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# 3.0 Management Approach

**Understanding of Requirement.** Effective Project Management requires resources dedicated to ensuring the smooth day-to-day execution of all elements associated with the PWS within the parameters established by the performance objective for each specific set of tasks. The overarching Program Management Plan establishes the high-level management structure, roles and responsibilities and ultimate objectives; however, some task areas may require more specific project plans that include schedules, work breakdown structures, resource loaded networks, milestones and other measurable elements. Working directly with the COR will result in the identification of specific projects and documented plans to achieve success. Plans will include the identification of resources, budget allocation (if required) and schedule for completion.

# 3.1 Project Management

**Sound Approach .** Our Project Management focus is on service delivery and customer satisfaction combined with overall program oversight and quality control. Our Program Manager’s Guidebook forms the foundation of our Program Management approach. This company policy and guide is consistent with the Program Management Institute PM Book of Knowledge (PMBOK). All or our projects are managed within our Guidebook framework and Program Management Plans that we establish for each project. Our PM is responsible for staffing, budgeting, scheduling, client interaction, reporting and issue resolution, and is the primary point of contact for the COR. S/he has authority over all program resources and is empowered to communicate and coordinate directly with the Government and any subcontractors. Our key project management personnel ensure efforts comply with all terms of our contracts, including ensuring staff training is up to date, security requirements are adhered to, and accurate invoices are submitted in a timely manner. Our business success on other programs has historically been the result of a combination of technical expertise and relationship management performed between our senior management and Government counterparts.

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

The on-site project manager (PM) is the principal point of contact. Tasks are controlled using Team AveningTech’s PMBoK-based methodology, Team AveningTech’s approach to project management is a hybrid, which implements our ISO-based Project Delivery Framework, consistent with Project Management Institute (PMI) best practices. The Team AveningTech project management approach is designed to provide repeatable results with proven management processes and plans covering schedule, budget, Earned Value Management (EVM), risk, resource management, change management, and communication. Our framework is compliant with CMMI Level 3 for project/task management and uses Team AveningTech’s standardized Project Management Plan (PMP) template, which is followed to plan, monitor and control the work, and meets the specific requirements of this task order. We integrate our delivery framework and tailor it to our client’s project planning requirements and existing practices to consistently deliver projects on time and within budget.

**Schedules and Timeliness.** Our formal, well-established project management process addresses preliminary planning through closeout to develop the overall skill mix, level of effort, specific tasks, and define the overall performance objectives. Upon award, Our PM schedules a kickoff meeting with the project team and client stakeholders to review goals, objectives, roles, responsibilities, requirements, deliverables, milestones, schedule, budget, assignment parameters, and success factors for each engagement. Based on input from this initial meeting, the PM adjusts the overall staffing plan and tailors our tools to enable the optimal labor mix for the task. Projects undergo regular Internal Program Reviews to ensure quality of services, compliance with standards and instructions, and that efforts meet or exceed all performance standards and objectives. To support effective contract and task order execution, the management team uses a common computing infrastructure and collaborative toolset, including an internal SharePoint portal, to share project planning tools, work products, action items and documents. Our clients have access to this portal, which provides visibility into task order performance and metrics associated with staffing, cost and schedule. The PM monitors workload requirements and makes adjustments when necessary. Staff assigned to support our clients are provided with clear instructions and guidance that define the work to be accomplished and measures of success. We produce thorough, accurate, and timely status reports delivered in accordance with all contract requirements. Our PM ensures the COR, Contracting Officer, and other relevant government personnel are kept abreast of progress, plans, and issues in a timely manner. We coordinate training for project personnel IAW contractual requirements, which includes maintaining certifications for a compliant Information Assurance Work Force.

**Documentation and Customer Notification:** On a monthly basis, and on the 15th workday of the month, our PM will provide the Contractor’s Progress, Status, and Management Report. Our monthly report will provide a comprehensive and thorough picture of our status. Our report will include financial tracking, narratives of the work completed by the AveningTech/BWI Team during the reporting period, a description of significant events and/or issues, and upcoming/anticipated work for the following period(s). Our report will also cover results of scheduled inspections and contractor employee status (incoming/outgoing as well as any relevant training and certification updates). We will provide updates to the Bill of Material (BOM) and all pertinent service call information. The Contractor’s Progress, Status, and Management Report will be comprehensive, but we will ensure that no information included in the report is a surprise to the government; our PM will ensure proactive, honest, and timely communication with the government on any and all issues (significant or insignificant) far before the official report is delivered on the 10th workday of the month. Our PM will ensure that the COR is abreast of all pertinent contractor reporting content on an ongoing basis; our monthly report will simply codify the information for official record.

