***DEPARTMENT OF THE AIR FORCE***

BUSINESS AND ENTERPRISE SYSTEMS DIRECTORATE

**Response to Sources Sought: Direct Mission Support Subject Matter Expert (DMS SME) III**

**Date Submitted: May 2, 2022**



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| **Electronically Submitted To:** | **Submitted By:** |
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Ms. Loren Fekete

Contracting Officer

Email: [loren.fekete@us.af.com](mailto:loren.fekete@us.af.com)

May 2, 2022

**RE: Response to Sources Sought: Direct Mission Support Subject Matter Expert (DMS SME) III**

Ms. Fekete,

Distributed Computing System Solutions Provider, Inc. (DCSSP), d/b/a HunaTek Government Solutions (herein known as “HunaTek”), is an 8(a) Small Business Administration (SBA) certified Alaskan Native Corporation (ANC) owned subsidiary under Huna Totem Corporation. HunaTek is pleased to submit this Capability Statement in response to the Department of the Air Force Business and Enterprise Systems (BES) Directorate for Direct Mission Support Subject Matter Experts.

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. As requested, the table below provides the pertinent information regarding HunaTek and our interest in the program.

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|  | **Distributed Computing System Solutions Provider, Inc.** | |
| Doing Business As (DBA): | HunaTek Government Solutions | |
| Address: | 13900 Lincoln Park Drive, Suite 350A, Herndon, VA 20171 | |
| Points of Contact: | Michael Torres, President  O: 202-921-2314  M: 925-895-3832  [Mike.Torres@HunaTek.com](mailto:Mike.Torres@HunaTek.com) | Tim Fitzgerald  Chief Operating Officer  M: 703-201-1812  [Tim.Fitzgerald@hunatek.com](mailto:Tim.Fitzgerald@HunaTek.com) |
| Unique Entity ID / CAGE Code / Website Address: | VLLKTRK4ANF3 / 73D83 / [www.hunatek.com](http://www.hunatek.com) | |
| Size per NAICS: 541513 | Small Business | |
| 8(a) Graduation Date | August 28, 2026 | |
| Qualification Information | * 70+ personnel with direct experience supporting similar programs * 15+ years of experience of combined corporate experience * Our partner, BlueWater Federal, as part of the Tetra Tech family of companies is part of an organization with more than 13k employees in more than 300 offices worldwide | |
| Level Of Involvement | * HunaTek, along with BlueWater, is currently priming more than 5 Programs similar to the AFLCMC/HI requirement. HunaTek’s USMC support over the past 2+ is detailed in the response. | |
| Rough Order of Magnitude (ROM) Estimate | TBD\* | |

*\*More information is required to understand the scope and scale of the DMS SME effort. To provide a reasonably accurate ROM, more detail is required around elements such as schedule, number of mission customer and customer subsets, the amount of affected systems (legacy and future), whether those current systems be interfaced or consumed, specific policy and compliance requirements, and the potential efficiencies to be leveraged within AFLCMC and the PEO.*

1. Response to Scope of Services and Experience

Team HunaTek brings a proven track record of successfully delivering to the requirements identified in the RFI. Our track record of performance as a prime contractor in business process re-engineering, requirements engineering and analysis, analysis of alternatives and management transformation is best exemplified by our work in the United States Marine Corps DE2E DAI Support Program, advising Level 4 Marine Corps Installation Commands on their operations worldwide as they migrate their financial management systems as part of the Defense Agencies Initiative (DAI) to modernize budget, finance, and accounting operations. As part of this migration into a new financial management (FM) environment, is a broad scope of business process engineering, design, and road-mapping that is required for the successful integration of new and established business processes around a new technology environment. Our experience with Business Process Design and Engineering aligns very closely to the capabilities that have been identified by AFLCMC/HI, by applying people, processes and tools that include:

* SME Support and Stakeholder Engagement
* Business Process Design (BPD) Artifact Development and Maintenance
* Process and Performance Management
* Lifecycle Support for Defense Business System (DBS)
* Coordination with AFLCMC and PEO initiatives
* IT & Software Methodologies: RUP, Agile/Scrum, RUP, ITIL, etc.
* Programmatic/Engineering Documentation
* Business Process, Technology & Mission Architecture SMES
* Organizational Change Management (OCM) Implementation
* Development of Roadmaps and Integrated Deployment Strategies
* Mission Impact & Analysis of Alternatives
* Best Practices and standards for Design/Dev/Deploy
* Regulatory Impact Assessments

We are partnering with ***BlueWater Federal Solutions a Tetra Tech Company (BlueWater)*** because of their current footprint and experience with the USAF supporting AFLCMC/HI at Hanscom Air Force Base. Additionally, BlueWater has vast experience delivering support to USAF IT lifecycle services for Air Force Information Systems. Specifically, BlueWater provides delivery of commercial software methodologies to include Agile/Scrum, Rationale Unified Process (RUP), Oracle Unified Method (OUM), Accelerated SAP, and ITIL.

