**VOLUME II - TECHNICAL/MANAGEMENT**

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**Glossary**

# Subfactor One - Cybersecurity/Information Assurance

Subfactor 1: Cybersecurity/Information Assurance — The Contractor demonstrates a plan and process for managing Cybersecurity/Information Assurance workload in compliance with applicable DoD, DoN, and HQ instructions, policies, and procedures such as DoD Instruction 8500.01 (Subtask 6.5.1). The Contractor demonstrates technical proficiency in managing Risk Management Framework (Subtask 6.5.3) The Contractor demonstrates technical proficiency in managing Incident response processes (Subtask 6.5.5).

Assigned to: \_\_\_\_\_\_\_\_\_

The AveningTech Team will leverage its history of successful cybersecurity support in similar environments. Most notably, we held a prime contract with the US Coast Guard (USCG) Telecommunications and Information Systems Command (TISCOM) to provide cybersecurity subject matter expertise (SME) to TISCOM and USCG’s Field Services Division (FSD). We were responsible for computer network defense (CND) of TISCOM’s networks and computer systems.

In addition to our TISCOM CYBER SME prime contract, we are responsible for cybersecurity activities in support of the US Navy’s Next Generation Enterprise Network (NGEN) on our Service Management, Integration, and Transport (SMIT) contract. Needs more detail on our SMIT cyber activities.

Needs more on process for managing Cybersecurity/Information Assurance workload in compliance with applicable DoD, DoN, and HQ instructions, policies, and procedures such as DoD Instruction 8500.01 (Subtask 6.5.1)

In support of TISCOM we provided technical, operational, administrative, and security management services in the area of cybersecurity on classified and unclassified networks, including the Non-Classified Internet Protocol Router Network (NIPRNET), the Secret Internet Protocol Router Network (SIPRNET), the Department of Defense Information Network (DODIN), and the USCG portion of the Joint Worldwide Intelligence Communications System (JWICS) network.

Our TISCOM support was nearly identical in size and scope to the cybersecurity requirements for this CNFJ/CNRJ effort. We led a team of up to 20 personnel made up of AveningTech employees and subcontractor employees. Our team worked onsite daily with TISCOM and was supported by a dedicated project manager who acted as the interface and liaison between government and contractor personnel.

AveningTech has demonstrated experience and expertise in Information Assurance and understands DoD policies to meet customer IA requirements. We understand the DoD Information Assurance Certification and Accreditation Process (DIACAP), Vulnerability Assessments, Risk Analysis of Systems, Information Assurance Vulnerability Management (IAVM) compliance, including DISA’s Vulnerability Management System (VMS). Our use of proven IA processes and procedures, along with intimate knowledge of DoD regulations and network operations, provided immediate benefits to our Air Force and Marine Corps customers in the form of increased security posture, streamlined Assessment and Authorization (A&A) projects, and a solid security foundation. Our IA support includes vulnerability scans for STIG compliance, secure reporting of application findings, audit support and support the maintenance of our customer’s Authority to Operate (ATO) and Authority to Connect (ATC).

## 6.5 Task 5 – Cybersecurity (CS)

The Contractor shall provide CS support for the CNFJ / CNRJ and installation sites. Contractor will implement approved CS standards IAW prescribed NIST, DoD, DoN and CNIC as Information Systems Security Officers (ISSOs) and Appointees with direction from the Regional Information Systems Security Manager (ISSM), assuring the Confidentiality, Integrity, Availability, Non-Repudiation and Accountability are maintained for systems within the command’s area of operation. Applicable governing policy includes, but is not limited to, DoD Instruction 8500.01, SECNAV Instruction 5239.3C, SECNAV M-5510.36 and DoN CIO Cybersecurity Strategy Guidance. Contractors designated in CS roles will maintain separation of duties IAW DoD and DoN guidance.

Subtask 1– CS Program Management

Subtask 2 – System/Access Control Management

6.5.3 Subtask 3 –Assessment and Authorization (A&A)

Subtask 4– Audit and Compliance Management

Subtask 5 – Incident Handling and Response

Subtask 6 – Inspections, Assessments, and Visits

Subtask 7 – PKI and Site Trusted Agent (STA)

Subtask 8 – CS/IA Awareness and Training

Subtask 9 – CS Workforce Management

Subtask 10 – Installation CS Support

Assigned to: \_\_\_\_\_\_\_\_\_

Subtask 1 – CS Program Management (EVALUATED). The AveningTech project manager (PM) will act as the single point of contact for the Contracting Officer (KO) and the Contracting Officer’s Representative (COR) for the overall task order. We have successfully provided similar support for the government on various contracts, most notably our support of USCG’s TISCOM. Needs more, also needs ties to Cybersecurity/Information Assurance or they need to be combined into one section since there will be considerable overlap. Needs process for managing Cybersecurity/Information Assurance workload in compliance with applicable DoD, DoN, and HQ instructions, policies, and procedures such as DoD Instruction 8500.01 (Subtask 6.5.1).

Subtask 2 – System/Access Control Management.

Subtask 3 – Assessment and Authorization (A&A) (EVALUATED): We are experienced with assisting federal agencies with conducting detailed and systematic security assessments to achieve and maintain compliance with security standards. We perform these tasks in support of NGEN-R SMIT and PACAF C5ISRO. Our assessment and authorization (A&A) process provides our customers with confidence that their data is stored and processed on secure and reliable systems. We assess system policies, technical- and non-technical security components, documentation, supplemental safeguards, policies, and vulnerabilities. We have assisted our customers with developing policy to determine the purpose and scope of the certification and accreditation (C&A) approach, then conducted system assessments to ensure that security weaknesses and vulnerabilities are exposed before they had a chance to compromise the organization’s systems. In conjunction with our customers we select security controls based on our assessment and customize the overall security approach. The purpose of our assessment is to determine if the controls are implemented correctly, operating as intended and producing the desired control described in the System Security Plan. We provide a Security Test and Evaluation Plan and a Security Assessment Report. We develop plans of action and milestones (POA&M) and assist our customers with achieving certification letters and accreditation letters. NEEDS RMF HERE! <— TOM

Subtask 4 – Audit and Compliance Management

Subtask 5 – Incident Handling and Response (EVALUATED):

Subtask 6 – Inspections, Assessments, and Visits

Subtask 7 – PKI and Site Trusted Agent (STA)

Subtask 8 – CS/IA Awareness and Training

Subtask 9 – CS Workforce Management

Subtask 10 – Installation CS Support

## 6.8 Task 8 – Cyber Threat Security Plan

a) Handling of Non-Public Information - TOM

b) Cyber Threat Security Plan

Assigned to: \_\_\_\_\_\_\_\_\_

[Start writing here…]

## (a) Handling of Non-Public Information

Assigned to: \_\_\_\_\_\_\_\_\_

[Start writing here…]

(b) Cyber Threat Security Plan. Deliverable: Cyber Threat Security Plan

# Subfactor Two - Program Management

Subfactor 2: Program Management — Details the plan and process to meet the response times in Table 1: Service Call Response and Completion Time (Task Areas 2, 3 & 5), and Table 2: Service Call Response and Completion Time (Task Areas 6 & 7) of the PWS. Demonstrates a comprehensive management approach that ensures fully- qualified, appropriately certified personnel are provided to meet all requirements of the PWS as specified in Paragraph 13.2.9 Qualifications, including the appropriate mix of labor categories, labor hours, and other direct costs to meet the requirements of the PWS. Contractor's proposal shall include a staffing plan that identifies each position, supplemented with resumes for review.   
Assigned to: \_\_\_\_\_\_\_\_\_

AveningTech’s approach to project management is based on the principle that effective communication is the key to performance and customer satisfaction on services contracts. We employ dedicated program management resources who directly engage with our clients, and respond rapidly to ensure that we are providing high-quality and consistent support.