**Ability to Perform Successfully.** By using our Project Delivery Framework, Team AveningTech will ensure successful completion of milestones and deliverables for Task Orders. Team AveningTech has embraced a company-wide delivery methodology and practices continuous process improvement and the lessons learned from each Team AveningTech project are reflected in successive evolutions of the delivery framework. Our on-line project management portal will be a repository for all task order directives, draft deliverables, schedule management, and other tools to support execution of the government’s requirements.

# 3.2 Personnel Management

**Understanding of Requirement.** In order to ensure continuous operation of ONR networks, systems and applications, fully qualified, cleared and certified technical experts must be engaged, empowered and retained. Managing the delivery of intellectual property and technical expertise requires an approach much different than that used to manage manufacturing or production resources. It’s critical to ensure that the right people with the right skills are placed in the right positions, and it’s incumbent on the Program Management staff to evaluate, monitor and encourage performance to ensure that the technical team skills and experience address all aspects of the PWS.

**Approach to Turnover and Attrition.** The processes we use to identify and retain key and non-key personnel are components of our PMO standard operating procedures (SOP). AveningTech continuously performs active recruiting to identify highly qualified and experienced personnel to support customer requirements. We maintain an extensive database of qualified candidates that we pre-qualify to support emerging hiring needs, and we offer a generous employee referral program, which draws qualified, like-minded and highly skilled individuals for employment consideration.

AveningTech employs a structured process that we call “Talent Pipelining.”In this process, we identify prospective candidates based on our expectation of potential future requirements, often as much as a year in advance. We evaluate, often sponsor for clearances, mentor, and provide training materials to prepare them for certification testing, reimburse for test fees and pre-qualify them for specific labor categories and/or positions. In this way, we’re able to query our database and select candidates who are virtually ready to start work with us with an average of 2 weeks’ notice.

**Length of Time to Hire.** When losing an employee and faced with the need to fill a vacancy on short notice, AveningTech targets a two-week maximum for backfilling the position. We have historically been able to meet this target timeframe in most cases and have had measurable success filling positions across the continental United States and in remote locations, including Hawaii, Guam, Japan, South Korea and Alaska. Our Talent Pipelining process evolved because we often identify candidates with whom we would like to work but who need additional qualifications to fully meet position requirements, such as an additional certification or a security clearance. In these instances, we work with the candidate to resolve the missing qualifications and match them to a vacancy once the requirements have been fulfilled. We provide counseling on the certifications required, how they need to go about achieving the certifications, and oftentimes assist with study material and/or mentoring to help them achieve the certifications.

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

**Incumbent Capture.** The AveningTech/BWI Team’s staffing approach for this effort is based on an anticipated 90% incumbent capture. Immediately upon award, we will interview each incumbent staff member to assess each employee’s compliance with his or her respective position’s personnel qualification requirements. Each qualified, interested and available incumbent will be offered right of first refusal IAW FAR 52.222-17, Non-displacement of Qualified Workers, to capture the experience, decrease transition risk, and minimize startup training costs. Our Transition Team will coordinate with the Government to set hiring priorities. In the event incumbent staff decide not to remain on the contract or are deemed unqualified based on non-compliance with personnel qualification requirements or substandard performance, we will initiate the hiring process for replacement candidates that have been identified as part of our “Talent Pipeline” of candidates during pre-award planning.

**IA Work Force Certification.** 100% of AveningTech technical staff members meet or exceed the qualifications required by their specific position on each of our contract efforts. Many of our employees are actively pursuing advanced certifications in preparation for consideration for promotion or transition into other positions. AveningTech currently employs over 80 full-time technical staff, all of whom possess current IAT/IAM certifications including A+, Network+, Security+, CASP, CISM and CISSP. In addition, many of our employees hold technical and process certifications, including MCSE, MCSA, MTA, MCITP, CCNA, CCNP, CCDP, VCP, ITIL, PMP and Lean Six Sigma. In all cases, current certifications are required by contract, and our corporate administrator maintains a database and tracking tool and provides reminders to employees whose certifications are within 90, 60 and 30 days of expiration. We reimburse costs associated with certification renewal, continuing education (CE), and pursuit of new certifications.

