this contract. Our proposed NOMB IDIQ program management organization, shown in **Exhibit 9** provides the functions and skills to deliver all required TO services and fulfill all solicitation requirements. Our proposed Contract Program Manager, Ms. Latricia Witherspoon, has supported DOS as a Program Director within DS/CTO.

Exhibit 9. Lean Organization. Our 'flat' NOMB organization ensures responsiveness and aligns with customer organizations.



This organization will operate as an integrated team, continuously collaborating with NOMB and coordinating internally to ensure timely and effective performance across all tasks.

1.2.2 Contract and Task Order Management

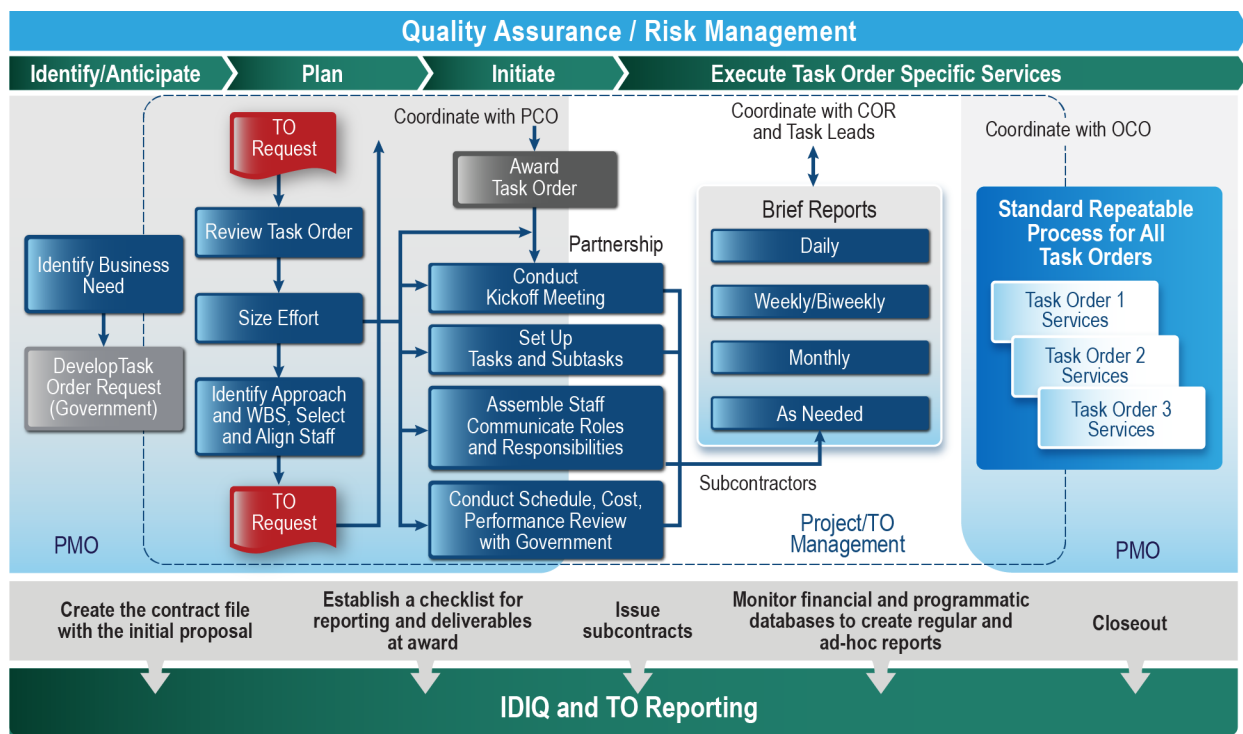
HunaTek recognizes the importance of this contract and is committed to providing support that is focused on efficiency, effectiveness, and responsiveness to meet the program objectives. Our centralized PMO will foster a consolidated team mentality that will enable efficient planning, communications, and coordination across our program's leadership team. Our PMO will be co-located in our Herndon, VA facility HunaTek's leadership responsible for Human Resources, Recruiting, Payroll, Accounting, Finance, Contracts, and Subcontracts.