Managing geographically dispersed employees who are co-located on or travel to client sites relies on robust and consistent communication between staff, subcontractors, and management and client representatives. It also relies on careful evaluation and selection of personnel assigned to each position and location. Currently, AveningTech effectively manages employees located in Maryland, Virginia, Indiana, Guam, Alaska, Hawaii and Japan. In cases where there are multiple employees in a single location, we often identify a site- or team-lead, who becomes the local supervisor and primary point of contact, interfacing with the local client organization and with AveningTech management. In cases where there is a single employee at a designated location, we put extra emphasis on evaluating candidates to ensure that those selected are able to work independently with remote supervision. Regularly scheduled teleconferences and Web conferences ensure that all employees are kept abreast of relevant information, and have the opportunity to interact with their colleagues and managers. Managers and supervisors travel to client sites as often as possible to meet with employees and client points of contact to ensure that the support provided is consistent with contract requirements and customer expectations.

Our Project Management experience draws upon more than 25 years’ experience managing large, complex IDIQ contracts with multiple simultaneous Task Orders, numerous subcontractors, and distributed and remote technical and administrative staff. Our focus is on service delivery and customer satisfaction combined with overall contract oversight and quality control. On other engagements, our PM is responsible for staffing, budgeting, scheduling, client interaction, reporting and issue resolution, and is the primary point of contact for the Contracting Officer. She has authority over all program resources and is empowered to negotiate directly with the Government and any subcontractors.

Our key project management personnel ensure efforts comply with all terms of our contracts, including ensuring staff training is up to date, security requirements are adhered to, and accurate invoices are submitted in a timely manner. Our business success on other programs has historically been the result of a combination of technical expertise and relationship management performed between our senior management and Government counterparts.

We respond to highly technical environments, operational tempos, schedules, professional protocols, and mission sensitivity. To provide efficient and effective responsiveness, implementation, management oversight, and close out, the AveningTech PM team operates as a centralized Project Management Office (PMO). Our management processes ensure that our efforts often exceed customer needs. AveningTech has established program controls and standard contract processes used to measure, budget, and apply project metrics to tasks. Our program management approach incorporates best commercial practices and relies on the development of a specific Project Management Plan (PMP) tailored to each engagement. The PMP includes well-defined project controls that are updated regularly, ensures each requirement is staffed with qualified and responsive personnel, provides standard operating procedures to ensure consistent reporting and Continuous Process Improvement (CPI), and integrates and standardizes program controls and project planning processes.

Our formal, well-established project management process address preliminary planning through closeout to develop the overall skill mix, level of effort, specific tasks, and define the overall performance objectives. Upon award, Our PM schedules a kickoff meeting with the project team and client stakeholders to review goals, objectives, roles, responsibilities, requirements, deliverables, milestones, schedule, budget, assignment parameters, and success factors for each engagement. Based on input from this initial meeting, the PM adjusts the overall staffing plan and tailors our tools to enable the optimal labor mix for the task. Projects undergo regular Internal Program Reviews to ensure quality of services, compliance with standards and instructions, and that efforts meet or exceed all performance standards and objectives.

The PM monitors workload requirements, and makes adjustments when necessary. Staff assigned to support our clients are provided with clear instructions and guidance that define the work to be accomplished and measures of success. We produce thorough, accurate, and timely status reports delivered in accordance with all contract requirements. Our PM ensures the COR, Contracting Officer, and other relevant government personnel are kept abreast of progress, plans, and issues in a timely manner. We coordinate training for project personnel IAW contractual requirements, which includes maintaining certifications for a compliant Information Assurance Work Force.

AveningTech takes great care in the selection of teaming partners for contract engagements to ensure that our team is fully capable of addressing the scope and level of effort of an engagement. The AveningTech senior management team has significant experience successfully operating as a prime contractor and have all assembled and managed teams comprising both large and small business subcontractors and teammates. Our relationships with service and product providers extend throughout industry and academia and enable us to assemble teams composed of the most effective mix of skills and experience for each specific program. We continuously develop and nurture positive relationships within industry, and frequently re-partner on subsequent and follow on engagements. Language here about how/why we chose ActioNet and Commdex….

## Management Plan

Assigned to: \_\_\_\_\_\_\_\_\_

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To support effective contract and task order execution, the management team uses a common computing infrastructure and collaborative toolset, including an internal SharePoint portal, to share project planning tools, work products, action items and documents. Our clients have access to this portal, which provides visibility into task order performance and metrics associated with staffing, cost and schedule. The PM monitors workload requirements, and makes adjustments when necessary. Staff assigned to support our clients are provided with clear instructions and guidance that define the work to be accomplished and measures of success. We produce thorough, accurate, and timely status reports delivered in accordance with all contract requirements. Our PM ensures the COR, Contracting Officer, and other relevant government personnel are kept abreast of progress, plans, and issues in a timely manner. We coordinate training for project personnel IAW contractual requirements, which includes maintaining certifications for a compliant Information Assurance Work Force.

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## 6.1 Task 1 – Task Order Management Support

The on-site task order project manager (PM) is the principal point of contact for activities under the task order. The PM will receive technical direction from the COR and then delegate or distribute work assignments as necessary. It is the PM’s responsibility to manage, monitor, and report on all task assignments.

Contractor shall:

a) Provide an on-site centralized and authorized PM as the point of contact with the Government COR. PM responsibilities include, but are not limited to, interfacing with Government management personnel, staffing of all tasks, formulating, and enforcing work standards, creating personnel and project schedules, reviewing work discrepancies, and communicating Government policies, purposes, and goals to the contractor team.

b) Prepare, maintain, and follow a Task Order Management Plan (TOMP) outlining the management approach, management controls, organizational resources to be employed, deliverables and delivery dates. This TOMP shall be provided and agreed upon by the Government within 30 working days of contract award. The contractor shall update the plan each option year within 15 working days of the option exercised.

c) Deliver a finalized Transition-In Plan within 5 working days of award that ensures minimal service disruption to vital Government business and no service degradation during and after the Transition-In period. All transition-in activities shall be completed from 1-31 July 2022.

d) Provide and implement a Transition-Out Plan within 45 working days prior to expiration or notification of contract termination. To ensure a seamless transition, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

Project management processes

Points of contact

Location of technical and project management documentation

Schedules and milestones

Status of ongoing technical initiatives

Appropriate contractor-to-contractor coordination

Transition of key personnel

Actions required of the Government

File plan, work related documents, files, policies and processes

Inventories of hardware (H/W) and software (S/W)

Access permission by individuals to locations in which they support   
e) Provide Employee Assignment Notification of employee replacements and reassignments no later than 5 days after the contractor is notified or has taken action, whichever is earlier. Notification shall include a transition plan and expected date of staffing.  
Deliverables: Task Order Management Plan (TOMP)   
Transition-In Plan Transition-Out Plan

6.1.1 Subtask 1 – Program Kick-off Meeting

6.1.2 Subtask 4 – Contractor’s Progress, Status and Management Report   
Assigned to: \_\_\_\_\_\_\_\_\_

The AveningTech team will provide an on-site task order project manager (PM) to act as the principal point of contact (POC) for all activities in support of CNFJ/CNRJ. Our PM will receive tasking and technical direction directly from the COR and distribute work assignments to contractor personnel; manage tasking progress; monitor contractor performance; and report back to the COR for all ongoing and upcoming tasking.