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

**Training and Development.** Managing the talent lifecycle, which consists of proactive identification, hiring, and development of high-performing personnel is essential to the successful delivery of the program. ONR recognizes that as technology portfolio evolves, the required skills to enhance and support the portfolio should evolve as well. The Avening Tech/Blackwatch Team brings fresh leadership, innovative ideas, and a commitment to keep our workforce trained in the latest technologies deployed within the ONR environment. This benefits ONR by creating a more flexible and cross-functional workforce able to eliminate bottlenecks and backlogs.

There are multiple factors related to sustaining and improving the capabilities of both the Avening Tech/Blackwatch technical staff, and ONR resources:

* Backup/succession planning to minimize the impact of vacancies or absences
* Career development and technical training to keep skills in line with ONR requirements
* Skill upgrades based on evolving ONR technologies, such as Cloud and XYZ (need Gary to identify)
* Innovative processes and techniques, such as Agile and DevOps
* Competitive pay and benefits relative to the marketplace and skill demands

We integrate these factors into our Training Plan through which we manage our ONR workforce talent lifecycle to:

* Create an agile and flexible workforce
* Fit the right skills and qualifications to the job
* Strengthen staff competencies and depth of expertise
* Foster innovation
* Forecast and identify skills
* Cross-train personnel for deployment during surge situations

ONR benefits through increased utilization of resources. During transition, we evaluate team skills and perform an analysis to identify any skills gaps on the program, as well as to identify critical skills that rely on ONR operations or other specialized knowledge. Staff skills must be matched to the existing and expected new development languages, databases, and support software. Through our knowledge of the ONR IT Services program, and our examination of RFP documents, we determined that there are at least X specific skills required to execute the program. We also work with ONR and DoN Executives on training sessions to improve all personnel’s understanding of audit readiness, compliance requirements, and techniques to address weakness. We established a baseline of required skills, capabilities, and certifications aligned to the PWS Sections that are relevant and ONR IT Services Contract. We identified training sources for needed skills, such as online courses or classroom training. We use this information to develop a Training Plan for our staff. This plan addresses:

* Cross training for backup
* Avoiding single points of failure
* Succession planning
* Career growth needs
* ONR’s need for new skills

All personnel, regardless of company affiliation, receive skills development and career growth opportunities that contributes to a stable and satisfied workforce. This training and development approach fosters consistent performance quality and delivery and establishes a foundation for innovation.

As part of our semi-annual skills assessment and training effort, our team leads:

* Assessing individual team member skills
* Monitoring and coordinating with ONR on required program training, such annual security awareness training
* Validating currency and applicability of certifications, such as appropriate computing environment/operating system certifications
* Opportunities for training in new technologies pertinent to ONR
* Identifying backup/succession skills
* Career development

As part of this effort, we create an individual development plan for each staff member regardless of corporate affiliation. Based on the individual needs and the development plan, we provide each individual with opportunities for professional development and growth, consisting of job shadowing, on-the-job training (OJT), mentor/mentee relationships, rotational assignments, continuing education, cross training, and pursuit of professional certifications that are of value to sustainment of ONR performance. Our team leads set target dates for completion, check progress, and conduct individual semi-annual development plan reviews. Measures are collected in alignment with the ONR metrics. We work closely with the ONR to tie training to strategic goals and specific outcomes that are important to ONR leaders. For instance, we develop audit readiness guidebooks, “perfect packages”, and training modules that demonstrate key supporting documents processes that facilitate clean audit.

### **Skillset Certification and Continuing Education**

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| certification |
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To maximize continuity and skill level, we require our staff to stay current in applicable certifications required for their role on the ONR contract and obtain required training for their career area. Our focus in this area bolsters technical proficiency, improves retention, and leads to stable and effective performance. Through the program and individual training plans, our staff will have the required IT certifications as outlined in PWS Section XYZ  Our contract staff obtain and/or maintain the technical and professional certifications for the functions they perform, such as list required certs here as examples..

In order to remain current on technologies in use on the program, continuous training is conducted. In addition, both Avening Tech and Blackwatch have long-standing practices that enable their employees to be properly trained and qualified for the services they perform which is at no direct cost to ONR. We encourage continuing education at local area colleges and universities, and often provides tuition reimbursement. Training is scheduled so as not to interfere with work performance or deadlines so that ONR can continue to meet their mission critical goals. Finally, any training that requires an employee to be absent during normal work hours is scheduled and approved in advance with ONR. The PM provides a summary of the planned training, how it benefits contract performance, and the steps to be taken to make certain that the activities performed by the employee are fully supported in their absence.