HunaTek will use industry best practices to plan, document, execute, and track all tasks under the program. In doing so, we will apply PMBOK for project management along our business processes as it relates to staffing, recruiting and task order responses, management, and reporting. Our Contract Program Manager (PM), Ms. Witherspoon, will lead the PMO. She is empowered to make all decisions related to the contract and has full negotiating authority

for HunaTek. In situations when Ms. Witherspoon is unavailable, HunaTek President and CEO, Mr. Mike Torres, will perform the Alternate Contract Program Manager (ACPM) role.

We will leverage our successful Task Order Response Process (TORP) to deliver NOMB TOs. As a structured and repeatable process to respond to TOs under IDIQ contracts and manage subsequent awarded tasks, our TORP embodies sound project management principles such as PMBOK and ISO, as well as lessons learned from responding to and successfully managing numerous TOs under other IDIQ contracts. We have used TORP to successfully manage other IDIQ's such as Department of State, Bureau of Counterterrorism Support Services (CTSS) and Marine Core Systems Command (MCSC) Cost Estimating & Analysis (CE&A) contracts. Our TORP, which comprises four phases: *Identify/Anticipate*, *Plan*, *Initiate*, and *Execute*—is illustrated in **Exhibit 10**.

Exhibit 10. Task Order Response Process. *Our TORP for supporting NOMB contracts has proved effective for our Marine Corps Systems Command (MCSC) IDIQ and other and other contracts.*



OBO_Torp-01

1.2.3 Business Development / Managing Task Order Proposals

HunaTek's Task Order proposal process spans the Identify/Anticipate and Plan phases of our TORP. Our Business Development Team, led by Mr. Tim Fitzgerald, works with Ms. Witherspoon and prospective Task Leads to assess requirements and validate NOMB user needs. Based on the identified requirements, we pre-stage proposal resources, frame our response, and proactively engage teaming partners, if needed. Once the TO is released, our Contract Administrator enters the solicitation into our proposal system, and our TO Project Managers mobilize the resources that have been staged and leverage the preparatory information and estimates. Ms. Witherspoon, the TO Project Managers, and other SMEs work together to review the SOW, analyze technical and staffing requirements, and identify risks. They leverage institutional knowledge from our team's experience and other assignments, identify qualified

resources from our staffing database, including those of our subcontractors', and determine levels of effort. The TO Project Managers apply this knowledge to develop a sound, responsive technical approach, and a realistic and reasonable cost proposal.

1.2.4 Staffing Plan

HunaTek's priority is to apply the right talent to the NOMB Program, leveraging, when possible, the valued incumbent staff currently providing programmatic support. At the Task Order level, we start with a breakdown and analysis of the technical requirements for the TO and develop a staffing plan for successful execution. This analysis includes an assessment of required knowledge, skills, and experience required for success, and results in a staffing plan that is effective, efficient, and aimed at delivering programmatic success. The labor and skill mix defined in the staffing plan then leads us to an assessment of current staff, when applicable, and any additional staffing needs required to bring the required expertise to the project. Our proven approach to hiring and retaining incumbent personnel consistently resulted in our successful onboarding of Preferred Candidates for DOS and other customers. For our Office of the Judge Advocate General (OTJAG) IT Support Services (ITSS) program, our staffing plan resulted in the successful execution of 100% incumbent capture within five calendar days. These successes provide a high level of confidence that we will be able to hire and retain the desired staff. In addition to incumbent capture, HunaTek has an extensive recruiting program with the expertise to identify qualified, cleared staff with all required certifications for every position.