Our PM will be staffed onsite with the government and contractor personnel full-time. Our PM will prioritize tasks and break out assignments across the contractor personnel to ensure evenly distributed workload with tasks being assigned specifically to the personnel with the requisite skills and experience to accomplish those specific tasks. Our PM will take direction directly from the government regarding work standards and ensure that those standards are met by contractor personnel through constant evaluation and proactive communication. We will develop program and tasking schedules with government oversight and staff our personnel against those schedules as necessary to ensure required work is done on-time or early.

Our initial and annual refresher training is tailored to government policies and procedures for each specific customer and each specific worksite to ensure that our personnel are always abreast of government policies, purposes, and goals. Our PM will be responsible for ensuring that all contractor personnel are aware of — and in compliance with — specific rules, regulations, and policies.

Immediately following the contract start date, our PM will deliver to the government a draft Task Order Management Plan (TOMP) which describes in deep detail our management approach, description of controls in place to ensure effectiveness, which resources will be deployed (including when and how), and a thorough breakdown of deliverables with due dates. We will tailor the draft TOMP based on government feedback to ensure that the final TOMP is published and in place within 30 days of the contract start date. The AveningTech team has a history of delivering similar project management plans (PMPs) to government customers. We are confident in our ability to deliver – and begin enforcing – an acceptable TOMP well within the required timeframe.

We are currently drafting a Transition-In plan and will deliver it to the government immediately upon contract start. Our goal when transitioning into a new contract (especially a follow-on previously primed by another entity) is to avoid service disruption at all costs. Our transition-in plan will contain explicit goals and timelines for putting contractor personnel in place (including any retained incumbents), conducting site-specific training, ensuring badging and access control are taken care of, and ensuring a smooth transition in all task areas by transferring specific knowledge in: Project management information (including POCs, technical documentation, ongoing schedules and milestones, and tasking status); coordination between incumbent personnel and incoming members of the AveningTech team; and administrative information such as policies and procedures, hardware/software inventories, and site access. Similarly, we will provide a Transition-Out plan within 45 working days of notification of expiration or termination of the contract.

We will schedule, organize, and conduct a kick-off meeting at a site of the government’s choosing within one month of contract award. We will discuss schedules, performance metrics, security requirements, dates and milestones, POCs, contractor roles, and the transition-in plan. We will also receive an act on any pertinent information shared with the AveningTech team by the government during the kick-off meeting.

On a monthly basis, and on the 10th workday of the month, our PM will provide the Contractor’s Progress, Status, and Management Report. Our monthly report will provide a comprehensive and thorough picture of our status. Our report will include financial tracking, narratives of the work completed by the AveningTech team during the reporting period, a description of significant events and/or issues, and upcoming/anticipated work for the following period(s). Our report will also cover results of scheduled inspections and contractor employee status (incoming/outgoing as well as any relevant training and certification updates). We will provide updates to the Bill of Material (BOM) and all pertinent service call information. The Contractor’s Progress, Status, and Management Report will be comprehensive but we will ensure that no information included in the report is a surprise to the government; our PM will ensure proactive, honest, and timely communication with the government on any and all issues (significant or insignificant) far before the official report is delivered on the 10th workday of the month. Our PM will ensure that the COR is abreast of all pertinent contractor reporting content on an ongoing basis; our monthly report will simply codify the information for official record.

## The on-site task order project manager (PM) is the principal point of contact…

# Subfactor Three - Command, Control, and Communications Protection (C3P) Ashore Support

Assigned to: \_\_\_\_\_\_\_\_\_

[Start writing here…]

## 6.2 Task 2 – Command, Control, and Communications Protection (C3P) Ashore Support

The Contractor shall perform a variety of complex assignments associated with managing, maintaining, and controlling Regional Operation Center (ROC), Emergency Operations Centers (EOCs) Regional Dispatch Center (RDC) and Local Dispatch Center (LDC) IT and communications systems. Applicable governing policy includes, but is not limited to, CNIC Instruction 5222.1 para 4.j. and 5.g.

Subtask 1– ROC/EOC/RDC/LDC Support

Subtask 2 – Emergency Communications Support

Subtask 3 – Entry Control Point (ECP)/Access Control Systems (ACS) Support

Subtask 4 – Public Safety Network (PSNet)/Anti-Terrorism Force Protection (ATFP) Support

Subtask 5 – Enterprise Land Mobile Radio (ELMR) Support

Subtask 6 – RDC Alarms Manager

Assigned to: \_\_\_\_\_\_\_\_\_

A significant challenge to the Navy Program is the successful implementation of IT services that respond to the evolving needs of the warfighter at a broad range of dispatch and operations centers meeting C3P requirements. These services must be integrated to provide an end-to-end solution that performs to the C3P service levels (or better) and strive to reduce costs throughout the life of the program and individual tasks.Team AveningTech has the capabilities to meet these challenges and has demonstrated experience supporting various C3P systems for multiple agencies.

* + 1. Subtask 1– ROC/EOC/RDC/LDC Support.

Support of Operations and Dispatch Centers must address not only the technological but the operational needs of the warfighters and provide seamless operations of these critical centers. Team AveningTech uses proven methodologies, standards and practices from Information Technology Information Library (ITIL) and Help Desk Institute (HDI) to provide technical support functions. Application of ITIL and HDI frameworks and processes allow us to define, implement, monitor, and refine our level of service provide a program of continual service improvement. Furthermore, use of standard practices provides continuity of operations in the event of emergencies, staff changes, or system rollouts. Our System Administration functions will coordinate with various other sustainment providers to ensure that hardware and software deployed in each dispatch and operation center is properly maintained, up-to-date and mission-ready.

* + 1. Subtask 2 – Emergency Communications Support.

Team AveningTech currently provides Enhanced Mobile Satellite Service (EMSS) devices and service to government users enabling satellite communications and location. We provide full support to provide and configure devices and provide ongoing service and support for users. We have access to Broadband Global Area Network (BGAN) systems as well also providing hardware and services as through our other contract vehicles. We support our deployed field staff with reach back support when additional resources are needed for technical support issues, logistics or OEM support.

* + 1. Subtask 3 – Entry Control Point (ECP)/Access Control Systems (ACS) Support.

Team AveningTech staff will provide technical support and training for Defense Biometric ID System (DBIDS) elements deployed at installations throughout the region. We will coordinate with local commands to establish needed training sessions and schedules and provide troubleshooting and technical support for deployed systems as needed. When upgrades and replacement of equipment is required, our staff will coordinate installations, communicate any operational impacts to affected groups and enterprise level staff, receive and inventory equipment, manage installations, documentation and ongoing operations as needed. Other ECP/ACS systems other than DBIDS will be managed as needed according to policy.

* + 1. Subtask 4 – Public Safety Network (PSNet)/Anti-Terrorism Force Protection (ATFP) Support.

Team AveningTech recognizes that the most critical factor in maintaining peak efficiency and availability to any mission critical service is proactive system support activities such as network maintenance, network planning, and systems monitoring.Team AveningTech has extensive experience in performing O&M activities for other enterprise services and their components to include NIPRNet and SIPRNet (both CONUS and OCONUS). We will provide ongoing support for the deployment of new systems connected through PSNet and will coordinate with the appropriate ATFP sustainment organization as equipment is installed and/or decommissioned and deliver the ATFP IT Systems Report quarterly detailing any completed or pending changes to systems over the previous quarter.

* + 1. Subtask 5 – Enterprise Land Mobile Radio (ELMR) Support.

