

**Request for Information (RFI) Response for
RFI W15BW9-22-X-TH10
Combat Capabilities Development Command - Armaments Center
(DEVCOM AC) for Administrative Management and
General Management Consulting Services**

Submission due: September 26, 2022, 3 p.m. EST

Submitted to:

DEVCOM AC

KO Contracting Office Building

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Submitted by:



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Corporate Overview

HunaTek Professional Services (HunaTek) appreciates this opportunity to respond to RFI W15BW9-22-X-TH10 for the Combat Capabilities Development Command - Armaments Center (DEVCOM AC) to provide Administrative Management and General Management Consulting Services.

HunaTek has its principle place of business at 13900 Lincoln Park Drive, Suite 350, Herndon, VA 20171. HunaTek, as part of a portfolio of Alaska Native Corporation (ANC)-owned entities, provides a range of services focused on delivering right-sized solutions to our customers' mission requirements. HunaTek delivers affordable and measurably effective outcomes across your project's lifecycle—from concept to closeout. The result: streamlined project implementation, effective cost controls, and consistently superior mission outcomes. HunaTek holds the following contract vehicles: 8(a) STARS III, GSA Multiple Award Scheduled (MAS, formerly Schedule 70) and FAA eFAST. HunaTek's CAGE Code is 73D83. HunaTek's registration in the System for Award Management (SAM) is current and complete. HunaTek operates under the following NAICS codes: 541519, 541512, and 541611. As a small business, HunaTek has the flexibility and capacity to meet every technical and program management requirement outlined in the government's requirements.

We ensure quality service delivery because HunaTek back-office support includes:

- HunaTek's Accounting and Finance office maintains accounting and finance policy, and implements controls that enable corporate and project-level budgeting, planning, and financial reporting. Our accounting system is DCAA approved.

CORPORATE INFORMATION	
Company Name:	HunaTek Professional Services (HunaTek)
Address:	13900 Lincoln Park Drive, Suite 350 Herndon, VA 20171
Phone:	571-464-5198
Website:	https://hunatek.com
Unique Entity ID:	VLLKTRK4ANF3
Cage Code:	73D83
Level of Facility Clearance Level:	Top Secret
Business Classification / Size:	8(a) small business
Point of Contact:	Timothy J. Fitzgerald, Chief Operating Officer tim.fitzgerald@hunatek.com

- HunaTek's Human Resources and Recruiting team manages internal and external staffing requirements in support of all our projects, providing the ability to attract, hire, train, and retain a high-quality workforce. We offer a competitive compensation package, incentivizing employees to grow with the company.
- HunaTek's Contracts team administers contracts and subcontracts, and is responsible for procuring materials and services from qualified suppliers and subcontractors.

HunaTek is well-suited to support all project and administrative operations and activities, such as: short and long range project operations and schedules; planning of schedules, appointments/meetings;

coordinating visitor arrangements, travel arrangements; including Continental United States (CONUS) and Outside Continental United States (OCOUS) travel schedules, status of

orders and itineraries, Visas, theater clearances, transportation and accommodations; presentations and briefing arrangements; data entry into web based systems.

THE 8(A) ANC ADVANTAGE WITH HUNATEK

Move your mission forward quickly with sole source contracting.

As 8(a) Alaska Native Corporation-owned companies, we offer flexible and streamlined sole source procurement options up to \$25M for Civilian and \$100M for DOD agencies - without the need for a J&A. This option is available throughout all our SBA-certified 8(a) subsidiaries with increased sole-source limits enacted through the Federal Acquisition Regulations (FAR) and Code of Federal Regulations (CFR). Our advantages include:

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| ✓ Increased flexibility to structure the right contract for evolving requirements or Statements of Objectives. | ✓ Claim amounts contracted to HunaTek against your targets for Small Business, Native American/Tribal and 8(a) Disadvantaged. |
| ✓ Direct collaboration with a vested partner on the right solution and an affordable price. | ✓ Negotiate pricing directly. |
| | ✓ Avoid the risk of protest after award – and begin delivering to the mission |

Track Record of Successful Projects

HunaTek is a mature company with support functions that enable consistent performance, accountability, and efficiency across the portfolio of projects performed by the company. Our corporate infrastructure enables our program managers, engineers, analysts and other experts to focus on the objectives of the client mission. Working with HunaTek reduces risk to the government because we ensure contract compliance and increased stakeholder satisfaction.