* 1. Team HunaTek’s Applied Experience

Team HunaTek is positioned to deliver capabilities and technical data services as a prime contractor for the USAF AFLCMC Business Enterprise Architecture (BEA). As we see it, The DoD Business Enterprise Architecture (BEA) comprises E2E business flows, operational activities and processes at various levels of abstraction. These processes require an effective and disciplined strategic management approach and greater efficiency and effectiveness to support warfighting capabilities. Our business transformation effort will support lines of effort by:

1. Highlighting the organizational and business management requirements
2. Promoting interoperability of different business systems and applications by being able to communicate & exchange data, and
3. Supporting auditability by establishing and documenting a formalized method for process evaluation, which will quantify why problems exist and enable the government to seek process structure reforms.

The integrated data architecture establishes a framework and process for decision-making on future programs by informing capability assessments, guiding systems development, and defining resources necessary for investment plans during Program Objective Memorandum (POM) development and Program Budget Reviews.

Our technical approach will support the USAF by, first, analyzing the relevant DoD BEA E2E business flows to determine how operations are performed with current processes and information technology (As-Is). We then will identify how the targeted improvement areas will support the corresponding USAF E2E business flows and identify gaps between existing and required functionality and capability and document recommended actions required to remediate and/or bridge the identified capability gaps. The recommended process improvements will lead to standardized business execution that can be uniformly followed, with synergies resulting in improved reporting, optimized cash flow, and reduced training efforts.

Team HunaTek’s understanding of the Laws, Regulations, and Policies (LRPs) behind the activities and processes helps implement business transformational efforts within the functional portfolios. Our understanding of the LRP that dictate the E2E business flows and processes is complimented by a professional community of interest methodologies and best practices from the Business Architecture Body of Knowledge (BIZBOK) to mature the USAF Business Architecture. The Lines of Business will be able to confidently respond to compliance needs and external audits from independent public accounting firms. Combatant commanders, supporting establishment, and organizational leadership require a uniform and consistent approach to understand, justify, and forecast how their available fiscal resources fulfill their assigned Mission and Tasks requirements particularly at a time requiring informed fiscally constrained trade off decisions.

Team HunaTek’s personnel bring in-depth experience and industry knowledge in strategic and organizational resource management decision making. Our subject matter experts provide a blend of deep enterprise knowledge, sound resource management practices and rigorous decision support analysis. Our approach to maturing the BPM practice for the Lines of Business is to focus on maturing seven core BPM focus areas: (1) Strategic alignment, (2) governance, (3) process models, (4) process performance management, (5) Process improvement practices, (6) change management, and (7) maturation of process tools and technology as outlined by the following “Core Business Practices by APQC®’s “Seven Tenets of Process Management (SM)” Diagram:



Performance management begins with setting objectives and targets that are relevant to stakeholders’ needs and expectations. During our interactions with the Line of Business governing bodies we will outline the KPI, targets, and metrics linked to the objectives supporting the mission and vision statements for the portfolio.

1. Response to Specific RFI Questions
   1. Level of Interest

HunaTek is very interested and highly likely to submit a proposal as a Prime Contractor.

* 1. Demonstrated capability to perform/manage as a Prime the technical data services

Our past performance reference and related CPARS on the United States Marine Corps Program demonstrates our familiarity and ability to deliver like services to this RFI. Team HunaTek consistently provides strong performance delivery on programs similar to the work detailed in the RFI, and this is documented through our latest Contract Performance Assessment Report (CPAR) summarized in the snapshot. Our performance delivery is substantiated by our government customer stating [Team HunaTek] “bring[s] clarity to complicated processes…This team produces results where others are unable.” Following our end of our first year on the project, the USMC modified our contract (doubling the size and scope of the project) and increased our responsibilities by an order of magnitude due to our previous performance and capabilities to achieve the USMC’s future program deliverables.

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| Contract No.: | GS-35F-619GA, M95494-20-F-0031 |
| Contract Name: | Marine Corps End-to-End (E2E) Modernization Support |
| Prime or Sub: | Prime |
| Contract Officer: | Carolyn Gillman / Contracting Officer / carolyn.gillman@usmc.mil  Marine Corps Installations Command (MCICOM) / (703) 604-4174 |
| Contract Type: | FFP |
| Contract Value: | $31M |

* 1. Financial Strength

HunaTek maintains significant financial strength allowing for transition-in and the performance of parallel contracts of similar, and larger size, than what is anticipated for the subject Scope of Work. In addition to strong cashflow, HunaTek maintains an available Line of Credit of $2M.

* 1. Surge Requirements and ability to provide additional services/capabilities

HunaTek brings additional Professional Services Capabilities performing Cost Estimating and Analytics support, and an extensive profile performing Information Technology services that include Technology Insertion, Cloud Migration, Modernization, Application Development, and Operations and Maintenance Support. These capabilities are complimented by a corporate infrastructure that is focused on responsiveness and meeting our customers’ timelines and mission demands. As a demonstration of HunaTek’s responsiveness, we recently performed a zero-day transition-in on a program for the Air Force Special Operations Command’s (AFSOC) support program for operations of a Full Motion Video (FMV) capability. In recognition of our customers’ missions, we are always prepared to bring additional capabilities and flex to ensure performance requirements are me.