**Recruit and Retain through Contract Period of Performance.** Our recruiting approach is based on well-defined processes incorporated into a set of published policies and procedures. Our proposed PM, XXX, coordinates with our recruiters and teammates to source, review, and select candidates for consideration to fill positions. We work collaboratively to source “best athlete” candidates during this process to ensure mission needs are met while being cost effective for the customer. Our recruiting strategy is further refined to ensure “right fit” candidates are staffed against each PWS requirement. We then focus the selection process with one-on-one interviews of each applicant. Weinclude technical SMEs,after hours, so to not disrupt the workday and not slow down the recruiting process, to ensure candidates have the appropriate relevant technical skills. Leveraging our teammate, Blackwatch, our strategy ensures that ONR will receive the benefit of recruiting networks across both companies. AveningTech’s Lead Talent Acquisition Specialist meets with Blackwatch’s recruiting department to share situational awareness about each position. We provide our team awareness of requirements and key performance indicators, craft job descriptions, and share personnel staffing status against positions in regular meetings. This ensures a consistent and dedicated approach to hiring, retaining, and enhancing the team workforce. We use structured processes developed to efficiently select the most qualified candidate for each position while ensuring organizational/cultural fit. Multiple proven recruiting and sourcing techniques include a full-time trained recruiting staff with access to internal resume repositories/databases and multiple external databases. We regularly engage with various Social Media outlets, such as LinkedIn, Facebook, Twitter, and virtual job fairs which establish a direct link to a high volume of candidates. The Team utilizes online services such as Cleared Connections, ClearanceJobs, DCjobs, CareerBuilder.com, Indeed, and professional forums to advertise open positions. We maintain partnerships with numerous universities providing tailored access to qualified candidate pools. We maintain our connections through their job seekers and alumni by connecting via Handshake, a consortium of over 1,200 colleges and universities nationwide from which we can recruit.Our team has strong relationships and works closely with organizations such as Women in Defense, NCMA, Armed Forces Communications and Electronics Association, Marine Corps Association and Foundation (MCAF), and others.We have access to an enormous pool of qualified and experienced veterans and military spouses worldwide as a partner in the Office of the Secretary of Defense Military Spouse Employment Partnership (MSEP). We are also associated with the White House *Joining Forces* Program and the US Chamber of Commerce *Hiring Our Heroes* Program and connect directly with veterans and military spouses seeking employment.

Access to this wealth of talent enhances our ability to ensure that positions are filled in a timely manner, reduces the time it takes to replace personnel, and extends our reach to areas in proximity to our client locations. We dedicate hours to networking, searching, and reviewing profiles to locate talented and qualified candidates. Employee referrals are an important part of our process not only because our employees can attest to the capabilities and work ethics of the individuals they refer, but because referrals are a testament to the satisfaction felt by current AveningTech employees. They want technical professionals they respect to come work for their company. We also receive frequent referrals from our customers and prime contractors due in part to our low turn-over rates and high levels of employee satisfaction reflected in our team's performance.

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

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

As part of the on-boarding process, new AveningTech employees automatically receive training on all of the requirements as set forth in the performance work statement. Additionally, we maintain strict training records and monitor each employee’s training record for currency, guaranteeing that no requirements are allowed to lapse. This initial training and recurrence procedure virtually guarantee that any AveningTech employee assigned to support this program is qualified from an initial training perspective.

A substantial amount of our recruiting activity occurs before a vacancy is known. Our understanding of future needs and focused core business areas has allowed us to build a pipeline of candidates, which facilitates rapid staffing of surge and time-critical tasking. Our hiring managers take the time and apply significant effort to get to know our prospective candidates. Not only do they need to be a good fit for a position, but they also need to be a good fit for the team, the customer and the company. We apply a very personal approach to recruiting. As a company that provides support services, we depend on individual subject matter expertise and intellectual capital – basically, the brains and experience that our candidates bring to bear. Our objective is to identify those who will do one thing, and one thing only: help their customers succeed. We provide the support structure and incentives to ensure that they have the resources to do that.

