Sol. W9124D-23-R-0007

Information Technology Support Services (ITSS),   
U.S. Army Recruiting Command, Fort Knox, KY (USAREC)

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Submitted by:

HunaTek

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Submission: 1” margins, 11 pt Calibri font/9pt for tables. Technical capability (Page limit 20 pages)

# Understanding of the Government’s Needs

Objectives: To provide USAREC with ongoing ITSS for the USAREC for joint recruiting services through innovation, responsiveness, flexibility, and reliability while delivering a fully integrated environment supporting anytime, anywhere IT services.

## Evaluation Criteria

|  |  |
| --- | --- |
| Technical Capability - Responses shall be evaluated to assess feasibility of the proposed approach, plans, methods, and managerial ability to perform/manage the work, based on the Government’s assessment of the work. |  |
| Resource Information - Responses shall be evaluated to assess the feasibility of meeting the mission requirements with the proposed staffing plan based on the Government’s assessment of the work. |  |
| Experience - Responses will be evaluated to assess corporate experience with respect to projects similar in scope (tasks similar in complexity to those outlined in the PWS, Part 5) and size (annual value of $3.5 million or greater) to the work described herein. |  |

# Corporate Information

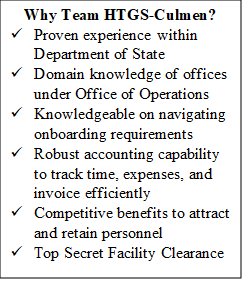
Separate from the non-price factor and price factor, Contractors must provide a cover letter addressing the following:

|  |  |
| --- | --- |
| Company Name | HTGS-CULMEN JV LLC |
| Company Address | 13900 Lincoln Park DR  STE 350  Herndon, Virginia  20171-3264  United States |
| Point of Contract | Michael Torres |
| Phone Number | 202-921-2314 |
| E-mail Address | Mike.Torres@hunatek.com |
| Unique Entity Identifier | SHBNL96ZTBJ7 |
| CAGE Code | 8NZ23 |
| Tax Identification Number |  |
| Supplier Self-Service Pilot (252.232-7998): Y/N | No |

Company Name  
Company Address  
Point of Contact – authorized to obligate the contractor  
Phone Number  
E-Mail Address  
Unique Entity Identifier  
CAGE Code  
Tax Identification Number  
Confirm Yes or No, regarding participating under Supplier Self-Service Pilot (252.232-7998)

Any assumptions, exceptions, or deviations shall be addressed citing specific solicitation paragraph. Acknowledge of all amendments (if applicable) .

Proposal Acceptance Period shall be identified. Proposal acceptance period shall remain valid for a period of 90 calendar days after the closing date and time identified in the solicitation. Proposals offering less than 90 calendar days may be rejected as non-responsive.

HTGS-Culmen JV, LLC, (HTGS-Culmen) is a joint venture (JV) between Culmen International, LLC (Culmen) and Distributed Computing System Solutions Provider, Inc., d/b/a HunaTek Government Solutions (HunaTek), a Small Business Administration (SBA) Certified 8(a) Alaska Native Corporation (ANC)-owned company. Members have an SBA approved Mentor Protégé Agreement (MPA) allowing HTGS-Culmen to qualify as an 8(a) ANC-owned company under NAICS 541512.

This partnership was forged to combine the unique experience and capabilities of both firms to create a robust solution offering to its customers. Sharing a common set of values in how we view management and quality across the full delivery cycle, we maintain a firm commitment to working closely with the US Army Recruiting Command and its stakeholders in aligning contract delivery to Information Technology Support Services (ITSS) requirements.

A brief description of each company (HunaTek, Culmen and The Building People) making up the HTGS-Culmen team is provided below:

**Table 1 - Team Experience & Benefits to State**

|  |  |  |
| --- | --- | --- |
| Team Member | Experience | Benefits to DoS |
|  | **HunaTek**, the Managing Member of HTGS-Culmen, is an ISO 9001:2015 certified company with a TS FCL. It currently holds two staffing IDIQs with combined ceilings of nearly $50M. Its management has supported DoS since 2015 and has supported other staffing IDIQs with ceiling values up to $200M. | * Service-driven business model focused on delivering solutions while utilizing established business processes, project management, and controls that provide measurable metrics. * Direct experience with DoS as a prime contractor supporting similar staff support contracts. | |
|  | **Culmen** is an ISO 9001:2015 certified company with a TS FCL, a Member of HTGS-Culmen, and HunaTek’s mentor under an approved SBA MPA. Its experience within DoS includes staffing of senior personnel support nonproliferation and disarmament, facilities management, and logistics & procurement worldwide. | * Well versed in deploying personnel worldwide with over 40+ currently deployed and direct experience in 24 countries. * A large company with significant recruiting capabilities and proven success in capturing hard to find candidates. * Proven DoS contractor satisfying large scale requirements. | |

## Corporate Experience (1.3)

(2 page limit)

|  |  |
| --- | --- |
| **Organization Name:** | ***U.S. Army Office of the Judge Advocate General*** |
| **Name and Address of Awarding**  **Organization or Agency:** | Ms. Jennifer Rustwick  Contracting Officer  US Army Contracting Command  973-724-6812  jennifer.m.rustwick.civ@mail.mil |
| **Activity Title:** | Office of the Judge Advocate General (OTJAG) Main Information Technology (IT) Support Services (ITSS) |
| **Contract No.:** | W15QKN20C0061 |
| **Programmatic Support:**  Under this contract HunaTek is responsible for maintenance and development of 80+ custom applications and 6000+ databases that make up JAGCNet, the Army JAG Corps internet-based enterprise knowledge management portal. Collectively JAGCNet applications and databases serve over 10,000 end users consisting of Department of Defense (DoD) attorneys, paralegals and support personnel around the globe.  As part of the scope of this contract HunaTek provided a full range of IT support services to include Security/Information Assurance (IA) Assistance, Application Maintenance Services, Strategic Program Management Support, Website Content Maintenance, Network Operations Management, and Help Desk Support Services. | |

**Culmen Past Performance Contracts for USARC ITSS**

|  |  |
| --- | --- |
| **Customer Name:** | **Department of Homeland Security, Network Security Division (NSD)**  ***Program Management Office Support*** |
| **Name and Address of Awarding**  **Organization or Agency:** | OSA CYBER  245 Murray Lane,  Washington D.C. 20528 |
| **Activity Title:** | Programmatic Support/Administrative |
| **Contract No.:** | GS00Q14OADS104 |
| **Order No. (if any):** | HSSA01-17-F1405 |
| **Period of performance:** | 08/30/2017 – 08/29/2023 |
| **Dollar value:** | $79,632,035.93 (Award Value) |
| **Explanation of relevance to the proposed acquisition:** | |
| Culmen International, LLC provides programmatic, communications, and outreach and administrative support to the Department of Homeland Security’s Cybersecurity Infrastructure Security Agency (CISA) that is directly related to the requirements stated in the USARC ITSS PWS. This staffing support contract requires Culmen to recruit, hire, retain staff in non-direct hire positions in support of NSD. Culmen leverages its mature recruitment, hiring and onboarding, and training process in order to maintain provide qualified programmatic and administrative staff to meet all Program Objectives. | |
| **Contact information (names, job titles, mailing addresses, phone numbers, e-mail addresses of the procuring Contracting Officer and/or the Contracting Officer ‘s Representative):** | Emilie Maloof (COR)  Program Analyst, Capability Delivery  Cybersecurity Division  Cybersecurity and Infrastructure Security Agency  Office: 703-235-3059 | Cell: 202-875-1162 | E-mail: emilie.maloof@cisa.dhs.gov |
| **Description of the performance** | |
| **Scope of work or complexity/diversity of tasks:** | |
| **Programmatic Support:** Culmen provides all manner of program office support, including preparing status reports, documentation of office operations using SharePoint, providing strategy and policy guidance to Cybersecurity and Infrastructure Security Agency (CISA) leadership, and all aspects of contract support. Culmen takes government and industry monthly inputs and provides schedule, funding, and milestone analysis to the CORs and government program and portfolio managers. Culmen supports all Program Management Reviews (PMRs), including coordinating logistical support in the scheduling of conference rooms and video teleconferencing (VTCs), documenting action items and providing meeting minutes. Culmen directly supports the Investment and Contacts’ Management Branch in developing a MS Access database to automate and house all financial/budget, cost estimating and contract administration data. CISA leadership is now exporting this database to other divisions to enhance and provide efficiencies of these critical functions throughout CISA. Culmen also provides SharePoint product development and administration services by developing forms to automate procurement processes and develop branch intranet sites to facilitate the storage of documents, enhance collaboration and provide workflow processes. Culmen provides SharePoint services that provide CISA divisions and branches to store and track document-based deliverables and provide a mechanism for government and industry partners to have standardized workflow processes. Culmen also utilizes the CISA Executive Secretary Tasking Tracker (ESTT) system to track documents and taskings to ensure correct promulgation of taskers and to track to completion. Culmen supported all Cybersecurity Division (CSD) and National Cybersecurity and Communications Integration Center (NCCIC) Operations Division planning activities towards the CSD 5-year Strategic Implementation Plan, and Annual Operating Plan.  **Communications and Outreach:** Culmen directly supports CISA through internal and external communications support and outreach to include developing Communication Management Plans and Human Resource (HR) outreach to federal employees. Culmen reviews organization newsletters to ensure pertinent information such as pay, leave accruals and benefits are accurate and up to date. Culmen also researched and provided additional strategic-level electrical grid cybersecurity information to assist the NCCIC Communications Branch in revising talking points for the NCCIC Deputy Director of Operations’ keynote speech. Participated in an Office of Legislative Affairs prep session for a briefing by the Cybersecurity Threat Detection and Analysis (CTDA) Division Chief of Communications Branch to Senate staffers. Culmen provided research support and wrote talking points on NCCIC’s role in relation to the PPD-41, NCIRP, and UCG national policies in support of the briefing. Culmen directly supports the strategic communications mission of the National Security (NSD) and participates in the CISA Employee Engagement Ambassador program.  **Administrative Support:** Culmen provides administrative and technical writing support, including the preparation of publications and presentations of a strategic nature and related to watch-team training. Culmen develops briefings for the purpose of indoctrination of new federal employees, as well as developing Standard Operating Procedures for CISA division operations as well as liaison management. Culmen provides a variety of administrative support to CISA, including acting as Executive Assistants to various CISA leadership, coordinating CISA leadership travel plans and expense reports and manages senior leadership calendars and schedules. Culmen provided support to the CTDA Division Director and Deputy Director. Support provided included scheduling requests, calendar clean up, room changes, logistics, and general coordination for the CTDA division. Culmen updated and maintained unclassified daily binders to include daily calendar and weekly activity reports for DHS NCCIC CTDA Division Chief and Deputy Chief. | |
| ~~The below statements demonstrate Culmen’s ability to provide quality staff programmatic and outreach staff that far exceed the NSD’s requirements and mission objectives.~~  *~~“Mr. Christian Cosans is supporting the Business Operations Branch within the Network Security Deployment (NSD) under the Cybersecurity Division (CSD) of the newly created Cybersecurity and Infrastructure Security Agency (CISA). Mr. Cosans is directly supporting the~~* ***~~strategic communications mission~~*** *~~of NSD and our participation in the CISA Employee Engagement Ambassador program. The Ambassador Program was formed in response to the preliminary 2018 Federal Employee Viewpoint Survey results and seeks to improve work culture within the agency.~~*  *~~I want to highlight a few comments from my staff about Mr. Cosans. “Christian continues to exceed expectations every single day. I can send him a few emails with little direction and he hits the bullseye 90% of the time by completing a task for me and getting it back to me before my assigned deadline. He is intelligent, proactive, and a great communicator. I have been bringing him to leadership meetings with me (the Monthly Supervisor Meetings) and he has been helping me with developing the first draft of policies, the newsletters, agendas, meeting minutes, and he even developed a shared folder for the two of us to keep track of our projects. He's absolutely an asset to NSD.” Ashley Pearce, Official Ambassador for NSD at CISA program.~~*  *~~Personally, I have observed that Mr. Cosans supports our mission requirements in a consistent and professional manner. His courteous and jovial attitude makes our workplace better and we are very pleased with the quality of service Christian provides to the Business Operations branch and NSD in general.”~~*  ~~Alex Morales, GS15~~  ~~Chief, Business Operations~~  *~~“Ms. Karla Dishun is supporting the National Communications Coordination Branch (NCC) within the CISA Integrated Operations Coordination Center (CIOCC). Ms. Dishun's primary task has been updating the work instructions for the COMM-ISAC Watch and then providing/coordinating training on those work instructions for the surge personnel who augment the Watch during major disasters.~~*  *~~On short notice during the Hurricane Dorian crisis, I informed my team we needed the surge role of historian filled as soon as possible. Without hesitation, due to her exceptional quality of work with COMM-ISAC Watch, the team contacted Ms. Dishun to fill this role and worked all the necessary coordination details since weekend and holiday hours were required. Serving as historian, Ms. Dishun participated in four conference calls each day, providing a summary transcript for two of them; the other conference calls were for situational awareness if NCC taskers were issued, she was asked to capture them. The NCC requirement was transcript completion within two hours of the end of the conference calls. Ms. Dishun quickly grasped the task and routinely had summaries ready within 30 minutes of the conference calls. These efforts were extremely noteworthy and "make Ms. Dish..un a valued asset to the NCC team."~~*  ~~John O’Connor Jr.~~  ~~National Communications Coordination Branch~~ | |