The HunaTek Team, and specifically BlueWater, has demonstrated success in surge support directly for AFLCMC. Under the 66th ABG at Hanscom our team has a Communications Focal Point and Client Service Center with 25 Client Service Technicians (CSTs) executing base-level client system technical and functional support services for systems, software, applications, and databases for more than 6,400 end-users. We successfully deliver and meet surge requirements during extended duty hours and VIP events.

* 1. Teaming

We are teaming with BlueWater because of their current footprint and experience with the USAF supporting AFLCMC/HI at Wright-Patterson and Hanscom Air Force Bases. Under AFRL they lead the development of the Intelligent Business Process Management System (iBPMS) contract demonstrating the use of Low Code platform conversion for legacy system modernization.

Directly aligned with the RFI requirements to “Review dependent legacy and new system deployment plans to create an integrated deployment strategies minimizing impact to the community while maximizing the capability and cost” …BlueWater is responsible for iBPMS and the USAF Graduate/Training Integration Management System (G/TIMS) which includes Cloud migration planning, increased Ops Tempo and significant future modernization efforts.

The organization is local to WPAFB and provide us depth in local presence as well as breadth in USAF experience with a myriad of USAF units and affiliated stakeholders like DISA.

* 1. Direct Relevant Experience with the AFLCMC/HI BES Systems

Team HunaTek performs custom development, sustainment, and re-engineering for all USAF Manpower Programming and Execution Systems (MPES) applications, including the Future Years Defense Program (FYDP), Unit Manpower Document (UMD), and the Manpower/Senior Grade Allocation Modules (MGAM/ SGAM). We provide software and architecture sustainment to the USAF Graduate/Training Integration Management System (G/TIMS), while modernizing the legacy applications to a common merged baseline. We have delivered COTS/GOTS apps using Agile methodologies and program office support, SMEs, requirements analysis, database administration, development, testing, and configuration of the USAF Enterprise Business System (EBS) tool suite.

Our teammate, BlueWater, also performs mission services for DISA at CONUS and OCONUS locations with network provisioning, support to the Joint Information Environment (JIE), and Integrated Logistics through the storage and tracking of over 1M IT assets. We deliver cybersecurity and perimeter defense through the development, deployment, and sustainment of the DMZs to protect the DISN perimeter and its global customer base.

Lastly, we support AFLCMC through the 66th Air Base Group at Hanscom AFB with directly relevant and similar requirements. We directly support additional systems like: Air Force Automated Civil Engineer System (ACES), receive and route end-users to the automated system for AFWay, CEDS, CPAIS, ETIMS, and GCSS requests. We develop implementation plans for Government-accepted best practices, execution support, advise on solution architecture, development of cross initiative road maps and metrics, integrate institutional common standards, and a dozen more services.

* 1. DD 254 Security Requirement

HunaTek holds a Top-Secret level facility clearance, and since it will be necessary for 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. Once the DD254 is received by HunaTek, we immediately initiate the flow down process to our subcontractors in accordance with planned subcontractor personnel assignment. We work in close coordination with the COR and respective government Security Officer on VAR submission and CAC transfers of any incumbent personnel.

* 1. Tier 1 Investigation

Team HunaTek has processed 100’s of NAC Investigations or “Tier 1” investigations. These personnel are on staff today and our Facility Security Officers has the process and procedures in place to quickly handle new investigations as required.

* 1. Contractor Access to DISA, USAF Data Systems, and Networks at the Secret-level

Tema HunaTek is highly experienced in the staffing of personnel requiring SECRET clearances all the way up to TS-SCI. We have the personnel and clearances for these positions requiring SECRET. Our team is operating in support of AFLCMC/HI systems and other Air Force data systems and networks today, with more than 50 personnel supporting the program today. We also have more than 100+ personnel directly supporting and accessing DISA facilities presently.

1. Summary, Recommendations, and Questions

HunaTek has performed a thorough review of the Sources Sought and offers the following observation and recommendations.

**Item:** The breadth of the requirement as detailed in the RFI is expansive, and will offer the AFLCMC BES organization a broad breadth of services as the program progresses. For a specific labor mix to be applied, and price to be estimated, more information will be required.

**Recommendation:**

* To cover the breadth of the requirements that are anticipated, AFLCMC/HI should consider and pursue an ***Indefinite Quantity Indefinite Delivery (IDIQ) vehicle*** to allow the flexibility to address specific requirements as the needs arise.
* To refine requirements so that AFLCMC/HI and BES user community gains the desired capability and outcomes, an ***8(a) ANC sole-source acquisition through HunaTek*** will offer the upfront collaboration for a transparent, low-risk and affordable acquisition.
* ***Engagement with potential contractors as a vetting mechanism should be pursued*** by AFLCMC/HI, and we welcome an opportunity to discuss our team’s capabilities and the value we will deliver to the Air Force.