Professional Support Services (2020 - 2025 / \$22m)

At the U.S. Department of State's Bureau of Counterterrorism, HunaTek provides a broad range of Professional Staff Support Services to the Department of State's Bureau of Counterterrorism (CT). HunaTek personnel include office managers to assist with Front Office and general office support, as well as Management Analysts, quite often defined as project coordinators and project analysts to assist in offices that require research, analysis, and coordination of information and materials, as well as Budget Analysts and HR Specialists. As the Prime Contractor HunaTek is responsible for all personnel on the program, to include the quality, management, supervision,

equipment, materials required to successfully perform various support services required by CT. This staff intensive program requires the ability to identify, recruit and retain top talent for the CT mission, and rapidly respond to requirements as they emerge. At the end of each year, DOS recognizes employees for their outstanding performance. At the end of 2021, five of HunaTek personnel received recognition for their outstanding support, dedication, and teamwork. Two of the five received the Department of State Award of Excellence, which recognized their substantial contributions to their teams.

Programs & Resources End-to-End Support (2020 - 2023 / \$23m)

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

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

Network Operations Management Branch IT Services (2021 - 2026 / \$24m)

For the Department of State / Bureau of Overseas Building Operations, HunaTek provides support to the Network Operations Management Branch (NOMB) with IT Services providing on-premise and cloud based infrastructure support to the Bureau of Overseas Building Operations (OBO). This includes providing staffing and leadership for a broad range of support that includes

overall systems architecture, solutions architecture, network administration, systems administration, systems engineering and DevSecOps programming and security support. HunaTek is responsible for preparing infrastructure, optimizing and backing-up systems, and creating automated VM, OS and applications builds in all OBO system enclaves. The team supports over 40 business applications and the supporting IT infrastructure.

Organizational Capability to Address the Government's Requirements

HunaTek is well-positioned to support the Picatinny Arsenal and Benet Laboratories at Watervliet Arsenal in New Jersey. HunaTek has refined our methods of training, resulting in staff skillsets to support projects and attendant administrative operations by embedding program and project management capabilities as fully as possible across our team. This involves a cultural element, particularly needed to elevate our offerings above the competition.

In particular, the need to expand Program and Project Management (PPM) beyond the traditional spheres of information technology and engineering projects may present challenges to the government. HunaTek helps our clients meet these challenges because our senior leadership champion best practices and seek to involve our employees (see Staffing Capability, following). HunaTek is well-regarded for putting the right people in place to find the best solutions.

To provide Project Level Administrative Assistants, HunaTek will staff personnel who possess the ability to interact with high-level stakeholders, with the ability to maintain confidentiality. They will perform complex administrative functions using independent judgment and reflecting personal responsibility; This means interacting with stakeholders appropriately – HunaTek identifies the stakeholders that are affected by an activity and those who have expertise that is needed to conduct the activity. This list of relevant stakeholders will probably change as the project moves through the phases of the project life cycle. It is important, however, to ensure that relevant stakeholders in the later phases of the life cycle have early input to requirements and design decisions that affect them.

Once a task has been assigned and approved internally, Administrative Assistants follow the project plan. To ensure commitment, we reconcile any differences between staff and the available resources, by decreasing or rescheduling technical performance requirements, negotiating more resources, increasing productivity, outsourcing, or revising the staff skill mix. Once reviewed and approved, Project Level Administrative Assistants respond to the project plan as it is updated and maintained throughout the life of the project. This is used as a baseline for performance monitoring and measurement.