Specifically, we have been very successful at staffing shift schedules to support customers with 24/7 operational requirements. In most instances, we have been able to accommodate employee shift preferences. When this was not possible, we implemented a revolving shift schedule at 3-month intervals to maintain employee satisfaction and meet customer requirements. AveningTech recruiting staff maintains a database of more than 400 candidates identified through various sourcing methods and referrals. We use this database to track candidate qualifications (e.g., years of experience, degrees, certifications, level of clearance), desired location for work, salary requirements, and other relevant information gathered during the screening process. This database allows us to maintain relationships with individuals over months — and sometimes years — in cases where the candidate availability is not immediate or there is a long-lead requirement for support.

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

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

Our growth and stability can be attributed in part to our ability to attract and retain highly skilled and cleared technical experts, which we continue to do on support services including those for PACAF C5ISRO and the Next Generation Enterprise Network (NGEN), a major Navy IT contract. For both of these efforts, we are relied on to supply candidates for hard-to-fill positions that require specific technical skills and experience, as well as current, verified certifications and clearances. We have been entrusted to fill mission-critical positions in remote Indo-Pac locations supporting the Air Force and the Marine Corps Cyber Operations Group (MCCOG). We are viewed by our prime contractors and the on-site customers as a low-risk contractor due to our success with identifying and retaining highly skilled personnel for difficult to fill positions, and recently learned that among their other subcontractors, AveningTech has the highest employee retention rate on both of these programs.

In situations where a position is “key” or provides critical mission support, AveningTech has consistently used our recruiting approach to backfill a departing employee with a candidate who possesses equal or greater skills and experience. AveningTech management encourages open and transparent communications and feedback and engages frequently with employees to gauge the effectiveness of our recruiting and retention strategies.

**Risks and Mitigation.** The AveningTech approach to staffing acknowledges the requirement for risk management to ensure program success. Our experience has shown that even the most successful hiring and recruiting process can experience problems with staffing. The key to success is to identify risks and mitigation techniques in order to avoid problems with project execution. Our Risk Mitigation/Elimination approach is designed to ensure the availability and quality of technical staff, and includes five major steps as shown in the following exhibit:

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| **Step** | **Area** | **Description** |
| **Step 1** | **Risk Identification** | Identify the risk event and key indicators. |
| **Step 2** | **Risk Quantification** | Identify the probability of risk event occurrence, potential consequences, severity, and categorize each risk. |
| **Step 3** | **Risk Response Plan** | Develop a risk response plan for all medium and high risk areas. The plan includes defined roles and responsibilities for a risk response team. |
| **Step 4** | **Risk Response Control** | Manage and report activities, including report of triggering risk event, progress report of risk response activities, and impact assessment of response activities. |
| **Step 5** | **Risk Mitigation** | Anticipate potential problem areas, and plan for either preventing their occurrence or reducing their impact when they are unavoidable. |

**Exhibit XX — AveningTech has a 5-Step Risk Management Process.**

We have identified the following risks for this effort based on preliminary analysis and experience. The following exhibit shows the risks identified and corresponding mitigation approaches.

| **Risk Description** | **Impact Areas** | **Risk Initial/**  **Final** | **Mitigation Strategy** |
| --- | --- | --- | --- |
| Ineffectiveness of assigned staff or staff turn over | Schedule, Quality, Cost, and Execution | Medium  Low | Performance measurement, communication with client stakeholders; staff and/or skill set adjustment and senior resources applied; continual recruitment and adjustment when needed. Training and certification support for all staff; monitor development through assessment processes. Solicit feedback on employee performance from customers, team leads and teammates. Adjust deficiencies as needed |
| Increased workload | Vulnerability to Networks / systems, Schedule, quality, cost and execution | High  Low | Use reach-back for surge resources, adjust priorities/resources with customer, Assess process for efficiencies. |
| Loss of personnel | Loss of continuity; schedule, quality, cost, and execution | Medium  Low | Incentivize employees with competitive benefits, recognition of superior performance, open communication and engagement with management. Provide resources and support for employees to meet professional and personal goals. Provide training and certification allowances. Cross-train backup personnel to minimize loss of corporate knowledge and/or skill sets.  Robust recruiting efforts to identify qualified replacements |
| Staffing/delays in filling vacancies; under-qualified personnel | Loss of continuity. Higher burden on remaining employees. | Medium  Low | Determine technical performance/personnel qualifications to fill the position. Reach back to team and other sources; identify temporary fill if necessary, including reassignment of current employees. Efficient recruiting programs; constant recruiting for qualified personnel to fill positions in many skilled areas. |
| Staff not maintaining technical competency | Inability to address technical problems and achieve milestones or produce deliverables. | Low  Low | Monitor certifications and position requirements. Provide training materials and allowances. Ability to reach back to team for subject matter expertise and mentoring of less experienced staff. Use in-place training programs/education reimbursement programs to fill gap. Continue to monitor certification expirations. Emphasize the development of employees’ skills through individual training plans, professional symposia, conferences, memberships, cross-training and formal education. |
| Availability of qualified staff to support short duration surge requirements | Increased burden on existing employees. Lack of continuity/ coverage. | Med  Low | PM maintains close communication with client POCs to anticipate additional requirements and schedules. Tap available resources to determine if resources can be shared to support specific short-duration tasks. Identify and cross-train backup personnel. Backfill position using our recruiting process. Develop staff to replenish resource pool. |