1.2.4.1 Recruiting Methods, Adjusted to the Local Market

HunaTek will use our proven rapid recruiting process to quickly identify and staff positions using multiple in-place recruiting resources as well as resumes already in our HR database. Our approach to recruiting the talent to support this program features:

- **A well-defined strategy** – Our strategy for finding the right candidates will begin with our HR repository of pre-cleared personnel. Individuals must maintain satisfactory standards of employee performance competency, conduct, appearance, and be trustworthy and honest possessing a high level of personal integrity. Our HR recruiters also screen online job seekers using popular websites such as Indeed.com, Glassdoor.com, LinkedIn.com, and ZipRecruiter.com, amongst others.
- **Pipeline approach** – The most effective recruiting approach is to build a steady stream of applicants (a pipeline). To build a continuous talent pipeline, we will use a 'pre-need' approach that includes workforce planning, continuous sourcing, and onboarding. Our recruiting efforts will continue throughout the life of the contract ensuring we have a continual pipeline of resources with required clearances to address urgent and unforeseen needs of Department of State as mission requirements change and evolve over time.
- **Competitive Compensation** – The very best people are always in high demand. Aside from offering candidates an opportunity to serve the U.S. Government with work that is interesting and challenging, we continuously monitor the labor market to ensure we're offering a competitive employee compensation plan, tailored to the relevant geographic location, to attract and retain top-level talent.

We are adept in identifying and engaging experienced IT and management professionals with skills matching customer expectations. Our effective recruiting process includes finely honed steps for requirements such as certifications and clearances that enable us to hire quickly in

response to critical staffing requirements. The effectiveness of our process is based on a dynamic and flexible approach to recruiting tailored to the unique needs of our clients, coupled with the experience of our recruiters.

Exhibit 11. HunaTek Recruiting Strategies

Strategy	Approach
Incumbent Capture	Leveraging the staff currently performing the work today, HunaTek has a proven process to recruit and retain priority personnel performing on the program today.
Leverage major public resume databases and job boards	We have access to resume subscriptions using the leading career search engines such as Career Builder, Monster, DICE, LinkedIn, and Clearancejobs.com.
Use social networking sites	We use social networking sites such as LinkedIn, Twitter, and Facebook both to source individuals and post open positions.
Recruit locally	We recruit locally using local area job fairs, user groups, local newspapers, and local universities.
Maintain presence in local professional organizations	We maintain a presence in local professional organizations such as PMI and other networking organizations
Military Transition Assistance Programs	We maintain relationships with local TAP offices and support our military personnel's transition to civilian. This supports expediting the on-boarding process since many of these candidates have the appropriate clearance and technical certifications required by the Government.

Our recruiting strategies are driven to deliver to the mission and goals of the NOMB program, and so too is our posture toward talent retention. HunaTek's ability to attract and retain highly

Exhibit 12. Leadership Alignment.

Our leadership, mentoring, and training program align with DOS' needs.



qualified employees is a cornerstone of providing outstanding customer service. A key component of our successful retention strategy is a focus on increasing employee engagement. We consistently collect and analyze employee satisfaction using multiple means, including employee satisfaction surveys, benefits surveys, regular review meetings with program leads, town hall meetings with open dialogues, group- and one-on-one lunches with our President/CEO. Opportunities for enhancements are elevated to the benefits committee.

1.2.4.2 Company Employee Compensation/Benefit Plan

Our key asset is the skills and experience of our staff. To ensure that we retain these vital assets, HunaTek offers our staff a comprehensive benefits package that includes an industry-competitive total compensation package (salary; PTO; health, dental, vision, disability and life insurance, 401k with immediate vesting and automatic 3% company contribution, merit and incentive bonuses, and training and educational assistance. We understand that compensation is just one part of the employee satisfaction equation and non-monetary factors play a significant in staff retention. We promote employee engagement and retention through policies and programs that promote work-life balance, team building, community involvement, and professional growth

and development. Managers work with their staff to create individual development plans (IDP) based on personal goals and provide opportunities to participate in management, technical, and development training. Our annual retention rate of 95% for our contracts demonstrates the effectiveness of these programs.