The ELMR system provides instant communication and interoperability between users both at a base level but also between various installations across commands. Team AveningTech has over two decades of experience in designing, deployment and maintaining ELMR system infrastructure and subscribers with established relationships with major OEMs including Motorola Solutions and Harris. We have provided support for ELMR Project 25 (P25) system core installation and upgrades, new RF site design and maintenance. Our deployed team will have access to our team of LMR engineers to support advanced fleet mapping and programming techniques. We provide training on a variety of topics including RF principles and subscriber operations. Our engineering teams can provide guidance with ongoing system lifecycle and upgrade plans to ensure that when various components require upgrades, plans are developed to ensure that systems are always fully supportable and mission capable.

* + 1. Subtask 6 – RDC Alarms Manager.

Local base fire and instruction alarms will be managed as part of each Local and Regional Alarm Management systems by ensuring proper administration and testing of each system including integration with Computer Aided Dispatch (CAD) at each site. Each alarm node will require support of the various connectivity methods whether twisted pair or radio connectivity, which will be managed by our deployed team as a function of other subtasks. Server and Database management will be performed both at the local and regional levels to ensure proper updates for configuration changes as systems are repaired or upgraded. Proper integration between the RAMAS/LAMAS and local CAD and GIS systems will be regularly tested to ensure proper operation with temporary monitoring and reporting mechanisms enabled in the event of a failure of the CAD interface with an alarm server.

# Subfactor Four - Managed IT Services Support

a. The Contractor demonstrates a plan for effectively managing C3P workload under the following tasks in compliance with applicable DoD, DoN, and HQ instructions, policies, and procedures such as CNIC Instruction 5222.1 para 4.j and 5.g. PWS Subtask 6.2.1 - ROC/EOC/RDC/LDC Support. PWS Subtask 6.2.2 - Emergency Communications Support. PWS Subtask 6.2.3 - Entry Control Point (ECP)/Access Control Systems (ACS) Support. PWS Subtask 6.2.4 - Public Safety Network (PSNet)/Anti-Terrorism Force Protection (ATFP) Support. PWS Subtask 6.2.6 - RDC Alarms Manager,

Assigned to: \_\_\_\_\_\_\_\_\_

## 6.3 Task 3 – Enterprise/Infrastructure Services Support

The Contractor shall provide support for hosting and technology products mapped to organizational business processes supporting CNIC and Regional mission objectives and decision making. Technology products and processes provide data analytics and tools to CNIC N-codes through dashboard visualizations, data warehousing, collaboration, and technology infrastructure and network services. The Contractor shall stay abreast of the latest technology to support CNIC SharePoint services, Systems Administration, Microsoft Office Suite products (Office 365, Microsoft Teams and CVR), Cloud solution and new IT solutions that become available and required to support the CNIC mission.

Subtask 1 – Platform Application Management

Subtask 2 – Application Strategy Management

Subtask 3 – Operational Application Management

Assigned to: \_\_\_\_\_\_\_\_\_

Team AveningTech draws on our vast experience and expertise operating large ­scale IT Support and Service Desk operations for our Federal customers and determining most efficient and optimum staffing levels. Our approach will deliver several key elements:

* Smooth seamless transition with no disruption to the mission
* Effective and efficient knowledge transfer
* Established Service Desk ITIL ­based, ISO ­certified processes and procedures that comply with Help Desk Institute (HDI) best practices
* A proactive approach that will meet and consistently exceed SLA
* Constant SLA monitoring and establishing proactive remediation before the threshold is reached
* Initial and periodic refresher training and monitoring for any chronic staff issues that would trigger an upgrade of staff
* Service Desk operators applying innovation directly into the tool without going through a third party/contract
* Cost efficiency through innovation, automation and efficiency.

Team AveningTech provided 24x7x365 enterprise level support of Navy Enterprise Data Center (NEDC) infrastructure (classified and unclassified enclaves) and cloud hosting services to include Windows, Unix, Linux, Network, Network Security, Storage, Domain Name Services (DNS), Backups, Databases, Virtualization including Hypervisor and Application, Host Based Security Systems (HBSS), Assured Compliance Assessment Solution (ACAS), and Cloud Hosting services. Collectively our system administrators and engineers installed, configured, and maintained Solaris, RedHat, and Microsoft Windows operating systems supporting 1,550+ servers (Windows 1025, Linux 410, Solaris 140) and over 500,000 user accounts in support of both classified and unclassified domains. Additionally, ActioNet has provided remote support to NIWC Charleston and Kansas City data centers to include over 1,800+ servers (Windows 1300, Linux 360, Solaris 150). Our Cybersecurity Workforce (CSWF) staff are experts at implementing Defense Information Systems Agency (DISA) Security Technical Implementation Guides (STIGs), maintaining tight patching standards, and integrating those into baseline requirement standards. Team AveningTech directly supported the DC2HS Navy Cloud Broker (NCB) team and provided technical support for the migration of 53 systems from NIWC LANT NEDC-hosted environments to IL2 and IL4 certified Amazon We Services (AWS) and Azure environments. This migration resulted in the creation of 600+ virtual server instances across GovCloud and Public cloud regions (test and development environments). Add our SharePont portal/dashboard work with DoE & NOAA.

6.3.2 Subtask 2 - Application Strategy Management

Team AveningTech's cross-cutting performance approach focuses on utilizing Scaled Agile Framework (SAFe) using the DevSecOps process which will automate the integration of security at every phase of the software development lifecycle, from initial design through integration, testing, deployment, and delivery. DevSecOps within a cloud environment allows for quick and easy deployment strategy with multiple environments to include Ashore and Afloat.

6.3.1 Subtask 1 - Platform and Application Management

For the DOE ITSS we utilize MS SharePoint, ServiceNow, Bomgar, Apropos, and Wiki to provide consistent, automated, and quality support, templates and workflow of requests, incidents, problems, knowledge articles, change requests, assets, configuration items, service level targets, reports and dashboards. Technicians are trained in the proficient use of the tools.

- Accelerated solution delivery, improved customer responsiveness, improved cost estimating and monitoring on-time solution delivery, incorporation of industry best business practices: e.g. CMMI

6.3.3 Subtask 3 - Operational Application Management

Our services include Application Maintenance and Sustainment, Application Management, Application Hosting, Application Help Desk, and Application Training.

For NIWC LANT, we worked closely with technical service managers (TSMs), using NMCI Enterprise Tool (NET) to manage enterprise assets, service catalogs, and change service requests. The benefit to the customer was a streamlined workflow process that resulted in enterprise-wide asset management and configuration control of DON approved software. All utilized hardware/software maintained 100% compliance with Department of the Navy Applications and Database Management System (DADMS).

10 years of IT infrastructure and application support for National Oceanic and Atmospheric Administration (NOAA), which provides us with a deep understanding of weather and climate platforms such as National Environmental Satellite, Data, and Information Service (NESDIS), Advanced Weather Interactive Processing System (AWIPS), and National Centers for Coastal Ocean Science (NCCOS).Provide all personnel, management, equipment, tools, maintenance, materials, supervision, documentation, processes, and non-personal technical support services necessary to perform Application Management Services (AMS) services and satisfy daily AMS activities, administration, process advancement, objectives and standardization within each AMS functional area.

## 6.6 Task 6 – Managed IT Services Support

As part of the Region or Installation IT staff, the Contractor shall provide support based on Information Technology Infrastructure Library (ITIL) framework of IT services to internal departments with application and systems support to include web, database, and other specialized applications or programs; support to other Departments in the migration or implementation of CNIC enterprise IT initiatives, web or portal sites and application software.