Our team members are capable of producing complex documents, including spreadsheets and PowerPoint presentations; manage multiple tasks, projects and deadlines; as well as assist with special projects. Personnel must have extensive knowledge and experience with Microsoft Office

(Word, Excel, Powerpoint and Outlook). The following summarizes HunaTek's organizational capability to address the Government's requirements.

Tools, Capabilities and Methods	Functional Areas					
	Project Level Administrative Assistant	Directorate Administrative Support	Executive Administrative Support	Center HQ Support	Stakeholder Interaction / Communication	Information Management
Experienced with government agency policies, processes, culture	✓	✓	✓	✓	✓	✓
Data management, analysis, reporting	✓	✓	✓	✓		✓
Manage multiple tasks, projects and deadlines	✓	✓	✓	✓		✓
Financial reporting	✓	✓	✓	✓		✓
Asset management	✓	✓	✓		✓	✓
Interact with high-level clients while maintaining confidentiality	✓	✓	✓	✓	✓	
Produce complex documents	✓	✓	✓	✓		✓
Planning, coordination, and task execution	✓	✓	✓	✓	✓	✓
Security awareness and coordination	✓	✓	✓	✓		✓
Collection, distribution and analysis of information	✓		✓	✓	✓	✓
Transfer of specialized knowledge	✓	✓		✓	✓	✓
Meeting preparation, agenda, management, and post-meeting followup (minutes, action items)	✓	✓			✓	
Microsoft Office (Word, Excel, Powerpoint and Outlook)	✓	✓	✓	✓		✓

Directorate administrative support personnel will have similar qualifications to Project Level Administrative Assistants, and will arrange meetings and conferences and prepare appropriate background material. HunaTek would provide pre-event planning, on-site coordination, and post-event activities. Pre-event planning will include development and distribution of announcements, and creation of the agenda and technical materials. As we have done for a number of other government clients (see Track Record of Successful Projects, preceding), our

Directorate Administrative Support personnel will provide on-site coordination. For example, for the U.S Marine Corps, we arranged knowledge transfer meetings, providing attendee check-in, security coordination, document control, and development of presentations to conference/meeting attendees. Our team is skills at post-event activities: developing and distributing conference proceedings (such as action items, agendas, minutes, presentations, attendee roster), lessons learned reports, and After-Action Reviews. HunaTek personnel augmentation is strong in the support of conferences, workshops and meetings that provide a forum for the dissemination of technical insights. To this end, our Administrative Support staff provide financial and performance analysis and presentations. We have development reports and presentations for lessons learned/risks mitigated at the unclassified level.

The personnel HunaTek has available for Executive Administrative Support have the same skills sets as described above. In addition, HunaTek will provide assistance and support for all operations and activities related directly to a Center Headquarters Office (HQ). Support will include short and long range project operations and schedules, appointments and meetings, Video Tele Conferencing (VTC), coordinating high level visitor arrangements, travel arrangements for Continental United States (CONUS) and Outside Continental United States (OCONUS), preparing presentations and briefing arrangements. In carrying out the proposed duties, HunaTek would provide personnel that possess the ability to interact with high-level clients as well as maintain confidentiality; perform complex project and administrative functions which include independent judgment and responsibility, create and produce moderate to complex documents including spreadsheets and presentations, manage multiple tasks, projects and deadlines, as well as assist with special projects. HunaTek would assist the center in the collection, distribution and analysis of information regarding costs, personnel, facilities and equipment. These services may include support for Quarterly Reviews and other senior leader meetings by providing personnel with: processes, procedures, related information, or status. As we have done at the U.S. Departments of State and Defense, HunaTek will maintain liaison with numerous support organizations — including Acquisition Center, Civilian Personnel Advisory Center (CPAC), Resource Management, and Installation Support Activity (Garrison) to obtain necessary services.

We offer a standardized framework for a phased approach to administrative support of projects. Based on discrete steps, the HunaTek approach is based on the Project Management Body of Knowledge (PMBOK), a set of standard terminology and guidelines for project management. The body of knowledge evolves over time and has been adopted by HunaTek for use across the public sector. In parallel, we train our staff in recognized best-practice in the discipline of project and administrative management, including financial principles. HunaTek recognizes that a 'one size fits all' approach is not always appropriate as agencies are not uniform in their structure, size, functions, missions, etc.