Exhibit 13. HunaTek Employee Benefits

Benefit	Description
Personal Time Off (PTO)	Exempt employees – accrued per pay period with minimum of 15 days per year
Sick Leave	Paid sick leave is granted in accordance with state laws when required
Medical, Life and Disability Insurance	Competitive health, dental, prescription drug, vision, life, and disability insurance to all employees who work 30 or more hours per week, their covered dependents, and their beneficiaries. The company pays the majority of Medical premiums. 100% company paid life and disability premium for all employees.
Flexible Spending Account	FSA allows contributions to a health spending account and/or a dependent care account on a pretax basis.
401(k) Saving Plan	All employees are eligible to enroll in our 401(k) Savings Plan after completing 3 months of service. Employees are vested 100% immediately upon enrollment. The plan features both pretax and post-tax (Roth) employee deferral options. Employees may elect to defer 1% - 90% of their salary to the Plan, up to the annual IRS limits. The company contributes 3% of employees base salary, regardless of employees contribution. Company's contribution vests day one.
Commuter Benefits	Employees whose regularly scheduled work location is located onsite at the government facility located within the DC Metro area are eligible to receive a \$125.00 commuter allowance.
Employee Assistance Program	Designed to help employees, managers, and organizations meet life challenges. Offering free comprehensive information and confidential counseling related to health, child and elder care, drug and alcohol abuse, work issues, legal and financial services to employees and their families.
Educational Reimbursement	Reimbursement up to a maximum of \$2,000 per year for course fees, books and lab fees only which are incurred by an employee for continuing education through an accredited program that offers growth in an area related to his or her current position. This can include college credit courses, continuing education unit courses, seminars, and certification tests.

1.2.5 Past Performance

HunaTek submits the following Past Performance Citations as a demonstration of our capability to perform work of similar size, scope and complexity as the Task Orders that will occur under the NOMB IDIQ contract. The citations below are highly complementary, demonstrating both the technical capability of performing the requirements of the NOMB program and proven performance supporting our DOS customers and the unique missions they serve.

1.2.5.1 Citation #1: OTJAG) Main Information Technology (IT) Support Services (ITSS)

Contract No.:	W15QKN19C0050	Contract Type:	FFP
Contract Value:	\$7,158,442.20	Period of Performance:	AUG 2019 – SEP 2020
Primary Reference POC:	Ms. Jennifer Rustwick Contracting Officer US Army Contracting Command 973-724-6812 jennifer.m.rustwick.civ@mail.mil	Secondary Reference POC:	Mr. Mark Bohler Deputy Chief/Program Manager United States Army Legal Services Agency 703-693-0277 Mark.W.Bohler.civ@mail.mil

Contract No.:	W15QKN19C0050	Contract Type:	FFP
Contract Name:	Office of the Judge Advocate General (OTJAG) Main Information Technology (IT) Support Services (ITSS)		
Contract Description:	<ul style="list-style-type: none"> HunaTek was awarded a prime contract for the US Army, Office of the Judge Advocate General (OTJAG) Main Information Technology (IT) Support Service contract. Under this contract HunaTek was responsible for maintenance and development of 80+ custom applications and 6000+ databases that make up JAGCNet, the Army JAG Corps internet-based enterprise knowledge management portal. Collectively JAGCNet applications and databases serve over 10,000 end users consisting of Department of Defense (DoD) attorneys, paralegals, and support personnel around the globe. As part of this contract HunaTek provided a full range of IT support services including Security/Information Assurance (IA) Assistance, Application Maintenance Services, Strategic Program Management Support, Website Content Maintenance, Network Operations Management, and Help Desk Support Services. As result of the outstanding performance on this initial contract, HunaTek was awarded the follow on to this requirement, contract number W15QKN20C0061, in September of 2020 under a competitive 8(a) solicitation valued at ~\$29M for one-year base, three one-year options plus a six-month option to extend. Contracting Officer and Contracting Officer Representative information are the same as listed above. 		