# Technical Approach

(a) Describe the technical approach, plans, and methods for completion of the following tasks identified in PWS Part 5. The tasks are representative of some of the more complex tasks performed as part of overall mission requirements. Information provided should be in sufficient detail that it demonstrates Contractor’s technical understanding of the requirements:

(i) 5.2.1 Determine, analyze, and validate detailed requirements specifications.

(ii) 5.9.1 The contractor shall provide support to establish and maintain standardized project controls for Government assigned projects and ensure that project schedules are maintained and integrated into one master schedule.

(iii) 5.16.1 Applies industry-standard strategies and technologies used for the data analysis of business information.

(iv) 5.20.1 Contractor shall provide technical resolution for an average of 4,000-6,000 incident tickets per month (incident volume increases during periods such as system upgrades, network disruptions, and asset lifecycle replacement). Incidents are submitted by approximately 13,000 users located within the USAREC Headquarters building (Fort Knox), Army Marksmanship Unit (AMU) (Fort Benning), Special Operations Recruiting Battalion (SORB) (Fort Bragg), Recruiting and Retention Collage (RRC) (Fort Knox), and across USARECs 1800+ Brigades, Battalions, Companies and Stations worldwide. 80% of incidents should be resolved during the first contact and 100% within 72 hours. Contractor must be capable of serving as subject matter experts (SME) on common and advanced incident topics as described below and liaison with external agencies, vendors and key stakeholders to resolve incidents, problems, and events.

(v) 5.20.6 Problem and Event Management. Contractor shall identify risks, secondary impacts, and systemic problems that are reported from end users, service providers, other agencies, and commercial vendors. Problems should be promptly reported, assigned/escalated to the appropriate resource for resolution, and tracked through resolution.

(vi) 5.22.6.4 Provide configuration, customization, and administration of Army and commercial standard platforms. This may include customizing screens, editing fields, creating workflows, configuring reports, user account management, permissions, and roles, configuring security and privacy settings, and any other functions that would be required to ensure the platforms meet the government’s needs.

(vii) 5.24.1 Monitor network, system and application performance and work with government identified service providers to resolve issues such as outages, service degradation, upgrades, and maintenance. Networks include but are not limited to commercial and government hardwired and mobile networks providing internet, data, voice, fax, and other telecommunications services. Systems and applications include both GOTS and COTS products.

(b) Provide clearly defined management and organization structure and procedures that demonstrate Contractor's ability to manage a requirement of this size (annual value of $3.5 million or greater) and scope (tasks similar in complexity to those outlined in the PWS) as well as quality control matrix that demonstrate Contractor's ability to meet or exceed performance standards.

## Requirements Specifications (5.2.1)

Determine, analyze, and validate detailed requirements specifications

### 5.2. Requirements Engineering

The Government will provide needed modification requirements via government-issued actions such as scope documents, requirement documents, change requests, problem reports, and troubleshooting and/or other maintenance tasks related to the sustainment of production systems.

5.2.1. Determine, analyze, and validate detailed requirements specifications.

5.2.2. Perform requirements change management.

5.2.3. Document detailed requirements and design specifications by Government policies, processes, and procedures:

5.2.3.1. Maintain version control of architecture products using approved version control processes.

5.2.3.2. Maintain compliance with Business Enterprise Architecture (BEA) 5.0, and future versions.

5.2.3.3. MaintainarchitectureaccuracycompliantwiththeDepartmentofDefenseArchitectureFramework(DODAF)2.0 and future versions.

5.2.3.4. Maintain the All Viewpoint that describes the overarching aspects of architecture context that relate to all viewpoints.

5.2.3.5. Maintain the Capability Viewpoint that articulates the capability requirements, the delivery timing, and the deployed capability.

5.2.3.6. Maintain the Data and Information Viewpoint that articulates the data relationships and alignment structures in the architecture content for the capability and operational requirements, system engineering processes, and systems and services.

5.2.3.7. Maintain the Operational Viewpoint that includes the operational scenarios, activities, and requirements that support capabilities.

5.2.3.8. Maintain the Services Viewpoint that includes the design for solutions articulating the Performers, Activities, Services, and their Exchanges, providing for or supporting operational and capability functions.

5.2.3.9. Maintain the Standards Viewpoint that articulates the applicable operational, business, technical, and industry policies, standards, guidance, constraints, and forecasts that apply to capability and operational requirements, system engineering processes, and systems.

5.2.3.10. Maintain the Systems Viewpoint that describes the design for solutions articulating the systems, their composition, interconnectivity, and context providing for or supporting operational and capability functions. Must provide updates within 24 hours to Government as changes occur.

## Project Controls (5.9.1)

(ii) 5.9.1 The contractor shall provide support to establish and maintain standardized project controls for Government assigned projects and ensure that project schedules are maintained and integrated into one master schedule. 5.9.1 The contractor shall provide support to establish and maintain standardized project controls for Government assigned projects and ensure that project schedules are maintained and integrated into one master schedule. The contractor shall conduct Project Control activities including:

5.9.2. Integrate project schedules into an integrated master schedule.

5.9.3. Establish dependencies between related project schedules and report potential impacts to ensure accurate schedules and metrics are provided to Government managers.

5.9.4. Develop and maintain common schedule dictionaries to assist in maintaining integrated schedules. 5.9.5. Build and maintain project Work Breakdown Structures (WBS).

5.9.6. Support scheduling meetings and other meetings as appropriate.

5.9.7. Administer the consolidated time tracking tool, currently MS Project Server.

5.9.8. Provide to the Government earned value, cost and schedule analyses, and ad hoc reports.

5.9.9. Provide training on developing and maintaining project schedules as required and when requested.

## Data Analysis of Business Information (5.16.1)

(iii) 5.16.1 Applies industry-standard strategies and technologies used for the data analysis of business information. The contractor shall:

5.16.1. Applies industry-standard strategies and technologies used for the data analysis of business information.

5.16.2. Plan and execute software installations, upgrades, and configurations for Business Intelligence tools.

5.16.3. Visualize data using a variety of methods such as reports and dashboards to support smart business decisions.

5.16.4. Perform data analysis and data modeling to identify historical, current, and predictive trends and insights of business operations.

5.16.5. Business Intelligence specific proficiency in MS Office applications such as Access and Excel; query languages such as to SQL; commercial BI applications such as Power BI; and cloud environments such as Army 365 and Azure.

5.16.6. Administration and maintenance of Army data analytics system of record.

5.16.7. Inspect & Assess data sources and databases.

5.16.8. Collaborate with the government to address BI Project needs. Translate business requirements into a business dimensional model, key subject areas, dimensions, hierarchies, attributes, and measures.