Subtask 1– CNIC and ONE-NET Liaison support

Subtask 2 – Systems and Network Support

Subtask 3 – Video Teleconference Support

Subtask 4 – Asset Management Support

Subtask 5 – Telephone Control Officer (TCO) Support

Subtask 6 – Life Cycle Management. 6.6.6.1 The Contractor shall document their findings for all BOM requests… 6.6.6.2. The Contractor is responsible for proper receipt, handling, storage, and accountability of items ordered

Assigned to: \_\_\_\_\_\_\_\_\_

Subtask 1 – CNIC and ONE-NET Liaison Support: Need to leverage the fact that we are providing a range of support types to NGEN and have been for nearly a decade. Our support of PACAF C5ISRO is also directly relevant. We should highlight that we have provided this type of service to multiple military branches.

Subtask 2 (EVALUATED) – Systems and Network Support: In support of PACAF C5ISRO our personnel are appointed as Information Systems Security Officers (ISSO) for the Pacific Enterprise Service Center’s (PA-ESC) Area of Responsibility which includes three Numbered Air Forces (NAFs) and ten bases in the Pacific. Additionally, we serve as the ISSO for four separate Sensitive Compartmented Information Facilities (SCIFs) in the PACAF Headquarters. We provide expert level system security analysis and associated services supporting assessment activities conducted by the Air Combat Command/A26 at each stage in the lifecycle to ensure delivery of an accreditable Air Force Joint Worldwide Intelligence Communications System (AF JWICS) for the Pacific theater and all three NAF subordinate commands and ten bases in accordance with Intelligence Community Directive (ICD) 503. We ensure compliance with Office of the Director of National Intelligence information security requirements including compliance with all ICDs, STIGs, and other documented security requirements for AF JWICS, mission systems, and weapons systems through all phases of the lifecycle.

On NGEN-R SMIT we conduct Marine Corps Enterprise Network (MCEN) Unclassified and classified LAN/WAN/NOC network administration of over 1500 Cisco and Enterasys switches and routers in a highly-available (HA) environment. Perform site surveys, design, and install network infrastructure solutions for new and expanding customer installations. Monitor and troubleshoot all boundary devices enterprise wide, for Marine Corps Cyberspace Operations Group (MCCOG). Installation and configuration of VoIP phones using Cisco Unified Communications Manager (CUCM). Interact with customers and troubleshoot connectivity problems. Provide course of action, resolution, documentation, and processing of tickets using the BMC Remedy IT Service Management console. Create and compile system documentation, diagrams, and Standard Operating Procedures (SOP). Apply system hardening for security.

For NGEN, AveningTech technicians perform Active Directory, Exchange, Blackberry Enterprise Server and BUEM, Virtual Infrastructure (VMWare) and SAN (NetApp) administrative tasks in support of MCIEAST and MCCOG product group specific requests/incidents. Our support across all programs has included user assistance and user/account services.

On NGEN-R SMIT we provide platforms support to the team by building out domain controllers, making DNS modifications and updating Active Directory Sites and Services for new installs/modifications. In this role, we participate in daily task meetings via WEBEX in which tasks are assigned/completed in JIRA. We support the MCCOG EDM Platforms Tier III team by working requests assigned by their leadership and participating in their meetings on a weekly basis. This support includes resolving incident requests, work orders and change requests that are assigned to the EDM Platforms Tier III team in the MCCOG Remedy system. We ensure that all Platforms servers are compliant to IA scans and assist in remediating any findings. AveningTech team members provide local tier III support as members of the MCCOG Det EDM Triage team at Camp Lejeune. In this role, we function as touch labor for various MCCOG EDM teams to provide support to our enterprise infrastructure that is in our local area. Additionally, we provide escalated support for any issues that arise in the MCIEast AOR prior to escalating them further up the ladder to MCCOG in Quantico.

Subtask 3 (EVALUATED) – VTC Support: AveningTech network engineers provide hardware maintenance design, installation, and support for PACAF VTC systems in Alaska and Japan. Post-installation services include remedial maintenance, preventive maintenance inspections, repairs of critical system components within 2 hours after notification when spares are available, repairs of non-critical system components within 7 days of receipt of spares conducting acceptance tests of repaired items in accordance with the Acceptance Test Procedures (ATP) established by the Original Equipment Manufacturer (OEM) or in accordance with a site-developed validation and verification process approved by the on-site COR; performing fault isolation (troubleshooting); removing faulty equipment and parts; and relocating equipment components to support facility reconfigurations.

Needs language about setting up conferences and processing trouble calls.

Subtask 4 (EVALUATED) – Asset Management Support: AveningTech provides end-to-end lifecycle support for government information technology equipment. We assist our customers with ensuring that their computers, peripherals, and other assets are properly tracked through the lifecycle, are loaded with current firmware and software, are maintained to industry standard, and are repaired or replaced on appropriate schedules. Our personnel fuse their expertise in systems engineering with knowledge and understanding of government asset management best practices to provide our customers with confidence that their assets will be fully mission capable and ready to support operations with minimal downtime.

In support of NGEN for the Marine Corps Cyberspace Operations Group (MCCOG) Marine Corps Enterprise Network (MCEN) Integration Branch on Marine Corps Base Quantico, our technicians serve as asset and configuration management Subject Matter Experts (SME) for the Domain Consolidation & Elimination (DC&E) Project, which is a USMC mission initiated to collapse and eliminate existing legacy domains into a single MCEN-NIPR management domain. We are responsible for populating migrated legacy end user, server and network infrastructure devices into the Remedy Atrium Configuration Management Database (CMDB) and modifying Configuration Items (CIs) as necessary to ensure accuracy. We analyze and inventory key network infrastructure assets for planning of enterprise infrastructure migration and upgrade while collaborating with over forty legacy domain Asset POCs to ensure the import and configuration of asset records within the Remedy CMDB were comprehensive and precise. To facilitate asset management, we constructed Excel macros to process site discovery analysis data for swift asset record import into the Remedy CMDB Templates.

We provide physical inventory support at the Command’s preferred interval (typically on a monthly basis). We prepare a physical inventory form from the current program property list (property book) and conduct a wall-to-wall physical inventory in conjunction with the government customer. We take note of any discrepancies with asset location, model number, serial number, or other unique identifier, and immediately update the property book at the completion of the inventory cycle. We report our findings to the Command immediately upon completion of the inventory cycle, highlighting any discrepancies or inventory anomalies. In the case of a missing asset, we conduct an investigation to determine its whereabouts using the asset’s paper trail and conduct a loss report if necessary.

When assets become outdated, unsupportable, or are damaged to beyond economic repair (BER) status, AveningTech prepares disposition paperwork and executes delivery of unwanted assets to the Defense Reutilization Management Office (DRMO) or other disposition authority as directed by the Government customer. Our engineers track equipment warranty through the asset lifecycle to facilitate replacement and repair. As requested by our Government customers, we conduct cost/benefit analyses to provide recommendations on warranty renewal or cancellation based on any given asset’s status (age, level of repair, criticality, cost to replace, or other factor). We renew, cancel, or allow expiration of warranty terms based on feedback from our customers. When the Command’s asset management or inventory control system features warranty tracking capability, we ensure that all warranty data is current for each asset in the property book. We are aware of approaching renewal deadlines and advise our customers when they are approaching.

Our engineers work hand-in-hand with our Government customers to develop plans for upgrading or replacing certain infrastructure on a regular schedule (tech refresh). We understand that maintaining outdated assets supporting infrastructure is costly to Government organizations. Antiquated technology leads to lagging performance and service delivery and difficulties with predicting energy and space consumption costs, which increases administrative overhead costs. To reduce maintenance costs of IT assets and reduce risk of costly failures, we help our customers look forward to the next generation(s) of infrastructure support with the specific goal of limiting the variation in computer make and model to streamline service center support, minimize hardware sparing cost, and facilitate the replacement process.