Therefore, our team understands that program and project managers must make pragmatic decisions in applying our core guidance to reflect their own responsibilities and circumstances. However, a common language and an approach on certain issues (such as risk management and process improvement) exist across the stratum of government.

Sound governance is required to ensure adequate project /program oversight. HunaTek ensures arrangements are established that are proportionate to ensure that there is clarity of purpose with regard to project/program objectives. Our approach seeks to help the government prioritize projects (within a program) and set the right milestones and performance targets — key performance indicators KPIs). This is achieved by HunaTek administrative staff and team leads who monitor progress and oversee project execution to ensure tasks adhere to the original scope and business case of a project.

HunaTek methods are predicated on the need to recognize that good processes are those that enable anyone (in the organization) involved in the project to speak the same language with the same understanding as other project members. They can thus understand how projects and project activities are ordered and managed in a structured, logical and organized way, following defined steps. We do this by communicating progress against the project plan.

People are key to a successful undertaking. Projects HunaTek undertakes for government clients are resourced with sufficient people having a suitable mix of subject matter expertise and project management skills. Our leadership sees project assignments are an opportunity to provide staff with a new developmental work experience.

Staffing Capability

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

HunaTek recruiting staff maintains a database of hundreds of candidates identified through various sourcing methods and referrals. We use this database to track candidate qualifications (e.g., years of experience, degrees, certifications, level of clearance), desired location for work, salary requirements, and other relevant information gathered during the screening process. This database allows us to maintain relationships with individuals over months — and sometimes years — in cases where the candidate availability is not immediate or there is a long-lead requirement for support. The following outlines HunaTek's staffing approach.

Step	Staffing Approach
Identify	Identify and understand customer requirements for a position. Apply a hybrid methodology, including employee referrals, job fairs, external recruiters, commercial resume sites, and social media and outreach. Collect qualified candidate resumes for consideration.
Screen	Evaluate candidate resumes and conduct telephone screening to assess skill level, experience, interest and availability. Security clearance and certification levels and expiration dates are verified.
Interview	More in-depth interviews are conducted (face-to-face if possible) to evaluate candidates' abilities, demeanor, and professionalism to determine if they are a good fit for the specific position.
Verify	Conduct reference and background checks to validate qualifications, dependability and performance.
Place	Negotiate compensation and provide candidate with specific guidance on position requirements.
Train	New hires complete required client and company training during new hire orientation and onboarding.
Supervise and Monitor	Managers provide direct supervision, communicate regularly with personnel assigned to tasks, and monitor performance, communicating frequently with the customer to determine that performance objectives are being met. Employees are formally evaluated on an annual basis.
Retain	We are committed to providing a positive work experience for our employees. Competitive compensation and benefits, generous paid time off and recognition for superior performance are key. Employees are given opportunities for career advancement. Employees are encouraged to identify training, education and additional certifications that will help them grow professionally. They are recognized with spot bonuses related to customer appreciation.

With a constant pool of qualified candidates, HunaTek's average staffing time for vacancies is two weeks or less. We have the ability to complete instant background checks and our hiring managers are empowered to make instant commitments to qualified employees as long as compensation requests fall within pre-established ranges for contract labor categories. If an exception is requested, senior management responds within minutes. Highly qualified candidates offer themselves competitively in the labor market. We understand they are likely talking to other prospective employers, so when we want them on our team, we move quickly. The two-week average is driven more by a candidate's need to give notice to current employers and any additional customer vetting that may be required. We respect candidates that insist on giving their current employer reasonable notice. It speaks to our team's professionalism, sense of responsibility, and ethics.

