

SOLICITATION, OFFER AND AWARD			1 THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING	PAGE OF PAGES 1 57	
2 CONTRACT NO W9133L-09-D-0004		3 SOLICITATION NO W9133L-08-R-0009	4 TYPE OF SOLICITATION [] SEALED BID (IFB) [X] NEGOTIATED (RFP)	5 DATE ISSUED 28 Feb 2008	6 REQUISITION/PURCHASE NO		
7 ISSUED BY NGB-ZC-AQ - W9133L 1411 JEFFERSON DAVIS HWY ARLINGTON VA 22202-3231			CODE W9133L	8 ADDRESS OFFER TO (If other than Item 7)		CODE	
TEL: FAX: 703-607-1742			See Item 7		TEL: FAX:		

NOTE: In sealed bid solicitations "offer" and "offeror" mean "bid" and "bidder"

SOLICITATION

9. Sealed offers in original and 6 copies for furnishing the supplies or services in the Schedule will be received at the place specified in Item 8, or if handcarried, in the depository located in _____ until 03:00 PM local time 15 May 2008
(Hour) (Date)

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section L, Provision No. 52.214-7 or 52.215-1. All offers are subject to all terms and conditions contained in this solicitation.

10 FOR INFORMATION CALL:		A NAME THERESA M. GLASGOW	B TELEPHONE (Include area code) (NO COLLECT CALLS) 703-607-1267	C. E-MAIL ADDRESS theresa.glasgow@us.army.mil
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OFFER (Must be fully completed by offeror)

NOTE: Item 12 does not apply if the solicitation includes the provisions at 52.214-16, Minimum Bid Acceptance Period.

12. In compliance with the above, the undersigned agrees, if this offer is accepted within 30 calendar days (60 calendar days unless a different period is inserted by the offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 52.232-8)		Net 30 Days			
14. ACKNOWLEDGMENT OF AMENDMENTS (The offeror acknowledges receipt of amendments to the SOLICITATION for offerors and related documents numbered and dated):		AMENDMENT NO.	DATE	AMENDMENT NO.	DATE

15A. NAME AND ADDRESS OF OFFEROR REAL SOLUTIONS/MACRO SYSTEMS (b) (6) 123 NW 36TH ST STE 201 SEATTLE WA 98107-4958		CODE 1JMJ2	FACILITY	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print) KEVIN HARRIS / GOV SALES REP	
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15B. TELEPHONE NO (Include area code) 206-547-2700 EXT. 105	15C CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE <input type="checkbox"/>	17. SIGNATURE	18. OFFER DATE
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AWARD (To be completed by Government)

19 ACCEPTED AS TO ITEMS NUMBERED	20 AMOUNT \$0.00	21 ACCOUNTING AND APPROPRIATION See Schedule	
22 AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304(c)() <input type="checkbox"/> 41 U.S.C. 253(c)()		23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified)	ITEM
24 ADMINISTERED BY (If other than Item 7) See Item 7		25 PAYMENT WILL BE MADE BY PAYMENT WILL BE MADE ON NDI/TASK ORDER N/A N/A A/N/A	CODE PAYMENT1
26. NAME OF CONTRACTING OFFICER (Type or print) (b) (6) TEL: 703 607-2089 EMAIL: (b) (6)		27 (b) (6)	28 AWARD DATE 27-May-2009

IMPORTANT - Award will be made on this Form, or on Standard Form 26, or by other authorized official written notice.

Section B - Supplies or Services and Prices

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT \$0.00
0001	Recruiting and Retention Services FFP				
	To provide non-personal services to perform recruiting and retention services in accordance with the discrete elements as addressed in the SOW and the functional activity categories also identified in the SOW. The eight functional activity categories are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.				
	The support use the fully burdened labor rates set forth in the contract. The fully burdened rates shall include base rate, fringe benefits, overhead, general and administrative expenses (G&A) and fee. Subcontractor charges shall be included in CLIN 0001.				
	FOB: Destination				
				NET AMT	\$0.00
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0002			Dollars, U.S.		

Other Direct Costs

T&M

The Government is reserving this CLIN for specific purposes and is restricting its use. The Government prohibits use of CLIN 0002 - Other Direct Costs (ODC) as a primary means to implement the contract or any task orders. The Government's restriction only permits the contractor to use CLIN 0002 - ODC for unusual or one-time expenditures and travel. The Government requires the contractor to use CLIN 0001 for costs that are directly chargeable. For example, the contractor shall account for direct material or supply costs, direct labor cost, and indirect costs in CLIN 0001.

This CLIN also covers ODCs pertaining to the functional tasks identified in the SOW. The eight functional tasks are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.

The Government expects the contractor to account for incidental costs in a burden factor, e.g. overhead rate, and not to itemize or price them separately in CLIN 0002 - ODC. The Contracting Officer shall determine the allowability of ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. In the event that a price proposal requires CLIN 0002, the contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price.

All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). The contractor shall present a detailed list of all travel expenses. No other charges of any type shall be applied to travel.

FOB: Destination

TOT ESTIMATED PRICE	\$0.00
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CEILING PRICE

ACRN AA	\$0.00
CIN: 00000000000000000000000000000000	

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001			Dollars, U.S.		\$0.00
OPTION	<p>Recruiting and Retention Services FFP To provide non-personal services to perform recruiting and retention services in accordance with the discrete elements as addressed in the SOW and the functional activity categories also identified in the SOW. The eight functional activity categories are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases. The support use the fully burdened labor rates set forth in the contract. The fully burdened rates shall include base rate, fringe benefits, overhead, general and administrative expenses (G&A) and fee. Subcontractor charges shall be included in CLIN 0001. FOB: Destination</p>				
				NET AMT	\$0.00
	ACRN AA				\$0.00
	CIN: 00000000000000000000000000000000				

ITEM NO 1002	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
OPTION	Other Direct Costs T&M				
	<p>The Government is reserving this CLIN for specific purposes and is restricting its use. The Government prohibits use of CLIN 1002 - Other Direct Costs (ODC) as a primary means to implement the contract or any task orders. The Government's restriction only permits the contractor to use CLIN 0002 - ODC for unusual or one-time expenditures and travel. The Government requires the contractor to use CLIN 1001 for costs that are directly chargeable. For example, the contractor shall account for direct material or supply costs, direct labor cost, and indirect costs in CLIN 1001.</p>				
	<p>This CLIN also covers ODCs pertaining to the functional tasks identified in the SOW. The eight functional tasks are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.</p>				
	<p>The Government expects the contractor to account for incidental costs in a burden factor, e.g. overhead rate, and not to itemize or price them separately in CLIN 1002 - ODC. The Contracting Officer shall determine the allowability of ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. In the event that a price proposal requires CLIN 1002, the contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price.</p>				
	<p>All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). The contractor shall present a detailed list of all travel expenses. No other charges of any type shall be applied to travel.</p>				
	<p>FOB: Destination</p>				
				TOT ESTIMATED PRICE	\$0.00
				CEILING PRICE	
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
2001	Recruiting and Retention Services FFP				\$0.00
OPTION	<p>To provide non-personal services to perform recruiting and retention services in accordance with the discrete elements as addressed in the SOW and the functional activity categories also identified in the SOW. The eight functional activity categories are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.</p> <p>The support use the fully burdened labor rates set forth in the contract. The fully burdened rates shall include base rate, fringe benefits, overhead, general and administrative expenses (G&A) and fee. Subcontractor charges shall be included in CLIN 0001.</p> <p>FOB: Destination</p>				
				NET AMT	\$0.00
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO 2002	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
OPTION	Other Direct Costs T&M				
	<p>The Government is reserving this CLIN for specific purposes and is restricting its use. The Government prohibits use of CLIN 2002 - Other Direct Costs (ODC) as a primary means to implement the contract or any task orders. The Government's restriction only permits the contractor to use CLIN 2002 - ODC for unusual or one-time expenditures and travel. The Government requires the contractor to use CLIN 0001 for costs that are directly chargeable. For example, the contractor shall account for direct material or supply costs, direct labor cost, and indirect costs in CLIN 2001.</p>				
	<p>This CLIN also covers ODCs pertaining to the functional tasks identified in the SOW. The eight functional tasks are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.</p>				
	<p>The Government expects the contractor to account for incidental costs in a burden factor, e.g. overhead rate, and not to itemize or price them separately in CLIN 2002 - ODC. The Contracting Officer shall determine the allowability of ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. In the event that a price proposal requires CLIN 2002, the contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price.</p>				
	<p>All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). The contractor shall present a detailed list of all travel expenses. No other charges of any type shall be applied to travel.</p>				
	<p>FOB: Destination</p>				
				TOT ESTIMATED PRICE	\$0.00
				CEILING PRICE	
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001			Dollars, U.S.		\$0.00
OPTION	<p>Recruiting and Retention Services FFP To provide non-personal services to perform recruiting and retention services in accordance with the discrete elements as addressed in the SOW and the functional activity categories also identified in the SOW. The eight functional activity categories are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases. The support use the fully burdened labor rates set forth in the contract. The fully burdened rates shall include base rate, fringe benefits, overhead, general and administrative expenses (G&A) and fee. Subcontractor charges shall be included in CLIN 0001. FOB: Destination</p>				
				NET AMT	\$0.00
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO 3002	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
OPTION	Other Direct Costs T&M				
	<p>The Government is reserving this CLIN for specific purposes and is restricting its use. The Government prohibits use of CLIN 3002 - Other Direct Costs (ODC) as a primary means to implement the contract or any task orders. The Government's restriction only permits the contractor to use CLIN 3002 - ODC for unusual or one-time expenditures and travel. The Government requires the contractor to use CLIN 3001 for costs that are directly chargeable. For example, the contractor shall account for direct material or supply costs, direct labor cost, and indirect costs in CLIN 3001.</p>				
	<p>This CLIN also covers ODCs pertaining to the functional tasks identified in the SOW. The eight functional tasks are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.</p>				
	<p>The Government expects the contractor to account for incidental costs in a burden factor, e.g. overhead rate, and not to itemize or price them separately in CLIN 3002 - ODC. The Contracting Officer shall determine the allowability of ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. In the event that a price proposal requires CLIN 3002, the contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price.</p>				
	<p>All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). The contractor shall present a detailed list of all travel expenses. No other charges of any type shall be applied to travel.</p>				
	<p>FOB: Destination</p>				
				TOT ESTIMATED PRICE	\$0.00
				CEILING PRICE	
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001	Recruiting and Retention Services FFP		Dollars, U.S.		\$0.00
OPTION	<p>To provide non-personal services to perform recruiting and retention services in accordance with the discrete elements as addressed in the SOW and the functional activity categories also identified in the SOW. The eight functional activity categories are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.</p> <p>The support use the fully burdened labor rates set forth in the contract. The fully burdened rates shall include base rate, fringe benefits, overhead, general and administrative expenses (G&A) and fee. Subcontractor charges shall be included in CLIN 0001.</p> <p>FOB: Destination</p>				
				NET AMT	\$0.00
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

ITEM NO 4002	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
OPTION	Other Direct Costs T&M				
	<p>The Government is reserving this CLIN for specific purposes and is restricting its use. The Government prohibits use of CLIN 4002 - Other Direct Costs (ODC) as a primary means to implement the contract or any task orders. The Government's restriction only permits the contractor to use CLIN 4002 - ODC for unusual or one-time expenditures and travel. The Government requires the contractor to use CLIN 4001 for costs that are directly chargeable. For example, the contractor shall account for direct material or supply costs, direct labor cost, and indirect costs in CLIN 4001.</p>				
	<p>This CLIN also covers ODCs pertaining to the functional tasks identified in the SOW. The eight functional tasks are the following: training; research and analysis; specialized recruiting; recruiting and retention services; development, production, and manage of end items; training support development; content managed portal; and databases.</p>				
	<p>The Government expects the contractor to account for incidental costs in a burden factor, e.g. overhead rate, and not to itemize or price them separately in CLIN 4002 - ODC. The Contracting Officer shall determine the allowability of ODCs in accordance with subpart 31.2 of the Federal Acquisition Regulation (FAR) in effect on the date of this contract and with the limitations and restrictions as specified above. In the event that a price proposal requires CLIN 4002, the contractor shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price.</p>				
	<p>All travel in support of this contract shall be in accordance with the Joint Travel Regulations (JTR). The contractor shall present a detailed list of all travel expenses. No other charges of any type shall be applied to travel.</p>				
	<p>FOB: Destination</p>				
				TOT ESTIMATED PRICE	\$0.00
				CEILING PRICE	
	ACRN AA CIN: 00000000000000000000000000000000				\$0.00

CONTRACT MINIMUM/MAXIMUM QUANTITY AND CONTRACT VALUE

The minimum quantity and contract value for all orders issued against this contract shall not be less than the minimum quantity and contract value stated in the following table. The maximum quantity and contract value for all orders issued against this contract shall not exceed the maximum quantity and contract value stated in the following table.

MINIMUM QUANTITY	MINIMUM AMOUNT	MAXIMUM QUANTITY	MAXIMUM AMOUNT
1.00	\$1.00	450,000,000.00	\$450,000,000.00

DELIVERY/TASK ORDER MINIMUM/MAXIMUM QUANTITY AND ORDER VALUE

The minimum quantity and order value for each Delivery/Task Order issued shall not be less than the minimum quantity and order value stated in the following table. The maximum quantity and order value for each Delivery/Task Order issued shall not exceed the maximum quantity and order value stated in the following table.

MINIMUM QUANTITY	MINIMUM AMOUNT	MAXIMUM QUANTITY	MAXIMUM AMOUNT
1.00	\$1.00	450,000,000.00	\$50,000,000.00

CLIN DELIVERY/TASK ORDER MINIMUM/MAXIMUM QUANTITY AND CLIN ORDER VALUE

The minimum quantity and order value for the given Delivery/Task Order issued for this CLIN shall not be less than the minimum quantity and order value stated in the following table. The maximum quantity and order value for the given Delivery/Task Order issued for this CLIN shall not exceed the maximum quantity and order value stated in the following table.

CLIN	MINIMUM QUANTITY	MINIMUM AMOUNT	MAXIMUM QUANTITY	MAXIMUM AMOUNT
0001		\$		\$
0002		\$		\$
3002		\$		\$
1001		\$		\$
4001		\$		\$
1002		\$		\$
2001		\$		\$
2002		\$		\$
3001		\$		\$
4002		\$		\$

Section C - Descriptions and Specifications

STATEMENT OF WORK**C.1 INTRODUCTION**

This Statement of Work (SOW) sets forth the National Guard (NG) requirements for Recruiting and Retention contractor services. The purpose of the solicitation is to acquire contractor services to conceive, develop, implement, and integrate recruiting, retention, and attrition management programs for NG.

C.2 BACKGROUND

NG had a primary Recruiting and Retention contract and a portfolio of separate services contracts. The primary Recruiting and Retention contract expired in February of 2007, although various task orders stretched out in to calendar 2007. The other separate contracts had various 2007 expiration dates.

C.3 SCOPE

NG has implemented and continues to execute numerous programs to achieve its recruiting, retention, and attrition management goals. Achieving end-strength is a dynamic process that must understand the marketplace of potential Soldiers; the needs of currently serving Soldiers and their families; and development of programs, training, and products that reflect the changing needs and preferences of these groups.

C.4 APPLICABLE DOCUMENTS

Programs are created to meet current and future mission objectives. Accordingly, NG is providing documentation in Program Information Summary Sheets regarding ongoing and past programs to highlight the breadth of Recruiting and Retention programs. Note the programs shown are only representative, illustrative, and based upon conditions at the time. Offerors shall not rely upon them as definitive or indicative of future work.

C.5 TECHNICAL REQUIREMENTS

The purpose of this section is to describe the type of work the Government would expect a contractor to perform upon a task order award. The Government would expect a contractor to perform the Recruiting and Retention functional activity categories listed below, as required, on a task order basis. NG may require a combination of such activities under any given task order.

C.5.1 Activity Category A: Training

1. *Develop* training curriculum to include designing and preparing all the courses necessary for a particular training objective

2. *Develop* training materials and create the instruction/training support materials consistent with training objectives. Develop materials to include, but not limited to training modules, training tools, and resource materials. Develop products to include but not limited to computer-based instruction programs, training courseware and manuals, testing instruments, instructional and interactive CDs and DVDs, on-line/distance instruction and other products relevant to the prescribed training curricula
3. *Deliver* training that considers and plans the interaction between instructors, training methods, and training materials with the target audience to achieve Guard goals and objectives.
4. *Ensure* training delivery methods are consistent with the program and target audience. These include but are not limited to classroom instruction, on-site retention and attrition management training, mobile training teams, and DVD-based instructional packages.
5. *Develop* the instruments necessary to evaluate training effectiveness and shall propose and calculate training performance metrics.

C.5.2 Activity Category B: Research and Analysis

1. *Perform* research and analysis to include data collection, data analysis, and statistical analysis to produce market intelligence supporting recruiting and retention and attrition management objectives.
2. *Determine* preferences and attitudes of target groups using a variety of surveys as the data collection instruments to include, but not limited to, Citizen Soldier Survey, Battle Hand-Off Survey, Family Member Survey, and Recruit Survey.
3. *Use* automated methods and process as practicable to include but not limited to scanning, data capture, and report generation.
4. *Produce* value-added analysis results, reported with clear and concise explanations, to ensure that training strategies and curricula are effective.

C.5.3 Activity Category C: Specialized Recruiting

1. *Identify and support recruiting* candidates for Military Occupational Specialties (MOS) requiring professional skills typically requiring years of advanced educational study, training, or practice and/or that represent occupational specialization or well-compensated occupations in the civilian arena.
2. As required, perform extensive or targeted searches to identify individuals for positions that include but are not limited to doctors, lawyers, dentists, judge advocates and chaplains. As required, perform specialized recruiting that

targets specific low-density MOSs which are not typically addressed in general recruiting efforts.

C.5.4 Activity Category D: Recruiting and Retention Services

1. *Provide* a full range of recruiting and retention services in support of current strength maintenance operations. Current examples of service conducted in support of the recruiting and Retention force (RRF) are:
 - a. Support at Military Entrance Processing Stations focused on an applicant's processing into the military, including initial processing and final processing.
 - b. Support at Recruit Sustainment Program locations focused on the preparation of ARNG Soldiers for the successful completion of Basic Combat Training (BCT) and subsequent MOS qualifications.
 - c. Support of Reserve Component Career Counselor efforts focused on the successful transition of active duty military personnel to the National Guard.
2. The Offeror should consider this listing a sampling of the type duties/areas of consideration and is not all-inclusive of all the duties that may be needed for this procurement.

C.5.5 Activity Category E: Development, Production, and Management of End Items

1. *Develop* effective promotional and recognition items in support of recruiting, retention and attrition management programs. The Offeror shall be able to successfully develop, execute, and integrate promotional and recognition items into all assigned tasks where appropriate. The distribution of the items may be distributed in support of, but is not limited to, training packages, mobile training teams, or other suitable venues. These items may be in support of training curriculum developed or other Recruiting and Retention programs, or stand-alone tertiary development.
2. *Perform* all phases of promotion item development to include, but not limited to, developing the item concept and design through manufacture and management.

C.5.6 Activity Category F: Training Support Development

1. *Develop* visual, graphical, interactive, and related software for Recruiting and Retention training programs to include but not limited to graphical design, script development, production, props, coordination of actual production (on location, in studio, and digital) for movies, video, and digital graphics to incorporate in training materials.

2. *Produce* manufacture, inventory, and distribute training packages that incorporate movies, video, graphics; interactive programming delivered via CD-ROM, DVD, web-casting, or video games.

C.5.7 Activity Category G: Content Managed Portal

1. *Implement* a web-based portal to serve as a central forum for recruiters and other interested parties to access Recruiting and Retention information.
2. *Manage*, operate, and maintain the Recruiting and Retention web-based portal and shall ensure reliable access to and accurate information for recruiters and other interested parties.
3. The content portal should not be considered as a static webpage. The below tasks may be expected at a minimum:
 - a. Recruiting and Retention document repository: The single point of reference for guidance provided to the Recruiting and Retention field.
 - b. Forums: Discussion forums for both currently serving Service Members and their families.
 - c. Scheduling: A portal for scheduling of national conferences and other central training events.
 - d. Program Area: Central location for all Service Members programs information, graphics, and support material.
 - e. Freedom Salute: Central ordering location for states requesting Freedom Salute materials.
 - f. Database: Management of numerous databases that track recruiting programs, Recruiting Challenges, and other items as required.

C.5.8 Activity Category H: Databases

1. *Design* and implement a performance metrics database that shall capture, manage, and report the performance of germane Recruiting and Retention tasks performed under the multiple award Recruiting and Retention contracts. The Recruiting and Retention Integration contractor will operate and manage this database.
2. *Design* and implement a Document Archives database that shall capture, manage, and report the performance of germane Recruiting and Retention tasks performed under the multiple award Recruiting and Retention contracts. The Recruiting and Retention Integration contractor will operate and manage this database.

3. *Design* and implement a Recruiting and Retention Task Proposal Database that shall capture the technical, cost, cost and effort basis of estimate, and other descriptive detail to allow the Government to evaluate competing IDIQ service contractor proposals. The Recruiting and Retention Integration contractor will operate and manage this database.
4. *Design* and implement a Recruiting and Retention Task Proposal Template, which interfaces with the Recruiting and Retention Task Proposal Database that shall to the degree practicable, automate extraction and uploading of Recruiting and Retention Task Proposal Template data efficiently.

C.6 LABOR CATEGORY RESPONSIBILITIES, EDUCATION, AND WORK EXPERIENCE REQUIREMENTS

The following 25 labor categories are required to conceive, develop, implement, and integrate recruiting, retention, and attrition management programs for NG.

C.6.1 Account Coordinator

Work experience in an environment requiring simultaneous management of multiple projects with both short and distant deadlines. Gather data in developing reports, plans, and strategies, maintain client files, assist in preparing briefing minutes, and assist in obtaining information and approvals to perform internal and external conference program management. Assist in execution of public relations, sponsorship programs, and promotions and tie-ins. Coordinate development of media section that effectively coordinates with all NG group missions efforts.

Base Requirements: Bachelor's Degree. 1+ years of experience.

Preferred Requirements: Experience attained in an environment focused on the promotional or communications needs of a cause, institution, or otherwise intangible product.

C.6.2 Account Executive

Base Requirements: Bachelor's Degree. 3+ years of experience.

Preferred Experience: 5+ years of experience and/or experience attained in an environment focused on the promotional or communications needs of a cause, institution, or otherwise intangible product. Familiarity with military rank structure, customs, and courtesies.

C.6.3 Account Supervisor

Base Requirements: Bachelor's Degree. 3+ years of experience.

Preferred Requirements: Bachelor's Degree. 7+ years of experience and/or graduate degree in relevant field. Professional experience attained in an environment focused on the promotional or communications needs of a cause, institution, or otherwise intangible product. Familiarity with military rank structure, customs, and courtesies.

C.6.4 Animation Artist

Base Requirements: Associate Degree. 3+ years of experience.

C.6.5 Assistant Producer

Base Requirements: Bachelor's Degree. 4+ years of experience.

Preferred Requirements: Bachelor's Degree. 8+ years of experience and/or experience attained in an environment focused on the promotional or communications needs of a cause, institution, or otherwise intangible product.

C.6.6 Camera Operator

Operates the camera during production.

Base Requirements: Bachelor's Degree. 5+ years of experience.

C.6.7 CD ROM / Multimedia / Web Programmer

Responsible for front-end programming tasks, such as but not limited to HTML, Flash, Java-script, multimedia based programs, and similar lighter programming languages.

Base Requirements: Bachelor's Degree. 5+ years of experience.

C.6.8 Communication Consultant

Base Requirements: Bachelor's Degree. 4+ years of experience.

Preferred Requirements: Bachelor's Degree. 7+ years of experience and/or experience attained in an environment focused on the promotional or communications needs of a cause, institution, or otherwise intangible product. Familiarity with military rank structure, correspondence/communications issues, customs, and courtesies.

C.6.9 Contract Manager

Experience administering government contracts, preferably federal contracts of the size/type similar to the National Guard contract. Prepare task-order cost estimates, negotiate task orders with the Contracting Officer, review and submit financial reports to NG, and provide information to DCAA as requested. Approve all purchase orders, billable expenses, and invoices. Analyze actual versus negotiated labor per requirement to ensure compliance with contract specifications. Track progress and completion of task order, milestone payments and burn rates of all awarded task orders.

Base Requirements: Bachelor's Degree. 5+ years of experience.

Preferred Requirements: Bachelor's Degree in Business and/or Acquisition/Contract Management. 10+ years of experience. Experience with federal contracts management for contracts of all types (to include but not be limited to FFP, GSA, IDIQ, and Time & Materials).

C.6.10 Desktop Publisher

Lays out pages, selects size and style of type, and enters text and graphics into computer to produce printed material, such as advertisements, brochures, newsletters, and forms, applying knowledge of graphic arts techniques and typesetting and using computer. Reviews layout and customer order.

Base Requirements: Associate Degree. 3+ years of experience.

C.6.11 Director

Responsible for the technical aspects of the production including talent performance, camera, lighting, and audio quality. The director supervises the crew during production and the editor during post production.

Base Requirements: Bachelor's Degree. 5+ years of experience.

C.6.12 Executive Producer

Requires advanced knowledge of specific area of current technology and production practice. Oversees a wide range of creative, technical, and logistic planning and implementation for broadcast and non-broadcast live events. Collaborates with the client on development and execution of all aspects of the event. Oversees management of production budget for the event. Oversees hiring and management of production crew. Builds and manages the team of creative and technical production specialists. Maintains current knowledge of relevant hardware and software applications and technologies in area of expertise; generally recognized as a leader in the industry in their area of expertise; is sought out by others in their area of expertise for advice and guidance; viewed as a strategic player with insights into industry developments.

Base Requirements: Bachelor's degree. 8+ years of experience.

Preferred Requirements: Master's Degree. 15+ years of experience.

C.6.13 Graphic Artist

Complete high-quality design materials. Conceptualize and develop creative promotional materials for various programs.

Base Requirements: Associates degree. 3+ years of experience.

C.6.14 Instructional/Curriculum Designer

Specialist skilled in the design and development of instructional programs irrespective of delivery method. Expert in all aspects of the Instructional Systems Design process, including Needs Assessment, Task Analysis and Curriculum Design, Training aids, Work Force Studies, and Classroom Instruction.

Base Requirements: Bachelor's degree. 5+ years of experience.

Preferred Requirements: Master's Degree. 8+ years of experience.

C.6.15 Language Translator

Translator of various languages. Translates such as but not limited to documents and media from English to other various languages.

Base Requirements: Bachelor's degree. 5+ years of experience. Professional experience attained in an environment focused on the promotional or communications needs of a cause, institution, or otherwise intangible product. Familiarity with military rank structure, customs, and courtesies.

C.6.16 Media Analyst

Media analysis in coordination with an overall strategic marketing communications plan; development and execution of strategic media planning, recommendations, and schedules; negotiation and buying of media; tracking and reporting of media placements; supervision of associate media planners and buyers.

Base Requirements: Bachelor's degree. 5+ years of experience.
Preferred Requirements: Master's Degree. 10+ years of experience.

C.6.17 Media Trainer

The media trainer works in conjunction with the Instructional/Curriculum Designer and Management staff to analyze training needs that require media as the instructional tool. Develops and implements training programs, modules, and/or lesson plans with the Instructional/Curriculum Designer. Conducts training assignments and courses in classrooms, at workstations, staff meetings, and a variety of settings as required. Has a wide variety of instructional media knowledge and experience.

Base Requirements: Bachelor's degree. 5+ years of experience.

C.6.18 Military Consultant Specialist

Communications and/or training professional with excellent communication skills (written/verbal) who can guide experts from other disciplines in terms of crafting messages, products and services that (depending on the target market) are likely to be well-received by a military audience and/or able to communicate clearly to a non-military audience regarding military operational issues, programs, and benefits. A strong understanding of proper military structure, current operations and of the Active and Reserve component differences.

Base Requirements: Bachelor's degree. 5+ years of experience.

Preferred Requirements: Technically proficient in issues related to military rank structure; military correspondence/communications/public affairs considerations; and military planning and operations.

C.6.19 Producer

Experience as a producer in the video, film, broadcast, cable, and/or multimedia industry. Thorough working knowledge of all elements of production, including scripting, cameras, lighting, audio, editing, and budgeting. Oversee various aspects of pre-production, production, and post-production, including scheduling and research.

Base Requirements: Bachelor's degree. 7+ years of experience.

C.6.20 Production Assistant

Assists the Director in the coordination and implementation of specific aspects of film and video projects. Assists the Producer in the accomplishment of assigned administrative duties.

Base Requirements: Bachelor's degree. 3+ years of experience.

C.6.21 Production Manager

Production management, with oversight of multiple project deadlines simultaneously, at least 1 year of which is at an ad agency, marketing or production firm. Well versed in a variety of technical and production processes, including printing, postal regulations as they affect direct marketing package designs, estimating/tracking costs, and establishing production milestones.

Base Requirements: Bachelor's degree. 3+ years of experience.

C.6.22 Project Manager

Manages the quality of project development components, and provides project and client relationship oversight, tracking, and management. Demonstrate background in managing multiple projects of varying complexities as well as ability to meet timelines, integration of projects as well as leading teams in the accomplishment of these projects.

Base Requirements: Bachelor's degree. 8+ years of experience.

Preferred Requirements: Master's Degree. 15+ years of experience.

C.6.23 Research Director

Experience in developing and executing a range of research/analysis projects including qualitative, quantitative, longitudinal, primary, secondary, and creative and market research. Experience in employing analytic/research methodologies to develop information for use in short- and long-term strategic planning as well as training materials/curriculum development. Experience developing and testing research instruments.

Base Requirements: Bachelor's degree. 5+ years of experience.

C.6.24 Technical Writer

Writes and edits technical documentation. Complete understanding of English language grammatical standards as well as sentence structure requirements for this type of writing. Excellent written communication skills used to craft a range of written products (information papers, briefings, training guides, brochures, letters, syllabi, etc) that (depending on the target market) are likely to be well-received by a military audience and/or able to communicate clearly to a non-military audience regarding military operational issues, programs and benefits.

Base Requirements: Associates degree. 5+ years of experience.

Preferred Requirements: Technical proficiency in issues related to military rank structure; military correspondence/communications/public affairs considerations; and military customs and courtesies.

C.6.25 Video Editor

Responsible for assembling the final product as a sequence consisting of shots from the raw camera footage, dialogue, sound effects, and graphics. This is a key role in the post-production process and the editor's skill determines the quality and delivery of the final product. Digital technology is increasingly the key medium for editing. Based in the post-production editing suite, the editor works closely with the director to meet his or her requirements.

Base Requirements: Bachelor's degree. 3+ years of experience.

C.7 DELIVERABLES

The Government is acquiring a Recruiting and Retention program integration contractor. The Government intends to task this integration contractor to maintain a Performance Database, a Recruiting and Retention Document Database, and a Recruiting and Retention Task Proposal Database on behalf of the Government. While all IDIQ service providers are responsible to provide all contract data and deliverables to the

Government, the Government expects the integration contractor to maintain a softcopy of the data or deliverable in one of the aforementioned databases.

C.7.1 Budget and Cost Reports

C.7.1.1 Monthly Invoice Supporting Data Report

The contractor shall submit a Monthly Invoice Supporting Data Report that itemized supporting data with the monthly invoice to the Government, and shall include the detailed expenses that comprise the total amount due to the Contractor on the monthly invoice. The contractor shall provide expense information on a task by CLIN basis. The contractor shall itemize and group data according to standard Federal cost categories. The contractor's report shall show totals and sub-totals by Task for each of the cost categories and CLINs. In addition, the contractor shall maintain a file with paid invoices and receipts for Government review if necessary.

C.7.1.2 Quarterly Invoice Supporting Data Report

The contractor shall submit a Quarterly Invoice Supporting Data Report, which is summary of previous three months invoices and that includes supporting data, clarifications, and explanations. The contractor shall submit present information about the costs incurred by the Contractor during the preceding Government quarter. The contractor shall ensure that Information presented is consistent with information provided in the Monthly Invoice Supporting Data Report. The contractor shall highlight any inconsistencies between the information in the report and information previously reported, as well as details to explain the differences.

C.7.1.3 Annual Invoice Supporting Data Report

The contractor shall submit an Annual Invoice Supporting Data Report, which is a summary of previous 12 months invoices and that includes supporting data, clarifications, and explanations. Presents information about the costs incurred by the Contractor during the preceding Government fiscal year. Information presented shall be consistent with information provided in the Monthly Invoice Supporting Data Report. The report shall highlight any inconsistencies between the information in the report and information previously reported, as well as details to explain the differences.