To support tech refresh, our engineers identify availability of information assets, maintain data for the transition of old to new work stations, assist in disposition of legacy equipment, coordinate tasks with Service Provider, maintain data for the transition of old to new work stations, create ActiveDirectory records, and assist with the disposition process for equipment subject to tech refresh.

Subtask 5 – Telephone Control Officer (TCO) Support:

Subtask 6 – Life Cycle Management.:

## 6.7 Task 7 – Bilateral Communications and Network Management Support

The Contractor shall provide Regional oversight and business management of Bilateral-Telecommunication and Networks infrastructure including assisting in the requirements development, implementation, operation and maintenance of technologies or capabilities as directed by Echelon II Mission Stakeholders.

Subtask 1– Bilateral Communications Analysis and Support

Subtask 2 – Bilateral Program Coordination

Subtask 3 – Bilateral System Support (i.e., CENTRIXS, ADSI, GCCS, and RADMERC)

Assigned to: \_\_\_\_\_\_\_\_\_

Team AveningTech will assign Network and System Engineers to support the Navy's telecommunications efforts. Leveraging Telecommunication Certification Office Support System (TCOSS), and DISA’s Worldwide On-Line System (WWOLS) these personnel conduct technical studies and design systems on the CNFJ-CNRJ network.

We will leverage our experience supporting CENTRIXS-JPN (Japan-Bilateral Joint Network)​ and CENTRIXS-KOR (Korea-Bilateral Joint Network)​ on our PACAF SIPRNet contract.

Army 403rd AFSB contract includes support of CENTRXIS-Kor network and exercise support with US Forces Korea (USFK)

6.7.1 - Subtask 1 - Bilateral Communications and Analysis Support

6.7.2 - Subtask 2 - Bilateral Program Coordination

6.7.3 - Subtask 3 - Bilateral System Support

## 6.4 Task 4 – Enterprise Architecture

The Contractor shall provide portfolio management knowledge management, portal contents development and implementation support for CNRJ / CNFJ and its installation sites in accordance with guidance provided by CNIC and higher authority. The Contractor shall assist CNRJ / CNFJ with identifying those functions and capabilities required in order to ensure they are best satisfied and preserved within the Region Japan IT portfolio. CNRJ / CNFJ is responsible for the on-going management of the IT Portfolio processes and tasks as the Region Japan Portfolio lead. These processes and tasks are in place to continue streamlining IT overhead within the DOD. The reduction and consolidation of the duplicative IT systems, applications, and databases through the guidance of the CNIC and higher authorities. The Contractor shall also conduct research on technology trends and documentation as required.

Subtask 1 – DADMS / DITPR-DON database record update   
Subtask 2 – Portfolio Customer Support

Subtask 3 – Portfolio Management Liaison Support

Assigned to: \_\_\_\_\_\_\_\_\_

Team AveningTech provides infrastructure architecture support for the US Government (USG)USG including research, design, implementation, and updating of DoD Architectural Framework (DODAF) views in accordance with the latest version, v2.02. We create enterprise architecture views in the customer’s preferred tool with supporting artifacts such as total cost of ownership, roadmap, system, operational, services, standard and data/information viewpoints. The sets of architectures are catalogued to develop sets of Dashboards and Reference Models. Examples of Reference Models Maintain compliance and utilization of Navy enterprise toolsets, development frameworks, and networks such as Navy/Marine Corps Intranet (NMCI), NMCI Enterprise Tool (NET), and DON Application and Database Management System (DADMS) to ensure enterprise architecture and interoperability across all CNFJ-CNRJ systems.

Team AveningTech approach to IT Life Cycle is based on industry best practices such as Project Management Body of Knowledge (PMBOK), CMMI Level 4 DEV and SVC, ITIL, and ISO 9001, ISO 27001, ISO 20000 ITSM frameworks.

Team AveningTech has an in-depth understanding of and experience developing network topology diagrams including but not limited to, the importance of determining network performance, scalability, and proactive reporting and maintenance within the physical and logical aspects. The visual representation of the network’s devices, connections, and paths should be fully represented in topology diagrams to ensure accurate data movement and boundary restrictions have been adhered to, while meeting the applicable security requirements. As it relates to network asset discovery, tools such as SPLUNK are utilized to detect active and inactive assets within the network, in addition to asset communication relationships, and usage within the network. Such discovery tools will provide diagnosis and system outages, device management, configuration management, and identify security risk.

Team AveningTech ensures any equipment/system installed or integrated into Navy platform meets the cybersecurity requirements as specified under DODI 8500.01. We verify that any design change, integration change, configuration change, or installation of hardware and software is in accordance with established DoD/DON/Navy cyber directives and does not violate the terms and conditions of the accreditation/authorization issued by the appropriate Accreditation/Authorization official.

Subtask 1 - DADMS/DITPT-DON

Team AveningTech’ s robust configuration management approach implements an enterprise toolset solution for configuration identification, status accounting, change control, documentation, and code management/tracking from design through acceptance . Additionally, our CM strategy includes issue management through testing and operations. With more than 15 years of Navy IT experience, we leverage Navy Enterprise Asset Management Tools such as NET and Integrated Solution Framework (ISF)-Tools, as well as ensure compliance with DON Database Management Systems (DADMS) and EAF requirements.

6.4.1 Subtask 2 - Portfolio Customer Support

6.4.2 Subtask 3 - Portfolio Management Liaison Support

For the Department of Energy (DoE) OCIO ITSS contract, Team AveningTech served as the trusted integrator, but also as the strategic advisor for the OCIO, including the Chief Technology Officer, Chief Data Officer, Chief Information Security Officer and Chief Architect, and we led the Innovation and Engineering organization to identify opportunities for IT Modernization.

# Staffing Plan

Assigned to: \_\_\_\_\_\_\_\_\_

[Insert MS Word matrix of positions + locations, names/roles]

Top Secret security clearance and final IT-I (privileged level systems access), and immediately upon hire, will also require SCI access eligibility:

Bilateral Communications and Network Management Support

The following types of positions require a minimum interim Secret security clearance and interim IT-II eligibility when performance starts:

Program Management  
C3P Ashore Support  
Enterprise / Infrastructure Services Support

Enterprise Architecture  
Cybersecurity / Information Assurance

Installation Cybersecurity Support  
Managed IT Services Support  
Bilateral Communications Analysis and Support

Roles:

Program Management. Minimum of ten years of experience in environments similar to that of the contract and:

Demonstrated experience managing and supervising employees in labor categories and with skills applicable to programs similar in size and scope.   
Demonstrated experience with the DoD acquisition process.   
Demonstrated knowledge of Navy financial management processes.

C3P Ashore Support. Minimum of five years of experience in a related IT field and:   
Technical knowledge of the ROC / EOC / RDC / LDC operational and hardware design infrastructure.

Thorough knowledge of maintenance of trunking mobile, base stations and handheld subscriber units   
and antennas.

Technical knowledge of PSNet architecture and the systems utilizing PSNet.

Thorough knowledge of ATFP systems under the ATFP global sustainment contract.

Technical knowledge of applicable DoD, DoN, and HQ instructions, policies, and procedures.

Meets CSWF qualifications required for Specialty Area 451 – System Administration (Journeyman).

Enterprise/Infrastructure Services Support. Minimum of two years of experience in a related IT field and:

Demonstrated experience in SharePoint 2013.

 Excellent customer service/support skills.

Demonstrated experience in System Administration.

Meets CSWF qualifications required for Specialty Area 451 – System Administration (Journeyman) and   
Operating System Certification (Minimum requirement MS Server 2016 cert or Azure 104+500 certs).