## Help Desk/Ticket Resolution/Incident Response (5.20.1)

(iv) 5.20.1 Contractor shall provide technical resolution for an average of 4,000-6,000 incident tickets per month (incident volume increases during periods such as system upgrades, network disruptions, and asset lifecycle replacement). Incidents are submitted by approximately 13,000 users located within the USAREC Headquarters building (Fort Knox), Army Marksmanship Unit (AMU) (Fort Benning), Special Operations Recruiting Battalion (SORB) (Fort Bragg), Recruiting and Retention Collage (RRC) (Fort Knox), and across USARECs 1800+ Brigades, Battalions, Companies and Stations worldwide. 80% of incidents should be resolved during the first contact and 100% within 72 hours. Contractor must be capable of serving as subject matter experts (SME) on common and advanced incident topics as described below and liaison with external agencies, vendors and key stakeholders to resolve incidents, problems, and events. 5.20.1 Contractor shall provide technical resolution for an average of 4,000-6,000 incident tickets per month Incidents are submitted by approximately 13,000 users located within the USAREC Headquarters building (Fort Knox), Army Marksmanship Unit (AMU) (Fort Benning), Special Operations Recruiting Battalion (SORB) (Fort Bragg), Recruiting and Retention Collage (RRC) (Fort Knox), and across USARECs 1800+ Brigades, Battalions, Companies and Stations worldwide. 80% of incidents should be resolved during the first contact and 100% within 72 hours. Contractor must be capable of serving as subject matter experts (SME) on common and advanced incident topics as described below and liaison with external agencies, vendors, and key stakeholders to resolve incidents, problems, and events.

5.20.1.1. Common USAREC desktop support incident tickets may include: IN/OUT Processing, Asset Management, Provisioning User IT Equipment, Networking and Connectivity, Software Licenses Management, Entitlement Management, Account Management, Printer Configuration and Networking, Hardware/Software Troubleshooting, Email/Mailbox/Distribution List Requests, Secure Host Baseline (SHB)/ Operating System Issues, A365 and other Cloud Platform Issues, Government/Commercial Systems and Applications, IT Hardware Repair, and Providing Basic IT Support and User Training.

5.20.1.2. Common USAREC biometric (fingerprinting) support incident tickets may include Hardware/Software troubleshooting, Account/License/Entitlement Management, Hardware Provisioning, Asset Management, Assisting the Field in Obtaining Missing Reports, Facilitating Approval for Waiver/Exception Requests, Individual and Group Training on the Use of Biometric Technology.

5.20.1.3. Common USAREC mobility support incident tickets may include Mobile Device Provisioning/Configuration, Mobile Device Management (MDM), Security Compliance, Account Management, Number Porting, Asset Management, Coverage Issues, New Technology Implementations, Mobile Security, Mobile Applications.

5.20.1.4. Common USAREC cyber support incident tickets may include New User Accounts in various GOTS and COTS applications/systems, ATCTS, ACAS, Social Media Threats, VIP reports, CAC Registration, General Cyber Inquiries, User Violation Notices, Investigations, Requests for Information, Certifications, and training.

5.20.1.5. Common USAREC information management incident tickets may include Requests for Business Cards, Freedom of Information Act (FOIA) and Privacy Act inquiries, and Army Records Management requests.

5.20.2. Contractor shall provide troubleshooting, account management, software updating, and imaging for over 140 computer systems for Army Marksmanship Unit (AMU) located at Ft Benning, Ga. The technician will be responsible for keeping computer systems performing in a global environment. The technician will also be responsible for troubleshooting complex target systems to ensure the team can practice before all competitive shooting matches.

5.20.3. Contractor shall provide troubleshooting, account management, software updating, and imaging for over 45 computer systems for Special Operations Recruiting Battalion located at Fort Bragg NC. 20 computers are globally dispersed throughout CONUS AND OCONUS locations. Travel may be required for emergencies. Computing systems are vital to the SORB mission of providing Soldiers with the essential missions as determined by Congress, the Department of Defense, and the Army leadership.

5.20.4. Contractor shall provide help desk technicians for troubleshooting biometrics systems (physical and digital identification) within the command. The Department of the Army mandates the physical and digital identification of all potential enlistees. Biometric systems are prone to have technical issues thus a technician is warranted. Physical and digital identity is vital to the Army to eliminate known criminals from entering the Army enlistment process before expending millions of dollars on unqualified applicants. The Army is missioned to enlist upwards of 80,000 applicants every year. To get the number of applicants needed, recruiters will process upwards of 200,000. All applicants must have biometrics on file to determine moral qualifications before or after enlistment. This position is vital to ensure software and equipment issues are resolved expeditiously to keep the flow of applicants flowing through the arduous process. Technician receives, on average, 20-30 tickets per day.

5.20.5. Create and maintain knowledge articles related to incidents.

When one of USARC’s 13,000 users contacts the USARC Help Desk, HTGS-Culmen JV Help Desk Experts apply an integrated ITIL based service delivery approach to ensure rapid and thorough resolution of concerns as well as customer satisfaction with USARC service. Our Enterprise Help Desk methodology integrates controls for performance and quality management into a cohesive approach ensuring consistency across the task areas of IT Support Services including continuous customer satisfaction delivery. We bring over XX years help desk experience at the <<XXX insert experience here>>. We use ITILv4 Continual Service Improvement (CSI) processes that are mature and repeatable for the USARC, as proven by our ISO-9001:2015 Quality certification and CMMI L3 accreditation for Service. We have used various service desk tools for ticket tracking and analysis, and our process will adapt to the USARC helpdesk tool and processes. ***Upon contract award, we will tailor our ITIL based continuous service delivery approach to meet the specific USARC Service Level Agreements, improve customer service, and immediately address any risks.***

We currently manage a help desk using an ITIL model that supports military, civilians, and contractor users both CONUS and OCONUS with Tier I – IV support for DTRA.

Our industry leading ITIL and ISO best practices for exceptional help desk service are dynamic and adapt to changing USARC needs. A highlight of our best practices are listed in the table below.

|  |  |
| --- | --- |
| **Best Practice** | **Key Elements of HTGS-Culmen JV Help Desk Best Practices** |
| **Measuring, Reporting, & Trend Analysis of Help Desk Metrics** | * Ticket volume, Call volume after a release, Ticket Completion, Open tickets/backlog * Response Time (between ticket creation & first response), Mean Time to Resolution (MTTR), First contact resolution rate (percent solved within first session), Escalation Report, Re-Opened Service Requests * Priority of concern, Type/Category of concern, Type of Contact (email, phone), User group * Customer satisfaction per call for resolution, for help desk staff (segregated by user group), periodic surveys * Identification of trends and impacts across systems, customers, end-users, vendors. * Dashboard and Analytics of SLAs and Metrics, Root Cause Summary Help Desk Report |
| **Integrated Team** | * Capture Help Desk user feedback, analyze ticket contents, and integrate the feedback into the operations and development life-cycle to deliver feedback to PM, Training Team, Change Advisory Board. |
| **Customer Focused** | * Customers know status at all times. Follow-up with customers. * Self-service options where possible * Represent customer feedback to improve system to PM, Application Owners, Change Advisory Board, IT Staff, Trainers * Prevention focused |
| **Knowing Our Customer** | * Deliver tailored service. (Our team brings over XX years of dedicated support to the Army and your mission areas.) * Analyze previous ticket history, user background information, and CRM data to look for trends and patterns so we can adapt our Help Desk experience to each unique USARC user need. |
| **Knowledge Management (KM) Practices** | * Encourage our help desk experts to contribute to KM resources through good ITSM-based KM practices to help capture institutional knowledge and deliver quick and consistent service. * Train our experts to ask the right questions and turn to knowledge resources including previous tickets as a first step toward resolutions. * Check user histories for previous guidance and observations and archive historic knowledge base articles for new rollouts and existing applications. * Incentivize innovation and resolution at first contact. |
| **Maximizing Use of Software** | * Maximize use of USARC ticket management tool and adapt our processes to client tool while leveraging proven methodology to have clear ownership of tickets and tasks, metrics, and reporting. * Recommend alternative approaches to existing process and tools, if cost-effective or desired by USARC. |
| **Configuration & Change Management Practices** | * Good Change Control and identification of Configuration Items (CI) across all phases of SDLC starting from requirements tracking to deployment and operations. * Apply a structured change management process. * Communicate frequently and openly about changes. |
| **Incident & Problem Management**  **Practices** | * Proactive Problem Management to identify & resolve issues before end users report incidents. * Identify patterns * Implementing continuous improvement through reporting of KPIs |

**Systematic Root Cause Troubleshooting**. As a first step in troubleshooting, our Help Desk Technician will consult our comprehensive Help Desk Knowledge Guide for cause and solution steps if a solution is not immediately obvious. The guide provides lines of questions for uncovering common issues and provides steps for resolution. The majority of the time, solution for the incident is identified at this point using our comprehensive Knowledge Guide, resulting in first touch resolution for USARC end users to continue performing duties. In cases where further investigation is necessary to discover the root cause as part of problem management, our Help Desk Technician will lead appropriate Tier II/Tier III team members (system administrators, quality assurance testers, database administrators, developers, information assurance specialist, Subject Matter Experts (SMEs)) to systematically analyze and isolate root causes for the problem.

**Ensuring the isolated issue is resolved.** After isolating the issue, a solution is tested and then provided to the user. If the solution involves a USARC system change, a change is initiated per change management and configuration management protocols, tested, and released. We create testcases to ensure we replicate the user’s issues. We ensure our testcase passes before releasing the fix. We will follow-up with the user to ensure the issue we isolated is resolved and that they are able to perform their work duties using USARC systems. If unresolved, we modify the test and run through the process again. SUpon resolution, we update documentation for each ticket, close the ticket, collect customer feedback, and add to Help Desk Knowledge Guide when relevant.

**Hours.** Help desk will be available <<insert days, hours here if know, otherwise remove>>>. HTGS-Culmen JV ITIL Service Methodology ensures smooth hand-off, real-time status of all issues, and consistent processes for seamless shifts among help desk personnel. For instance, procedures will require date and time stamp to accompany all actions on a ticket, action documentation will have particular minimum requirements for the type of issue, each ticket will be assigned a category type, status and priority.