1.2.5.2 Citation #2: Department of State, Bureau of Counterterrorism Support Services (CTSS)

Contract No.:	19AQMM20D0035	Contract Type:	Hybrid FFP/T&M IDIQ
Contract Value:	\$22,000,000.00	Period of Performance:	Base MAR 2020 – MAR 2021, with four one-year options
Primary Reference POC:	Ms. Erin R. Schumacher Budget Analyst, Bureau of Counterterrorism 703-204-1793 SchumacherER@state.gov	Secondary Reference POC:	Ms. Celenne Cook Contracting Officer DoS Acquisition Mgt. 703-875-5840 CookCG@state.gov
Contract Name:	Department of State, Bureau of Counterterrorism Support Services (CTSS)		
Contract Description:	<ul style="list-style-type: none"> HunaTek was awarded a prime Indefinite Delivery Indefinite Quantity (IDIQ) contract by the Department of State (DOS) to provide administrative staff augmentation support services to the Bureau of Counterterrorism (CT). Through our service-driven business model HunaTek focuses on CT customer staff augmentation needs and ensures we have the right resources to meet them. We do this by attracting and maintaining a well-qualified staff and established processes for onboarding and offboarding personnel that align to State specific requirements. Our experienced program team consists of Budget Analysts, Office Management Specialists, and Program/Project Managers that support various levels of DOS leadership, including to Chiefs of Staff and Ambassadors. Our team is responsible for providing multi-faceted support that includes a spectrum of responsibilities from task order responses and budget analysis, to planning meetings, and ensuring VAR submissions are completed and badging requirements are met. This proven ability staff appropriately, whether through new or incumbent personnel, is demonstrated clearly through our execution of the CT Support Services (CTSS) contract. Since inception, HunaTek has successfully delivered on this contract, maintaining a low vacancy rate, a trusted relationship with our client, and a CPARS rating of “Very Good” in Management. 		

1.2.6 Current Facility Clearance

HunaTek hold a Top-Secret level facility clearance as required for contract performance in accordance with the DD Form 254, Department of Defense Contract Security Classification Specification. Because this is an Indefinite Delivery/Indefinite Quantity Contract, the appropriate level of Security Level Clearance will be specified at the task order Level.

Since it will be necessary for some HunaTek personnel to have access to classified material and/or enter areas requiring a security clearance, each contractor employee requiring such access will have an individual security clearance commensurate with the required level of access prior to contract performance. Individual clearances shall be maintained for the duration of employment under this contract, or until access requirements change. In addition, HunaTek will obtain approval from the Program Office for all contractor personnel requiring MPRT Certification, as applicable.

HunaTek will obtain a DOS building pass for all employees performing under this contract who require frequent and continuing access to Department of State facilities in accordance with Bureau of Diplomatic Security Instructions.

Classified material received or generated in the performance of this contract shall be safeguarded and disposed of in accordance with the National Industrial Security Program Operating Manual (DOD 5220.22-M). Taken from NISS, **Exhibit 14** shows HunaTek's current Top Secret (TS) Facility Clearance (FCL).

Exhibit 14. HunaTek's Top Secret Facility Clearance

View Notification

The following changes have occurred for 73D83 Distributed Computing System Solutions Provider Inc. (DCSSP) DBA HunaTek Government Solutions:

A verification request was created for this facility.

*This information is valid as of 07/06/2021

This is to advise you that the following information is current verification information for the facility.

CAGE Code: 73D83
Facility Name: Distributed Computing System Solutions Provider Inc. (DCSSP) DBA HunaTek Government Solutions
Physical Location: 13900 Lincoln Park Drive
Suite 350
Herndon VA 20171

Classified Mailing Address:

Classified Hardware Mailing Address:

This facility is NOT approved to receive overnight mail via FedEx/UPS.