Enterprise Architecture. Minimum of three years of experience in a related IT field and:

Excellent customer service/support skills.

Strong communications skills to interface with Portfolio Management related counterparts to include   
higher echelon staff, other Navy organizations and vendors.

Ability to track and maintain the requests which can exceed multiple years.

Technical knowledge of applicable DoD, DoN, and HQ instructions, policies, and procedures.

Meets CSWF qualifications required for Specialty Area 804 – Portfolio Manager (Journeyman).

Cybersecurity/Information Assurance (Section 6.5.1-6.5.9). Minimum of five years of experience in a related IT field and:

Knowledge of applicable DoD, DoN, RMF and HQ instructions, policies, and procedures.

Meets CSWF qualifications required for Specialty Area 461 –Systems Security Analyst (Intermediate) or Specialty Area 541 Vulnerability Assessment Analyst (Intermediate)

Installation Cybersecurity Support (Section 6.5.10). Minimum of three years of experience in a related IT field and: Knowledge of applicable DoD, DoN, RMF and HQ instructions, policies, and procedures.

Meets CSWF qualifications required for Specialty Area 461 – Systems Security Analyst (Intermediate) or Specialty Area 541 Vulnerability Assessment Analyst (Intermediate)

Managed IT Services Support. Minimum of three years of experience in a related IT field and:

Technical knowledge of Navy ONE-Net (OCONUS Enterprise Network) processes and procedures, to include applicable CNFJ / CNRJ procedures, applicable Request for Change form (RFC) procedures, help- desk tickets and Move-Add- Change (MAC) procedures as applied withinCNFJ.

Technical knowledge of applicable DoD, DoN, and HQ instructions, policies, and procedures.

Meets CSWF qualifications required for Specialty Area 411 – Technical Support Specialist (Journeyman)

Bilateral Communications Analysis and Support. Minimum of three years of experience in a related IT field and:

Demonstrated experience in bilateral communications analysis and support, to include significant knowledge of governing processes and policies.

Strong communications skills to interface with DoN/DoD staff, managers, and foreign military counterparts.

Ability to independently operate amongst and in partnership with host nation military personnel to facilitate execution of the Navy's mission in Japan.

Knowledge of applicable DoD, DoN, and HQ instructions, policies, and procedures.

Meets CSWF qualifications required for Specialty Area 641 – Systems Requirements Planning   
(Journeyman).

Bilateral Communications and Network Management Support. Minimum of three years of experience in a related IT field and:

Technical knowledge of bilateral systems and network architecture.

Demonstrated experience in bilateral communications and network management, to include significant knowledge of governing processes and policies.

Knowledge of applicable DoD, DoN, and HQ instructions, policies, and procedures.  
Meets CSWF qualifications required for Specialty Area 441 – Network Operations Specialist

## Training

Assigned to: \_\_\_\_\_\_\_\_\_

[Start writing here…]

## Surge Support

Assigned to: Tom

[Start writing here…]

## Recruiting and Retention

Assigned to: Tom

The processes we use to identify and retain key personnel are components of our PMO standard operating procedures (SOP). AveningTech 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.

AveningTech uses various sourcing methods to draw qualified and diverse applicants, such as employee referrals, subscription services including Clearancejobs.com and, when necessary, the services of external recruiters. We judiciously use social media in our recruiting process, including LinkedIn, Glassdoor, Facebook, and Twitter. We partner with local colleges and universities and participate in job/hiring/career fairs – including those at Kapiolani Community College in Honolulu. 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 the White House Joining Forces Program and the US Chamber of Commerce Hiring Our Heroes Program and connect 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.

When losing an employee and faced with the need to fill a vacancy on short notice, AveningTech targets a two-week maximum for backfilling the position. We have historically been able to meet this target timeframe in most cases and have had measurable success filling positions in the IndoPac region, including Hawaii, Guam, Japan, South Korea and Alaska.

Employee referrals are an important part of our process not only because our employees can attest to the capabilities and work ethics of the individuals they refer, but because referrals are a testament to the satisfaction felt by current AveningTech employees. They want technical professionals they respect to come work for their company. We also receive frequent referrals from our customers and prime contractors due in part to our low turn-over rates and high levels of employee satisfaction reflected in our team's performance.

AveningTech tailors the hiring for each effort to the specific needs of the contract or task order.

One result of AveningTech’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.As a general practice, AveningTech tailors the hiring for each effort to the specific needs of the contract or task order. We believe that there are varying levels of individual skill sets, personalities, motivation, and drive required to support this effort. Therefore, our hiring approach includes tailoring the job descriptions, applications, interviews, follow-ups, and post-hire training appropriately for the specific skills and experience required for each position. Specifically, our job descriptions for each position contain tasking descriptions, certifications, education levels, and years of experience as explicitly called forth in the performance work statement. Our hiring and personnel placement reflect the diverse nature of the requirements within the PWS and the broad range of skills required to accomplish the tasking.

AveningTech offers our employees competitive compensation packages. We provide our employees paid time off, including three weeks of vacation and 10 paid Federal holidays; medical, dental, vision, short- and long-term disability, life insurance, flexible spending, and retirement benefits that are commensurate with those provided by Fortune 500 companies. We also provide employees access to a database of employee discounts for popular services, retailers, activities and destinations. When consistent with our client and program requirements, we encourage telecommuting and flex time. We are a military spouse and military veteran friendly company, tapping into the tens of thousands of un- and under-employed candidates attached to the military. We provide allowances for certification training and education and identify opportunities to transition and promote employees from within. During orientation and on-boarding, employees are briefed on corporate policies, including our commitment to providing reasonable accommodation. We rely on our employees to deliver the highest caliber of support services to our clients and take every opportunity to catch them “doing something right.” We provide recognition and rewards to employees for superior performance, and those who consistently ensure that their clients are delighted with their support. Based on metrics gathered since AveningTech began operations in 2013, we have far exceeded industry standards for employee retention.

During initial on-boarding and throughout employment with AveningTech, supervisors and managers meet with employees to discuss career progression and advancement and develop strategies that include achievement of additional and higher-level certifications. Working with each employee, we determine their professional objectives, and make recommendations for education, training and certification testing required to achieve their goals. This attention to the needs of individual employees is in keeping with our philosophy of employee care.

## Security Considerations

Assigned to: Tom

11.2 Security Clearance and Information Technology (IT) Level

11.6 Information Security and Other Miscellaneous Requirements - page 183

[Insert materials from AveningTech]

Other Pertinent Information or Special Considerations

See page 184 ADDENDUM TO 52.212-1 Addendum to 52.212-1(b), Submission of Offers is tailored as follows: (b) Submission of offers: (12) Other Instructions. (page 189 thru 199)

[Start writing here…]

**OCCI Mitigation Plan**

…or a statement that OCCI does not exist, per (iii) IAW DISA Special Contract Requirement H1, each offeror shall specifically identify in its proposal whether or not any potential or actual Organizational and Consultant Conflicts of Interest (OCCI), as described in Federal Acquisition Regulation (FAR) Subpart 9.5, exists for this instant procurement. If the offeror believes that no OCCI exists, the OCCI response shall set forth sufficient details to support such a position. If an offeror believes that an actual or perceived OCCI does exist on the instant procurement, the offeror shall submit an OCCI plan with the proposal, explaining in detail how the OCCI will be mitigated and/or avoided.

[Tom]

# Transition

13.4 Transition/Mobilization/De-Mobilization. The Government will not provide any funds for the transition, mobilization and de-mobilization of the Contractor employees, household goods, or family members.

13.5 Transition-In Period. The phase-in period encompasses the people, processes, tools, technologies, and sequenced activities required to transfer service operations from the incumbent Contractor. The phase-in period is projected to be approximately 30 days.