**Help Desk Guide**. We will create a Knowledge base repository and Help Desk Guide with answers to commonly asked questions, instructions to resolve common users issues, “how-to” instructions to use new features, Operations Procedures including guidance for questions to best define the problem and solutions to common technical issues. Typically, we create this as an internal Wiki to continual update and improve. The USARC Help Desk Guide will be updated for major releases and upon trend analysis of common issues.

**ITIL Continuous Service Improvement (CSI) based Methodology**. HTGS-Culmen JV process provides consistent service based on industry best practices for service focused on continual improvement. Proof of continual improvement is measured through metrics**.** Our personnel will demonstrate the upmost in professionalism in their interactions with USARC customers, and will pay attention to quality details, such as mandatory Auto Spell Check of responses to tickets.

**Metrics**, **Analysis, and Reporting.** The metrics below are common metrics we track to analyze trends and modify processes to continuously improve service. Based on our initial analysis of USARC helpdesk data and the Help Desk, or after trend analysis during the contract, we may add additional metrics to incentivize service level improvements.

* Ticket volume, Call volume after a release, Ticket Completion, Open tickets/backlog
* Response Time (between ticket creation and first response), Mean Time to Resolution (MTTR), First contact resolution rate (percent solved within first session), Escalation Report, Re-Opened Service Requests
* Priority of concern, Type/Category of concern, Type of Contact (email, phone, walk-in), User group
* Customer satisfaction per call for resolution, for help desk staff (segregated by user group)
* Customer satisfaction periodic surveys that capture satisfaction with performance and Help Desk

It is our assumption the USARC helpdesk tool has the built-in capability to report on many of the metrics (customer satisfaction with the support, customer satisfaction will Help Desk Technician (by name), type of contact (i.e., e-mail, phone, walk-in), number of contacts, area of concern, and unit of customer making the contact. Those Metrics will be delivered consistently to the COR as required (report formats we have used include dashboards, graphs, and charts. HTGS-Culmen JV will report SLAs and resolve 80% of incidents upon first contact and 100% within 3 business days of initial contact. Wewill identify and recommend any additional metrics or processes. If the COR desires to see those with the bi-weekly report, that can be arranged, or we can establish a monthly or quarterly review of some of the more in-depth metrics, providing more detailed insights to improve performance without providing additional burden on the COR.

***Upon contract award, we will tailor our industry leading ITIL based continuous***

***delivery approach to meet the specific USARC SLAs, improve customer service, and immediately address any risks***.

## Problem and Event Management (5.20.6)

(v) 5.20.6 Problem and Event Management. Contractor shall identify risks, secondary impacts, and systemic problems that are reported from end users, service providers, other agencies, and commercial vendors. Problems should be promptly reported, assigned/escalated to the appropriate resource for resolution, and tracked through resolution.

## Configuration and Administration of Army and Commercial Platforms (5.22.6.4)

(vi) 5.22.6.4 Provide configuration, customization, and administration of Army and commercial standard platforms. This may include customizing screens, editing fields, creating workflows, configuring reports, user account management, permissions, and roles, configuring security and privacy settings, and any other functions that would be required to ensure the platforms meet the government’s needs.

### 5.22. Support the Administration of the IT Workforce Readiness

5.22.1. Maintain up-to-date records, including organizational charts, of IT workforce readiness, including authorizations, filled and vacant positions, in and inbound and outbound personnel.

5.22.2. Maintain up-to-date records of IT certifications across the workforce.

5.22.3. Monitor sources such as the Digital Technology Career Field website and Army Career Program 34 website to identify training opportunities for the IT workforce.

5.22.4. Support maintenance of position and job descriptions.

5.22.5. Serve as SME and supports the management and review of policy and procedural compliance of USAREC IT information systems.

5.22.6. Administrate digital content on Army and commercial standard platforms.

5.22.6.1. Using Army and commercial industry-standard platforms, such as Army 365, to support business processes and create assets, including team sites, pages, lists, libraries, calendars, and workflows.

5.22.6.2. Provide account management support.

5.22.6.3. Maintain Command-wide channels to collect, disseminate, and communicate training, policy, procedural, and organizational updates.

5.22.6.4. Provide configuration, customization, and administration of Army and commercial standard platforms. This may include customizing screens, editing fields, creating workflows, configuring reports, user account management, permissions, and roles, configuring security and privacy settings.

5.22.6.5. Provide support services for the test, evaluation, and implementation of new and emerging web-based server services and technologies.

## Monitoring (5.24.1)

(vii) 5.24.1 Monitor network, system and application performance and work with government identified service providers to resolve issues such as outages, service degradation, upgrades, and maintenance. Networks include but are not limited to commercial and government hardwired and mobile networks providing internet, data, voice, fax, and other telecommunications services. Systems and applications include both GOTS and COTS products. (b) Provide clearly defined management and organization structure and procedures that demonstrate Contractor's ability to manage a requirement of this size (annual value of $3.5 million or greater) and scope (tasks similar in complexity to those outlined in the PWS) as well as quality control matrix that demonstrate Contractor's ability to meet or exceed performance standards.

### 5.24 Network Operations

5.24.1 Monitor network, system and application performance and work with government identified service providers to resolve issues such as outages, service degradation, upgrades, and maintenance. Networks include commercial and government hardwired and mobile networks providing internet, data, voice, fax, and other telecommunications services. Systems and applications include both GOTS and COTS products.

5.24.2 Plan system and network maintenance events with service provider and USAREC functional leads to ensure minimal disruptions to Recruiting operations.

5.24.3 Create, manage, ensure compliance and report against Army, TRADOC, and USAREC operations orders, taskings, etc.

5.24.4 Lead, plan, represent USAREC interests in coordination meetings with service providers, industry partners and other stakeholders.

5.24.5 Maintain communications channels with subordinate units and other staff sections.

## Other Task Areas

### 5.1. Functional Support

The contractor shall provide support services to the USAREC IT Projects, Programs, and Planning Division (P3MD). The contractor will support specific functional areas such as: requirements systems maintenance, sustainment, minor development, information management, business process modeling, enterprise architecture, data engineering, database management and administration, documentation, training, deploying software maintenance, integration engineering, process improvement, project management, and application software post-deployment support.

5.1.1. The contractor shall provide support services for IT sustainment.

5.1.2. The contractor shall support requirements development and sustainment for new and revised government applications and COTS application software supporting functional requirements.

5.1.3. The contractor shall deploy and sustain new and revised Government applications and COTS application software supporting functional requirements.

5.1.4. The contractor shall provide support services to the Government in the management and technical integration of externally developed products, modules, and/or applications into the existing architecture.

### 5.3. Business Process Modeling

5.3.1. Develop, document, and integrate Business Process Models (BPM). BPMs shall be constructed with IAW Government guidelines and instructions. BPM work products and activities include:

5.3.1.1. Maintain version control of architecture products using approved version control processes.

5.3.1.2. Maintain compliance with BusinessEnterpriseArchitecture (BEA)5.0 or the current version.

5.3.1.3. Compliance with DOD and DA guidelines for business process modeling notation (BPMN).

5.3.2. Software requirements work products and activities include:

5.3.2.1. Development and maintenance of use cases.

5.3.2.2. Preparation and maintenance of user stories.

5.3.2.3. Trace ability between requirements.

5.3.2.4. Screen prototypes.

5.3.2.5. Identifying non-functional requirements for system service level and service level agreements, screen design, usability, and information architecture.

5.3.2.6. Maintain traceability from change request to requirement to software unit and version throughout the requirement. Must provide to the Government within 72 hours of completion.

5.3.3. Conduct formal Requirement Reviews for projects (an average of 150 projects over a five-year period). The Government functional representative(s) and the appointed representatives will be the approval authorities.

### 5.4. Software Engineering

Software development activities are limited to minor development incidental to systems maintenance and sustainment, which may include minor code construction, populating databases, integrating services, and other data files with data values; and other activities needed to implement the requirements and design. All activities must be presented to Government in the timeline set when acquiring the project. The Government, at its discretion and with approval of the Contracting Officer, may ask the contractor to follow an alternate development process or may waive some documentation requirements, particularly with minor change requests. The contractor shall: 5.4.1. Conduct software-engineering activities using applicable DoD and DA policies and standards, and industry best practices when applicable.

5.4.2. Perform minor software configuration, using requirements provided by functional and technical leads, including maintenance and sustainment of the architectural design and the detailed design.

5.4.3. Provide and store specific documentation and work products as defined by USAREC G6 software engineering methodologies.

5.4.4. Ensure developed products comply with appropriate and current Defense Information Security Agency DISA Security Technical Implementation Guides, including the Application and Security Development.

5.4.5. The contractor shall perform architectural design and the detailed design of each Configuration Item, as well as definition and recording of design decisions and descriptions. Documents shall be submitted to the Government within 24 hours of completion. Work products shall include designs and documentation such as:

5.4.5.1. Architectural designs, including identification of the software units comprising the CI, their interfaces, the integration between them, and the traceability between the software units and the Cl requirements.

5.4.5.2. Architectural design descriptions(e.g., interface software unit descriptions, interface descriptions, design descriptions, and database design descriptions).

5.4.5.3. Detailed design and description of each of the software units comprising a CI,(e.g., data manipulation, database access, and external and internal interfaces).

5.4.5.4. The contractor shall conduct formal design reviews by USAREC G6 methodologies.

5.4.6. Develop documentation for the software corresponding to each CI and the individual software units comprising the CI within 24 hours of meeting. All documents shall meet established guidelines within each project. All discretionary decisions will be made by the Government. The contractor shall draft documentation of such decisions. These documents include:

5.4.6.1. Project management plan.

5.4.6.2. Requirements documents.

5.4.6.3. Systems interface agreements

5.4.6.4. Memorandums of agreement.

5.4.6.5. Software installation work instructions.

5.4.6.6. Service Level Agreements.

5.4.6.7. Use case documents.

5.4.6.8. User stories.

5.4.6.9. Systems (and data) TransitionPlan.

5.4.6.10. Software Version Description.

5.4.6.11. Data Flow Diagrams.

5.4.7. Integrate software corresponding to two or more software units; test the resulting software to ensure that it works as intended. A report shall be given to the Government detailing test results.