Classified Overnight/Commercial Carrier Address:

Facility Clearance Status/Level: Active / Top Secret
Status Date: 07/01/2019

Document Safeguarding Level: None

Authorized Access to:

FCL Limitations:

Special Limitation Notes:

Facility Security Officer: Torres, Michael
Facility Security Officer Phone Number: (925) 895-3832
FSO Email Address: Mike.Torres@hunatek.com
DCSA Field Office: National Access Elsewhere Security Oversight Center
DCSA Field Office Phone Number: 410-689-2905
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You will be notified of changes in this information until 07/06/2021

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1.2.7 Employee Travel Arrangement Process

HunaTek understands that travel may be required during the performance of TOs issued under this contract. All travel will be coordinated and approved by the TO COR and performed in accordance with Federal Travel Regulations and applicable contract clauses. HunaTek's management brings many years of supporting the DOS across the globe, and will follow established processes to promote efficiency, timeliness, and affordability while travelling in support of the NOMB program. Our travel process commences with the identification of the travel need, and is detailed as follows:

1. The NOMB's Government Technical Manager notifies the required resources of the travel requirement.
2. Travelling resource completes a Travel Authorization Request (TAR) that details the travel requirement and purpose, traveler information, destination, dates, and an estimate of costs to include transportation, lodging, and per diem. Other considerations as part of the travel estimate include items such as VISA, passports, medical screenings, DBA insurance (<https://www.dol.gov/agencies/owcp/dlhwc/lbdba>), and hazard and hardship costs.
3. The HunaTek PM submits the completed Travel Authorization to the COR for approval, and provides detail of the current funding availability and/or a request for additional funding. Upon approval by the Task Order COR, the travelling resource books their travel arrangements, in compliance with the Federal Travel Regulations.
4. For travel outside the continental United States (OCONUS), the HunaTek PM ensures items such as VISAs, Country Clearances, and any other required documentation for international travel are in-place. Prior to deployment, the travelling personnel completes Foreign Affairs Counter Threat (FACT) training and completes the High Threat Security Overseas Seminar) for contractors (HTSOS-C).
5. Upon return from travel, the travelling staff completes and submit a detailed expense report that will be reviewed by HunaTek and submitted for invoicing.

1.2.8 Recruiting Methods, Adjusted to the Local Market

Included in **Section 1.2.4**, above.

1.2.9 Project Manager/Key Personnel – Resumes and Bio

1.2.9.1 Program Manager – Ms. Latricia Witherspoon

Ms. Latricia Witherspoon will serve in the role of Program Manager for the NOMB program, providing the leadership on behalf of HunaTek. We provide her detailed resume in **Exhibit 15**.

Exhibit 15. Resume of Ms. Latricia Witherspoon – Program Manager

Requirement	How Ms. Witherspoon Meets the Requirement
<i>Min 5 years of experience</i>	<ul style="list-style-type: none"> Ms. Witherspoon has 15 years of experience as Program/Project Manager supporting various agencies within the DoD. In her current role as Program Director, she manages and maintains a portfolio of projects to include software development and upgrades and cloud deployments. She is responsible for planning, scheduling, and controlling the activities of multiple IT projects and a team of 80 personnel.
<i>Education/Professional Certifications:</i> <i>Bachelor's Degree or equivalent required, ITIL Certification (preferred), PMP (preferred), data center operations, IT infrastructure management, systems engineering or IT program management</i>	<ul style="list-style-type: none"> ITIL v3 Foundation (2011) Project Management Professional (PMP) June 2017 Certified Scrum Master (CSM) May 2017
<i>Supervisory Skills Required: Yes</i>	<ul style="list-style-type: none"> Ms. Witherspoon currently supervises over 80 personnel supporting DS/EX/CTO as a Program Director for a large IT modernization contract.
<i>Security Clearance Level Required: TS/SCI</i>	<ul style="list-style-type: none"> Ms. Witherspoon has an active TS/SCI clearance.
<i>Associated OPS (SOW) Tasks:</i> <i>All Base and Sub-Tasks</i>	<ul style="list-style-type: none"> Ms. Witherspoon has direct experience supporting all base and sub-tasks in the SOW to include helpdesk/call center support, network operations and maintenance, service support, cross functional support, and full project lifecycle support as a Program Director for ActioNet supporting DS/EX/CTO

Education and Certifications
<ul style="list-style-type: none"> Bachelor of Integrated Information Science and Technology; The George Washington University 2010 Master of Science in Information Technology (MSIT) Project Management; UMUC May 2012 Master of Business Administration (MBA); UMUC May 2015 Six Sigma Fundamental Certification, 2010 Certified Information Security Manager (CISM) – (in progress)

Experience		
Company	Title	Start Date / End Date
ActioNet DS/EX/CTO	Program Director	Start Date: March 2017 End Date: Present
<p>Description: Responsible for overseeing all aspects of the contract and related tasks. Proven management solutioning experience with current and emerging technologies including, but not limited to: Agile development approaches, DevOps/DevSecOps, CI/CD pipelines, cloud-based hosting and development environments/platforms, advanced data analytics, and cybersecurity best practices. Evaluate customer issues and make educated decisions on technologies, tools, and the overall delivery strategy. Successfully communicate to customers, contract program managers, industry partners, ActioNet senior management, and Government representatives. Provide leadership and creativity in new business capture and proposal development. Manage and create team evaluations, implement mentorship for team, and maintain a strong community culture. Maximize the use of resources to include technical employees and Project Manager to ensure greatest ROI for the organization. Ensure all system security requirements are addressed during all phases of the IS lifecycle. Ensure project deliverables are provided on time and within scope of the contract. Responsible for scheduling, coordination and completion of tasks required for steady state systems, maintenance, documentation, development, and enhancements to web-based systems. Work with team to develop and deliver ROM and cost estimates on new requirements. Set deadlines, assign responsibilities, and monitor and summarize progress of the project. Prepare project/program management documentation to include IT assessments findings, security documentation, roadmaps, and schedules.</p>		

Experience		
Buchanan and Edwards Department of State	Senior Project Manager	Start Date: May 2016 End Date: March 2017
Description: Managed day- to -day operations for (VDI) through installation. Provided oversight to the team for scheduling the VDI Deployment Technician's visits, communicating pre and post deployment instructions and assisted the deployment staff by guiding them with up-to-the-minute instructions on daily events/needs. Created process guides, communication scripts and instructional documentation. Tracked and managed project progress, issues/risks, monthly dashboards, and schedule. Worked with security assessor to document security controls for various Information Systems. Coordinated with security assessor to address POA&M findings with development team. Coordinated the creation of the following documentation: System Security Plan (SSP), Security Categorization Form (SCF), Privacy Impact Assessment (PIA) and e-Authentication Risk Assessment Form eRA. Attended weekly executive meetings to discuss and identify shortcoming and mediate any identified issues.		
Management Strategies Office of the Comptroller of Currency (OCC)	Senior Project Manager	Start Date: February 2016 End Date: May 2016
Description: Supported Deputy CIO/ Program Manager with \$120M BPA Contract, which consists of nine Projects. Managed 9 Projects simultaneously. Served as Senior Project Manager, worked with all CORs to ensure contract revenue and modifications are accurate. Identification of budget in jeopardy, wrote SLAs to improve existing contract shortcomings, KPIs to promote improved functionality and outputs. Conducted Transition Trainings for new and previous vendors to ensure all components of the projects are successfully transitioned to new Vendors. Conduct and attend Workshops to determine areas that may benefit from new SLAs and KPIs. Communicated department wide all new developments and upcoming events on behalf of Office of Management.		
Column Technologies, Inc	Senior IT Project Manager	Start Date: January 2013 End Date: February 2016
Description: Tracked and managed US, UK and Canadian Projects utilizing Prince Methodologies. Maintained awareness of new and emerging technologies and the potential application on client engagements. Consistently worked up to 12 projects in parallel. Was responsible for all aspects of product implementation including security, information assurance, assessments, and testing. Created and executed project work plans. Revised work plans as appropriate to meet changing needs and requirements. Identified project resources as needed and assign individual responsibilities. Managed day-to-day operational aspects of a project and scope. Reviewed deliverables prepared by team before passing to client. Minimized our exposure and risk on each project. Ensured project documents are complete, current, and stored appropriately		
Walter Reed Medical Center	Project Manager	Start Date: June 2012 End Date: January 2013
Description: Managed multiple projects simultaneously. Worked with Branch Chiefs to manage projects within the department. Worked with subject matter experts, System administrators and medical staff as necessary to gather requirements and assess risks. Developed and maintained IT systems documentation for all aspects of operations and administration, in compliance with applicable standards and policies. Assessed and strengthened Computer Security and planned for strong cyber defenses. Recommended new or revised methods to affect greater efficiencies of IT systems and processes. Ensured that projects are kept on track and that status/progress can be measured with project milestones and deliverables.		