Assigned to: \_\_\_\_\_\_\_\_\_

Transition-In. AveningTech understands the success of this program relies on an effective contract transition — in fact, contract transition is the most critical phase in the life of a contract.  A transition that goes well sets the stage for good contractor/Government relations and smooth performance throughout the performance period. A transition that goes badly undermines relationships and confidence in the new contract team when cooperation between the Government and new contractor is most critical.  It can take months to recover performance to acceptable levels.

Upon notice of award and before the start date — and non-billable to the government — we will initiate a pre-start-up phase so that the day of contract start will correspond with the start date of any new hires we are making to fill those inevitable empty slots. We understand that the support required cannot be allowed to degrade as a result of contract transition.  We also understand that the best contract transitions are cooperative efforts between the customer and new contractor.  All parties suffer when it goes badly, but most importantly, the mission suffers, an unacceptable situation. We will deliver a final Transition-In Plan no later than 5 business days after program kickoff.

While we have identified personnel to fill our entire anticipated level of effort, we believe the best approach to avoid disruption in service is to retain the incumbent staff, at least initially, and then subsequently work with the customer and the personnel to verify that they are indeed the best fit for each position. Over time, we may propose replacing personnel, with government concurrence, with our previously identified candidates, or we may recruit candidates with other skills and capabilities if necessary.

Recruiting and transitioning incumbent staff will ensure continuity of operations and minimize risk of degradation of service. We have conducted similar transitions in the past successfully. As the prime contractor supporting US Coast Guard TISCOM, we received notice of award on a Thursday evening, and had all 15 incumbent staff, including subcontractors, on site and ready to work the following Monday morning. As a small business, we are unencumbered by needless bureaucracy, and can execute background checks, clearance verifications, employment applications, offer letters, visit requests, and subcontracts seamlessly and rapidly. We work within the time allocated.

We have identified fully qualified, cleared and certified candidates for all positions as defined in the RFP.  Resumes detailing their skills and experience and copies of required certifications are included.

While we are prepared to assign our proposed key personnel for every position on this contract, our expectation is that the Government may wish to retain some, if not all, of the incumbent staff. If that is the case, we intend to offer qualified and interested incumbent personnel first right of refusal, and retain them in their current positions with government concurrence.

We recognize that there are advantages and disadvantages of employing incumbent contractor personnel; incumbent personnel bring specific knowledge and firsthand experience that can make an important contribution to a seamless transition, but they can also be too tied to current practices and unwilling to make the necessary changes to improve contract performance.

Our stated strategy is to hire all incumbent staff — because that’s the most effective way to avoid disruption and ensure a smooth transition; however, in order to ensure we will satisfy customer expectations, we will carefully evaluate personnel to determine if all incumbent personnel are effective, assigned to the correct positions, and performing in accordance with expectations and requirements. At that point, we will start replacing non-performers with our previously identified personnel or propose new candidates (with customer approval). With the insight our teammate Leidos offers based on their prior history of supporting this organization, as well as their global reach, the government will get additional recruiting and staffing “bang for the buck.”

We recognize that a successful transition relies upon close collaboration with any out-going incumbent (if it exists), coupled with dedicated resources working towards a well-defined set of milestones. Short transition-in periods pose risks that need to be mitigated through close collaboration with all parties involved. The coordination, collaboration and cooperation from any outgoing contractor and the customer will be critical in ensuring the proper turnover of important project documentation, artifacts and process and procedures contributing to achieving operational readiness.

Our Transition Management Plan addresses all aspects of technical and cultural transition, and places emphasis on service continuity by minimizing the impact to operations. The main objective of the Transition Plan is to support project start-up and execution, and address change management and transformation with minimal impact on the client organization and ongoing efforts.

Phased Approach to Transition. Ordinarily beginning with Pre-Transition, through Transition Execution, and into Post-Transition, our phased approach addresses critical transition elements, including risk management, quality and performance management, organizational change management, communication, staffing, resource allocation, knowledge transfer and training. Ultimately, the objective is assimilation of operations, equipment and technology. These elements are integrated with our established quality management practices, ensuring our team will operate efficiently and effectively while obtaining the necessary knowledge transfer and appropriate staff conversion.

Our phased approach to transition relies on solid leadership by a committed and experienced transition team interfacing with the customer, and our application of proven practices fine-tuned through experience with similar transitions within the DoD environment. This approach will provide the client with the assurance of full commencement of services upon transition-in. Due to the requirement for a one-week transition, these activities will be abbreviated and compressed, but will still occur.

For each specific effort, our transition team works with the client to prepare a detailed schedule with milestones to ensure that we address every aspect of the project and comply with the client’s schedule for final handoff. We will schedule and conduct daily transition status meetings and provide a transition status report that includes clearly identified transition risks, issues and mitigation strategies. We will address the transition of personnel, processes, documentation, tools and technology to ensure that we have the tools and processes in place to complete necessary actions, and we will rely on open and constant communication to avoid any surprises during the course of the transition period.

# Quality Assurance

Assigned to: Tom

## Approach to Quality

## 7. Performance Standards.

7.1 Service Calls. 7.1.1 Response Times. 7.1.2 Cell Phone Availability. 7.1.3 Completion Time Delays. 7.2 Acceptable Quality Level. See page 177 of RFP PWS

As part of our quality assurance process, AveningTech incorporates a formal lessons learned process throughout the life of our projects included in our internal quarterly program reviews. We have found that conducting overarching lessons learned reviews at periodic intervals serves as a basis for new and innovative solutions for our clients. Our PM schedules formal lessons learned meetings on a quarterly basis to include members of the AveningTech team and all relevant stakeholders in the customer organization. Results are formally documented and shared with all parties involved and are included as part of a Monthly Status Report.

Based on input received during the lessons learned process and annual customer surveys, we identify best practices and changes in standardized methods, processes and procedures to benefit service delivery. We will present our deliverables so the government may evaluate our performance under this effort in accordance with the Quality Assurance Surveillance Plan (QASP), primarily focused on what the Government must do to ensure that the AveningTech has performed up to standards. It defines how the performance standards will be applied, the frequency of surveillance, and the maximum acceptable defect rate(s).

Our proven Quality Management Approach comprising of continuous day-to-day QA and QC functions is central to we detecting variances, investigating the potential causes and zeroing in on the correct root causes for these variances, and then taking steps to effectively eradicating the root causes. This kicks off with our PM conducting regular internal audits on contract deliverables vis-à-vis the Performance Measures, and continually monitor ream performance on each Performance Measure against the Acceptance Criteria thresholds via our cloud based vPMO system. The results of internal audits will be documented in the pre-approved format, and sent to the relevant stakeholder for assessment. The deliverables will be measured against the acceptance criteria and the results logged on QA Audit sheets. Internal audits are extremely effective in identifying the performance issues before they become major issues.

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

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

If the government notifies us that a ‘Corrective Action Plan’ is necessary, our PM will develop and submit it to the government within 48 hours of the notice. Once the root cause of the variances is established through random audits, trend analysis, statistical sampling, Control Charts, Pareto diagrams, ‘Customer Feedback’ survey forms, issue logs and advisory process reviews, AveningTech will propose to the government to either replace the project staff responsible for consistent variances, or changes to operational processes that are causing the variances. This would be done by developing and submitting a ‘Recommended Corrective Action Plan’ to the CO and COTR in order to eradicate the root cause of variance and prevent the variance from re-occurring. Upon the CO’s approval, we will take steps to implement the proposed changes within 24 hours.

Address the Quality Assurance Surveillance Plan (QASP) referencing a draft QAP