5.4.8. Provide support services for the creation and maintenance of documentation for developer environments including: 5.4.8.1. Maintenance of standards and procedures for the developer environment

5.4.8.2. COTS material may be used where applicable, including Government acquisition of required updates and upgrades, as well as the material available for public use.

5.4.8.3. Documentation shall be in electronic format and indexed, providing rapid access to the information. 5.4.9. Create and maintain user and operations documentation including:

5.4.9.1. The development and maintenance of documentation for the users and operators of the system(s), updated and modified, as required, for the life of the system(s) or module user manuals, containing information needed by hands-on users of the software.

5.4.9.2. Quick reference materials, with system tips and reminders.

5.4.9.3. COTS material maybeusedwhereapplicable,includingGovernmentacquisitionofrequiredupdatesandupgrades, as well as the material available for public use.

5.4.9.4. Operationsdocumentationdevelopedforthesystem(s)thatmaybeupdatedandmodifiedasrequiredforthelifeof the system(s). Operations documentation work products may include computer operation manuals, which contain information needed to operate the computer software.

5.4.9.5. Documentationshallbeinelectronicformatandindexed,providingrapidaccesstotheinformation.

5.4.10. Provide all configuration items to the Configuration Management team within 72 hours of receipt of CI from the service provider.

5.4.11. Provide support services for software deployments to include, planning, preparation, and the fielding of software change packages, software components, and databases. The contractor shall plan and document software integration, installation, support activities, and training, including user, test-er, system administrator, and Customer Service Center personnel training.

5.4.12. Support or conduct a User Decision Meeting for each project before the deployment phase by established methodologies. The Government functional representative(s) or designated representative will act as the approval authority for the UDM.

5.4.13. Executable software shall specify all batch files, command files, services, media files, image files, script files, database files, data files, and/or other software type files needed to be installed or accessed to ensure successful operation of the software on the target configuration.

5.4.14. Prepare version descriptions that identify and describe the exact version of software prepared for each site. Work products shall include:

5.4.14.1. Software installation and integration plans.

5.4.14.2. Executable software and supporting documentation.

5.4.14.3. Software Version Descriptions.

5.4.15. Provide support services for other software deployment activities to include data migration, system deployment, and architecture component deployment. Work products include:

5.4.15.1. Fielding integration procedures, to include all aspects of data migration.

5.4.15.2. Automated installation procedures in support of the deployment of the systems software modules.

5.4.15.3. Architecture component deployment and fielding activities, such as site surveys (in coordination with the Communications, Electronics, and Operations MAM), and problem identification, isolation, and correction.

5.4.15.4. Training materials for users, Customer Support Center personnel, and supporting technical personnel before and during the deployment period.

5.4.16. Perform software lifecycle maintenance, as required, for any identified system or module. The contractor shall perform the same tasks described and update any plans and procedures that are impacted because of maintenance activities. A requirement for non-periodic software maintenance support shall be documented and communicated using a Request for Change.

5.4.17. Provide support services for operations by performing the following activities including:

5.4.17.1. Monitoring interfaces to ensure data is correctly sent and received with other modules and/or systems. 5.4.17.2. Monitoring production batch activities to ensure proper execution.

5.4.17.3. Resolving expeditiously any errors in production cycles to complete production activity.

5.4.17.4. Providing Level III and IV support to the customer to resolve production issues and/or guide customers and guidance training to support personnel. (Level III support refers to providing help with problems that are not resolved by the support and Level IV refers to requiring the assistance of a highly technical and knowledgeable software engineer or equivalent).

5.4.17.5. Within 30 minutes, assess identified reported system issues, failures and immediately initiate notifications and alerts through established procedures provided by the Government.

5.4.17.6. Identify and resolve problems in production systems.

### 5.5. Applications and Web Integration

5.5.1. The contractor shall interact with service providers, other agencies, and vendors to ensure the efficient and effective operation of web applications. The contractor shall coordinate the interaction of operating systems, portal software infrastructure, COTS products, databases, and applications to ensure efficient application operation and an acceptable user experience. The Web integration support includes:

5.5.2. Advising and coordinating with developers, administrators, network personnel, and architects on changes to the architecture and technical environment.

5.5.3. Participating in the Virtual Architecture Team and assisting in developing and maintaining the USAREC, G6 Enterprise Technical Architecture documents.

### 5.6. Data Engineering

The contractor shall develop, document, engineer, and integrate logical data models and physical data models in support of a task. Data models shall be constructed daily by Government guidelines and instructions to ensure that developed models are reflected in the Government data engineering processes. Data modeling work products and activities shall include:

5.6.1. Logical Data Models, Physical Data Models, and Entity Relationship Diagrams including those that conform to DOD standards such as the DOD Enterprise Data Model Standards outlined in the DoDAF.

5.6.2. Logical Data Model documentation shall be developed using Computer Assisted Software Engineering tools.

### 5.7. Database Management and Administration

5.7.1. Provide support services for Government enterprise databases in development, test, and production environments. This support shall include, but is not limited to:

5.7.1.2. The analysis, transition, and mappingoflegacydataandexternalsystems'data,toincludeidentificationofdata sources, mappings to the automation systems, LDM, and the physical database design, and support for subsequent mapping of the physical data to systems databases.

5.7.1.3. The maintenance of the Production and DataWarehouseDataDictionaries,ensuringthattheyfollowtheDODData Standards.

5.7.1.4. Creationofperiodicupdatepackagesofstandardizeddataelementsandsubmissionofthosepackagestodesignated Government approval authorities for review and implementation.

5.7.1.5. Conductingperiodicdatabasemaintenance(daily,weekly,andmonthly).Maintenanceactivitiesshallbeconducted at times approved by the government and that have minimal impact on the organizational mission.

5.7.1.6. Continualmonitoringandoptimizingoftheproductiondatabaseenvironmentsinconjunctionwithhostservices, including maximizing system performance within the application, maintainability, and reliability.

5.7.1.7. Maintenanceofcontingencyplanstoupholdestablishedservicelevels,executionofbackupsinsupportoftheplan, and execution of recovery of all database components as required.

5.7.2. Perform a set of regular tasks in support of software applications and related servers that includes the operation and maintenance of Government provided COTS and custom-developed application services and software. Tasks shall include:

5.7.2.1. TheinstallationandmanagementofCOTSserver-levelsoftwaretoincludetoMSProject®,SharePoint®,Centra VCS®, SUN ON'E Portal®, Documentum ®, LDAP ®, ePiphany®, Web Trends ®, SumTotal Systems®, e-ROOM ®.

5.7.2.2. TheinstallationandmanagementofServiceOrientedArchitecturegovernance,security,andmanagementtools including System and Layer7.

5.7.2.3. Supportforthemanagementandtechnicalintegrationofexternallydevelopedapplicationsandmodules,and updates thereto, into the enterprise architecture, to include a review of plans, coordination of project milestone events, integration of the item into the appropriate technical layer(s) (including database layer), validation, and deployment.

5.7.2.4. Supportcustom-codedapplications,someofwhichconnecttointernalandexternaldatasourcesonmyriad platforms and from a variety of database systems.

5.7.2.5. Implementingsecurityandsoftwareupgradepatches. 5.7.2.6. Supportforscheduledmaintenanceperiods.

5.7.2.7. Receivingandrespondingtotroubleticketsforenterprisearchitecturekeybusinessandinfrastructureapplications incidents.

### 5.8. Project Management

The contractor shall provide effective management of project schedule, performance, risks, subcontracts, and related data. The contractor shall follow a Government approved project management process that offers:

5.8.1. Integrated Master Schedule, with clear milestones, which provides accurate and timely schedule and performance information throughout the life cycle of the program.

5.8.2. The conduct of project milestone reviews using a government template.

5.8.3. Risk management to mitigate program and/or project risks and provides for special emphasis on software development efforts through the integration of metrics to monitor program status.

5.8.4. Active participation by contractor's senior management in project administration and problem-solving. 5.8.5. Communications and change management processes that involve all key stakeholders.

5.8.6. Documented procedure for estimating costs and schedules to ensure consistency.

5.8.7. Providing project status reports to the Government on a weekly basis or as deemed needed.

### 5.10. Software Integration Engineering

The contractor shall provide Software Integration Engineering support to coordinate the technical architecture and the integration between major components thereof. 5.10.1. Overseeing the applications systems architecture and collaborating with development teams, operations staff, and external engineers to ensure systems security compliance, efficiency, integrity, and maximum operational availability within the overall enterprise architecture.

5.10.2. Providing advice and coordination concerning technology insertions into the enterprise architecture. 5.10.3. Creating technical and system views and models by the DODAF.

5.10.4. Assisting in the sustainment of the enterprise architecture technical architecture and its related documentation (in coordination with other technical staff).

5.10.5. Reviewing project scope documents, requirements, procedures, processes design and plans to determine the technical impact on other areas, systems, sub-systems, and modules of the enterprise architecture.

5.10.6. Providing support services to the Government's Virtual Architecture Team, which works to integrate technical projects into the overall architecture by reviewing project technical design plans, to accomplish the following: conduct rapid technical assessments and implementation impacts on selected products and projects; provide support to resolve cross-system / sub-system / module problem identification and resolution; analyze technical infrastructure issues; support the maintenance of technical architecture documentation, diagrams, and views; and support the Government's strategic long-range technical efforts.

### 5.11. Training Support Services for Recruiting and Retention College

5.11.1. Technical Support Analyst. Contract Technical Support Analyst(s) are required to up-load tests, lesson plans, and training data into Blackboard and Training Development Capabilities. The Government will ensure the Technical Analyst(s) has access to all required equipment and resources to perform all training development functions to approved standards of the Government. The contractor shall ensure the Technical Analyst(s) execute training activities and functions by the established timeline. The Technical Support Analyst(s) is required via blackboard to make announcements for all users, announcements for instructors (Cadre) only, disseminate new lesson plans, ideas, and courseware, provide Bulletin board capability with threaded discussion topics, provide the conferencing capability for instructor-facilitated classroom discussion, provide chat room capability to process other training support activities as necessary. The requirements for TDC will require CAD, LP, ITP, CMP, SEP, Test, and PE.