1.2.10 Invoicing Process, Based on Requirement

HunaTek's project invoices are issued directly from our Unanet accounting system. We anticipate that each task order will be billed separately. Our accounting system collects all time charges and associated labor costs, travel costs, other direct costs and subcontractor costs in a single unified system. Subcontractors working on labor-hour or cost-plus task orders record their time directly in our accounting system. All time and expenses are recorded against pre-assigned projects, tasks, and labor categories. Invoices are issued monthly and can be produced at various levels of detail down to the individual employee. Expense detail and backup documentation will be attached to invoices for travel and other non-labor direct costs.

Unanet maintains both provisional and actual indirect rates for each fiscal year. Provisional rates are applied to travel and ODCs when billed and are used for billing cost-plus task orders. When

rates are finalized, the system will generate a settlement invoice to capture the difference between the provisional and final approved rates.

1.2.11 Transition Plan and Methodology from Current Requirement

HunaTek will develop a tailored Transition Plan based upon the requirements defined at the Task Order level. These plans are built upon our experience and lessons learned transitioning contracts and existing programs. Our risk-sensitive approach focusses to stabilize the program during initial transition and minimize operational impact. Incumbent capture is a key component of our capture strategy, and while those goals may vary on a Task Order basis, HunaTek generally aspires to retain 80% of the incumbent personnel while bringing in new talent for the remaining 20%. This both minimizes the risk of losing domain knowledge loss on the contract, while allowing for the opportunity of new ideas and innovation from new talent infusion.

HunaTek's approach ensures continuity from current requirements through the following three phased approach:

Phase 1 –Pre-Award: Prior to Task Order award, HunaTek will commence new employee recruiting, incumbent identification and alignment, clearance verification, and assignment of the Transition Team. Specific pre-award activities may include: 1) creating and advertising job requisitions for the identification of staff; 2) leveraging our relationships with incumbents and aligning them to appropriate positions; 3) creating and advertising job requisitions for all identified positions on the contract; 4) preparing to host a recruiting events in the locality where the work is to be performed.; and 5) identifying and recruiting core and optional staff.

Phase 2 –Implementation: Post-award, we will schedule a kickoff meeting with the DOS Program Team to review the transition plan, discuss issues and risks, and open the lines of communication for a collaborative working relationship. During this phase we validate our staffing plan submitted in the proposal and update if needed. We then evaluate current incumbent skillsets and performance against our proposed staffing plan. HunaTek then makes offers to all desired incumbents, executes subcontract agreements, and finalizes the selection of non-incumbent personnel. All staff will be given an in brief that covers the work environment, contract requirements, and program protocols for successful delivery.

Phase 3 –Full Operational Control: Through the transition term, HunaTek will provide close communication to all stakeholders, and the support structure for new personnel ensuring all program elements are effectively implemented and executed.

1.2.12 Approach for Completing the Security Plan and Certification and Accreditation Requirements as Required by the Clause At 652.239-71

Our approach is to take the existing IT Security Plan under which you are operating today and update and tailor it so that it incorporates latest best practices, mandates, as well as our experience and expertise. If the IT Security plan is missing or otherwise unavailable, HunaTek could also create the IT Security Plan. The plan will be submitted to the Contracting Officer and Contracting Officer's Representative (COR) for acceptance within 30 days, as required. Thereafter, we will participate and comply with activities and external groups necessary for the initial and on-going accreditation and verification of the IT Security plan. HunaTek builds into our processes and training an adherence to 48 CFR § 652.239-71 - *Security Requirements for Unclassified Information Technology Resources*.