Ability to Attract and Retain Qualified Personnel

HunaTek uses various sourcing methods to draw qualified and diverse applicants, such as employee referrals, subscription services including Clearancejobs.com and, when necessary, the use of external recruiters. We judiciously use social media in our recruiting process, including Facebook, LinkedIn, Glassdoor and Twitter. We have access to an enormous pool of qualified and experienced veterans and military spouses worldwide as a partner in the Office of the Secretary of Defense Military Spouse Employment Partnership (MSEP). We are also associated

with MilitaryOneClick.com (MOC), which is a resource website specializing in connecting the Military veteran and spouse community with employment opportunities. MOC is partnered with the White House Joining Forces Program and the US Chamber of Commerce Hiring Our Heroes Program and connects directly with veterans and military spouses seeking employment. Access to this wealth of talent enhances our ability to ensure that positions are filled in a timely manner, reduces the time it takes to replace personnel, and extends our reach to areas in proximity to our client locations. We dedicate hours to networking, searching, and reviewing profiles to locate talented and qualified candidates.

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

Cleared Staff

HunaTek understands contract performance requires our team to access classified information up to Top Secret. With years of experience at agencies requiring cleared personnel, we have had access to sensitive cybersecurity, principle protective information, counterintelligence and terrorist threat information, and other classified information. In addition to a current Top Secret facility security clearance, members of the HunaTek team are cleared to access classified information via the Department's ClassNet and the Joint Worldwide Intelligence Communication System (JWICS). Once an individual has been identified as a potential candidate for a position, verification of certifications happens in the screening phase for HunaTek. Depending on the position and the requirements, HunaTek can employ a number of methods when verifying certifications, including requesting copies of such said certifications, contacting references and institutions for verification, performing background checks and using open source methods as a means for verification, etc. Depending on the project, HunaTek is also able to setup a candidate for health and psychological screenings through our partner services. Our solution to addressing the primary impact a lack of clearer, qualified personnel CONUS and globally is in our process for on-boarding cleared staff, preparing them for deployment, and staging them to any theatre. HunaTek obviates the lack of access to quality personnel, mitigating delays in getting staff on location in a timely manner, eliminating poor continuity of effort, lack of specialty services, lack of training/education, and related problems.

Minimizing Human Resources Risk

Our organization employs several initiatives to provide a stable, secure work environment and create healthy social interactions: Recognizing meritorious work; Structuring monetary compensation to be competitive and rewarding for performance and proficiency, including sharing in performance award; Promoting learning and training; and Communicating openly. An actively engaged PM and HR team that maintains constant and continuous communication with the people on the ground is a way of resolving high turnover. By having that communication, the teams are able to better predict and mitigate periods of higher turnover and can react to it in a more efficient fashion. Additionally, by having the management and HR teams maintain communication, they can better deal with any issues that may be causing such turnover in the first place. As we grow in size and experience we are also working to retain, as best we can, those employees who are real assets to both the customer and HunaTek. We are able execute on this by offering our analysts raises and/or bonuses at the end of each year, as a way of maintaining high morale and drive, and as a way of maintaining retention and motivation.

Another way HunaTek minimizes human resource risk to the Government is our ability to coordinate transitions, as evidenced on several of our contracts. HunaTek administrative personnel migrated incumbent workforces into our company at “zero” day risk, in several cases. HunaTek

understands the complexities of transitioning mission critical contracts. We adhere closely to the Federal Acquisition

Program	Transition Days	Incumbent Capture %	FTE's
Air Force Special Operations Command (AFSOC) Processing, Exploitation and Dissemination (PED)	0	100%	14
United States Marine Corps End to End (E2E) Support	1 Day	100%	18
U.S. Army Office of the Judge Advocate General IT Support (OTJAG)	1 Day	100%	33
Department of State Network Operations Branch IT Services (NOMBIT)	14 Days	82%	17

Regulation (FAR) 52.237-3, “Continuity of Services” to ensure that incumbents are aware of the opportunity to stay with a given program. Our strategy and focus during all program transitions centers on a risk-centric system focusing on stabilizing a program during its initial transition while minimizing operational impact and business processes captured. HunaTek achieves incumbent capture of 80% or more while bringing in new talent for the balance; this reduces risk of losing domain knowledge at the critical start of a contract, while allowing for fresh ideas and innovation from new talent.