5.11.2. Training Analyst. Training Analyst(s) are required to develop, write, and review documents, plans, and or reports for assigned topics or courses within USAREC. The government will ensure that the Training Analyst(s) have access to all required equipment and resources to perform all training development functions to the approved standards of the Government. The Contractor shall ensure the Training Analyst(s) produce the deliverables by the established timeline. The requirements for TDC will be CAD, LP, ITP, CMP, SEP, Test, and PE.

5.11.3. The Technical Support and Training Analyst(s) shall go through an orientation period to learn the RRC organization. The Training Analyst(s) shall become familiar with the target audience of the respective course and review the Program of Instruction (POI). It shall also include familiarization with the respective lesson plan from which the instructors present in the classroom instruction. This period shall be from 30-60 days after recruitment and reception at RRC.

5.11.4. The Technical Support and Training Analyst(s) shall attend meetings, conferences, briefings, and other information- sharing venues when necessary to perform specified tasks under the contract.

5.11.5. The contract Technical Support and Training Analyst(s) shall remain current on Army doctrine, regulations, and other policy and procedural changes.

5.11.6. The Technical Support and Training Analyst(s) shall meet with Subject Matter Experts (SME) and Course Manager to draft lesson plans generated from task analyses on assigned courses in TE 4, and shall play a key role in

determining the sequence and order of lesson plans, and the incorporation of applicable technology and design. The contractor shall submit all lesson plans to the COR or designated Government representative for review and approval.

5.11.7. Helpdesk technician to provide troubleshooting, account management, software updating, and imaging computer systems.

### 5.12. Process Improvement

The contractor shall provide process improvement using industry best-practices. The contractor shall provide process improvement using industry best-practices. The contractor shall conduct Process Improvement activities including following tasks:

5.12.1. Provide support services to the activities of the organization's Process Action Teams, Software Engineering Process Group, and the Government's software process oversight committee.

5.12.2. Create and maintain the process improvement plan to consolidate in a single document the planning information to systematically improve the organization's process maturity.

5.12.3. Facilitate the creation and/or maintenance of organizational process improvement documentation.

5.12.4. Develop, update, and/or provide appropriate training material to support the training of the processes.

5.12.5. Provide support services in process improvement assessments, including on the organization’s Project Management Methodology and related processes, as required, or when requested.

### 5.13. Information Technology Asset Coordinator

The contractor shall provide the asset coordinator:

5.13.1. Responsible for administrative duties within the IT procurement and inventory management function.

5.13.2. Maintains records and databases containing information regarding licenses, warranties, and service agreements for the organization's hardware and software.

5.13.3. Responsible for documenting and tracking IT assets after delivery to ensure all equipment and software are accounted for.

### 5.14. Telecommunications Control Officer

5.14.1. Process all communications requests within the command to include installation, removal, transfers, and resolving customer inquiries.

5.14.2. Track and monitor various telecommunications services including local and wide area networks, voice mail systems, wireless and digital services, peripheral equipment, offline message preparation equipment, and telephone switch modernization.

5.14.3. Review actions are completed, and a thorough record is maintained to aid in the validation of billed services. 5.14.4. Perform technical reviews.

5.14.5. Compile support documents and reports, identifies, and notify users of problems, and maintain usage reports. 5.14.6. Provide user training and develops procedures and efficient systems operation.

5.14.7. Review and assist to ensure landlines, smartphones, and tablet data transmissions are properly controlled and use the most economical communications means available.

5.14.8. Contact telecommunication carriers, vendors, or communications representatives to obtain estimated costs for requested services including requests for service, coordinating dates of service, and resolving billing problems.

5.14.9. Manage telecommunications program for USAREC.

5.14.10. Provide technical and managerial guidance for communications.

5.14.11. Research, plan and implement new or upgrades to existing telecommunications and/or data communications systems.

5.14.12. Process requests for new telecommunications and or data communications systems.

5.14.13. Obtain clearance to add and delete data in JRMS and GSA Tops Government systems.

5.14.14. Resolve telecommunications incidents, trouble tickets, and requests for information.

### 5.15. Test and Evaluation

The contractor shall provide testing and evaluation:

5.15.1. Types of testing may include:

5.15.1.1. New and existing baseline images and releases

5.15.1.2. New and existing operational releases

5.15.1.3. New and existing GOTS and COTS applications

5.15.1.4. Access methods and associated security

5.15.1.5. Application security testing

5.15.1.6. Technology projects

5.15.1.7. Hardware configurations (i.e., printers, scanners, and other supportive devices)

5.15.2. The contractor shall perform a set of regular tasks in support of the application administrations that includes the operation and maintenance of the government-provided test and evaluation toolsets and related hardware. Tasks shall include:

5.15.2.1. Customize/code application modules and data fields to support metric collections and processes improvement. 5.15.2.2. Implement security and software upgrade patches.

5.15.2.3. Provide validation of test toolsets as required.

5.15.2.4. Receive and respond to trouble tickets for the testing toolset within 24 hours.

5.15.2.5. Coordinate formal requirements, delivery, and administration of the enterprise test and evaluation toolset. 5.15.2.6. Design, maintain and administer the centralized and secure repository.

5.15.2.7. Collaborate with system administrators and vendors to ensure operations of the testing toolset.

5.15.2.8. Participate in the configuration and testing of test toolset changes.

### 5.17 General System Support

The contractor shall:

5.17.1. Perform WebLogic administration and multi-server management.

5.17.2. Provide technical training materials and seek mentoring opportunities to promote growth and increase competency.

5.17.3. Work requires experience with DAC, Informatica 7. x, 8. x.

5.17.4. Promote team creativity and cohesiveness to ensure that technical designs fit into the overall data warehouse architecture and to facilitate fairness while striving for consensus in problem-solving.

5.17.5. Metadata and Content Management.

5.17.5.1. Collaborate with DBAs, Data Integration, Metadata, and BI Delivery Team to address BI Project needs

5.17.5.2. Devise & analyze BI Metadata/Logical Data Model in a graphics chart

5.17.5.3. Translate BI requirements into analytics metadata Devise & Test Metadata

5.17.5.4. Collaborate with IT BI SMEs to define high-level report/analysis, iBots/alerts, and overall intelligence dashboard functionality and user experience

5.17.5.5. Design & Build BI Delivery components (Dashboards, Reports, BI Publisher bigots, etc.)

5.17.5.6. Perform performance tuning as it regards OBIEE reports (i.e., where are calculations performed, etc.) 5.17.6. Defining Requirements and Customer Technical Support.

5.17.6.1. Coordinate interactions with customers and business analysts to establish common business information requirements, analyze data to satisfy those requirements, and execute specific technical solutions to achieve stated business goals

5.17.6.2. Strive to exceed customer expectations in the delivery of BI solutions for dashboards, BI Publisher reports, and Ad- hoc requests

5.17.6.3. Proactively prevent and support resolution of data quality issues, improve query performance, and pro-vide report development coaching and guidance throughout the BI power user community

5.17.6.4. Communicate an understanding of the importance of compliance with corporate, regulatory, and internal security policies when administering and configuring the OBIEE/OBIA reporting platform

5.17.6.5. Help end-users and business analysts fully understand the technical options when solving business requirements and developing BI reporting solutions that enhance and extend the end-user usability experience

5.17.6.6. Prepare and present project reports for IT and Business management 5.17.6.7. Implement Policy and Standards

5.17.6.8. Perform Project Status

5.17.6.9. Perform Test plan preparation

5.17.6.10. Install and configure computer systems

5.17.6.11. Diagnose and solve hardware/software issues

5.17.6.12. Provide management/user in resolving complex automated support problems

Interfaces include but are not limited to: HTML; Hyperion; Visual Basic; JAVA; JavaScript VB Script; ASP; Perl; and CGI scripts, and applications will run under UNIX (Solaris), and Windows NT 4.0. HTTP connectivity will be hosted using Netscape and Microsoft IIS Web Servers. Applications will interface with Oracle 8 databases using Open Database Connectivity (ODC) and other application programming interfaces (API).

### 5.18. Computer Graphics

Provide graphics using applications such as Adobe Photoshop and Adobe Illustrator.

### 5.19. Technical Writers

The contractor shall provide qualified personnel to maintain and manage the yearly updating regulations, manuals, memorandums, and forms. The contractor shall submit all work products to the COR or designated Government representative for review and approval.

5.19.1 The contractor shall provide qualified personnel to type, review, edit, and publish e-documents, regulations, forms, and pamphlets utilizing Microsoft Excel, Share Point, PowerPoint, MSWord, Adobe Pro, Adobe Creative Suite, Lotus Forms, PDF Filler, and publication websites. Personnel will also review and edit business cards submitted by recruiting force. The contractor shall submit all work products to the COR or designated Government representative for review and approval.

5.19.2 The contractor shall establish filings and records IAW established DOD and USAREC guidelines.

5.19.3 The contractor shall receive and enter information into the web file database using Excel and Share Point.

### 5.21. Information Management Services

5.21.1. Provide office management, communication, and word processing support.

5.21.2. Provide support for the FOIA, Privacy Act, IT Records Management, IT Content Management, and IT HR Compliance Programs.

5.21.3. Receive and process inbound requests.

5.21.4. Verify documents that follow established regulations.

5.21.5. Work within designated systems of record to manage cases, documents, records, and other content. 5.21.6. Perform record searches.

5.21.7. Review and mark records as appropriate.

5.21.8. Generate responses to requests for Government approval and dissemination.

5.21.9. Maintain official office records, such as mail distribution lists and electronic signatures.

5.21.10. Maintain statistical and narrative data related to administrative services programs and generate reports.

5.21.11. Maintain awareness of policies, statutory law, regulations, organizational, and government-wide issues that impact the various Administrative Services Programs.

### 5.23. Administrative Support

The Contractor shall coordinate calendars to include setting and confirming appointments. Meeting preparation to include collecting and distributing read-a heads, appointment reminders, and connecting comms. Preparing documentation to include letters, memoranda, and briefings. Responsible for the completion and submission of the Daily Status Report (Perstat). Call screening. Task administration to include TMT Taskers, CIO tasks, Taskers, etc. Tracking mandatory training compliance for personnel, including updating DTMS and other systems of record. Attend administrative meetings, take minutes, and distribute minutes as necessary within three business days. Coordinate travel in DTS.