**Exhibit XX — Risks Associated with our Staffing Approach and our Mitigation Strategies**

AveningTech will proactively communicate with the government in an effective, continuous, clear, and accurate manner and seek to identify, recognize, react, report, escalate, if needed and resolve the issues. AveningTech is intimately familiar with the DOD vocabulary, speaks the same language, and is completely immersed in the culture of the organization. This will enable us to communicate effectively with government personnel. Our PM will be the sole point of contact for communicating with the CO, COR and other stakeholders. The PM will communicate with the agency’s representatives on a day-to-day basis and will also be available to meet at regular intervals at the agency’s request.

**Ability to Perform Successfully.**  TBD

**3.3 Financial Management**

AveningTech’s approach to financial management starts with clear, consistent and enforced policy in our company Accounting Manual and addendums: 01-01 Billing Policy, 01-02 Direct Cost Policy, 01-03 Indirect Cost Policy, 01-04 Unallowable Cost Policy, and 01-05 Record Retention Policy. These policies are founded on GAAP and provide detailed guidance in accordance with FAR Part 30, Cost Accounting Standards. Our accounting system, Intuit QuickBooks augmented with ICAT, a DCAA compliant cost accounting and reporting module allows us to accurately track and direct and indirect costs segregated by project and contract, including down to WBS elements if required. Employees are required to record all project time on a daily basis. Time cards are submitted and all project time is uploaded into the accounting system on a weekly basis. All direct project costs and indirect costs are collected and totaled monthly and reviewed by the project PM and company management before costs are invoiced in accordance with contract requirements. Our accounting staff – the CFO and accounting assistant, are both trained in Wide Area Workflow and ensure that accurate invoices are submitted via the system as required by the contract.

In addition to the standard accounting procedures, our Program Management process includes development of project Cost Schedule Control Plans (CSCP), which provides the foundation for cost containment and forecasting. The CSCP is developed immediately on contract award and represents a detailed, time-phased spend plan for the entire contract performance period. Every resource – labor hours by individual, subcontractor time, known travel, other direct costs and materials are included in the plan. Holidays and estimated vacation time are also planned. The CSCP starts with the project baseline at kickoff and is updated throughout performance at the close of every two-week pay period so Actual Cost of Work Performed can be compared to the baseline Budgeted Cost of Work Performed and variances calculated. Estimates at Completion are compared to Budgeted at Completion and variances are analyzed to determine if they represent a trend that must be remediated to return to budget estimates or if the project Budgeted at Completion must be adjusted (rebaseline the project).



# 3.4 Distribution of Tasks Among Team

This section will need to be “finessed” a bit to sell our “One Team, One Purpose” theme. RFP instructions are explicit about providing a “clear distinction of functions to be performed by the prime and subcontractor to include … nature of work, criticality of the work, and the percentage of overall effort performed by each subcontractor in each area of service provided.” (RFP Page 87) We don’t want to get downgraded during evaluation for not providing a “clear distinction of functions.”

Placeholder for matrix showing distribution of tasking.