C.7.1.4 Ad Hoc Reports

The contractor shall submit Ad Hoc reports as directed by the Government. These Ad Hoc comprise unplanned reporting to support Command, Congressional, Department of Defense, or other information requests.

C.7.2 Performance and Activity Reports

C.7.2.1 IDIQ Services Contractor Task Performance and Cost Reports

The contractor shall submit IDIQ Services Contractor Task Performance and Cost Reports that detail the performance and cost of each task. Reporting requirements are consistent with the specified reporting frequency, performance data elements, performance metrics, and costs as defined in individual task orders.

C.7.2.2 Survey Activity Report

The contractor shall submit a Survey Activity Report weekly that provides a summary of any ongoing survey tasks. Periodically the Government will initiate surveys to collect data regarding market conditions, Soldier satisfaction, or other factors influencing recruiting or retention trends. When tasked, the contractor shall track survey results from issuance through completion, including appropriate statistical and visual summarization and analysis. The reporting requirements are as defined in individual task orders.

C.7.2.3 Training Activity Report

The contractor shall submit a Training Activity Report weekly that summaries ongoing training tasks. Periodically the Government will require training to maintain or improve the skills of recruiters or Soldiers to facilitate improved recruiting or retention conditions, Soldier satisfaction, or other factors influencing recruiting or retention trends. When tasked, the contractor shall track the delivery of this training from initiation through completion, including appropriate statistical and visual summarization and analysis. The reporting requirements are as defined in individual task orders.

C.7.2.4 Ad Hoc Reports

The contractor shall submit Ad Hoc reports as directed by the Government. These Ad Hoc comprise unplanned reporting to support Command, Congressional, Department of Defense, or other information requests.

C.7.3 Program Plans and Manuals

C.7.3.1 Information Security Plan

The contractor shall submit, within 30 days of contract award, an Information Security Plan that describes the information security rules, procedures, and processes to ensure sensitive, confidential, or personal data are protected and secure.

C.7.3.2 Quality Control Plan

The contractor shall submit a Quality Control Plan that describes the contractor's processes and procedures to ensure adherence to best practices, established quality goals, and Government standards.

C.7.3.3. Draft Quality Assurance Surveillance Plan

The contractor shall submit a Draft Quality Assurance Surveillance Plan as required per FAR Subpart 37.6 Performance Based Contracting.

C.7.3.4 Security Plan

The contractor shall submit, within 30 days of contract award, a Security Plan that documents the organization and procedures that the contractor shall follow to safeguard information, ensure physical security, and protect Government information and physical

assets. The plan must address man-made threats, especially theft, and environmental threats such as fires and floods.

C.7.3.5 Small Business Subcontracting Plan

The contractor shall submit a Small Business Subcontracting Plan that describes the outreach plan to designated small businesses for involving them in contract execution. The plan shall describe the oversight, use, and management of subcontractors certified as small businesses; shall identify and provides pertinent information regarding teaming partners to include address, ownership responsibilities, skills, management approach, roles, and reporting relationships.

C.8 SUPPORTING INFORMATION

C.8.1 Security

1. Certain contractor personnel may require access to classified material and/or entry into sensitive/secure areas, which requires those personnel to hold a security clearance. Each contractor employee requiring such access must have an individual security clearance level of SECRET prior to starting work under this contract. The contractor shall maintain those individual clearances for the duration of this contract or until the Government changes the access requirements.
2. The contractor shall safeguard and dispose of classified material received or generated in the performance of this contract in accordance with the National Industrial Security Program Operating Manual (DOD 5220.22-M).
3. The contractor and its employees shall exercise the utmost discretion concerning all matters relating to their duties and functions. They shall not communicate to any person any information known to them by reason of their performance of services under this contract or subsequent task orders that has not been made public or without the written authorization of the Government Contracting Officer and Contracting Officer Representative/Contracting Officer Technical Representative (COR/COTR).
4. The contractor shall not publish or disseminate through any media or any article, book, pamphlet, recording, broadcast, speech, television appearance, film, diagrams/drawings, or photograph (which this list is not limited to) concerning any aspect of work performed under this contract without the prior written authorization of the Contracting Officer and the COR/COTR. These obligations do not cease upon the expiration or termination of this contract. The contractor shall include the substance of this provision in all contracts of employment and in all subcontracts hereunder.

C.8.2 Place of Performance

The contractor shall provide Government and its representatives (as directed by the Government) access to all project-related activities and facilities for the term of the contract.

C.8.3 Period of Performance

The period of performance consists of a base period and four option periods. The base period and option period are each one year.

C.8.4 Special Considerations

The Government reserves the right to approve training materials for recruiting purposes, materials used to raise program awareness, or any other multimedia materials used to represent the NG. Any materials to be provided for under any Government issued Task Order must be approved by the NGB Contracting Office.

The contractor recognizes that in the performance of this contract it may receive or have access to certain sensitive information, including information provided on a proprietary basis by private or public entities. The contractor agrees to use and examine this information exclusively in the performance of this contract and to take the necessary steps in accordance with Government regulations to prevent disclosure of such information to any party outside the Government or Government designated support contractors possessing appropriate proprietary agreements, as listed in paragraphs below.

1. **Indoctrination of Personnel.** The contractor agrees to indoctrinate its personnel who have access as to the sensitive nature of the information and the relationship under which the contractor has possession of or access to the information. Contractor personnel shall not engage in any other action, venture, or employment wherein sensitive information will be used for the profit of any party other than those furnishing the information. The contractor shall restrict access to sensitive/proprietary information to the minimum number of employees necessary for contract performance.
2. **Coordination.** The contractor shall be required to coordinate and exchange directly with other contractors as designated by the Government for information pertinent and essential to performance of task orders issued under this contract. The contractor shall discuss and attempt to resolve any problems between the contractor and those contractors designated by the Government. The contractor shall furnish the Contracting Officer and the Contracting Officer's Representative copies of communications between the contractor and associated contractor(s) relative to contract performance. Further, the close interchange between contractor(s) may require access to or release of proprietary data. In such an event, the contractor shall enter into agreement(s) with the Government designated contractor(s) to adequately protect such proprietary data from unauthorized use or disclosure so long as it remains proprietary.
3. **Remedy for Breach.** The contractor agrees that any breach or violation of the restrictions of this clause shall constitute a material and substantial breach of the terms, conditions and provisions of the contract and that the Government may, in addition to any other remedy available, terminate this contract for default in accordance with the provisions of FAR 12.403, FAR 52.212-4 paragraphs (l) or (m) as applicable. Nothing in this clause or contract shall be construed to mean that the Government shall be liable to the owners of proprietary information in any way for

the unauthorized release or use of proprietary information by this contractor or its subcontractors.

Section E - Inspection and Acceptance

INSPECTION AND ACCEPTANCE TERMS

Supplies/services will be inspected/accepted at:

CLIN	INSPECT AT	INSPECT BY	ACCEPT AT	ACCEPT BY
0001	Origin	Government	Origin	Government
0002	Origin	Government	Origin	Government
1001	Origin	Government	Origin	Government
1002	Origin	Government	Origin	Government
2001	Origin	Government	Origin	Government
2002	Origin	Government	Origin	Government
3001	Origin	Government	Origin	Government
3002	Origin	Government	Origin	Government
4001	Origin	Government	Origin	Government
4002	Origin	Government	Origin	Government

CLAUSES INCORPORATED BY REFERENCE

52.246-2	Inspection Of Supplies--Fixed Price	AUG 1996
52.246-4	Inspection Of Services--Fixed Price	AUG 1996
52.246-16	Responsibility For Supplies	APR 1984

Section F - Deliveries or Performance

ADD DELIVERY INFORMATION**F.1 Tables of Deliverables**

This section presents tables listing required deliverables. Each table provides the deliverable item, item reference section, submission requirements, revisions required, and the deliverable media.

Table F.1. Deliverables That Are Budget and Cost Reports

	ITEM	FOR DETAILS SEE SECTION	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
1	Monthly Invoice Supporting Data Report	SOW	Monthly with Invoice to enable payment	With each invoice	Softcopy, Hardcopy
2	Quarterly Invoice Supporting Data Report	SOW	Within 20 business days after the end of mid Federal Government fiscal year	As directed by the Government	Softcopy, Hardcopy
3	Annual Invoice Supporting Data Report	SOW	Within 10 business days after the end of the Federal Government fiscal year	As directed by the Government	Softcopy, Hardcopy
4	Ad-Hoc Reports	SOW	Mutually agreed dates	As directed by the Government	Softcopy, Hardcopy

Table F.2. Deliverables That Are Performance Reports

	ITEM	FOR DETAILS SEE SECTION	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
1	IDIQ Service Contractor Task Performance and Cost Report	SOW	Per task requirements, but not less than monthly	As directed by the Government	Softcopy, Hardcopy
2	Survey Activity Report	SOW	Weekly	As directed by the Government	Softcopy, Hardcopy
3	Training Activity Report	SOW	Weekly	As directed by the Government	Softcopy, Hardcopy
4	Ad Hoc Reports	SOW	Mutually agreed dates	As directed by the Government	Softcopy, Hardcopy

Table F.3. Deliverables That Are Program Plans and Manuals

	ITEM	FOR DETAILS SEE SECTION	SUBMISSION REQUIREMENTS	REVISIONS REQUIRED	MEDIUM
1	Information Security Plan	SOW	30 days after contract award.	Annually or as circumstances require	Softcopy, Hardcopy
2	Quality Control Plan	SOW	Included with Offeror proposal.	As changes require or as directed by the Government	Softcopy, Hardcopy
3	Draft Quality Assurance Surveillance Plan	SOW	Included with Offeror proposal.	As changes require or as directed by the Government	Softcopy, Hardcopy
4	Security Plan	SOW	30 days after contract award.	Annually or as circumstances require or as directed by the Government	Softcopy, Hardcopy
5	Small Business Subcontracting Plan	SOW	Included with Offeror proposal.	Periodically as circumstances require or as requested by the Government to establish compliance IAW FAR 19.7.	Softcopy, Hardcopy

DELIVERY INFORMATION

CLIN	DELIVERY DATE	QUANTITY	SHIP TO ADDRESS	UIC
0001	POP 27-MAY-2009 TO 26-MAY-2010	N/A	SEE SCHEDULE N/A N/A AA N/A FOB: Destination	SCHED1
0002	POP 27-MAY-2009 TO 26-MAY-2010	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
1001	POP 27-MAY-2010 TO 26-MAY-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
1002	POP 27-MAY-2010 TO 26-MAY-2011	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
2001	POP 27-MAY-2011 TO 26-MAY-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1

2002	POP 27-MAY-2011 TO 26-MAY-2012	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
3001	POP 27-MAY-2012 TO 26-MAY-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
3002	POP 27-MAY-2012 TO 26-MAY-2013	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
4001	POP 27-MAY-2013 TO 26-MAY-2014	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1
4002	POP 27-MAY-2013 TO 26-MAY-2014	N/A	(SAME AS PREVIOUS LOCATION) FOB: Destination	SCHED1

CLAUSES INCORPORATED BY REFERENCE

52.242-15	Stop-Work Order	AUG 1989
52.242-17	Government Delay Of Work	APR 1984

Section G - Contract Administration Data

ACCOUNTING AND APPROPRIATION DATA

AA: Funded at Task Order
AMOUNT: \$0.00
CIN 00000000000000000000000000000000: \$0.00

CONTRACT ADMINISTRATION

G.1. CONTRACTING OFFICER (KO) INFORMATION

G.1.1 KO Address.

National Guard Bureau Directorate of Acquisition (NGB-ZC-AQ)
Suite 8300 Jefferson Plaza 1
1411 Jefferson Davis Highway
Arlington, VA 22202-3231

G.2 CONTRACTOR'S CONTRACT MANAGER

Upon award of the contract, the contractor shall identify a single point of contact for Base IDIQ contract administration issues as well as an alternate to act in this person's absence. Also this person will be the POC for receiving Government TORPs.

G.3 CONTRACTING OFFICER'S REPRESENTATIVE (COR) DELEGATION AND AUTHORITY

G.3.1 COR delegations will be applicable to each TO and will be identified in writing to the contractor.

G.4 INVOICE SUBMISSION

G.4.1 At this time Wide Area Work Flow (WAWF) is the method for submission of invoices. Specific submission information will be provided in the individual TOs. Backup documentation (time cards, quality reports, etc.), shall be submitted in a Microsoft Excel, Word or a compatible format as stated in the TO. The contractor shall render monthly itemized invoices, including backup documents, in arrears.

G.4.2 Payment requests will be based on the payment schedule shown in the TO.

G.5 PAYMENT OF INVOICES

5.1 Payment of invoices will be made based on the following:

- In accordance with the payment schedule of the individual Task Order.

If supplies or services are rejected for failure to conform to the technical requirements of the contract, or any other contractually legitimate reason, the contractor will not be paid, or will be paid an amount negotiated by the KO.

G.6 POST AWARD ORIENTATION CONFERENCE

6.1 Post-award orientation conference(s) may be scheduled within 30 days following contract award. Any such conference(s) will be conducted by the KO who is located at 1411 Jefferson Davis Hwy, Arlington, VA.

6.2 The purpose of a conference will be to familiarize the contractor with:

- Contract administration procedures, contract modifications, TOs, reports, invoicing, payment, etc.
- Government ordering system and documents.
- Contract clarifications.
- Contract requirements and expectations, quantities, deliveries, service and supply response, and communications.
- The conference(s) will be structured to achieve a clear and mutual understanding of all contractual administrative requirements and to identify any potential problem areas. All costs associated with the attendance at this conference shall be incidental to the contract and not separately billed.

G.7 PAST PERFORMANCE EVALUATION

7.1 This contract is subject to a performance evaluation. Following the end of each contract period and at contract completion, a Government evaluation shall be forwarded to the contractor. The contractor may submit written comments, if any, within the time period specified in the evaluation transmittal. The contractor's comments shall be considered in the issuance of the final evaluation document. Any disagreement between the parties regarding the evaluation shall be forwarded to the KO. The final evaluation of the contractor's performance is the decision of the KO. A copy of the final performance evaluation report will be sent to the contractor and to the Government's past performance database at www.ppirs.gov.

G.8 CONTRACTOR VERIFICATION SYSTEM INFORMATION

G.8.1 Within 10 working days of an awarded TO the contractor must submit a list of employees to the COR who will be supporting the effort for input into the Contractor Verification System (CVS). The list shall include the employee's full name, address, and date of birth, social security number, and valid/current AKO email address. Once the COR inputs their data into the CVS they will receive a system generated email to visit the CVS website and verify and update their information. Within a few days after they complete the application (unless there are issues with their registration/NAC, etc.), they will be approved and will receive a second system generated email stating that their registration is complete. At that point they should visit the nearest CAC station for issuance of a CAC card. Failure to respond to the first system generated email within five working days will remove them from the system and they will need to resubmit their contact details (once they are input into the system any hard copy or electronic documentation will be shredded/deleted).

G.9 ACCOUNTING FOR CONTRACT SERVICES:

The Secretary of the Army has implemented Accounting for Contract Services. This initiative has been put in place to obtain better visibility of the contractor service workforce. The Assistant Secretary of the Army (Manpower and Reserve Affairs) and the Assistant Secretary of the Army (Acquisition, Logistics and Technology) have implemented guidance to comply with this DoD Business Initiative Council (BIC) sponsored initiative. These contract reporting requirements are mandatory. By acceptance of this contract and performance under this contract, the contractor agrees to comply with these reporting requirements.

The Office of the Assistant Secretary of the Army (Manpower & Reserve Affairs) operates and maintains a secure Army data collection site [Contractor Manpower Reporting (CMR) System] where the contractor will report ALL contractor manpower (including sub-contractor manpower) required for performance of this contract. The contractor is required to completely fill in all the information in the format using the following web address:

<https://contractormanpower.army.pentagon.mil>

The required information includes: (1) Contracting Office, Contracting Officer, Contracting Officer's Technical Representative; (2) Contract number, including task and delivery order number; (3) Beginning and ending dates covered by reporting period; (4) Contractor name, address, phone number, e-mail address, identity of contractor employee entering data; (5) Estimated direct labor hours (including sub-contractors); (6) Estimated direct labor dollars paid this reporting period (including sub-contractors); (7) Total payments (including sub-contractors); (8) Predominant Federal Service Code (FSC) reflecting services provided by contractor (and separate predominant FSC for each sub-contractor if different); (9) Estimated data collection cost; (10) Organizational title associated with the Unit Identification Code (UIC) for the Army Requiring Activity (National Guard Bureau UIC is W00QFF); (11) Locations where contractor and sub-contractors perform the work (specified by zip code in the United States and nearest city, country, when in an overseas location, using standardized nomenclature provided on website); (12) Presence of deployment or contingency contract language; and (13) Number of

contractor and sub-contractor employees deployed in theater this reporting period (by country). As part of its submission, the contractor will also provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period will be the period of performance not to exceed 12 months ending September 30 of each government fiscal year and must be reported by 31 October of each calendar year. Contractors may use a direct XML data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the web site. The specific formats for the XML direct transfer may be downloaded from the web site.

Section H - Special Contract Requirements

SPECIAL INSTRUCTIONS**H.1 PURPOSE AND SCOPE**

NGB-ZC-AQ Contracting Division intends to introduce post-award competition between multiple IDIQ services contractors to obtain improved cost and technical product, combined with having one integration contractor as the single focal point. In addition, the Government will incorporate a partial small business set-aside among the multiple IDIQ awards. NG requires a solution that addresses both the competition requirements and the single focal point.

NG has determined that using two types of contracts—one a single award contract with an integration contractor and one a multiple award IDIQ contract with five contractors—is the most effective way to achieve NG goals. The IDIQ services contractors will respond to NG task orders in a competitive environment to develop and implement a comprehensive set of programs that helps NG meet their objectives. Each services contractor will work with the separately awarded integration contractor to coordinate all reporting and monitoring of the status of each task order it is awarded. This will result in multiple services contractors working with the integration contractor to support a consolidated view of all simultaneous Recruiting and Retention task orders. Each contractor will be able to team with outside subcontractors and vendors to round out the full complement of skills required by this solicitation.

NG will define the work in terms of objectives and the contractors to respond with specific task proposals. Accordingly, it is the offeror's responsibility to define the metrics to measure task performance. Offerors may propose for the integration contractor role or the IDIQ services contractor role, but not both.

The IDIQ services contractor acquisition will result in a multiple award for up to five IDIQ services contracts, with the intent to include significant small business participation. The Government reserves the right to have a partial set-aside for small business IDIQ services contractors, which NG will implement on a task order basis.

This is an Indefinite Delivery/Indefinite Quantity (IDIQ) contract utilizing Firm Fixed Price (FFP) or Time and Materials (T&M) ODCs Task Orders (TOs). Pursuant to Federal Acquisition Regulation (FAR) Subpart 37.6, performance-based contracting techniques will be applied to task orders issued under this contract to the maximum extent practicable.

a. Minimum Guaranteed Funding Amount: The contractor shall receive a minimum of \$25,000 over the life of the contract. This is the total amount that will be paid to the contractor in the event that the total sum of all task orders issued under the contract does not equal the minimum amount specified.

b. Maximum Contract Amount: The total maximum award for all services contracts is \$450 million in task orders over the life of the contract. The contract establishes a total contract maximum capacity, without subdividing the capacity any further.

H.2 GOVERNMENT OWNED INFORMATION

All information, databases, data, programming, documents, and records (which this list is not limited to) generated or collected during the performance of work under this contract shall be for the sole use of and become the exclusive property of the U.S. Government. The contractor shall allow Government access to any and all information, databases, data, programming, documents, and records (which this list is not limited to) within one (1) working day of the date of request. At the completion or the termination of this contract all information, databases, data, programming, documents, and records (which this list is not limited to) shall be turned over to the Government in an appropriate format to render them readily usable by the Government or a successor contractor.

These obligations do not cease upon the expiration or termination of this contract. The contractor shall include the substance of this provision in all contracts of employment and in all subcontracts hereunder.

H.3 GOVERNMENT-FURNISHED EQUIPMENT, MATERIAL, AND INFORMATION

It is anticipated that for some task orders, Government Furnished Equipment and Material will be specified in the individual task order (at the discretion of the Government). Such equipment and material will be returned to the Government upon the conclusion of the contract, as specified in the individual task order, or as directed in writing by the KO.

Government Furnished Information relevant to the tasks to be performed under this contract will be provided to the Contractor for use during the performance of the task order as specified in the individual task order (at the discretion of the Government).

Contractors are responsible and liable for Government property in their possession pursuant to FAR 52.245-1, 52.245-2 and 52.245-9, as applicable.

H.4 CONTRACTOR FURNISHED EQUIPMENT, PRODUCTS, AND SERVICES

The contractor shall:

- Provide its staff with all required furniture, including desks and chairs.
- Provide its staff with the appropriate LAN computing equipment, including servers, workstations, monitors, printers, other peripherals, along with hubs, switches, routers and associated cabling plant.
- Be responsible for maintaining the appropriately sized Local Area Network (LAN) infrastructure required to support the tasks outlined in this solicitation.

- Maintain current anti-virus definition files as dictated by the DoD regulations.
- Be responsible for the routine maintenance and operation of the above mentioned LAN computing equipment.
- Provide and manage accounts for cell phones and pagers.
- Provide expendable supplies.
- Deploy emergency patches and other upgrades to all equipment.
- Develop and maintain information security materials and briefings to all contract staff that have access to the NG computing environment upon their assignment to the contract, provide updates and refresher training annually, and document staff participation.
- Provide security for all physical facilities and assets used in conduct of the contract and develop supporting documentation that complies with all Government regulations and guidance.
- The contractor shall be responsible for safeguarding all Government property provided for contractor use. All Government facilities, equipment, and materials shall be secured at all times.
- Develop, prepare, and maintain the Security Plan, Information Security Plan, Small Business Subcontracting Plan, Quality Control Plan, and draft Quality Assurance Surveillance Plan. (See the SOW and Section F - Deliverables for details).
- Notify NG in the event that a computer virus or virus-like activity is detected at the contractor facility.
- Notify NG in the event of an attempted or successful electronic or physical intrusion at the contractor facility.

H.5 CONTRACT ADMINISTRATION

The contractor selected under this procurement shall work under the direction of the NG and/or its representatives.

The NG has overall responsibility for the technical monitoring of the contractor's activities under the Task Order and may also be supported by an Independent Verification and Validation (IV&V) contractor.

The COR/COTR may contract for IV&V services with an independent party to review specific products and deliverables of this Task Order. The contractor shall communicate openly and cooperate with the IV&V contractor. At the direction of the COR/COTR, the contractor shall provide the COR/COTR, or its IV&V contractor, with all applicable performance and utilization data needed to verify and validate that the COR/COTR is receiving its contracted services.

H.6 SUCCESSOR CONTRACTING OFFICERS

The Contracting Officer signing the contract award is the Primary Contracting Officer (PCO) for the contract. Nevertheless, any Contracting Officer assigned to the National Guard Bureau, and acting within his or her authority, may take formal action on this contract when a contract action needs to be taken and the PCO is unavailable.

H.7 TRAVEL

- a. An estimated amount for Time and Material Travel will be set forth in the contract for each individual task order, as applicable. The estimated amount shall not be exceeded unless authorized by the Contractor Officer. Unauthorized travel will be neither allowed nor allocated to this contract. No fee of any type shall be applied to travel. (b) Per diem and travel rates shall not exceed the amounts authorized by the provisions of the Joint Travel Regulations.
- b. Airfare shall be the prevailing rates for commercial airlines at tourist class unless a deviation is authorized by the Contracting Officer. When required, the most reasonable means of ground transportation (i.e., taxi, bus, car rental) shall be used.

H.8 NONPAYMENT FOR UNAUTHORIZED WORK

No payments will be made for any unauthorized supplies or services, or for any unauthorized changes to the work specified herein. This includes any services performed by the contractor's own volition or at the request of an individual other than a duly appointed Contracting Officer. Only a duly appointed Contracting Officer is authorized to change the specifications, terms, and/or conditions of this contract and future task orders.

H.9 TRAINING

The Government's policy is to select contractors for their knowledge and expertise in specific areas. Firms selected to perform services usually are selected based on the education, experience, and training of the personnel they propose. Based on this policy, the Government does not intend to provide training to the contractor selected for award of this Task Order except as provided below:

- a. The Government will provide training on "NG-specific" systems on a "no-fee basis" when authorized in writing by the Contracting Officer.
- b. All contractor personnel with access to Government systems must successfully pass the NG information system security training before gaining access to an NG system and must successfully complete recurring information system security training as prescribed.
- c. The NG may provide other training on a space available basis when the contractor agrees to reimburse the Government.

- d. On a limited basis, the NG may pay for training when it is deemed appropriate to do so and when authorized in writing by the Contracting Officer.

The contractor shall not charge the Government for the employee's time while attending training.

H.10 CONTRACTOR/GOVERNMENT PROVISION OF CONSUMABLE SUPPLIES

The contractor shall provide consumable supplies for contractor use as required in the daily operation of, performance of, or in support of this contract.

H.11 ORGANIZATIONAL CONFLICT OF INTEREST – GENERAL

- a. No contractor can be awarded both the Integrator and IDIQ Services either as a prime or subcontractor.
- b. The contractor warrants that, to the best of its knowledge and belief, there are no relevant facts or circumstances, which would give rise to an organizational conflict of interest, as defined in FAR Subpart 9.5, or that the contractor has disclosed all such relevant information.
- c. The contractor agrees that if an actual or potential organizational conflict of interest is discovered after award, the contractor shall make a full disclosure in writing to the Contracting Officer. This disclosure shall include a description of *actions that the contractor has taken or proposes to take to avoid or mitigate the actual or potential conflict.*
- d. If the contractor was aware of a potential organizational conflict of interest prior to award or discovered an actual or potential conflict after award and did not disclose or misrepresented relevant information to the Contracting Officer, the Government may terminate the contract or task order for cause.
- e. The contractor shall insert the substance of this clause, including this paragraph (e), in all subcontracts.

H.12 PERFORMANCE-BASED SERVICES CONTRACTING

Pursuant to Federal Acquisition Regulation (FAR) Subpart 37.6, performance-based services contracting (PBSC) techniques shall be applied to all aspects of this contract to the maximum extent practicable.

This solicitation addresses "Cost Incentives" as required by FAR 16.402-1. The contractor pricing in CLIN 0001 inherently includes cost incentives. The contractor realizes such cost incentives through automation and/or service delivery enhancements that reduce the contractor's costs for a fixed price delivery. The Government anticipates sharing these cost savings through enhanced performance.

H.13 PERFORMANCE ASSESSMENT REPORT

Under government contracting regulations, past performance evaluations are required for each service contract in excess of \$1,000,000. As a minimum, a Performance Assessment Report (PAR) will be prepared on the contractor's performance at the end of the base period for this contract and subsequent to the completion of any exercised option periods. The development of the report is a joint responsibility of the Contracting Officer and the assessing official (typically the COR). The performance evaluation may be used to support future government contract awards and is considered "Source Selection Sensitive". Only authorized government personnel, the potential IV&V service contractor and the Recruiting and Retention contractor will have access to the evaluation information. The Recruiting and Retention contractor will be allowed to review the report and submit comments prior to the report being finalized. The original report will be filed in the contract file. The data contained in the report will be entered into the Contractor Performance Assessment Reporting System (CPARS, formerly PPIMS). CPARS is the Army's central repository for past performance information and is available for use by authorized government personnel in making source selection decisions.

H.14 ADVERTISING OF AWARD

The contractor shall not allow the existence of this contract or the names, phone numbers, or other personal information or images of Government employees involved in this contract and subsequent task orders, to be used for publicity or advertising purposes. Further, no article, book, pamphlet, recording, broadcast, speech, television appearance, diagrams/drawings, and/or film (which the above list is not limited to) concerning any aspect of work performed under this contract shall be published or disseminated through any media without the prior written authorization of the Contracting Officer and the NGB COR/COTR.

These obligations do not cease upon the expiration or termination of this contract. The contractor shall include the substance of this provision in all contracts of employment and in all subcontracts hereunder.

H.15 NOTICE TO PROCEED

The contractor shall not commence any work specified until the contractor receives written notification from the Contracting Officer providing a notice to proceed.

H.16 STANDARD OF CONDUCT AT GOVERNMENT INSTALLATIONS

The contractor shall be responsible for maintaining satisfactory standards of employee competency, conduct, appearance and integrity and shall be responsible for taking such disciplinary action with respect to his employees as may be necessary.

H.17 INFORMATION TECHNOLOGY ACCESSIBILITY FOR PERSONS WITH DISABILITIES

All contractor provided services and Electronic Information Technology (EIT) delivered as result of task orders placed under the Recruiting and Retention contract shall comply with accessibility standards in accordance with Federal Information Technology Accessibility as required by Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. Information about the Section 508 Electronic and Information Technology Accessibility Standards may be obtained via the Web at the following URL:

www.Section508.gov.

H.18 ORDERING

- a. Any supplies and services to be furnished under this contract shall be ordered by issuance of task orders by the individuals or activities designated in the contract. Such orders may be issued from date of contract award through expiration of the contract.
- b. All task orders are subject to the terms and conditions of this contract. In the event of conflict between a task order and this contract, the contract shall control.
- c. If mailed, a task order is considered "issued" when the Government deposits the order in the mail. Orders may be issued orally, by facsimile, or by electronic commerce methods only if authorized in the contract.

H.19 PROCEDURES FOR TASK ORDERS

These are representative procedures and subject to change, at the discretion of the Government. These procedures are intended to be used for task orders issued under the established contract. This is an Indefinite Delivery/Indefinite Quantity (IDIQ) contract utilizing Firm Fixed Price (FFP) service Task Orders (TOs). Pursuant to Federal Acquisition Regulation (FAR) Subpart 37.6, performance-based contracting techniques will be applied to task orders issued under this contract to the maximum extent practicable.

(a) Task Order Requirements Package (TORP):

1) When the Government requires services under the contract, the Contracting Officer will identify the objectives for a proposed task order by issuing a TORP that will include either a Performance Work Statement (PWS) or a Statement of Objectives (SOO). This will consist of:

- a. a description of the work to be performed (PWS or SOO),
- b. a Work Breakdown Structure (WBS),
- c. the desired performance schedule,
- d. a schedule for pricing according to and as described in Section B, and
- e. any other information which may be of assistance in preparation of an offer.

(b) Submission of Task Proposals:

- 1) Unless there is a valid exception, the normal rule will be that all contractors will be solicited to submit a proposal. The Government evaluates the proposals and selects the one that is most advantageous to the Government. The Government reserves the right to set aside task orders for small businesses only.
- 2) Upon receipt of a TORP from the Contracting Officer, the contractor shall furnish a proposal within ten calendar days, unless otherwise specified by the Contracting Officer.
- 3) Task proposals shall be submitted as an original and one duplicate, both hardcopy and electronic format.
- 4) Task proposals shall be submitted in the electronic Task Proposal Template format designated by the Government.
- 5) Task proposals shall include, but not limited to, the following:
 - a. *Proposed Disciplines, Labor Categories, Labor Hours, Labor Costs ,with a written rationale*
 - b. Schedule for performance
 - c. Other Direct Costs (supported by a detailed breakout), such as estimated cost of travel, if applicable (including number of trips, destination and length, per diem in accordance with Joint Travel Regulations, transportation costs)

(c) Acceptance of Task Proposals:

- 1) Upon receipt of a proposal, the Contracting Officer will analyze the offers and make at least one award based on the best value to the Government. Once the presumptive awardee among the services contractors bidding is determined, the Contracting Officer will issue a task order. Task orders will only be issued by the Contracting Officer; the contractor shall not accept work assignments from any other individual.
- 2) The Contracting Officer's decision to issue a task order to a particular awardee shall be based on the criteria stated in the contract and the Government's evaluation of task proposals.
- 3) Individual task orders shall be negotiated based on fully burdened labor rates established in the contract. The Government encourages the Contractor to provide labor discounts for task orders. The number of labor hours per labor category shall be negotiated for each task order.
- 4) The contractor shall identify and itemize ODCs in all task order proposal submissions.
- 5) *<Deleted>*
- 6) If the Contracting Officer identifies a need, negotiations will be initiated with the contractor and culminate with a request for a Final Proposal Revision (FPR). In the event that issues pertaining to the proposed task order are not resolved to the satisfaction of the Contracting Officer, the Contracting Officer reserves the right to withdraw the request for task order proposal upon written notification to the contractor.

7) The Contracting Officer will authorize the contractor to proceed with the work by issuing a signed task order on a DD Form 1155. At a minimum, the task order will contain the following:

- a. Order Number
- b. Contract Number
- c. Description of the Services
- d. Price
- e. Period of Performance or Completion Date

8) Task orders may be issued for a single requirement or for a combination of requirements, as required by the government.

9) The contractor is not authorized to commence task performance prior to issuance of the task order unless otherwise authorized by the Contracting Officer.

(d) <Deleted>.

(e) Expedited Amendments to Existing Task Orders: The Contracting Officer may, at the Government's discretion, demand expedited task order responses for adjustments to the Task Order Form in as little as 1 business day.

H.20 PROTESTS

No protest are authorized in connection with the issuance or proposed issuance of a TO, except for a protest on the grounds that the order increases the scope, period, or maximum value of the contract. However, under FAR 16.505 (b)(4), prime contractors may contact the customer designated contract ombudsman with complaints on specific TOs on this contract. The ombudsman will review all complaints and ensure that all *prime contractors are offered a Fair Opportunity to be considered, consistent with this regulation and the contract.* The designated NGB ombudsman for this contract is: NGB PARC Ombudsman.

H.21 POTENTIAL NEW AWARDEES

The Government also reserves the right to reissue the RFP any time during the period of performance of this contract to include new contractors if any of the initial contractor awardees are no longer included in this contract.

Section I - Contract Clauses

CLAUSES INCORPORATED BY REFERENCE

52.203-12	Limitation On Payments To Influence Certain Federal Transactions	SEP 2007
52.204-2	Security Requirements	AUG 1996
52.204-4	Printed or Copied Double-Sided on Recycled Paper	AUG 2000
52.204-7	Central Contractor Registration	JUL 2006
52.204-9	Personal Identity Verification of Contractor Personnel	SEP 2007
52.219-4	Notice of Price Evaluation Preference for HUBZone Small Business Concerns	JUL 2005
52.224-1	Privacy Act Notification	APR 1984
52.224-2	Privacy Act	APR 1984
52.227-1	Authorization and Consent	DEC 2007
52.227-2	Notice And Assistance Regarding Patent And Copyright Infringement	DEC 2007
52.228-5	Insurance - Work On A Government Installation	JAN 1997
52.232-17	Interest	JUN 1996
52.232-18	Availability Of Funds	APR 1984
52.232-23 Alt I	Assignment of Claims (Jan 1986) - Alternate I	APR 1984
52.242-13	Bankruptcy	JUL 1995
252.201-7000	Contracting Officer's Representative	DEC 1991
252.204-7000	Disclosure Of Information	DEC 1991
252.204-7003	Control Of Government Personnel Work Product	APR 1992
252.204-7004 Alt A	Central Contractor Registration (52.204-7) Alternate A	SEP 2007
252.204-7005	Oral Attestation of Security Responsibilities	NOV 2001
252.209-7004	Subcontracting With Firms That Are Owned or Controlled By The Government of a Terrorist Country	DEC 2006
252.227-7020	Rights In Data--Special Works	JUN 1995
252.231-7000	Supplemental Cost Principles	DEC 1991
252.232-7010	Levies on Contract Payments	DEC 2006
252.243-7001	Pricing Of Contract Modifications	DEC 1991

CLAUSES INCORPORATED BY FULL TEXT

52.204-1 APPROVAL OF CONTRACT (DEC 1989)

This contract is subject to the written approval of NGB PARC Office and shall not be binding until so approved.

(End of clause)

52.212-4 CONTRACT TERMS AND CONDITIONS-- COMMERCIAL ITEMS (FEB 2007)

(a) Inspection/Acceptance. The Contractor shall only tender for acceptance those items that conform to the requirements of this contract. The Government reserves the right to inspect or test any supplies or services that have been tendered for acceptance. The Government may require repair or replacement of nonconforming supplies or reperformance of nonconforming services at no increase in contract price. If repair/replacement or reperformance will not correct the defects or is not possible, the Government may seek an equitable price reduction or adequate

consideration for acceptance of nonconforming supplies or services. The Government must exercise its post-acceptance rights (1) within a reasonable time after the defect was discovered or should have been discovered; and (2) before any substantial change occurs in the condition of the item, unless the change is due to the defect in the item.

(b) Assignment. The Contractor or its assignee may assign its rights to receive payment due as a result of performance of this contract to a bank, trust company, or other financing institution, including any Federal lending agency in accordance with the Assignment of Claims Act (31 U.S.C. 3727). However, when a third party makes payment (e.g., use of the Governmentwide commercial purchase card), the Contractor may not assign its rights to receive payment under this contract.

(c) Changes. Changes in the terms and conditions of this contract may be made only by written agreement of the parties.

(d) Disputes. This contract is subject to the Contract Disputes Act of 1978, as amended (41 U.S.C. 601-613). Failure of the parties to this contract to reach agreement on any request for equitable adjustment, claim, appeal or action arising under or relating to this contract shall be a dispute to be resolved in accordance with the clause at FAR 52.233-1, Disputes, which is incorporated herein by reference. The Contractor shall proceed diligently with performance of this contract, pending final resolution of any dispute arising under the contract.

(e) Definitions. The clause at FAR 52.202-1, Definitions, is incorporated herein by reference.

(f) Excusable delays. The Contractor shall be liable for default unless nonperformance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence such as, acts of God or the public enemy, acts of the Government in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the Contracting Officer in writing as soon as it is reasonably possible after the commencement or any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

(g) Invoice. (1) The Contractor shall submit an original invoice and three copies (or electronic invoice, if authorized) to the address designated in the contract to receive invoices. An invoice must include--

(i) Name and address of the Contractor;

(ii) Invoice date and number;

(iii) Contract number, contract line item number and, if applicable, the order number;

(iv) Description, quantity, unit of measure, unit price and extended price of the items delivered;

(v) Shipping number and date of shipment, including the bill of lading number and weight of shipment if shipped on Government bill of lading;

(vi) Terms of any discount for prompt payment offered;

(vii) Name and address of official to whom payment is to be sent;

(viii) Name, title, and phone number of person to notify in event of defective invoice; and

(ix) Taxpayer Identification Number (TIN). The Contractor shall include its TIN on the invoice only if required elsewhere in this contract.

(x) Electronic funds transfer (EFT) banking information.

(A) The Contractor shall include EFT banking information on the invoice only if required elsewhere in this contract.

(B) If EFT banking information is not required to be on the invoice, in order for the invoice to be a proper invoice, the Contractor shall have submitted correct EFT banking information in accordance with the applicable solicitation provision, contract clause (e.g., 52.232-33, Payment by Electronic Funds Transfer--Central Contractor Registration, or 52.232-34, Payment by Electronic Funds Transfer--Other Than Central Contractor Registration), or applicable agency procedures.

(C) EFT banking information is not required if the Government waived the requirement to pay by EFT.

(2) Invoices will be handled in accordance with the Prompt Payment Act (31 U.S.C. 3903) and Office of Management and Budget (OMB) prompt payment regulations at 5 CFR part 1315.

(h) Patent indemnity. The Contractor shall indemnify the Government and its officers, employees and agents against liability, including costs, for actual or alleged direct or contributory infringement of, or inducement to infringe, any United States or foreign patent, trademark or copyright, arising out of the performance of this contract, provided the Contractor is reasonably notified of such claims and proceedings.

(i) Payment.--

(1) Items accepted. Payment shall be made for items accepted by the Government that have been delivered to the delivery destinations set forth in this contract.

(2) Prompt payment. The Government will make payment in accordance with the Prompt Payment Act (31 U.S.C. 3903) and prompt payment regulations at 5 CFR part 1315.

(3) Electronic Funds Transfer (EFT). If the Government makes payment by EFT, see 52.212-5(b) for the appropriate EFT clause.

(4) Discount. In connection with any discount offered for early payment, time shall be computed from the date of the invoice. For the purpose of computing the discount earned, payment shall be considered to have been made on the date which appears on the payment check or the specified payment date if an electronic funds transfer payment is made.

(5) Overpayments. If the Contractor becomes aware of a duplicate contract financing or invoice payment or that the Government has otherwise overpaid on a contract financing or invoice payment, the Contractor shall immediately notify the Contracting Officer and request instructions for disposition of the overpayment.

(j) Risk of loss. Unless the contract specifically provides otherwise, risk of loss or damage to the supplies provided under this contract shall remain with the Contractor until, and shall pass to the Government upon:

(1) Delivery of the supplies to a carrier, if transportation is f.o.b. origin; or

(2) Delivery of the supplies to the Government at the destination specified in the contract, if transportation is f.o.b. destination.

(k) Taxes. The contract price includes all applicable Federal, State, and local taxes and duties.

(l) Termination for the Government's convenience. The Government reserves the right to terminate this contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this contract, the Contractor shall be paid a percentage of the contract price reflecting the percentage

of the work performed prior to the notice of termination, plus reasonable charges the Contractor can demonstrate to the satisfaction of the Government using its standard record keeping system, have resulted from the termination. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give the Government any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred which reasonably could have been avoided.

(m) Termination for cause. The Government may terminate this contract, or any part hereof, for cause in the event of any default by the Contractor, or if the Contractor fails to comply with any contract terms and conditions, or fails to provide the Government, upon request, with adequate assurances of future performance. In the event of termination for cause, the Government shall not be liable to the Contractor for any amount for supplies or services not accepted, and the Contractor shall be liable to the Government for any and all rights and remedies provided by law. If it is determined that the Government improperly terminated this contract for default, such termination shall be deemed a termination for convenience.

(n) Title. Unless specified elsewhere in this contract, title to items furnished under this contract shall pass to the Government upon acceptance, regardless of when or where the Government takes physical possession.

(o) Warranty. The Contractor warrants and implies that the items delivered hereunder are merchantable and fit for use for the particular purpose described in this contract.

(p) Limitation of liability. Except as otherwise provided by an express warranty, the Contractor will not be liable to the Government for consequential damages resulting from any defect or deficiencies in accepted items.

(q) Other compliances. The Contractor shall comply with all applicable Federal, State and local laws, executive orders, rules and regulations applicable to its performance under this contract.

(r) Compliance with laws unique to Government contracts. The Contractor agrees to comply with 31 U.S.C. 1352 relating to limitations on the use of appropriated funds to influence certain Federal contracts; 18 U.S.C. 431 relating to officials not to benefit; 40 U.S.C. 3701, et seq., Contract Work Hours and Safety Standards Act; 41 U.S.C. 51-58, Anti-Kickback Act of 1986; 41 U.S.C. 265 and 10 U.S.C. 2409 relating to whistleblower protections; 49 U.S.C. 40118, Fly American; and 41 U.S.C. 423 relating to procurement integrity.

(s) Order of precedence. Any inconsistencies in this solicitation or contract shall be resolved by giving precedence in the following order: (1) the schedule of supplies/services; (2) the Assignments, Disputes, Payments, Invoice, Other Compliances, and Compliance with Laws Unique to Government Contracts paragraphs of this clause; (3) the clause at 52.212-5; (4) addenda to this solicitation or contract, including any license agreements for computer software; (5) solicitation provisions if this is a solicitation; (6) other paragraphs of this clause; (7) the Standard Form 1449; (8) other documents, exhibits, and attachments; and (9) the specification.

(t) Central Contractor Registration (CCR). (1) Unless exempted by an addendum to this contract, the Contractor is responsible during performance and through final payment of any contract for the accuracy and completeness of the data within the CCR database, and for any liability resulting from the Government's reliance on inaccurate or incomplete data. To remain registered in the CCR database after the initial registration, the Contractor is required to review and update on an annual basis from the date of initial registration or subsequent updates its information in the CCR database to ensure it is current, accurate and complete. Updating information in the CCR does not alter the terms and conditions of this contract and is not a substitute for a properly executed contractual document.

(2)(i) If a Contractor has legally changed its business name, "doing business as" name, or division name (whichever is shown on the contract), or has transferred the assets used in performing the contract, but has not completed the necessary requirements regarding novation and change-of-name agreements in FAR subpart 42.12, the Contractor shall provide the responsible Contracting Officer a minimum of one business day's written notification of its intention to (A) change the name in the CCR database; (B) comply with the requirements of subpart 42.12; and (C) agree in writing to the timeline and procedures specified by the responsible Contracting Officer. The Contractor must provide with the notification sufficient documentation to support the legally changed name.

(ii) If the Contractor fails to comply with the requirements of paragraph (t)(2)(i) of this clause, or fails to perform the agreement at paragraph (t)(2)(i)(C) of this clause, and, in the absence of a properly executed novation or change-of-name agreement, the CCR information that shows the Contractor to be other than the Contractor indicated in the contract will be considered to be incorrect information within the meaning of the "Suspension of Payment" paragraph of the electronic funds transfer (EFT) clause of this contract.

(3) The Contractor shall not change the name or address for EFT payments or manual payments, as appropriate, in the CCR record to reflect an assignee for the purpose of assignment of claims (see Subpart 32.8, Assignment of Claims). Assignees shall be separately registered in the CCR database. Information provided to the Contractor's CCR record that indicates payments, including those made by EFT, to an ultimate recipient other than that Contractor will be considered to be incorrect information within the meaning of the "Suspension of payment" paragraph of the EFT clause of this contract.

(4) Offerors and Contractors may obtain information on registration and annual confirmation requirements via the internet at <http://www.ccr.gov> or by calling 1-888-227-2423 or 269-961-5757.

(End of clause)

52.212-5 CONTRACT TERMS AND CONDITIONS REQUIRED TO IMPLEMENT STATUTES OR EXECUTIVE ORDERS--COMMERCIAL ITEMS (DEC 2007)

(a) The Contractor shall comply with the following Federal Acquisition Regulation (FAR) clauses, which are incorporated in this contract by reference, to implement provisions of law or Executive orders applicable to acquisitions of commercial items:

(1) 52.233-3, Protest After Award (AUG 1996) (31 U.S.C. 3553).

(2) 52.233-4, Applicable Law for Breach of Contract Claim (OCT 2004) (Pub. L. 108-77, 108-78).

(b) The Contractor shall comply with the FAR clauses in this paragraph (b) that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items: (Contracting Officer check as appropriate.)

 X (1) 52.203-6, Restrictions on Subcontractor Sales to the Government (SEP 2006), with Alternate I (OCT 1995) (41 U.S.C. 253g and 10 U.S.C. 2402).

 (2) 52.219-3, Notice of HUBZone Small Business Set-Aside (Jan 1999) (15 U.S.C. 657a).

 (3) 52.219-4, Notice of Price Evaluation Preference for HUBZone Small Business Concerns (JUL 2005) (if the offeror elects to waive the preference, it shall so indicate in its offer) (15 U.S.C. 657a).

 (4) [Removed].

 (5)(i) 52.219-6, Notice of Total Small Business Set-Aside (JUNE 2003) (15 U.S.C. 644).

 (ii) Alternate I (OCT 1995) of 52.219-6.

 (iii) Alternate II (MAR 2004) of 52.219-6.

 (6)(i) 52.219-7, Notice of Partial Small Business Set-Aside (JUNE 2003) (15 U.S.C. 644).

- ___ (ii) Alternate I (OCT 1995) of 52.219-7.
- ___ (iii) Alternate II (MAR 2004) of 52.219-7.
- ___ (7) 52.219-8, Utilization of Small Business Concerns (MAY 2004) (15 U.S.C. 637 (d)(2) and (3)).
- _X_ (8)(i) 52.219-9, Small Business Subcontracting Plan (Nov 2007) (15 U.S.C. 637(d)(4)).
- ___ (ii) Alternate I (OCT 2001) of 52.219-9
- _X_(iii) Alternate II (OCT 2001) of 52.219-9.
- ___ (9) 52.219-14, Limitations on Subcontracting (DEC 1996) (15 U.S.C. 637(a)(14)).
- ___ (10) 52.219-16, Liquidated Damages--Subcontracting Plan (JAN 1999) (15 U.S.C. 637(d)(4)(F)(i)).
- ___ (11)(i) 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns (SEP 2005) (10 U.S.C. 2323) (if the offeror elects to waive the adjustment, it shall so indicate in its offer).
- ___ (ii) Alternate I (JUNE 2003) of 52.219-23.
- ___ (12) 52.219-25, Small Disadvantaged Business Participation Program--Disadvantaged Status and Reporting (OCT 1999) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).
- ___ (13) 52.219-26, Small Disadvantaged Business Participation Program--Incentive Subcontracting (OCT 2000) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).
- ___ (14) 52.219-27, Notice of Total Service-Disabled Veteran-Owned Small Business Set-Aside (MAY 2004) (U.S.C. 657 f).
- ___ (15) 52.219-28, Post Award Small Business Program Rerepresentation (JUNE 2007) (15 U.S.C. 632(a)(2)).
- _X_ (16) 52.222-3, Convict Labor (JUNE 2003) (E.O. 11755).
- _X_ (17) 52.222-19, Child Labor--Cooperation with Authorities and Remedies (AUG 2007) (E.O. 13126).
- _X_ (18) 52.222-21, Prohibition of Segregated Facilities (FEB 1999).
- _X_ (19) 52.222-26, Equal Opportunity (MAR 2007) (E.O. 11246).
- _X_ (20) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).
- _X_ (21) 52.222-36, Affirmative Action for Workers with Disabilities (JUN 1998) (29 U.S.C. 793).
- _X_ (22) 52.222-37, Employment Reports on Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).
- ___ (23) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (DEC 2004) (E.O. 13201).
- ___(24)(i) 52.222-50, Combating Trafficking in Persons (AUG 2007) (Applies to all contracts).

- ___ (ii) Alternate I (AUG 2007) of 52.222-50.
- ___ (25)(i) 52.223-9, Estimate of Percentage of Recovered Material Content for EPA-Designated Products (AUG 2000) (42 U.S.C. 6962(c)(3)(A)(ii)).
- ___ (ii) Alternate I (AUG 2000) of 52.223-9 (42 U.S.C. 6962(i)(2)(c)).
- ___ (26) FAR 52.223-15, Energy Efficiency in Energy-Consuming Products (DEC 2007) (42 U.S.C. 8259b) .
- _X_ (27) 52.225-1, Buy American Act--Supplies (JUNE 2003) (41 U.S.C. 10a-10d).
- _X_ (28)(i) 52.225-3, Buy American Act--Free Trade Agreements--Israeli Trade Act (AUG 2007) (41 U.S.C. 10a-10d, 19 U.S.C. 3301 note, 19 U.S.C. 2112 note, Pub. L 108-77, 108-78, 108-286, 109-53 and 109-169).
- ___ (ii) Alternate I (JAN 2004) of 52.225-3.
- ___ (iii) Alternate II (JAN 2004) of 52.225-3.
- ___ (29) 52.225-5, Trade Agreements (Nov 2007) (19 U.S.C. 2501, et seq., 19 U.S.C. 3301 note).
- _X_ (30) 52.225-13, Restrictions on Certain Foreign Purchases (FEB 2006) (E.O.s, proclamations, and statutes administered by the Office of Foreign Assets Control of the Department of Treasury).
- ___ (31) 52.226-4, Notice of Disaster or Emergency Area Set-Aside (Nov 2007) (42 U.S.C. 5150).
- ___ (32) 52.226-5, Restrictions on Subcontracting Outside Disaster or Emergency Area (Nov 2007) (42 U.S.C. 5150).
- ___ (33) 52.232-29, Terms for Financing of Purchases of Commercial Items (FEB 2002) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).
- ___ (34) 52.232-30, Installment Payments for Commercial Items (OCT 1995) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).
- _X_ (35) 52.232-33, Payment by Electronic Funds Transfer--Central Contractor Registration (OCT 2003) (31 U.S.C. 3332).
- ___ (36) 52.232-34, Payment by Electronic Funds Transfer--Other than Central Contractor Registration (MAY 1999) (31 U.S.C. 3332).
- ___ (37) 52.232-36, Payment by Third Party (MAY 1999) (31 U.S.C. 3332).
- ___ (38) 52.239-1, Privacy or Security Safeguards (AUG 1996) (5 U.S.C. 552a).
- ___ (39)(i) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (FEB 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631).
- ___ (ii) Alternate I (APR 2003) of 52.247-64.

(c) The Contractor shall comply with the FAR clauses in this paragraph (c), applicable to commercial services, that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items: (Contracting Officer check as appropriate.)

(1) 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, et seq.).

(2) 52.222-42, Statement of Equivalent Rates for Federal Hires (MAY 1989) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

(3) 52.222-43, Fair Labor Standards Act and Service Contract Act--Price Adjustment (Multiple Year and Option Contracts) (NOV 2006) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

(4) 52.222-44, Fair Labor Standards Act and Service Contract Act--Price Adjustment (February 2002) (29 U.S.C. 206 and 41 U.S.C. 351, et seq.).

(5) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).

(6) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).

(7) 52.237-11, Accepting and Dispensing of \$1 Coin (AUG 2007)(31 U.S.C. 5112(p)(1)).

(d) Comptroller General Examination of Record. The Contractor shall comply with the provisions of this paragraph (d) if this contract was awarded using other than sealed bid, is in excess of the simplified acquisition threshold, and does not contain the clause at 52.215-2, Audit and Records--Negotiation.

(1) The Comptroller General of the United States, or an authorized representative of the Comptroller General, shall have access to and right to examine any of the Contractor's directly pertinent records involving transactions related to this contract.

(2) The Contractor shall make available at its offices at all reasonable times the records, materials, and other evidence for examination, audit, or reproduction, until 3 years after final payment under this contract or for any shorter period specified in FAR Subpart 4.7, Contractor Records Retention, of the other clauses of this contract. If this contract is completely or partially terminated, the records relating to the work terminated shall be made available for 3 years after any resulting final termination settlement. Records relating to appeals under the disputes clause or to litigation or the settlement of claims arising under or relating to this contract shall be made available until such appeals, litigation, or claims are finally resolved.

(3) As used in this clause, records include books, documents, accounting procedures and practices, and other data, regardless of type and regardless of form. This does not require the Contractor to create or maintain any record that the Contractor does not maintain in the ordinary course of business or pursuant to a provision of law.

(e) (1) Notwithstanding the requirements of the clauses in paragraphs (a), (b), (c), and (d) of this clause, the Contractor is not required to flow down any FAR clause, other than those in paragraphs (i) through (vi) of this paragraph in a subcontract for commercial items. Unless otherwise indicated below, the extent of the flow down shall be as required by the clause--

(i) 52.219-8, Utilization of Small Business Concerns (May 2004) (15 U.S.C. 637(d)(2) and (3)), in all subcontracts that offer further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$550,000 (\$1,000,000 for construction of any public facility), the subcontractor must include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.

(ii) 52.222-26, Equal Opportunity (MAR 2007) (E.O. 11246).

(iii) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (SEP 2006) (38 U.S.C. 4212).

- (iv) 52.222-36, Affirmative Action for Workers with Disabilities (June 1998) (29 U.S.C. 793).
 - (v) 52.222-39, Notification of Employee Rights Concerning Payment of Union Dues or Fees (DEC 2004) (E.O. 13201).
 - (vi) 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, et seq.).
 - (vii) 52.222-50, Combating Trafficking in Persons (AUG 2007) (22 U.S.C. 7104(g)). Flow down required in accordance with paragraph (f) of FAR clause 52.222-50.
 - (viii) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).
 - (ix) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (Nov 2007) (41 U.S.C. 351, et seq.).
 - (x) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (FEB 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631). Flow down required in accordance with paragraph (d) of FAR clause 52.247-64.
- (2) While not required, the contractor May include in its subcontracts for commercial items a minimal number of additional clauses necessary to satisfy its contractual obligations.

(End of clause)

52.216-18 ORDERING. (OCT 1995)

- (a) Any supplies and services to be furnished under this contract shall be ordered by issuance of delivery orders or task orders by the individuals or activities designated in the Schedule. Such orders may be issued from the start date through the contract end date.
- (b) All delivery orders or task orders are subject to the terms and conditions of this contract. In the event of conflict between a delivery order or task order and this contract, the contract shall control.
- (c) If mailed, a delivery order or task order is considered "issued" when the Government deposits the order in the mail. Orders may be issued orally, by facsimile, or by electronic commerce methods only if authorized in the Schedule.

(End of clause)

52.216-19 ORDER LIMITATIONS. (OCT 1995)

(a) Minimum order. When the Government requires supplies or services covered by this contract in an amount of less than \$1,000.00, the Government is not obligated to purchase, nor is the Contractor obligated to furnish, those supplies or services under the contract.

(b) Maximum order. The Contractor is not obligated to honor:

- (1) Any order for a single item in excess of \$50,000,000.00;

- (2) Any order for a combination of items in excess of \$50,000,000.00; or
- (3) A series of orders from the same ordering office within 7 days that together call for quantities exceeding the limitation in subparagraph (1) or (2) above.
- (c) If this is a requirements contract (i.e., includes the Requirements clause at subsection 52.216-21 of the Federal Acquisition Regulation (FAR)), the Government is not required to order a part of any one requirement from the Contractor if that requirement exceeds the maximum-order limitations in paragraph (b) above.
- (d) Notwithstanding paragraphs (b) and (c) above, the Contractor shall honor any order exceeding the maximum order limitations in paragraph (b), unless that order (or orders) is returned to the ordering office within 7 days after issuance, with written notice stating the Contractor's intent not to ship the item (or items) called for and the reasons. Upon receiving this notice, the Government may acquire the supplies or services from another source.

(End of clause)

52.216-22 INDEFINITE QUANTITY. (OCT 1995)

- (a) This is an indefinite-quantity contract for the supplies or services specified, and effective for the period stated, in the Schedule. The quantities of supplies and services specified in the Schedule are estimates only and are not purchased by this contract.
- (b) Delivery or performance shall be made only as authorized by orders issued in accordance with the Ordering clause. The Contractor shall furnish to the Government, when and if ordered, the supplies or services specified in the Schedule up to and including the quantity designated in the Schedule as the "maximum". The Government shall order at least the quantity of supplies or services designated in the Schedule as the "minimum".
- (c) Except for any limitations on quantities in the Order Limitations clause or in the Schedule, there is no limit on the number of orders that may be issued. The Government may issue orders requiring delivery to multiple destinations or performance at multiple locations.
- (d) Any order issued during the effective period of this contract and not completed within that period shall be completed by the Contractor within the time specified in the order. The contract shall govern the Contractor's and Government's rights and obligations with respect to that order to the same extent as if the order were completed during the contract's effective period; provided, that the Contractor shall not be required to make any deliveries under this contract after end of the contract period of performance.

(End of clause)

52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 7 days from the end of the contract period of performance.

(End of clause)

52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

- (a) The Government may extend the term of this contract by written notice to the Contractor within 7 days from contract end date; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 30 days before the contract expires. The preliminary notice does not commit the Government to an extension.
- (b) If the Government exercises this option, the extended contract shall be considered to include this option clause.
- (c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed five years.
(End of clause)

52.232-19 AVAILABILITY OF FUNDS FOR THE NEXT FISCAL YEAR (APR 1984)

Funds are not presently available for performance under this contract beyond each task order . The Government's obligation for performance of this contract beyond that date is contingent upon the availability of appropriated funds from which payment for contract purposes can be made. No legal liability on the part of the Government for any payment may arise for performance under this contract beyond each task order, until funds are made available to the Contracting Officer for performance and until the Contractor receives notice of availability, to be confirmed in writing by the Contracting Officer.

(End of clause)

52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es):

<http://farsite hill.af.mil>

(End of clause)

52.252-4 ALTERATIONS IN CONTRACT (APR 1984)

Portions of this contract are altered as follows:

None at this time.

(End of clause)

52.252-6 AUTHORIZED DEVIATIONS IN CLAUSES (APR 1984)

(a) The use in this solicitation or contract of any Federal Acquisition Regulation (48 CFR Chapter 1) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the date of the clause.

(b) The use in this solicitation or contract of any Federal Acquisition Regulation (48 CFR Chapter 1) clause with an authorized deviation is indicated by the addition of "(DEVIATION)" after the name of the regulation.

(End of clause)

252.212-7001 CONTRACT TERMS AND CONDITIONS REQUIRED TO IMPLEMENT STATUTES OR EXECUTIVE ORDERS APPLICABLE TO DEFENSE ACQUISITIONS OF COMMERCIAL ITEMS (APR 2007)

(a) The Contractor agrees to comply with the following Federal Acquisition Regulation (FAR) clause which, if checked, is included in this contract by reference to implement a provision of law applicable to acquisitions of commercial items or components.

52.203-3, Gratuities (APR 1984) (10 U.S.C. 2207).

(b) The Contractor agrees to comply with any clause that is checked on the following list of Defense FAR Supplement clauses which, if checked, is included in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items or components.

(1) 52.205-7000, Provision of Information to Cooperative Agreement Holders (DEC 1991) (10 U.S.C. 2416).

(2) 52.219-7003, Small Business Subcontracting Plan (DoD Contracts) (APR 2007) (15 U.S.C. 637).

(3) 52.219-7004, Small Business Subcontracting Plan (Test Program) (APR 2007) (15 U.S.C. 637 note).

(4) 52.225-7001, Buy American Act and Balance of Payments Program (JUN 2005) (41 U.S.C. 10a-10d, E.O. 10582).

(5) 52.225-7012, Preference for Certain Domestic Commodities (JAN 2007) (10 U.S.C. 2533a).

(6) 52.225-7014, Preference for Domestic Specialty Metals (JUN 2005) (10 U.S.C. 2533a).

(7) 52.225-7015, Restriction on Acquisition of Hand or Measuring Tools (JUN 2005) (10 U.S.C. 2533a).

(8) 52.225-7016, Restriction on Acquisition of Ball and Roller Bearings (MAR 2006) (Section 8065 of Public Law 107-117 and the same restriction in subsequent DoD appropriations acts).

(9) 52.225-7021, Trade Agreements (MAR 2007) (19 U.S.C. 2501-2518 and 19 U.S.C. 3301 note).

(10) 52.225-7027, Restriction on Contingent Fees for Foreign Military Sales (APR 2003) (22 U.S.C. 2779).

(11) 52.225-7028, Exclusionary Policies and Practices of Foreign Governments (APR 2003) (22 U.S.C. 2755).

(12)(i) 52.225-7036, Buy American Act--Free Trade Agreements--Balance of Payments Program (MAR 2007) (41 U.S.C. 10a-10d and 19 U.S.C. 3301 note).

(ii) ___ Alternate I (OCT 2006) of 252.225-7036.

(13) ___ 252.225-7038, Restriction on Acquisition of Air Circuit Breakers (JUN 2005) (10 U.S.C. 2534(a)(3)).

(14) _X_ 252.226-7001, Utilization of Indian Organizations, Indian-Owned Economic Enterprises, and Native Hawaiian Small Business Concerns (SEP 2004) (Section 8021 of Pub. L. 107-248 and similar sections in subsequent DoD appropriations acts).

(15) _X_ 252.227-7015, Technical Data--Commercial Items (NOV 1995) (10 U.S.C. 2320).

(16) ___ 252.227-7037, Validation of Restrictive Markings on Technical Data (SEP 1999) (10 U.S.C. 2321).

(17) _X_ 252.232-7003, Electronic Submission of Payment Requests (MAR 2007) (10 U.S.C. 2227).

(18) ___ 252.237-7019, Training for Contractor Personnel Interacting with Detainees (SEP 2006) (Section 1092 of Public Law 108-375).

(19) _X_ 252.243-7002, Requests for Equitable Adjustment (MAR 1998) (10 U.S.C. 2410).

(20)(i) ___ 252.247-7023, Transportation of Supplies by Sea (MAY 2002) (10 U.S.C. 2631).

(ii) ___ Alternate I (MAR 2000) of 252.247-7023.

(iii) ___ Alternate II (MAR 2000) of 252.247-7023.

(iv) ___ Alternate III (MAY 2002) of 252.247-7023.

(21) _X_ 252.247-7024, Notification of Transportation of Supplies by Sea (MAR 2000) (10 U.S.C. 2631).

(c) In addition to the clauses listed in paragraph (e) of the Contract Terms and Conditions Required to Implement Statutes or Executive Orders--Commercial Items clause of this contract (FAR 52.212-5), the Contractor shall include the terms of the following clauses, if applicable, in subcontracts for commercial items or commercial components, awarded at any tier under this contract:

(1) 252.225-7014, Preference for Domestic Specialty Metals, Alternate I (APR 2003) (10 U.S.C. 2533a).

(2) 252.237-7019, Training for Contractor Personnel Interacting with Detainees (SEP 2006) (Section 1092 of Public Law 108-375).

(3) 252.247-7023, Transportation of Supplies by Sea (MAY 2002) (10 U.S.C. 2631).

(4) 252.247-7024, Notification of Transportation of Supplies by Sea (MAR 2000) (10 U.S.C. 2631).

(End of clause)

Section J - List of Documents, Exhibits and Other Attachments

ATTACHMENTS

Attachment J.1 Contractor's Proposal

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Technical and Management Volume
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Tab B Executive Summary



MACROsystems is a premier web development and IT services firm that is certified by the Small Business Administration as a Small-Disadvantaged Business and as an 8(a) contractor. MACROsystems' 8(a) status allows for directed buys without competing and going through lengthy procurement processes. Our 8(a) Schedules include: FAST 2 named STARS #GS-06F-0128Z, GSA Region 6. STARS offers federal agencies the opportunity to award tasks up to \$3,000,000 as a directed buy. We also have a GSA 70 IT Schedule #GS-35F-0036R.

MACROsystems is a Microsoft Certified Partner with an experienced team of Microsoft Certified Systems Engineers and Certified Solution Developers. MACROsystems also offers a seasoned team of Oracle Portal specialists for high-level application development and deployment. We provide technology services, web development, database development, design, online marketing and IT support to government agencies like the Air National Guard, Army Review Board, US Army Training and Doctrine Command (TRADOC), Air National Guard Safety, Department of Navy, Microsoft Federal, Federal Occupational Health (HHS), Washington Lottery, DC Lottery, Madigan Army Medical Center, Bremerton Naval Hospital, Council for Excellence in Government, and many others.

MACROsystems develops custom IT applications and solutions, including intranets, extranets, websites, web portals, mobility applications, training applications (Computer-Based Training (CBT), Videos, Presentations, Testing) and databases using the most advanced software available. Current development with our DOD clients includes XML Web Services, .NET Framework development, C#, ASP.NET 2.0, and n-tier application architectures. We also have developed complex portals Oracle 10g for the Naval Facility at EFA NW, Army and Air National Guard). We have the resources, the experience, and the talent to build applications on both the Microsoft and Oracle software platforms.

MACROsystems Has an Approach Unique in the Public Sector. We have developed a number of applications that are currently deployed at federal and state agencies that can be re-used and customized with much less effort than building an application from scratch. These applications include internet, intranet and portal solutions specifically to assist and support Federal or State agencies' day-to-day business needs. The value of re-use of common application functions, combined with XML Web Services, allows for easy integration and interoperability within the agency, and means more secure, scalable, and higher quality applications.

MACROsystems employs experts in every aspect of developing applications--from program management, multi-media design, database development, and quality assurance. In addition, many of our employees have worked together for a long period of time and the level of professionalism, respect, and communication is unprecedented in an industry that constantly changes. All Web Development and IT Consulting projects go through the MACROsystems Web Development "process" guaranteeing the quality of the work (on-time, on-strategy, on-budget).

Our client satisfaction rates are extremely high and we encourage you to call our clients to learn directly the value and level of work performance that is delivered consistently on every project. MACROsystems' track record for over-delivery on every task remains flawless. In addition, our company has been nominated as "Small Business of the Year" by GSA Region 10, and we are currently working with Microsoft to develop advanced .NET applications and XML Web Services solutions.





Victory Solutions Inc. is a **Service Disabled Veteran Owned Small Business Woman Owned Company based in Huntsville, AL.**

Victory Solutions, Inc. currently holds a Top Secret Facility Clearance with Top Secret Certified GSA safe and storage capacity. Victory currently has 6 Top Secret cleared personnel including, the facility officer and assistant facility officer. We also have personnel with multi US and NATO caveat clearances. We can support any Top Secret or Secret level contract with the proper need to know access document, a DD 254.

Our capabilities also include:

Engineering Support Services & Operations Support Services

- Space Control
 - CONOPS & MUA RAIDRS
 - NSSO Panel
 - AMRDEC SCTC Requirements Definition
- USSTRATCOM Command and Control
 - Global Strike MAE: CTM, CTF
 - TTPs for MAE Procedures for HHQ Ops
- GMD System Engineering & Analysis
 - Architecture Analysis
 - Technology Assessment Analysis
- BMDS Systems Engineering & Integration
 - Two Tier System Analysis
 - System Engineering Management Plans
- Model & Simulation, Collaborative Environment Tools
 - System of System & Family of Systems tools
 - STRATCOM Integrated Tool Suites & Tactics
 - C2BMC, CAPS, EADSIM, SkiWeb, DCTS, JWICS, NC2S, Others
- Network Security and Information Architectures
 - LAN/ WAN, Peer-to-Peer, Server Based Systems
 - Encryption Systems
 - Networking Security and Maintenance
 - Database Services
 - Dynamic Injury Severity Estimation (DISE)
 - Patented product of PERL Research
 - Victory Solutions Software Integration, Validation and Verification (IV&V)
 - Real-Time, Non-Invasive, Early Stage Hemorrhage Detection
 - Encryption Products
 - Asymmetric Encryption Software
 - NIST FIPS 140-2 Certified Product
 - Biometric Encryption
 - E-Vote IV&V
 - Knowledge Management Software
 - Boolean Data Archive: Real-Time Searchable Knowledge Management
 - Training Tools: Mission Assurance Training Tool (MATT)
 - IT Hardware & Software Support Services
 - Quick Response Program IT Services Support Staffing





Serco is a wholly-owned subsidiary of Serco Group plc, a \$5B global professional services firm with corporate headquarters located in the United Kingdom. With 50,000 employees executing more than 800 contracts with government and commercial clients in 37 countries, Serco Group is recognized as one of the world's leading providers of professional services. Serco's extensive business portfolio includes contracts focused in such areas as facility/operations outsourcing, research, information technology, engineering services, logistics, program management, and human resources support. Primary vertical markets include aerospace, defense, education, health care, science, law enforcement, and transportation. While this base level capability provides the financial backing to undertake almost any project, it also accounts for the development and dissemination of best practices across numerous functional and technical disciplines, providing a significant body of knowledge and subject matter expertise to Serco Group personnel around the world.

A significant number of Serco's contracts have been in place for more than 25 years and stand as testaments to our ability to work with and completely satisfy the service support needs of our clients. More compelling is our 90 percent retention rate for existing contracts, a demonstrable reflection of our commitment to professional service support excellence.

Within the United States and Canada, Serco employs over 6,000 people who are based in more than 100 branch offices and field locations throughout the world. Our recent acquisition of Resource Consultants, Inc. (RCI) of Vienna, VA extends our federal portfolio within the United States and adds significantly to our Department of Defense and government agency contract base. This acquisition has allowed us to integrate our capabilities with those of one of the nation's fastest-growing providers of professional services to government and commercial clients. With its 25-year history of providing superior management and technical services to its clients, RCI has proven a perfect complement to Serco's vision, capabilities and corporate outlook. Serco now offers a broader range of professional services across North America that includes support to human capital and recruiting programs, logistics, engineering services, transportation systems management, information technology, program management, and business consulting. Backed by the substantial resources, experience, and expertise of Serco Group plc, we offer a breadth and depth of capability that few firms can match.



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Tab C Traceability Matrix

Traceability Matrix (Tech & Management Proposal Volume 1)

Proposal Volume and Tab Location	Solicitation Source	Requirement Instruction	Page #	Subfactor Title	Solicitation Requirement Description Highlight
Volume I	L.4	NA		Conformance	Technical and Management
Volume I Tab A	L.4.1	NA		Conformance	Table of Contents
Volume I Tab B	L.4.2	NA	2	Conformance	Executive Summary
Volume I Tab C	L.4.3	NA	5	Conformance	Traceability Matrix
Volume I Tab D	L.4.4	SOW C.5		Technical Requirements	Functional Tasks
Volume I Tab D.1	L.4.4.1	SOW C.5.1	6	<i>Activity Categories</i>	<i>Activity Category A--Training</i>
Volume I Tab D.1	L.4.4.1	SOW C.5.1; 1	6	<i>Activity Categories</i>	The contractor shall develop training curriculum to include designing and preparing all the courses necessary for a particular training objective
Volume I Tab D.1	L.4.4.1	SOW C.5.1; 2	6	<i>Activity Categories</i>	The contractor shall develop training materials and create the instruction/training support materials consistent with training objectives. The contractor shall develop materials to include, but not limited to training modules, training tools, and resource...
Volume I Tab D.1	L.4.4.1	SOW C.5.1; 3	6	<i>Activity Categories</i>	The contractor shall deliver training that considers and plans the interaction between instructors, training methods, ...
Volume I Tab D.1	L.4.4.1	SOW C.5.1; 4	7	<i>Activity Categories</i>	The contractor shall ensure training delivery methods are consistent with the program, target audience, and include ...
Volume I Tab D.1	L.4.4.1	SOW C.5.1; 5	7	<i>Activity Categories</i>	The contractor shall develop the instruments necessary to evaluate training effectiveness and shall propose and calculate training performance metrics.
Volume I Tab D.2	L.4.4.2	SOW C.5.2	7	<i>Activity Categories</i>	<i>Activity Category B Research and Analysis</i>
Volume I Tab D.2	L.4.4.2	SOW C.5.2; 1	7	<i>Activity Categories</i>	The contractor shall perform research and analysis to include data collection, data analysis, and statistical analysis...
Volume I Tab D.2	L.4.4.2	SOW C.5.2; 2	7	<i>Activity Categories</i>	The contractor shall determine preferences and attitudes of target groups using a variety of surveys ...
Volume I Tab D.2	L.4.4.2	SOW C.5.2; 3	7	<i>Activity Categories</i>	The contractor shall use automated methods and process as practicable to include b...
Volume I Tab D.2	L.4.4.2	SOW C.5.2.4	7	<i>Activity Categories</i>	The contractor shall produce value-added analysis results, reported with clear and concise explanations, to ensure that training strategies and curricula are effective.
Volume I Tab D.3	L.4.4.3	SOW C.5.3	9	<i>Activity Categories</i>	<i>Activity Category C Specialized Recruiting</i>
Volume I Tab D.3	L.4.4.3	SOW C.5.3; 1	9	<i>Activity Categories</i>	The contractor shall identify and recruit candidates for Military Occupational Specialties (MOS) requiring professional skills ...
Volume I Tab D.3	L.4.4.3	SOW C.5.3; 2	9	<i>Activity Categories</i>	As required, the contractor shall perform extensive or targeted searches to identify individuals for these positions...
Volume I Tab D.4	L.4.4.4	SOW C.5.4	10	<i>Activity Categories</i>	<i>Activity Category D Recruiting and Retention Services</i>
Volume I Tab D.4	L.4.4.4	SOW C.5.4; 1	10	<i>Activity Categories</i>	The contractor shall provide a full range of recruiting and retention services in support of current strength maintenance operations Current examples of service conducted in support ...



Proposal Volume and Tab Location	Solicitation Source	Requirement Instruction	Page #	Subfactor Title	Solicitation Requirement Description Highlight
Volume I Tab D.4	L.4.4.4	SOW C.5.4; 2	11	Activity Categories	The Offeror should consider this listing a sampling of the type of duties/areas of consideration and is not all-inclusive of all duties that may be needed for this procurement.
Volume I Tab D.5	L.4.4.5	SOW C.5.5	12	Activity Categories	Activity Category E Development, Production, and Management of End Items
Volume I Tab D.5	L.4.4.5	SOW C.5.5; 1	12	Activity Categories	The contractor shall develop effective promotional and recognition items for recruiters to distribute to individuals from ...
Volume I Tab D.5	L.4.4.5	SOW C.5.5; 2	12	Activity Categories	The contractor shall perform all phases of promotion item development to include but not limited to developing the item concept and design through manufacture and management.
Volume I Tab D.6	L.4.4.6	SOW C.5.6	13	Activity Categories	Activity Category F Training Support Development
Volume I Tab D.6	L.4.4.6	SOW C.5.6; 1	13	Activity Categories	The contractor shall develop visual, graphical, interactive, and related software for Recruiting and Retention training programs ...
Volume I Tab D.6	L.4.4.6	SOW C.5.6; 2	14	Activity Categories	The contractor shall produce manufacture, inventory, and distribute training packages that incorporate movies, video, ...
Volume I Tab D.7	L.4.4.7	SOW C.5.7	15	Activity Categories	Activity Category G Content Managed Portal
Volume I Tab D.7	L.4.4.7	SOW C.5.7; 1	15	Activity Categories	The contractor shall implement a web-based portal to serve as a central forum for recruiters and other interested parties ...
Volume I Tab D.7	L.4.4.7	SOW C.5.7; 2	15	Activity Categories	The contractor shall manage, operate, and maintain the Recruiting and Retention web-based portal ...
Volume I Tab D.7	L.4.4.7	SOW C.5.7; 3	15	Activity Categories	The content portal should not be considered as a static webpage and as such as a minimum...
Volume I Tab D.8	L.4.4.8	SOW C.5.8	16	Activity Categories	Activity Category H: Databases
Volume I Tab D.8	L.4.4.8	SOW C.5.8.1	16	Activity Categories	The contractor shall design and implement a performance metrics database ...
Volume I Tab D.8	L.4.4.8	SOW C.5.8.2	16	Activity Categories	The contractor shall design and implement a Document Archives database that ...
Volume I Tab D.8	L.4.4.8	SOW C.5.8.3	16	Activity Categories	The contractor shall design and implement a Recruiting and Retention Task Proposal Database that...
Volume I Tab D.8	L.4.4.8	SOW C.5.8.4	16	Activity Categories	The contractor shall design and implement a Recruiting and Retention Task Proposal Template, ...
Volume I Tab E	L.4.5	J-2	29	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task
Volume I Tab E.1	L.4.5.1	J-2 Para 3.2	29	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task Technical and Management Discussion
Volume I Tab E.1	L.4.5.1	J-2 Para 3.2	29	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task Technical and Management Discussion
Volume I Tab E.1	L.4.5.1	J-2 Para 3.2	29	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task Technical and Management Discussion
Volume I Tab E.1	L.4.5.1	J-2 Para 3.2	30	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task Technical and Management Discussion
Volume I Tab E.1	L.4.5.1	J-2 Para 3.2	30	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task Technical and Management Discussion
Volume I Tab E.2	L.4.5.2	J-2 Para 3.3	37	Recruiting and Retention Scenario Task	Recruiting and Retention Scenario Task Basis of Estimate



Proposal Volume and Tab Location	Solicitation Source	Requirement Instruction	Page #	Subfactor Title	Solicitation Requirement Description Highlight
Volume I Tab F.1	L.4.6	NA	38	Corporate Capabilities, Suppliers, and Staffing	Corporate Capabilities, Suppliers, and Staffing
Volume I Tab F.1	L.4.6.1	NA	38	Corporate Capabilities, Suppliers, and Staffing	Corporate Capabilities
Volume I Tab F.1	L.4.6.1.1	NA		Corporate Capabilities	The Government will evaluate the offeror's corporate capabilities to support the R&R program, including but not l...
Volume I Tab F.2	L.4.6.2	NA	41	Suppliers	The Government will evaluate the offeror's corporate capabilities to support the R&R program, including but not l...
Volume I Tab F.3	L.4.6.3	NA	42	Staffing	The Government will evaluate the offeror's corporate capabilities to support the R&R program, including but not l...
Volume I Tab G	L.4.7	NA	43	Small Business Subcontracting Plan	Small Business Subcontracting Plan
Volume I Tab H	L.4.8	NA	44	Conformance	Special Contract Requirements
Volume I Tab I	L.4.9	NA	45	Conformance	Assumptions, Conditions, or Exceptions
Volume I Tab J	L.4.10	NA	46	Resumes	Resumes
Volume I Tab K	L.4.11	NA		Conformance	Glossary



Tab D – Activity Categories

D.1 Activity Category A – Training

When responding to a task order to design and deliver instructional training, our project management team starts by identifying the overall objective of the training course. The team then identifies the training tools the client currently uses as well as the current means of delivery.

We evaluate current training courses and delivery methods to help identify objectives, identify stumbling blocks, analyze existing materials, evaluate the effectiveness of current tools and help establish a baseline for use in determining the effectiveness and success of the new project. Some criteria used to establish the success of the new training course could be, for example, adopting easier to use, or less expensive to maintain, technology; reduction of costs; more widespread implementation of the skills/training within the target group; improvements in customer service and/or client satisfaction; and other measures.

The next step is to identify the clients' target audience and divide that audience into 'individual personas' or 'typical user profiles.' This is another responsibility of our project management team. During this process, we further identify which personas represent the greatest percentage of the clients' target audience and we find people to fit those personas for our usability testing. Using individual personas allows us to focus our training in the way that most readily meets our clients' needs and, at the same time, is most likely to be of benefit to the greatest number of the clients' audience.

Once the personas have been identified, we work with the client to convert the clients' Statement of Work and the Overall Objectives into actual Project Requirements. Based on these requirements and other factors, such as emerging and new technologies, we create an initial training course outline or "wireframe" and begin our initial usability testing. We then expose our test group to our wire-framed training course and evaluate its effectiveness. Based on the feedback we get from this process, we make needed changes to the course design and begin to build the final product.

Our Project Manager, with the content courseware writer, starts to develop the courseware with the various delivery methods in mind. This ensures a consistent message throughout all delivery vehicles, but with the flexibility needed to allow the strengths of each delivery method to shine through. For example, the onsite, instructor-led courses allow for audience participation, live demonstrations, role-playing and other powerful in-person training tools. By developing in this format, we ensure the course taught in the online version is the same one being taught in the classroom.

Based on previous work with the Air National Guard Resource Management and Safety Teams, we produced the following and have the in-house resources to expand our services for the Army National Guard:

- Flash distance learning modules that are SCORM compliant. We approach these assets by recommending CBT Best Practices. We provide recommendations and comps on materials and execution.
- Presentation materials for off-line training for the recruiters. Rather than just providing PowerPoint presentations for trainers, our online website will be a resource for presentation materials that are interactive with the audience, and then allows audience members to log-in and take tests, which can be tracked and provided in real-time reports.
- Online training videos. Our in-house production company, Caution Zero, produces materials based on curriculum and recruiting and retention initiatives. The company can produce online videos from script writing to filming to video editing, and deployment on websites.
- Polling and testing are incorporated on all websites.



- Testing based on online learning modules. During and following each CBT, users take at least one graded “check on learning.” Once the last check/test is complete, the user can print a certificate for his/her supervisor to sign. After signing, the supervisor can securely log-in and post the acceptance. Depending on needs, results from any portion of the validation process can be supplied digitally or in hard copy for reporting/analysis purposes.

(b) (4)

[Redacted]

MACROsystems on-site instructors currently include:

- (b)(4), (b)(6) [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Our estimated resources level of effort include the senior program manager, (b)(4), (b)(6) [Redacted] (b)(4), (b)(6) [Redacted] and website and software hosting support, Joe Parker. All online assets will be provided in hard copy via DVDs and CDs. We currently work with a production house that all travel will be based on Per Diem Rates in the current JFTR.

D.2 Activity Category B – Research and Analysis

MACROsystems will provide online applications that capture recruiting and retention statistics in real-time. We currently perform these functions for the Air National Guard through (b) (4) [Redacted] that range from (b) (4) [Redacted]. Currently, we use the following applications to (b) (4) [Redacted]

- [Redacted]
- [Redacted]
- Google Analytics and Web Trends for Site and Marketing Analysis.
- (b) (4) [Redacted]
- [Redacted]



(b) (4)

Development of the Army National Guard Data R&R Intelligence Application would follow our (b) (4) Development Process. Our Senior Program Manager, (b)(4), (b)(6) would gather requirements to determine all existing data and assets and applications that are available to meet Army Automated Market Intelligence Requirements. The development of the application would follow our standard (b) (4) development process. Similar to our existing Air National Guard reporting and analysis applications, we would ensure that the Army National Guard Bureau would have secure access to launch surveys and marketing analysis without requiring individuals to have technological proficiency.

In addition, MACROsystems would secure our marketing lead professional, (b)(4), (b)(6), to form the team, develop the objectives, strategies and execution of the research, surveys, analysis, reports and marketing intelligence that will direct recruiting and retention strategies both online and offline.

MACROsystems would be able to process the current volume of StayGuard surveys using purchased hardware and software for the scanning component, and maintaining staffing for the purposes of marking up the surveys for inclusion and running the surveys through the scanner. The survey information would then be presented in an online, queryable database for review and correlation.

Our estimated resources level of effort includes the project manager, (b)(4), (b)(6)

D.3 Activity Category C – Specialized Recruiting

(b) (4)

To ensure recruiters maintain their product knowledge for specialized recruiting areas, (b) (4)

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]



- Application preparation, processing and quality control.

The training would include lesson plans, online “packaged” training (i.e., same training provided in resident courses), and live training scheduled through a portal similar to Professional Education Center’s Learning Management System (LMS). Our team, based on surveys conducted with recruiters, would provide training feedback to NGB-ASM that could be integrated into applicable Strength Maintenance Training Center Courses at the PEC.

For the Army National Guard, MACROsystems would create a MOS/AOC Marketing Plan with performance based metrics based on NGB-ASM End Strength Goals. In the plan, we would identify the following:

- MOS Manning Document to determine recruiting goals by region that we would incorporate into the Online Marketing Engine. We would create a continuous feed that would run the marketing campaign targets for specific individuals for specific positions.
- Tactical Communication Points (online, mail, newsletter, email, etc.) to target compelling messages and offers to these specialized low-density MOS/AOC personnel, including follow-up tactics by recruiters for at least three separate marketing communications.
- Tracking to ensure communication has been delivered and received by MOS/AOC candidates and a measure of response to increase effectiveness and adjust recruiting efforts.
- A marked difference in the outreach effort for “baby-boomer” medical professionals verses the effort for “Gen X” and “Gen Y” doctors and nurses.
- Support materials would be developed (Landing Pages, Recruiting DVDs, Direct Mail, Email Templates) to facilitate recruiter follow-up based on offline/online marketing efforts.

Our estimated resources level of effort includes our account supervisor, (b)(4), (b)(6)

D.4 Activity Category D – Recruiting and Retention Services

MACROsystems’ partnership with Serco gives us the ability to provide a full range of services in support of ARNG strength maintenance. Serco’s support of the Army National Guard’s Recruiting and Retention efforts is unique in the contract services industry. Individually and collectively, our team has been providing recruiting services to the ARNG since 1999. Since those early days, Serco has continued to develop its long term ARNG partnership, supporting numerous ARNG recruiting and retention programs, many of which are relevant to the potential IDIQ task orders under this solicitation.

Like most military functions, recruiting and retention are hybrid tasks involving both a mission component and a support component. Recruiting and retention leaders must not only sell the military, but must also comply with a myriad of administrative regulations and policies that dictate how records are to be maintained and activities documented. We will provide the ARNG with a contractor who already knows how to maintain the ARNG Information Management Systems, properly complete ARNG and NGB forms, produce correctly formatted reports and correspondence, operate and maintain a full suite of office automation equipment and the appropriate software, and is familiar with ARNG and NGB regulations, policies, and procedures.

Serco provides the NGB with a proven history of outstanding customer satisfaction, coupled with a wealth of recent, relevant experience which encompasses an in-depth knowledge of all ARNG related operations/processes necessary to successfully transition, manage and improve recruiting support initiatives. We have a management team capable of specifically meeting the requirements of IDIQ task orders and can provide proven capabilities to



execute the expert analysis, planning, coordination and execution functions required to accomplish the critical, detailed tasks and sub-tasks of IDIQ task orders. We will meticulously tailor our team by making strategic hires that will ensure dedicated full time support in recruiting, hiring, training, retaining and managing a fully manned, fully trained, professional work force.

Our unbiased, accurate, timely and meaningful analysis will provide the NGB with the required information to support program changes and influence ARNG recruiting and retention strategic decision making. We can demonstrate extensive past performance in quantitative analysis, using data methods such as regression techniques, micro-simulation and experimental or quasi-experimental methods. Using graphing software and data analysis tools, we can analyze, graph and professionally present complex data with clarity, precision and efficiency.

We are a contractor with proven experience in the day-to-day operations of a large-scale, multiple time-zone recruiting and retention support services activity for the NGB. Successful bidders for IDIQ task orders must demonstrate an ability to be responsible for managing large numbers of recruiting and recruiting support personnel across CONUS and OCONUS, and a proven track record of seamlessly integrating contract operations with client activities.

Potential task orders under this contract require a contractor who understands the ARNG and its relationship/operating procedures at National, State and Regional levels. In particular, the contractor must understand the ARNG's Strength Management Program, including NGB-ASM's policies and procedures and their connectivity to the State Recruiting and Retention forces. The contractor must thoroughly understand, through demonstrated actions, the importance and scope of the IDIQ task order as it relates to recruiting mission accomplishment.

IDIQ task orders under this solicitation entrust the contractor with some of the ARNG's most sensitive and important recruiting and retention support activities. Our staff includes employees that are thoroughly qualified, skillful in the use of government and contractor provided resources, knowledgeable of the ARNG's enlistment opportunities, and perform in a professional and ethical manner that is above reproach. Their individual and collective efforts, as part of the ARNG recruiting team of Recruiter (79T), Contractor, and recruiting prospects will have a significant impact on the recruiting, retention, and attrition management success of ARNG units.

The government requires a contractor that thoroughly understands military recruiting and retention as well as the use of information technology, as demonstrated through extensive past performance. This requires a contractor with proven quality control experience in managing large-scale, complex operations, identifying and correcting problems, and soliciting customer and client feedback, both negative and positive. We feel the teaming of MACROsystems and Serco makes us the contractor of choice for IDIQ task orders under this solicitation.

Our estimated resources level of effort includes our military consultant specialist, (b) (6) instructional/curriculum designer, (b) (6) graphic artists (b) (6) and (b) (6) and production manager (b) (6)

D.5 Activity Category E – Development, Production, and Management of End Items

(b) (4)
[Redacted text block]



(b) (4) MACROsystems has also produced training materials via DVDs, PowerPoint presentations, brochures, etc. for NGB Safety teams.

MACROsystems recruiting, retention, and attrition management marketing team will work with the NGB to develop a promotion program for the year. We would request specific dates, budget, quantities, events, etc. in order to pre-plan production and distribution. The collaborative promotional plan would be executed on our online Collaboration portal using SharePoint Portal Services. Schedules, Quantities, Budget, Comps, and Distribution Lists would all be managed on the SharePoint Portal Site. We would work with print and production partners who have facilities for manufacturing and distribution of materials. All concepts, artwork, and design would be produced by the MACROsystems marketing team.

Our estimated resources level of effort includes our account supervisor, (b)(4), (b)(6)

D.6. Activity Category F - Training Support Development

MACROsystems has developed and created online videos for the DoD DSOC (Defense Safety Oversight Committee) for training and the prevention of mishaps among all military maintenance and resource management agencies. We scripted, produced, and developed videos to be presented online via Flash, for pocketPCs, iPods, and other mobile devices. We have an in-house video company with full production capabilities, including script writing, actors, and pre/post production. We also have developed interactive online videos for Air National Guard Retention and Recruiting.

MACROsystems has an in-house online gaming company and has produced online games that are currently running on goang.com. In addition, we developed on-line games for the Washington State and District of Columbia Lotteries.

MACROsystems approach for development of digital graphics, web-casting, and online video games is similar to development of web based applications, with the exception of the specialized team make-up. We hire specific online game developers, CBT content developers, and digital graphic professionals who have produced assets for our clients over many years.

When tasked to design and deliver graphical assets, online games, training materials, interactive website landing pages, promotional messages, etc., our project management team starts by (b) (4)

We evaluate any current assets and delivery methods to help identify objectives, identify stumbling blocks, analyze existing materials, and evaluate the effectiveness of current tools to help establish a baseline for use in determining the effectiveness and success of the new project. Some criteria used to establish the success of the online interactive materials can be: (b) (4); adoption of easier to use, or less expensive to maintain, technology; reduction of costs; enhance current training materials to increase attention and entertainment value; improvements in the customer service and/or client satisfaction; and other measures.

The next step is to (b) (4)

During this process, our project management team further identifies (b) (4)



(b) (4)

[Redacted]

Our estimated resources level of effort includes our project manager, (b)(4), (b)(6)

[Redacted]

All online assets will be provided in hard copies via DVD's and CDs. We currently work with a production house that provides materials for trainers. The training website will be developed in ASP.NET 2.0, C#. Interactive Games and materials will be developed in Flash. MACROsystems and team have the ability to host the online training application in a Tier 3 secure hosting facility. We will provide monthly IT hosting support as well if the application is hosted in our facilities.

D.7. Activity Category G - Content Managed Portal

(b) (4)

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

This option allows the Army National Guard Bureau to inexpensively use a best practice existing recruiting portal quickly by customizing an existing application. The back-end and middle tiers are already built in SQL 2005, ASP .NET 2.0 Framework, CSS and HTML. (b) (4)

[Redacted] This is a high-value proposition for the NGB as it provides an 80% solution completed already with 20% level of effort to customize.

Option 2: Off-The-Shelf Portal. MACROsystems has built a number of Portals for the Army including the Army Review Board Agency (ARBA); Army Training and Doctrine Command; and among many Microsoft Federal internal agencies. Our tool of choice is MSFT SharePoint Portal Server 2007. This application allows for



collaboration, blogging, surveys, document depositories, forums, database management (customized web parts), etc.

(b) (4)

Our estimated resources level of effort includes our project manager, (b)(4), (b)(6)

D.8. Activity Category H: Databases

(b) (4)

Document Conventions

Requirements shall be color-coded and notated to contextually delineate which requirements are crucial to the application under development and which requirements should be discussed as potential cut features or features to be bundled into a second version of the application.

Requirements that are included highlighted in yellow are for future iterations of the project.

Requirements that are included highlighted in light blue are modifications to the prior iteration of the requirements specification that will need to be included in this iteration of the project.

Intended Audience and Reading Suggestions

This document is intended for consumption by the Business Development, Marketing, Program Management, Development, Quality Assurance, and Deployment teams.

Project Scope

The project (afterwards referred to by the abbreviation R&R Tool) is to define and create a database driven web application that meets the explicit and implied needs of the National Guard to choose from a limited contractor pool based on data entered.

A secondary aspect of the project will be to allow the National Guard access to a document archive and repository on per-project, per-vendor, and general basis.

The project is broken down into the following main components:

Website Front End: Vendor View and Admin Panel.

The Website will be developed in Visual Studio 2008, .Net 3.0, using current best practices for security, performance, and data integrity.

Task Database:



The database schema will need to be inherently scalable to allow for growth of the project to encompass a larger audience and user base.

Document Archive:

The document archive will be hosted in a NTFS file-system and managed via the admin panel. The document archive will accept and manage all standard document formats, and will be routinely backed up, secure, and extensible.

Document Relational DB:

The Database will be built to encompass the needs of managing the relationships between documents, administrators, vendors, and projects. It will be highly extensible, and built with the understanding that the addition of new views and sorting mechanisms for the documents will be built on an ongoing basis.

Ranking and Performance DB:

The Database will be built with extensibility in mind; with the ability to add, subtract and modify specific data elements as categorized; with the potential to add weighting capacity and additional formulaic modifiers to support ranking as necessary.

References

This document is in reference to the RFP W9133L-08-R-0009, specifically with respect to the Database and Template defined on page 117.

Overall Description
Product Perspective

This project will need to be managed strictly to ensure adherence to the critical components and shortened timeline. MACROsystems will be able to deliver a quality tool in a short timeframe.

Product Features

This product is composed of three separate databases, a document repository, and an online web 'Admin Panel' to manage the Task Order processes, Document Management, and Performance Metrics Management. It is through this Admin Panel that the information and data contained in the databases will be displayed and modified.

The Admin Panel is meant to be a highly extensible web application. By linking the Task Order, Documentation, and Performance databases through this application, cross-referenced views are available that allow for a much higher degree of accuracy as well as a minimum of rework necessary by the Administrator.

One of the key features of the web application will be its high level of usability; by maintaining a common language across the applications, it allows for easier sorting and rapid development of new views that incorporate the various data sets.

User Classes and Characteristics

Vendor Pages:



Vendors will need a specific, unique location where they are able to review all of that Vendor's specific projects, data that has already been entered against that project, and the ability to modify projects that are still specified as Open. Vendors will also need the ability to upload documents to specific locations.

Admin Pages:

The Admin Panel will first require the ability to enter top-level Projects for the Vendor pool to review.

The second component of the Admin Panel is to review, correlate, and extract vendor data through a variety of views, as well as export functionality to the most common formats. Several of these views are critical to the success of the project as explicitly stated requirements.

The third component of the Admin Panel is the ability to administer user accounts.

The fourth component of the Admin Panel is to serve to manage the document repository, through a series of views depending on the higher level views as stated above.

Operating Environment

Website Component:

The Website will be deployed onto a Windows 2003 Server, and will be developed to ensure adherence to DISA Standards as well as maintaining complete 508 Compliance. The Website will also be developed with the capability for migration to a .mil environment a priority.

Database Components:

All three databases will be designed and developed using current best practices, with Microsoft SQL Server 2007 and deployed into a Windows 2008 Server Environment.

Document Archive Component:

Documents will be stored in a conventional RAID –array on a secure dedicated server hosted in a secure facility. Documents will be backed up daily to a secondary secure location to ensure data integrity and safety.

Design and Implementation Constraints

Constraints are with respect to technologies used and browser version compatibility.

User Documentation

Comprehensive documentation and online (in-site) help will need to be generated.

Assumptions and Dependencies

None at this time.

System Features

Vendor Pages: Task order Choice

3.1.1 Description and Priority

All vendors will be able review currently visible and available projects.



3.1.2 Stimulus/Response Sequences

Vendors will need to choose which Task Order they would like to review. These Task Orders will either be Open, and still able to be modified, or Closed, at which time they are no longer open for modification or submission.

3.1.3 Functional Requirements

REQ-1: Vendor Login: username and password

REQ-2: Vendor View: All currently Open and Closed Task Order(s) assigned to that vendor visible

REQ-3: Vendor View: Select which Task Order they would like to review or modify, based on current ability of Task Order to be modified

Vendor Data Entry

3.2.1 Description and Priority

Post log-in and Task Order selection, a vendor will need to add Sub-Tasks to a project, up to n. A task, once added, will have multiple fields; fields specified below with the notation (R) are required; all other fields are mandatory.

3.2.2 Stimulus/Response Sequences

Once a project is selected for modification, the Vendor will have the ability to: Modify Fields of previously entered Tasks, Enter a New Task, Save All, Cancel.

Fields: (S) indicates non changeable by Vendor, (R) indicates required details

- Task Name (R)
- Task Description (technical)
- Task Description (
- Task Type dropdown (R)
- Person 1 through N (R) Hours Needed ® Hourly Cost of Each (tied to person, R)
- Materials 1 through N (text) Cost of Materials (number tied to lines of Materials)
- Text Description : Technical Information
- Text Description: Additional Details
- Total Cost of Task : formula derived from Materials and Person Costs above

1. Estimated completion Timeframe from Date of Contract Award (business days)

- a. Task Type Dropdown will be removed and replaced with two dropboxes which will be attached to each person. Person Name will be replaced with Labor Category; the second Proposed Discipline dropdown will be attached to all Person line items.

2. Hourly Cost of Each will be split into two components: a) driven from table held in db b) new Discounted Hourly Cost of Each, which, if selected, overrides the hourly cost in the table driven amount when calculating Person Cost.



- a. Proposed Disciplines dropdown will have the following set of parameters:
 - b. Program, Development, Production, Delivery, Awareness, Travel, Other
 - c. Materials will also have a Proposed Disciplines dropdown, populated with the same parameters with the exception of Travel. It is necessary to track these against line items.
3. Additional Space necessary for Travel, requires spaces for:
 4. Purpose, Number of Trips, Origin, Destination, Duration, Date of Travel, and Travelers per Trip.
 5. Additional Space necessary for Materials, requires space (text)

3.2.3 Functional Requirements

- REQ-1: Display All Currently entered Tasks for specific Task Order
- REQ-2: Ability for vendor to create a new sub-task
- REQ-3: Ability for vendor to modify sub-tasks
- REQ-4: Ability for vendor to save sub-task changes and additions
- REQ-5: Ability for vendor to cancel changes
- REQ-6: Ability for vendor to add new line items to a task for Persons
- REQ-7: Ability for vendor to add new line items to a task for Materials
- REQ-8: Error correction for bad data or no data entered in required fields
- REQ-5: Ability for vendor to submit Task Order when all tasks have been entered

Admin Panel: Enter Task Orders

3.3.1 Description and Priority

Ability for Admin to:

- Open New Task Orders
- Attach documentation or artifacts to Task Orders
- Assign Task Orders to Vendors (all, none, or some)

3.3.2 Stimulus/Response Sequences

The Admin will be presented with an option on the main Admin Panel page that allows them an intuitive way to open new Task Orders, attach items, and allow vendors to review those Task Orders.

3.3.3 Functional Requirements

- REQ-1: Ability to Create New Task Orders
- REQ-2: Ability to Modify a Currently Open Task Orders
- REQ-3: Ability to upload documentation
- REQ-4: Ability to assign Task Orders to Vendors: None, Some, or All
- REQ-5: Ability to delete Task Orders
- REQ-6: Secondary verification for Task Order deletion
- REQ-7: Ability to move a Task Order between Open and Closed status
- REQ-8: Error correction for bad data or no data entered in required fields



Admin Panel: Review Submitted Task ORder By Vendors

3.4.1 Description and Priority

Ability for Admin to:

- Review Task Order Submissions by Vendors
- Categorize and correlate data through views
- Compare different buckets
- Change a Vendor's unique Task Order's status to Requires More Information
- Attach notes to specific tasks for that Vendor

3.4.2 Stimulus/Response Sequences

- The Admin will be presented with a list of Task Orders and a list of Vendors on the main view page. The Admin will be able to review by either category.
- For the Admin Panel sorted by Vendor, the Admin will be able to review all Task Orders assigned to a particular vendor, and select a specific Task Order.
- For the Admin Panel sorted by Task Order, the Admin will be able to select a specific Task Order.
- The Task Order main page will display several main view options:
 - View With Cost
 - View Without Cost
- The Task Order Main Page View will be enabled for each Task Order allowing the user to see a table by Vendor that has the following information:
 - Vendor Name
 - Number of Hours Total Task Order
 - Total Materials Cost
 - Total Cost
 - RRET-1
 - Labor Hours by Labor Category: By month OR By Calendar Year
 - RRET-2
 - Travel Costs: by Month OR by Calendar Year: Basic
 - RRET-3
 - Travel Costs: by Month OR by Calendar Year: 4% adjustment for each year into the future
 - RRET-4

- Labor Cost by Labor Category: by Month OR by Calendar Year: Constant Year Dollars
 - RRET-5
 - Labor Cost by Labor Category: by Month OR by Calendar Year: Then Year Dollars: 4% adjustment per year
 - RRET-6
 - Non-Labor Costs for all Materials: By Month OR by Calendar Year: Constant Year Dollars
 - RRET-7
 - Non-Labor Costs for all Materials: By Month OR by Calendar Year: Then Year Dollars: 4% adjustment per year
 - RRET-8
 - Cost of Entire Task Order: by Month OR by Calendar Year: Constant Year Dollars
 - RRET-9
 - Cost of Entire Task Order: by Month OR by Calendar Year: Then Year Dollars: 4% adjustment per year
- An extension of this view will be enabled in the Admin Panel for users to view vendors' costs for each discipline (as defined by the Task Type dropdown) stacked against each other.

3.4.3 Functional Requirements

- REQ-1: Admin Panel View: Projects List
- REQ-2: Admin Panel View: Vendors' List
- REQ-3: Admin Panel View: Project View
- REQ-4: Admin Panel View: Vendor View
- REQ-5: Project View Page: Select Project
- REQ-6: Project View Page: Project Main Page: Table by Vendor
- REQ-7: Project View Page: Project Main Page: Sort by Task Type Breakdown

Admin Panel: Administer Accounts

3.5.1 Description and Priority

Ability for Admin to:

- Setup new vendors
- Edit vendor details
- Reset vendor password information

3.5.2 Stimulus/Response Sequences

The admin will have a view available to them on the Vendor specific pages that allows them to make the changes as noted above.



3.5.3 Functional Requirements

- REQ-1: Ability to navigate to subpage
- REQ-2: Ability to add a new vendor
- REQ-3: Ability to modify details for existing vendors
- REQ-4: Ability to reset password information for vendors

Vendor Pages: Manage Documentation: Vendor

3.6.1 Description and Priority

- Ability for Vendor to:
 - Upload specific, requested documentation
 - Download documents
 - Delete specific documents

3.6.2 Stimulus/Response Sequences

Vendors will need to upload requested documents (Company Overview, Main Billing Documents, etc.) that are not project specific.

They will also need the ability to download specific documents that have been made available solely to that vendor by the Admin, using the Admin Panel.

3.6.3 Functional Requirements

- REQ-1: Ability to upload files in standard formats
- REQ-2: Ability to see currently existing uploaded files
- REQ-3: Ability to download specific files
- REQ-4: Ability to upload specific files

Vendor Pages: Manage Documentation: project

3.7.1 Description and Priority

Ability for Vendor to upload defined documentation to each specific Task Order for Admin review, as well as download documentation that the Administrator has assigned to that Task Order.

3.7.2 Stimulus/Response Sequences

The Vendor will have a view available for them to upload defined documentation. They will need the ability to delete existing documentation that they have uploaded, as well as download documentation that the Administrator has provided.

3.7.3 Functional Requirements

- REQ-1: Ability to view previously uploaded documentation
- REQ-2: Ability to upload new documentation to a Task Order
- REQ-3: Ability to delete vendor-submitted documentation from a Task Order
- REQ-4: Ability to download all available documentation for each Task-Order that they have been assigned.

Admin panel: Manage Documentation: vendor

3.8.1 Description and Priority

The Admin Panel will require a component where they are able to sort documentation by Vendor. They will need the ability to download documents that are uploaded by Vendors.

3.8.2 Stimulus/Response Sequences

The admin will have a view available to them on the Vendor Pages where they are able to review the current set of documentation for that Vendor, download files submitted by the Vendor, or upload new files for that Vendor.

3.8.3 Functional Requirements

REQ-1: Ability to see and download documentation sorted by Vendor

REQ-2: Ability to see and download documentation provided by a specific Vendor

REQ-3: Ability to upload documentation to a specific Vendor

Admin Panel: manage documentation: Task Order

3.9.1 Description and Priority

The Administrator will need to be able to manage the documentation for a specific Task Order. They will need the ability to submit documentation to either one, some, or all Vendors to review. They will need to be able to download documentation for a specific Task Order. They will also need to the ability to review documentation sorted into different buckets for each Task Order.

3.9.2 Stimulus/Response Sequences

The Admin Panel will require a set of views that enable them to manage the Documentation for a specific Task Order. They will be able to sort the documentation for each Task Order by Vendor. They will be able to select an option to upload documentation and modify the visibility for that documentation by Vendor, to a specific Vendor, to All Vendors, to Some Vendors, or to No Vendors.

3.9.3 Functional Requirements

REQ-1: Control for administrating documents

REQ-2: Ability for Admins to upload Task-Order documentation.

REQ-3: Ability for Admins to assign specific documentation to a specific vendor or set of vendors

REQ-4: Ability for admins to sort the documentation by Vendor

Admin Panel: Performance Analysis component: by Task-Order

3B.1.1 Description and Priority

The Administrator will need the ability to apply specific subjective and objective feedback to each Task Order once completed. This information will be cross-referenced against that Task Order as well as to that Vendor. The Vendor will not have this information accessible to them.

3B.1.2 Stimulus/Response Sequences

Once the Administrator has moved a Task Order into Closed status, that Administrator will have the opportunity to rank that Vendor based on specific, pre-defined criteria. The Administrator will



then be able attach specific notes and where applicable enter deviations from estimated costs (time, cost, materials, travel, and other indirect costs) and submit.

3B.1.3 Functional Requirements

- REQ-1: View estimated costs attached to specific Task-Order
- REQ-2: Enter deviations from estimated cost for each line item
- REQ-3: Save entered deviations
- REQ-4: review and modify previously entered data

External Interface Requirements

User Interfaces

UI focus on simplicity and ease of interaction; extensible, CSS driven design.
Graceful degradation for use in government environments and possible .mil conversion.
No javascript or flash if possible.

Hardware Interfaces

Standard webserver environment.

Software Interfaces

Win2003 Web Server OR Win2008 Web Server,
MS SQL 2005 OR MS SQL 2007. Standardized server settings for IIS apply.

Communications Interfaces

Standard webserver environment; specify ports for possible .mil migration.

Other Nonfunctional Requirements

Performance Requirements

Performance for the web application will not be an issue given the amount of users.
Databases will be optimized to ensure quick data transactions and retrieval.

Security Requirements

Level 2 password strength required for authentication.
Standard web server security protocols
Standard Windows security protocols applied

Software Quality Attributes

Application will require full Quality Assurance review on: Functionality, Requirements Adherence, Performance, Stress/Load, Security, Usability, and 508 Compliance.

Tab E – Recruiting and Retention Scenario Task

E.1. Recruiting and Retention Scenario Task Discussion

E.1.1. Program.

The government is looking for ways to increase the use of the Armed Services Vocational Aptitude Battery (ASVAB) as a valuable career planning tool for students. The government feels that the best way to accomplish this is through high school guidance counselors. Currently, there is a perception among many guidance counselors that the ASVAB is only for “kids who want to go into the military.” Taking the government’s desires into consideration, as well as the needs and interests of the government’s target market; MACROsystems has crafted a state-of-the-art solution that, through the utilization of Internet-based technologies; 1) creates greater awareness and improves the perception of ASVAB among high school guidance counselors, students, parents and other influencers; 2) increases the number of students taking the test; 3) targets specific groups which are subsets within the overall target market (for example Spanish speaking students); 4) provides opportunities for increased and less confrontational contact between recruiters and high school guidance counselors and students; 5) trains the recruiters to be able to take advantage of the solution; and 6) develops, distributes and tracks leads for future recruitment activities.

In order to promote the increased use of the ASVAB across student populations, a multi-tiered, cross-disciplined approach will need to be taken with respect to counselors, recruiters, influencers and students. In other words, after defining our message we will deliver the message to the audience in the format they are best able to receive it. That means rather than focusing on print, where possible we will deliver our message through images rather than text and through digital media, like the internet, rather than print.

At the heart of our solution is a career choices web portal that we will build for the Army Guard. This career portal, called “LifeExplore”, will be the most engaging, easy to use, young person friendly career research tool available. It will be fast, intuitive, comprehensive and fun. Rather than forcing students to click on multiple links and visit multiple websites searching for career information, the LifeExplore career portal will provide a one-stop location where we collect relevant career research information for students and then serve up possible career path matches based on their aptitudes, interests and, if they have taken the ASVAB, ACT or SAT, their test scores, in a easy to read, easy to use format. There will be no bias shown in the career path results that are returned to the students based on their strengths and interests. Military and civilian jobs opportunities; their features, benefits, training required, and other salient data will be served up together for the student, teacher, or counselor’s review. This will allow for student exposure to a more complete picture of potential career opportunities. We are confident that by juxtaposing military careers alongside civilian ones, in a comparison shopping format, military careers (and the applicability of skill training realized in uniform to many civilian occupations) will do well. This kind of non-biased display of available options has proven successful in other industries and we are confident it will work well in this one also. Think if you will, of Progressive Insurance Company’s strategy of showing their competitor’s rate quotes alongside there own quotes.

Today, when students begin to research various career path options, they must search numerous sites/sources to get needed information. The ability to quickly access complete information is central to making informed choices—choices that will affect not only the student, but the parents as well since parents often provide funding for higher education.

Before a career path is chosen a lot of questions need to be answered, for example if a student showed strength in math skills, a guidance counselor might suggest a career in engineering. But what type of engineering? What are the various engineering disciplines? What does, say, an electrical engineer do? How much schooling does it take?



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What does the 5, 10 and 15 year employment outlook for that field look like? What area of the country has the greatest need for electrical engineers? What is life like in communities that have proportionately higher concentrations of electrical engineers? Do schools exist in those communities that offer training programs for electrical engineers? If so, how do those school programs compare to other programs nationwide? What are the options for paying tuition, etc?

Answering these questions is important because the choices students make in high school will affect them for the rest of their lives. To answer the questions listed in the preceding paragraph the student would have to perform multiple searches through numerous websites. It takes a lot of work. Simply stated, the "LifeExplore" career portal will simplify this process for the students by collecting the relevant public and private data, "pre-digesting" that data for the students through the use of powerful data-mining tools, and based on the students ASVAB strengths, it will serve back answers to those "what are my best options?" kind of questions.

The LifeExplore career site will be designed to serve the career research results back in two formats, one geared towards parents, guidance counselors and other influencers, this is the optional view; and another view geared towards the students themselves. At the heart the student view of the site will be an icon-driven, intuitive interface which will allow the user to quickly navigate through the universe of career opportunities to specific jobs based on specific search criteria. Rather than delivering job data to the students in the traditional text-based format, or worse yet, forcing them to painstakingly search through existing data repositories for this information; we will show them pictures of what performing that job is like. We will index the key features, benefits, skills and training required to perform the majority of the careers contained in the US Dept of Labor database, the Army National Guard database and other relevant sources. We will also index those careers based on the level of education/training required (vocational school, 2-year degree, advanced degree, etc.) travel percentages, Indoor/Outdoor work, Mechanical, Engineering, Health Care, Transportation, etc. Once they have been so indexed, we will create custom images to identify those key elements. Those icons will be displayed across the job search portion of the portal. The student can click on one or more images and only the jobs that meet those criteria will be presented to them for review. This new graphical search tool will allow students to more easily research and identify which jobs contain the features and benefits they are most interested in. For example, the image of a hard hat could represent jobs that involve the design, construction or certification of commercial structures as a part of their responsibilities, i.e. commercial architect, crane operator or electrical inspector. An airplane could represent jobs which feature some degree of air travel, flight attendant, pilot, etc., and a mortarboard could represent jobs requiring a 4-year degree. These categories, once selected, will be the search constraints placed on the returns. Therefore, if the student clicked on all three images, hardhat, airplane and mortar board only jobs meeting all three requirements, such as oil field technician or international construction project manager would be returned.

Each time a constraint is selected, a dynamic number will show the amount of jobs currently listed that reflect those choices. At any time, the user is able to select GO and review search results. Once the user has selected GO, the screen will then display a range line with amplitude. The range will be from 'Lowest Amount of Education/Experience Required' to 'Highest Amount' from left to right within the specific constraints already placed. The amplitude marker will show the amount of positions currently open as reflected in the Department of Labor data. The user will then be able to review a horizontal scrolling list of all jobs listed in the Occupational Outlook Handbook. The main component of the necessary work involved will be the importing of the career info from the existing sources, normalization and the normalization of that data. Next, a taxonomy that incorporates all of the disparate elements of these careers will be designed and developed, and jobs will have these elements, or 'tags', associated with them. It is through this taxonomy that we will be able to display this level of clear and relevant search returns. By enabling job searches through this easy and intuitive interface, we

will drive traffic, increase the brand recognition of the ASFAB and the Army Guard, and enable guidance counselors to more easily serve their target populations.

The portal will be designed to match the needs of varying demographics, including several intensive functionality sets, site areas dedicated to specific populations, and data correlation enhancements that will enable students and their proxies to make more informed decisions based on their test scores, aptitudes and interests with respect to external factors such as location, business demand for specific career paths, salary expectations, and college requirements, while also exposing them to Army Guard opportunities.

This website will also include fun, branded games that will drive site visits and increase the brand. These games will be developed with an eye towards tying in some of the jobs a student could perform as member of the Army Guard.

Next, an extensive electronic marketing campaign will be developed in conjunction with the training materials that focuses on specific opportunities outside of the military to drive public awareness of the ASVAB as a tool for all users, not only those that are considering a military career.

The LifeExplore website will ensure that users are able to quickly navigate and find the information and actions that are most relevant to them. Counselors and Recruiters will have separate website locations that provide tailored resources, help and information. We will include extensive development of web services that add value to the users; by maintaining a collated reference database of jobs, salary ranges, locations, and college requirements, users can be presented with immediate feedback on potential opportunities inside and outside the Army Guard.

A Predictive Modeling Tool is another feature of the portal. Using it we can suggest to students career paths they might not otherwise have considered, based on the results of our analysis of which career paths past students with similar ASVAB scores feel 5, 10 and 20 years out about their career choices. By correlating data offered by junior and mid-grade officers and NCOs regarding their careers and comparing that to their original ASVAB data, accuracy and relevance of targeting specific careers against ASVAB data and scores can be assessed. This will allow for a highly robust system that can accurately target career options with a high degree of success for ASVAB test takers. This type of bayesian weighting system with historical reinforcement has been proven successfully in several other ventures, most notably eHarmony, Rhapsody Music, and Xbox Live. The website will also contain specific sections for Guidance Counselors and Parents, as well as sections with key informational components localized into other languages, as applicable.

We will input the data from past AVFAB scores, including specific data on the students and we will create online surveys to query them about their career choices; we will also conduct regional in-person focus group sessions to collect data of this type as well. By utilizing the knowledge and experiences of past AVFAB scores and the choices those students made, we can provide real useful info to current students based on their AVFAB scores.

Recruiter training materials will incorporate audio podcasts, online video training sessions, online training seminars, printed information, and other ancillary training items. These materials will be delivered to a recruiter online, on a computer thumb drive, and on CD/DVD. Finally, an outreach and assistance program will be developed to increase awareness and remove negative perceptions held by guidance counselors as they integrate and administer the ASVAB test and associated program in their schools. The outreach program will center around the LifeExplore career Portal. Recruiters will be trained in the best way to communicate to the guidance counselors information about the new career portal and how they and their students make best use of it.



The training, administration, and student materials currently available will be reviewed by external focus groups to determine the level of efficacy and applicability each has in those target markets. Extensive training materials have already been developed, and in order to preserve this prior work, a thorough review as to their applicability within each of the target demographics will be performed. Focus groups will be conducted on target populations: guidance counselors or others in their educational communities with the ability to propose, implement, or work with this program. These materials will be ranked and data will be gathered on the materials' ability to work within specific target populations. By allowing for differences in value-perceived of these training materials within specific sections of the target demographic, we will be able to maximize the actual effect by delivering only those materials applicable to each.

New training materials will be developed on multiple fronts. The first level of this approach is to target specific audiences, by maintaining a culturally relevant approach to the materials. One example would be translating certain components of the materials for ease of use. Another example would be targeting specific groups, such as Future Business Leaders of America, Future Farmers of America, or other commonly identified educational partners, and form potential partnerships by combining educational or institutional goals with the goals of this project. The second updated approach is with respect to technical delivery systems: podcasts, web-based video training, searchable online indexes, and new training materials with respect to all deliverables outlined in this proposal. By using these elements as part of the training and marketing outreach, more content is able to be delivered to more potential users and advocates. Recruiter ASVAB training materials will be developed and stored on a USB drive, which will enable recruiters to carry all of their training materials with them, transfer them electronically, and quickly transfer them to other computers as necessary. They will also be supplied with these training materials on a compact disc or DVD to hand out to parents and guidance counselors, thereby eliminating the majority of the printing costs.

The marketing approach will be spread across three disparate groups: guidance counselors, students, and parents or other key influencers. It will convey to the counselors that the training and tools to present the test to the actual takers are available, of high quality, and free. Marketing to the guidance counselor will focus on the improvements made to training, ease of use of the test, ease of management of the test from the guidance counselor's perspective, the value to a test taker, parent, and guidance counselor of an individual taking the test. A convincing online presence will be maintained through direct buy advertising on the websites used most commonly by the target populations and developing pages on social networking sites. By developing and maintaining a strategic presence on the top two social networking sites, MySpace and FaceBook, key informational bulletins can be sent, increased internet presence of the brand and increase awareness of the ASVAB, the online portal, and the opportunities available will be achieved. The MySpace and Facebook pages will both contain a directory of recruiters, downloadable content, and the ability for users to connect with recruiters through messaging and email. Also incorporated will be a set of online browser based flash games based on specific careers, such as electrician, mechanic, food-service, software development, and transportation. The use of flash web games branded and targeted directly to the key demographic will drive page views and keep users on the site longer.

Another feature of the solution is of a 'Career Center Kiosk' to be located within guidance counselor offices. These Kiosks would be branded, touchscreen computer kiosks that are equipped with information and tools to give students more information to use when making future career choices. These kiosks currently exist in the majority of guidance counselor offices, but are frequently old and out of date. By upgrading these systems with this branded alternative, awareness will be increased, a direct functional reason for recruiters to visit schools regularly to update the information and software on the kiosk will be created, and great value will be delivered to the target populations and guidance counselors, thereby alleviating current negative associations. By ensuring that

the kiosks are non-biased towards military careers outside of graphics and other materials, the link between the ASVAB being a tool for all students to use in career planning will also be displayed.

The outreach and assistance program will work directly with education boards at the state and district level, with superintendents, principals, teachers and guidance counselors who have the authority and/or responsibility to administer the ASVAB, or help students understand the results.

To evaluate the effectiveness of our solution we will use increase/decrease in the level of participation of high schools that administer the test, number of students taking the test each year and traffic to the LifeExplore website to measure the success of the effort on month over month, year over year basis.

The common theme of this six-part program is a migration to an electronic format of the tools and processes surrounding the ASVAB to maintain relevance in the online space. This migration is an adaptation to the new ways guidance counselors, recruiters, students, and their influencers obtain and consume information. We provide them with the information and resources while at the same time, making the information and materials surrounding the test more cross-culturally relevant, and increasing the actual value of taking the test, by enabling the test takers to more proactively make decisions about their future.

E.1.1.2. ASVAB Points of Interest.

- Surveys show (<http://www.allbusiness.com/operations/3485676-1.html>)--
 - 62% of students participating in the ASVAB Career Exploration Program (CEP) reported the ASVAB helped them connect their skills and interests with appropriate career choices.
 - 63% of students participating say the ASVAB helped them identify potential careers not previously considered.
 - 76% of students who participated in the ASVAB CEP did so because of their interest in making appropriate post-high school career and educational plans (<http://www.asvabprogram.com/index.cfm?fuseaction=overview.main>).
 - The ASVAB CEP can help students identify their interests, clarify what is important to them, and better understand their skills and abilities.
 - Helps students answer questions such as “how well does this career match my current interests, values, and skills?” and “will this career lead to a lifestyle I want?”
 - The ASVAB CEP offers many tools that educators and counselors can use to help students make important decisions about their future.
- The ASVAB is given at no cost to students.
- The ASVAB is the most widely used multiple aptitude battery test in the US.
- Assists students in dealing with test anxiety/prepares them for other standardized tests.
- Test results are a good gauge of SAT/ACT scores; identifies areas students should sustain or improve.
- Helps students improve test taking skills.
- Concentrates on student interests and skills and does not evaluate schools or teachers.
- Assesses verbal, math, science and technical skills.
- Bolsters student confidence and encourages them to explore new opportunities.
- Identifies and hones talents.
- Helps students learn more about themselves and the world of work.
- Enables students to evaluate their skills, estimate future performance in academic and vocational endeavors, and identify potentially satisfying careers.



E.1.2. Development. Based on previous work with the Air National Guard Resource Management and Safety Teams, we produced the following and have the in-house resources to expand our services for the Army:

- Flash distance learning modules that are SCORM compliant. We approach these assets by recommending the CBT Best Practices. We would provide recommendations and comps on materials and execution.
- Presentation materials for off-line training for the recruiters. Rather than just providing PowerPoint presentations for trainers, our online website will be a resource for presentation materials that are interactive with the audience, and then allows the audience members to log-in and take tests, which can be tracked and provided in real-time reports.
- Online training videos. Our in-house production company, Caution Zero, would produce materials based on curriculum and recruiting and retention initiatives. The company can produce online videos from script writing, filming, video editing, and deployment on websites.
- Polling and testing will be incorporated on all websites.
- Testing based on online learning modules. Following each CBT, a test would be presented to the user. Once the test is complete, the user will be able to print out a certificate to be signed by their supervisor. Once the signature is provided, the supervisor would be able to securely log-in and post the acceptance. This would be tracked for reporting purposes.

Upon receipt of task order, MACROsystems will conduct consultation with the government either on-site, via telephone conference call, or video teleconference (VTC). During this initial consultation, MACROsystems and client will discuss the training development processes, instructional and design specifications, timelines, and additional issues deemed necessary.

MACROsystems shall develop learning content courseware that is compliant with standards and principles of Sharable Courseware Object Reference Model (SCORM) and Section 508. We will design the courseware to include student interactivity (level 2/medium and/or above interactivity) to provide effective transfer of knowledge. Courseware is student-centered, providing performance or performance-based practical exercises/checks on learning throughout the learning experience. Practical exercises/checks on learning will address the critical elements of performance, provide immediate exercise feedback to students, and enforce student remedial training. The courseware provides a performance or performance-based student evaluation/end of lesson test which establishes mastery of the learning objective. Each evaluation/end of lesson test will have a minimum of ten test questions.

MACROsystems shall develop the storyboards to support the development of the web-based lesson at level 2/medium interactivity for learning. The storyboards will consist of, but not be limited to, the text and graphics. The use of video and audio may be used based on the design for each lesson. The storyboard is a job aid for MACROsystems to plan the design and development of the web-based lesson.

As part of our plan, we will develop an ARNG web portal, either as a link of the current Virtual Armory (<http://www.virtualarmory.com>) site or a separate portal, specifically focused as a career exploration or “future is now” tool for students, parents, school officials, and community influencers. We will design the portal to place emphasis on attracting the prime recruiting market (18-24 years old). The prime recruiting market goes beyond high school because, currently, about one in four college freshmen drop out before their sophomore year. Other studies show that “over 30% of college students leave after the first year and almost 50% never graduate, according to the Department of Education” <http://www.youngmoney.com/blog/?p=25>. Additional research shows that, in the Chicago Public Schools “80% of freshmen plan on attending college, only 6.5 percent of students” starting college “will be able to attain that degree by their mid-20’s” <http://www.news.harvard.edu/gazette/2006/05.04/13-dropout.html>.



We recognize that high school and college students are looking for both near- and long-term benefits. As a result, the public portion of the site would allow the entering of scores from multiple standardized tests (e.g., SAT/ACT, AFQT, ASVAB composite scores) and provide side-by-side career option evaluations, giving students and influencers reason to return to the site as status, scores, interests, and other areas change. Our web portal, using custom designed algorithms, will quickly collect and sort data and provide, in a matter of seconds, results including, but not limited to--

- Specific, actionable information on career and education opportunities.
- Fast growing industries.
- “Green” industries.
- Best places to live.
- Decision making and college application process.
- How to select a college.
- Jobs predicted to be in high demand (local area and nationwide).
- College expenses worksheet.
- Recommended courses to take in high school.
- Value of a college education.
- Starting salaries for new college graduates.
- Average salaries by occupation.
- Guide for parents.
- Guide for educators.
- Side-by-side comparison of options including, but not limited to—
 - Comparative analysis to assist students in choosing career paths most likely to result in long-term satisfaction.
 - Determining best career choice without regard to civilian market or armed services.
 - College information based on career interests with academic requirements.
 - Tuition costs by college.
 - Tuition assistance opportunities available through ARNG enlistment.
 - Delayed training program
 - Split option enlistment
 - Enlistment bonuses
 - College credit for non-traditional education
 - DANTES
 - Army/American Council on Education Registry Transcript
 - Army National Guard Education Support Center
 - Servicemembers Opportunity Colleges
 - Montgomery GI Bill – Selected Reserve
 - Montgomery GI Bill “Kicker”
 - Army National Guard Federal Tuition Assistance Program
 - State Tuition Assistance
 - Student Loan Repayment Program
 - National Guard Income
 - Automatic Pay Increases
 - Stripes for Buddies Program

Our data collection will save students, parents, and influencers time, energy, and effort, making them better able to conduct research and make good career and education choices. The online portal application will display multiple items to include the cost of obtaining a degree at the top 5 colleges, universities, or technical institutes in



the local area and nationwide. To ensure accuracy, we will collect data on a quarterly basis from schools and various primary tuition funding organizations to provide a true picture of the cost of education.

The private site will be for recruiter use/training. Both the public and private portals would include a FAQ section (to include an area for submitting “bright ideas” or “lessons learned” on the private portal). Additionally, we would create and implement a full service call center and chat-line to answer recruiter, student, and influencer questions.

E.1.2.1. Training modules. We will deliver all training packages, material, and interactive lessons via the private portal and personal email. Training modules will include instruction, pre- and post-tests on areas including, but not limited to—

- Defining the ASVAB.
- Components of the ASVAB.
- Conversion of ASVAB scores to predicted ACT/SAT scores.
- Promoting the ASVAB.
- Breaking down barriers.
- Increasing participation of schools and students.
- Engendering student commitment to test.
- Available resources (from local MEPS through TAG).
- Marketing the ASVAB to parents, school officials, and community leaders.
- Educating recruiters on legislation (No Child Left Behind Act, Solomon Amendment, Hutchinson Amendment, and the Student Right to Know Act) and how the legislation affects testing.
 - Educate on the legislation, surrounding background, and potential government funding degradation to the educational institution, policy and guidelines, and ARNG implementation strategy.
- Recruiter pre- and post-ASVAB responsibilities.
- Conducting ASVAB interpretations (individual and group).
- ASVAB CEP.

E.1.3. Production. Storyboards support or replace the production of a script. The storyboards may be developed on the actual lesson template or page and not require separate storyboards. The storyboard is the tool used to plan the lesson production and obtain government approval of the lesson content for production. Storyboards can be developed in a Word document, database, or in a special purpose storyboarding tool. Storyboards shall include text, graphics, video, and/or audio that accompany the text and narration for each lesson. If video or audio is planned for the lessons, the script shall be included with the storyboard. Each lesson shall include the following in the design—lesson introduction, learning objectives, practical exercises, checks on learning (with remedial training), summary, and end-of-lesson test.

E.1.4. Delivery. MACROsystems will conduct quality control of the web-based training and deliver to the government for review/approval and recommendations for revision. The first draft version of web-based lessons shall include all text, graphics, video, and/or audio approved by the government in the designed storyboards. The lesson revisions shall include all required previous edits and changes from the previous version. If changes are not required, the lesson is ready for live testing. MACROsystems shall establish timelines for the review/approval process by the government. MACROsystems shall work with the government POC to conduct test trials prior to final delivery.



MACROsystems shall establish a File Transfer Protocol (FTP) site to assist in the review/approval of web-based training. All lessons will be available on the FTP site for the review/edit/approval process. The lessons will be delivered following testing, debugging, and proofing. MACROsystems shall deliver the final/approved lessons in hard copy format (via FedEx, UPS, etc) and all source files relevant to and used to build each lesson on a CD-ROM.

E.1.5. Awareness. We will develop, and provide, mechanisms to increase awareness of the ASVAB. This may include, but is not limited to—

- Advertising (market driven e.g., high Hispanic population)—
 - Photographic.
 - Print.
 - Web.
 - Multi-media.
- Educator information packets.
 - ASVAB counselor manual
 - Introduce them to the Career Exploration Program
 - Career Planning Tools
 - Career Exploration Websites (www.asvabprogram.com and www.careersinthemilitary.com)
 - Administering the ASVAB
 - Test release options
 - Career Exploration Scores
 - Individual ASVAB tests/scores
 - Military composite score
 - Introduce the RIASEC hexagon as a tool to assist in career choices
- Various marketing and promotional items.
 - ASVAB parent RPIs with tag line “see your local guidance counselor for more details.” This approach would assist recruiters in gaining influence with guidance counselors to schedule the ASVAB in their schools.

The awareness campaign will focus on individuals including, but not limited to—

- Dignitaries
 - Clearly articulate the benefits of the test and Guard/ROTC officer/enlisted corps
 - Can help ARNG officer and enlisted accession missions and ROTC/USAMA.
 - ROTC scholarships/USAMA appointments/SMP/Green to Gold
 - Create college referral program similar to ROTC referrals.
- State Boards of Education
- College Presidents
- Director of Education Specialists
- Academic Dean/Provost
 - Decrease reportable drop out rate.
- Superintendents
 - Increase reportable college rate.
- Parent teacher organizations
- Local fraternal organizations
- COI/VIP



E.1.5.1 Sample Screen Shots

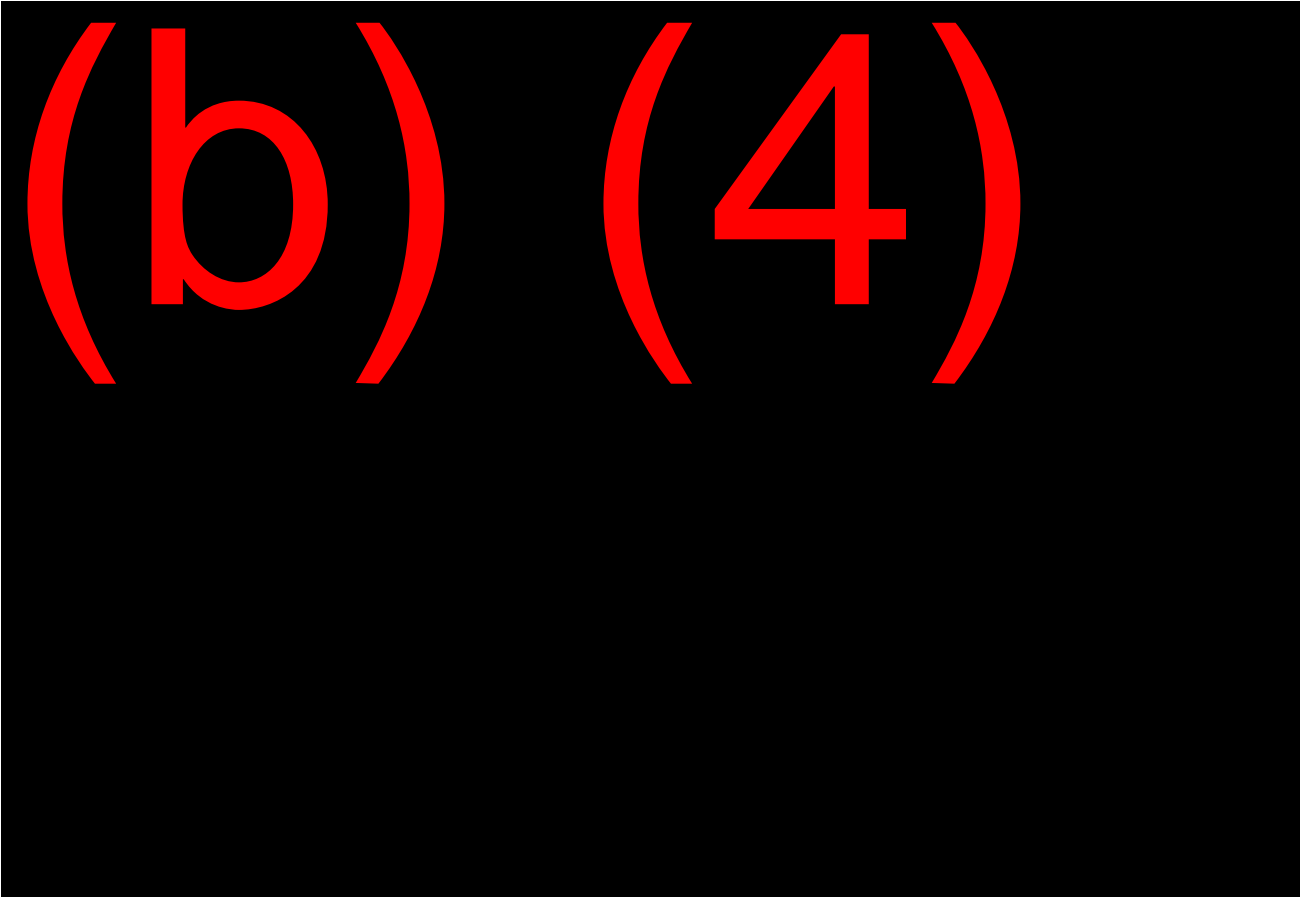
(b) (4)

(b) (4)

(b) (4)



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E.1.6 Travel. Travel costs are included in Volume III.

E.1.7. Other Direct. Estimated other direct costs are included in Volume III.

E.2 Scenario Task Basis of Estimate

For the purpose of this proposal, WBS elements are as follows:

- 0 – Program
- 1 – Development
- 2 – Production
- 3 – Delivery
- 4 – Awareness
- 5 – Travel
- 6 – Other Direct

WBS Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
1,2,6	ASVAB Careers Portal	Development, Production, Other Direct Costs	Full Macro Team	August 1, 2008 thru June 1, 2009		2 Servers/Software
	<u>Key Online Developed Features</u>					
	Games		4-Web Programmers		3860	
	Data Mining		1-Project Manager		1920	
	Lead Forms		1-Content Manager		1920	
	DVD/CD		1-Account Supervisor		1920	
			1-Military Consultant		1920	
			2-Web Designers		3860	
Sub Total						

WBS Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
	<u>Sub Portal Sites</u>					
1,2,6	Collated Reference Database	Development, Production, Other Direct Costs	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal			1 web server + Software
			4-Web Programmers		3,860	
			1-Project Manager		1,960	
			1-Content Manager		1,960	
			1-Account Supervisor		1,960	



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			1-Military Consultant		1,960	
			2-Web Designers		3,940	
Sub Total						
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
1,2,6	MySpace/FaceBook Website Pages	Development, Production, Other Direct Costs	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal 1-Web Programmers 1-Project Manager 1-Content Manager 1-Account Supervisor 1-Military Consultant 2-Web Designers	August 1, 2008-February 1, 2009	500 960 1,920 500 400 1,920	1 web server + Software
Sub Total						
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
1,2,6	20 x Flash Games	Development, Production, Other Direct Costs	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal 1-Web Programmer 1-Program Manager 2-Web Designers 1-Account Supervisor	August 1, 2008-February 1, 2009	960 960 1,920 960	1 web server
Sub Total						
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
1,2,6	Image Driven Careers Database & Website (Component of Portal-Jobs Database)	Development, Production, Other Direct Costs	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal 4-Web Programmers 1-Program Manager 1-Content Manager 1-Account Supervisor	August 1, 2008-February 1, 2009	3840 960 960 960	1 web server



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Sub Total			1-Military Consultant			960	
WBS							
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware	
1,2,6	Predictive Job Placement Tool	Development, Production, Other Direct Costs	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal 2-Web Programmer 1-Program Manager 1-Content Manager 1-Account Supervisor 1-Military Consultant	August 1, 2008 thru February 1, 2009	1920 960 960 500 500	1 web server	
Sub Total							
WBS							
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware	
1,2,3,6	USB Drives	Development, Production, Other Direct Costs Hardware Digital Marketing Materials P.O.P.	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal 1-Web Programmer 1-Program Manager 1-Content Manager 1-Account Supervisor 1-Military Consultant	August 1, 2008 thru February 1, 2009	960 960 960 960 960	20,000 USB Drives, 1 Video, multiple flash presentations	
Sub Total							
WBS							
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware	
1,2,3,6	Career Center Kiosk	Career Center-TabletPC Kiosk. Top 5000 Tier Recruiting High Schools	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal 1-Web Programmer 1-Program Manager 1-Content Manager	August 1, 2008- August 1, 2009	960 960 960	5,000 TabletPC	



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			1-Account Supervisor		960	
			1-Military Consultant		960	
Sub Total						
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
1,2,3,6	Training Recruiters		The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal	August 1, 2008-July 31, 2009		1 web server
			4-Web Programmers		3840	
			1-Program Manager		960	
			1-Content Manager		960	
			1-Account Supervisor		960	
			1-Military Consultant		960	
Sub Total						
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
1,2,3,6	Online Marketing	Online Media Buy and Creative	The full MACROsystems Team and partners will be required to develop and build the Army National Guard Portal.	August 1, 2008-July 31, 2009		1 Media Server
			1-Web Programmers		1920	
			1-Program Manager		1920	
			1-Content Manager		1920	
			1-Account Supervisor		1920	
			Media Buy			
Sub Total						
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
6	Shipping	USB, POP, Kiosk, Training Materials	Team	August 1, 2008-July 31, 2009		
WBS						
Element	Item	Description	Staffing Details	Timeline	Est. Hours	Hardware
5	Travel	25 Weeks of Travel x 3 Personnel	Team	August 1, 2008-July 31, 2009		

Tab F – Corporate Capabilities, Suppliers, and Staffing

Tab F.1 – Corporate Capabilities



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MACROsystems and its partners have a wealth of senior corporate management, subject matter, technical, and professional experts. We retain an excellent track record of providing professional management and support services for our clients. Embedded within our approach are attributes of structure, academia, consultation, expertise and training. Our experienced commercial, military and risk management professionals, with backgrounds and cultures honed through many years of academic, on-the-job, management and leadership experience, provide the climate needed to produce lasting, relevant, adaptable, and sustainable results. To that end, our approach is premised upon current practices, analytics, leadership, management, and teamwork.

Corporate Stability

MACROsystems, Inc has been in the software development services business for 14 years. We entered the SBASmall Minority Owned business (8a) in 2001. We have been providing city, state, and federal sector agencies with custom software development, IT consulting, professional services, online training and online marketing services. MACROsystems is a self funded and profitable C corporation. Due to our positioning, stability in the federal sector, case studies and customer satisfaction, we have been able to land a number of contracts that awarded contracts to only small businesses that are stable. They included a GSA 70 IT Schedule; the 8aSTARS GWAC, Small Business IDIQ, Washington State GA schedule, among others. (b) (4)

MACROsystems depends on top notch IT professionals who are leaders in their field. We are located in the United States' top market for experienced IT professionals. Many of our employees are prior Microsoft developers and program managers. We are located in a growing IT hub of Seattle called Fremont that attracts IT professionals-GoogleGetty Images, Adobe, etc. We continue to work on our financial growth plan so that we can maintain consistent and profitable growth for the long-term. We are currently developing a customized ESOP initiative so that MACROsystems is an employee owned entity, giving ownership value to all employees for long-term stability and growth.

Management Processes

Upon contract award, we will submit SF85P or SF86, as applicable, to the Office of Personnel Management (OPM) through designated channels to meet Automated Information System Security directives and other security clearance requirements. Some of our employees possess current secret or higher clearances or have undergone a National Agency Check with Local Agency and Credit Check (NACLC) within the last 5 years.

MACROsystems understands the requirement to manage and account for Government-furnished property (GFP), equipment and information related to this contract. We have a system in place that fully meets the rigid property accounting requirements established in AR 735-5. Property control will be IAW part 45 of the Federal Acquisition Regulations (FAR) and its supplements, as determined by the property clause of the appropriate contract.

MACROsystems understands that it is directly responsible and accountable for all Government Property in accordance with the provisions of the contract. Liability for loss, damage, or excessive use of property in a given instance will necessarily depend upon all the circumstances surrounding the particular case and must be considered and determined in accordance with the provisions of the contract. Therefore, it is necessary to establish and maintain a system to control, protect, preserve and maintain all Government Property.

For this contract, all pertinent information and documentation needed for the complete and accurate management of Government Property is kept by the Corporate Property Administrator. For management purposes, a computer database is established to track Government Property from acquisition through disposition. The database is



protected by password and access is limited to corporate personnel responsible for the management of Government Property.

The Project Manager has overall responsibilities to ensure complete compliance with all pertinent Government and Contractor property regulations, policies, and procedures.

The Corporate Property Administrator (CPA) has the overall responsibility to establish and maintain a program for the use, protection and preservation of Government and Corporate property in accordance with the Federal Acquisition Regulation (FAR) and comply with MACROsystems' Policies and Procedures. The CPA establishes and maintains a property system for the various life cycle activities such as acquisition, receiving, identification, records management, storage, movement, physical inventories, utilization, consumption, disposition and contract close-out.

A major reason behind MACROsystems' success at managing and accounting for Government property is our institution of regular inventories. The Federal Acquisition Regulation specifies an annual inventory of property. We have determined that annual inventories are sufficient to ensure the appropriate emphasis on government property management and accountability.

We understand that the government may choose to modify, update, substitute, move and/or replace any government furnished equipment during the term of this contract. Our PM provides a copy of all executed hand receipts to the government POC. We will return all GFP to the government upon expiration of the contract in the same condition as received except for fair wear and tear. We acknowledge our liability to reimburse the government for loss or damage to GFP other than fair wear and tear.

Personnel

Our experience clearly demonstrates the ability to quickly evaluate potential employees. We do not "pull punches" in explaining duties and expectations of specified positions. We feel it is critical to complete a thorough screening to ensure potential employees have a clear picture of what the job entails. If, at that point, the potential employee demonstrates the commitment and enthusiasm necessary, we move that person forward in the hiring process.

Our thorough interview process, which involves all management levels, enables us to ensure we have the right "fit" for the position and contract. Our experience reinforces the value of scrupulously maintaining a full hiring pipeline of potential employees. We have a continuous search, screening, and follow-up process in place to ensure we have the right employees in the right positions.

Recruiting and Hiring. Concurrent with development of the technical proposal, MACROsystems began the recruiting and hiring actions for all necessary personnel. We maintain an extensive database of pre-qualified resumes for review when positions open. We recognize that hiring the most qualified group of applicants is critical to initial and long-term project success.

Screening. This is a crucial step in hiring qualified people. Many applicants may indicate their interest in the position but lack the required education and/or experience. Our screening process identifies applicants who fulfill the basic criteria for the position. Individuals failing to meet these initial screening criteria are rejected.

Our screening steps include the following:

- Resume review to identify individuals meeting qualification standards.



- Telephonic contact of those applicants appearing to meet eligibility criteria to review and confirm the “prima facie” qualifications presented in their resumes.

Individuals whose “prima facie” qualifications have been confirmed are scheduled for an interview. Applicants scheduled for an interview are asked to bring specific, relative documentary evidence of qualifications. Our goal is to schedule several qualified applicants for each position to be filled, and then select the best qualified.

Interviewing. We conduct interviews following standard interview procedures and in accordance with all applicable state and federal laws governing fair labor and equal employment opportunity. MACROsystems has an active affirmative action plan and complies with the letter and intent of that plan.

Selection. MACROsystems bases selection on a best-qualified standard from among all fully qualified applicants. We base the selection decision on applicant qualifications as shown on the resume measured against the qualification criteria set forth in the contract.

Verification. Before we make an actual offer to the selected applicant, MACROsystems verifies the applicant’s qualifications. We call references identified by the applicant. If necessary, we call the educational institutions to check schooling/training, and we call former employers to confirm employment histories. Once we verify the selected applicant’s references, education, and work history, the Project Manager initiates action to prepare an offer letter.

Offer. All offers, including contingency new hires, are made by offer letter signed by a MACROsystems corporate officer. Prior to the offer letter signature, the Project Manager reviews the applicant’s hiring packet to ensure the applicant meets all qualifications. Once assured the applicant is qualified, the Project Manager submits the hiring packet for signature of the offer letter.

Hiring. We will conduct hiring in a phased manner to accomplish 100% manning. Our early identification of potential hires allows time to process applicants and expedite the administrative processing actions for security checks.

We designed our recruitment plan to keep positions filled, maintain the flexibility to make personnel changes, when necessary, and ensure we have the personnel required to support contract requirements.

Operations and Subcontractor Management

Quality encompasses and includes every aspect of contract execution. Although our proven management quality controls systematically and quantitatively measure and monitor specific contract standards for task performance, schedules, milestones, targets, reports and deliverables, our overall quality of contract performance is not achieved unless our client is completely satisfied with the services provided. We know that client complete satisfaction is not necessarily guaranteed by just meeting contract performance standards.

We work diligently to achieve complete client satisfaction and can attribute our past, present and future success to our following key quality tenets:

- Teamwork. Completely integrating our team into accomplishing our client’s mission.
- Our client’s priorities are our priorities. Being agile, flexible, proactive and immediately, effectively responsive to changing priorities and mission requirements.
- Anticipating challenges and providing effective solutions.
- Taking immediate effective action to resolve client concerns. No excuses, only results.



- Open continuous communication, dialogue and feedback from our client.
- Striving to exceed rather than just meeting client expectations.

MACROsystems has no ownership in any of our subcontractors or vendors. MACROsystems does have contractual relationships with all of our subcontractors. Generally, we select subcontractors when we are preparing a proposal for the government. We enter into Teaming Agreements with those firms to deliver the products and services required by the solicitation. Our teaming philosophy is based on:

- Synergistic support to our customers.
- Ability to respond to new challenges.
- Innovation and value added.
- Commitment to the delivery of quality services and products.
- Support of MACROsystems commitment to subcontract to small; small, disadvantaged; small, woman owned; and small disabled veteran-owned firms.

Our Teaming Agreements are formal documents signed by selected MACROsystems corporate officers, as applicable, and a corporate officer of the firm with which we are teaming. These Teaming Agreements specify the terms and conditions of the teaming arrangement and become the basis of the subcontract once MACROsystems is selected as the Prime Contractor. For this solicitation, MACROsystems has selected one subcontractor that has met our criteria described above and we have signed a Teaming Agreement with Serco plc. Specific information regarding our Teaming Partner is shown in Tab B, Executive Summary, of Volume I, Technical and Management Volume.



Tab F.2 – Suppliers

MACROsystems’ ability to obtain competitive and discounted rates from our Subcontractors and Vendors is based on our (b) (4)

[REDACTED]

Quality and Reliability Subcontractor and Vendor Assurance.

As described in our purchasing process above, we rate our vendors on a transaction-by-transaction basis. Whenever discrepancies or problems are noted in these ratings, the Purchasing Department follows up with the vendor and the MACROsystems organizational element to ascertain the facts. For product quality or service issues, short quantity delivery, etc., the vendor is given the opportunity to remediate. Problems such as non-timely delivery are discussed with the vendor. Vendors are placed on probation when problems such as these are verified. If there are continuing problems, the vendor is removed from our approved vendor list. Similarly, our organizational elements complete Subcontractor Performance Ratings. Since relationships with subcontractors are generally based on time and not on discrete transactions, we complete ratings on a semi-annual basis. Specific problems are handled as the case arises. As with vendors, subcontractors are given the opportunity to correct deficiencies. Failure to remediate and/or continuing poor performance results in “Cure Letters,” and ultimately in the removal of the subcontractor from the contract and our approved subcontractor list.



Tab F.3 – Staffing

Additional Labor Categories

There are no additional labor categories proposed for Volume I – Technical and Management Volume.

Employee Statistics

(b) (4)

Management Team:

Kevin Harris 13 years with MACROsystems

(b)(4), (b)(6) 6.5 years. (b)(4), (b)(6) left January 2008 after 7 years with MACROsystems. (b)(4), (b)(6) joined the management team in November 2007.

Development Management Team:

(b)(4), (b)(6) - Creative Director- 2+ Years

(b)(4), (b)(6) - QA Director- 3 Years

Senior Program Management Team:

(b)(4), (b)(6) 1 Year

(b)(4), (b)(6) - 1 Year

(b)(4), (b)(6) - 5 Years

Senior Live Chat Managers:

(b)(4), (b)(6) - 4 years

(b)(4), (b)(6) - 4 years

(b)(4), (b)(6) - 4 years

Oracle Senior Management Team:

(b)(4), (b)(6) - 8 years

(b)(4), (b)(6) - contracting for 2 years

(b)(4), (b)(6) - contracting for 2 years



Tab G – Small Business Subcontracting Plan

MACROsystems, as a small business, is not required to submit a Small Business Subcontracting Plan for this solicitation.



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Tab H – Special Contract Requirements

There are no Special Contract Requirements for Volume I – Technical and Management Volume.



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Tab I – Assumptions, Conditions, or Exceptions

There are no assumptions, conditions or exceptions for Volume I – Technical and Management Volume.



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Tab J – Resumes



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**These pages have been withheld
in their entirety pursuant to
5 U.S.C. § 552 (b)(4), (b)(6).**

(Pages 108 - 157)

**(Employee Resumes within
Contractor Proposal)**

**It is unreasonable to segregate any
portions within this record for release.**



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Volume II
Executive Summary
Past Performance / Past Experience

Tab B – Executive Summary

MACROsystems is proud to offer a proven history of outstanding customer satisfaction, coupled with a wealth of recent, relevant experience which encompasses an in-depth knowledge of Army National Guard related operations/processes necessary to successfully transition, manage and improve this IDIQ support initiative. We have assembled a management team to specifically meet the requirements of this solicitation and provide proven capabilities to execute the expert analysis, planning, coordination and execution functions required to accomplish the critical, detailed tasks and sub-tasks of this solicitation.

Understanding the Government's Needs

The purpose of this contracting effort is to acquire contractor services to execute numerous programs to assist the Army National Guard in meeting its Recruiting and Retention goals. This IDIQ recruiting support mission will require the contractor to perform a number of demanding explicit and implicit tasks. In selecting its contractor, the government has a vested interest in evaluating each bidder's ability to perform each task. In evaluating that ability, the government obviously cannot rely on slick contractor claims, but must instead examine each bidder's experience. The more relevant that experience is, the higher the probability that the contractor can do what they claim they can do. We believe that the government requires a contractor with strong experience in the following relevant functional areas.

- **Military Administration:** Like most military functions, recruiting and retention are hybrid tasks involving both a mission component and a support component. Recruiting and retention leaders must not only sell the military, but must also comply with a myriad of administrative regulations and policies that dictate how records are to be maintained and activities documented. The ARNG needs a contractor who already knows how to maintain Information Management Systems, produce correctly formatted reports and correspondence, operate and maintain a full suite of office automation equipment and the appropriate software, and is familiar with ARNG and NGB regulations, policies and procedures.

- **Management of IT Systems, including Database and Application Management:** The "Center of Gravity" to this recruiting support initiative is the ability of the contractor to cost-effectively implement a performance metrics and program financial database. The government requires a contractor that has extensive experience in advance multi-database management in complex environments. The successful bidder must be able to provide cost effective solutions for integrating and managing critical business data; provide solutions for optimal database performance; automate and simplify database administration; provide complete, fast and efficient backup and recovery and provide solutions for production reporting, application generation and auditing capabilities.

- **Perform Quantitative Analysis:** Unbiased, accurate, timely and meaningful analysis will provide the government with the required information to support program changes and influence ARNG recruiting and retention strategic decision making. The contractor must demonstrate extensive past performance in quantitative analysis, using data methods such as regression techniques, micro simulation and experimental or quasi-experimental methods. Using graphing software and data analysis tools, the successful bidder must be able to analyze, graph and professionally present complex data with clarity, precision and efficiency.

- **Quality Control:** This contract entrusts the contractor with some of the ARNG's most sensitive and important recruiting and retention support activities. The contractor's personnel must be thoroughly qualified, skillful in the use of government and contractor provided resources, knowledgeable of the ARNG's enlistment opportunities, and perform in a professional and ethical manner that is above reproach. The government requires a contractor

that thoroughly understands both military recruiting and retention as well as the use of information technology, as demonstrated through extensive past performance. This requires a contractor with proven quality control experience in managing large-scale, complex operations, identifying and correcting problems, and soliciting customer and client feedback, both negative and positive.

Tab C – Past Performance Discussion

Tab C.1 Project Summaries

C.1.1 Air National Guard-National Online eRecruiting Application: Including Development Work, Ongoing Support, Hosting and Maintenance.

Project Title National Online Recruiting Application

Development, Ongoing Support, Hosting and Maintenance

Name of Contracting Agency Air National Guard HQ

Contract Type Firm Fixed Bid

Total Contract Value \$4,371,432.00

Name of Contracting Officer (b) (6) Contracting Officer

Contracting Officer Telephone 703.607.1226

Contracting Officer Email (b) (6)

Contract Number GS-06F-0128Z

Period of Performance June 2001 to current

Name of Contract Administrator (b) (6), Recruiting and Retention Air National Guard

Contract Administrator Telephone 703.607.2913

Contract Administrator Email (b) (6)

Project Description:

MACROsystems built six distinct and integrated custom recruiting applications in the Microsoft .NET Framework to support the recruiting effort of the Air National Guard. Our eRecruiting Suite includes a *Consumer Website* that posts jobs, sends leads to individual recruiters and tracks lead status and outcome, and an *Administration Application* comprised of both Recruiter and Retention & Recruiting Group HQ Administration tools. The Recruiter Administration tool allows recruiters to build their own site, sign-up and access a system-wide email solution, manage jobs from the Retention & Recruiting Group job database and post them on their individual sites. This tool also provides recruiters with event management functionality. The Retention and Recruiting Group HQ Administration tool allows a manager to oversee and review individual recruiter websites as well as the Consumer Website. ANG leaders can also run reports that track efficiency, productivity and effectiveness and determine the return-on-investment of various recruiting activities or actions. Our eRecruiting Suite also contains an *Online Marketing Application* for research and lead generation, an *Online CHAT Application* to pre-qualify leads received from the Consumer Site, and an *Online Warehouse* for product order fulfillment. Another robust reporting feature called -Smart Client- allows a Retention & Recruiting Group Administrator to quickly and easily gather real-time database reports by simply launching an Excel application to retrieve details of ongoing activities, including marketing campaigns.

Relevancy:

MACROsystems eRecruiting Suite is a tested and proven military recruitment product that categorically demonstrates our unique ability to quickly satisfy all potential IDIQ information technology contingencies.

Additionally, MACROsystems provides the hosting services, maintenance, hardware and software upgrades necessary to support the Air National Guard's continuing recruitment needs. ANG receives in excess of 10,000 leads per quarter from their Consumer Site. These leads are stored, sorted and forwarded to their recruiters and tracked through final disposition.

As part of its Suite of eRecruiting tools, MACROsystems operates an online chat room that gives potential recruits the opportunity to speak with a Live Chat Advisor who typically has over 25 years of ANG recruiting experience. In the past three years, chat room operations have delivered thousands of pre-qualified leads to individual recruiters. Currently, we generate approximately 1,000 pre-qualified leads a month from Live Chat

operations. Based on feedback from the 2006 ANG National Workshop in Chicago, Illinois, ANG Recruiters depend on Live Chat leads as a primary source of highly qualified potential enlistees. One recruiter indicated that his past 20 accessions came from Live Chat and GoAng.com website leads.

Our Online Warehouse is a secure way for Recruiters to easily order promotional materials from a centralized warehouse while allowing Agency HQ the latitude to approve or deny orders and perform associated administrative tasks. This solution provides recruiters a painless online method for finding and selecting products and then submitting orders using a "shopping cart" format. Storage facility personnel ship and track open orders and update inventory levels. This tool includes a high-level design that is quick to deploy, maintainable, well performing, extensible, and effective at the required task.

The Online Directory is a secure, dynamically updated employee directory allowing Agency personnel to access contact info for all its recruiting personnel worldwide. The directory also allows recruiting personnel to be categorized into separate groups, full time, part time, etc.

For security, eRecruiting Suite's administrative site has a unique login password for each unit/location's site as well as support for individual logins. The website can run SSL, thus providing secure and encrypted communications over the Internet.

Program Summary:

Based in part on eRecruiting Suite's success and ANG's confidence in MACROsystems as their development partner, the Air National Guard added, along with other enhancements, a second Online Chat team this year. The second team is effectively doubling the Chat Room hours, garnering more qualified leads and ultimately more new recruits.

Additionally, as a result of our recruiting and retention successes, MACROsystems received more than \$3,000,000 in additional contract awards from the Flight Safety Division of the Air Guard in 2006, 2007, and 2008. These projects included a predictive modeling application we built to help first responders identify the likely spread of the Avian Flu virus as well as an application to help private pilots avoid the flight paths and training routes of military planes.

C.1.2 Air National Guard-National Avian Flu Hazard Predictive Modeling Application: Including

Project Title Avian Flu Hazard Predictive Modeling Application- aka dBird

Name of Contracting Agency Air National Guard Safety

Contract Type Firm Fixed Bid

Total Contract Value \$800,000

Name of Contracting Officer (b) (6) Contracting Officer

Contracting Officer Telephone 703.607.1226

Contracting Officer Email (b) (6)

Contract Number GS-06F-0128Z

Period of Performance October 2006 to current

Name of Contract Administrator (b) (6)

Contract Administrator Telephone (301) 836-8628

Contract Administrator Email (b) (6)

Project Description:

As elements of the National Guard Bureau prepare HPAI response plans, the Flight Safety office is charged with preventing aviation mishaps, including predicting where they may occur. Enhancing tracking and modeling prediction tools for HPAI proliferation using existing bird avoidance technology is a perfect blend of two purposes.

A critical requirement for effective H5N1 management and response is rapid identification and tracking of bird populations. Current avian radar technologies exist that can provide valuable, near-real time information to response agencies in locating and tracking bird populations within effected regions.

The U.S. Air Force/Air National Guard/FAA Avian Hazard Advisory System (AHAS)/Bird Avoidance Model (BAM), joint-developed for military and civilian aviation safety, are the most mature databases for detecting and tracking bird populations and activity. It is arguably the most robust historical bird movement database in existence. The current application can be viewed at www.dbird.us

Program Summary:

MACROsystems developed an HPAI tracking/prediction program with the basic features as follows:

- Rapidly developed data input web tool, formatted consistent with the NBII website (<http://wildlifedisease.nbii.gov/index.jsp>) HPAI data entry found in HEDDS (HPAI Early Detection Data System: <http://wildlifedisease.nbii.gov/ai/abouthedds.jsp>) to populate the NGB-funded BAM/AHAS database (<http://www.usahas.com/bam/gallery/>)
- Primary data inputs come from three sources: (a) H5N1-tested bird remains sent to the Smithsonian's Bird ID lab, estimate 1000 viable samples annually, out of 3000 total submitted for ID. (b) Bird remains collected and field tested at the local ANG unit level by safety offices, estimate 500-1000 samples; (c) and dead birds found on and around ANG bases, not associated with a flight mishap, estimate not available.
- Data input protocols are designed to capitalize on the geographically-distributed ANG bases with safety and public health offices (98 national locations).
- Some other federal, state, and local agencies engaged in bird population HPAI testing, including dead, culled, and live samples, are offered data input access through the HEDDS system. NGB/SEF are coordinated with USDA, US FWS, USGS, FAA, CDC, and others, as appropriate, in these cases.
- HPAI and other pathogen tested and validated by competent authority, designated by NGB/SEF. This is an automated feature in the system, validated by Smithsonian Bird Group.
- Ground truthed all shipping and samples. All 88 units received test. dBird is 100% ready to accept the inputs, provide Q and A, track shipping, deal with negatives and positives, and work.

- Present a public health data overlay (surface) for AHAS that will graphically display not only testing, but testing results, both positive and negative.
- Build an algorithmic framework for a predictive modeling tool that will provide risk probability data surfaces showing several “most probable” routes of disease spread via wild and domestic animal populations.
- Provided options for rapidly deploying the mobile bird-monitoring radar systems, developed for aviation and wind power analysis used by NASA, see (<http://www.detect-inc.com/radar/?p=radar>) to designated high-risk regions.
- Created options for data surfaces that model other avian-borne pathogens such as West Nile.
- Stand up a new predictive bird avoidance model within dBird, starting with full coverage for Hawaii and Puerto Rico.

C.1.3 National Guard Bureau Safety

Project Title Mid-Air Collision and Avoidance Application

Name of Contracting Agency National Guard Safety

Contract Type Firm Fixed Bid

Total Contract Value \$600,000

Name of Contracting Officer (b) (6) Contracting Officer

Contracting Officer Telephone 703.607.1226

Contracting Officer Email (b) (6)

Contract Number GS-06F-0128Z

Period of Performance September 2006 to current

Name of Contract Administrator (b) (6) ghan

Contract Administrator Telephone (301) 836-8628

Contract Administrator Email (b) (6)

Project Description:

From weather to Notices to Airmen (NOTAMs) to flight planning, pilots in general, and civilian pilots in particular, use the Internet to get their most important flight safety information. The Department of Defense (DoD) is nearly absent from the technology landscape regarding Mid-Air Collision Avoidance (MACA) with civilian aircraft.

Since 1978, there has been an average of 30 midair collisions in the United States each year. These collisions resulted in an average of 75 deaths per year. There are also over 450 near mid-air collisions (NMACs) each year, not including unreported incidents. As recently as February, 2006, a civilian pilot was killed in a single plane crash immediately following a NMAC with an Air Force jet. In many cases, one or both of the aircraft are not aware that a mid-air collision nearly occurred. Particularly in cases where military and civilian aircraft come into close proximity, lack of basic information regarding military flight characteristics creates problems among civilian pilots.

Current Air Force and Air National Guard rules require each base to manage a MACA program. Many Navy, Marine, and Army bases also have such civilian outreach safety programs. These MACA programs range from handing out informative flyers at the local civilian airports to maintaining high-tech websites. The problem is that most of these independent MACA solutions are stand-alone, virtually non-marketed, and not easily accessible by civilian pilots. This shortcoming is exacerbated by USAF's well-intentioned migration of web content to .mil domain websites. At AOPA's request, and in the interest of mishap prevention, this project team will petition DOD/CIO for relief to permit such civilian outreach safety programs to be hosted on .org or .com domains, similar to the DoD recruiting websites. The more civilian pilots that are exposed to this content, the greater potential for mishap prevention exists. Under current guidelines, the result of such stove-piped presentation is that most MACA programs do not meet their objective of mishap prevention.

To remedy this problem, there is a strong need for a centralized, credible, well-publicized website that provides civilian and military pilots with reciprocal information and education on airspace, visual identification, aircraft performance, and mutual hazards to safe flight, with the ultimate goal of eliminating mid-air collisions and reducing the close calls. As a minimum, this website should present military flight operations to civilian pilots.

Program Summary:

The purpose of this scope is to reduce mid-air collisions and close calls through rapid development and execution of a website linking civilian and DoD aviation safety programs. Leveraging existing data and public-source information used to establish a framework and develop a background database, this scope includes building a scalable website that will provide users easy and relevant access to open-source information among 400+ military aviation bases and civilian aviation organizations throughout the U.S. Users will be able to find and link to all existing MACA programs, while also enjoying new access to information from bases that did not previously have

web-based content. The site will provide every participating DoD flying base in the U.S. with the opportunity to create a web-based MACA educational and public outreach program. This web-based MACA program, intended primarily for an audience of 750,000 civil pilots, will be modeled on centralized support, with decentralized execution. This website will integrate and link with related sites such as FAA Special Use Airspace, AOPA's Air Safety Foundation, and the new FAA MADE (military airspace deconfliction) program. The interface should be point-and-click, predominately using maps and graphics for ease of use and is to be designed to include the MACA programs of all DoD aviation installations in the CONUS, Alaska, Hawaii, Virgin Islands, Guam and Puerto Rico. International bases and other U.S. Territories will not be included in this scope.

Technical considerations to be considered in this scope include:

- The solution should be based upon the Microsoft .NET Framework for an optimal price/performance ratio.
- Users should be accommodated on current versions of Internet Explorer 6.x, and Firefox 1.5x browsers running on Windows XP on desktop/laptop form factors. Vendor will certify browser requirements with AOPA and NGB/SEF.
- The solution's hosting physical and logical architecture should be easily transferable from one physical site to another, to permit reassignment from NGB/SEF to USAF Safety Center following project completion.
- There must be a disaster-recovery plan in place to protect the site data, and ensure all data is backed up to prevent data, code, and/or configuration loss during web and power outages.
- The site must be 508 Compliant and meet security standards established by DoD, for public websites, or receive the appropriate DOD/CIO waivers, based on risk assessment of flight safety benefits.

FUNCTIONALITY

- Developed a centralized and public (.org) web-based portal for Mid-air Collision Avoidance information to be presented to the civil aviation community.
- The target audience is civilian aircraft pilots, to close the gap in awareness among GA pilots.
- No username/password required for basic civil access to site information.
- Map-based metaphor throughout the site – point and click for access to information along the intended flight path, leveraging such widely used off-the-shelf technologies as Google Map and Google Earth
- Ensure the Joint web-based portal content is relevant and up to date and only uses publicly-releasable information obtained from open sources.
- Provided the ability for DoD base safety personnel to update their information via a secure and easy-to-use web-based administration tool (distributed execution).
- Provided point-and-click map interfaces for civilian pilots to determine military-related safety hazards/issues on their intended flight path, including compliance with published intercept procedures.
- Provided point-and-click map information for FAA VFR services, such as contact frequencies and hours of operation, for each state, based on specifications in current Federal Aviation Regulations and Airman's Information Manual (FAR/AIM), and applicable sectional aeronautical charts.
- Provide descriptions of all published military-use airspace for each state—coordinated effort building on FAA's SUA (special use airspace).
- Provided related information on military aircraft for each flying unit, including types, characteristics, visual identification information, typical flight patterns/behaviors, safety guidelines, links to related information, etc.
- Coordinated as necessary with related non-DoD agencies: FAA, NTSB.
- Made sure common public search engines can index and lead users to this information to raise awareness—craft memorandum of understanding with AOPA to provide search engine listings with the top four search engines, as ranked by Nielsen NetRatings Search Engine Ratings.
- Develop the web-based portal to be 508 compliant, as determined by Watchfire Bobby, the industry-standard 508 compliance-checking tool.

C.1.4 National Guard Bureau Safety

Project Title FAST- Fatigue

Name of Contracting Agency National Guard Safety

Contract Type Firm Fixed Bid

Total Contract Value \$500,000

Name of Contracting Officer (b) (6) Contracting Officer

Contracting Officer Telephone 703.607.1226

Contracting Officer Email (b) (6)

Contract Number GS-06F-0128Z

Period of Performance September 2007 to current

Name of Contract Administrator (b) (6)

Contract Administrator Telephone (410) 212-9432

Contract Administrator Email (b) (6)

Project Description:

Fatigue has been implicated in 234 Air Force Class A mishaps, 27 of which have fatigue as a causal factor. As the Air National Guard continues to do more with less, it is vital to address the issue of fatigue in aviation operations. Sustained night-time combat operations must take fatigue into account -- a single night without sleep with today's sophisticated aircraft can result in the loss of enough higher cognitive function to be fatal.

Between 1974 and 1992, 25% of the Air Force's night tactical fighter Class A accidents were attributed to fatigue. Over 12% of the Navy's total Class A's between 1977 and 1990 are thought to be the result of aircrew fatigue. Some reports have put the annual cost of fatigue-related Air Force mishaps as high as \$45M, in addition to loss of lives. Note the crash of Korean Air flight 801 in which 228 people died; the near crash of China Airlines flight 006 in which two people were severely injured and other passengers were traumatized; or the accident involving American Airlines 1420 in which 11 people died. In each of these cases, crew fatigue from long duty periods and/or circadian factors has been implicated (AFRL 2003-0059). Fatigue has been implicated in the Three Mile Island accident, Exxon Valdez environmental spill, and Chernobyl nuclear plant disaster.

NASA's Michael Mann, on the August 1999 Pilot Fatigue hearing to the Aviation Subcommittee, United States House of Representatives, testified that "... pilot fatigue is a significant safety issue in aviation. Rather than simply being a mental state that can be willed away or overcome through motivation or discipline, fatigue is rooted in physiological mechanisms related to sleep, sleep loss, and circadian rhythms." The FAA has reported that 21% of the error reports in NASA's confidential Aviation Safety Reporting System reference fatigue as a direct or indirect factor.

Fatigue drives breakdowns in crew resource management, shortens attention spans, increases susceptibility to spatial disorientation, and causes deadly microsleep events in crews on final approach and landing. Loss of performance due to sleep deprivation follows extremely closely with loss of performance from blood alcohol content; 24 hours wakefulness approximates to 0.10 BAC, a level considered legally drunk in most states. Yet our crews routinely take off in the evening and head across the Atlantic, landing a complex, multi-million dollar aircraft after being up all night.

Program Summary:

The Contractor shall be required to provide all professional and technical personnel necessary to perform various technical, planning and documentation efforts in order to comply with the laws, regulations and policy directives. The Contractor shall provide all necessary labor, facilities, equipment, materials, transportation and supplies necessary to perform the required services.

The Contractor shall not provide news releases or conduct media interviews concerning the work performed under this contract. All media inquiries should be directed to the National Guard Bureau Public Affairs Office.

Classified materials, although not anticipated for this delivery order, shall be handled in accordance with all applicable regulations of the Air Force and ANG. Separate documentation as appropriate, shall be prepared in conjunction with the deliverables as required.

Under this SOW, the ANG Flight Safety Office (NGB/SEF) will require contractor assistance to perform the following tasks:

- 1.1** Assisted as required to collect data from field units currently serving as test Wings for implementation of the Fatigue Avoidance Scheduling Tool (FAST).
- 1.2** Modified the Fatigue Avoidance Scheduling Tool (FAST) from NTI, Inc. into a web-based interface with enhanced functionality. The contractor shall obtain the FAST software and software documentation to the maximum extent possible. If obtaining the actual software is not possible due to background intellectual rights of NTI under the constraints of the SBIR contract (Phase III SBIR #FA8650-06-C-6606), the Contractor shall create a similar working interface for demonstration purposes. Iterative changes to the software layout, user interface and functionality will be directed by NGB/SEF. Changes will include, but not be limited to: creating a menu driven, improved graphical interface with a drag and drop functionality, and designing an object oriented layout.
- 1.3** Demonstrated how the ANG-developed FAST module can interface with Patriot Excalibur (PEX).
- 1.4** Created a Statement of Objectives required for another software developer to duplicate the ANG modifications to FAST and create the interface with PEX

C.1.5 Department of the Navy

Project Title NAVFAC IT Support, Training and Collaboration Development Tools

Name of Contracting Agency National Guard Safety

Contract Type Time & Materials

Total Contract Value \$3,000,000

Name of Contracting Officer (b) (6), Contracting Officer

Contracting Officer Telephone 360.476.2812

Contracting Officer Email (b) (6)

Contract Number N000406-06-C-6101

Period of Performance September 2001 to current

Name of Contract Administrator (b) (6)

Contract Administrator Telephone (360) 396.0174

Contract Administrator Email (b) (6)

Project Description:

MACROsystems was contracted to provide guidance and support to Engineering Field Activity (EFA), a division of NAVFAC, in computer design services. MACROsystems integrated EFA maintenance of both its Local Area Network and its Wide Area Network. MACROsystems was responsible for the implementation of Oracle 10g2 and other Oracle Web Based application, as well as Helpdesk and Systems Administration support, and training that is currently ongoing.

EFA utilizes Oracle 10g Portal in a multi-tier environment. Other current services included the integration of Oracle Software into the NAVFAC NW NOC system, with standing up an Oracle Portlet. Other integration and computer design services included the design of Microsoft SharePoint Portal Server running as a thin client.

Other computer design services tasks included the design and maintenance of RAPS (Resource Allocation and Planning System), began in its current form as an ASP/Oracle application running at NAVFAC NW. It is intended to allow managers to input anticipated hours for employees and view the rollout data for employees all the way up to the activity level.

It has undergone several design version updates since inception by the MACROsystems team, and has been stable at version Oracle 10g2 for approximately 6 months.

RAPS integrates with NEAMIS personnel data using Oracle Database Connector technology.

Other Services Provided to EFA NW by MACROsystems:

- Program/Project Management
- Hardware & Software Installation
- Test Support
- Documentation Development
- Network Administration
- Helpdesk Support

Program Summary:

Naval Facilities Engineering Command in the Northwest Region (NAVFAC NW) is a Facilities Engineering Command (FEC) within the Department of the Navy. NAVFAC NW provides facilities, environmental and other engineering expertise and facilities maintenance, as needed for its DoD customers in the Pacific Northwest Region of the United States.

The Information Technology/Command Information Officer (CIO) division is responsible for providing Information Assurance, Information Management, Information Technology, Application Support, Web development/support and Enterprise software development to the Facilities Engineering Command (FEC) in the Northwest Region. NAVFAC NW is providing these services to the local command and to the NAVFAC enterprise to provide Information services to the command in a post Navy Marine Corps Internet (NMCI) environment in a manner that leverages NMCI with the current suite of local and enterprise applications and infrastructure.

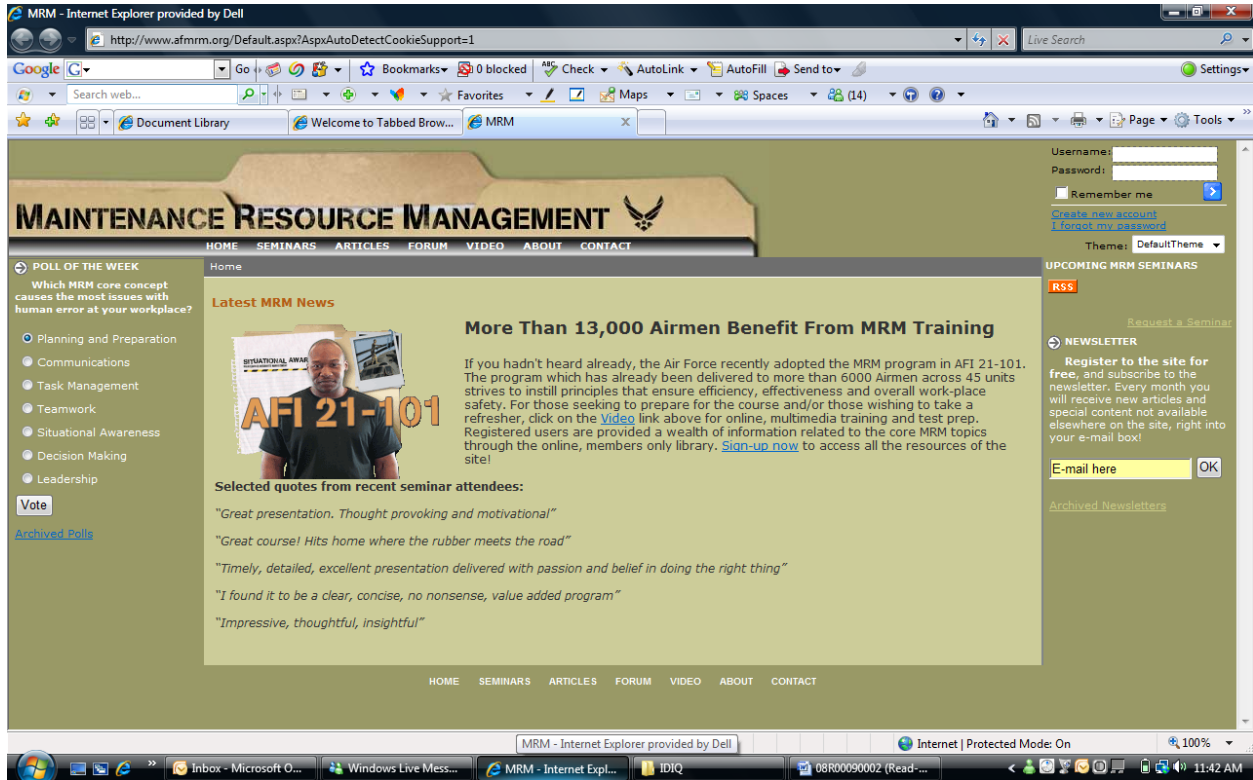
The services to be provided for this effort include comprehensive information technology services for software development, web, and application management in support of Information Technology and Telecommunications, NAVFAC Enterprise Applications and Legacy Network and Applications for approximately 700 customers.

- Information Technology and Telecommunications: The NMCI contract, awarded in October of 2000, provides a common infrastructure of the Navy and Marine Corp IT hardware and software that provides the bulk of our purchasing and maintenance of workstations and server. However, NAVFAC NW requires support for a number of services that interface or are not covered under the contract. The service provider will create move, add, change requests for work stations, cell phones, telephones and copiers. Also coordinate video teleconferences, audio/video equipment, prepare invoices, respond to trouble calls, monitor application connectivity at remote sites and administer active directory. Provide hardware support of legacy peripherals such as work stations, printers and plotters not covered under NMCI contract and servers not covered under NMCI contract, and software maintenance for standard applications.
- NAVFAC Enterprise Application Support: ieFACMAN (Interoperable, Enterprise Facility Management) is NAVFAC's enterprise resource planning tool concept developed by NAVFAC to consolidate and integrate business functions into a single architecture. It uses Oracle portal, Oracle database, Microsoft .NET, J2EE, HTML, HTML DB and Maximo technologies. It includes modules and interfaces for HR, project planning, Facilities management, portal and contract management. ieFACMAN requires forward deployed IT from field activities such as NAVFAC NW to ensure local support. The service provider shall provide development, customization, maintenance, data management, report writing, technical writing, help videos, help pages, content management, and user support of the Maximo, eContracts, eClient, eProject, Notification Portlet, Knowledge Base Portlet, Team sites and Portal modules at NAVFAC NW locations primarily in Silverdale, WA but occasionally at Whidbey Island, Everett and Bremerton (all located in Washington State). Occasional travel may be required to participate in application support seminars throughout the U.S.
- Legacy Network and Application Support: NAVFAC NW maintains 12 legacy Windows NT application, database, web and file servers and hosts Microsoft Team Services, Oracle databases, the Resource Allocation Planning tool, the Purchase Card application, and 16 file shares. The service provider shall provide technical services for development, training and content management of Microsoft Team Services, Oracle databases, the Resource Allocation Planning tool, the Purchase Card, application and file shares, server management, backup services and interfacing with NMCI and NAVFAC enterprise hosting providers. The servers are planned to be migrated into the NMCI enclave within the next year, so the applications will be moving to the NAVFAC hosting location in Port Hueneme and remote management will be required.

Tab C.2 Past Performance on Specific Tasks

C.2.1 Activity Category A – Training

MACROsystems currently provides online training and offline training support for the Defense Safety Oversight Committee (DoD). Please see the URL: <http://www.afmrm.org> and the screen shot below.



Included in the online web based training are:

- Flash distance learning modules
- Presentation materials for off-line training for the recruiters.
- Online training videos.
- Polling.
- Testing based on online learning modules.

Serco was contracted by the US Army Recruiting Command (USAREC) to provide SME, doctrine and policy writing, and training support to USAREC and the Recruiting and Retention School (RRS) at Fort Knox, Kentucky, and Fort Jackson, South Carolina, respectively. The Serco Team developed and revised USAREC's recruiting doctrine, manuals, Programs of Instruction (POI), and lesson plans. Further, Serco was tasked to design and develop a command-wide Chain Teach and Certification Program to implement the new doctrine using a CD-ROM based instructional tool as a stand-alone resource for training and certification of new doctrine. Units use this program for instructor-led or individual training and self-improvement activities. The certification program contains more than 8 hours of interactive multimedia instructional (IMI) material and provides immediate access to the new doctrine, the Facilitator and Leader Guides, exportable training tools, and the chain teach scripts. Serco developed this program for deployment beginning 1 Feb 05. During training, users access a Sharable Content Object Reference Model (SCORM) certified *random question generator* exam via a learning management system (LMS). Serco designed and helped to implement the exam using new technology. The exam certifies each member of the command on the new doctrine and guarantees that every recruiter and leader understands the new doctrine.

Serco also developed training videos for USAREC as part of the same contract. The videos include scenario-based presentation of key concepts and principles from the new doctrine. The training aids provide instructor teaching points for classroom participation and checks-on-learning throughout each segment. Serco delivered two training videos, each about 90-minutes in length and scalable for use as instructor-led, individual, or unit training platforms. The RRS uses the videos as part of the Army Recruiter, Station Commander and Company Commander Course POIs. Serco assisted in the distribution of 22,000 copies of these videos to recruiting stations for individual and station training programs.

Serco provided consultants, subject matter experts (SME), writers, and training developers to assist USAREC in the development of this capstone doctrine and training. Subordinate manuals and training captured the change from a sales-based recruiting approach to a leadership-based approach. The Serco team introduced "spiral development" to USAREC and TRADOC in order to simultaneously integrate major doctrinal changes within the command's institutional, self development, and unit training programs. Serco also designed and implemented a web accessible database to record and manage doctrine and training edits, and to serve as a collaborative change control system. Our current on-line programs provide end-of-course certification, as well as a database to record recruiter lesson completion and end-of-lesson evaluation.

This contract demonstrates MACROsystem and Serco's ability to rapidly develop quality interactive, multi-media, self-development programs that will improve current NGB training opportunities and ultimately serve as an enhanced forum for the exchange of knowledge and ideas within the 79T and RA community.

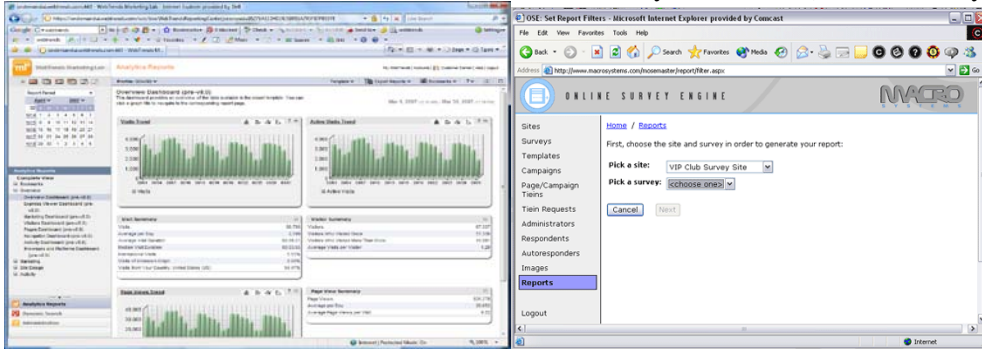
The Army Chief of Staff and TRADOC Commander applauded the USAREC-Serco team for the spiral development of doctrine and training. The TRADOC Commander directed other Army schools to mirror the design template for future doctrine and training projects. The transformation from a culture of process to one of innovation, and from sales to leadership based recruiting approach received favorable review at all levels.

C.2.2 Activity Category B – Research and Analysis

MACROsystems provides analytics to all web based applications for all clients. We use four specific applications to provide our clients with the data and analysis through web based reporting. They are as follows:

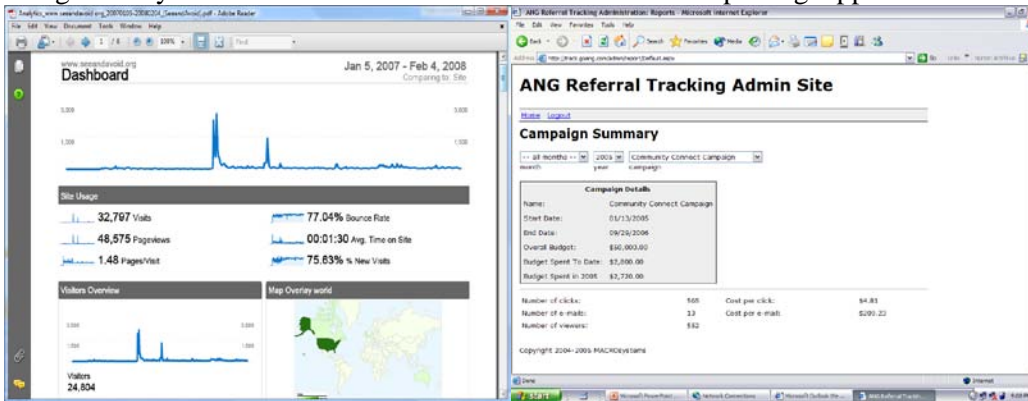
WebTrends:

MACROsystems OSE (Online Survey Engine)



Google Analytics

GoANG.com Reporting Application



Under the Integrated Recruiter contract, Serco's operations staff conducted actionable analysis of individual recruiting markets, minimized the effect of choke points in the processing cycle through timely intervention, and examined DoD-wide enlistment production trends at multiple levels to identify recruiting opportunities. In short, Serco recruiters outperformed their uniformed counterparts, and other civilian recruiters, by leveraging technology, reducing future soldier attrition and focusing first on the priorities of their prospects and applicants. The MACROsystems/Serco partnership can provide the same dynamic, real-life actionable analysis to the NGB.

C.2.3 Activity Category C – Specialized Recruiting

MACROsystems targets specific MOS positions with the Air National Guard based on real-time manning database feeds from the Air Guard Bureau. Based on the specific job availability, the recruiting offices have the ability to advertise specific positions within their market area by selecting specific positions that need to be filled that day. Those positions are then published on the GoAng.com website and promoted within the Unit's market area. See below for example:

MOS Job Posting Admin Tool:

The screenshot shows the ANG Recruiting Admin Tool interface. The main content area is titled 'General Management' for the '115th FIGHTER WING'. It includes a 'Job Vacancies' table with columns for AFSC Code, Job Title, and Number. Below this is a 'General Administration' section with a 'View Leads for My Unit' table. The leads table has columns for Last Name, First Name, Email, Source, Phone Number, and Date.

DETAILS	LAST NAME	FIRST NAME	EMAIL	SOURCE	PHONE NUMBER	DATE
	Tair	Gary	gary.tair@da.mil	MarWebsite	(514)624-3757-7215	10/2/2006 2:15:57 PM
	July	Adam	ajuly110@hotmail.com	ChatOperator	(514)625-2027	10/2/2006 7:22:45 AM
	Brown	Geth	geth.brown@afsc.mil	MarWebsite	(745)815-0543	9/27/2006 11:37:45 AM
	Martin	Jared	jmartin305@no.mil	MarWebsite	(745)457-0705	9/26/2006 10:42:11 AM
	Gulfré	David	dave_gulfré@ang.com	MarWebsite	(514)651-0973	9/26/2006 0:19:25 AM
	Frost	Brandon	bfrost1@erdcnet.coc.af.mil	ChatOperator	(514)-370-9779	9/26/2006 11:31:21 AM
	corbin	jaish	jaish7@colinkus.com	MarWebsite	(514)572-9630	9/21/2006 4:18:15 PM
	dehong	Junli	dehong118@yahoo.com	ChatOperator	(514)254-3396	9/20/2006 12:37:29 PM
	Ryan	Shaun	ryan.221@ecu.edu	MarWebsite	(514)855-7723	9/19/2006 11:47:38 AM
	Verduin	Taylor	lvduin@newer3@aol.com	MarWebsite	(514)798234	9/18/2006 11:32:17 AM
	Foster	Brian	brianf@angrec06@yahoo.com	MarWebsite	(514)716-0333	9/11/2006 7:55:09 PM
	Waltke	Marion	marion_waltke@hotmail.com	MarWebsite	(414)566-4763	9/11/2006 10:31:00 AM

MACROsystems also targets specific MOS positions with the Air National Guard by developing and promoting Landing Pages for specific job categories such as Healthcare Workers, Officers, Youth, etc. We ran online marketing campaigns with much success in targeting these MOS searched. See below for example: Landing Page for Recruiting a Specific MOS/Online Marketing for Recruiting a Specific MOS

The screenshot shows a Military.com landing page for the Air National Guard. The page features a large image of an F-16 fighter jet on the left. The main content area includes a '10 Steps to Joining the Military' section, a 'Know More About Joining' section, and a 'Money for College' section. The page also includes navigation tabs for Games, Jobs, Chat, and FAQ, and a 'Request More Info' button.

C.2.4 Activity Category D – Recruiting and Retention Services

Civilian Contract Recruiters. Serco provided the US Army Recruiting Command (USAREC) with civilian contract recruiters at selected recruiting stations across the continental United States and in Puerto Rico. The contractor provided a pool of qualified recruiters possessing the skills, knowledge, positive suitability and training to perform recruiting services with integrity. They worked side-by-side with uniformed recruiters and coordinated their recruiting efforts with a uniformed station commander. The contract recruiter forms an integral part of the station team and participates in the full spectrum of Army/Army Reserve recruiting and marketing activities.

Program management oversight for this performance-based contract proved outstanding. Serco recruiters produced over 70% more enlistments than did the comparably resourced other prime vendor. Serco enhanced contract recruiter productivity by providing quality web-based and onsite training and motivational resources in addition to regular face-to-face interaction between contract recruiters and Serco's production and training managers in the recruiter's work environment.

The 10 recruiting company contract demonstrated Serco's unmatched knowledge, skills and capabilities to provide Army recruiting services. We have managed numerous Army Recruiting Service programs over the past seven years; managing many of these initiatives on a nation-wide basis. We know how to recruit, hire, train, manage, and retain high quality personnel. We provide the Army's strength, on time, at a lower cost and with integrity and can provide the same level of performance to the NGB.

ACAP XXI. The ACAP XXI system, a state of the art on-line transition resource, provides staff and clients with a wide variety of tools and information. Staff members can use sophisticated standard queries, or design custom ones, to mine client data to identify and meet follow-up needs, send targeted e-mails to select groups to market services, or remind clients of coming events.

Since 1990, Serco has demonstrated its ability to creatively apply innovative management practices and technology solutions to improve the quality and effectiveness of services to Soldiers and their families as well as to the Army. We have excelled in the management of a complex and geographically dispersed program that has served more than 1.5 million transitioners while staying within budget and meeting stringent deadlines. Moreover, we have proven ourselves to be a true partner willing and capable of helping the Army's program leaders to adapt to a constantly changing mission and environment.

Live Chat Advisor. As part of its Suite of eRecruiting tools, MACROsystems operates an online chat room that gives potential recruits the opportunity to speak with a Live Chat Advisor who typically has over 25 years of ANG recruiting experience. In the past three years, chat room operations have delivered thousands of pre-qualified leads to individual recruiters. Currently, we generate approximately 1,000 pre-qualified leads a month from Live Chat operations. Based on feedback from the 2006 ANG National Workshop in Chicago, Illinois, ANG Recruiters depend on Live Chat leads as a primary source of highly qualified potential enlistees. One recruiter indicated that his past 20 accessions came from Live Chat and GoAng.com website leads.

HR XXI. This five year omnibus contract provides Army agencies the ability to quickly acquire contractor services in any facet of recruiting or recruiting support. Work performed under this contract by Serco has included supporting the Army Accessions Command, Air National Guard, Army National Guard and US Army Recruiting Command in areas such as doctrine, training, recruiting services, studies and analyses and administrative tasks. Serco was awarded a five-year contract entitled "Human Resources Twenty-First Century" in August 1998. This delivery order contract has encompassed myriad projects in the Recruiting, Retention, Personnel Services, and Personnel Support programs. Serco has grown this contract to over \$281M encompassing 242 Delivery Orders with over 490 distinct tasks. These orders represent \$60M annually and employment of over 2,000 Army

experienced recruiting, retention and HR trained personnel. In September 2004, Serco was awarded three new contracts that succeeded the HRXXI contract:

- W74V8H-04-D-0063 HRsolutions/Personnel Services and Support
- W74V8H-04-D-0067 HRsolutions/Recruiting and Retention
- W74V8H-04-D-0070 HRsolutions/Studies and Analysis

Since September 2004, Serco has received 13 Delivery Orders on these contracts with a total value of \$52.6M.

This large, omnibus contracting vehicle provides recruiting and recruiting support services across the entire spectrum of military recruiting and especially within the Active Army, Army Reserve, and Army National Guard. The tasks orders generated by this contract are relevant to every aspect of the of the National Guard Recruiting and Retention Services, including recruiting operations, program management, database and application management, personnel, logistical and administrative management.

Blue to Green. Serco has a long history of providing recruiting and retention services for the US Army. The Blue to Green recruiting initiative was performed by Serco. This task order ensured highly qualified individuals separating from one of the sister services were offered the opportunity to continue their service to the country in the Army. This provided needed personnel in critical areas. Our contract with the Army National Guard for GED Classroom Support requires Serco to:

- Develop training and provide classroom instruction to Soldiers in the Army National Guard
- Develop a class-room based General Education Diploma education program, maintain the currency of the curriculum, conduct training in the classroom environment;
- Track and document individual Soldier-student progress and d) provide the Soldier-student with any one-on-one assistance that may be required.
- The task order supporting the Arkansas Army National Guard requires Serco to operate an in-service and interstate transfer program.

USAREC Recruiting and Retention School. Serco provided the following:

- Support to the Leadership Development Program.
- Development of the Command's Recruiting doctrine and training evaluation program.

Serco has provided over 100 on-site recruiters to USAREC, performing the same mission as uniformed recruiters of providing high quality individuals for the Army. In addition, Serco has provided administrative support to the Air National Guard. The company is also responsible for other task orders that directly support the Soldier in other ways, for example, ACAP, CAC operations, educational services, Army Wounded Warrior and the Soldier Benefits web site. Serco has operations throughout the CONUS, Europe and Korea. Serco is well qualified to tackle all operations associated with the HR life-cycle.

Serco was awarded a five-year contract entitled "Ten Contract Recruiting Company Test" in February 2002. This contract provides qualified personnel to replace active duty and reserve recruiters and associated management in five US Army Recruiting Command (USAREC) company locations. Over a 90-day period, we successfully transitioned the five military companies, including personnel, training, logistics and operations. The mission is to recruit for Regular Army, Army Reserve and Special Missions as assigned by HQ USAREC. We provide management for five recruiting companies and 35 recruiting stations and approximately 125 recruiters. The contract recruiters prospect for potential applicants via the telephone, schools program, face-to-face contact, area canvassing, networking, referrals, and the Internet. They establish and sustain a daily prospecting routine that places them in front of the right prospect at the right time with the right message. This prospecting regimen is supported in their work plans.

This contract validated the concept of using contract recruiters to augment the uniform recruiting force. We have established a solid recruiting team that is mission focused and works with our government client to achieve

mission success. This Congressionally mandated program has, according to the Secretary of the Army in his interim report to Congress, dated 1 February 2006, "proven itself to be a viable recruiting option."

The acquisition and maintenance of accurate data proved to be highly challenging within the Army's complex, stove-piped organization. Data formats were not standardized across Army organizations and no single data acquisition approach could effectively collect the enterprise-wide data required by the Army G-1. We successfully developed and executed numerous data acquisition strategies. Serco contacted system managers and interviewed them to obtain contact information, system functionality descriptions, and confirm data flow and data security features of each system. Serco worked with Army G-1 representatives to assess systems independently and design processes to test predicted data maps and system compatibility.

As the project grew in size, Serco developed automated tools to refresh and maintain quality information. For example, Serco created a web interface specific to SOSA in which authorized users can enter data manually to update contact information for system managers or explain changed functionality to any system affected by the integration and modernization process.

Serco also adapted the system to use web-based email, facilitating the acquisition and posting of system documents to SOSA. In addition, Serco built custom parsers to translate mainframe copy books into the relational table structure used by SOSA. Furthermore, Serco developed acquisition and archival processes using digital scanners to transform hardcopy paper data into electronic data.

In January 2005, Serco established a new recruiting activity for the Army Human Resources Command (HRC) under a cost-plus-fixed-fee delivery order as part of the HRSolutions contract.

In "Operation Blue to Green" Serco recruited active duty Air Force and Navy personnel nearing the end of their enlistment term for active duty service in the Army. This tasking occurred expressly to preserve DoD intellectual capital by providing for the interservice transfer of sailors and airmen affected by force shaping. Both the Navy and Air Force expected to trim approximately 28,000 service members in FY05-FY07.

Program Summary:

Serco performed well on this delivery order and achieved all deliverables at or under budget. No problems were encountered that required corrective action. Both the COR and HRC action officer have provided excellent ratings for Serco's performance when queried about our past performance on this delivery order.

C.2.5 Activity Category E – Development, Production, and Management of End Items

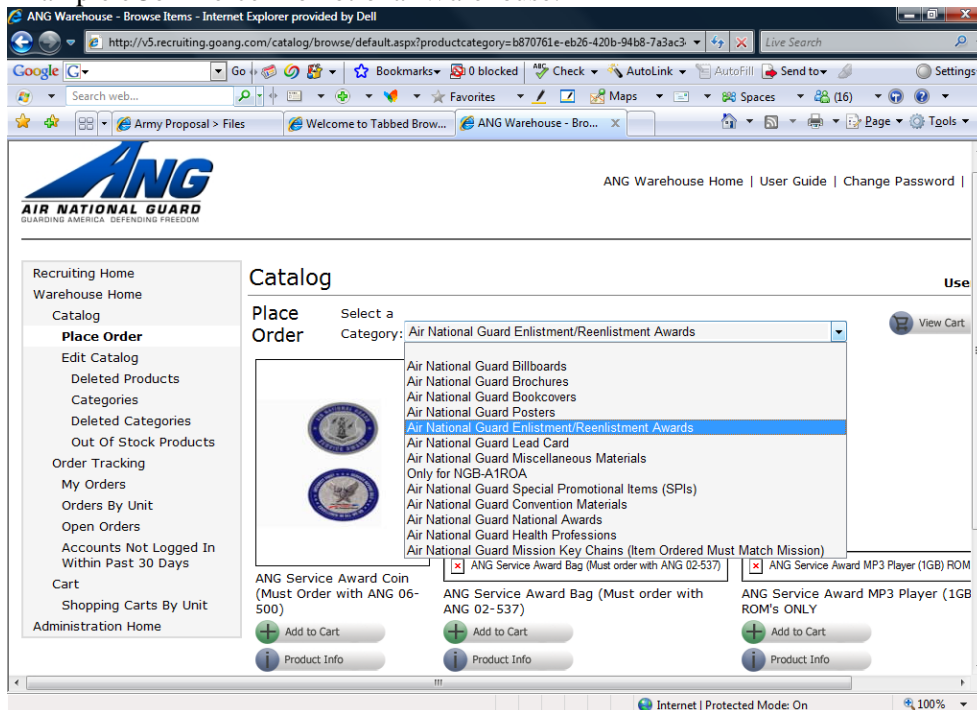
MACROsystems has developed and created an online application to develop, store and procure promotional and recognition items to support Air National Guard recruiting. Our application includes an Admin tool that allows the Bureau to modify, add, and delete promotional materials among a host of other functionality. It is basically an internal eCommerce promotional web based application.

Our Online Warehouse is a secure way for Recruiters to easily order promotional materials from a centralized warehouse while allowing Agency HQ the latitude to approve or deny orders and perform associated administrative tasks. This solution provides recruiters a painless online method for finding and selecting products and then submitting orders using a “shopping cart” format. Storage facility personnel ship and track open orders and update inventory levels. This tool includes a high-level design that is quick to deploy, maintainable, well performing, extensible, and effective at the required task.

The Online Directory is a secure, dynamically updated employee directory allowing Agency personnel to access contact info for all its recruiting personnel worldwide. The directory also allows recruiting personnel to be categorized into separate groups, full time, part time, etc.

We have also created, developed, procured and distributed promotional materials for ANG Safety. Both examples are listed below:

Example eCommerce Promotional Warehouse:



Example In-House Development Material:

ATTENTION COMMANDERS!
 Keep your flightcrews at their peak performance with the Air National Guard Safety tool



What is REALBase.org?
 This is a resource portal for BRASS (BRAG/TF) Risk Assessment Safety Study. It provides base commanders and unit members the tools to:

- Assess the current unit culture through the ANG AFCAST survey
- Schedule an on-site Organizational Safety Assessment (OSA) with confidential findings
- Mitigate the human performance risks associated with high ops tempo, base realignment, and other stresses
- Career support for units affected by BRAC

4 Tools for Base Commanders Risk Assessment and Mitigation



The AFCAST Program
 is one part of the Air Force Safety Center's overall safety assessment program. AFCAST is a proactive mishap prevention process that aids commanders in risk assessment and intervention strategies. A proactive mishap prevention tool, it aids commanders in risk assessment and decision making.

The OSA Program
 focuses on operations, maintenance, and other areas directly related to flight safety. It assesses and quantifies personnel stress levels and perceptions. The OSA should be used as a prevention tool, not a crisis response effort.

MRFM
 has become the number one most effective tool in reducing industrial mishaps for the USAF in DoD's Voluntary Protection Program (VPP).

FAST
 is a computer application that can be used to provide an objective assessment of fatigue that a pilot will experience during flight.

RESOURCES
 link provides a number of tools to support base Commanders and Guardians who are affected by BRAC and BRASS. They include Motorcycle Safety Portal, ANG Careers, Suicide Prevention Portal and other Guard family resources.

BE SURE TO VISIT REALBASE.ORG TODAY



LEADERSHIP SUMMIT 2008

A Look at Safety, Culture, and Other Challenges






ANG Safety on the Web | www.realbase.org

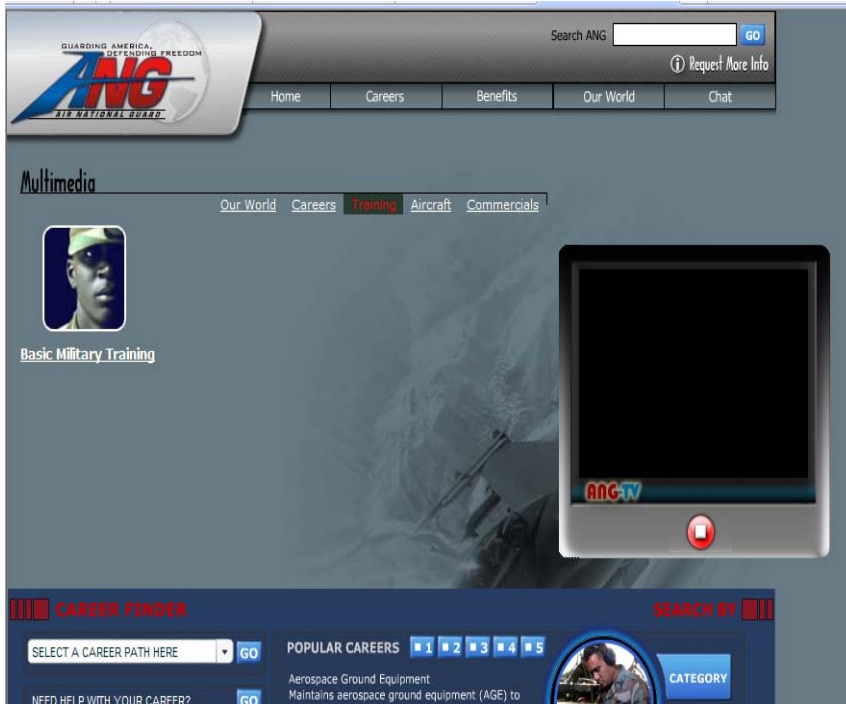
C.2.6 Activity Category F – Training Support Development

MACROsystems has developed and created online videos for the DoD DSOC (Defense Safety Oversight Committee) for training and the prevention of mishaps among all military maintenance and resource management agencies. We scripted, produced and developed videos to be presented online via flash, and for pocketpc, iPods and other mobile devices. We currently have an in-house video company with full production capabilities, including script writing, actors, pre- and post production. Link to our internal production company listed below: <http://www.cautionzero.net>

Examples of Online Videos and Flash Training Materials are listed below: (<http://afmrm.org>)



MACROsystems has developed specific multi-media materials for GoAng.com as seen below (<http://beta.www.goang.com>)



Serco's training partnership with the United States Army Recruiting Command ensured recruiters received current and innovative training, resulting in highly skilled and productive recruiters. Over the years, Serco provided training expertise to, and partnered with, USAREC in many areas including—

- Developing chain teaching for USAREC's Master Trainer Academy.
- Providing analyst and greybeard support for the Recruiting National Training Center rotation for the Los Angeles Recruiting Battalion.
- Providing doctrine, training, and evaluation support services for the USAREC G-7.
- On-site training development at the institutional level providing direct support to evaluate training needs and providing recommendations in course reengineering and development of training solutions.
- Designing, developing, and deploying a total of 63 distance learning (DL) lessons and associated lesson exams, along with a certification program in support of USAREC's Leadership and Professional Development Program.
- Designing a customized Learning Management System (LMS) to host and manage web-based Recruiter Skill Level 30 DL lessons for USAREC's station commander pre-resident course. The LMS allows Serco to be advocates for knowledge and learning management, using gained knowledge and filtering lessons learned back into the USAREC system.
- Managing and operating an online mentor service, including a 24/7 training desk help and hotline which provided personal, one-on-one instructor/mentor support for DL students. The online mentor provided solutions to more than 500 calls and emails during 8 months of operation.
- Supporting USAREC by providing recruiting subject matter expertise, doctrine and policy writing, and training support at both Fort Knox and Fort Jackson.
- Revising and developing USAREC's recruiting doctrine and institutional training programs. Serco designed and developed an eight-hour chain-teach and certification training support program for implementation of new doctrine throughout USAREC.
- Assisting in the identification of individual and collective tasks, revision and development of command staff courses, and establishing a command Mission Training Plan through the Critical Task and Site

Selection Board (CTSSB). The results of the CTSSB support the development plan for the USAREC Battle Staff Course.

C.2.7 Activity Category G – Content Managed Portal

The current Air National Guard, www.SeeAndAvoid.org, www.dBird.us, and multiple other portal applications all include tools for recruiters and clients to:

- Develop and manage online content
- Pull data, such as jobs from the Manning Document, from disparate databases and post on directed websites
- Generate real-time reports on leads, schedules, promotional material, etc.
- Tracking and reporting into the AFRISS (Air Force CRM)
- Access to a template website builder by recruiters for unit based branded websites

Example of the Recruiting & Retention Administration Portal below:

ANG
AIR NATIONAL GUARD
GUARDING AMERICA. DEFENDING FREEDOM.

ANG Administration Home | User Guide | Change Password | Logout

Recruiting Home
Administration Home
Office Administration
Accounts
Offices
ISR/HPR List
Jobs
General Administration
Feedback
Job Categories
Benefits
FAQs
Guard Persons
Leads
Postal Codes
Keywords
Templates
Template Usage

Administration Home Administrator: kevinh

Welcome to the ANG Administration site. Use the navigation to the left to administrate system data including accounts, offices, jobs etc.

Office Administration

[Office Administration](#) is where you go to assign people to accounts, administer logins, edit office information, and other tasks required to get users up and running in the system. Offices can be viewed and edited by clicking on Offices to the left. You can create accounts that can edit office information (like job vacancies) to the system by clicking accounts. You can assign users to these accounts by clicking on Accounts to the left. Clicking on Jobs allows you to create new AFSC codes in the system. In each case you can also add, edit or delete Office, Account or Job values.

General Administration

The [General Administration](#) section is used to administer more general or global information. From here you can edit values in the FAQ section or Benefits sections. For example if a benefit value changes, such as the MGIB monthly value, you can view and edit the values by clicking Benefits.

General Management
Job Vacancies
News
Events
AFSC List
Assign Aircraft
Site Customization
Reports
Vacancy Listing
Vacancy Listing (Excel)
Call Center Listing (Excel)
Referral Report
Region Leads
Chat Leads
Chats Per Day
Web Statistics
Template
Accounts
Air Force Times
Offices
Online Directory
Bureau Leads
Leads by Unit
ISR/HPR List
Feedback

View Leads

Start Date: End Date:

Please use the 'Go' button to start your search below. 50 results will be returned. If necessary, please use the Start and End Date fields, as well as the other additional optional fields, to return specific records or sets of records. Use the Units dropdown list to narrow down to leads that have only been referred to a specific unit.

Unit:

Last Name: Email:

Source: Select a source to narrow the results down to just those you need.

Program Status:

Your search returned the maximum number allowable. Use the filter criteria to narrow it down further.

DETAILS	ROW#	LAST NAME	FIRST NAME	UNIT	EMAIL	SOURCE	PHONE NUMBER
	1	Boyden	Ailiyea	167 AW	aaliyea.boyden@nro.mil	ChatOperator	540 454-9861
	2	McClain	Joyce		csisin_2006@hotmail.com	MainWebsite	615 506-1668

Example of the SeeAndAvoid.org Administration Portal below:



SEE and AVOID Administration

The mission of SeeAndAvoid.org is to eliminate midair collisions and reduce close calls. By promoting information exchange between civilian pilots and the military flight safety community, we hope to help all of us safely share the skies.

HELP AND TROUBLESHOOTING

[Frequently Asked Questions](#)

DATA ADMINISTRATION

[Accounts](#)

[Facilities](#)

[Aircraft](#)

[Airports](#)

[States](#)

[Postal Codes](#)

[HTML Content Records](#)

[Site Usage Report](#)

[Account Requests](#) (2 Pending Requests!)

CONTACT US

[Click here to contact the website administrators](#)

[Request Info](#) | [Privacy Statement](#)

To join the National MACA Working group, or provide inputs for content, please e-mail the Chief of Aviation Safety, Air National Guard, at admin@seeandavoid.org. © 2005 - 2008 SeeAndAvoid.org. All Rights Reserved.

C.2.8 Activity Category H – Databases

The current Air National Guard admin tools allows for full reporting on all Recruiting & Retention as follows, which can easily be re-branded for the NGB R&R initiatives. The current database application performs the following:

- Reporting and Management of Vacancy Listings
- Call Center Lead Reporting
- Referral Reports and Management
- Regional Lead Reporting and Management
- Live Chat Leads
- Chats Per Day
- All online web stats
- Templated Unit Websites Management
- Online Directory of All ANG Personnel and Management
- Bureau Leads
- Office Management
- ISR/HPR Leads reports
- Feedback,
- Warehouse of Promotional Items
- Administration Tools

	Category	Careers	Vacancies
News			
Events			
AFSC List	<i>Administrative</i>	36	297
Assign Aircraft	<i>Aircraft Related</i>	48	723
Site Customization	<i>Civil Engineering (Trades)</i>	13	448
Reports	<i>Computer Related</i>	7	148
Vacancy Listing	<i>Doctor</i>	11	203
Vacancy Listing (Excel)	<i>Electronics</i>	8	122
Call Center Listing (Excel)	<i>Flight Operations</i>	18	313
Referral Report	<i>Flight Enlisted</i>	12	39
Region Leads	<i>Flight Officer</i>	73	53
Chat Leads	<i>Intelligence</i>	99	35
Chats Per Day	<i>Medical/Health (Enlisted)</i>	28	143
Web Statistics	<i>Non-Flight Officer</i>	29	155
Template	<i>Nurse</i>	5	40
Accounts	<i>Other Health Professional</i>	12	119
Air Force Times	<i>Public Service</i>	4	84
Offices	<i>Supply/Warehouse</i>	2	33
Online Directory	<i>Transportation</i>	2	45
Bureau Leads	<i>Vehicle Maintenance</i>	6	77
Leads by Unit			
ISR/HPR List			
Feedback			
Warehouse			
Administration Home			
	Total Job Categories for ANG: 18	413	3097

Serco develops data inflows and outflows for the Army G-1's interdependent systems, databases and models. Serco facilitated continuous improvement strategies necessary to integrate and optimize this complex matrix of systems. As the repository of record for the United States Army G-1 Human Resource (HR) Office, CIO, the Systems of Systems Architecture (SOSA) database is regularly accessed by over 3,000 users. To assist the CIO, Serco designed the comprehensive SOSA website related to providing human resource services across all Army components. Our work for this project includes:

- Conduct of system compatibility analysis of native data formats, system software and hardware.
- Development and maintenance of the SOSA database as the official G-1 system database of record. We also conducted database cleanups to manage SOSA system data conformity.
- Development and maintenance of SOSA functionality using Microsoft SQL Server, Cold Fusion, and Microsoft IIS tools.
- Site development, testing, implementation, application upgrades through version releases, and troubleshooting.

Tab C.3 Management and Client Relationships

C.3.1. Project Management (C.1.1):

MACROsystems intensively manages each phase of a project from concept development through quality assurance and testing. Clients can view progress prior to design implementation from an EXTRANET site created by MACROsystems exclusively for the client's benefit. Dedicated project managers and technical experts work with the client to insure seamless integration of necessary changes and improvements throughout product lifecycle.

C.3.2 Project Management (C.1.2):

MACROsystems intensively manages each phase of a project from concept development through quality assurance and testing. Clients can view progress prior to design implementation from an EXTRANET site created by MACROsystems exclusively for the client's benefit. Dedicated project managers and technical experts work with the client to insure seamless integration of necessary changes and improvements throughout product lifecycle.

C.3.3 Project Management (C.1.3):

MACROsystems intensively manages each phase of a project from concept development through quality assurance and testing. Clients can view progress prior to design implementation from an EXTRANET site created by MACROsystems exclusively for the client's benefit. Dedicated project managers and technical experts work with the client to insure seamless integration of necessary changes and improvements throughout product lifecycle.

C.3.4 Project Management (C.1.4):

MACROsystems intensively manages each phase of a project from concept development through quality assurance and testing. Clients can view progress prior to design implementation from an EXTRANET site created by MACROsystems exclusively for the client's benefit. Dedicated project managers and technical experts work with the client to insure seamless integration of necessary changes and improvements throughout product lifecycle.

C.3.5 Project Management (C.1.5):

MACROsystems intensively manages each phase of a project from concept development through quality assurance and testing. Clients can view progress prior to design implementation from an EXTRANET site created by MACROsystems exclusively for the client's benefit. Dedicated project managers and technical experts work with the client to insure seamless integration of necessary changes and improvements throughout product lifecycle.

C.3.6 Business Relations (C.1.1):

To develop and maintain software that has become essential in the day-to-day execution of a key component of an organization's mission requires the software developer to have strong business relationship skills. At MACROsystems we pride ourselves on both "know how" and customer service skills. To maintain the Air National Guard Recruitment Site, we often coordinate our team's activities and work products with ANG HQ Recruiting & Retention Staff, ANG's Advertising Agency, recruiters in the field, potential recruits and the general public. Our more than 16 years of application development expertise helps us translate our client's business needs and processes into robust, intuitive, easy-to-use, time-saving software applications, and fully satisfy the customer.

C.3.7 Business Relations (C.1.2):

To develop and maintain software that has become essential in the day-to-day execution of a key component of an organization's mission requires the software developer to have strong business relationship skills. At MACROsystems we pride ourselves on both "know how" and customer service skills. To maintain the Air

National Guard Safety relationship, we often coordinate our team's activities and work products with ANG HQ Safety Staff, ANG's field agencies internationally, and partners. Our more than 16 years of application development expertise helps us translate our client's business needs and processes into robust, intuitive, easy-to-use, time-saving software applications, and fully satisfy the customer.

C.3.8 Business Relations (C.1.3):

To develop and maintain software that has become essential in the day-to-day execution of a key component of an organization's mission requires the software developer to have strong business relationship skills. At MACROsystems we pride ourselves on both "know how" and customer service skills. To maintain the Air National Guard Safety relationship, we often coordinate our team's activities and work products with ANG HQ Safety Staff, ANG's field agencies internationally, and partners. Our more than 16 years of application development expertise helps us translate our client's business needs and processes into robust, intuitive, easy-to-use, time-saving software applications, and fully satisfy the customer.

C.3.9 Business Relations (C.1.4):

To develop and maintain software that has become essential in the day-to-day execution of a key component of an organization's mission requires the software developer to have strong business relationship skills. At MACROsystems we pride ourselves on both "know how" and customer service skills. To maintain the Air National Guard Safety relationship, we often coordinate our team's activities and work products with ANG HQ Safety Staff, ANG's field agencies internationally, and partners. Our more than 16 years of application development expertise helps us translate our client's business needs and processes into robust, intuitive, easy-to-use, time-saving software applications, and fully satisfy the customer.

C.3.10 Business Relations (C.1.5):

To develop and maintain software that has become essential in the day-to-day execution of a key component of an organization's mission requires the software developer to have strong business relationship skills. At MACROsystems we pride ourselves on both "know how" and customer service skills. To maintain the NAVFAC relationship, we often coordinate our team's activities and work products with NAVFAC NW's IT Team in Bangor, WA and Port Hueneme, CA. Our more than 16 years of application development expertise helps us translate our client's business needs and processes into robust, intuitive, easy-to-use, time-saving software applications, and fully satisfy the customer.

Tab C.4 Quality of Service and Cost Control

C.4.1 Quality of Service (C.1.1):

MACROsystems was awarded its first contract for a web-based recruiting tool with the Air National Guard in 2001. Every year since then ANG has renewed its contract with MACROsystems at a level equal to or above the preceding year's contract award amount, underscoring their satisfaction with our products and services. Since 2002, ANG has relied on MACROsystems eRecruiting Suite to provide the bulk of its new leads for ANG Recruiters.

C.4.2 Quality of Service (C.1.2):

MACROsystems was awarded its first contract for a web-based HPAI application with the Air National Guard Safety agency in 2006. Then ANG has renewed its contract with MACROsystems at a level equal to or above the preceding year's contract award amount, underscoring their satisfaction with our products and services with a Phase 2 "Predictive Modeling" addition to the application.

C.4.3 Quality of Service (C.1.3):

MACROsystems was awarded its first contract for a web-based MACA application with the Air National Guard Safety agency in 2006. Then ANG, via DSOC (Defense Safety Oversight Committee) has renewed its contract with MACROsystems at a level above the preceding year's contract award amount, underscoring their satisfaction with our products and services with a roll-out to all military agencies.

C.4.4 Quality of Service (C.1.4):

MACROsystems scope of work was limited to a "Proof of Concept" for FAST. Based on the rapid delivery of services and the maturity of the application, the NGB Safety team requested a full blown working application that can be launched in full production by May 31st.

C.4.5 Quality of Service (C.1.5):

MACROsystems scope of work has grown this project from 2 full-time technical developers up to 5 FTE.

C.4.6 Cost Control (C.1.1):

Nearly all of MACROsystems work with the Air National Guard has been on a firm fixed bid level of effort, and almost all have come in within allotted budgets and timeframes. On two occasions (both occurring about 12 months ago) the scope of the project changed during the development process, causing the overall development budget to exceed the amount originally allocated for the work.

When we became aware of the budget increase needed to accommodate additional expenses on these two projects, we should have immediately notified the Contracting Officer. However, due to inexperience, we failed to do this in a timely manner. Because of our relationship with our clients as well as our excellent reputation in the industry, we elected to write-off balances owed us for work performed as a result of changes the Government made during the development process. This valuable lesson benefited us and our current and future clients. ANG's decision in the Fall of 2006 to renew their contracts with MACROsystems for a fifth straight year gives testimony to their faith in our ability to control costs and meet deadlines.

C.4.7 Cost Control (C.1.2):

Nearly all of MACROsystems work with the Air National Guard has been on a firm fixed bid level of effort, and almost all have come in within allotted budgets and timeframes. We have a high quality of Agile IT development processes in place to manage requirements, project schedule, quality assurance and utilization of our projects. Proof in delivering on this promise is when the project is awarded for a second phase, such as the "Predictive Modeling" phase recently awarded to MACROsystems.

C.4.8 Cost Control (C.1.3):

Nearly all of MACROsystems work with the Air National Guard has been on a firm fixed bid level of effort, and almost all have come in within allotted budgets and timeframes. We have a high quality of Agile IT development processes in place to manage requirements, project schedule, quality assurance and utilization of our projects. Proof in delivering on this promise is when the project is awarded for a second phase, such as the “DSOC” phase recently awarded to MACROsystems.

C.4.9 Cost Control (C.1.4):

Nearly all of MACROsystems work with the National Guard Safety agency has been on a firm fixed bid level of effort, and almost all have come in within allotted budgets and timeframes. We have a high quality of Agile IT development processes in place to manage requirements, project schedule, quality assurance and utilization of our projects. Proof in delivering on this promise is when the project is slated for a second phase with “DSOC.”

C.4.10 Cost Control (C.1.5):

The Oracle Portal projects are based on Time & Materials, but we provide a fix bid set of documents, schedules and requirements so that specific deadlines are not missed. We essentially treat the application development projects as a Fixed Bid contract in order to provide highest value to the Navy.

**Volume III
Price
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Tab B – Standard Form 33

Tab C – General Pricing and Costs

Tab C.1 – Labor Rates

Labor Category	Hourly Rate
Account Coordinator	\$25
Account Executive	\$33
Account Supervisor	\$135
Animation Artist	\$26
Assistant Producer	\$31
Camera Operator	\$31
CD ROM/Multimedia/Web Programmer	\$101
Communication Consultant	\$108
Contract Manager	\$78
Desktop Publisher	\$22
Director	\$53
Executive Producer	\$53
Graphic Artist	\$18
Instructional/Curriculum Designer	\$46
Language Translator	\$33
Media Analyst	\$56
Media Trainer	\$49
Military Consultant Specialist	\$145
Producer	\$53
Production Assistant	\$16
Production Manager	\$38
Project Manager	\$157
Research Director	\$74
Technical Writer	\$34
Video Editor	\$22

Tab C.1.1 – Labor Rate Development

Our labor rate methodology and rationale are based on our proven past performance and experience in other competitively awarded IDIQ contracts like our GSA 8a Stars IDIQ and our GSA Schedule 70. We identified market wage averages for categories we currently employ. In cases where we do not employ one of the categories listed in the table in C.1, we used information obtained through the internet (e.g., Bureau of Labor Statistics averages) to establish hourly wages.

Our proposal includes a 4% labor rate increase for all labor categories in order to keep employee wages in line with projected inflation. We project 2080 hours per full-time employees which, after 14 vacation days, 5 sick days, and 10 holidays, leaves each full-time employee with 1848 productive labor hours per year.

Upon receipt of task order, we will evaluate prices for hardware/software, travel, and other direct costs to determine escalation rates. We consider 3 major factors in determining escalation rates. The factors are expected rate of increase, time allowed, and allowance (dollar amount) for escalation.

Tab C.1.2 – Labor Rate Ground Rules, Assumptions, Exceptions, and Conditions

The website http://www.inflationdata.com/inflation/inflation_rate/CurrentInflation.asp shows an average inflation rate of 4.1% for the period of January-March 2008. As a result we will, for this proposal, make the assumption that inflation will remain at 4%. We will figure option year costs at a 4% increase each year.

Tab C.1.3 – Labor Rate Schedule Table

Staffing	Hourly Rate	Est. Hours	Sub Total Costs (Constant Year \$)
23 Web Programmers	\$101	22620	\$
03 Project Managers	\$157	3880	\$
07 Program Managers	\$157	7680	\$
09 Content Managers	\$78	12520	\$
10 Account Supervisors	\$135	11600	\$
08 Military Consultants	\$145	8620	\$
08 Web Designers	\$101	11640	\$
Total			\$

Tab C.2 – Other

Tab C.2.1 – Government Furnished Materials or Support

We have not identified any government furnished materials or support as part of our proposal.

Tab C.2.2 – Escalation Rates

Our escalation rates for this project are reasonable because will match the 4% inflation rate we are using for our then-year dollar calculations.

Tab C.2.3 – Other Direct Costs

Other direct costs associated with this proposal include shipping costs and recruiter/training support as identified in Tab D.3.

Tab C.2.4 – Materials, Equipment, Software, Supplies

Equipment/Hardware	Quantity	Unit Price
Servers/Software	2	\$50,000
Web Server/Software	6	\$25,000
Media Server	1	\$25,000
Tablet PCs	5000	\$120
USB Drives	20000	\$16

We have based our quantities required and unit prices based on prior purchases on similar government contracts.

Tab C.2.5 – Travel

While no travel costs are implied in this solicitation, we have included an estimate of \$150,000 in travel costs. Our estimate is based on 3 personnel traveling 25 weeks each to (1). Train recruiters, (2). Conduct focus group meetings related to collecting current career satisfaction information from past AVFAB testers and collecting information from stakeholders which will be used to improve outreach and training materials. Travel shall begin in Seattle, Washington and shall be to 6 regional locations throughout the United States. All travel shall be in accordance with Joint Travel Regulations (JTR).

Tab C.2.6 – Additional Charges

We have not included additional charges in our response to this contract proposal.

Tab D – Recruiting and Retention Scenario Task

Tab D.1 – Recruiting and Retention Task Scenario Basis of Estimate

Tab D.2 – Recruiting and Retention Task Scenario Ground Rules, Assumptions, Exceptions, and Conditions

Our ground rules and assumptions are based on similar projects MACROsystems has successfully completed for the Air National Guard.

Tab D.3 – Recruiting and Retention Task Scenario Price/Cost Tables