### 5.25. Cyber Security

Protect USAREC users, devices, systems, and data from unauthorized access or criminal use. through timely resolution of user requests, investigation of potential threats, user training programs, support for audits and inspections, and enterprise-wide communications/notifications/reporting. Serve as subject matter experts (SME) on common and advanced cyber topics as described below and liaison with external agencies, vendors, and key stakeholders to resolve cyber incidents, problems, and events.

5.25.1. Common USAREC Cyber support incidents may include Provisioning user accounts, ACTCS, REQUEST accounts, ACAS, Remedy, Social Media Threats, VIP reports, CAC registration, General Cyber Inquiries, User Violation Notifications, VIP Database Inputs.

### 5.26. Monthly Report

Summary of accomplishments during the reporting period and significant events. Deliverables submitted or progress on deliverable products. Any current or anticipated problems. Summary of activity planned for the next reporting period.

# Quality Control / Quality Assurance

1.6.1. Quality Control (QC): The contractor shall develop and maintain an effective quality control program to ensure services are performed by this PWS. The contractor shall develop and implement procedures toidentify, prevent, and ensure the non-recurrence of defective services. The contractor’s quality control program is how the contractor assures that work complies with the requirement of the contract. The contractor quality control plan shall be delivered to the contracting office no later than 15 days following contract award. After acceptance of the quality control plan, the contractor shall receive the contracting officer’s acceptance in writing of any proposed change to the QC system.

1.6.2. Quality Assurance: The government shall evaluate the contractor’s performance under this contract by the Quality Assurance Surveillance Plan. This plan is primarily focused on what the Government must do to ensure that the contractor has performed by the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable defect rate(s).

The HTGS-Culmen Team, comprised of HunaTek Government Solutions, Culmen International, and the Building People brings to A/OPR a comprehensive and unified commitment to quality. Each firm hold ISO 9001:2015 certifications, and Culmen International also brings Capability Maturity Model Integration (CMMI) Level 3 for Services, or CMMI-SVC Level 3.

**Process to Monitor Contract Performance and Schedule and Corrective Actions**

HTGS-Culmen's employs continuous communication with its employees, COR, and associated task order Government Task Managers (GTM) to monitor performance of its personnel on assigned to task orders. Our program and project managers are encouraged to pick up the phone: to be in regular voice communication with their direct contract reports and with their government counterparts. We’ve found the personal nature of a spoken conversation to be immensely helpful in building a trusted relationships that support open conversations needed to monitor performance. Often people are hesitant to voice minor items through written communication because tone is not easily communicated and/or the person is uncomfortable and/or doesn’t have time to put things in writing. This can lead to small items becoming issues because they are unknown. To address this our PM has regularly scheduled conversations as follows:

**Employees** – PM’s meet with their assigned contract personnel on a semi-weekly basis. Employees are encouraged to speak freely and that opinions shared will not be disclosed without employee’s permission unless there is an ethical obligation to do so. Topics covered during the conversation include: current focus and workload; accomplishments and accolades; issues and concerns; personal satisfaction; personnel asks for corporate support; upcoming personal time off; potential travel, etc. Relevant notes from the conversation are memorialized in the PM files. If the discussion included any counseling, the PM documents the counseling via written email to the employee and forwards a copy to human resources for inclusion in their file.

**Contracting Officer Representative (COR)** – Standing meetings are held with contract CORs on a semi-weekly basis. During these meetings the PM provides status personnel actions for incoming and outgoing employee on the contract, discusses open items and/or issues, and raises any new concerns. Additionally, the PM solicits feedback from the COR that they and/or GTM have expressed on assigned personnel. Relevant notes from the conversation are memorialized in the PM files with meeting notes/actions sent to the COR.

**Government Task Manager (GT**M) – Direct feedback from GTMs on personnel performance is often the most insightful as the employee’s performance directly impacts how the GTM meets their mission requirement. The PM will coordinate with the COR to establish regular meeting cadence with the GTMs to solicit temperature checks on personnel performance. We have found the more often these occurs the more proactive we can be heading off negative trends and rewarding and promoting high-performance.

In addition to verbal communications COR and GTM, when allowed HTGS-Culmen utilizes surveys through automated providers. Surveys are designed to measure customer satisfaction of contractor’s performance on individual and management level and usually consist of 5-8 questions with multiple choice answers sent on a quarterly basis.

# Management Approach

1.6.9. Post Award Conference/Periodic Progress Meetings: The Contractor agrees to attend any post-award conference convened by the contracting activity or contract administration office by Federal Acquisition Regulation Subpart 42.5. The contracting officer, Contracting Officers Representative (COR), and other Government personnel, as appropriate, may meet periodically with the contractor to review the contractor's performance. At these meetings, the contracting officer will apprise the contractor of how the government views the contractor's performance and the contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the government.

## Approach to Managing Personnel and Deliverables

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

## Subcontractor Management

HunaTek, HTGS-Culmen JV’s managing member, is responsible for vetting each prospective subcontractor in accordance with its established ISO 9001:2015 contractor selection process. This process includes a determination of financial responsibility and an annual review of subcontractor performance. The HTGS-Culmen team brings all of the organic and organizational capabilities required to successfully execute the requirements for the USAREC ITSS program. While we intend to self-perform the vast majority of the contract, we remain open to bringing on additional partner expertise when we identify partners and capabilities that will deliver a strong value proposition to USAREC. Whether the value is derived from particular experience, expertise, or technical innovation, the HTGS-Culmen team’s subcontracting activities are designed to be transparent to USAREC.

HTGS-Culmen applies a “One Team” approach to ensure seamless performance regardless of company affiliation (Hunatek & Culmen. HTGS-Culmen has a successful track record of managing subcontractors and providing an integrated team. Our subcontractors will be required to adhere to all USAREC Guidelines and HTGS-Culmen policies and procedures, including meeting metrics of its QCP.

HTGS-Culmen emphasizes open, direct, and regular communications with subcontractors to monitor and manage performance. HTGS-Culmen will maintain privity of the contract (and restrictions) as the prime and the Government will not be involved in issue resolution associated with subcontractors or their personnel. Our focus will involve monitoring of all subcontracts to ensure compliance with the terms and conditions, completion of delineated milestones outlined in the Monthly Status Reports, and the timely submittal of required reports or deliverables. We will review invoices and expenses to ensure expenses are within budget, allowable, reasonable, and allocable. Furthermore, HTGS-Culmen’s PM will meet with each subcontractor individually, in addition to the team meeting, monthly. If issues arise, we will address them immediately.

As part of our “One Team” approach to subcontractor management, we seamlessly integrate all subcontractors into all project teams and activities. We continuously monitor and inspect subcontractor deliverables and hold our subcontractors accountable for performing all required activities to support HTGS-Culmen in meeting or exceeding all performance standards.

Each subcontractor performing under this effort will be required to provide a Monthly Status Report, similar in content and format to the HTGS-Culmen MSR, with their invoice, no later than 10 days after the end of each month.

HTGS-Culmen has established and maintains strong relationships within our executive leadership, conveying a shared commitment to the A/OPR Program. This level of corporate engagement and collaboration enhances visibility into program progress, allows for fair and timely dispute resolution, and allows each company to provide the required support to ensure program success.

Finally, we require our teammates to share their own quality best practices and lessons learned to customize our quality approach to the unique needs of USAREC. This allows HTGS-Culmen to bring our extensive collective experience and successes in delivering quality products and services, both at USAREC and throughout the federal government, to bear on successfully fulfilling each of the technical and schedule/delivery requirements identified in the SOW.

## Recruiting and Retaining Cleared, Qualified Personnel

We are adept in identifying and engaging experienced professionals with skills matching customer expectations. Our effective recruiting process includes finely honed steps for requirements such as certifications and clearances that enable us to hire quickly in response to critical staffing requirements. The effectiveness of our process is based on a dynamic and flexible approach to recruiting tailored to the unique needs of our clients, coupled with the experience of our recruiters.

**Table 4 -Recruiting Strategies & Approach**

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

Our recruiting strategies are driven to deliver to the mission and goals of the USAREC ITSS program, and so to is our posture toward talent retention. HTGS-Culmen’s ability to attract and retain highly qualified employees is a cornerstone of providing outstanding customer service. A key component of our successful retention strategy is a focus on increasing employee engagement. We consistently collect and analyze employee satisfaction using multiple means, including employee satisfaction surveys, benefits surveys, regular review meetings with program leads, town hall meetings with open dialogues, group- and one-on-one lunches with our corporate leadership. Opportunities for enhancements are elevated to the benefits committee.

Our Program and Project Management focus is oriented around the talent employed on our programs. Recognize the high cost of turnover to programs, both from a financial and performance standpoint, and we apply practices that are aimed at employee engagement and continued job satisfaction. To foster that workforce stability for USAREC, we work to maximize employee satisfaction through:

* Employee Recognition and Feedback - accomplished through our regular management/ employee meetings, team meetings, performance reviews, promotions, and on recognition via company email and/or our social media mechanisms.
* Monetary rewards (bonuses/ salary increases/spot awards).
* Regular market survey analysis of employee compensation to ensure competitiveness.
* Training and development programs.
* A work culture of respect and inclusion,
* Work-life balance. We provide employees with the ability to elect their schedules within the customer's margins to provide for their personal needs.
* Regular opportunities for employee feedback via surveys.

## Staffing Plan (1.2)

(5 page limit)

1.6.11. Key Personnel: The following personnel is considered key personnel by the Government: The contractor shall provide an on-site Program Manager who shall be responsible for the performance of the work. The name of this person and an alternate who shall act for the contractor when the manager is absent shall be designated in writing to the contracting officer. The Program Manager or alternate shall have full authority to act for the contractor on all contract matters relating to the daily operation of this contract. The Program Manager or alternate shall be available between 0730-1730, Monday thru Friday except on Federal holidays or when the Government facility is closed for administrative reasons.

1.6.12. Identification of Contractor Employees: All contract personnel attending meetings, answering Government telephones, and working in other situations where their contractor status is not obvious to third parties are required to identify themselves as such to avoid creating an impression in the minds of members of the public that they are Government officials. They must also ensure that all documents or reports produced by contractors are suitably marked as contractor products or that contractor participation is appropriately disclosed.

1.6.13. Contractor Travel: The contractor shall be required to travel to CONUS and OCONUS during the performance of this contract to attend events such as meetings, conferences, and training, and to provide technical support as required. OCONUS USAREC locations include Puerto Rico, Virgin Islands, Germany, Italy, Guam, American Samoa, Korea, and Japan. The contractor may be required to travel to off-site training locations and to ship training aids to these locations in support of this PWS. The contractor shall be authorized travel expenses consistent with the substantive provisions of the Joint Travel Regulation (JTR) and the limitation of funds specified in this contract. All travel requires Government approval/authorization and notification to the COR.

## Security

1.6.7. Security Requirements: IAW AR 25-2 and HSPD-12, Installation Security Office will submit all background investigations on prospective contractors requiring CAC and/or network access. Provost Marshal’s Office wilconduct NCIC- III background checks on all other contractor personnel. For contractor personnel, the minimum requirement for access to unclassified federal information systems is as follows: IT-I access, a Single Scope Background Investigation (SSBI/SF 86); IT-II access, a NACLC (SF 86); and IT-III access, a NACI (SF 85P). Before CAC issuance, the NAC (FBI 10-point FBI fingerprint check) must be completed without adverse comment, and the NACI or equivalent must be initiated. CACs will not be issued before the fingerprint check results have been completed and the investigation has been submitted. Fingerprints and the appropriate investigation will be submitted by the Government.

1.6.7.1 Status of Forces Agreement (SOFA). Contractor shall comply with the provisions of current SOFAs of host nations identified in the PWS.

1.6.7.2. PHYSICAL Security: The contractor shall be responsible for safeguarding all government equipment, information, and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured.

1.6.7.3. In the event keys, other than master keys, are lost or duplicated, the Contractor shall, upon the direction of the Contracting Officer, re-key or replace the affected lock or locks; however, the Government, at its option, may replace the affected lock or locks or perform re-keying. When the replacement of locks or re-keying is performed by the Government, the total cost of re-keying or the replacement of the lock or locks shall be deducted from the monthly payment due to the Contractor. In the event a master key is lost or duplicated, all locks and keys for that system shall be replaced by the Government, and the total cost deducted from the monthly payment due to the Contractor.

1.6.7.4. The Contractor shall prohibit the use of Government-issued keys/key cards by any persons other than the Contractor’s employees. The Contractor shall prohibit the opening of locked areas by Contractor employees to permit the entrance of persons other than Contractor employees engaged in the performance of assigned work in those areas, or personnel authorized entrance by the Contracting Officer.

1.6.7.5. Anti-Terrorism and Information Assurance Training.

1.6.7.6. AT Level I Training: All contractor employees, including subcontractor employees, requiring access to Army installations, facilities, and controlled access areas shall complete AT Level I awareness training within 30 calendar days after the contract start date or the effective date of incorporation of this requirement into the contract, whichever is applicable. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee, to the COR or the contracting officer, if a COR is not assigned, within 30 calendar days after completion of training by all employees and subcontractor personnel. AT Level I awareness training is available at the following website: https://jkodirect.jten.mil/.

1.6.7.7. AT Awareness Training for Contractor Personnel Traveling Overseas: US-based contractor employees and associated sub-contractor employees to make available and receive government-provided area of responsibility (AOR) specific AT awareness training as directed by AR 525-13. Specific AOR training content is directed by the combatant commander with the unit ATO being the local point of contact.

1.6.7.8. Access and General Protection/Security Policy and Procedures: Contractor and all associated sub-contractor’s employees shall comply with applicable installation, facility, and area commander installation/facility access, and local security policies and procedures. The contractor shall also provide all information required for background checks to meet installation access requirements to be accomplished by the installation Provost Marshal Office, Director of Emergency Services, or Security Office. The contractor workforce must comply with all personal identity verification requirements as directed by DOD, HQDA, and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes.

1.6.7.9. iWATCH Training: The contractor and all associated sub-contractors shall brief all employees on the local iWATCH program (training standards provided by the requiring activity ATO). This locally developed training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 60 calendar days of contract award and within 30 calendar days of new employees commencing performance with the results reported to the COR NLT 30 calendar days after contract award.

1.6.7.10. Contractor Employees Who Require Access to Government Information Systems: All contractor employees with access to a government info system must be registered in the ATCTS (Army Training Certification Tracking System) https://atc.us.army.mil/iastar/index.php at the commencement of services and must complete the DOD Information Assurance Awareness before access to the information systems and then annually thereafter.

1.6.7.11. Global Address Listing (GAL): All contract employees who require access to Government Information Systems shall update their profile and Global Address Listing (GAL) information: https://www.dmdc.osd.mil/milconnect within 10 working days of being granted IT access.

1.6.7.12. OPSEC Training: Per AR 530-1, Operations Security, the contractor employees must complete Level I OPSEC Awareness training. New employees must be trained within 30 calendar days of their reporting for duty and annually thereafter.

1.6.7.14. Threat Awareness and Reporting Program (TARP). DA contract employees possessing a security clearance shall receive annual TARP training instructed by a CI agent or other trainer as specified in AR381-12,2-4b. Training shall be accomplished annually during the organization's scheduled TARP training session. In those instances where live training is not possible, such as in deployed theaters of operation, CI units may, in coordination with appropriate commanders, develop alternative means to conduct threat awareness training and meet the requirements of this AR 381-12.

1.6.7.15. Information assurance (IA)/information technology (IT) training: All contractor employees and associated sub-contractor employees must complete the DoD IA awareness training before issuance of network access and annually thereafter. All contractor employees working in IA/IT functions must comply with DoD and Army training requirements in DoDD 8570.01, DoD 8570.01-M, and AR 25-2 within 30 days of starting employment.

1.6.7.16. Annual Cyber Awareness Training: All contractor employees, including subcontractor employees, requiring access to Army installations, facilities, and controlled access areas shall complete the Annual Cyber Awareness Training located at the US Army IA Training Center website listed below (previous training expires 25/Nov/13): Link: https://ia.signal.army.mil/DoDIAA/default.asp.

1.6.7.17. Acceptable Use Policy: All contractor employees, including subcontractor employees, requiring access to Army installations, facilities, and controlled access areas shall complete a new Acceptable Use Policy (Annual Requirement) at the same website: Link: https://ia.signal.army.mil/DoDIAA/default.asp. (Click “Login”, Log in with CAC, confirm the information on-page, and click on “View and Sign AUP”.

1.6.8. Special Qualifications: All contractor employees shall adhere to the requirements of DoDD 8570.01- M and AR 25-2 training and qualification requirements for each position classification. Contractors shall obtain any certifications inherent with job/position functions. We will ensure that individuals check their training profile on the ATCTS site.

5.27.1. By DOD Regulation 8570.01-M paragraphs C1.4.4.12, C7.3.4.4, C1.4.4.5, C2.1.5, C1.4.4.12, C3.2.4.8.1 and C4.2.3.1, contractor employees with privileged access to any information system, contractors performing described Information Assurance (IA) functions must satisfy both preparatory and sustaining DOD IA training and certification requirements. Any personnel hired to perform functions in a position deemed as requiring elevated access privileges must be able to attain the security background check needed for the functions required. There are other determining factors regarding whether a user is placed in one of these training groups. Ensure staff have Approved Baseline Certifications. 5.27.2. The following certifications have been approved as IA baseline certifications for the IA Workforce for IAT Level II. Personnel performing IA functions must obtain one of the certifications required for their position category or specialty and level. IAT Level II: CCNA Security; CySA+ \*\*; GICSP; GSEC Security+ CE; CND; SSCP

## GFI/GFP

1.6.15. Data Rights: The Government has unlimited rights to all documents/material produced under this contract. All documents and materials, including the source codes of any software, produced under this contract shall be Government-owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

3. GOVERNMENT-FURNISHED ITEMS AND SERVICES:

3.1. Services: None.

3.2. Facilities: The Government will provide the necessary workspace for the contractor staff to provide the support outlined in the PWS to include desk space, telephones, computers, and other items necessary to maintain an office environment.

3.3. Utilities: The Government will provide all utilities required to perform under this contract. The contractor (to include sub-contractors) shall instruct employees in utility conservation practices. The contractor shall be responsible for operating under conditions that preclude the waste of utilities, which include turning off the water faucets or valves after using the required amount to accomplish cleaning vehicles and equipment.

3.4. Equipment: The Government will provide the necessary computing and telecommunications equipment to perform services under this PWS.

3.5. Materials: None

4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:

4.1 General: The Contractor shall furnish all necessary supplies, equipment, and services required to perform work under this contract that is not listed under Section 3 of this PWS.

## OCI

1.6.16. Organizational Conflict of Interest: Contractor and subcontractor personnel performing work under this contract may receive, have access to or participate in the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications, or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflict of Interests (OCI) as defined in FAR Subpart 9.5. The Contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The Contractor’s mitigation plan will be determined to be accepted solely at the discretion of the Contracting Officer and in the event, the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated, the Contracting Officer may affect other remedies as he or she deems necessary, including prohibiting the Contractor from participation in subsequently contracted requirements which may be affected by the OCI.

HTGS-Culmen, through their respective program portfolio, does not currently have any instances of real or perceived Organizational Conflicts of Interest (OCI). Throughout the course of program performance, we remain vigilant around OCI avoidance to the maximum extent possible, and upon any concerns around OCI arising we will immediately notify the Contracting Officer and commence planning for an appropriate mitigation approach.

# Transition

1.6.17. PHASE IN /PHASE OUT PERIOD: To minimize any decreases in productivity and to prevent possible negative impacts on additional services, the Contractor shall have personnel on board, during the 30-day phase-in / phase-out periods. During the phase-in period, the Contractor shall become familiar with performance requirements to commence full performance of services on the contract start date.