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| Task Area | AveningTech | Blackwatch |
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# 3.5 Continuation of Essential Services

**Continuation of Essential Services.** AveningTech recognizes the challenges that may be faced in providing essential service during crises that may limit access to normal work locations and resources. Weather, disease pandemics, terrorist operations, natural disasters, attacks from nation states - both cyber and kinetic, and other unforeseen circumstances can seriously impede or halt normal operations in the absence of planned mitigation for such events. Challenges associated with maintaining essential services during crisis events include but are not limited to:

* Denial of access to normal work locations and equipment.
* Inability of assigned personnel to commute to normal work locations
* Equipment incapacitation due to power loss, destruction, or malware infection
* Incapacitation of assigned personnel due to illness or injury of themselves or close family members that require their assistance.
* The time lapse associated with the initiation of the acquisition of essential personnel and resources and their actual availability on site;

With proper planning, the time required to respond/mitigate the above challenges can be minimized. AveningTech will coordinate with the Government to understand and/or develop options for offsite work or work in alternate Government COOP sites. If COOP sites or work from home options have already been developed, this mitigation approach can be implemented within hours. The AveningTech/BWI team has a large, cleared population of technical employees in the northern Virginia region that may be reassigned temporarily in the time of crisis to continue essential operations if our employees assigned to IAD are incapacitated or otherwise unable to carry out their normal tasking. Coordinating with the Government for required security access, these employees may be available within 24 hours’ notice in a crisis.

AveningTech is constantly searching and recruiting technically qualified personnel with similar skills and clearances to those who would be supporting IAD. We would leverage our candidate database and initiate rapid hiring procedures to replace incapacitated personnel or backfill personnel reassigned from other projects. We can place available candidates on the job within hours to days depending on the flexibility of the candidate to start work. AveningTech maintains recall rosters for all of our personnel. We are a small, agile company and can be in telephone, email, or SMS contact with essential personnel immediately to develop a crisis mitigation and response plan.

The most important consideration in Continuation of Essential Services is to have an existing COOP coordinated with the Government that includes system backups, alternate facility identification and preparation – before a crisis, working fail over systems and a work from home plan for essential personnel. Work from home infrastructure and processes must be in place and exercised/rehearsed before a crisis is confronted. VPN/s/secure access and trusted equipment must be available and checked out to key personnel before a crisis and wireless access must be part of the consideration. It must be understood that even with alternate facility identification, it may not be possible for employees to travel to an alternate facility in a crisis. Considering a work-from-home crisis alternative as an adjunct to alternate facility identification provides in-depth defense and even tactical dispersion of personnel to continue essential services. The personnel assigned to this task will be briefed on the essential nature of the services and the expectation that they will be available to continue work under any of the crises mentioned above.

A Mission-Essential Contractor Services Plan is provided as Attachment XX.

**Attachment XX**

**Mission-Essential Contractor Services Plan**

**For**

**ONR IT Support Services**

# May 2022

1. **INTRODUCTION.** This Mission-Essential Contractor Services Plan has been developed in accordance with DFARS Clause 252.237-7023 – Continuation of Essential Contractor Services. It addresses how [Insert Name of Contractor] will continue providing the mission-essential IT Support Servicesas identified in the solicitation during periods of crisis, upon notification by the Contracting Officer (CO) to activate the plan.
2. **OBJECTIVE.** In support of ONR CIO, the objective is to provide mission-essential IT Support services for ONR IT Support Services during a crisis. The essential contractor services are identified below and will be performed at the prices in the contract at the time the Plan is activated.
3. **CONTRACTOR PROCEDURES.** Contractor **MUST** answer the following in this Plan:
   1. Identify provisions made for the acquisition of essential personnel and resources, if necessary, for continuity of operations for up to 30 days or until normal operations can be resumed;
   2. How you will address challenges associated with maintaining essential contractor services during an extended event, such as a pandemic that occurs in repeated waves;
   3. How you will address time lapse associated with the initiation of the acquisition of essential personnel and resources and their actual availability on site;
   4. How you will address components, processes, and requirements for the identification, training, and preparedness of personnel who are capable of relocating to alternate facilities or performing work from home;
   5. How you will establish an alert and notification procedure for mobilizing identified “essential contractor service” personnel; and
   6. The approach you will use for communicating expectations to contractor employees regarding their roles and responsibilities during a crisis.
4. **PRICING.** The mission-essential IT Support services are identified in PWS and the CLINs within the contract and will be paid at the prices in the contract at the time the Plan is activated. The prices will also be used as the basis for any equitable adjustments resulting from the activation of the Plan.

# Mission-Essential Contractor Services

1. **QUALITY CONTROL PLAN (QCP).** The contractor shall utilize its own internal QCP during the performance of this Plan.
2. **DEACTIVATION OF PLAN.** [Insert Name of Contractor] shall perform the mission- essential contractor services during a crisis until notified by the CO to cease performance of the Plan.

# SIGNATURE PAGE

Contractor Point of Contact:

Phone Number(s):

Email Address:

Date: