

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-0003		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 (b) (6)	B TELEPHONE (Include area code) (NO COLLECT CALLS) 703-607-1267	C. E-MAIL ADDRESS (b) (6)
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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		CODE OECV6	FACILITY	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)	
CACI-CMS INFORMATION SYSTEMS, NC (b) (6) 14151 PARK MEADOW DR CHANT LLY VA 20151-2218				_____/ GOV SALES REP	

15B. TELEPHONE NO (Include area code) 703-679-3350		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 NDIIV TASK ORDER N/A N/A A A N/A		CODE PAYMENT1	
26. NAME OF CONTRACTING OFFICER (Type or print) (b) (6) TEL: 703 607-2089 EMAIL: (b) (6)				27. SIGNATURE (b) (6) (Signature of Contracting Officer)		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	<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
	<p>ACRN AA CIN: 00000000000000000000000000000000</p>				\$0.00

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

ACRN AA CIN: 00000000000000000000000000000000	\$0.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
1001			Dollars, U.S.		\$0.00

OPTION 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 \$0.00
 CIN: 00000000000000000000000000000000

ITEM NO 1002	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
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OPTION 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 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.

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 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.

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

CEILING PRICE

ACRN AA \$0.00
CIN: 00000000000000000000000000000000

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
2001			Dollars, U.S.		\$0.00

OPTION 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 \$0.00
 CIN: 00000000000000000000000000000000

ITEM NO 2002	SUPPLIES/SERVICES	QUANTITY	UNIT Dollars, U.S.	UNIT PRICE	AMOUNT
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OPTION 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 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.

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 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.

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 CIN: 00000000000000000000000000000000	\$0.00
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ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
3001			Dollars, U.S.		\$0.00

OPTION 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 \$0.00
 CIN: 00000000000000000000000000000000

ITEM NO	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
4001			Dollars, U.S.		\$0.00

OPTION 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 \$0.00
 CIN: 00000000000000000000000000000000

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
0002		\$		\$
0001		\$		\$
1002		\$		\$
1001		\$		\$
2001		\$		\$
3001		\$		\$
4001		\$		\$
2002		\$		\$
3002		\$		\$
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 summarizes 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 by each 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

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 multiple award contracts. 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 Contracting 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 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) 252.205-7000, Provision of Information to Cooperative Agreement Holders (DEC 1991) (10 U.S.C. 2416).

(2) 252.219-7003, Small Business Subcontracting Plan (DoD Contracts) (APR 2007) (15 U.S.C. 637).

(3) 252.219-7004, Small Business Subcontracting Plan (Test Program) (APR 2007) (15 U.S.C. 637 note).

(4) 252.225-7001, Buy American Act and Balance of Payments Program (JUN 2005) (41 U.S.C. 10a-10d, E.O. 10582).

(5) 252.225-7012, Preference for Certain Domestic Commodities (JAN 2007) (10 U.S.C. 2533a).

(6) 252.225-7014, Preference for Domestic Specialty Metals (JUN 2005) (10 U.S.C. 2533a).

(7) 252.225-7015, Restriction on Acquisition of Hand or Measuring Tools (JUN 2005) (10 U.S.C. 2533a).

(8) 252.225-7016, 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) 252.225-7021, Trade Agreements (MAR 2007) (19 U.S.C. 2501-2518 and 19 U.S.C. 3301 note).

(10) 252.225-7027, Restriction on Contingent Fees for Foreign Military Sales (APR 2003) (22 U.S.C. 2779).

(11) 252.225-7028, Exclusionary Policies and Practices of Foreign Governments (APR 2003) (22 U.S.C. 2755).

(12)(i) 252.225-7036, 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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B EXECUTIVE SUMMARY

The enormous recruiting, retention, and attrition management challenges facing the National Guard in today's complex and dynamic environment require a team with knowledge of the target audiences and how to reach them, forward-looking expertise in communications technology, and commitment to the mission. Team CACI is that provider. We offer Guard-based knowledge and expertise, a process-driven technical and management approach, and a deep-seated commitment to meet the National Guard Bureau, Army Strength Maintenance (NGB-ASM) Division's end strength goals now and over the next five years.

In this proposal, Team CACI presents a complete and thorough Recruiting and Retention (R&R) support program for NGB-ASM. As detailed in Tab D, Team CACI provides thought leadership and experience from our subject matter experts (SMEs), broad and deep functional expertise across all eight Statement of Work (SOW) Activity Categories, and a quick reaction response capability that spans all 54 states and territories. By applying our innovative tools, technologies, and continuous improvement process-based approach, we will deliver tailored, scalable, and cost-effective solutions to meet the Guard's evolving requirements.

Our proven, established task order (TO) processes, Guard-focused knowledge, and wide range of capabilities means we are ready to meet and exceed the requirements across all activity categories. Our four-phase approach to performing tasks includes: 1) planning and estimating; 2) scheduling and staffing; 3) performing, managing, and administering; and, 4) refining our processes and procedures. With our team members, we use up-planning, regular assessment, and periodic risk reviews to identify and address any significant program risk issues (e.g., performance and communications). We will ensure consistency and work performance by employing established industry best practices, standardized processes and procedures, and appropriate tools and technologies.

Tab E describes our approach to the Scenario Task and demonstrates our creativity, knowledge, insight, and capabilities. Our overall solution combines a comprehensive, disciplined management methodology with a creative yet practical technical approach. This solution results in a "best practices training and media outreach program" to enable recruiters to raise awareness, and promote use, of the Armed Services Vocational Aptitude Battery (ASVAB) test to high school guidance counselors, students, and parents. Figure 1 summarizes the five key features of our low-risk, process-driven technical and management approach that ensures a quick response to meet any task requirement regardless of size, scope, or complexity.

Figure 1. Key Features of Team CACI's Technical and Management Approach



Our Guard-focused, technology-aided, process-driven, performance-based, and best practices approach ensures that the Guard's end strength goals are met.



(b) (4) CACI leads a select team of Guard-experienced, knowledgeable, and capable (b) (4) who will provide comprehensive, efficient, and cost-effective solutions to meet the Guard's R&R objectives. (b) (4)



Figure 2. CACI Key Team Members

Company	Team Role/Expertise and Experience	Functional Activity Categories							
		A Training	B Research & Analysis	C Specialized Recruiting	D Recruiting & Retention Svcs	E End-Item Production	F Training Support	G Web Portal	H Databases



CACI and (b) (4) will provide expertise and experience across all eight activity categories to meet the Guard's R&R goals and objectives.

To broaden and further strengthen our team capabilities, (b) (4)

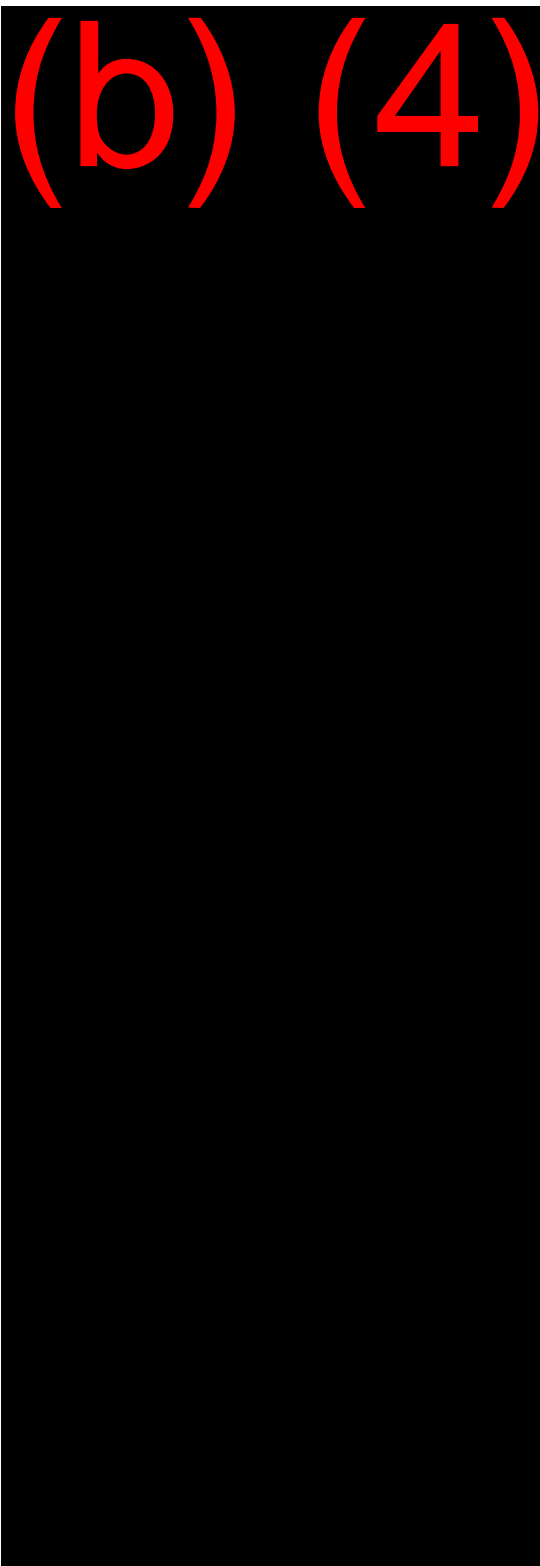
ab F includes information about each of our (b) (4)

We are committed to achieving NGB-ASM's end strength goals. Team CACI's Guard-focused experts will combine their deep functional knowledge, capabilities, innovative tools and technologies, and mature management processes to meet the Guard's recruiting, retention, and attrition management challenges now and over the next five years.

C TRACEABILITY MATRIX

NOTE: Volumes I and II pages numbered in Roman lower-case (i, ii, etc.) are those excluded from the page count according to Section L instructions.

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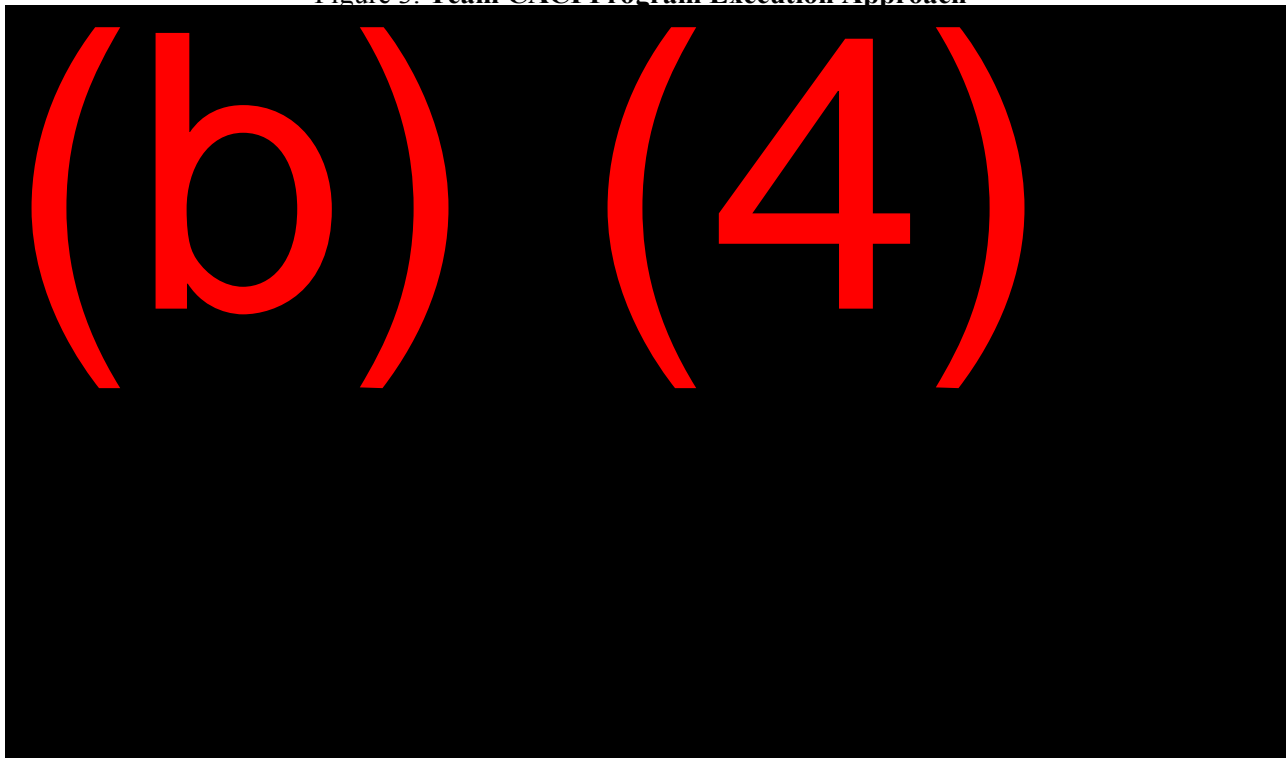


D ACTIVITY CATEGORIES

Team CACI will address each activity in each task order (TO) with established processes, Guard-focused knowledge, deep resources, and the commitment to service we demonstrate in working with the National Guard every day.

Team CACI is ready to meet and exceed the requirements of the eight Activity Categories. (b) (4) present specialization and redundancy to assure the National Guard we will always have the right resources available. (b) (4) will lead the program and each task, ensuring consistency and performance by employing established, industry best practices and documented corporate procedures and tools. Our execution process for the R&R IDIQ Program is based on company and industry best practices, and is structured and repeatable while accommodating the specific activities and methodologies of each defined Activity Category. It is adapted to include the Task Proposal Template (TPT) and supporting databases described in the SOW as potential tasks and components of the government's TO process. Figure 3 depicts our view of TO activity on the R&R IDIQ contract.

Figure 3. Team CACI Program Execution Approach



Team CACI's established TO management approach drives execution of Activity Categories and supports the TO process.

The combined National Guard R&R experience of our team and our knowledge of the business will inform each project and decision to ensure we not only meet the requirements of the TO, but give the Army National Guard products and results that make a difference in making mission. The following sections address the specific SOW-defined Activity Categories. The labor categories listed for each Activity Category do not necessarily comprise a full task team for a given TO. In sum, however, the labor categories and representative individuals listed across the eight Activity Categories demonstrate the breadth, qualifications, and flexibility of Team CACI.

D.1 Activity Category A—Training

Team CACI will answer each training TO with proven Instructional System Design (ISD) processes and skilled practitioners. Our knowledge, experience, innovation, and skill will ensure economical distribution, learner engagement, and measurable results.



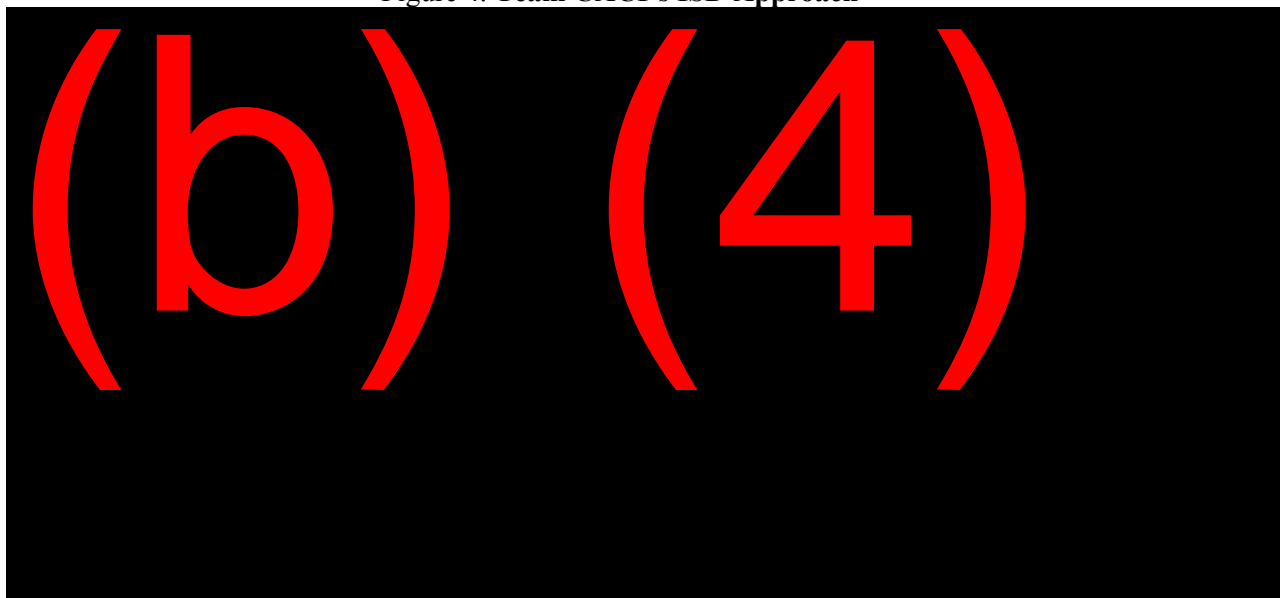
A singular strength of Team CACI is our in-house expertise in recruiting, retention, and attrition management. Many companies can develop training, but only Team CACI has the depth of field-level R&R subject matter knowledge (b) (4)

Our past performance in training is summarized in Volume II, Subtab C.2.1.

D.1.1 Understanding of the Activity

The RRF requires consistent, quality training to improve skills and maximize the use of new and existing programs. The distributed nature of the RRF workforce creates the need for a comprehensive and consistent library of training curricula, materials, and channels, developed in accordance with industry best practices. Our mature ISD process is illustrated in Figure 4.

Figure 4. Team CACI's ISD Approach



Team CACI's ISD approach supports all delivery types and audiences.

The RRF needs training in recruiting, attrition management, and retention skills. The National Guard Recruiter must master the art of selling and overcoming objections, understand legal requirements and eligibility criteria, and respond to any question a potential Soldier might ask. The states rely on on-the-job training to supplement the initial course of study offered by the Professional Education Center (PEC). Curriculum support under the R&R Program provides NGB-ASM with the opportunity to standardize this material nationally, based on a best practices and lessons learned approach for recruiting, retention, and attrition management.

In addition to the RRF, the newly enlisted Soldier; community and business leaders; media representatives; local government; veterans; and influencers like educators, clergy, and parents all require some form of training, whether it be awareness of Guard benefits or the details of interpreting the Armed Services Vocational Aptitude Battery (ASVAB) results.

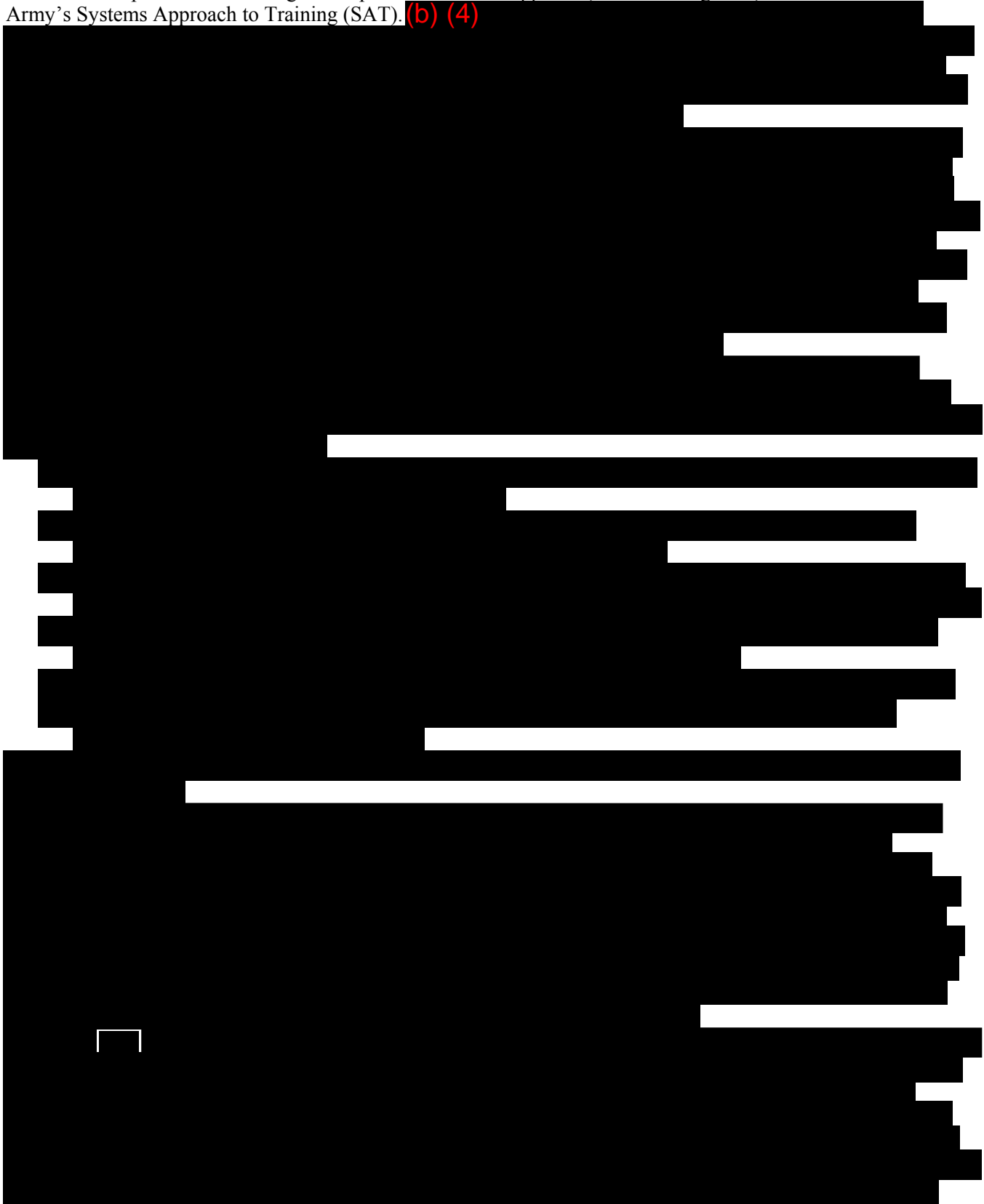
Delivery channels range from instructor-led classroom training to the latest technology scenario-based interactive training. Twenty-first century technology continues to open new vistas for training delivery. Web-based training, podcasts, PDA transmissions, simulations and scenarios, avatars, and games—each has particular strengths in delivering content, engaging the student, and maximizing learning.

D.1.2 Approach

Team CACI has the instructional rigor, production capability, communications creativity, technological strength, and Guard-focused experience to provide the RRF with the training it needs to improve recruiter performance, boost market share, contribute to end strength, and recruit the best Soldiers.



Team CACI's process for training development is our ISD approach, shown in Figure 4, which is based on the Army's Systems Approach to Training (SAT). (b) (4)





(b) (4)

[Redacted content]

(b) (4)

Team CACI's interactive training: A delivery system for every training need.

VIDEO-BASED TRAINING. Team CACI's video-based elements range from simple, direct instruction by SMEs to integrating video into a full educational product using 3-D animations and Adobe Flash programming.

BLENDED LEARNING. Blended learning refers to combining classroom training with electronic training. Team CACI works with the customer to combine various methods of delivery for the greatest instructional effect.

GAMING TECHNOLOGIES. For certain target audiences, gaming provides a viable learning methodology that is gaining acceptance throughout DoD. This alternative technique for training uses games to reinforce facts, drill and practice to enhance recall, and a competitive framework that is highly motivating. The use of an immersive environment provided by interactive games can assist in final course assessment by helping to determine the level of skill mastery. Gaming technology can be incorporated for both soft skills and technical skills, especially useful for recruiters.



AWARENESS TRAINING. Frequently, the objective of training is merely to increase awareness of a topic or program. This is especially true when the audience is not part of the National Guard and, therefore, not generally available to structured training. Prospective Soldiers, parents and educators, local governments, and military support organizations are all possible recipients of communications to increase awareness. The channels available to Awareness Training range from printed handouts and brochures to advertising media and Websites. Team CACI is especially equipped (CACI Strategic Communications is a full service marketing firm) to develop and implement Awareness campaigns.

PROMOTION AND MARKETING OF TRAINING. Promoting training programs to its target audiences and influencers is essential to success, to ensure attendance and attention. We will develop promotional and support materials that range from advertising media to collateral materials to Websites, videos, and Recruitment Promotional Items (RPIs).

TRAINING EVALUATION. Team CACI will develop evaluation instruments and identify metrics for measuring the effectiveness of training programs. Metrics may include the number of students who take the training and the knowledge obtained through the training. Measurement tools include instructor reports, data collected via the National Guard Learning Management System (LMS), or pre-tests and post-tests. Depending on the National Guard’s learning objectives and instructional media to be used, we will incorporate assessment items and activities. Aggregate results will become part of performance measurement.

D.1.3 Labor Categories and Staffing

Team CACI currently has personnel who meet or exceed the government’s requirements. Figure 6 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual’s resume in Tab J. Highlighted labor categories are proposed in addition to those listed in the SOW. Staffing for Training Support Development is identified in Subtab D.6.

Figure 6. Activity Category A Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Instructional/Curriculum Developer	(b)(4), (b)(6)	J.14
Military Consultant Specialist	(b)(4), (b)(6)	J.18
Technical Trainer 1	(b)(4), (b)(6)	J.51
Technical Trainer 2	(b)(4), (b)(6)	J.52
Technical Trainer 3	(b)(4), (b)(6)	J.53
Technical Training Manager	(b)(4), (b)(6)	J.54

Team CACI’s Training Team combines instructional expertise and Guard experience.

D.2 Activity Category B—Research and Analysis

Team CACI’s research and analysis capability provides a secure foundation of actionable information for understanding, process, and results.

Team CACI works every day with National Guard data, providing analysis for National Guard programs. With (b) (4) the Guard will have access to an even higher level of market data and insightful analysis. Our past performance in Research and Analysis is summarized in Volume II, Subtab C.2.2.

D.2.1 Understanding of the Activity

While we bring industry-leading capability to conduct primary research and analysis, Team CACI will primarily use the extensive data sources to which the National Guard already has access. (b) (4)



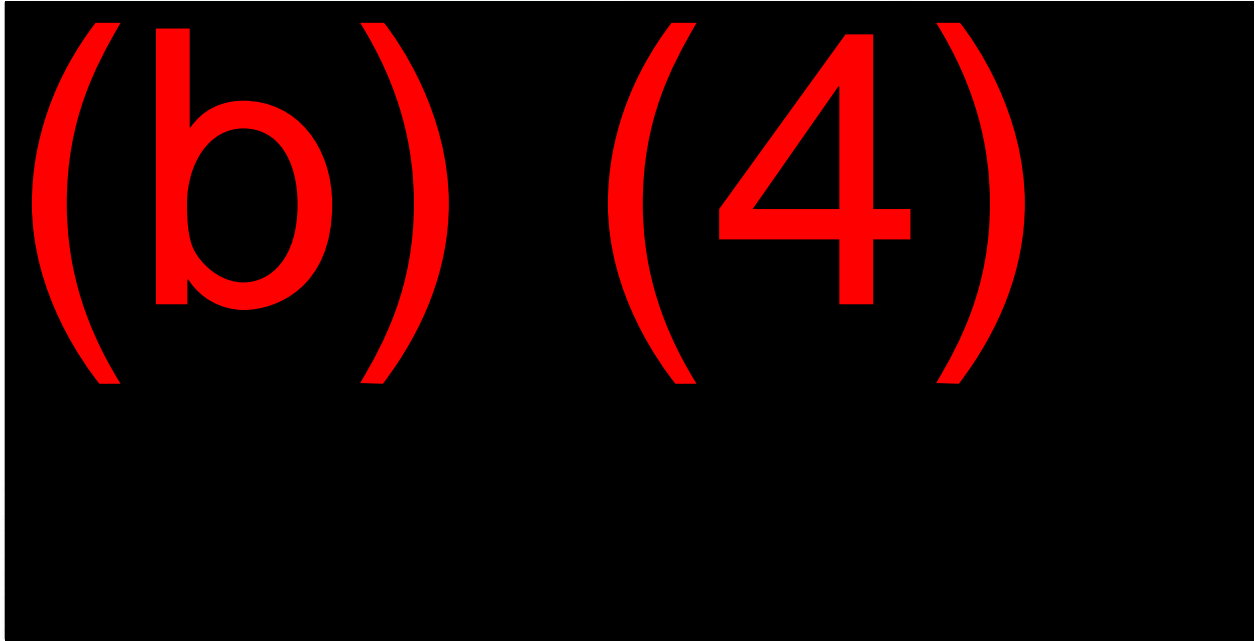
D.2.2 Approach

Research for recruiting and retention means collecting accurate data on what has worked in the past, is currently working, and will work most effectively in the future, then turning that data into information that can be reliably



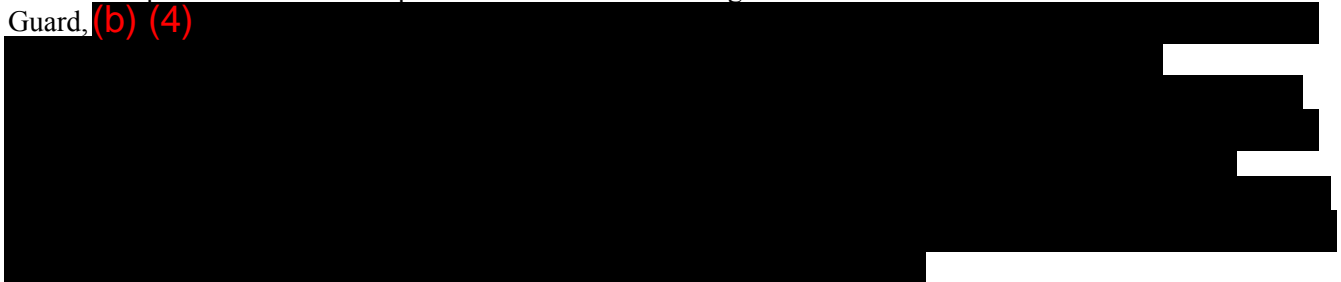
acted on. The results of research conducted, analyzed, and interpreted by our team of Guard-smart SMEs will enable Team CACI to equip NGB-ASM management to make program decisions for maximum impact, and give us the tools to design and implement programs that work (see Figure 7).

Figure 7. Team CACI's Research and Analysis Approach



Team CACI's research puts actionable data and insightful Guard-based analysis into the hands of decision-makers.

Team CACI offers a full range of tools and techniques to support a data-driven approach to strategies, tactics, and decisions. Our qualitative and quantitative data collection methods enable clients to approach any research challenge using the most appropriate methodology. Our analysts use advanced data analysis techniques and software to provide clients a complete and clear understanding of their market or business. For the National Guard, (b) (4)



RESEARCH AND ANALYSIS. As required, Team CACI will perform primary research and analysis services, including research design, data collection, data analysis, and statistical analysis. The result will be market intelligence that informs and supports recruiting, retention, and attrition management objectives. Normally, however, Team CACI will be able to provide reliable market insight, using available National Guard, DoD, and commercial market sources we have used successfully since 2001, without the need for primary research. Team CACI will also use other available data sources, including the following:

- **Team CACI Research.** (b) (4)
- **State Media Services Data.** (b) (4)
- **Cartel Research.** (b) (4)



▪ **Yankelovich Research.** (b) (4)

[Redacted]

When primary research is required, Team CACI can provide it in any form and at any level of sophistication the Guard may desire, using a research portfolio, including quantitative and qualitative capabilities with a full range of research methodologies and tools. (b) (4)

[Redacted] Team CACI has similarly powerful capability in mail and Web data collection.

DETERMINING PREFERENCES AND ATTITUDES. Team CACI will use existing and new surveys as the data collection instruments to determine preferences and attitudes of target groups. (b) (4)

[Redacted]

By monitoring and managing StayGuard and similar data collection efforts, Team CACI will be able to suggest training or communication programs that meet real and current needs.

AUTOMATED METHODS. Team CACI will employ automated methods and processes, including Web surveys, scanning, data capture, and report generation, as applicable, to task requirements or objectives. Team CACI has in-house access to a suite of automated data collection, analysis, and reporting tools that can be accessed for Guard purposes at any time. They include:

(b) (4)

ANALYSIS. Team CACI will produce value-added analysis results to ensure training strategies and curricula effectively accomplish their objectives. These analyses will be clear, concise, actionable, and based on data collected during training events and external to training. Measuring training effectiveness is central to our management principle of continual improvement and established training methodologies; Team CACI's curriculum evaluation approach is described in D.1. Surveys of RRF personnel, enlistees, and the public provide data that is monitored to ensure training content and other R&R programs address current market issues.

D.2.3 Labor Categories and Staffing

Team CACI currently has personnel who meet or exceed the government's requirements. Figure 8 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual's resume in Tab J. Highlighted labor categories are proposed in addition to those listed in the SOW.

Figure 8. Activity Category B Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Media Analyst	(b)(4), (b)(6)	J.16
Research Director	(b)(4), (b)(6)	J.23
Marketing Strategist	(b)(4), (b)(6)	J.38
Strategy Consultant Expert	(b)(4), (b)(6)	J.43
Strategy Consultant Expert, Senior	(b)(4), (b)(6)	J.44



Labor Category	Representative Staffing	Tab J Resume Location
Subject Matter Expert 1	(b)(4), (b)(6)	J.45
Subject Matter Expert 2	(b)(4), (b)(6)	J.46
Subject Matter Expert 3	(b)(4), (b)(6)	J.47

Team CACI brings research skill and National Guard experience to the task of making data actionable.

D.3 Activity Category C—Specialized Recruiting

Specialized recruiting calls for specialized strategies. Team CACI has a process for developing the right program to recruit for specialized positions from a limited pool of professionals.

Our innovative approaches to this challenge have included (b) (4)

Our past performance in Specialized Recruiting is summarized in Volume II, Subtab C.2.3.

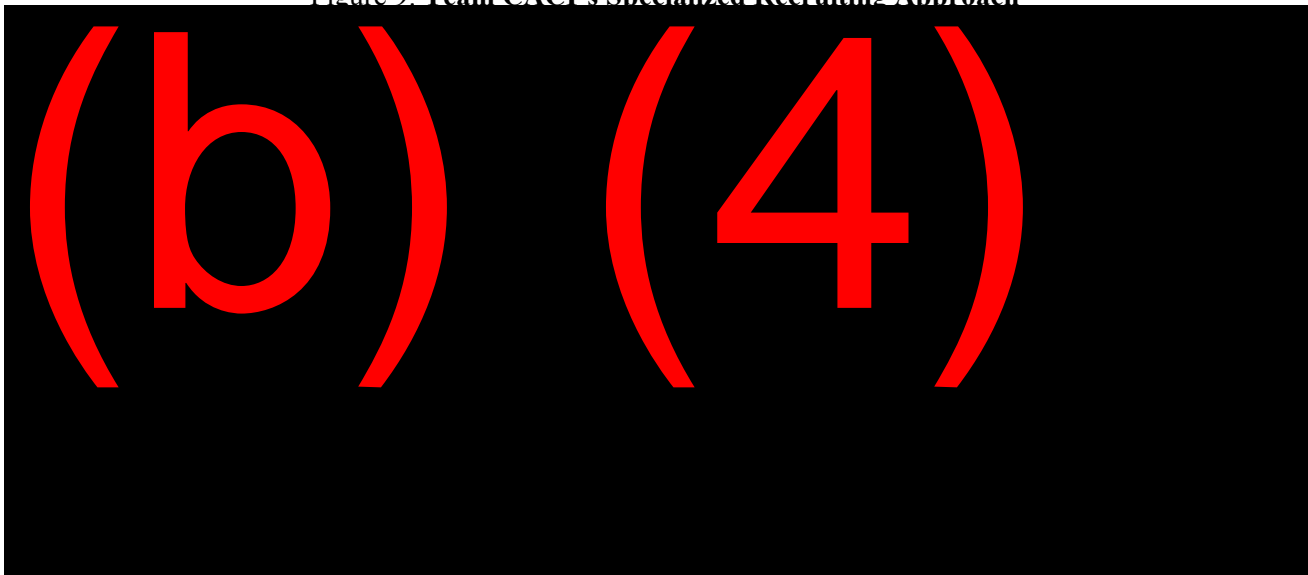
D.3.1 Understanding the Activity

The effects of operational tempo (OPTEMPO), deployment, financial considerations, and other factors pose challenges to meeting officer strength goals. These demands have spilled over into critical skill areas, such as military intelligence, healthcare providers, and chaplains. For example, vacancies for chaplain positions have soared since 2001 when many chaplains moved to active duty in the Army. Filling the openings has been difficult because faith leaders have been deterred by the likelihood of long and repeated deployments. Complicating matters, chaplains are not covered by a federal law protecting Soldier’s jobs while they are deployed. The Army National Guard is at approximately 40 percent of its authorized level for chaplains; similar shortfalls exist for JAG officers, physicians, and dentists. Low-density, high-demand professionals each have their own hot buttons and objections. They respond to personal approaches and customized solutions of the kind Team CACI has implemented and will continue to bring to NGB-ASM.

D.3.2 Approach

Team CACI will identify and support the recruiting of candidates for low-density, high-demand Military Occupational Specialties (MOSS). As required, we will perform searches to identify doctors, lawyers, dentists, judge advocates, chaplains, and others for National Guard positions, and we will perform specialized recruiting that targets specific low-density MOSs that are not typically addressed in general recruiting efforts. Figure 9 outlines the process Team CACI uses to effectively target specialized professionals.

Figure 9. Team CACI’s Specialized Recruiting Approach



Team CACI knows that specialized recruiting calls for specialized strategies.



There is no single, cookie-cutter approach to recruiting low-density officers. Each profession has its own appeals and objections. Each population—Non-Prior Service (NPS), Prior Service (PS), and Active Duty (AD)—has its own lifestyle and career path trigger points. These positions require professional skills requiring years of advanced study or training, and are generally well compensated in the civilian arena. Reaching these people with a compelling reason to bring their services to the National Guard takes personal and innovative approaches.

(b) (4)

[Redacted content]

Team CACI currently has personnel who meet or exceed the government’s requirements. Figure 10 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual’s resume in Tab J. Highlighted labor categories are proposed in addition to those listed in the SOW.

Figure 10. Activity Category C Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Account Coordinator	(b)(4), (b)(6)	J.1
Account Supervisor	(b)(4), (b)(6)	J.3
Communications Consultant	(b)(4), (b)(6)	J.8
Contract Manager	(b)(4), (b)(6)	J.9
Language Translator	(b)(4), (b)(6)	J.15
Account Coordinator 2	(b)(4), (b)(6)	J.26
Support Specialist 1	(b)(4)	J.48
Support Specialist 2	(b)(4), (b)(6)	J.49
Support Specialist 3	(b)(4), (b)(6)	J.50

Team CACI’s Specialized Recruiting Team is selected for the target population.

D.4 Activity Category D—Recruiting and Retention Services

Team CACI’s process for Recruiting and Retention (R&R) Services is driven by our understanding that supporting the RRF in the field requires insight, experience, and expertise. We have the broad capabilities to provide material, product, and program support—including a ready pipeline of knowledgeable and highly qualified ex-military staff to immediately engage in R&R Services tasks.



Team CACI members perform this work every day, providing support to Military Entrance Processing Station (MEPS), the Recruit Sustainment Program (RSP), Reserve Component Career Counselors (RCCCs), State Recruiting and Retention Commanders (RRCs), and other NGB and state-level offices. Our past performance in R&R Services is summarized in Volume II, Subtab C.2.4.

D.4.1 Understanding of the Activity

(b) (4)

D.4.2 Approach

(b) (4)

Figure 11. Team CACI's R&R Support Approach



Team CACI's approach to R&R support puts Guard-qualified people in place and keeps them there.

The following paragraphs briefly discuss our capability to support potential tasks:



MEPS SUPPORT. Team CACI will apply our experience-based approach to provide support at Military Entrance Processing Stations. We will supply expert personnel with first-hand knowledge of the details of applicant processing, including initial and final processing.

RSP SUPPORT. Team CACI support services at Recruitment Sustainment Program locations will help prepare new Guard Soldiers for Basic Combat Training (BCT) and subsequent MOS qualification. As required, Team CACI will provide training, coordination, facilitation, administration, automation, marketing, counseling, processing, and administrative services in support of the RSP.

RCCC SUPPORT. Team CACI is highly qualified to provide RCCCs with support to assist in transitioning active duty personnel to the National Guard. Potential RCCC support activities, many of which Team CACI members are currently supporting, include providing active duty Soldiers counseling on reserve obligations and the benefits of continued service in the reserve components, and enlisting them into the Army National Guard.

ADDITIONAL SERVICES. Team CACI’s expertise will make us valued partners to NGB and the States in providing additional R&R Services, such as Marketing Support, RRNCO selection, administrative support, and functional or technical SMEs.

D.4.3 Labor Categories and Staffing

Team CACI currently has personnel who meet or exceed the government’s requirements. Figure 12 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual’s resume in Tab J. Highlighted labor categories are proposed in addition to those listed in the SOW.

Figure 12. Activity Category D Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Account Executive	(b)(4), (b)(6)	J.2
Communications Consultant	(b)(4), (b)(6)	J.8
Project Manager	(b)(4), (b)(6)	J.22
Account Coordinator 2	(b)(4), (b)(6)	J.26
Recruiting and Retention Support Coordinator	(b)(4), (b)(6)	J.39
Recruiting and Retention Support Specialist	(b)(4), (b)(6)	J.40
Recruiting and Retention Support Specialist, Senior	(b)(4), (b)(6)	J.41
Support Specialist 1	(b)(4), (b)(6)	J.48
Support Specialist 2	(b)(4), (b)(6) s	J.49
Support Specialist 3	(b)(4), (b)(6)	J.50

Team CACI has the pipeline to provide whatever support is needed, wherever it is needed.

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

Team CACI has the facilities, methodologies, and relationships with vendors to perform the entire range of end-item activities, from concept to warehousing, from training packages to Recruitment Promotional Items (RPIs). Through our Guard-experienced Team CACI member Docupak, and redundant capability across our team, we will ensure uninterrupted flow of RPIs and other end items to the RRF.

Team CACI is experienced in fulfilling end-item requirements for the National Guard, as well as other clients, and through multiple team members. Our past performance in End-Item Development, Production, and Management is summarized in Volume II, Subtab C.2.5.

D.5.1 Understanding of the Activity

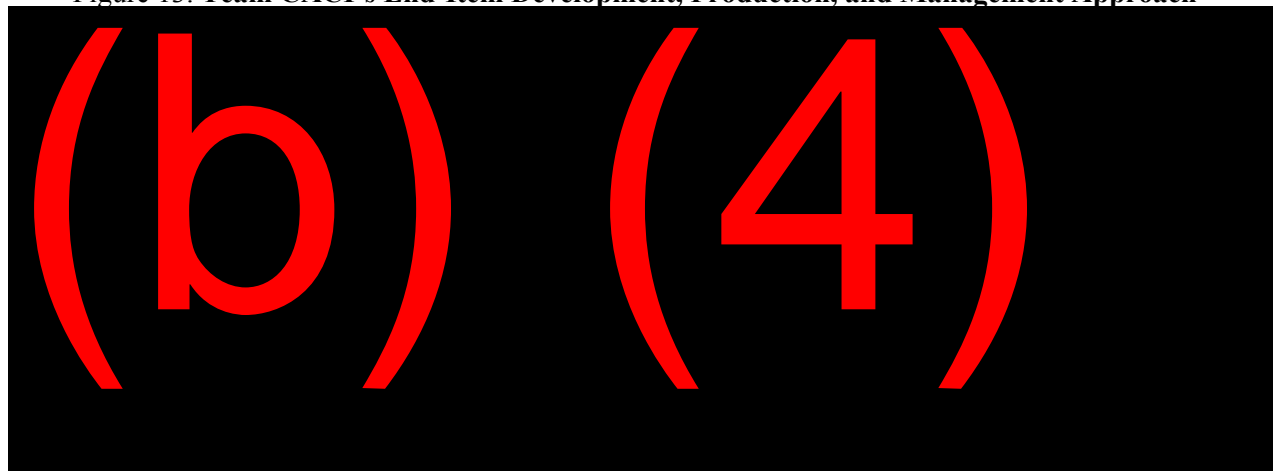
(b) (4)



D.5.2 Approach

Team CACI will develop promotional and recognition items for use in R&R programs. Items proposed will be within the parameters for use in accordance with NGR 601-1. Building on our established processes and facilities, Team CACI will provide all design, fabrication, and management services for RPIs and packaged products. In addition, we will bring promotional ideas to the program, suggesting activities to enhance the branding and awareness efforts of NGB-ASM to include Army National Guard Recruiting Commands, R&R NCOs, Retention NCOs, and Recruiting Assistants. Our approach is shown in Figure 13.

Figure 13. Team CACI's End-Item Development, Production, and Management Approach



Team CACI's complete design, production, and delivery capability provides full lifecycle support for end items.

DEVELOPMENT OF PROMOTIONAL AND RECOGNITION ITEMS. Team CACI's design, production, and coordination capabilities provide the skills and processes to create packaging, and promotional and recognition items. Team CACI will ensure that we have a clear understanding of NGB's requirements through face-to-face consultation, understanding of the target audience, and a focus on providing quality end products. We will design, produce, and deliver creative materials in support of special promotions, events, conferences, mobile training, and



Program and training packaging will be designed in cooperation with the training or program development team to ensure continuity of design and logistical efficiency. DVD and training material packaging will be professional in design and function. Where mastering and duplication are required, Team CACI will ensure in-house completion at any of our several existing facilities, including those of Gallup and CACI.

PERFORMANCE OF ALL PHASES OF DEVELOPMENT. Team CACI will support the full lifecycle of requirements, including manufacture, warehousing, and distribution. The facility will offer at least 60,000 sq. ft. or more of space (expandable to meet future requirements), forklift capability, cataloged and bar coded bin storage, a conveyor system or other means of facilitating fulfillment, and packaging/shipping capabilities. If the Government desires, we will ensure that existing warehousing facilities and distribution channels familiar to the Guard through Docupak will remain in use. In response to requests from NGB-ASM or individual states, Team CACI will ensure rapid distribution via standard commercial shipping, such as UPS or Federal Express. Distribution may be in response to an on-demand order (potentially via online ordering through the Content Managed Portal addressed in D.7) or scheduled on regular monthly/quarterly intervals. In the event of overflow requirements, (b) (4)



D.5.3 Labor Categories and Staffing

Team CACI currently has personnel who meet or exceed the government’s requirements. Figure 14 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual’s resume in Tab J. Highlighted labor categories are proposed in addition to those listed in the SOW.

Figure 14. Activity Category E Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Desktop Publisher	(b)(4), (b)(6)	J.10
Graphic Artist	(b)(4), (b)(6)	J.13
Technical Writer	(b)(4), (b)(6)	J.24
Graphic Artist 2	(b)(4), (b)(6)	J.35
Graphic Artist 3	(b)(4), (b)(6)	J.36
Technical Writer 2	(b)(4), (b)(6)	J.55

Team CACI has in-place redundant facilities and staff to develop, produce, and manage National Guard end items.

D.6 Activity Category F—Training Support Development

Team CACI will design and deliver interactive, multimedia, distributed learning solutions that provide effective instruction, reliable performance, meaningful interactivity levels, and timely delivery. We will provide the RRF with the training tools that will increase recruiter efficiency; enhance retention efforts; and showcase the National Guard’s incomparable assets, culture, and values.

Team CACI has developed online instruction for a wide range of DoD clients. Our past performance in Training Support Development is summarized in Volume II, Subtab C.2.6.

D.6.1 Understanding of the Activity

(b) (4)

D.6.2 Approach

Team CACI will furnish all personnel, facilities, services, equipment, materials, and data necessary to support the RRF’s curriculum development requirements and objectives. We have extensive, historically proven experience using the Systems Approach to Training (SAT) in the design, development, and implementation of training and education curriculum and curriculum support products. We detail our Instructional Systems Development process in Sub-Tab D.1. Figure 15 illustrates Team CACI’s proven process for designing, developing, and delivering electronic learning.

Team CACI has developed more than 500 Web-based lessons supporting almost 500 hours of actual instruction for a wide range of DoD clients, including ROTC, JROTC, Army, and Navy. These materials have supported the technical and professional growth of adult learners and have ranged from college accredited courses to mission-critical and performance improvement instruction. Team CACI has a complete staff of instructional developers, video specialists, graphic designers, and production staff employing two fully equipped in-house studios for broadcast-quality video and multimedia creation. CACI production teams routinely travel to customer sites for on-location production in support of courseware development.



Figure 15. Team CACI Instructional Systems Development and Delivery Process



Team CACI provides the skills, tools, and technology for full lifecycle training development.

Team CACI's depth provides the multimedia bench strength required to support multiple courseware development programs. Our capabilities include the following:

- Multiple training groups serving the military, including our office in Norfolk, VA, which serves Army, Navy, Marine, and ROTC customers
- Two CACI broadcast-quality production facilities for video and multimedia production, both in-studio and on location; additional facilities of (b) (4)
- Award-winning graphic and Web designers, including CACI Strategic Communications, who have been supporting NGB-ASM since 2001
- The technical expertise of CACI and Team CACI partner Iostudio, taking the lead in integrating online training delivery with any current Army National Guard Web system.

DEVELOPMENT. Team CACI will develop visual, graphical, interactive, animation, and related software for R&R training programs. Our services include graphic design; script development; production; props; and coordination of production—on location, in studio, and digital—for movies, video, and digital graphics to be incorporated into training materials. Team CACI's developers use industry-best tools in a variety of production packages on PC and Macintosh development platforms, such as the Adobe/Macromedia suite, 3DsMax, Character Studio, Sound Forge, and AutoCAD software. Team CACI will provide all design, development, duplication, and distribution services required to support training products. Our products will be compliant with applicable government and industry standards, such as SCORM and Section 508 of the Disabilities Act.

AUDIO/VIDEO. CACI's video production facilities—located in Norfolk, VA, and Chantilly, VA—allow us to capture video and audio in our studios or on location for a wide range of military and federal agency customers nationwide. Our video team works with instructional designers to write scripts that are engaging but instructionally sound. Our producers and support staff take care of all logistics for production on location, including location scouting, obtaining permissions and clearances, acquiring props, and securing releases.

GRAPHIC DESIGN. Team CACI's staff of award-winning graphic designers is capable of producing graphics for content presentations, instructional units, motivational programs, and promotional products. Team CACI's development team includes talented animation artists who bring graphic concepts to life to more fully engage the student and more clearly deliver instructional content. We develop high-quality graphics using the conventions and design specifications identified for the courseware. This can include animation and visual exercises within the capabilities and bandwidth constraints of the delivery system.

COURSEWARE/SOFTWARE. Team CACI will supply all supporting software and software coding to support delivery of Web-based multimedia programming. To support our creative platform approach, Team CACI will tag, catalogue, and archive all video, photographs, and images for entry into a digital asset management database for potential use in other programs and formats to serve Guard training needs.



(b) (4)

PRODUCTION. For all modes of distribution—from CD-ROM and DVD to Webcast and video game format—Team CACI provides world-class production, packaging, and shipping capabilities to ensure prompt and seamless distribution of training materials worldwide.

Team CACI has broad and deep capabilities to produce, manufacture, duplicate, inventory, and distribute training packages. For example, the CACI Productions Group—located in Chantilly, VA—regularly produces and packages CD and DVD materials in large bulk lots. (b) (4)

These capabilities are discussed at length in Subtab D.5.

D.6.3 Labor Categories and Staffing

Team CACI is currently has personnel who meet or exceed the Government’s requirements. Figure 16 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual’s resume in Tab J. Highlighted labor categories are proposed in addition to those listed in the SOW.

Figure 16. Activity Category F Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Animation Artist	(b) (4), (b) (6)	J.4
Assistant Producer	(b) (4), (b) (6)	J.5
Camera Operator	(b) (4), (b) (6)	J.6
CD ROM/Multimedia/Web Programmer	(b) (4), (b) (6)	J.7
Director	(b) (4), (b) (6)	J.11
Executive Producer	(b) (4)	J.12
Media Trainer	(b) (4), (b) (6)	J.17
Producer	(b) (4), (b) (6)	J.19
Production Assistant	(b) (4), (b) (6)	J.20
Production Manager	(b) (4), (b) (6)	J.21
Video Editor	(b) (4), (b) (6)	J.25
Senior Curriculum Developer	(b) (4), (b) (6)	J.42
Webmaster	(b) (4), (b) (6)	J.56

Team CACI is fully equipped and fully staffed to support distributed learning development.

D.7 Activity Category G—Content Managed Portal

Team CACI will approach portal development for NGB with a development process that has been proven in NGB-ASM implementation, executed with CACI’s technology depth and the Web skills and Guard-centered Web knowledge of team member Iostudio.

Team CACI offers deep experience in developing information portals. Team CACI member Iostudio is currently developing the www.1-800-GO-GUARD.com (800GG) RRF Portal. The prime, CACI, developed and maintains GuardSupport.com, a site successfully employed on the State Media Services Program. Our past performance in Portal Development is summarized in Volume II, Subtab C.2.7.

D.7.1 Understanding the Activity

The National Guard has a need to consolidate information for its Recruiting and Retention Force to improve communications, increase efficiency, and reduce costs. By aggregating content into member-specific portals, the Army National Guard can empower leadership, the RRF, applicants, RSP Warriors, and regular members. With the continuing success of the online enlistment application, Path to Honor (PTH), the Guard’s primary recruiting



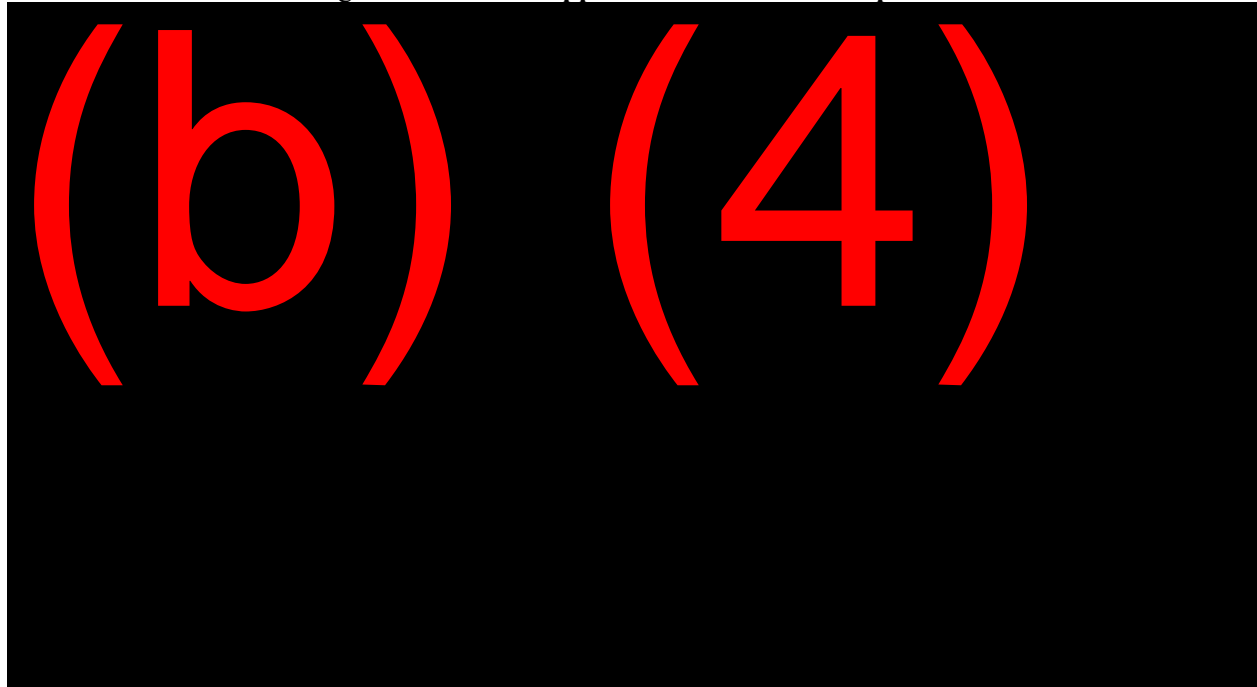
Website, 800GG, is becoming an online communications center for the RRF that takes visitors from contact to contract and beyond.

D.7.2 Approach

Team CACI's approach to developing NGB's content-managed portal is based on Guard-proven processes that maximize client involvement; ensure rapid delivery; and provide a coherent, practical, and technologically solid structure for planning and managing the project.

(b) (4)

Figure 17. The 4D Approach to Portal Development



Team CACI will adapt Iostudio's successful Guard-based methodology.

The 4D Approach divides each project into four distinct phases of development. Each phase has specific milestones and deliverables, with client feedback throughout.

- (b) (4)
- (b) (4)
- (b) (4)



(b) (4)

- (b) (4)

CONTENT MANAGED PORTAL MANAGEMENT. Team CACI will approach each portal requirement from the Government as part of an evolving, unified Web environment. (b) (4)

[REDACTED]

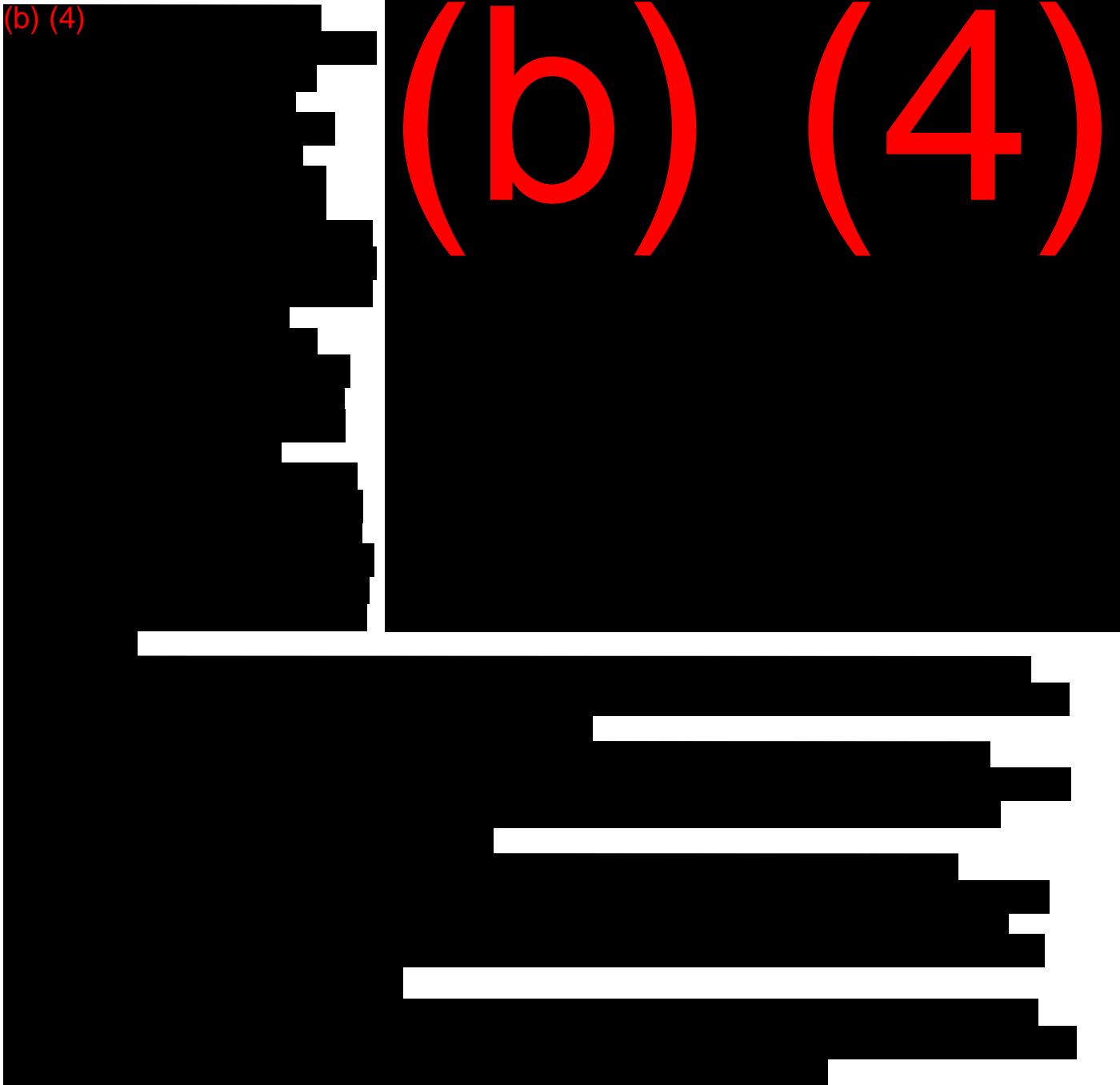


Figure 19. Activity Category G Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
CD ROM/Multimedia/Web Programmer	(b)(4), (b)(6)	J.7
Applications Sys Analyst/Programmer 1	(b)(4), (b)(6)	J.27
Applications Sys Analyst/Programmer 3	(b)(4), (b)(6)	J.29
Functional Analyst 2	(b)(4), (b)(6)	J.32
Functional Analyst 3	(b)(4), (b)(6)	J.33
Functional Analyst, Lead	(b)(4), (b)(6)	J.34
Webmaster	(b)(4), (b)(6)	J.56

Team CACI's Content Managed Portal Team will quickly and efficiently produce interactive projects for NGB on time and on budget.



D.8 Activity Category H—Databases

Team CACI combines industry best development methodologies, developed over more than 45 years' DoD IT work, with knowledge of the National Guard's current data needs and database structures.

Team CACI has implemented program management-related databases (and attendant interfaces) for DoD clients and TO programs. CACI implemented GuardSupport and CAPS for NGB under the State Media Services Program. (b) (4)

our joint development efforts on best paths to economically integrate with NGB networks. Our past performance in databases is summarized in Volume II, Subtab C.2.8.

D.8.1 Understanding the Activity

Team CACI appreciates how the National Guard will use the databases and templates we develop to manage the R&R IDIQ contract and provide improved service to the Guard's RRF. The Guard relies on data collection, storage, analysis, and reuse to make decisions, direct funding, and identify successful programs. NGB will require databases for performance metrics to evaluate program (and contractor) success, a document archive to track and maintain contract paperwork, and a TO response database that, together with the Task Proposal Template, will streamline the TO process for the Government and make award decisions data driven.

D.8.2 Approach

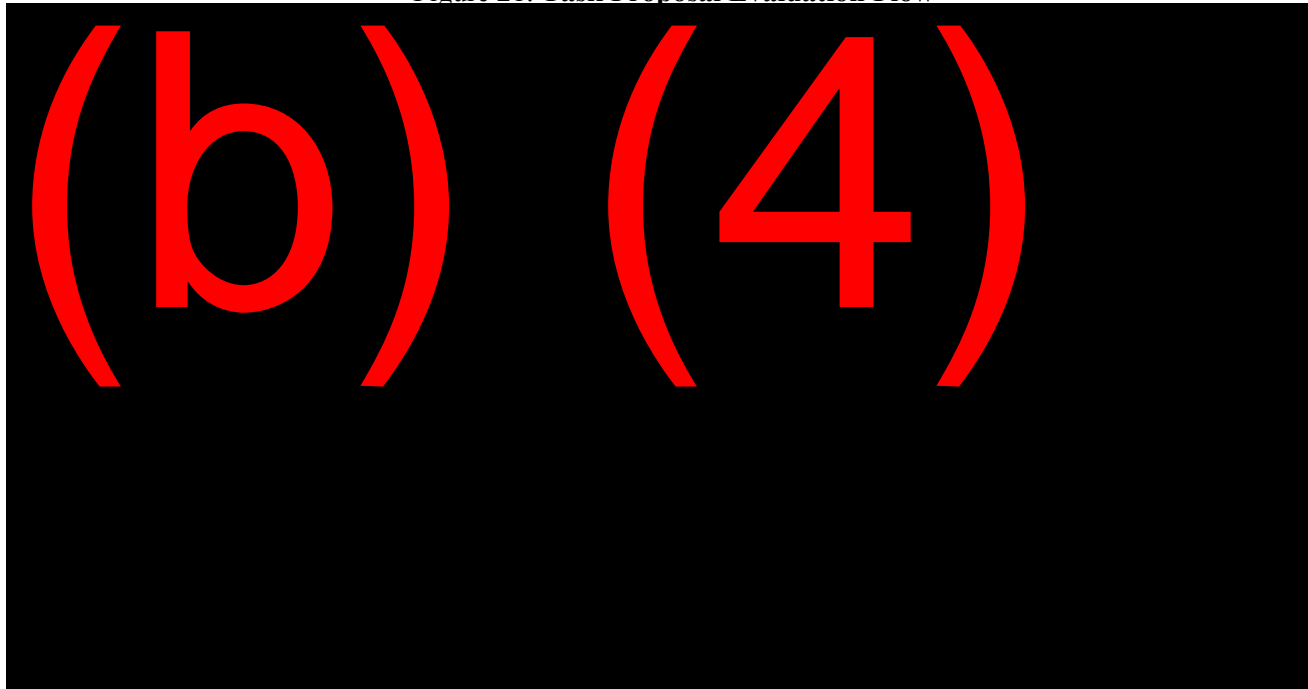
(b) (4)



DOCUMENT ARCHIVES DATABASE. Team CACI will design and implement a Document Archives database that will provide a repository for all documentation associated with the R&R IDIQ Program to include all TO deliverables. (b) (4)

TASK PROPOSAL DATABASE. Team CACI will design and implement a Task Proposal Database. Information captured in the Task Proposal Database—augmented by contractor performance data from the Performance Metrics Database and materials from the Document Archives Database—(b) (4)

Figure 21. Task Proposal Evaluation Flow



Team CACI's Task Proposal Template and database will automate comparison and streamline the award process.

TASK PROPOSAL TEMPLATE (TPT). (b) (4)



Figure 22. Task Proposal Template



Team CACI's TPT captures the data needed to quickly evaluate R&R Task Order Proposals.

(b) (4)

D.8.3 Labor Categories and Staffing

Team CACI currently has personnel who meet or exceed the government's requirements. Figure 23 lists labor categories applicable to this Activity Category, representative staff, and the location of that individual's resume in Tab J. The labor categories below are highlighted to indicate that they are proposed.

Figure 23. Activity Category H Labor and Staffing

Labor Category	Representative Staffing	Tab J Resume Location
Applications Sys Analyst/Programmer 2	(b)(4), (b)(6)	J.28
Applications Sys Analyst/Programmer Lead	(b)(4), (b)(6)	J.30
Database Analyst Principal	(b)(4), (b)(6)	J.31
IT Manager	(b)(4), (b)(6)	J.37

Team CACI's Database Team is developed based on in-depth knowledge of the National Guard's current data needs and database structures.



E RECRUITING AND RETENTION SCENARIO TASK

Scenario Task: Armed Services Vocational Aptitude Battery (ASVAB) Training Program

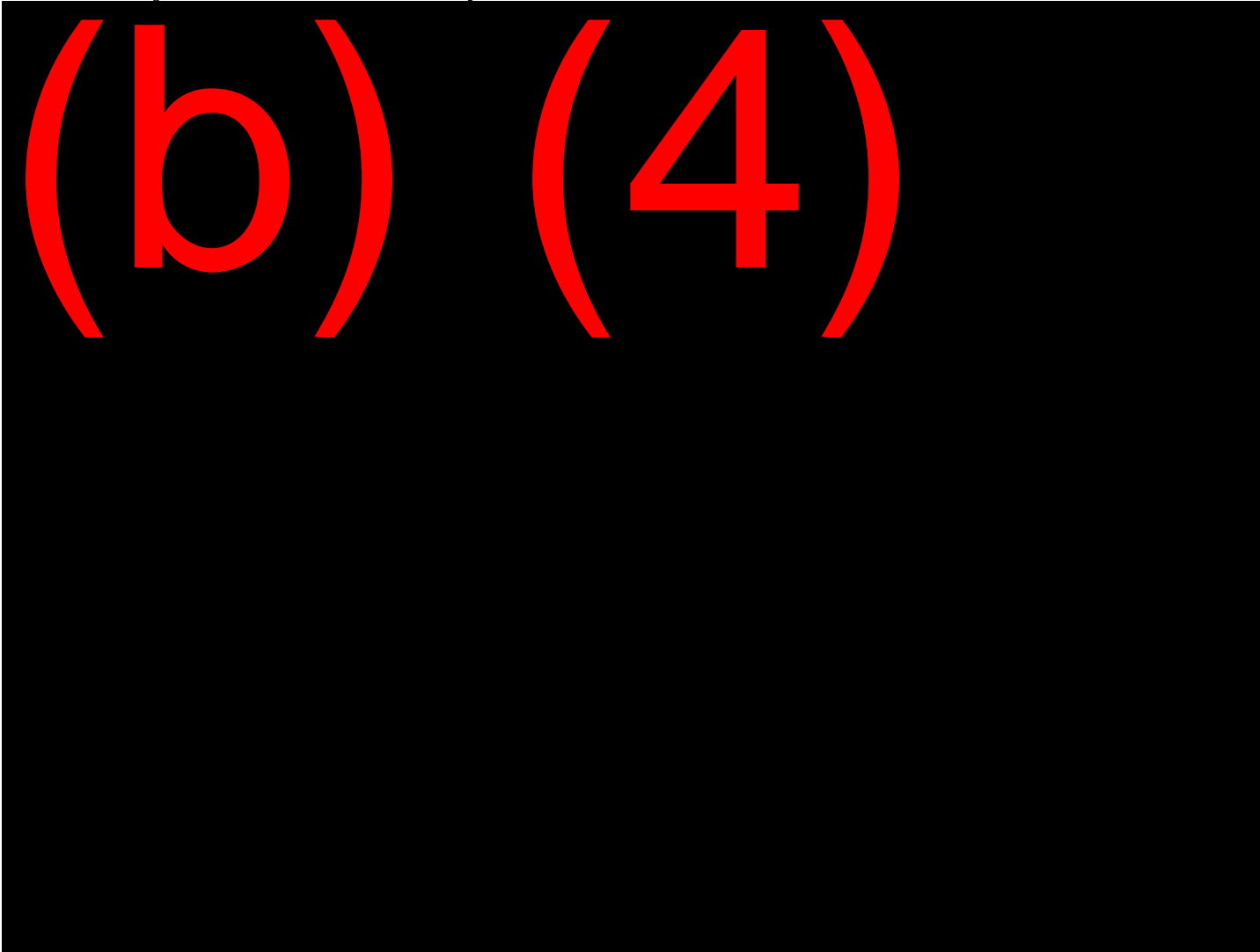
Contract No.: R&R IDIQ	Date Issued: 2/29/08	
Task No.: Scenario Task	Date Due: 5/15/08	
Submitted by:		
CACI CMS	1100 N. Glebe Rd. Arlington, VA 22201	Contact: (b)(4), (b)(6)
Task Order Objective		

The offeror shall propose a training program to help recruiters raise awareness of and promote the use of the Armed Services Vocational Aptitude Battery (ASVAB) to school guidance counselors as a tool to students and shall rectify the negative perceptions of the ASVAB. Offerors shall propose their best single solution.

Program/Solution Concept Summary

E.1 Scenario Task Technical and Management Discussion

E.1.1 Objectives and Situation Analysis



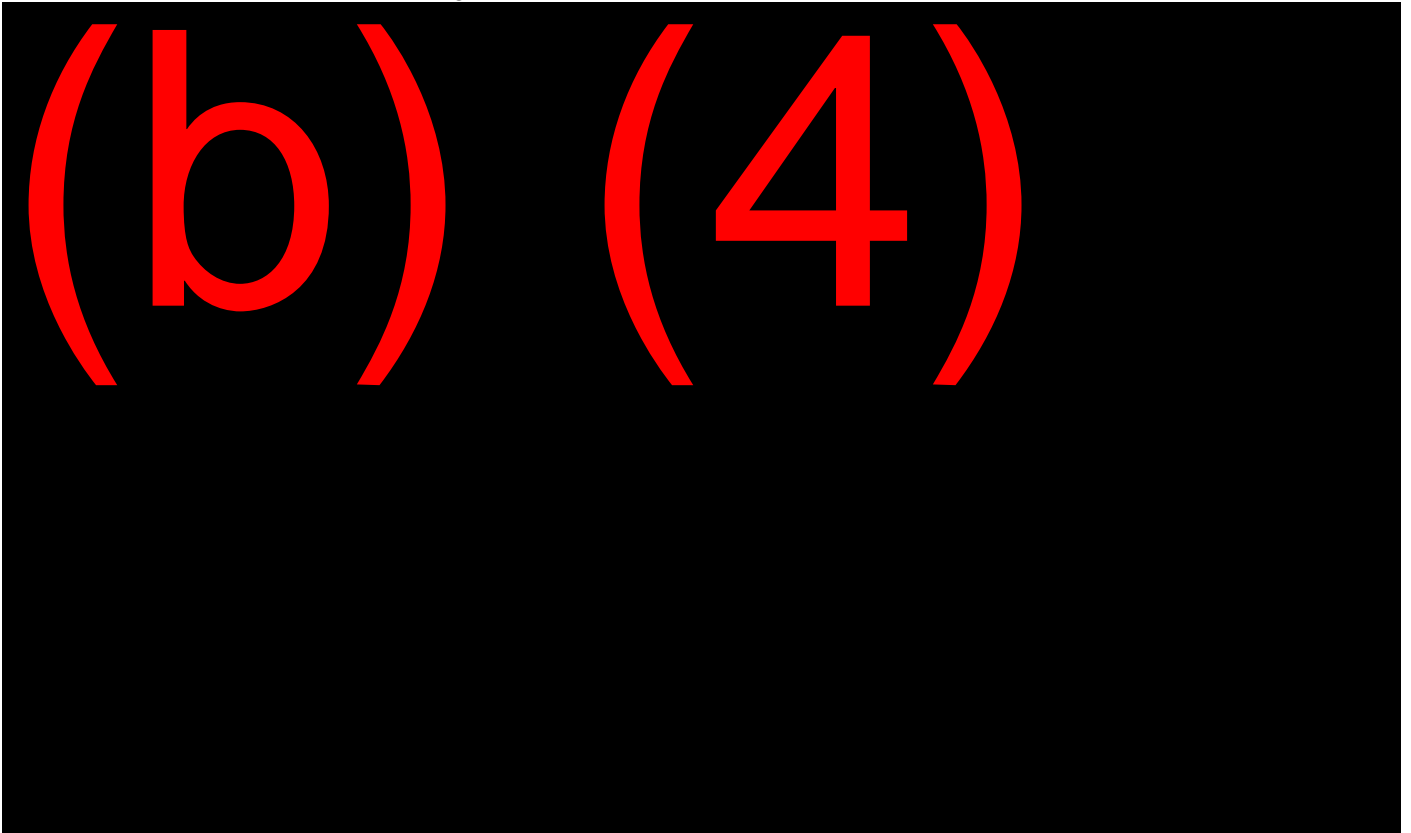
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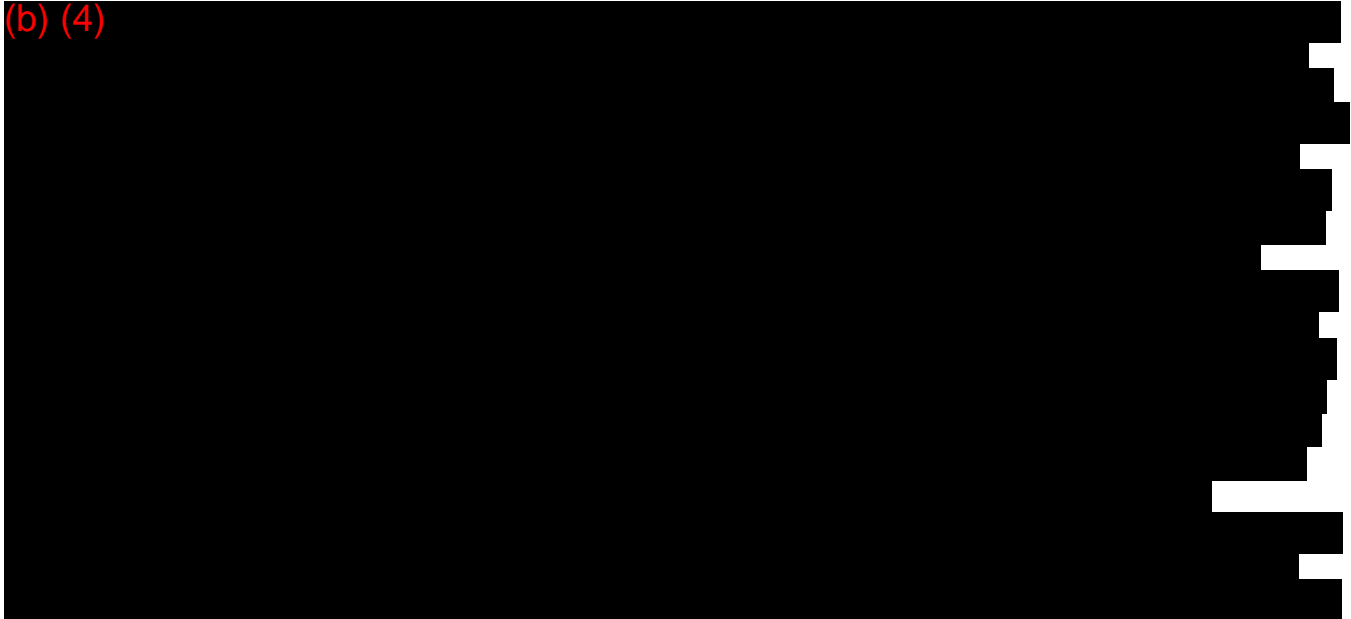
The following graphic demonstrates the features of our approach:

Figure 23. Team CACI's ATOM Approach



Team CACI's ATOM approach has the strategy and tactics to meet NGB-ASM's objectives.

E.1.3 Management Approach

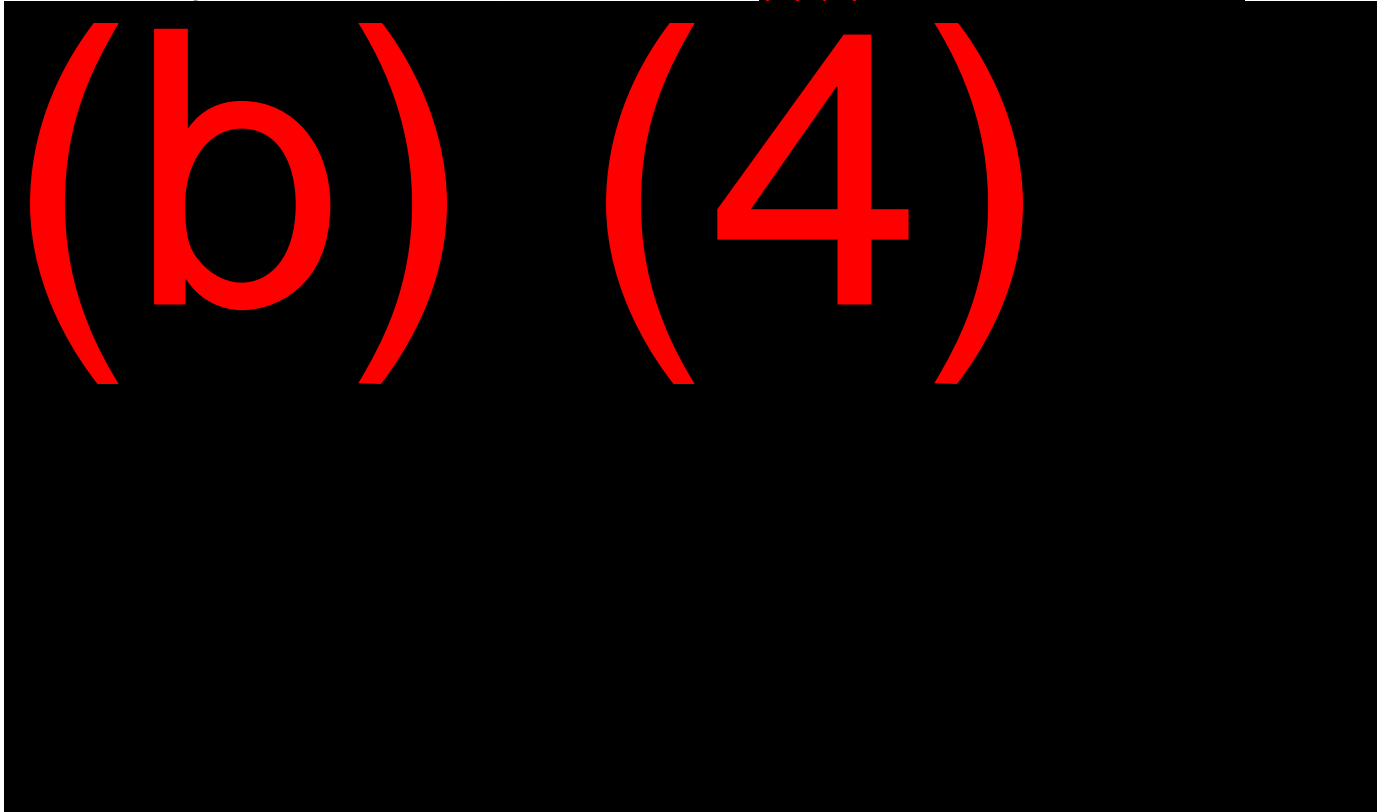




(b) (4)

To execute these activities, the TO team will follow a detailed annual schedule that drills down to daily activities. All activities, milestones, responsibilities, and performance reports will be mapped (b) (4) Figure 24 is a summary of major quarterly milestones and deliverables.

Figure 24. ASVAB Training and Outreach Plan (b) (4)



CACI's Plan for ASVAB training and outreach has achievable and measurable quarterly milestones and deliverables.

Management of this task will follow the structured process and methodologies detailed in Tab F. CACI will employ our established processes for subcontractor, risk, and financial management. Our management structure will ensure constant and open communication. (b) (4)

Overall contract performance will be reported through monthly, quarterly, and annual written reports. These reports, as well as all other program documents, including strategies, schedules, milestones, deliverables lists, meeting minutes, contact lists, etc., will be available to all team members (b) (4)

E.1.4 Technical Approach

Team CACI's major strategies and tactics are described below in a narrative outline format to clearly demonstrate how ATOM aligns with NGB-ASM's stated objectives.

OBJECTIVE 1: Provide recruiter training to achieve objectives.

a) Strategic Approach

(b) (4)



(b) (4)

[Redacted text block]

b) Tactics

(b) (4)

[Redacted text block]



(b) (4)

[Redacted content]

OBJECTIVE 2: Create awareness and a persistent positive impression of the ASVAB among high school guidance counselors, high school students, parents, and other influencers.

a) Strategic Approach

(b) (4)

[Redacted content]

b) Tactics

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(b) (4)

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(b) (4)

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OBJECTIVE 3: Provide opportunities for Army National Guard recruiter contact with high school guidance counselors and high school students.

a) Strategic Approach

(b) (4)

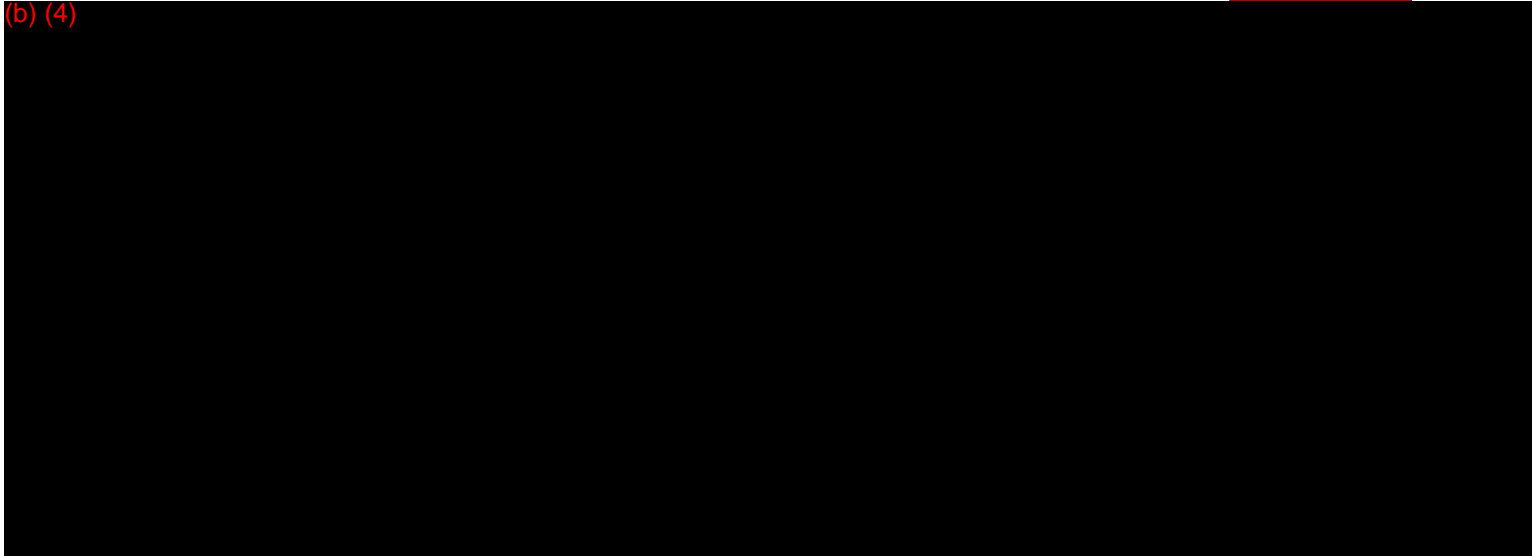
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Strengths Finder 2.0

- #1 *Wall Street Journal* Best Seller
- #1 *Business Week* Best Seller
- Voted in Best Books of 2007 by Amazon.com customers



(b) (4)



Performance Metrics

E.1.5 Task Order Specific Metrics

As outlined in E.1.1 Objectives and Situation Analysis, Team CACI has structured the scenario task around two outcomes-based goals and three activity-based objectives. Metrics, benchmarks (if applicable), and measurement tools have been identified for each goal and objective.

Goal #1: Increase the number of high school students taking the ASVAB.

- **Metrics:** (b) (4)
- **Existing benchmarks:** (b) (4)
- **Measurement tools:** (b) (4)

Goal #2: Generate leads for future recruitment activities.

This goal includes two types of leads. The first lead is a post-test lead, the name and contact information of students who have already taken the test. Performance metrics for that type of lead consist of the metrics, benchmarks, and measurement tools defined above (Goal #1). The second is a pre-test lead, defined as students who have expressed interest in the ASVAB but have not yet taken the test. The following address performance for the pre-test lead group.

- **Metrics:** (b) (4)
- **Existing benchmarks:** (b) (4)
- **Measurement tools:** (b) (4)

Objective #1: Provide recruiter training to achieve objectives.

- **Metrics:** (b) (4)
- **Measurement tools:** (b) (4)

Objective #2: Create awareness and a persistent positive impression of the ASVAB to high school guidance counselors, high school students, parents, and other influencers.



- **Metrics:** (b) (4)
[Redacted]
- **Existing benchmarks:** (b) (4)
[Redacted]
- **Measurement tools:** (b) (4)
[Redacted]

Objective #3: Provide opportunities for ARNG recruiter contact with high school guidance counselors and high school students.

- **Metrics:** (b) (4)
[Redacted]
- **Measurement tools:** (b) (4)
[Redacted]

Basis of Estimate

E.2 Scenario Task Basis of Estimate

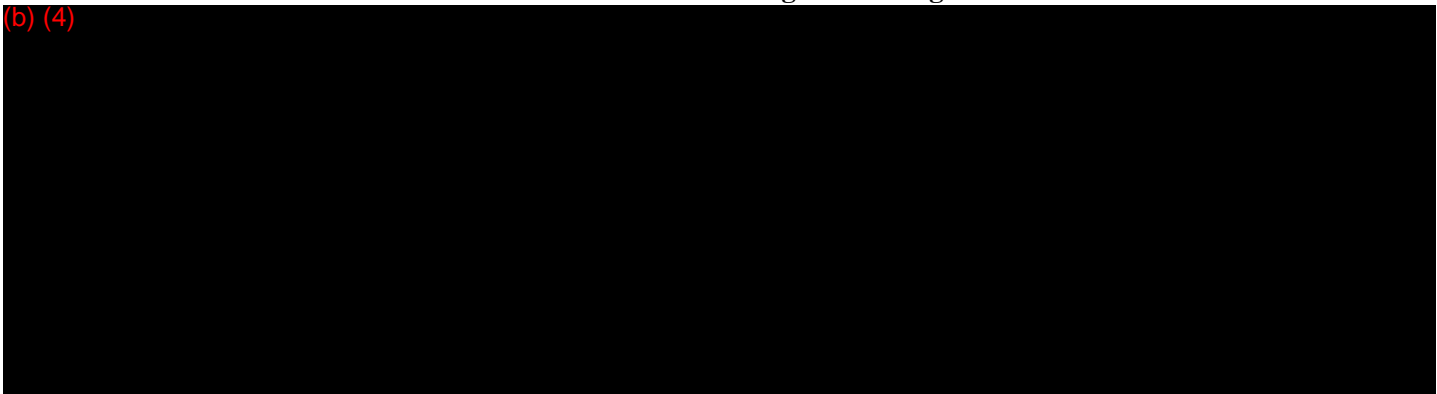
Team CACI's Basis of Estimate (BOE) maps to our Work Breakdown Structure (WBS) elements and provides the costing rationale for our Scenario Task solution. An identical but more detailed BOE is included in Volume III, Pricing.

Schedules—For scheduling purposes, the timelines suggested in the following table are based on a Task Award Date of July 1, 2008.

Labor—Labor estimates are based on resources required to plan and execute activities to achieve cost, schedule, and performance requirements, based on Team CACI's experience with other ARNG recruitment and training efforts. Specific talent and expertise were selected and appropriate labor categories used to ensure meeting specific task requirements as defined in the WBS, which forms the structure of this BOE, Attachment J.2, Scenario Task Description, as well as RFP Sections C, L, and M.

Shipping—Unless otherwise stated, all materials will be shipped to Team CACI's partner, Docupak, leveraging its existing central distribution point into all Army National Guard Recruiter locations, for package assembly (where required) and further distribution.

WBS LEVEL 1.0 Program Management





(b) (4)

WBS LEVEL 2.0 Provide Recruiter Training to Achieve Objectives

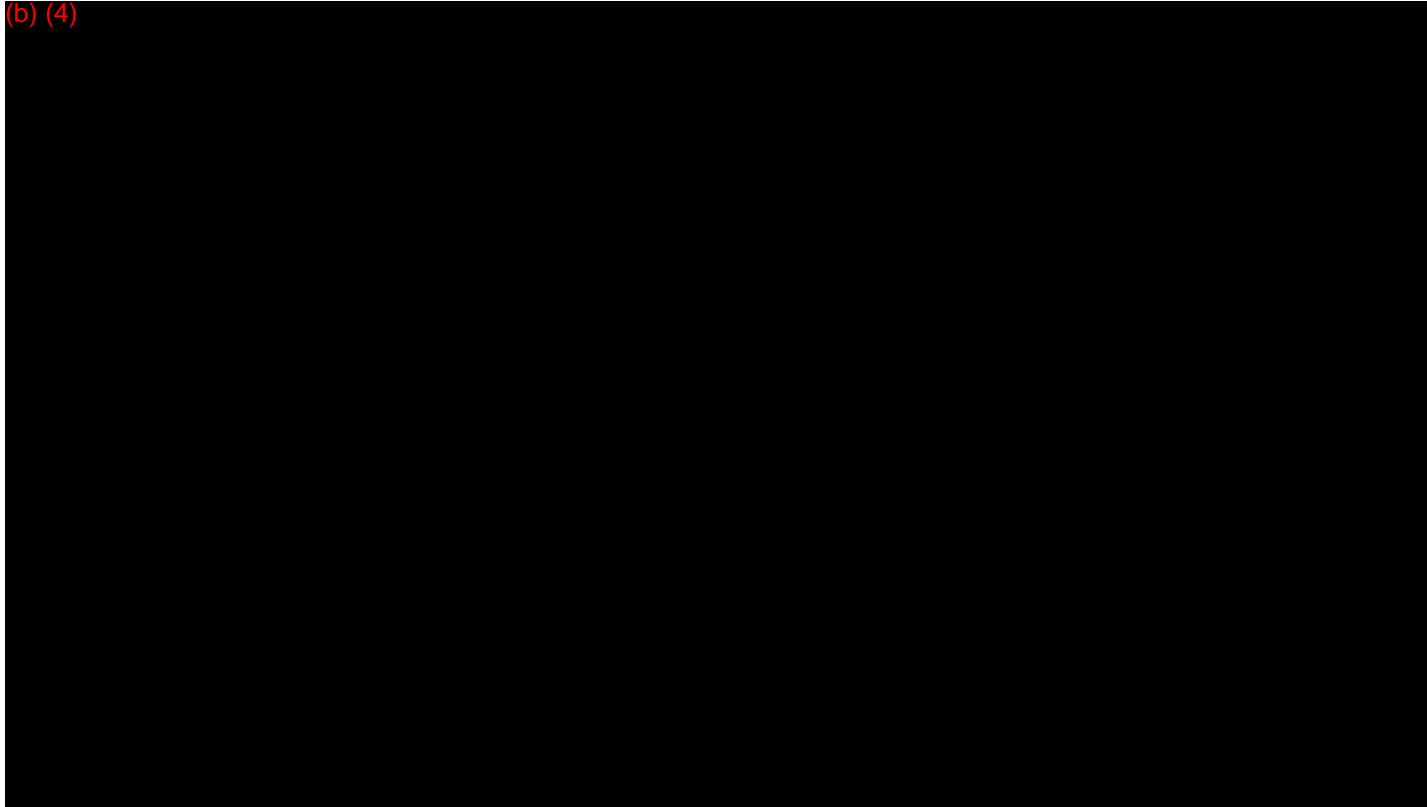
(b) (4)

WBS LEVEL 3.0 Create Awareness and Positive Impression of ASVAB

(b) (4)

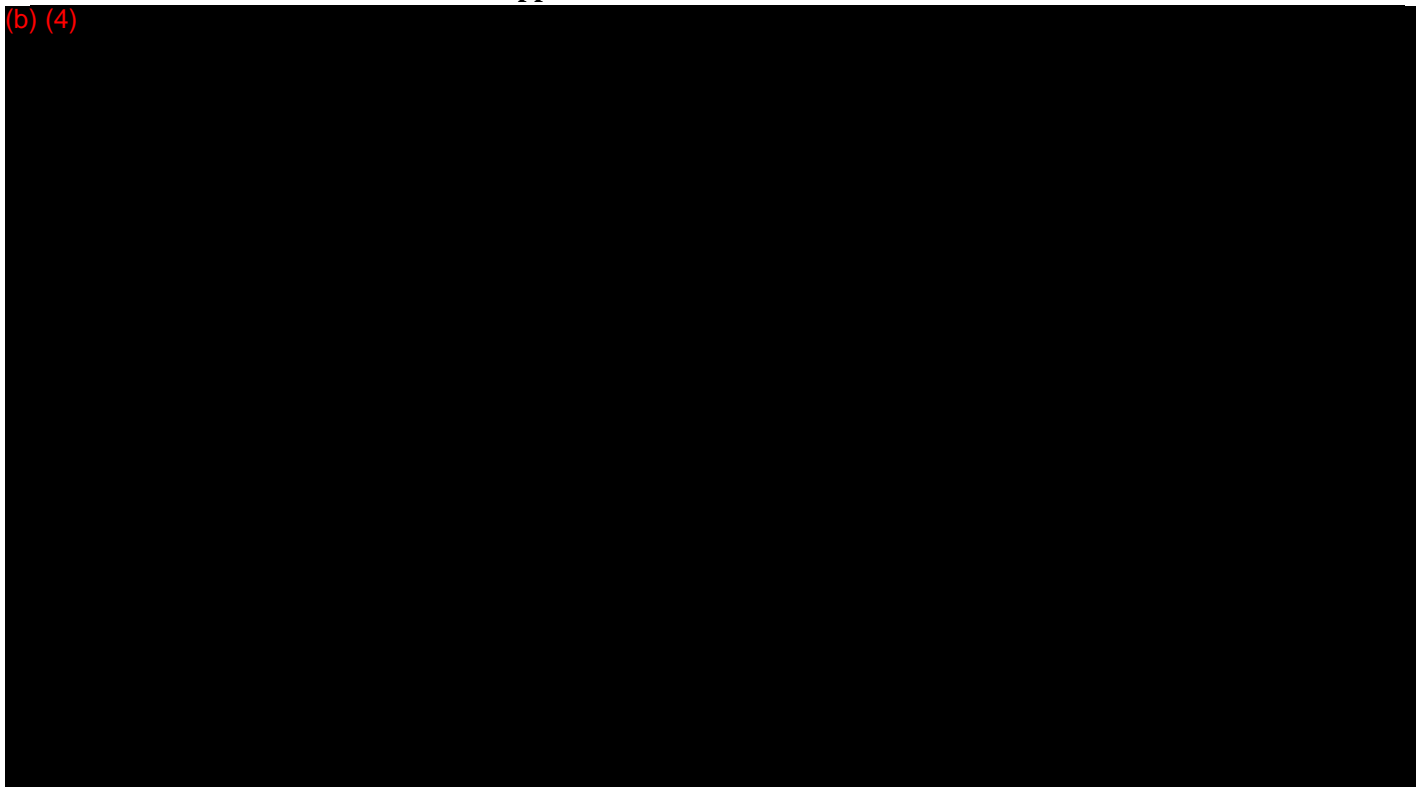


(b) (4)



WBS LEVEL 4.0 Provide Opportunities for Recruiter Contact with Counselors and Students

(b) (4)



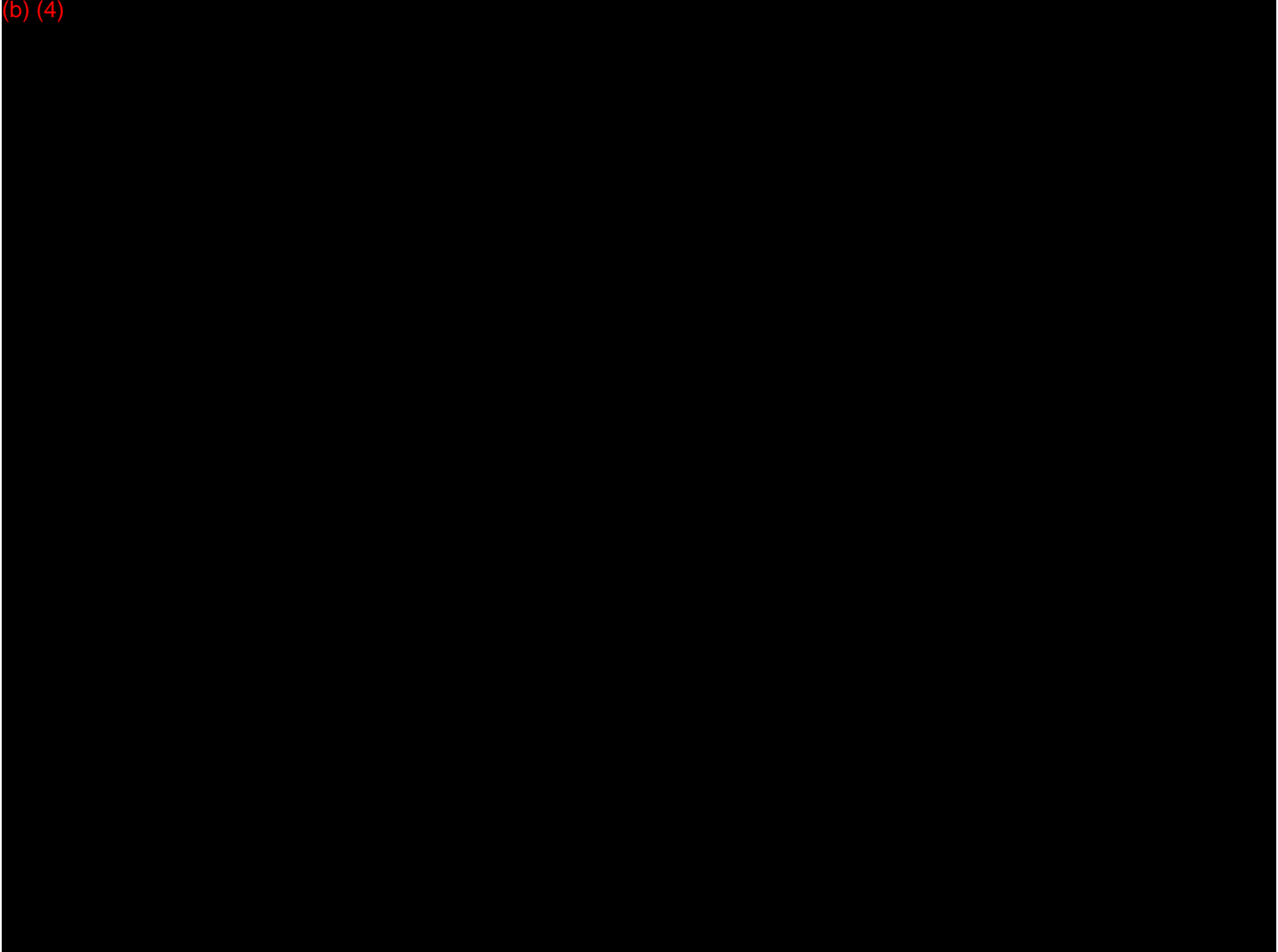
Pricing - See Pricing Volume III Tab D.3 for Detailed Pricing Data



F CORPORATE CAPABILITIES, SUPPLIERS, AND STAFFING

CACI's policies, procedures, and industry best practices provide the foundation for effectively managing the R&R Program task orders (TOs). We will use our proven management tools and processes to ensure on-time, in budget, realistic and performance-based high quality service on all R&R tasks. As prime, CACI leads a team of highly qualified and capable companies (Figure 25) that possess the requisite knowledge, expertise, and experience to help us meet the Guard's end strength goals. Team CACI has the capability and capacity to deliver all of the services and products across all eight activity categories (Tasks A – H) regardless of task order size, scope, or complexity.

Figure 25. Team CACI Organized for R&R Success



F.1 Corporate Capabilities

Team CACI has the right people and right policies to provide R&R Program continuity to the National Guard. We bring ARNG a wealth of experience planning and implementing R&R programs in support of National Guard mission goals and have the facilities and infrastructure nationwide to support the R&R Program. The following sections detail our corporate capabilities, which we will bring to bear on the R&R Program.



F.1.1 Corporate Stability

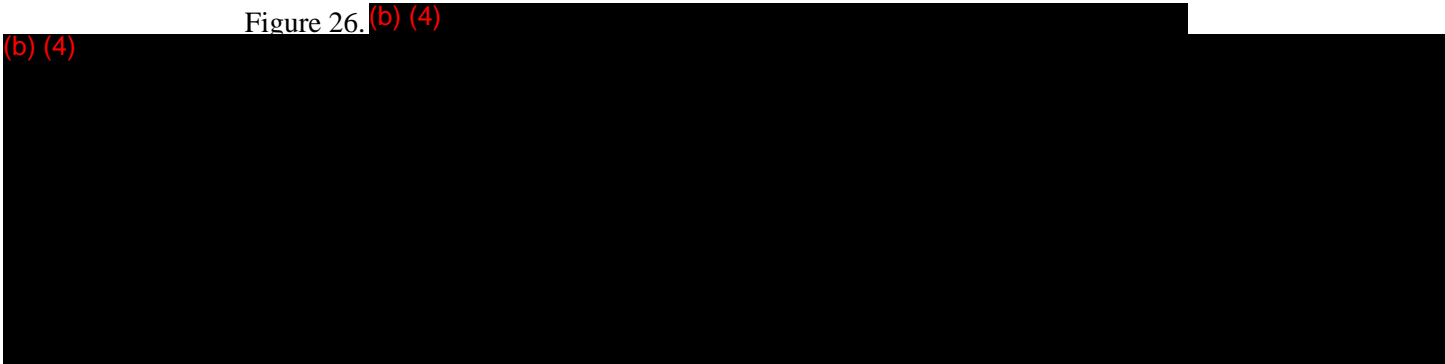
For 46 years, CACI has successfully provided solutions as a trusted partner of US Federal Government customers worldwide. A member of the Russell 1000 and Fortune 1000, CACI employs more than 11,800 people in 120 offices in the US and Europe. Our stability is proven through our revenue growth more that doubling from \$843M to the current \$2.4B in just the last four years. CACI Strategic Communications, the organization performing the work on the R&R IDIQ Program, has been supporting federal recruitment programs for more than 20 years. Since 2001, we have been the National Guard's partner on the State Media Services Program.

F.1.2 Management Approach and Processes

Figure 26 summarizes the features and benefits of our management approach, which provides the National Guard fast, efficient communications; competent, accountable management; and mature, repeatable processes, resulting in low-risk TO execution to meet and exceed R&R Program goals:

Figure 26. (b) (4)

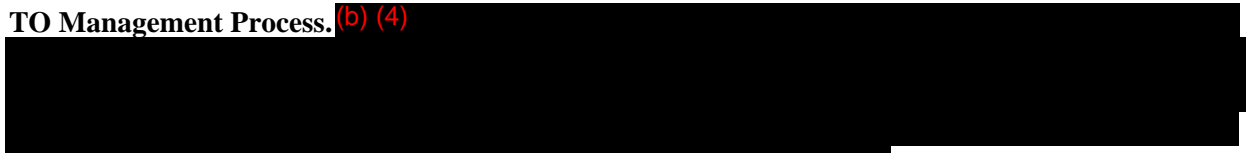
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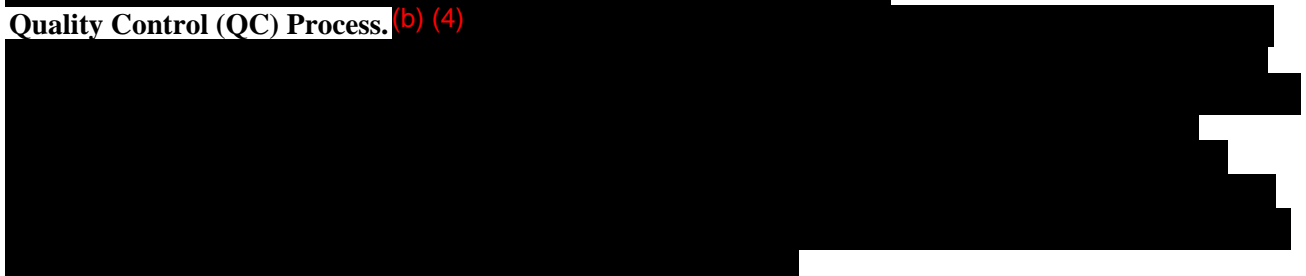
Our responsive, innovative, and flexible management approach satisfies NGB-ASM requirements through quality deliverables, continuous improvement, and productive customer interactions.

MANAGEMENT PROCESSES. CACI Defined Processes (CDPs) are a comprehensive set of standard operating procedures that guide every phase of program development, implementation, and evaluation. CACI has used these processes to manage more than \$9.3B worth of programs of all sizes and scope. The following paragraphs provide an overview of these processes and their proposed application to the R&R Program.

- **TO Management Process.** (b) (4)



- **Quality Control (QC) Process.** (b) (4)



- **Performance Measurement Process.** (b) (4)

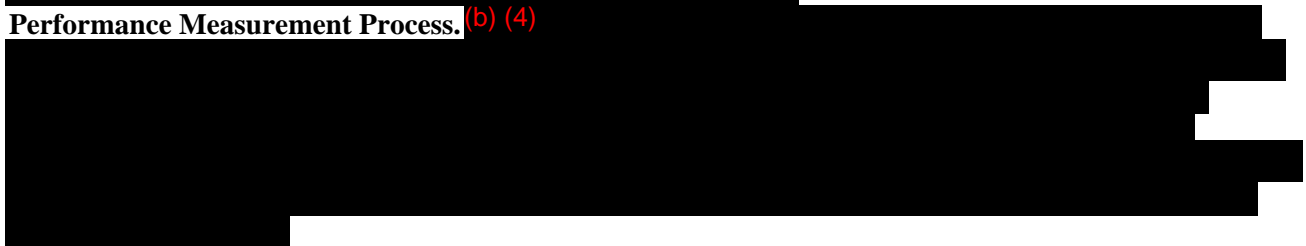
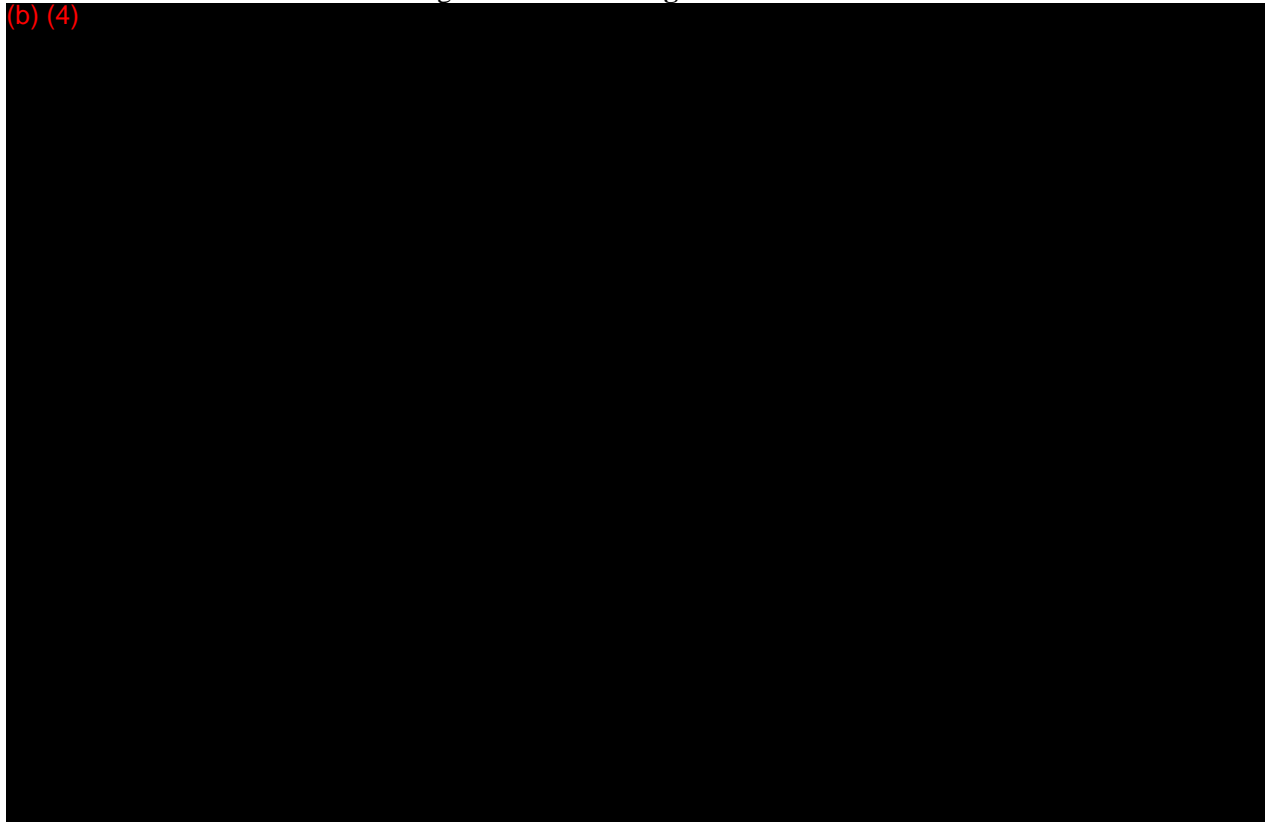




Figure 27. TO Management Process



Team CACI's TO management process is optimized for quick turnaround by using automated tools and proven procedures.

MANAGEMENT STRUCTURE. (b) (4)

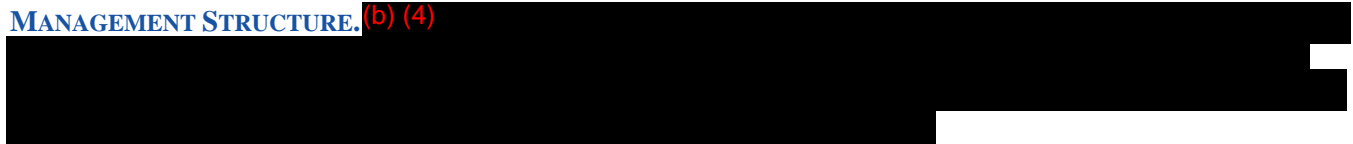
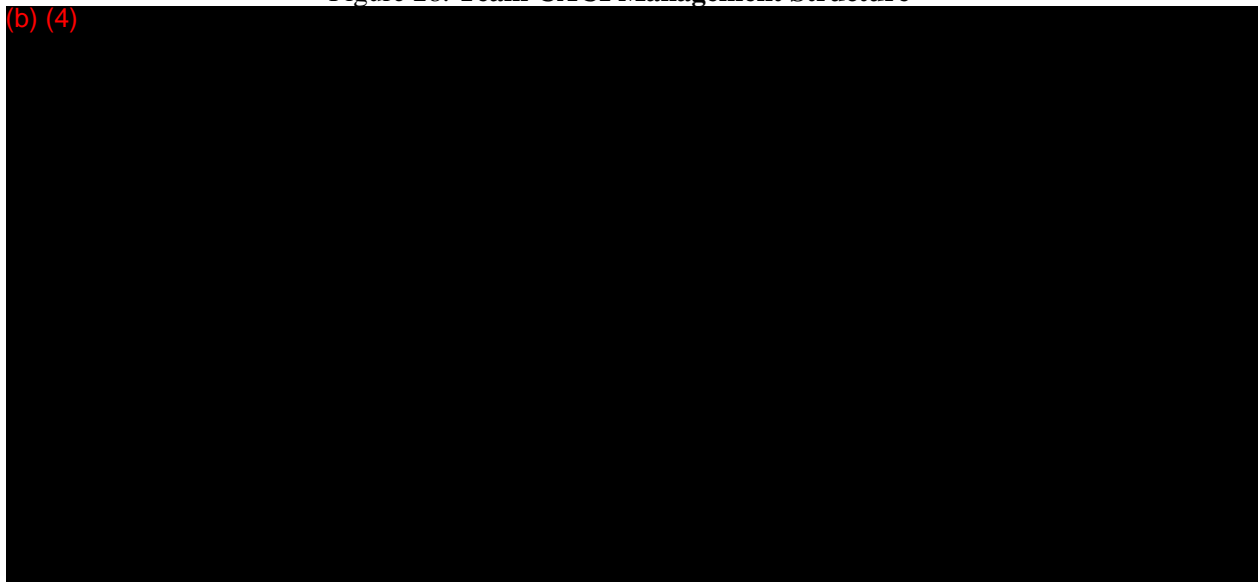


Figure 28. Team CACI Management Structure



Team CACI is organized to bring best value recruiting and retention solutions to NGB-ASM.



(b) (4)

ACCOUNTABILITY PROCEDURES FOR PROBLEM ESCALATION. If a problem or potential problem is identified, Team CACI will move quickly to contain and minimize project impact. Our problem resolution process includes

(b) (4)

RISK MITIGATION. Our risk management approach (Figure 29) is focused on problem avoidance—keeping risks from turning into problems, avoiding disruptions to the schedule, and avoiding increased costs. (b) (4)

Figure 29. R&R Program Risk Management Process

(b) (4)

We use a systematic method to identify, analyze, track, and control program risk to ensure success in all functional, technical, schedule, and cost areas.

OPERATIONAL METHODOLOGIES. CACI maintains standardized, corporate processes and enforces a company-wide emphasis on quality, customer satisfaction, and dedication to the mission. Team CACI's management approach leverages this insight to manage all aspects of the R&R Program with customer responsiveness, efficiency, and accuracy. (b) (4)

MANAGEMENT AND BILLING SYSTEMS. Team CACI invoicing for services under this contract will be accurate, timely, and accompanied by supporting documentation of rates, fees, period of performance, claims, and adjustments. Our government-approved and audited cost monitoring, control, and expense-tracking systems and

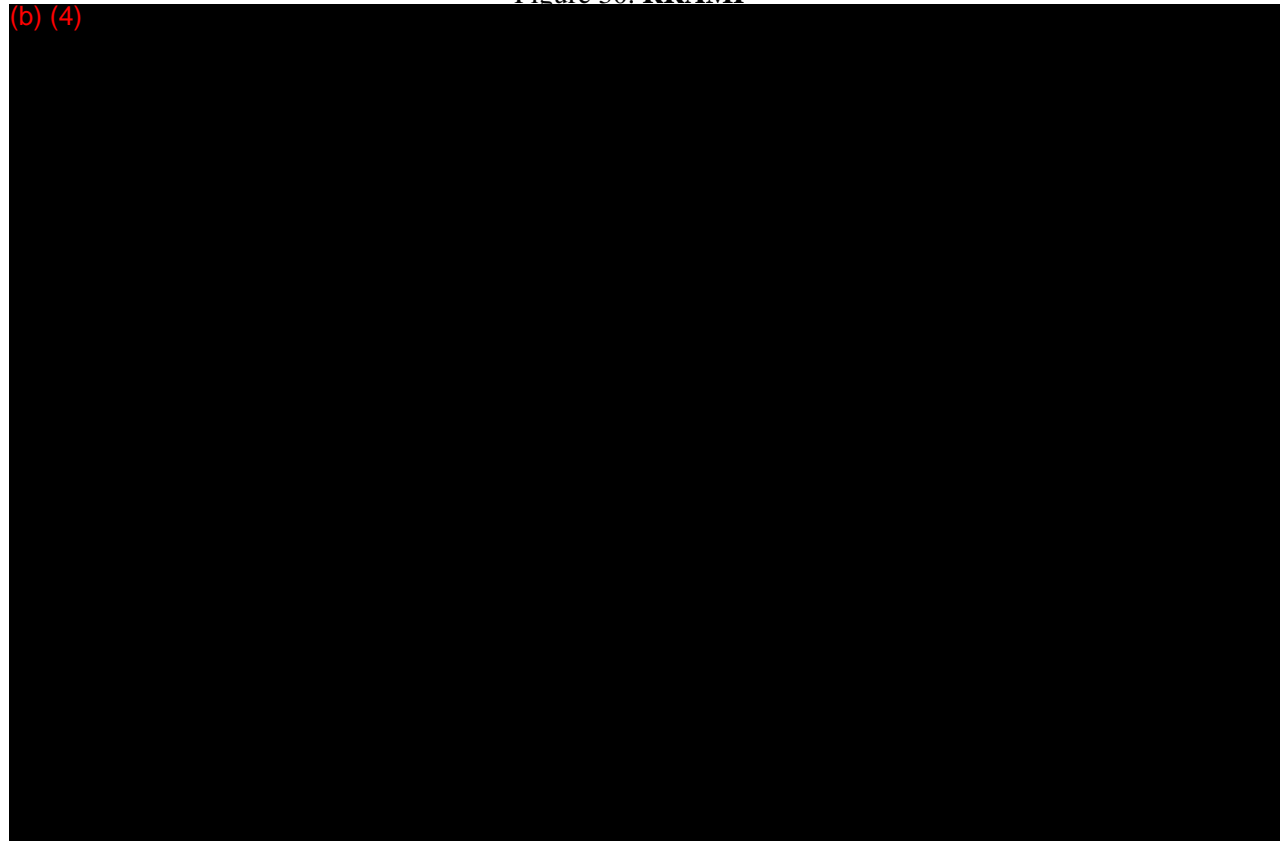


procedures were developed and refined through years of providing support to government clients. Our approach uses the following key systems:

- **R&R Activity Management** (b) (4)



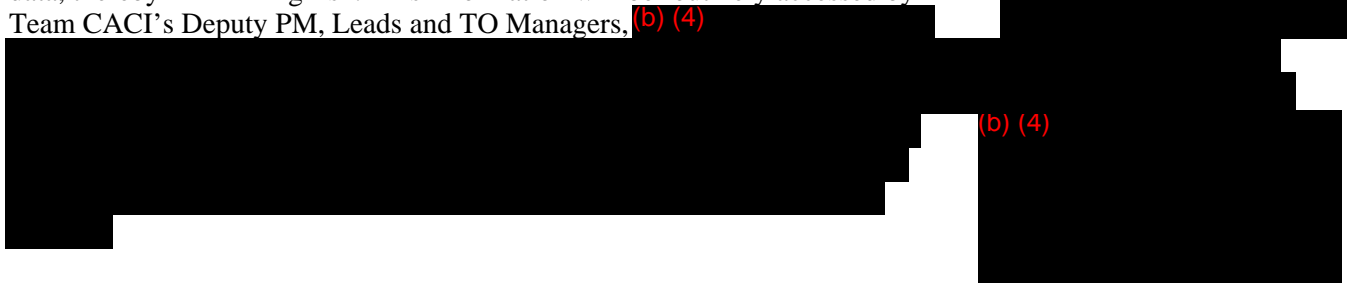
Figure 30. RRAMP



RRAMP provides powerful management tools, facilitates communication, and provides Guard visibility.

The following systems and tools, accessed (b) (4) will be used to support the R&R Program:

- **Contract Management System (CMS).** CMS is an innovative, Web-based forecasting, budgeting, and reporting tool to support program and project management and provide near-real-time status, and on-demand reports of simultaneous tasks. CMS will allow us to account for and track financial and labor data, thereby minimizing risk. This information will be routinely accessed by Team CACI's Deputy PM, Leads and TO Managers, (b) (4)





- **Deltek CostPoint (CostPoint).** CACI's billing process is generally automated through an integrated Enterprise Resource Planning system called CostPoint that is linked to CMS. CostPoint tracks the true cost and revenue associated with performing any project or activity. This system automatically generates billings for all projects and customers, and gives CACI financial and project managers the necessary financial information for organizations, projects, and people required on a particular program. CostPoint integrates various components, including project and organizational accounting features, materials management, human resources, reporting tools, and electronic timekeeping. For the R&R Program, CACI will use CostPoint to produce required output to verify the TO project totals, including supporting schedules for labor or other cost, (b) (4)

BENEFITS TO THE GUARD

- Streamlines media buying process
- Minimized labor costs
- Stores customer preferences

- **CAPS.** CAPS is our media buying database system, (b) (4)

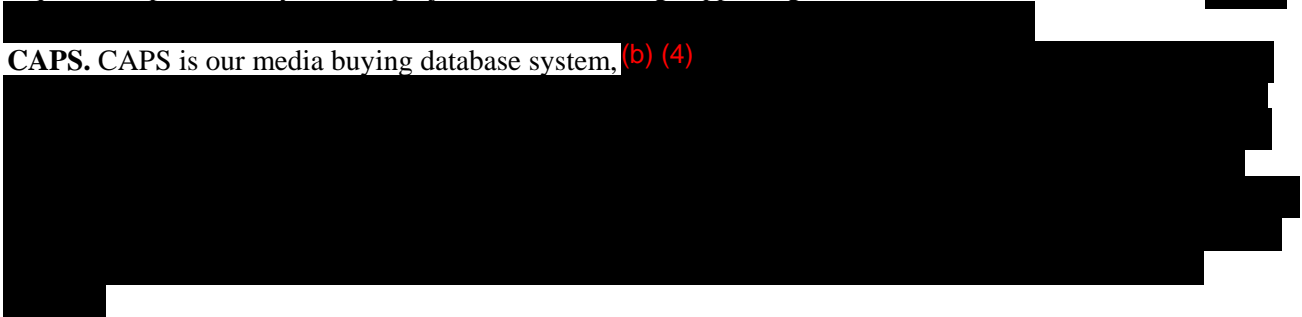
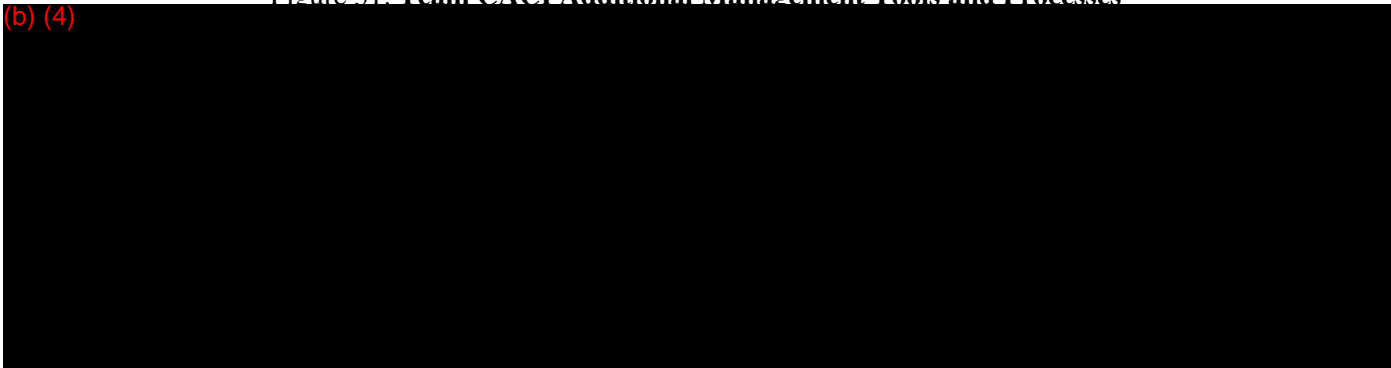


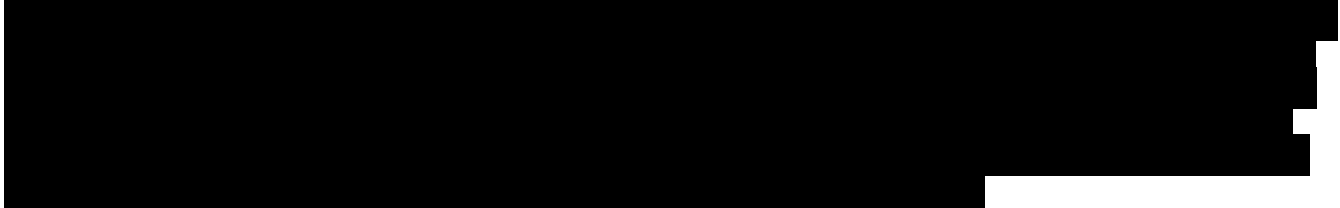
Figure 31 presents additional tools and processes we propose to use in managing the R&R Program to aid in providing the infrastructure for a smooth-operating, low-risk program, increasing efficiency and saving money.

Figure 31. Team CACI Additional Management Tools and Processes



Team CACI's battery of tools ensures quick and accurate response on R&R TOs.

PROCEDURES TO ACQUIRE AND MAINTAIN SECURITY CLEARANCES AND ACCESS TO GOVERNMENT RESOURCES. On average, CACI processes 800 clearances (initial and updates) per year. (b) (4)



METHODS AND TOOLS FOR TRACKING, MAINTAINING, AND DISPOSING OF GOVERNMENT-FURNISHED EQUIPMENT (GFE). As the prime, CACI is accountable for possessing and using GFE. CACI maintains a government property management system to ensure property in our possession or under our control is protected, preserved, and maintained according to industry practices and customer regulations. We maintain file tracking of GFE and adhere to the CACI Government Property Management System Manual that describes in detail how we manage government property entrusted to our care. This manual addresses the cycle of GFE and Contractor-Acquired government-owned Property (CAP) from acquisition and receiving through our process of accountability for GFE and CAP to final closeout with the Government. For the R&R Program, we recognize that government-



furnished property will be requested in accordance with each TO. The Contracts Department and R&R Program DPM ensure authorization is contained in the contract for acquiring government property. CACI will provide the CACI Government Property Management System Manual to NGB-ASM upon request.

F.1.3 Personnel

Team CACI offers a robust force of trained and experienced personnel across the full scope of disciplines needed for this contract, to include extensive staffing of hard-to-fill positions. Our forward-looking recruiting, retention, and training policies provide top-notch personnel, a low turnover rate, and an intra-team development process to ensure availability of qualified staff. To attract, maintain, and retain high-quality personnel, CACI invests in employee-focused programs and policies that result in continuous employee development, high workforce morale, and low turnover rates. Highlights include:

(b) (4)

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(b) (4)

F.1.4 Operations and Subcontractor Management

As shown in Figure F-1, CACI has assembled a broad-based, experienced team of professionals providing quick response, high performance, and reliable R&R services with significant Guard knowledge.

POLICIES AND PROCEDURES TO SUPPORT OPERATION OF CONTRACT. Team CACI's existing policies and procedures are key to supporting operations under the R&R Program. Our approach to executing TOs, regardless of size or value, includes a focused approach and process from Day One and an avenue for valuable customer feedback for continuous process improvement. Our policies and procedures provide programmatic guidance and policy definition to all Team CACI personnel and include:

(b) (4)

Subcontractors are fully integrated into the program and support the same standards and processes.

PROCESS OF OBTAINING GOVERNMENT REVIEW AND APPROVAL. We partner with NGB-ASM through formal and informal reviews, preliminary and draft approvals, and final review and acceptance of all project plans and deliverables. Mission success requires Guard feedback and visibility into the R&R Program. With that in mind, Guard review and approval is built into our task management process. The team will hold weekly and monthly meetings with Guard counterparts to get feedback and approval for all initiatives and solution development.

(b) (4)



(b) (4) Regular interaction and partnership in defining objectives and monitoring idea development into solutions result in more effective strategies, higher quality products, and greater ROI for NGB-ASM.

F.2 Suppliers

Team CACI's approach to ensure ready and reliable access to high-quality vendors, services, and media will result in cost savings for NGB-ASM. CACI's CAPS, as described in the Management and Billing Systems section, maintains data on nearly 13,000 vendors nationwide, to include information on mechanical specifications, addresses for materials and billing, circulation rates, discount negotiations, and points of contact. We hold vendors accountable for delivering as promised on signed contracts. We subscribe to the latest industry resources, publications, and newsletters to stay up-to-date with the latest advertising trends, including changes within key media segments, such as broadcast media, the Internet, student, diversity, out-of-home, and direct marketing opportunities. We have established relationships with printers, production houses, fulfillment contractors, and market research firms to draw on as needed in the performance against this contract.

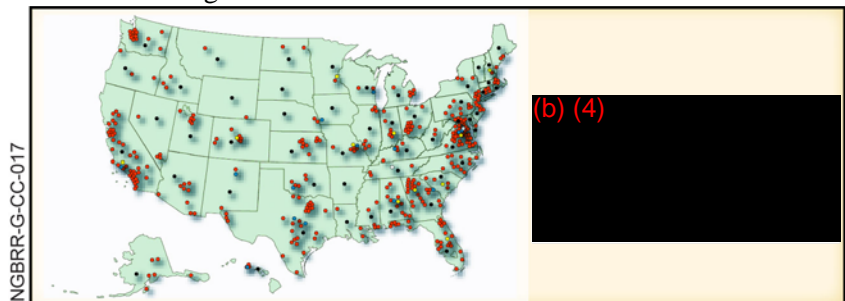
Team CACI is skilled at obtaining below competitive and discounted rates through a competitive bid process. We ask each vendor to extend either local, special non-profit, or Government rates to NGB-ASM, saving from 10 to 40 percent off the national rate, depending on the publication and rate offered. CACI negotiates cost-effective media buys, such as pay-per-lead contracts with Internet venues and bulk advertising frequency discounts with print vendors. In developing media buys for the Guard, we secure an annual contract rate with vendors based upon projected volume or funds resulting in substantial savings. The R&R Program DPM will monitor vendor activities and sign off on work before it is delivered to NGB-ASM. As the Guard's partner for the SMSP for the last six years, CACI has transformed more than \$30M in national and state media budgets throughout the United States into increased buying power across numerous media platforms. We leverage spending across all program levels to find advantages in implementing media buys. We have secured discounted rates from a number of media companies that extend each State a fixed rate based upon the total buying power of all States. *On average, these group discounts save each State about 35 percent per buy.*

F.3 Staffing

Team CACI offers the Army National Guard a ready force of specialized, experienced personnel, capable of covering future TOs in all anticipated functional areas. We are familiar with the unique environment and challenges of the R&R Program and have applied this insight to recommend a staffing plan that includes 31 additional labor categories to the 25 required in the RFP. We are ready to provide R&R Program support in 54 states and territories, including Puerto Rico, the US Virgin Islands, and Guam. Figure 33 shows our locations.

(b) (4)

Figure 33. Team CACI Office Locations



Team CACI is ready to respond at all locations at any time.

F.3.2 Employee Statistics

In addition to our robust staff replacement and training risk mitigation strategy described in F.1.3, CACI has developed policies and practices that result in a stable workforce. While retention by labor category is not a statistic CACI tracks, the following are our statistics for overall company retention during the past three years: (b) (4)

(b) (4)

G SMALL BUSINESS SUBCONTRACTING PLAN

Date: May 15, 2008

Contractor: CACI, INC.-FEDERAL

Address: 14151 Park Meadow Drive, Chantilly, VA 20151

Client: National Guard Bureau

Solicitation Number: W9133L-06-R-0009

The following, together with any attachments, is hereby submitted as a Subcontracting Plan to satisfy the applicable requirements of PL 99-661, Sec. 1207, and PL 100-180, Sec 806, and 48 CFR Subpart 19.7, 48 CFR Subpart 52.219-9, as implemented by FAR 52.219-9. This consolidated subcontracting plan format is fully compliant with all U.S. Government agency procurement regulations and has been accepted by the Defense Contract Management Agency and other elements of the Department of Defense, the Department of Justice, General Services Administration, and other Federal Agencies as satisfying the requirements of FAR 52.219-9 and applicable agency regulations.

POLICY

When consistent with prudent business practice and the efficient performance of contractual requirements, it is the policy of CACI to use to the maximum extent practicable the goods and services provided by the following concerns, as defined by Federal Regulations (CACI Policy & Guidelines Chapter 6700):

Small Business Concerns (SB)

Small Disadvantaged Business Concerns (including Historically Black Colleges,
Universities and Minority Institutions [HBCU/MI] (SDB)

Woman-owned Small Business Concerns (WOSB)

HUBZone Small Business Concerns (HUBZone SB)

Veteran-owned Small Business Concerns (VOSB)

Service-disabled Veteran-owned Small Business Concerns (SDVOSB)

CACI shall identify and actively seek business relationships with such firms in accordance with the requirements of this Subcontracting Plan and Federal Agency regulations; and shall make a good faith effort toward achieving the Subcontracting Plan goals established herein as described in FAR 19.705-7.

A. GOALS

1. The following estimated dollars and percentage of subcontracting goals are applicable to the base period and all option periods of the contract identified above or to any contract awarded as a result of the solicitation identified above:



	5 Year Goals	Yr 1 \$	Yr 1 %	Yr 2 \$	Yr 2 %
Total Est Sub	(b) (4)				
Small Business					
Large Business					
TOTAL					
Other SB					
SD Business					
WOSB					
HUBZone					
VSOB					
SDVOSB					

	Yr 3 \$	Yr 3 %	Yr 4 \$	Yr 4 %	Yr 5 \$	Yr 5 %
Total Est Sub	(b) (4)					
Small Business						
Large Business						
TOTAL						
Other SB						
SD Business						
WOSB						
HUBZone						
VOSB						
SDVOSB						

Goals for Small Businesses not otherwise identified, Small Disadvantaged, Women-owned Small, HUBZone Small, Veteran-owned Small, and Service-Disabled Veteran-owned Small Businesses are included as subsets of the total goals shown for All Small Business Concerns. HBCU/MI, where applicable, are included with goals for Small Disadvantaged Business Concerns in accordance with DFAR 252.219-7003 (b).



This plan and the goals established herein assume full exercise of all option periods/contract line items over the contract duration. This plan will become effective upon contract award and will continue in effect until expiration of the contract period of performance.

1. The following principal products and/or services will be subcontracted under this contract, and the distribution among all types of business concerns is as follows:

Large Business Concerns

(b) (4)

Small Business Concerns Not Otherwise Identified

(b) (4)

Small Disadvantaged Business Concerns

(b) (4)

Women-owned Small Business Concerns

(b) (4)

HUBZone Small Business Concerns

(b) (4)

Veteran-owned Small Business Concerns

(b) (4)

Service-disabled Veteran-owned Small Business Concerns

(b) (4)

2. The following method was used to develop these subcontracting goals:

The solicitation requirements were reviewed and the elements requiring outsourcing support for contract performance identified. Of these, an analysis was performed to identify and solicit or team with new and existing sources, particularly qualified SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB firms having experience, capabilities and competitive pricing needed to offer the best combination of value and solution set in response to the solicitation requirements. Where specific technical or other support requirements could not be separately identified due to the nature of the solicitation, probable volumes and types of subcontracted

supplies and services were estimated based on subcontracting experience under contracts with similar indefinite requirements.

3. The following methods are used to identify potential subcontracting sources (e.g. those source lists used and those organizations which were or will be contacted to obtain SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources):

(b) (4)



CACI also obtains and maintains source lists, guides, directories, and other data that identify SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB firms, including the National Minority Purchasing Council Vendor Information Service, the Research and Information Division of the Department of Commerce Minority Business Development Agency, Procurement Technical Assistance Centers, veterans' service organizations such as Center for Veterans Enterprise, Vendor Information Pages at www.vip.vetbiz.gov, various Federal Agency Web sites providing SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources; and commercial or trade association source listings such as Eagle Eye small business reports, 8A Connection, High Technology Small Business Sourcebook, and the MWBE Directory. CACI also hosts our own Small Business Open House events and attends such events as the Northern Virginia Small Business Fair, Northern Virginia Government Contractors Council (Gov Con) events, annual SBA/Industry Procurement Conferences and other agency - or trade association - sponsored conferences. In addition, CACI continually receives and retains applicable capabilities statements, brochures, and catalogs from eligible firms as a result of our status as a large business.

Indirect costs have not been included in subcontract goals.

B. SUBCONTRACTING PLAN ADMINISTRATION

1. CACI's Small Business Liaison Officer is (b) (6) (703-679-3202) (b) (6) is responsible for administering CACI's small business subcontracting program, coordinating and promulgating CACI's policies and procedures regarding small business subcontracting, and monitoring and reporting on CACI's overall compliance with the requirements of PL 99-661, Sec. 1207, and PL 100-180, Sec 806, and 48 CFR 19.7 and 48 CFR 52.219-9.



2. The Subcontracting Plan Project Manager for this procurement is:

Name: (b)(4), (b)(6)

Title: (b)(4)

Telephone: (b)(4)

Email: (b)(4), (b)(6)

3. The Subcontracting Plan Project Manager will have direct access to the assigned Project Staff, Department Managers, and Division Managers who have direct cost responsibility for contract performance, as well as direct access to corporate staff resources who will assist in achieving the plan goals, including CACI's Small Business Liaison Officer, Director of Procurement and Subcontracts, and Contracts Division Managers.

4. The Subcontracting Plan Project Manager will have overall responsibility for implementing and executing this plan, including:

- a. assuring the inclusion and/or consideration of SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB firms in procurement requests to the greatest extent practicable;
- b. identifying or requesting assistance in identifying SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources for consideration in procurement requests;
- c. preparing procurement requests so as to avoid inclusion of statements, clauses, and specifications which may tend to prohibit SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB business participation;
- d. participating in any project make or buy process to assure timely consideration of potential SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources;
- e. reviewing and monitoring large business (LB) subcontractor subcontracting plans, when applicable;
- f. reviewing and monitoring contract performance activities to ensure compliance with this Subcontracting Plan, to include ensuring provision is made for timely payments due to SB, SDB, WOSB, HUB Zone SB, VOSB, and SDVOSB firms.

C. EFFORTS TO IDENTIFY AND AWARD PROCUREMENTS TO SB/SDB/WOSB/HUBZONE SB/VOSB/SDVOSB CONCERNS

CACI project and procurement personnel, with the assistance of the Small Business Liaison Officer, will review each planned procurement (subcontract or purchase order) to assure



maximum equitable opportunity is afforded to SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources by:

1. assuring the inclusion of SB, SDB, WOSB, HUB Zone SB, VOSB, and SDVOSB firms in solicitations;
2. obtaining and maintaining source lists, guides, directories, and other data (e.g. vendor size certifications and Central Contractor Registry Dynamic Small Business Search registrations) that identify SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns;
3. obtaining potential SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources from all applicable agencies, such as the Small Business Administration, Small Disadvantaged Business Utilization Officers at Procurement Activities, Procurement Technical Assistance Offices, Department of Veterans Affairs and Small Business Liaison Officers at other large business concerns with contracts in areas similar to those of CACI, in addition to those sources identified in Section 4. above;
4. counseling all types of SB firms on subcontracting opportunities and how to do business with CACI;
5. assuring that CACI solicitation terms and conditions (e.g., format, wording, response time, specifications, quantities, delivery schedules, payment terms, etc.) are sufficiently simple and attainable so as to attract maximum SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB response;
6. restricting competition for subcontract solicitations to SB and/or HUBZone SB/SDB/WOSB/VOSB/SDVOSB concerns when the anticipated size of the acquisition so warrants and sufficient numbers of sources exist;
7. conducting or arranging for conduct of motivational and compliance training for purchasing personnel, to include goal achievement incentives;
8. participating in the project make or buy process to assure timely consideration of potential SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB firms;
9. reviewing, approving, and monitoring LB subcontractor subcontracting plans when required;
10. performing review (at least semiannually) of progress toward attaining goals, and making adjustments when necessary and possible to achieve plan goals.

D. OUTREACH EFFORTS

The following efforts are currently in place to maximize the opportunities for SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns to be identified and to be considered for solicitation:



1. Conducting corporate sponsored "Open Houses," designed to give small CACI's lines businesses with whom we have not previously worked the opportunity to introduce their capabilities to CACI project and subcontracts management personnel and to learn more about our business;
2. maintaining a Web-based registration system to enable small businesses interested in subcontracting opportunities with CACI to upload capabilities and contact information directly to a Web site (http://www.caci.com/connect/s_b_sub.shtml), where it can be easily viewed and searched by CACI project and subcontracts management personnel;
3. expand small business subcontracting opportunities under our GSA schedule contracts, by seeking out small businesses with capabilities in our market space, soliciting information on their capabilities, and establishing basic-ordering agreements to support the quick-reaction tasking which typically occurs under the GSA schedule contracts. Most of the small businesses under consideration for this initiative also have capabilities that can be brought to bear on non-GSA opportunities;
4. ensure that invoice payment terms for SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB firms are comparable to or more favorable than the terms offered to large business firms and that prompt payment is made to all small business firms in accordance with subcontract terms, utilizing CACI's Scanned Invoice Electronic Routing System to expedite payment of small business subcontractor invoices;
5. identify and solicit at least one (1) SB, SDB, WOSB, HUBZone SB, VOSB, or SDVOSB source for each item or service previously procured from a LB;
6. solicit at least one (1) SB, SDB, WOSB, HUBZone SB, VOSB, or SDVOSB for each procurement valued in excess of \$10,000 where adequate sources of supply and competition are known to exist and can be identified;
7. screen SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB source lists to assure that reasonable efforts are made to give all listed firms an opportunity to compete over a period of time and, where applicable, to provide more complex services;
8. give each newly identified SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB source an opportunity to compete at the earliest possible date;
9. when practicable and lead time permits, publicize subcontracting opportunities in FedBizOpps.gov and/or posting opportunities in the Small Business Administration's SUB-Net database to maximize SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB participation;
10. arrange corporate participation with trade associations, business development organizations, conferences, and trade fairs to locate and develop relationships with SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources;



11. counsel and discuss subcontracting opportunities with potential SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB firms, and arrange appropriate CACI assistance (i.e., technical, financial, management, etc.) to these firms as required and practicable, to include establishing procedures for prompt payment to these firms;
12. review each subcontract of \$550,000 or more planned for award to LB to assure that the solicitation includes the FAR 52.219-9 clause entitled, "Small Business Subcontracting Plan," or equivalent;
13. include the FAR 52.219-8 clause entitled "Utilization of Small Business Concerns" in all subcontracts which offer further subcontracting opportunities, and all subcontractors except SB concerns who receive subcontracts in excess of \$550,000 will be required to adopt and comply with a subcontracting plan similar to this one. Such plans will be reviewed by comparing them with the provisions of FAR clause 52.219-9 and the guidance in FAR 19.70; and assuring that all minimum requirements of acceptable percentage goals are determined on a case-by-case basis, depending on the prime contract requirements, the supplies/services to be subcontracted, and the opportunities available for lower tier subcontracting to SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns;
14. include in vendor representations and certifications completed by subcontractors notice of penalties for misrepresentation of size status and small business type to obtain subcontracts.

E. REPORTS AND RECORDS

1. CACI agrees to submit such periodic reports and cooperate in any studies or surveys as may be required by the contracting agency or the Small Business Administration in order to determine the extent of compliance by CACI with this Subcontracting Plan and with the clause entitled "Utilization of Small Business Concerns" contained in the contract. These reports will include:
 - a. A semiannual report, using the Individual Subcontracting Report format in the electronic Subcontracting Reporting System (eSRS) or Standard Form 294, "Subcontracting Report for Individual Contracts," completed and submitted to the procuring activity in accordance with form instructions, reflecting the results of subcontracting efforts for individual contracts containing a subcontracting plan.
 - b. Semiannual or annual (depending on the client agency) report, using the Summary Subcontracting Report format in the electronic Subcontracting Reporting System (eSRS) or Standard Form 295, "Summary Subcontract Report," on a CACI corporate-wide basis, completed and submitted only to the designated Small Business Utilization office for each agency in accordance with form instructions, unless otherwise specified by contract.
 - c. CACI will also ensure that its LB subcontractors having subcontracts containing subcontracting plans agree to submit semiannual reports to CACI in eSRS or on Standard Form 294.



2. CACI will continue to coordinate its small business subcontracting activities, as it has in the past, with Small Business Administration and client agency Small Business Representatives, and CACI agrees to comply with their direction as it relates to reports required under this plan and its corporate-wide Small Business Subcontracting Program.
3. CACI agrees to maintain at least the following types of records to document compliance with this Subcontracting Plan:
 - a. Source lists, guides, directories, internal databases, and other data identifying SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB vendors;
 - b. names of organizations contacted for SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB sources;
 - c. on a contract-by-contract basis, records on all subcontract solicitations over \$100,000, indicating for each solicitation: (1) whether SB concerns were solicited, and if not, why; (2) whether SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns were solicited, and if not, why; and (3) reasons for the failure of solicited SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns to receive the subcontract award;
 - d. on a contract-by-contract basis, records to support subcontract award data, to include name, address and business size of subcontractor, including representations and certifications where required;
 - e. Records to support other outreach efforts, such as: contacts with small, minority, and veteran business trade associations and attendance at small, minority, and veteran business procurement conferences and trade fairs;
 - f. records to support internal activities to guide and encourage buyers, such as: workshops, seminars, and training programs; and records of monitoring activities performed to evaluate compliance.

This Subcontracting Plan reflects CACI's continuing commitment to identify and assist SB, SDB, WOSB, HUBZone SB, VOSB, and SDVOSB concerns, and to afford these firms equitable opportunity to compete for CACI subcontracts. The goals set forth in this plan are based on data developed during proposal preparation and may vary proportionate to negotiated changes in the scope of effort prior to or after contract award, and solicited subcontractors' continued ability to satisfactorily perform after award of the prime contract. Should the contract requirements be changed before or after award (e.g., increased



or decreased quantities to be delivered, or increased or decreased services of the same nature), the goals stated herein may increase or decrease proportionately, unless other circumstances of the procurement so warrant.

Prepared By:

(b) (6) [Redacted Signature]

(Signature)

(b) (6) [Redacted Name]

(Typed Name)

Subcontract Administrator, Lead

(Title)

Reviewed By:

(b) (6) [Redacted Signature]

(Signature)

(b) (6) [Redacted Name]

(Typed Name)

Small Business Liaison Officer

(Title)



H SPECIAL CONTRACT REQUIREMENTS

CACI takes no exception to the provisions of Section H—Special Contract Requirements.



I ASSUMPTIONS, CONDITIONS, OR EXCEPTIONS

CACI takes no exception to the technical and management requirements detailed in the SOW. Additionally, CACI's offer places no additional conditions on the Government. Specific assumptions regarding performance of the Recruiting and Retention Scenario Task are listed in our Scenario Task Basis of Estimate located at Tab E.2 of this proposal volume.



J RESUMES

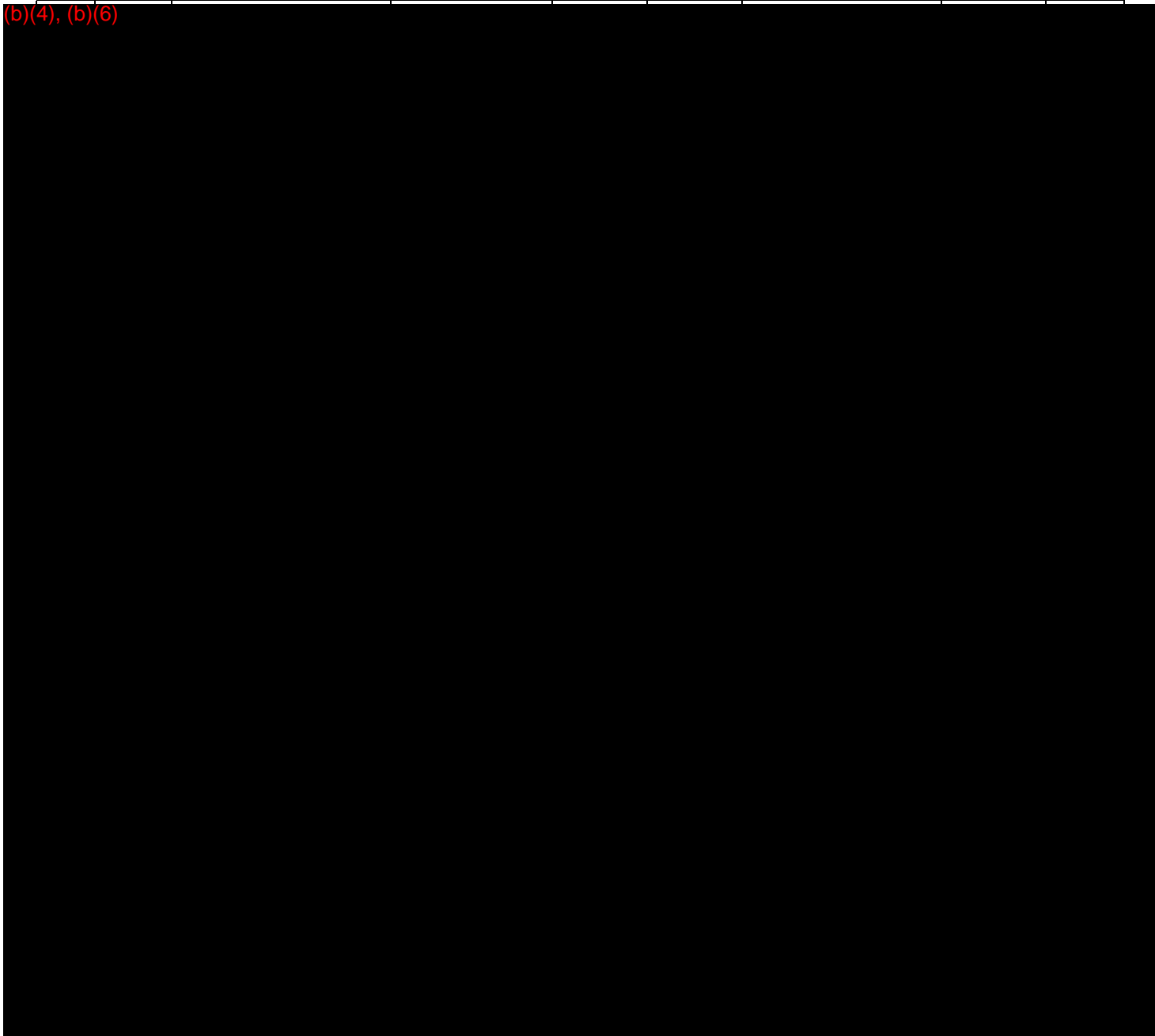
Team CACI has an extensive depth and breadth of resources to include a ready force of experienced personnel in all labor categories necessary to support NGB-ASM in all required functional activity categories.

The resumes supplied below are presented in three categories. The first category, consisting of the first 25 resumes (J.1 – J.25), presents representative resumes for the 25 required labor categories as defined by the RFP. The second category, consisting of 31 resumes (J.26 - J.56), presents representative resumes for additional labor categories that Team CACI proposes to fully cover all activity categories referenced in the RFP. The third category, consisting of ten resumes (J.57 – J.66), presents the experience of our team’s senior-level leadership, as seen in our team organization chart in Tab F. These staff members offer unparalleled experience in all aspects of Army National Guard Recruiting and Retention (R&R), and they bring this experience to the leadership and strategic direction of our entire team. This mix of labor categories and depth of the available resources Team CACI provides will provide full coverage in all IDIQ Activity Categories, as demonstrated by the following matrix:

Ref #	RFP Labor Category	Name	Company	Preferred Required Education (unless base is indicated)	Actual Education (1.5 years work exp. substitutes for 1 year of college, when necessary)	Req'd Yrs. Exp.	Actual Relevant Yrs. Exp.
J.1	Account Coordinator	(b)(4), (b)(6)	(b)	BS/BA	(b)(4), (b)(6)	1+ yrs	5
J.2	Account Executive	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	10
J.3	Account Supervisor	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	7+ yrs	12
J.4	Animation Artist	(b)(4), (b)(6)	(b)	AA/AS	(b)(4), (b)(6)	3+ yrs	19
J.5	Assistant Producer	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	8+ yrs	15
J.6	Camera Operator	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	15
J.7	CD ROM/ Multimedia/Web Programmer	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	8
J.8	Communications Consultant	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	7+ yrs	14
J.9	Contract Manager	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	14
J.10	Desktop Publisher	(b)(4), (b)(6)	(b)	AA/AS	(b)(4), (b)(6)	3+ yrs	4
J.11	Director	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	10
J.12	Executive Producer	(b)(4), (b)(6)	(b)	BS/BA (Base)	(b)(4), (b)(6)	15+ yrs	29
J.13	Graphic Artist	(b)(4), (b)(6)	(b)	AA	(b)(4), (b)(6)	3+ yrs	3
J.14	Instructional/ Curriculum Designer	(b)(4), (b)(6)	(b)	BS/BA (Base)	(b)(4), (b)(6)	8+ yrs	9
J.15	Language Translator	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	5
J.16	Media Analyst	(b)(4), (b)(6)	(b)	BS/BA (Base)	(b)(4), (b)(6)	10+ yrs	13
J.17	Media Trainer	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	5+ yrs	9
J.18	Military Consultant Specialist	(b)(4), (b)(6)	(b)(4)	BA/BS	(b)(4), (b)(6)	5+ yrs	14
J.19	Producer	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	7+ yrs	14
J.20	Production Assistant	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	3+ yrs	15
J.21	Production Manager	(b)(4), (b)(6)	(b)	BA/BS	(b)(4), (b)(6)	3+ yrs	14



Ref #	(b) (4)	RFP Labor Category	Name	Company	Preferred Required Education (unless base is indicated)	Actual Education (1.5 years work exp. substitutes for 1 year of college, when necessary)	Req'd Yrs. Exp.	Actual Relevant Yrs. Exp.
J.22		Project Manager	(b)(4), (b)(6)	(b)(4), (b)(6)	BA/BS (Base)	(b)(4), (b)(6)	15+ yrs	18
J.23		Research Director	(b)(4), (b)(6)	(b)(4), (b)(6)	BA/BS	(b)(4), (b)(6)	5+ yrs	5
J.24		Technical Writer	(b)(4), (b)(6)	(b)(4), (b)(6)	BA/BS	(b)(4), (b)(6)	5+ yrs	8
J.25		Video Editor	(b)(4), (b)(6)	(b)(4), (b)(6)	BA/BS	(b)(4), (b)(6)	3+ yrs	6
ADDITIONAL LABOR CATEGORIES								





Ref #	(b)(4)	RFP Labor Category	Name	(b)(4)	Preferred Required Education (unless base is indicated)	Actual Education (1.5 years work exp. substitutes for 1 year of college, when necessary)	Req'd Yrs. Exp.	Actual Relevant Yrs. Exp.
J.52	(b)(4), (b)(6)							
J.53								
J.54								
J.55								
J.56								

LEADERSHIP RESUMES

J.57	Leadership	(b)(4), (b)(6)						
J.58	Leadership							
J.59	Leadership							
J.60	Leadership							
J.61	Leadership							
J.62	Leadership							
J.63	Leadership							
J.64	Leadership							
J.65	Leadership							
J.66	Leadership							

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

(Pages 124 - 243)

**(Employee Resumes as part of
Contractor Proposal)**

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



K GLOSSARY

Acronym	Definition
AAR	After Action Report
AASA	American Association of School Administrators
ABO	Army Budget Office
AC	Activity Categories
AC	Active Component
ACAP	Army Career and Alumni Program
ACQ	Acquisition
AD	Active Duty
ADCS	Automated Data Capture System
ADIIS	Automated Document Image Indexing System
ADL	Advanced Distributed Learning
AFOSI	Air Force Office of Special Investigations
AFRT	Armed Forces Radio and Television
AGR	Active Guard and Reserve
AKO	Army Knowledge Online
ALMS	Army Learning Management System
AMEDD	Army Medical Department
ANCOC	Advanced Noncommissioned Officer Course
ANG	Air National Guard
AP	Advanced Placement
ARCENT	Army Central
ARH	Armed Reconnaissance Helicopter
ARISS	Army Recruiting Information Support System
ARNG	Army National Guard
ARO	Army Research Office
ASCA	American School Counselor Association
ASG	Area Support Group
ASM	Army Strength Maintenance
ASTD	American Society for Training and Development
ASVAB	Armed Services Vocational Aptitude Battery
ATOM	ASVAB Training and Outreach Model
ATRRS	Army Training Requirements & Resource System
AUSA	Association of the US Army
BAIM	Baseline Advanced Industrial Management
BCST	Battle Command Staff Training
BCT	Basic Combat Training
BD	Business Development
BIG	Business Information Gateway
BOA	Basic Ordering Agreements
BOE	Basis of Estimate
BPC	Battle Projection Center
BPG	Battle Projection Group
BRAC	Base Realignment and Closure
CAPS	CACI Ad Placement System
CASCOM	Combined Arms Support Command
CASI	Commission on Accreditation and School Improvement
CBT	Computer Based Training
CDP	CACI Defined Processes
CDRL	Contract Data Requirements List
CEA	Creative Excellence Award
CEG	Combat Equipment Group
CEP	Career Exploration Program
CFC	Combined Forces Command
CFLCC	Coalition Forces Land Component Command
CGI	Common Gateway Interface



Acronym	Definition
CHCS	Composite Health Care System
CI	Counter Intelligence
CIA	Central Intelligence Agency
CIM	Corporate Information Management
CIO	Chief Information Officer
CIVFORS	Civilian Forecasting System
CMF	Career Management Fields
CMI	Computer Managed Instruction
CMM	Capability Maturity Model
CMMI	Capability Maturity Model Integration
CMS	Contract Management System
CNCS	Corporation for National and Community Service
COO	Chief Operating Officer
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
CPAF	Cost Plus Award Fee
CPAR	Contractor Performance Assessment Report
CPFF	Cost Plus Fixed Fee
CPIAF	Cost Plus Incentive Award Fee
CPIF	Cost Plus Incentive Fee
CPMRS	CACI Program Management Reporting System
CQ	Coaches Quarterly
CRS	Courseware Review System
CT	Counter Terrorism
CTAM	Cable and Telecommunications Association for Marketing
DARNG	Director, Army National Guard
DB	Database
DBA	Database Administrator
DBase	Database
DCAA	Defense Contract Audit Agency
DCAP	Deficiency Corrective Action Program
DDARNG	Deputy Director, Army National Guard
DEA	Drug Enforcement Agency
DIA	Defense Intelligence Agency
DL	Distance Learning
DoD	Department of Defense
DODDS	Department of Defense Dependent Schools
DOE	Department of Energy
DOJ	Department of Justice
DPM	Deputy Program Manager
DSRO	Director's Strength Readiness Overview
ECM	Enlistment Criteria Memorandum
EEO	Equal Employment Opportunity
EESOH-MIS	Enterprise Environmental, Safety, Occupational Health Management Information System
ELO	Extended Learning Opportunities
ENRD	Environmental and Natural Resources Division
EOUSA	Executive Office for United States Attorneys
EPCRA	Emergency Planning and Community Right-to-Know Act
EPM	Executive Program Manager
EPSS	Electronic Performance Support System
ERP	Enterprise Resource Planning
ERS	Engine Room Simulator
ESAR	Every Soldier A Recruiter
ESO	Executive Services Office
ESRI	Environmental Systems Research Institute
ESS	Education Support Specialist
ETOSS	Engineering, Technical, and Operational Support Services



Acronym	Definition
ETS	Expiration, Term of Service
EXW	Expeditionary Warfare
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FDG	Federal Defense Group
FDIC	Federal Deposit Insurance Corporation
FFP	Firm Fixed Price
FIFA	Force Integration Functional Area
FLARNG	Florida Army National Guard
FPI	Fixed Price Incentive
FTE	Full Time Equivalent
FTP	File Transfer Protocol
FTRRF	Full Time Recruiting and Retention Force
G-RAP	Guard Recruiting Assistance Program
GED	General Education Development
GFE	Government Furnished Equipment
GIS	Geographic Information System
GKO	Guard Knowledge Online
GTOL	Government Task Order Lead
GUI	Graphical User Interface
GWOT	Global War on Terrorism
GX	Guard Experience
HCSDRO	Healthcare Staff Development & Retention Office
HQ	Headquarters
HRC	Human Resources Command
HRRO	Healthcare Retention and Recruitment Office
HUBZone	Historically Underutilized Business Zone
IC	Integration Contractor
IDEF	Integrated Definition Methods
IDIQ	Indefinite Delivery Indefinite Quantity
IET	Initial Entry Training
IG	Inspector General
IIS	Internet Information Server
IMDR	Instructional Media Design Report
IMI	Interactive Multimedia Instruction
INARNG	Indiana Army National Guard
INSCOM	United States Army Intelligence and Security Command
IP	Internet Protocol
IPX	Internet Packet Exchange
IPX/SPX	Internet Packet Exchange/Sequenced Packet Exchange
IRISS	Industrial Rehabilitation Institute and Support Services
IRR	Individual Ready Reserve
ISD	Instructional System Design
ISDN	Integrated Services Digital Network
ISO	International Standards Organization
IST	Interstate Transfer
ITAA	International Technology Association of America
ITVA	International Television and Video Association
JAMRS	Joint Advertising Market Research Studies
JCL	Job Control Language
JCS	Joint Chiefs of Staff
JFS	Journaled File System
JPAS	Joint Personnel Adjudication System
JPMO	Joint Program Management Office
JROTC	Junior Reserve Officer Training Corps
JSOCC	Joint Special Operations Component Commander
JTF	Joint Task Force



Acronym	Definition
KO	Contracting Officer
LAN	Local Area Network
LDR	Low Density Recruiting
LMS	Learning Management System
LOA	Letters of Assignment
LOE	Level of Effort
LP	Lesson Plans
LSI	Lead Systems Integrator
M&A	Mergers and Acquisitions
MAARNG	Massachusetts Army National Guard
MACOM	Major Command
MAIDIQ	Multiple Award Indefinite Delivery Indefinite Quantity
MCAS	Marine Corps Air Station
MDW	Military District of Washington
MEPCOM	Military Entrance Processing Command
MEPS	Military Entrance Processing Station
MI	Military Intelligence
MIRIP	Military Intelligence Readiness Improvement Program
MIS	Management Information System
MNCO	Marketing Non-Commissioned Officer
MOBIS	Mission Oriented Business Integration Services
MOS	Military Occupational Specialty
MTF	Military Treatment Facility
N/A	Not Applicable
NACAC	National Association for College Admission Counseling
NADEP	Naval Aviation Depot
NARMC	Navy Regional Medical Center
NASA	National Aeronautics and Space Administration
NATAS	National Academy of Television Arts and Sciences
NATO	North Atlantic Treaty Organization
NAVSEA	Naval Sea Systems Command
NBC	Nuclear Biological and Chemical
NCA	National Command Authority
NCO	Non-Commissioned Officer
NCODP	Non-Commissioned Office Development Program
NCOIC	Non-Commissioned Officer in Charge
NCTC	National Counterterrorism Center
NEARNG	Nebraska Army National Guard
NEMAIS	Navy Enterprise Maintenance Automated Information System
NETCOM	Network Enterprise Technology Command
NG	National Guard
NGAUS	National Guard Association of the United States
NGB	National Guard Bureau
NGB-ASM	NGB-Strength Maintenance Division
NGPEC	National Guard Professional Education Center
NGR	National Guard Regulation
NIC	Network Interface Card
NINT	Not Interested
NPS	Non-Prior Service
NRO	National Reconnaissance Office
NSA	National Security Agency
NSG	National Solutions Group
NSSE	National Study of School Evaluation
NTCSS	Naval Tactical Command Support System
NYARNG	New York Army National Guard
OCONUS	Outside the Continental United States
OCR	Optical Character Recognition



Acronym	Definition
OCS	Officer Candidate School
ODC	Other Direct Costs
ODCSOP	Office of the Deputy Chief of Staff Operations Plan
ODNI	Office of the Director of National Intelligence
OIC	Officer in Charge
OIF	Operation Iraqi Freedom
OMC-A	Office of Military Cooperation in Afghanistan
OPM	Office of Personnel Management
OPTARSS	Operations Planning Training and Resource Support Services
OPTEMPO	Operational Tempo
ORSA	Operations Research Society of America
OSD	Office of the Secretary of Defense
PAARNG	Pennsylvania Army National Guard
PAED	Program Analysis and Evaluation Directorate
PBD	Program Budget Decision
PBS	Public Broadcasting System
PC	Personal Computer
PDA	Personal Digital Assistant
PDF	Portable Document Format
PEC	Professional Education Center
PEO	Program Executive Office
PERSCOM	U.S. Army Human Resources Command
PH	Population Health
PIEMS	Public Education Information Management Systems
PL	Procedural Language
PM	Program Manager
PMGR	Project Manager's Guidelines and Responsibilities
PMO	Program Management Office
PMOS	Primary Military Specialty
POC	Point of Contact
POI	Program of Instruction
PS	Prior Service
PSA	Public Service Announcement
PSAT	Preliminary Scholastic Achievement Test
PTH	Path to Honor
PWS	Performance Work Statement
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Plan
QMS	Quality Management System
R&R	Recruiting and Retention
RC	Reserve Component
RCCC	Reserve Component Career Counselor
RCMS	Reserve Component Manpower System
RDECOM	Research Development and Engineering Command
RFP	Request for Proposal
RIARNG	Rhode Island Army National Guard
RMFS	Road Map for Success
ROI	Return on Investment
ROM	Rough Order of Magnitude
ROTC	Reserve Officers Training Corps
RPI	Recruitment Promotional Item
RRAC	Recruiting and Retention Area Command
RRAMP	Recruiting and Retention Activity Management Page
RRB	Recruiting and Retention Battalion
RRC	Recruiting and Retention Command



Acronym	Definition
RRF	Recruiting and Retention Force
RRNCO	Recruiting and Retention Non Commissioned Officer
RRNCOIC	Recruiting and Retention Non Commissioned Officer in Charge
RRPM	Regional Recruiting Potential Model
RSID	Recruiting Station ID
RSP	Recruit Sustainment Program
RSS	Really Simple Syndication
SALT	Society for Applied Learning Technology
SAMS	Standard Automated Medical System
SAT	Systems Approach to Training
SATCOM	Satellite Communication
SB	Small Business
SCORM	Shareable Content Object Reference Model
SCS	Society for Computer Simulation
SD	Small Disadvantaged
SDAA	State Developed Alternative Assessment Test
SDVOSB	Service Disabled Veteran Owned Small Business
SEG	Simulation Exercise Group
SEI	Software Engineering Institute
SIA	Social Impact Assessment
SIDPERS	Standard Installation Division Personnel System
SIMS	Security Information Management System
SME	Subject Matter Expert
SMLC	Strength Maintenance Leadership Conference
SMOM	Strength Maintenance Operations Message
SMOS	Secondary Military Occupational Specialty
SMSP	State Media Services Program
SMSR	Strength Management Systems Redesign
SMTC	Strength Maintenance Training Center
SOCC	Special Operations Component Commander
SOP	Standard Operating Procedure
SOW	Statement of Work
SPS	Standard Procurement System
SSBI	Single Scope Background Investigation
START	Strategic Army Training
T&M	Time and Materials
TAA	Total Army Analysis
TAG	The Adjutant General
TAKS	Texas Assessment of Knowledge and Skills
TAPDB-G	Total Army Personnel Database - Guard
TAPS	Tragedy Assistance Program for Survivors
TBD	To Be Determined
TDY	Temporary Duty
TLO	Terminal Learning Objective
TO	Task Order
TOA	Transfer of Authority
TOC	Table of Contents
TORP	Task Order Requirements Package
TPT	Task Proposal Template
TQM	Total Quality Management
TRADOC	Training and Doctrine Command
TRAT	Technology Readiness Assessment Team
TSAMS	Training Support Automated Management System
TSAMS-E	Training Support Automated Management System - Enhanced
TSC	Theatre Surface Combatant
TSP	Training Support Package
TXARNG	Texas Army National Guard



Acronym	Definition
UATP	User Acceptance Test Plan
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
USAREUR	United States Army Europe
USMC	United States Marine Corps
USP&FO	United States Property & Fiscal Office
USPS	United States Postal Service
VA	Department of Veterans Affairs
VHA	Veterans Health Administration
VNR	Video News Releases
VoIP	Voice over Internet Protocol
VPD	Virtual Private Databases
VTC	Video Teleconference
VTR	Video Tape Recorder
WBS	Work Breakdown Structure
WBT	Web Based Training



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B EXECUTIVE SUMMARY

Team CACI's comprehensive and relevant experience in all eight functional activity categories has been demonstrated successfully in many customer environments. We are especially proud of our team's work for the National Guard, for whom we have been a trusted contractor for nearly 40 years combined. We will merge this outstanding background with our strong commitment to quality, customer satisfaction, and innovation to provide NGB-ASM customers with superior performance and best practices to meet their recruiting, retention, and attrition management challenges.

Team CACI consists of highly professional and capable National Guard Recruiting and Retention (R&R) support services providers. (b) (4)

[REDACTED]

To substantiate the relevance of our experience in accomplishing the work under the R&R services contract, we have selected several key programs and projects from our team members.

With our proven, established task order (TO) processes, Guard-focused knowledge, and wide-range of capabilities, we meet and exceed the requirements across the functional Activity Categories. As prime, CACI will lead each task order to ensure consistency and work performance by employing established, industry best practices, standardized processes and procedures, and the application of appropriate tools and technologies. Team CACI provides NGB with:

- National Guard Mission Understanding—Team CACI has a 38-year combined history of superior performance in delivering mission support services to NGB-ASM. This includes CACI's State Media Services Program and our Florida Army National Guard Recruitment Marketing. (b) (4)
- National Guard Knowledge and Experience—CACI brings extensive Guard knowledge and experience across all eight functional activity task areas. Our application of technology and tools is augmented by our in-depth understanding of the NGB-ASM mission. This combination is particularly important in an environment where NGB and state staff assigned to guide, review, and oversee recruiting and retention projects tend to be already very busy. Having Team CACI provide efficient and effective staff to augment and interface with Guard staff helps expedite task orders while retaining NGB-ASM guidance and oversight.
- Large and Small Tasks—(b) (4) CACI has the size (more than 11,000 employees) and demonstrated experience to successfully perform tasks of any size, scope, or complexity—encompassing all eight Activity Categories. The project descriptions provided in this volume demonstrate this range of experience, while CPAR and **Excellence+** (EP) scores (provided with project descriptions where available), demonstrate our successful results for our customers.
- Proven Processes and Procedures—Over the past five years, CACI's vigorous process improvement program has yielded very high-quality software development and program delivery practices and procedures. During this time, many of our organizations and projects have been rated/evaluated at SEI CMM/CMMI Level 3 and ISO 20000. Our processes incorporate the discipline, specialization, documentation, and effective presentations and reviews needed for successful program implementation. Our methods, procedures, and plans are adapted to specific customer environments and task orders, and lessons learned from our work with other Government agencies, as well as new technologies, are factored into updating our processes, which have proven successful in projects performed for scores of our government clients.



- Client Satisfaction—Customer satisfaction is not only part of our culture, it is acknowledged in our government evaluations via CPARs and our independent **Excellence+** customer satisfaction program. This commitment to quality and customer satisfaction is inherent in our everyday activities and will be applied to every R&R task order.

CACI’s experience, proven processes, and commitment to customer satisfaction uniquely position us to support the NGB-ASM R&R IDIQ Services contract. The benefits CACI offers to NGB include best value, low risk, high quality, and cost-effective and efficient services and solutions.

As shown in Figure 1, this volume provides summaries and past performance in specific activity categories of similar size, scope, or operational complexity to the work outlined in the SOW. Individually, the summaries and Activity Categories represent the strength and capabilities Team CACI provides to its clients. Collectively, these summaries emphasize the unique, diverse, and comprehensive experience and expertise we provide the National Guard. The summaries were selected by weighing the strength and quality of the services we reference against the requested areas of expertise. While we have scores of contracts that we could draw from, we chose only the most relevant to show we are not just capable of fulfilling the duties outlined in the RFP, but that we are the team that NGB-ASM should select to provide the services and solutions for the R&R contract.

Figure 1. Summary of Team CACI’s Key Past Performance Programs

Program	(b) (4)	Brief Program Description	Relevant R&R Activity Category (Tasks)
State Media Services Program	(b) (4)	CACI supports the Army and Air National Guards (ARNG and ANG) in its recruitment advertising and marketing endeavors across all 54 states and territories to provide creative, technical, and media support for individual state and territory marketing and advertising, as well as management oversight to a nationwide, decentralized field of recruiters, MNCOs, and RRBs.	(b) (4)
Florida Army National Guard Recruitment Marketing	(b) (4)	CACI provides effective marketing and advertising support to the Florida RRB to help them meet and exceed end-strength goals. This is accomplished by setting and achieving the following objectives: addressing accessions, retention, and attrition rates through full-spectrum statewide marketing and advertising services; integrating national and local advertising to increase lead generation; increasing the Guard’s overall state market share; establishing new programs to maximize reach to its prospects; and improving information flow between NGB-ASM and the field.	(b) (4)
Junior ROTC School of Cadet Command (JSOCC) Distance Learning	(b) (4)	CACI provides JSOCC courses and documentation in an online format using multimedia and interactive technology, and provides professionally narrated, self-paced, interactive instruction on PCs via Internet without the need for special hardware and software. During development and implementation, the following tasks are performed: storyboarding, sequencing, course treatment, programming, media elements, beta testing, and determination of required management reports. The Web-based training uses the existing School of Cadet Command Computer Management Instruction (CMI) tool to assemble the curriculum, assign the training delivered via Web, track performance and completions, and provide reports for management analysis.	(b) (4)
Operations, Planning, Training, and Resources Support Services (OPTARSS)	(b) (4)	CACI provides support in the majority of the 12 OPTARSS Activity Category areas for FORSCOM, TRADOC, USAREUR, 3d US Army (ARCENT), USARC, and the Joint Staff. Specifically, CACI supports platform instruction at the Signal School, transformation support related to BRAC at Ft. Sill, modeling and simulations support to the USARC, mobilization planning and deployment operations at the USARC and FORSCOM, acquisition support to CFLCC, and Army readiness	(b) (4)



Program	(b) (4)	Brief Program Description	Relevant R&R Activity Category (Tasks)
	(b) (4)	reporting at ARCENT. CACI provides individual and unit activity category analysis for training resource support, facility support, and strategic planning for the G6 within the United States Army Reserve Command. Because of the nature of the contract vehicle (IDIQ) and the multiple projects on which CACI works, an ordered, multi-faceted and multi-disciplined approach is necessary to ensure customer requirements are met.	
NSA Recruitment Advertising	(b) (4)	There are three major areas that CACI supports for NSA's Recruitment Marketing and Advertising. First, CACI raises awareness of the agency and its mission. Second, CACI provides communications in a manner that stimulates qualified candidates to apply, thus becoming leads. Third, CACI provided an employment brand image for NSA that appealed to the individual career demands of select niche audiences.	(b) (4)
Texas ARNG R&R Services	(b) (4)	MTCI provides ESS staff and resources throughout Texas to the Recruiting and Retention Command (RRC). Staff are situated regionally and work in concert with the Region OIC and SGM to improve relationships with learning institutions including high schools, junior colleges, and universities. Tasks include rebuilding the state's marketing and advertising plan into a robust marketing campaign and helping the Guard identify funding concerns and providing recommendations for best solutions, and coordinating with the appropriate authorities to problem areas are resolved.	(b) (4)
ARNG MEPS Guidance Counselor Program	(b) (4)	IIF provides program management and staffing of 65 V7 school trained professional guidance counselors, one at each of the MEPS throughout the United States. This national program directly supports the recruiting and strength maintenance mission of the Army National Guard Strength Maintenance Division and supports each of the individual 54 states and territories.	(b) (4)
1-800-GO-GUARD.com	(b) (4)	Iostudio provides a robust online capability for NGB-ASM to support numerous national marketing promotions and advertising initiatives. This helps the Guard to streamline enlistment processing with an online application portal and to provide the RRF and RSP Soldiers with resources to ensure success and meet the demands of prospective recruits and current members of the Army National Guard. Work includes drawing content from an existing site, as well as a large volume of fresh content, a video library, a way to demystify the recruiting process, live online help via a chat and call center, and an online application process.	(b) (4)

Team CACI's major past performance citations provide the relevance, qualifications, and demonstrated capabilities to perform all of the work under the R&R IDIQ Services contract.

Our past performance citations focus on our team's work for defense-related interests, such as the National Guard Bureau, the National Security Agency, the Army Cadet Command, and US Army Forces Command in relation to the SOW Activity Categories. In the section that follows, each project summary includes detailed contract information as well as the relevance to the SOW Activity Categories.

Following the project summaries, we have included a summary of how Team CACI has performed specific work in each of the proposed Activity Categories. Most of these examples map directly back to the project summaries and are categorized under the name of each project. (b) (4)

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C PAST PERFORMANCE DISCUSSION

C.1 Project Summaries

This section contains project summaries as requested in Section L.5.3.1 of the RFP. Figure 2 shows the summaries we are using as examples of past performance. The table further indicates where Team CACI has applied our expertise in the specified Activity Categories (A-H). These references have been selected based on applicability to our approach to achieve R&R IDIQ Services requirements, including our experience in contracts of similar size, scope, and/or operational complexity.

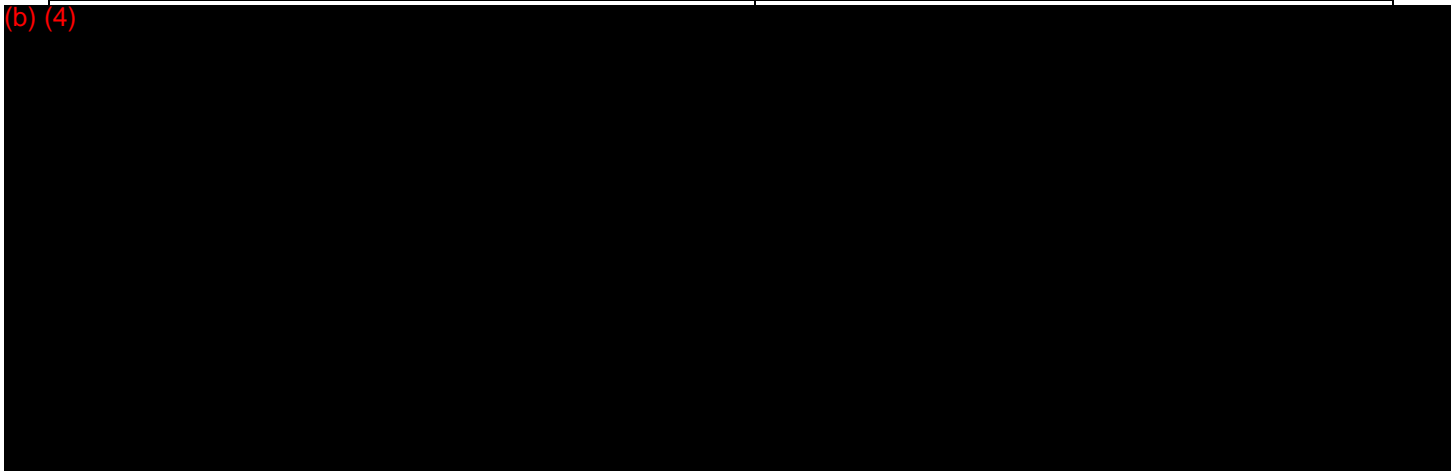
Figure 2. Past Performance Summary and Activity Category Matrix

	Client	Contract (Offeror)	A	B	C	D	E	F	G	H
1	ARNG	State Media Services Program (b)	(b) (4)							
2	ARNG	Florida Army National Guard Recruitment Marketing (b)								
3	JROTC	JSOCC Distance Learning (b)								
4	FORSCOM	Operations, Planning, Training and Resource Support Services (b)								
5	NSA	NSA Recruitment Advertising (b)								
6	ARNG	1-800-GO-GUARD.com (b) (4)								
7	ARNG	ARNG MEPS Guidance Counselor Program (b)								
8	ARNG	Texas ARNG R&R Services (b)								
9	ARNG	GX Magazine (b) (4)								
10	ARNG	Indiana ARNG R&R Services (b)								
11	ARNG	Low-Density Recruiting (LDR) Program (b) (4)								
12	ARNG/Army	RCCC – Reserve Component Career Counselor and Help Desk Services (b)								

For each contract listed above we provide a project summary. Those with a green background are further augmented by a client questionnaire. Those with a yellow background provide additional information about the strong work Team CACI does for our clients.

C.1.1 National Guard Bureau State Media Services Program

Project Title:	National Guard Bureau State Media Services Program (CACI)		
Contracting Agency:	National Guard Bureau	Role (Prime or Subcontractor):	Prime
Contract Number:	DAHA90-02-D0002	Contract Type:	Firm Fixed Price
CO:	ARNG: (b) (6)	Phone:	(703) 607-1267
COTR:	ARNG: (b) (6)	Phone:	(703) 601-2260
Contract Value:	\$50 Million	Period of Performance:	December 2001 - Present
Relevant Subcontractor Support:	n/a		
Personnel Who are also Proposed on the R&R Program			



(b) (4)





(b) (4)

Results: In an **Excellence+** survey, CACI's internal survey similar to the Government's CPAR, the SMSP received an overall average score of 4.5 out of 5, including a 4.5 out of 5 for Cost Control. One survey respondent wrote: *"The costs are very much in line with the proposals. There have been times when CACI has offered us additional elements or enhancements of existing elements within a program for an added cost. That's a good thing because it means we're not boxed into our original plans. In terms of getting the price lower so we have money to do more things, CACI has come through on that for us as well. Well done."*

(b) (4)

There has been greater consistency in the content, themes, messages, and overall branding of NGB recruitment efforts as a result of a concentrated integration of the national advertising campaign at the state and local level. The benefit of a concentrated campaign is measured in effective strategic planning and greater cost efficiencies in terms of savings on creative development and the ability to secure bulk advertising frequency discounts.

(b) (4)

C.1.2 Florida Army National Guard State Marketing Support Account Executive

Project Title:	Florida Army National Guard State Marketing Support Account Executive (CACI)		
Contracting Agency:	National Guard Bureau	Role (Prime or Subcontractor):	Prime
Contract Number:	DAHA90-02-D0002	Contract Type:	FFP
CO:	(b) (6)	Phone:	(703) 607-1267
COTR:	(b) (6)	Phone:	(703) 601-2260
Contract Value:	\$50 Million	Period of Performance:	December 2001 - Present
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

(b) (4)

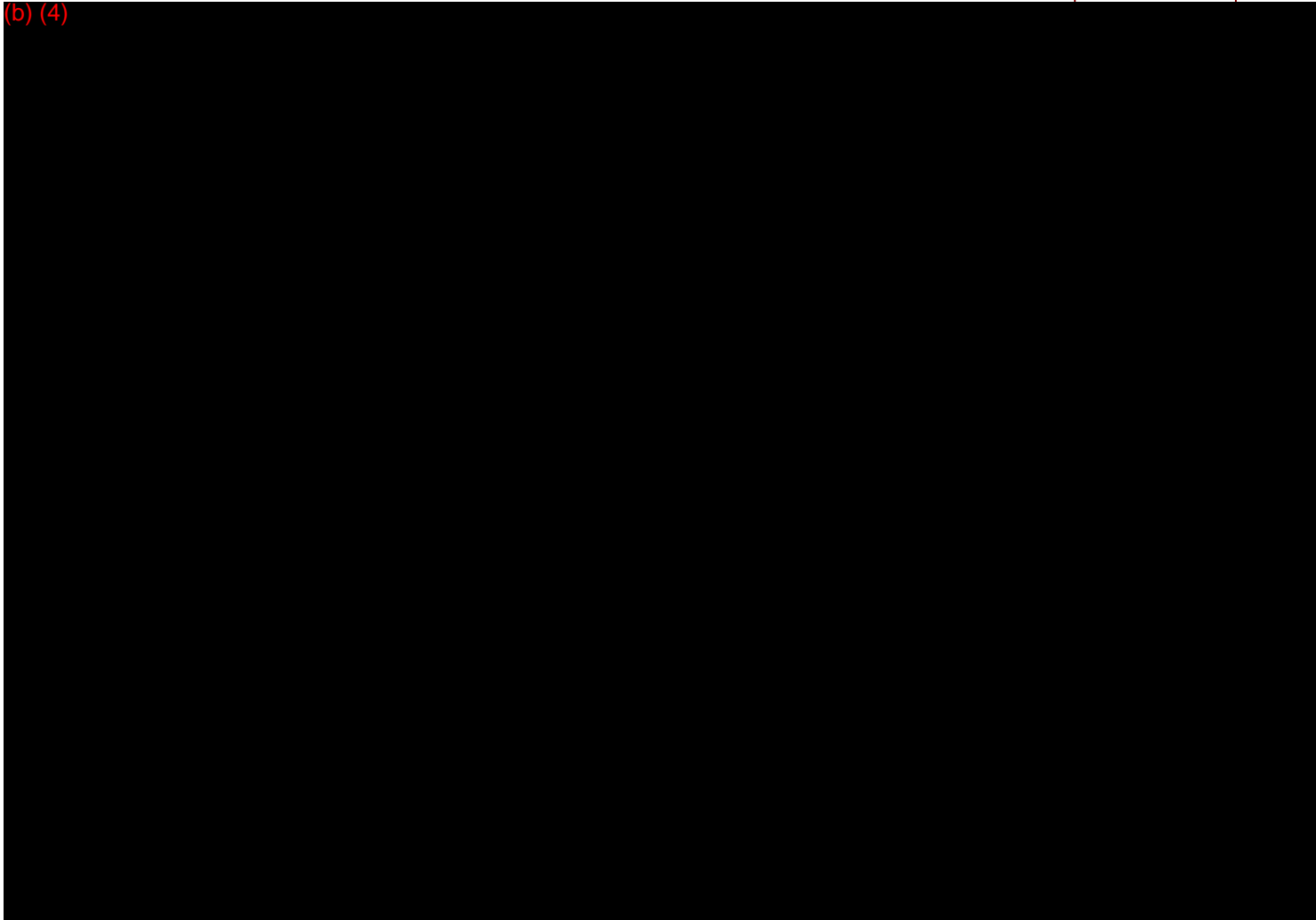
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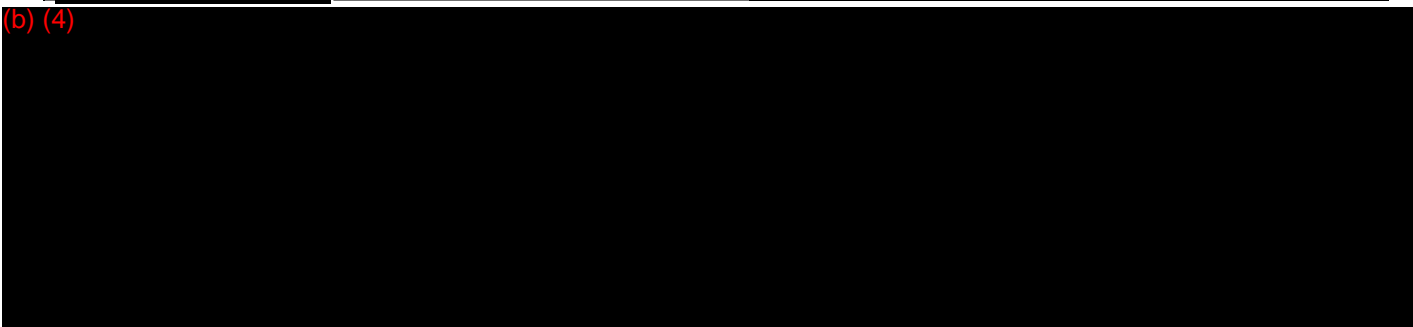
(b) (4)



C.1.3 JROTC-JSOCC Distance Learning

Project Title:	JROTC-JSOCC Distance Learning (b)		
Contracting Agency:	Army Cadet Command	Role (Prime or Subcontractor):	Prime
Contract Number:	MOBIS Schedule; GS-23F-9785H /W912SU-04-F-001	Contract Type:	FFP
CO:	(b) (6)	Phone:	(757) 878-3166 ext 3277
COTR:	(b) (6)	Phone:	(757) 788-4032
Contract Value:	\$15,519,336.52	Period of Performance:	14 October 2003 – 14 October 2006
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

(b) (4)





(b) (4)





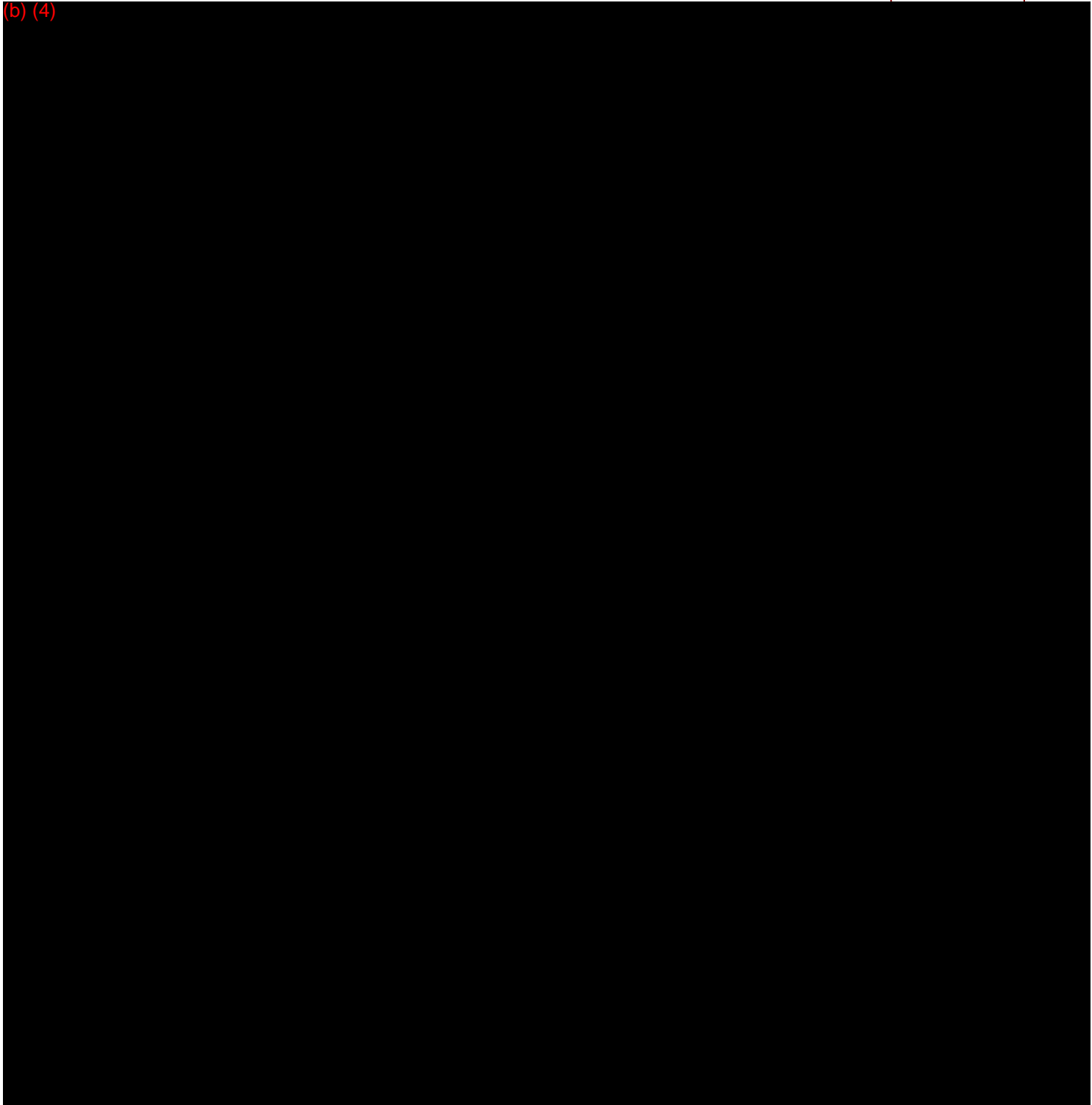
(b) (4)

C.1.4 Operations, Planning, Training, and Resource Support Services (OPTARSS)

Project Title:	Operations, Planning, Training, and Resource Support Services (OPTARSS) (CACI)		
Contracting Agency:	HQ, US Army Forces Command, AFOP-PB	Role (Prime or Subcontractor):	Prime
Contract Number:	DABK01-03-D-0006	Contract Type:	IDIQ: CPFF, T&M, FFP Task Orders
CO:	(b) (6)	Phone:	(404) 464-3844
COTR:	(b) (6)	Phone:	(404) 464-6088
Contract Value:	Initial IDIQ: Up to \$650 Million Modified IDIQ: \$900 Million CACI Portion: \$235 Million	Period of Performance:	March 2003 – June 2008
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
N/A			

(b) (4)

(b) (4)

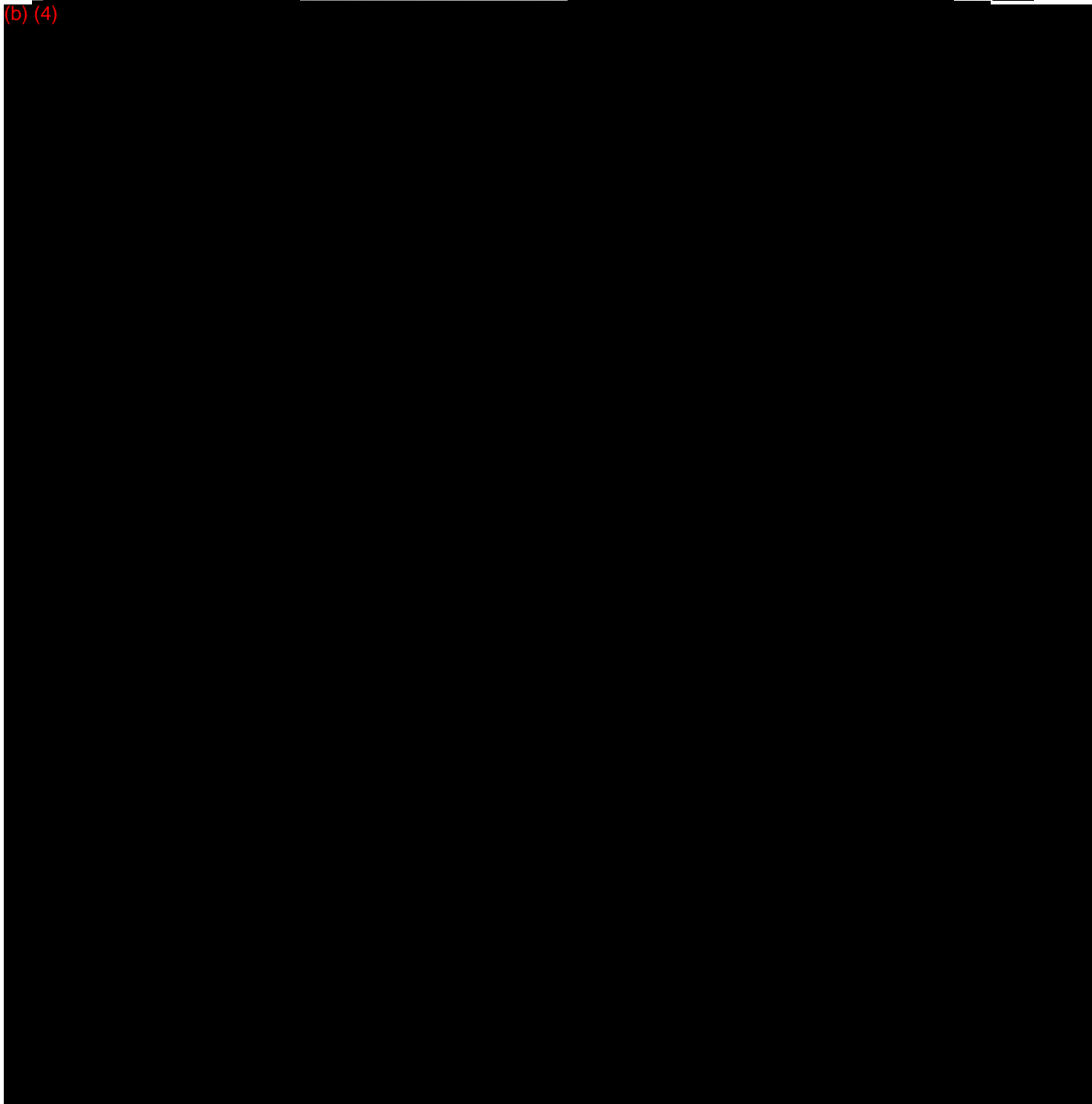


C.1.5 National Security Agency Recruitment Advertising

Project Title:	National Security Agency Recruitment Advertising (b) (4)		
Contracting Agency:	National Security Agency	Role (Prime or Subcontractor):	Prime
Contract Number:	H98230-07-07-C-0054	Contract Type:	Time and Materials (T&M)
CO:	(b) (6)	Phone:	(301) 688-2130
COTR:	(b) (6)	Phone:	(410) 854-0073
Contract Value:	Potential of \$7.6 Million	Period of Performance:	25 May 2007 – 30



Project Title:	National Security Agency Recruitment Advertising ()	
	(b) (4)	September 2011
Relevant Subcontractor Support: n/a		
Personnel Who are also Proposed on the R&R Program		
(b) (4)		





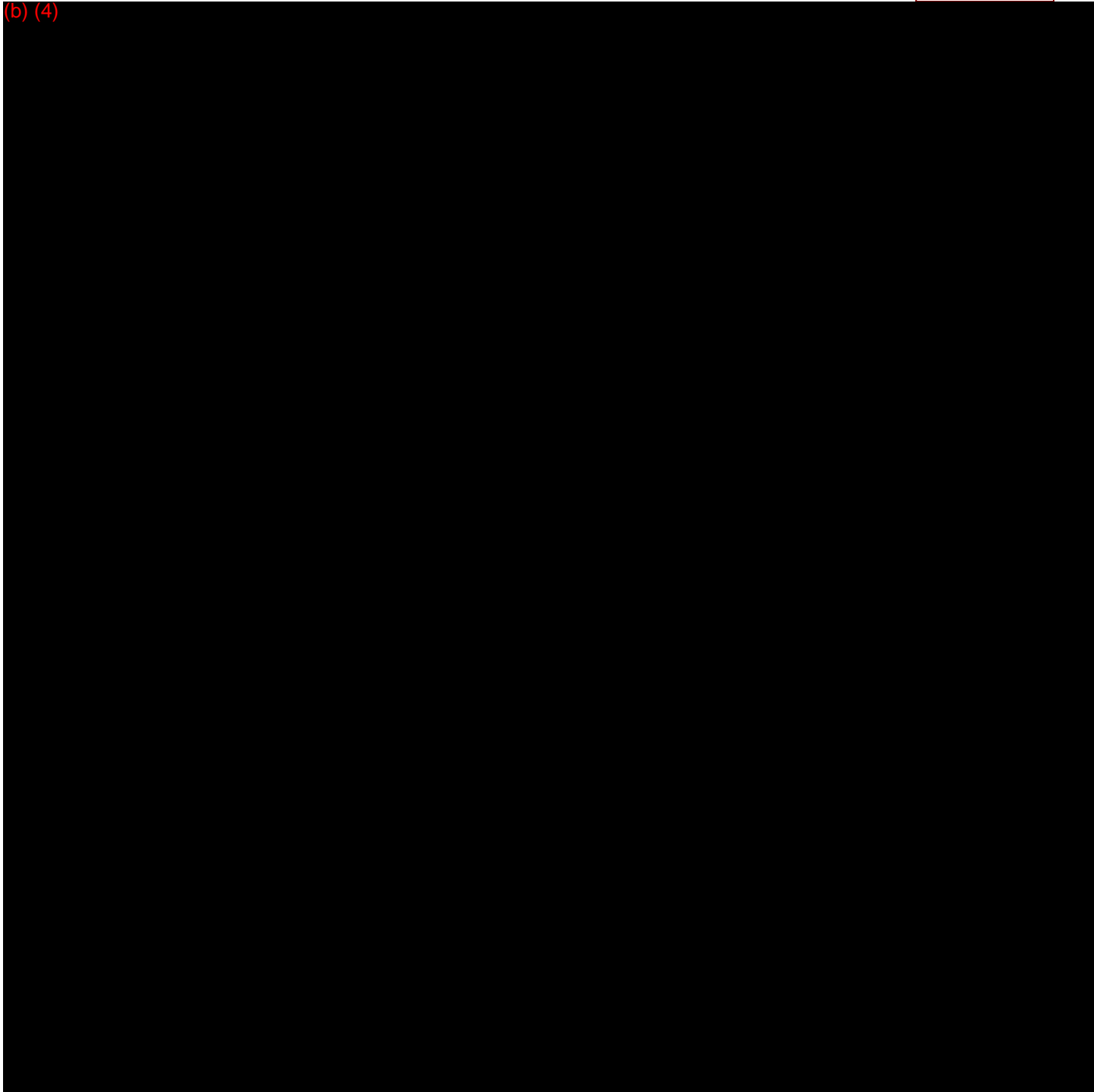
(b) (4)

C.1.6 www.1-800-GO-GUARD.com

Project Title:	www.1-800-GO-GUARD.com (b) (4)		
Contracting Agency:	Docupak, Inc. (for NGB)	Role (Prime or Subcontractor):	Subcontractor
Contract Number:	Subcontractor to Docupak, Inc.	Contract Type:	Firm Fixed Price
CO:	(b) (4)	Phone:	(205) 621-3378
COTR:	N/A	Phone:	N/A
Contract Value:	\$1.5M in FY07	Period of Performance:	Annual, FY06-FY08
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

(b) (4)

(b) (4)

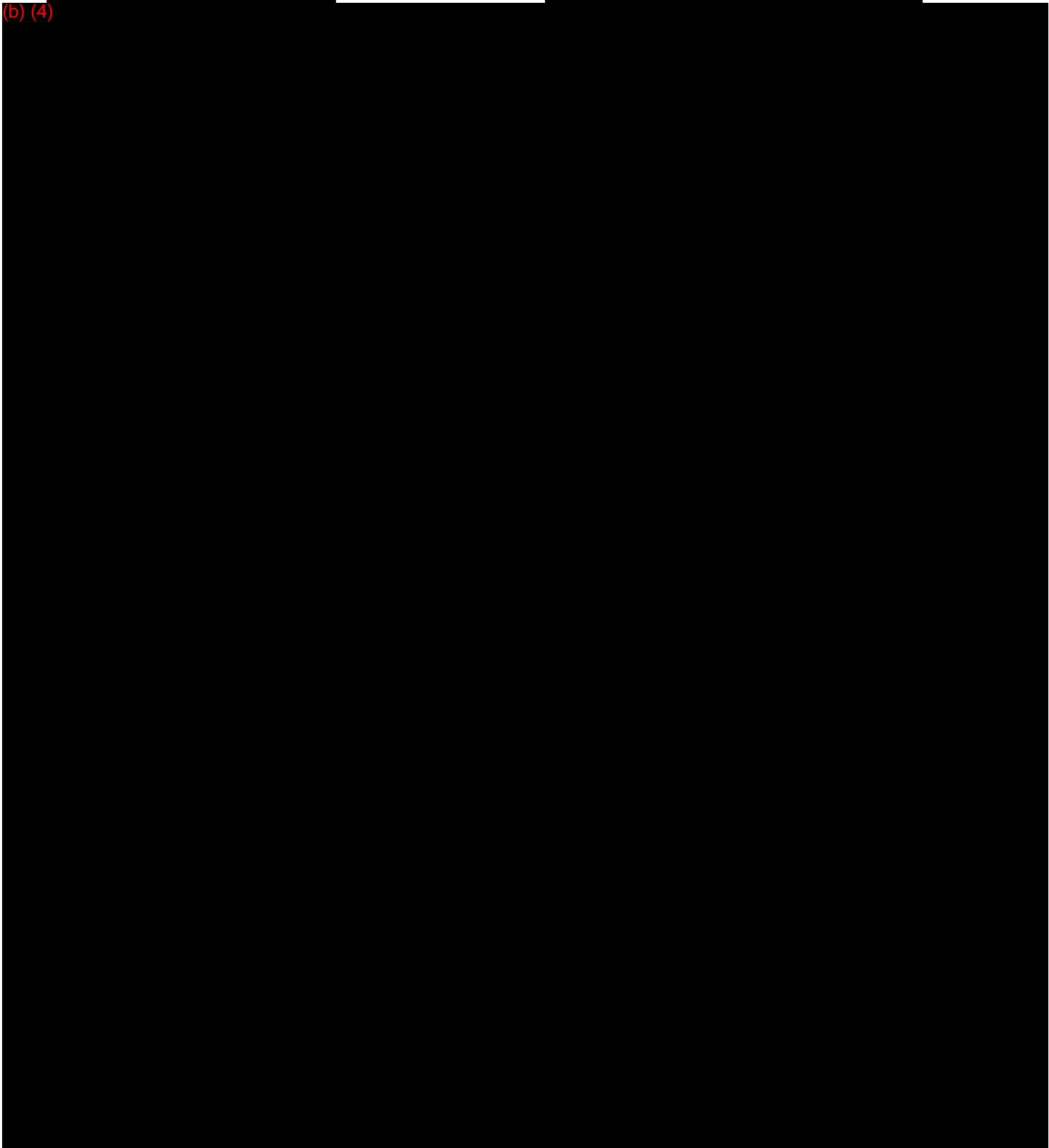


*C.1.7 Army National Guard Military Entrance Processing Station
 (MEPS) Guidance Counselor Program*

Project Title:	Army National Guard Military Entrance Processing Station (MEPS) Guidance Counselor Program (IIF)		
Contracting Agency:	National Guard Bureau NGB-AQ	Role (Prime or Subcontractor):	Prime
Contract Number:	W9133L-05-F-0130	Contract Type:	Firm Fixed Price
CO:	(b) (6)	Phone:	(703) 607-1267
COTR:	(b) (6)	Phone:	(703) 607-3639
Contract Value:	\$22,200,000	Period of Performance:	6 May 2005 - 5 May 2010
Relevant Subcontractor Support: n/a			

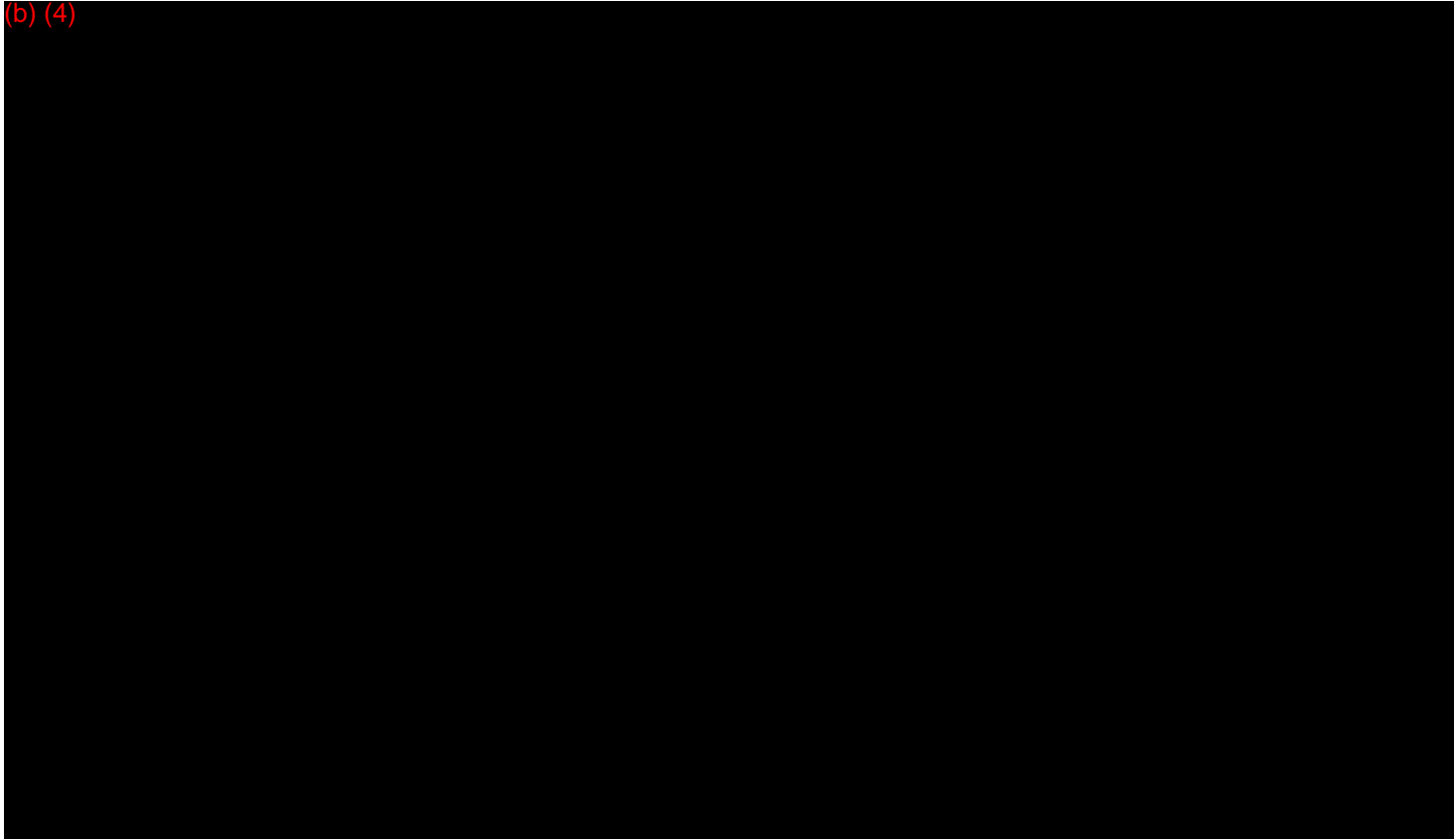


Project Title:	Army National Guard Military Entrance Processing Station (MEPS) Guidance Counselor Program (IIF)
Personnel Who are also Proposed on the R&R Program	
(b) (4)	(b) (4)





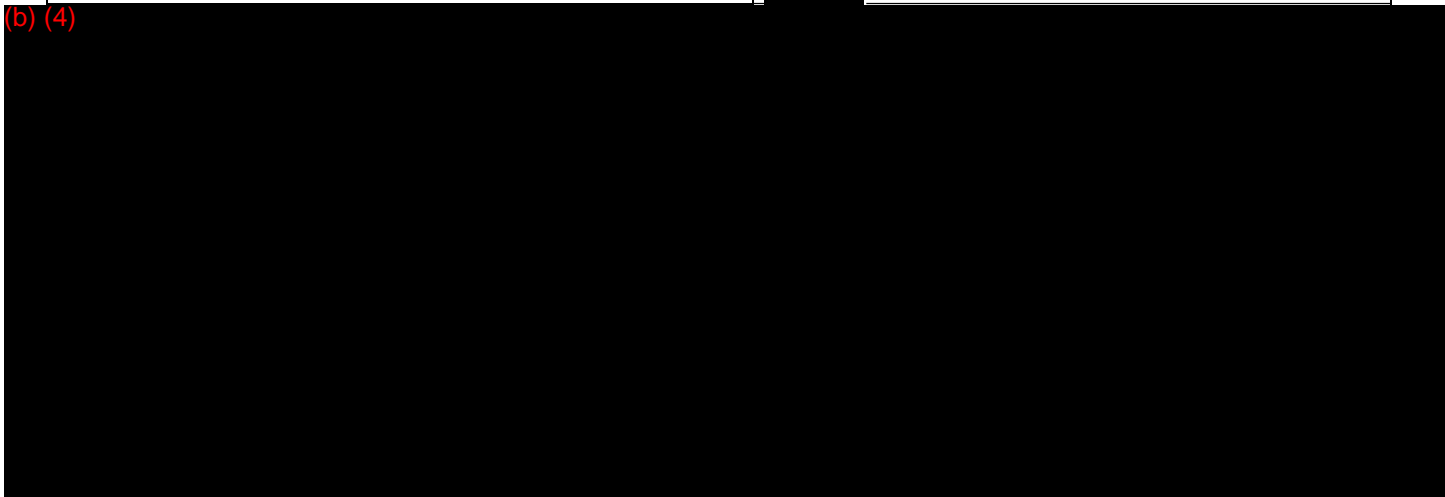
(b) (4)



C.1.8 Texas ARNG R&R Services

Project Title:	Texas ARNG R&R Services (b)		
Contracting Agency:	USP&FO for Texas	Role (Prime or Subcontractor):	Prime
Contract Number:	W912L1-07-C-5009	Contract Type:	Firm Fixed Price
CO:	(b) (6)	Phone:	(512) 782-5784
COTR:	(b) (6)	Phone:	(512) 782-6224
Contract Value:	\$546,058.60	Period of Performance:	15 August 2007 – 14 August 2008
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)		(b) (4)	

(b) (4)

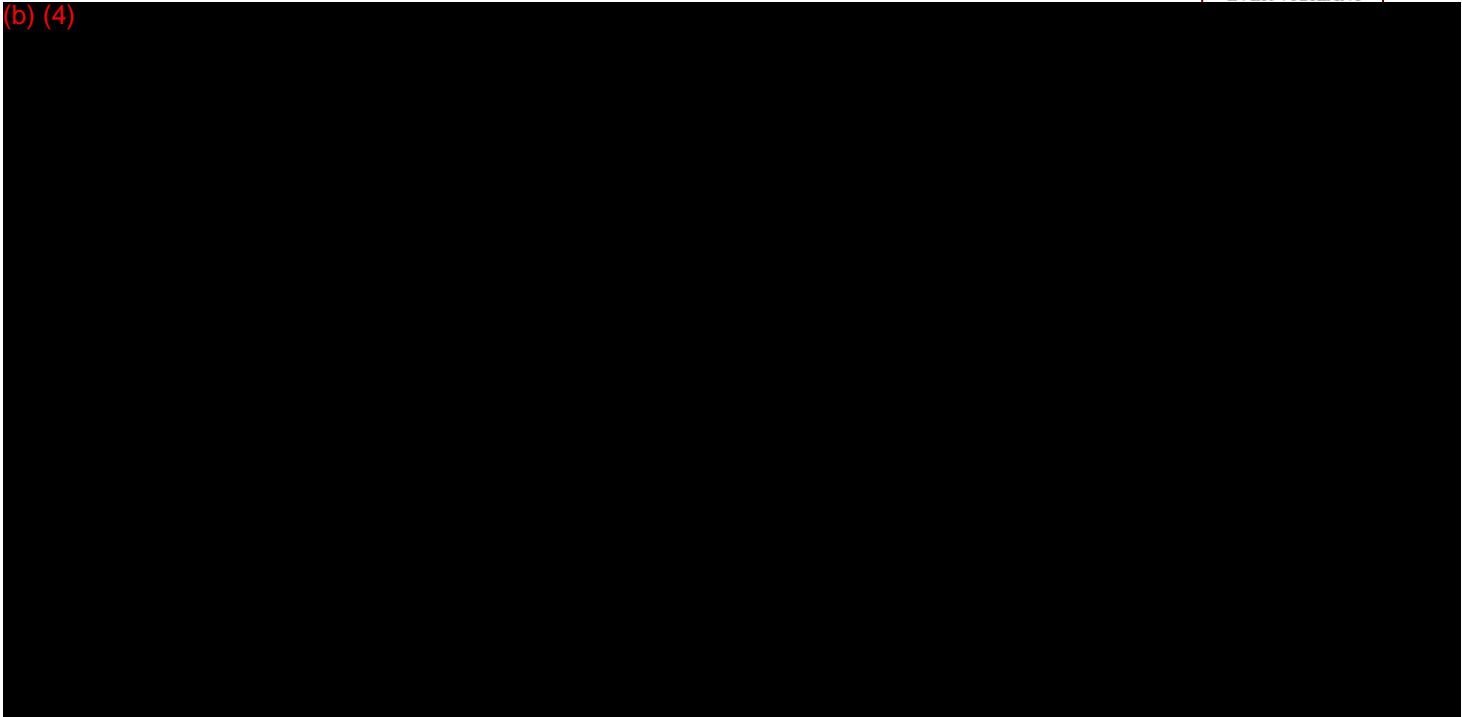


(b) (4)





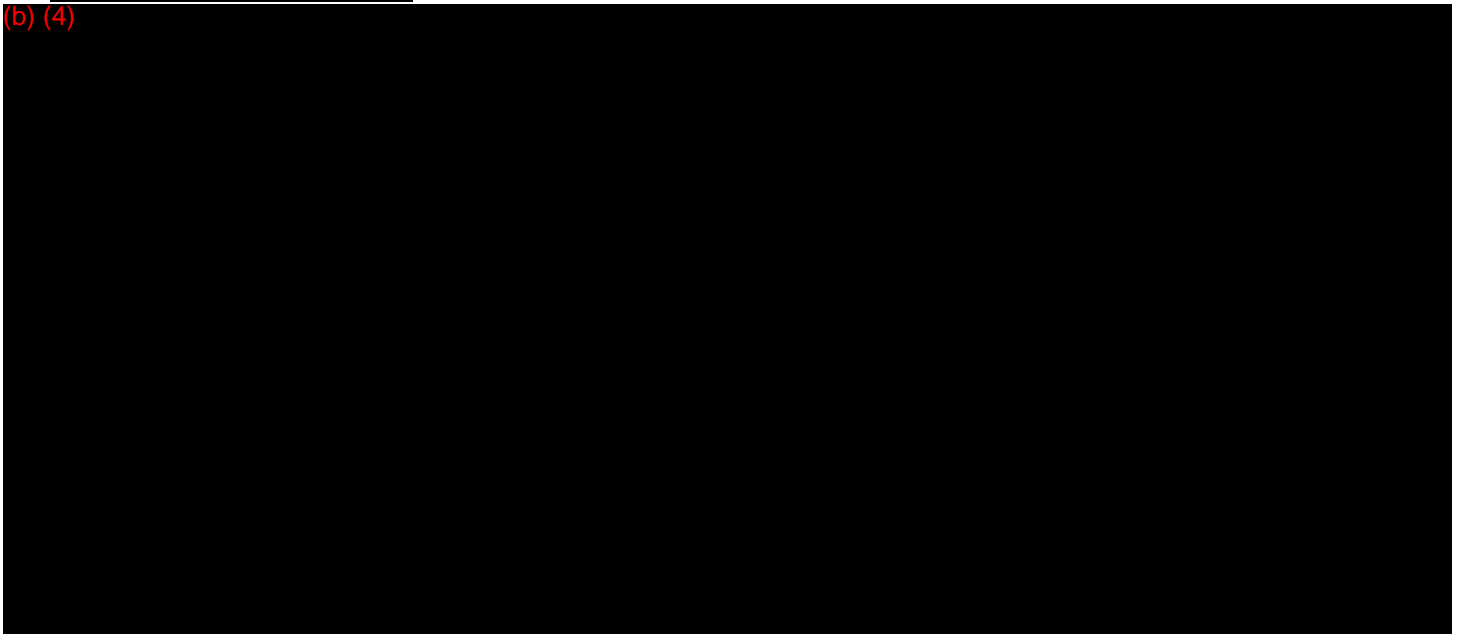
(b) (4)



C.1.9 GX Magazine: The Guard Experience

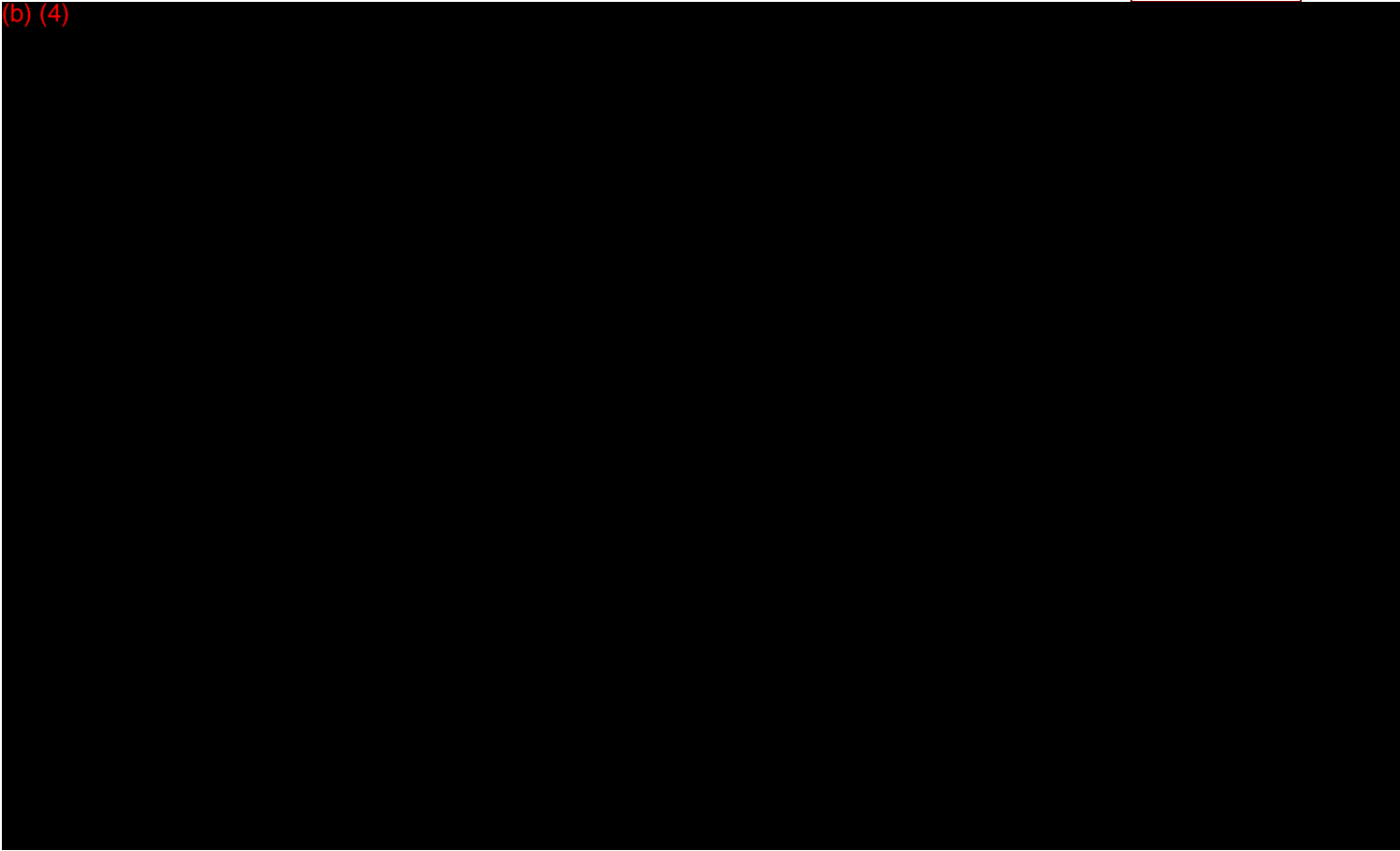
Project Title:	GX Magazine: The Guard Experience (b) (4)		
Contracting Agency:	Docupak, Inc. (for NGB)	Role (Prime or Subcontractor):	Subcontractor
Contract Number:	Subcontractor to Docupak, Inc.	Contract Type:	Firm Fixed Price
CO:	(b) (4)	Phone:	(205) 621-3378
COTR:	N/A	Phone:	N/A
Contract Value:	\$3.6M in FY07	Period of Performance:	Annual, FY04-FY08
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

(b) (4)





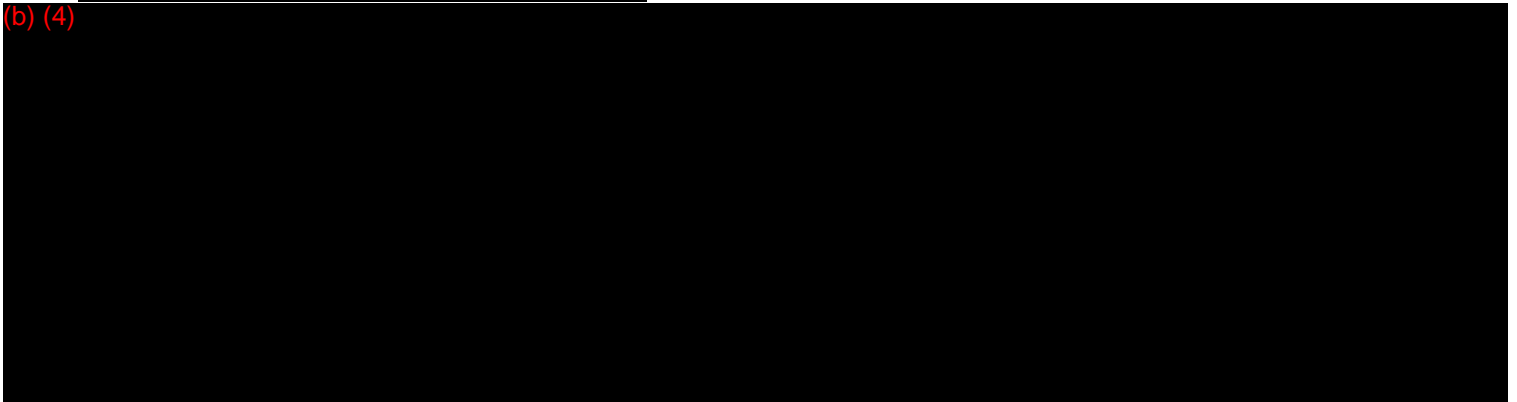
(b) (4)



C.1.10 Indiana ARNG R&R Services

Project Title:	Indiana ARNG Recruiting and Retention Services (b)		
Contracting Agency:	USP&FO Indiana	Role (Prime or Subcontractor):	Prime
Contract Number:	W912L9-05-F-0071	Contract Type:	FFP
CO:	(b) (6)	Phone:	(317) 247-3310
COTR:	(b) (6)	Phone:	(317) 964-7120
POC:	(b) (6)	Phone:	(317) 964-7089
Contract Value:	\$4.9M	Period of Performance:	17 March 2005 – 28 February 2010
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

(b) (4)



(b) (4)





(b) (4)

C.1.11 National Guard Bureau Low Density Recruiting (LDR) Program

Project Title:	Low Density Recruiting (LDR) Program (a.k.a. the Military Intelligence Readiness Improvement Program) (b) (4)		
Contracting Agency:	National Guard Bureau	Role (Prime or Subcontractor):	Prime
Contract Number:	W9133L-06-P-0137	Contract Type:	Firm Fixed Price
CO:	(b) (6)	Phone:	(703) 607-8534
COTR:	(b) (6)	Phone:	(703) 607-1267
Contract Value:	\$1,711,809	Period of Performance:	1 January 2004 to 30 June 2006 and 1 July 2006 to 30 June 2008
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

(b) (4)



C.1.12 ARNG and US Army Human Resources Command Reserve Component Career Counselor (RCCC) and Help Desk Program

Project Title:	ARNG and US Army Human Resources Command Reserve Component Career Counselor (RCCC) and Help Desk Program (IIF)		
Contracting Agency:	National Guard Bureau Formerly US Army RDECOM ACQ CTR	Role (Prime or Subcontractor):	Prime
Contract Number:	W9133L-08-F-0047 Formerly W91CR-06-F-0237	Contract Type:	Labor Hours
CO:	(b) (6)	Phone:	(703) 607-2089
COTR:	(b) (6)	Phone:	(703) 325-0089
Contract Value:	\$8.6M	Period of Performance:	29 September 2006 – 18 March 2009
Relevant Subcontractor Support: n/a			
Personnel Who are also Proposed on the R&R Program			
(b) (4)			

Relevance to R&R Contract Objectives and SOW Activity Categories: IIF’s ongoing management and services in support of the ARNG Reserve Component Career Counselor and Help Desk Program show how Team CACI significantly contribute to the ARNG prior service accessions and Strength Maintenance mission.

These services include training, including curriculum, course, and material development (Activity Category A); research and analysis of methodologies (Activity Category B); specialized recruiting of appropriate professionals to fill the necessary positions (Activity Category C); services support personnel to implement plans (Activity Category D); and Web-based and database services to assist in successfully fulfilling contract objectives (Activity Categories G and H).

Activity Category A	Activity Category B	Activity Category C	Activity Category D	Activity Category E	Activity Category F	Activity Category G	Activity Category H
x	x	x	x			x	x

Scope: This effort’s scope is to provide program management and professional staffing of up to 85 Reserve Component Career Counselors (RCCCs) strategically stationed at military installations worldwide. IIF provides leadership, management, and technical and subject matter expertise, coupled with staffing, training, mentorship, and IT tools to coordinate, market, administer, and execute the program. RCCCs provide counseling on reserve obligations and the benefits of continued service in the reserve components to active duty Soldiers. RCCCs enlist prior service Soldiers into the Guard and USAR. This is not limited to just active Army Soldiers, as expansion to active Navy, Air Force, and USMC personnel is a projected requirement. Further within the scope of this program is to provide Help Desk/Customer Service operations to facilitate and coordinate assignment of prior active service Soldiers to the ARNG and facilitate and coordinate interstate transfers of ARNG Soldiers between states.

Objective: Under this contract, the ARNG aims to significantly contribute to prior service accessions to meet end strength and readiness goals. By outsourcing RCCCs, we enable the Guard to reallocate senior controlled grade ARNG AGR R&R authorizations currently in that role. This enhances supervision and substantially increases the ARNG recruiting force. To keep this pipeline working properly, secondary objectives include significantly reducing the no show rate of prior active duty Soldiers enlisted by the RCCCs, which was 28 percent at the beginning of the award; minimizing the significant losses of Soldiers due to interstate transfers; and enhancing the accessions of active duty Soldiers leaving active service.

(b) (4)



C.2 Past Performance on Specific Activity Categories

This section highlights actions taken by Team CACI organized according to specific Activity Categories (A-H) as requested in Section L.5.3.3 of the request for proposal. Each citation explains an action taken by Team CACI that is analogous or similar to the indicated Activity Category. Many examples provided map directly back to one of the contracts featured in Section B. Other pertinent experience that relates to the Activity Category has been provided from previously uncited contracts. These are listed following the work represented in the project summaries.



C.2.1 Activity Category A—Training

This section describes and explains Team CACI’s past experience performing activities that are similar or analogous to Activity Category A: Training, as described in SOW Section C.5.1. This includes subcategories of 1. the development of courses and curriculum; 2. the development of training materials, modules, tools, and resources; 3. the delivery of specified training that considers interaction between instructors, materials, and target audiences; 4. ensure training delivery methods are consistent with the program and target; and 5. the development of instruments to evaluate and calculate training metrics.

Project (Team CACI)	Activity Category A: Training
State Media Services Program (SMSP) (b) (4)	(b) (4)
OPTARSS FORSCOM Task Orders (b) (4)	
www.1-800-GO-GUARD.com (800GG) (b) (4)	
ARNG MEPS Program (b) (4)	
Texas ARNG (TXARNG) (b) (4)	
Indiana ARNG Recruit Sustainment Program (RSP) Battle Drill Training (b) (4)	
Indiana ARNG Recruiting Services and Support (b) (4)	
RCCC and Help Desk Program Training (b) (4)	
Army Corps of Engineers Leadership Assessment and Advisory (b) (4)	



Project (Team CACI)	Activity Category A: Training
ARNG State Recruiting and Retention Commands (b) (4)	(b) (4)
IRMIS Training (b) (4)	
NGB Professional Education Center (b) (4)	
NTCSS (b) (4)	
RCMS Application Training (b) (4)	
Q12 Process, Air National Guard and Air Force Material Command (b) (4)	

C.2.2 Activity Category B—Research and Analysis

This section describes and explains past experience performing activities that are similar or analogous to Activity Category B: Research and Analysis, as described in SOW Section C.5.2. This includes: 1. produce market intelligence through research and analysis of data collection, data analysis, and statistical analysis; 2. determine attitudes and preferences of target groups using a variety of surveys to include but not limited to existing surveys; 3. use automated methods and processes for data collection and reporting; and 4. provide value-added analysis results in clear, concise language to ensure training strategies and curricula are effective.

Project (Team CACI)	Activity Category B: Research and Analysis
SMSP (b)	CACI provides in-depth state-level marketing research, analysis, and planning to assist state Guards with



Project (Team CACI)	Activity Category B: Research and Analysis
(b) (4)	(b) (4)
OPTARSS Task Orders (b) (4)	(b) (4)
National Security Agency (NSA) Recruitment Advertising (b) (4)	(b) (4)
NSA Recruitment Advertising (b) (4)	(b) (4)
800GG (b) (4)	(b) (4)
Texas ARNG (b) (4)	(b) (4)
GX Magazine (b) (4)	(b) (4)
Indiana ARNG R&R Services (b) (4)	(b) (4)
National Guard Bureau (NGB) Low Density Recruiting (LDR) Program (b) (4)	(b) (4)
Army National Guard RCCC and Help Desk Program (b) (4)	(b) (4)
Department of Veterans	(b) (4)



Project (Team CACI)	Activity Category B: Research and Analysis
Affairs (VA) Healthcare Retention and Recruitment Office (HRRO) (b) (4)	(b) (4)
Q12 Process, Air National Guard and Air Force Material Command (b) (4)	(b) (4)

C.2.3 Activity Category C—Specialized Recruiting

This section describes and explains our past experience performing activities that are similar to Activity Category C: Specialized Recruiting, as described in the SOW section C.5.3. This includes: 1. identifying and supporting the recruitment of advanced candidates for specific MOS categories; and 2. performing extensive or targeted searches to identify advanced specialty candidates and performing specialized recruiting for low density MOSs.

Project (Team CACI)	Activity Category C: Specialized Recruiting
SMSP (b) (4)	(b) (4)
NSA (b) (4)	(b) (4)
800GG (b) (4)	(b) (4)
GX Magazine (b) (4)	(b) (4)
NGB Low Density Recruiting Program (b) (4)	(b) (4)



Project (Team CACI)	Activity Category C: Specialized Recruiting
(b) (4)	(b) (4)
Army National Guard RCCC and Help Desk Program (b) (4)	
SRI Development and Personnel Selection (b) (4)	
VA-HRRO (b) (4)	

C.2.4 Activity Category D—Recruiting and Retention Services

This section describes and explains past experience performing activities that are similar or analogous to Activity Category D: Recruiting and Retention Services, as described in the SOW section C.5.4. This includes providing a full range of Recruitment and Retention Services similar to Military Entrance Processing Stations (MEPS), Recruit Sustainment Program (RSP) locations, and Reserve Component Career Counselors (RCCC).

Project (Team CACI)	Activity Category D: Recruiting and Retention Services
OPTARSS Task Orders (b)	(b) (4)
800GG (b) (4)	
ARNG MEPS Guidance Counselor Program (b)	
Texas ARNG (b)	
GX Magazine (b) (4)	
NGB LDR Program (b)	



Project (Team CACI)	Activity Category D: Recruiting and Retention Services
	(b) (4)
ARNG RCCC and Help Desk Program (b)	
Individual State ARNG R&R Services and Support (b)	
Nebraska ARNG (b)	
NGB Road Map For Success (RMFS) (b)	
RCMS Help Desk Support (b) (4)	
Staff Augmentation with Functional Area Subject Matter Experts (SME) (b)	

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

This section describes and explains past experience performing tasks that are similar or analogous to Activity Category E: Development, Production and Management of End Items, as described in SOW Section C.5.5. This includes: 1. developing, executing, and integrating into appropriate tasks effective promotional and recognition items in support of recruiting and retention programs; and 2. performing all phases of promotional item development from concept and design through manufacture and management.

Project (Team CACI)	Activity Category E: Development, Production, and Management of End Items
National Guard RPI	(b) (4)



(b) (4)	(b) (4)
OPTARRS Task Orders (b) (4)	
NSA (b) (4)	
Texas ARNG (b) (4)	
GX Magazine (b) (4)	
NGB LDR Program (b) (4)	
Daring Eagle and Victory Challenge (b) (4)	

C.2.6 Activity Category F—Training Support Development

This section describes and explains past experience performing tasks that are similar or analogous to Activity Category F: Training Support Development, as described in the SOW Section C.5.6. This includes: 1. developing visual, graphical, interactive, and related software for Recruiting and Retention training programs, which could further include graphic design, scripting, production (including props and filming) for movies, video, and digital graphics for training materials; and 2. producing, manufacturing, inventorying, and distributing training packages that incorporate these produced materials.

Project (Team CACI)	Activity Category F: Training Support Development
NSA (b) (4)	(b) (4)
800GG (b) (4)	
Texas ARNG (b) (4)	
VA-HRRO (b) (4)	

C.2.7 Activity Category G—Content Management Portal

This section describes and explains past experience performing tasks that are similar or analogous to Activity Category G: Content Managed Portal, as described in SOW section C.5.7. This includes: 1. implementing a Web-



based portal to serve as a central forum for recruiters and others; 2. manage, operate, and maintain the Recruiting and Retention portal; and 3. continued development of modules, which may include a document repository, discussion forums, scheduling functionality, a Service Members programs area, ordering location for Freedom Salute materials, and numerous databases.

Project (Team CACI)	Activity Category G: Content Management Portal
SMSP (b) (4)	(b) (4)
NSA (b) (4)	
800GG (b) (4)	
ARNG MEPS Guidance Counselor Program (b) (4)	
Texas ARNG (b) (4)	



Project (Team CACI)	Activity Category G: Content Management Portal
GX Magazine (b) (4) [Redacted]	(b) (4)
NGB LDR Program (b) (4) [Redacted]	
ARNG RCCC and Help Desk Program (b) (4) [Redacted]	
CIVFORS Interface (b) (4) [Redacted]	
Integrated Resource Management Information System (IRMIS) (b) (4) [Redacted]	
SMSR Legacy Systems Transition (b) (4) [Redacted]	
VA-HRRO (b) (4) [Redacted]	

C.2.8 Activity Category H—Databases

This section describes and explains past experience performing tasks that are similar or analogous to Activity Category H: Databases, as described in SOW section C.5.8. This includes: 1. design and implementation of a performance metrics database that captures, manages, and reports the performance of germane R&R tasks performed under the multiple award R&R contracts, 2. design and implementation of a documents archive database; 3. design and implementation of an R&R Task Proposal Database; and 4. design and implement an R&R Task Proposal Template that interfaces with the Task Proposal Database.

Project (Team CACI)	Activity Category H: Database Support
OPTARSS Task Orders (b) (4) [Redacted]	(b) (4)



Project (Team CACI)	Activity Category H: Database Support
	(b) (4)
NSA (b) (4)	
800GG (b) (4)	
Texas ARNG (b) (4)	
GX Magazine (b) (4)	
Indiana ARNG Recruit Sustainment Program (b) (4)	
NGB LDR Program (b) (4)	
ARNG RCCC and Help Desk Program (b) (4)	
Development and Maintenance (b) (4)	
ETOSS (b) (4)	
IRMIS Data Maintenance/Validation/Cleansing (b) (4)	
RCMS Data Maintenance/Validation/Cleansing (b) (4)	
SIDPERS (b) (4)	
VA-HRRO (b) (4)	



Project (Team CACI)	Activity Category H: Database Support
	(b) (4)

C.3 Management and Client Relationships

Communication is the most vital function that occurs between organizations, whether it is in terms of exchanging large quantities of information, delivering progress reports, or a simple conversation between two people. Clear, concise, and, above all, forthright communications is the key to effective management of projects and establishing client relationships built on mutual respect. It also facilitates the on-time delivery of products and services, assists in maintaining scheduling between groups, and allows for functional and ad hoc reporting. This is why Team CACI goes to great lengths to provide reliable and consistent communication.

(b) (4), CACI holds all members of our team to this same philosophy and ensures that this is the guiding principal in all communications between the team and our client. Certainly this will be accomplished through traditional methods like cell phones and email. But in addition, some of the tools Team CACI deploys to facilitate a positive exchange between us and our clients have already been discussed in the previous two sections.

(b) (4)

Other CACI clients, including NSA, TRICARE, and VA, have benefited from this service through client review sites and program management sites. Client review sites are password protected sites that allow personnel to review, comment on and approve creative documents online. These sites bypass several issues like (b) (4)

Program Management sites include client review capabilities plus access to reports, program news, archives, and program specific communications channels (b) (4)

From a program management perspective, these sites allow multiple stakeholders to share feedback and collaborate on new materials development, rapid communication among stakeholders, and greatly facilitate the review and approval process. Here are a few more examples of effective communications and client relationships:

CACI: STATE MEDIA SERVICES PROGRAM (SMSP)

- CACI provides an experienced dedicated team of marketing communications professionals organized to handle different regions of the country. By giving the MNCOs a single point of contact who is reliable and accountable for executing the marketing communications efforts for their state, business relationships have been established and maintained, and projects are being completed on time and within budget.

- (b) (4)
- (b) (4)

CACI: CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS)

When Hurricane Katrina hit the Gulf Coast, AmeriCorps, a government-sponsored volunteer organization with CNCS, mobilized to the area to join the relief efforts. Still, the response paled in comparison to the magnitude of destruction. More help was needed. AmeriCorps called on CACI to manage, write, and produce a series of 12 PSAs that would feature original audio from those already on the Coast, include studio recorded intros and outros, feature professional packaging and collateral material. This sort of program usually takes approximately six weeks to complete. Because of notoriously short media cycles, and AmeriCorps' upcoming attendance at the

National Association of Broadcasters convention, they wanted it completed in nine days. To facilitate the request, CACI set up regular status calls to update CNCS and regular review sessions to ensure that all materials were compliant with AmeriCorps' desired messages. This, in addition to the large volume of communications that would normally occur between key members of the team. Our performance prompted the following comment from Jackie Aker of CNCS: *"On behalf of the Corporation for National and Community Service I wanted to thank your entire team for all of your hard work. I've never seen a more dedicated group of individuals to making a PSA campaign successful [emphasis included]. I know we appreciate you, but I'm sure our AmeriCorps members appreciate being recognized for all that they do each day as well. I hope these spots really make a difference in getting more Americans engaged in service. Again, thanks so much!"*

(b) (4) NATIONAL SECURITY AGENCY

CACI's management approach includes several processes and systems that keep projects within deadline and maintain integral relationships. For NSA, CACI has established regular Program Status Review meetings, in-process reviews, teleconferences, (b) (4) and program documentation.

(b) (4) : NATIONAL GUARD BUREAU, ARIP REPORT

LTC Jack Parker, Branch Chief, Individual Training, National Guard Bureau, sent the following comment (b) (4) about the kind of service he was receiving and the response to the program: *"Just a note of praise for ARIP. The G3 of California is putting Soldiers in schools by the hundreds due to the ARIP workshops that are so aggressive, and way beyond 'admin fixes,' by including in their workshops concise plans to sign up. This is exactly the vision and level of attention the Training Division had for ARIP over a year ago. Tell your team to continue to focus and spread these efforts in every possible way across the country."*

(b) (4) USA TRADOC

MAJ Monie Ullis of USA TRADOC ARNG had this to say (b) (4) *"I need to drop a big HOOAH to (b) (4) CTR USA TRADOC ARNG] for helping me out during the DCA telephone conference providing clarity and knowledge. He assisted me in finding an answer to fix RSID structure that could have had a major impact on DCA. Big HOOAH!"*

(b) (4)(b) LDR PROGRAM

- The LDR Program published an informational Website in January 2008 that includes a backend database that is administered through a Web portal. This system enables the efficient flow of information and management of contacts, contracts, funding, and other essential program components. The LDR Program COR and other key personnel have access to the database enabling them to view near real-time data on demand. This management database has increased the flow and visibility of key information vital to the program and NGB recruiting and personnel efforts.
- The LDR Program Manager performed at a level that has earned the trust and confidence of the client as well as key outside stakeholders (i.e., NGB-ARO-I and NGB-ART-I). As a result, the Program Manager is often called upon to represent NGB-ASM at key conferences (e.g., CAPSTONE and G2/S2 Conferences). The level of support goes beyond simple recruiting to providing consultation services to MI that include personnel, training, equipment fielding, and force structure issues. The Program Manager has been verbally recognized by the NGB-ART-I Branch Chief as the leading SME on MI personnel and recruiting issues for the ARNG. In a letter dated 16 June 2006, Dr. Robert Ali-Carr wrote: *"During [the] past nine months your associates have assigned over 150 new Military Intelligence DMOSQ personnel in the Army National Guard Military Intelligence Units ... Your innovative approach, "Can-Do" attitude, and tireless work ethic have improved MI community combat readiness by positioning qualified individuals during critical war-time requirements."*

IIF: MEPS GUIDANCE COUNSELOR PROGRAM

Although not a deliverable or stated PWS objective, early after contract award, (b) (4) recognized that the COTR and the Recruiting and Retention Commanders in the states and territories required daily updated information on the status of processing and enlistments that was not available by other automated means. At no expense to the Guard, (b) (4) developed, fielded, host and administer a Web based program management data system that provides real time daily updated MEPS information for reporting, analysis, and management decision making (b) (4) also developed Customer Dashboard view of Reportable Activities increases (b) (4)



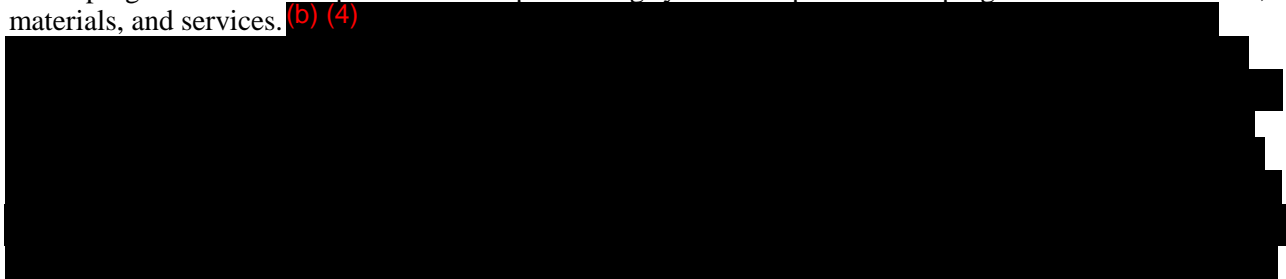
communication, productivity, and customer satisfaction. Additional refinements and capture fields have been added whenever requested by the COTR at no cost.

C.4 Quality of Service and Cost Control

Team CACI takes great pride in its ability to provide superior products and services at a reasonable cost. What usually goes unsaid is that those superior products and services usually result in additional return on investment. By watching costs at every point in the process, we can ensure that the Government will get its money is worth, and likely more, in the future. Other examples include:

CACI: STATE MEDIA SERVICES PROGRAM (SMSP)

- CACI program teams use a process-driven purchasing system that provides for program controls on media, materials, and services. (b) (4)



- Tasked with targeting the college market, CACI developed the CY06 Fall Campus Campaign. The plan called for teams of National Guard recruiters and members visiting campuses to promote Guard service and pass out literature and RPIs including free music downloads through iTunes®. One of the states CACI targeted for this campaign was Alabama. Before the campaign could be implemented, a tornado struck Enterprise, Alabama, necessitating an Alabama National Guard mobilization. This made it impossible for an adequate amount of Guard members to join in on the Campus Campaign. Therefore, CACI immediately adjusted campaign scheduling of the various campus recruiting events in that state. Obviously, the Alabama program would have had little to no impact without the necessary Guard members to participate. Furthermore, in the course of implementing this program nationwide, an RPI status check and forecast report indicated that there would be remaining music downloads upon program conclusion. CACI personnel responded promptly by adding more colleges to the campaign schedule to ensure distribution of the full complement of RPIs. This was an important step not only to maximize opportunities for the Guard to connect with the target demographic, but also to use all the RPIs, which had already been purchased by the Guard.

CACI: NATIONAL SECURITY AGENCY

- In February 2005, a two-part NSA email blast for a specific career field was sent to opt-in lists of 50,000 people. The emails achieved 32.9 and 36.4 percent open rates as well as 25.8 and 35.4 percent click through rates (industry average typically measures between 6 and 10 percent). The program was so successful in returning qualified applicants that the remaining media for the campaign could be pulled, allowing NSA to save nearly 80 percent of its overall budget for the initiative.
- CACI has saved 15 to 40 percent of NSA's media dollars by securing contact and frequency rates and through negotiation. For the magazine *Diversity Careers*, the rate for a full page, four color ad, was listed at (b) (4)



CACI: DEPARTMENT OF VETERANS AFFAIRS (VA) HEALTHCARE RETENTION AND RECRUITMENT OFFICE (HRRO)

- During the first 10 months of a VA broadcast PSA program, it is estimated that it received \$1.5 million in free exposure and provided substantial support to local efforts.
- Similar to what CACI does for ARNG, CACI negotiates premium media placements at substantial discounts for HRRO, enabling VA to extend the reach and frequency of their ad placements without substantial increase in costs. Media rate discounts include specialized government and nonprofit rates, frequency and volume discounts, and added value offers. Successful negotiations with media vendors on VA's behalf have saved



more than \$500,000. Detailed monitoring of VA's education debt-reduction program transactions by CACI has allowed VA to recapture \$1 million in funding annually.

(b) STANDARD PROCEDURES

(b) Project Managers ensure all travel is conducted IAW the FAR and JTR and strictly follows COR/POC preapproval processes. They track travel expenditures by individual and by expense category providing a detailed, simple to understand, monthly invoice of all travel expenditures incurred, and a monthly balance remaining in the travel ODC. **(b)** travel policy requires the least cost method for traveling ensuring that contract travel dollars are maximized. For example, **(b)** travel policy requires that airfares will be purchased at 21-day advanced discounts, whenever possible. Our savings are passed on to the contract budget.

(b) (4) LDR PROGRAM

(b) (4) LDR program resulted in assigning 150 new Military Intelligence DMOSQ personnel to ARNG Intelligence Units and achieved more than \$22 million in cost savings. Now, less than two years later, those numbers equate to 400 accessions and the retention of more than 200 Soldiers in the toughest MOSs to recruit for and train. The training cost avoidance to date is more than \$60 million.

Team CACI has a 95 percent renewal rate for all our ARNG R&R support contracts awarded over the past four years, so clearly customer satisfaction is a key part of the team's core performance objectives. This kind of loyalty is only created when a contractor continuously provides reliable, high quality suppliers and vendors, delivers quality products and services on schedule, an ability to save its client's money while securing an exponentially larger return on investment. This is what Team CACI has done for the Guard and our other clients in the past. This is what Team CACI will continue doing in the future as part of the R&R services award.



D GLOSSARY

Acronym	Definition
AAR	After Action Report
AASA	American Association of School Administrators
ABO	Army Budget Office
AC	Activity Categories
AC	Active Component
ACAP	Army Career and Alumni Program
ACQ	Acquisition
AD	Active Duty
ADCS	Automated Data Capture System
ADIIS	Automated Document Image Indexing System
ADL	Advanced Distributed Learning
AFOSI	Air Force Office of Special Investigations
AFRT	Armed Forces Radio and Television
AGR	Active Guard and Reserve
AKO	Army Knowledge Online
ALMS	Army Learning Management System
AMEDD	Army Medical Department
ANCOC	Advanced Noncommissioned Officer Course
ANG	Air National Guard
AP	Advanced Placement
ARCENT	Army Central
ARH	Armed Reconnaissance Helicopter
ARISS	Army Recruiting Information Support System
ARNG	Army National Guard
ARO	Army Research Office
ASCA	American School Counselor Association
ASG	Area Support Group
ASM	Army Strength Maintenance
ASTD	American Society for Training and Development
ASVAB	Armed Services Vocational Aptitude Battery
ATOM	ASVAB Training and Outreach Model
ATRRS	Army Training Requirements & Resource System
AUSA	Association of the US Army
BAIM	Baseline Advanced Industrial Management
BCST	Battle Command Staff Training
BCT	Basic Combat Training
BD	Business Development
BIG	Business Information Gateway
BOA	Basic Ordering Agreements
BOE	Basis of Estimate
BPC	Battle Projection Center
BPG	Battle Projection Group
BRAC	Base Realignment and Closure
CAPS	CACI Ad Placement System
CASCOM	Combined Arms Support Command
CASI	Commission on Accreditation and School Improvement
CBT	Computer Based Training
CDP	CACI Defined Processes
CDRL	Contract Data Requirements List
CEA	Creative Excellence Award
CEG	Combat Equipment Group
CEP	Career Exploration Program
CFC	Combined Forces Command
CFLCC	Coalition Forces Land Component Command
CGI	Common Gateway Interface



Acronym	Definition
CHCS	Composite Health Care System
CI	Counter Intelligence
CIA	Central Intelligence Agency
CIM	Corporate Information Management
CIO	Chief Information Officer
CIVFORS	Civilian Forecasting System
CMF	Career Management Fields
CMI	Computer Managed Instruction
CMM	Capability Maturity Model
CMMI	Capability Maturity Model Integration
CMS	Contract Management System
CNCS	Corporation for National and Community Service
COO	Chief Operating Officer
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
CPAF	Cost Plus Award Fee
CPAR	Contractor Performance Assessment Report
CPFF	Cost Plus Fixed Fee
CPIAF	Cost Plus Incentive Award Fee
CPIF	Cost Plus Incentive Fee
CPMRS	CACI Program Management Reporting System
CQ	Coaches Quarterly
CRS	Courseware Review System
CT	Counter Terrorism
CTAM	Cable and Telecommunications Association for Marketing
DARNG	Director, Army National Guard
DB	Database
DBA	Database Administrator
DBase	Database
DCAA	Defense Contract Audit Agency
DCAP	Deficiency Corrective Action Program
DDARNG	Deputy Director, Army National Guard
DEA	Drug Enforcement Agency
DIA	Defense Intelligence Agency
DL	Distance Learning
DoD	Department of Defense
DODDS	Department of Defense Dependent Schools
DOE	Department of Energy
DOJ	Department of Justice
DPM	Deputy Program Manager
DSRO	Director's Strength Readiness Overview
ECM	Enlistment Criteria Memorandum
EEO	Equal Employment Opportunity
EESOH-MIS	Enterprise Environmental, Safety, Occupational Health Management Information System
ELO	Extended Learning Opportunities
ENRD	Environmental and Natural Resources Division
EOUSA	Executive Office for United States Attorneys
EPCRA	Emergency Planning and Community Right-to-Know Act
EPM	Executive Program Manager
EPSS	Electronic Performance Support System
ERP	Enterprise Resource Planning
ERS	Engine Room Simulator
ESAR	Every Soldier A Recruiter
ESO	Executive Services Office
ESRI	Environmental Systems Research Institute
ESS	Education Support Specialist
ETOSS	Engineering, Technical, and Operational Support Services



Acronym	Definition
ETS	Expiration, Term of Service
EXW	Expeditionary Warfare
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FDG	Federal Defense Group
FDIC	Federal Deposit Insurance Corporation
FFP	Firm Fixed Price
FIFA	Force Integration Functional Area
FLARNG	Florida Army National Guard
FPI	Fixed Price Incentive
FTE	Full Time Equivalent
FTP	File Transfer Protocol
FTRRF	Full Time Recruiting and Retention Force
G-RAP	Guard Recruiting Assistance Program
GED	General Education Development
GFE	Government Furnished Equipment
GIS	Geographic Information System
GKO	Guard Knowledge Online
GTOL	Government Task Order Lead
GUI	Graphical User Interface
GWOT	Global War on Terrorism
GX	Guard Experience
HCSDRO	Healthcare Staff Development & Retention Office
HQ	Headquarters
HRC	Human Resources Command
HRRO	Healthcare Retention and Recruitment Office
HUBZone	Historically Underutilized Business Zone
IC	Integration Contractor
IDEF	Integrated Definition Methods
IDIQ	Indefinite Delivery Indefinite Quantity
IET	Initial Entry Training
IG	Inspector General
IIS	Internet Information Server
IMDR	Instructional Media Design Report
IMI	Interactive Multimedia Instruction
INARNG	Indiana Army National Guard
INSCOM	United States Army Intelligence and Security Command
IP	Internet Protocol
IPX	Internet Packet Exchange
IPX/SPX	Internet Packet Exchange/Sequenced Packet Exchange
IRISS	Industrial Rehabilitation Institute and Support Services
IRR	Individual Ready Reserve
ISD	Instructional System Design
ISDN	Integrated Services Digital Network
ISO	International Standards Organization
IST	Interstate Transfer
ITAA	International Technology Association of America
ITVA	International Television and Video Association
JAMRS	Joint Advertising Market Research Studies
JCL	Job Control Language
JCS	Joint Chiefs of Staff
JFS	Journaled File System
JPAS	Joint Personnel Adjudication System
JPMO	Joint Program Management Office
JROTC	Junior Reserve Officer Training Corps
JSOCC	Joint Special Operations Component Commander
JTF	Joint Task Force



Acronym	Definition
KO	Contracting Officer
LAN	Local Area Network
LDR	Low Density Recruiting
LMS	Learning Management System
LOA	Letters of Assignment
LOE	Level of Effort
LP	Lesson Plans
LSI	Lead Systems Integrator
M&A	Mergers and Acquisitions
MAARNG	Massachusetts Army National Guard
MACOM	Major Command
MAIDIQ	Multiple Award Indefinite Delivery Indefinite Quantity
MCAS	Marine Corps Air Station
MDW	Military District of Washington
MEPCOM	Military Entrance Processing Command
MEPS	Military Entrance Processing Station
MI	Military Intelligence
MIRIP	Military Intelligence Readiness Improvement Program
MIS	Management Information System
MNCO	Marketing Non-Commissioned Officer
MOBIS	Mission Oriented Business Integration Services
MOS	Military Occupational Specialty
MTF	Military Treatment Facility
N/A	Not Applicable
NACAC	National Association for College Admission Counseling
NADEP	Naval Aviation Depot
NARMC	Navy Regional Medical Center
NASA	National Aeronautics and Space Administration
NATAS	National Academy of Television Arts and Sciences
NATO	North Atlantic Treaty Organization
NAVSEA	Naval Sea Systems Command
NBC	Nuclear Biological and Chemical
NCA	National Command Authority
NCO	Non-Commissioned Officer
NCODP	Non-Commissioned Office Development Program
NCOIC	Non-Commissioned Officer in Charge
NCTC	National Counterterrorism Center
NEARNG	Nebraska Army National Guard
NEMAIS	Navy Enterprise Maintenance Automated Information System
NETCOM	Network Enterprise Technology Command
NG	National Guard
NGAUS	National Guard Association of the United States
NGB	National Guard Bureau
NGB-ASM	NGB-Strength Maintenance Division
NGPEC	National Guard Professional Education Center
NGR	National Guard Regulation
NIC	Network Interface Card
NINT	Not Interested
NPS	Non-Prior Service
NRO	National Reconnaissance Office
NSA	National Security Agency
NSG	National Solutions Group
NSSE	National Study of School Evaluation
NTCSS	Naval Tactical Command Support System
NYARNG	New York Army National Guard
OCONUS	Outside the Continental United States
OCR	Optical Character Recognition



Acronym	Definition
OCS	Officer Candidate School
ODC	Other Direct Costs
ODCSOP	Office of the Deputy Chief of Staff Operations Plan
ODNI	Office of the Director of National Intelligence
OIC	Officer in Charge
OIF	Operation Iraqi Freedom
OMC-A	Office of Military Cooperation in Afghanistan
OPM	Office of Personnel Management
OPTARSS	Operations Planning Training and Resource Support Services
OPTEMPO	Operational Tempo
ORSA	Operations Research Society of America
OSD	Office of the Secretary of Defense
PAARNG	Pennsylvania Army National Guard
PAED	Program Analysis and Evaluation Directorate
PBD	Program Budget Decision
PBS	Public Broadcasting System
PC	Personal Computer
PDA	Personal Digital Assistant
PDF	Portable Document Format
PEC	Professional Education Center
PEO	Program Executive Office
PERSCOM	U.S. Army Human Resources Command
PH	Population Health
PIEMS	Public Education Information Management Systems
PL	Procedural Language
PM	Program Manager
PMGR	Project Manager's Guidelines and Responsibilities
PMO	Program Management Office
PMOS	Primary Military Specialty
POC	Point of Contact
POI	Program of Instruction
PS	Prior Service
PSA	Public Service Announcement
PSAT	Preliminary Scholastic Achievement Test
PTH	Path to Honor
PWS	Performance Work Statement
QA	Quality Assurance
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Plan
QMS	Quality Management System
R&R	Recruiting and Retention
RC	Reserve Component
RCCC	Reserve Component Career Counselor
RCMS	Reserve Component Manpower System
RDECOM	Research Development and Engineering Command
RFP	Request for Proposal
RIARNG	Rhode Island Army National Guard
RMFS	Road Map for Success
ROI	Return on Investment
ROM	Rough Order of Magnitude
ROTC	Reserve Officers Training Corps
RPI	Recruitment Promotional Item
RRAC	Recruiting and Retention Area Command
RRAMP	Recruiting and Retention Activity Management Page
RRB	Recruiting and Retention Battalion
RRC	Recruiting and Retention Command



Acronym	Definition
RRF	Recruiting and Retention Force
RRNCO	Recruiting and Retention Non Commissioned Officer
RRNCOIC	Recruiting and Retention Non Commissioned Officer in Charge
RRPM	Regional Recruiting Potential Model
RSID	Recruiting Station ID
RSP	Recruit Sustainment Program
RSS	Really Simple Syndication
SALT	Society for Applied Learning Technology
SAMS	Standard Automated Medical System
SAT	Systems Approach to Training
SATCOM	Satellite Communication
SB	Small Business
SCORM	Shareable Content Object Reference Model
SCS	Society for Computer Simulation
SD	Small Disadvantaged
SDAA	State Developed Alternative Assessment Test
SDVOSB	Service Disabled Veteran Owned Small Business
SEG	Simulation Exercise Group
SEI	Software Engineering Institute
SIA	Social Impact Assessment
SIDPERS	Standard Installation Division Personnel System
SIMS	Security Information Management System
SME	Subject Matter Expert
SMLC	Strength Maintenance Leadership Conference
SMOM	Strength Maintenance Operations Message
SMOS	Secondary Military Occupational Specialty
SMSP	State Media Services Program
SMSR	Strength Management Systems Redesign
SMTC	Strength Maintenance Training Center
SOCC	Special Operations Component Commander
SOP	Standard Operating Procedure
SOW	Statement of Work
SPS	Standard Procurement System
SSBI	Single Scope Background Investigation
START	Strategic Army Training
T&M	Time and Materials
TAA	Total Army Analysis
TAG	The Adjutant General
TAKS	Texas Assessment of Knowledge and Skills
TAPDB-G	Total Army Personnel Database - Guard
TAPS	Tragedy Assistance Program for Survivors
TBD	To Be Determined
TDY	Temporary Duty
TLO	Terminal Learning Objective
TO	Task Order
TOA	Transfer of Authority
TOC	Table of Contents
TORP	Task Order Requirements Package
TPT	Task Proposal Template
TQM	Total Quality Management
TRADOC	Training and Doctrine Command
TRAT	Technology Readiness Assessment Team
TSAMS	Training Support Automated Management System
TSAMS-E	Training Support Automated Management System - Enhanced
TSC	Theatre Surface Combatant
TSP	Training Support Package
TXARNG	Texas Army National Guard



Acronym	Definition
UATP	User Acceptance Test Plan
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
USAREUR	United States Army Europe
USMC	United States Marine Corps
USP&FO	United States Property & Fiscal Office
USPS	United States Postal Service
VA	Department of Veterans Affairs
VHA	Veterans Health Administration
VNR	Video News Releases
VoIP	Voice over Internet Protocol
VPD	Virtual Private Databases
VTC	Video Teleconference
VTR	Video Tape Recorder
WBS	Work Breakdown Structure
WBT	Web Based Training



May 15, 2008

NGB-ZC-AQ-W9133L
1411 Jefferson Davis Highway
Arlington, Virginia 22202-3231

Attention: Captain Theresa Glasgow
Contracting Officer

Subject: CACI-CMS Information Systems, Inc. Proposal for the Army National
Guard (ARNG) Recruiting and Retention Contractor Services

Reference: Solicitation No W9133L-08-R-0009 Issued February 28, 2008, Including
Amendments 0001 through 0004

CACI –CMS Information Systems, Inc. is pleased to submit its proposal National Guard
in response to the above referenced Solicitation.

Our offer shall remain valid for a period of one hundred twenty (120) days from the
Solicitation closing date of May 15, 2008 and takes no exceptions to any provisions of
the Solicitation.

As required by block 15C of the Standard Form 33, we have included our remittance
address in Volume III of our offer.

Please contact me at (703) 679-3350, or via e-mail at gmann@caci.com if you have any
questions regarding our proposal.

Sincerely,

CACI-CMS Information Systems, Inc.

Gary E. Mann
Contracts Manager
Business Proposal Group



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TAB B - Completed Standard Form 33

This section includes the following CACI documents;

- Completed and signed Standard Form 33 (SF33)
- Completed and signed Standard Forms 30 (SFs30)
- Completed Section K



TAB C - General Pricing and Costs

CACI - CMS Information Systems, Inc. (CACI) is pleased to provide supporting cost information for providing program management and technical support services for the Recruiting and Retention for the Army National Guard, Solicitation Number W9133L-08-R-0009. The expected period of performance for this effort is outlined in the chart below.

Period	Start	Finish
Base Period	07/01/2008	6/30/2009
Option Period 1	07/01/2009	6/30/2010
Option Period 2	07/01/2010	6/30/2011
Option Period 3	07/01/2011	6/30/2012
Option Period 4	07/01/2012	6/30/2013



C.1 Labor Rates

In accordance with the solicitation instructions, CACI has provided fully burdened labor rates for the labor categories identified in the RFP's Statement of Work (SOW) and (b) (4)

We have provided the Labor Rate Schedule Table, which can be found in Tab C.1.3, entitled "Labor Rate Schedule Table".



C.1.1 Labor Rates Development

Labor rates for projected new hires are within established bid rate ranges for each Labor Category/Grade. These bid rate ranges are on file with the Defense Contract Audit Agency (DCAA). Rates for non-exempt employees covered by the Service Contract Act are based on the Washington, D.C. regional area, Wage Determination No. 05-2103, Revision 4, dated 07/05/07.

C.1.1.1 *Labor Rate Methodology and Rationale*

CACI has included an Excel spreadsheet that reflects the development, methodology, and the calculation of our fully burdened labor rates are provided at the end of this tab section.

Labor Rates for Fair Labor Standards Act (FLSLA)-exempt personnel were derived by dividing annual salaries by 2,137 hours for CACI-site personnel the historical average for work being performed at these respective sites. This yields hourly rates adjusted to reflect the effect of uncompensated overtime (UCOT). For part-time, on-call, and non-exempt employees, the annual salary is divided by 2,088 hours to derive the direct labor rate.

(b) (4)

C.1.1.2 *Rates and Productivity*

CACI's escalation methodology is described as follows;

(b) (4)

Year	Rate
2008	(b) (4)
2009	
2010	
2011	
2012	
2013	



(b) (4)

Composite Escalation Calculation			
Year	Rate	Months	Extended Factor
2008	(b) (4)		
2009			
2010			
2011			
2012			
2013			
Totals:			

(b) (4)

The following figure illustrates our methodology for applying escalation.

Average days/month: 30.42

Contract Year	Salary Chart Date	Period of Performance		Midpoint in months	Date Escalation Occurs	Escalation Rate =	
		Start	Finish			2.54%	New Hires
Base Period	05/01/2008	07/01/2008	06/30/2009	(b) (4)			
Option Period 1		07/01/2009	06/30/2010				
Option Period 2		07/01/2010	06/30/2011				
Option Period 3		07/01/2011	06/30/2012				
Option Period 4		07/01/2012	06/30/2013				

CACI uses 1,913 hours as the basis for defining a productive man-year or full time equivalent (FTE) for CACI-site personnel. The CACI-site FTE hours of 1,913 are calculated as such; 2,137 hours less 104 hours for vacation, 80 hours for holidays, and 40 hours for sick.

With reference to CACI's uncompensated overtime:

- CACI has an established cost accounting system, approved by DCAA, which records all hours worked, including uncompensated hours for all employees, regardless of the contract type.



- All uncompensated overtime hours are included in CACI's base for allocation of overhead costs.
- No uncompensated overtime effort will be performed without supervision. Uncompensated effort is supported by clerical and secretarial personnel only when necessary; i.e., if the uncompensated effort would otherwise be unproductive.
- Employees are required or encouraged to perform uncompensated effort only when necessary to refine work products, meet deliverable deadlines, or otherwise respond to customer requirements.



C.1.2 Labor Rates Ground Rules, Assumptions, Exceptions, and Conditions

- CACI has not deviated for its DCAA approved estimating policies and procedures in producing this price proposal.
- The rates and prices set forth in this proposal are based on Solicitation No W9133L-08-R-0009, issued February 28, 2008, including Amendments 0001-0004. Our offer takes no exceptions to the Solicitation provisions.
- This proposal shall remain valid for a period of one hundred twenty (120) days from the Solicitation closing date.
- (b) (4)
- (b) (4)
- CACI takes no exception to the ground rules and assumptions specified in the solicitation. Additionally, CACI's offer places no additional conditions on the government.



C.1.3 Labor Rate Schedule Table

CACI has completed the table format identified in Section B. The Excel rate table can be found in the following pages, and is entitled “Labor Rate Schedule Table”. This table reflects CACI’s proposed fully burdened labor rates for the labor categories found in the RFP’s Statement of Work (SOW).



C.2 Other

The following tab sections describe CACI proposed materials, rates, travel, and other direct costs and prices.



C.2.1 Government Furnished Materials or Support

CACI assumes that any Government Furnished Information, Government Furnished Property and Government Furnished Equipment will be specified in individual task orders (at the discretion of the Contracting Officer) and will be provided by the Government to CACI on a rent free and unrestricted use basis during the performance of the task order work. Therefore, CACI does not anticipate a need to price GFE, GFI, or GFP in preparing our task order proposals.



C.2.2 Escalation Rates

(b) (4) [Redacted content]



C.2.3 Other Direct Costs Data

In the event that a task order price proposal requires other direct costs (CLIN X002), CACI shall present a detailed list of all ODC items, item pricing, and a basis of estimate for each price. CACI assumes that any other direct costs necessary for performance will be reimbursed at actual cost plus applicable burdens, such as material handling, and will exclude fee.



C.2.4 Materials, Equipment, Software, and Supplies

In the event that a task order price proposal requires materials, equipment, software, or supplies (CLIN X002), CACI shall present a detailed list of all materials, equipment, software, and supplies including quantities, unit prices, proposed vendors (if known), and the basis of estimate rationale. CACI assumes that any materials, equipment, software, or supplies necessary for performance will be reimbursed at actual cost plus applicable burdens, such as material handling, and will exclude fee.



C.2.5 Travel

In the event that a task order price proposal requires travel costs (CLIN X002), CACI shall present a detailed list, which includes a breakout by purpose, number of trips, origin and destination(s), duration, and travelers per trip. All travel shall be in accordance with the Joint Travel Regulations (JTR).

CACI assumes that any travel costs necessary for performance will be reimbursed at actual cost, and will exclude applicable burdens and fee.



C.2.6 Additional Charges

C.2.6.1 *Indirect Burdens and Applicable Allocation Bases*

(b) (4)

(b) (4)

(b) (4)

(b) (4)

In accordance with the solicitation instructions, no indirect burdens have been applied to travel costs.

C.2.6.2 *Indirect Burden Cost Breakdown*

The allocation base for indirect rates and costs included in developing each indirect rate item

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(b) (4)

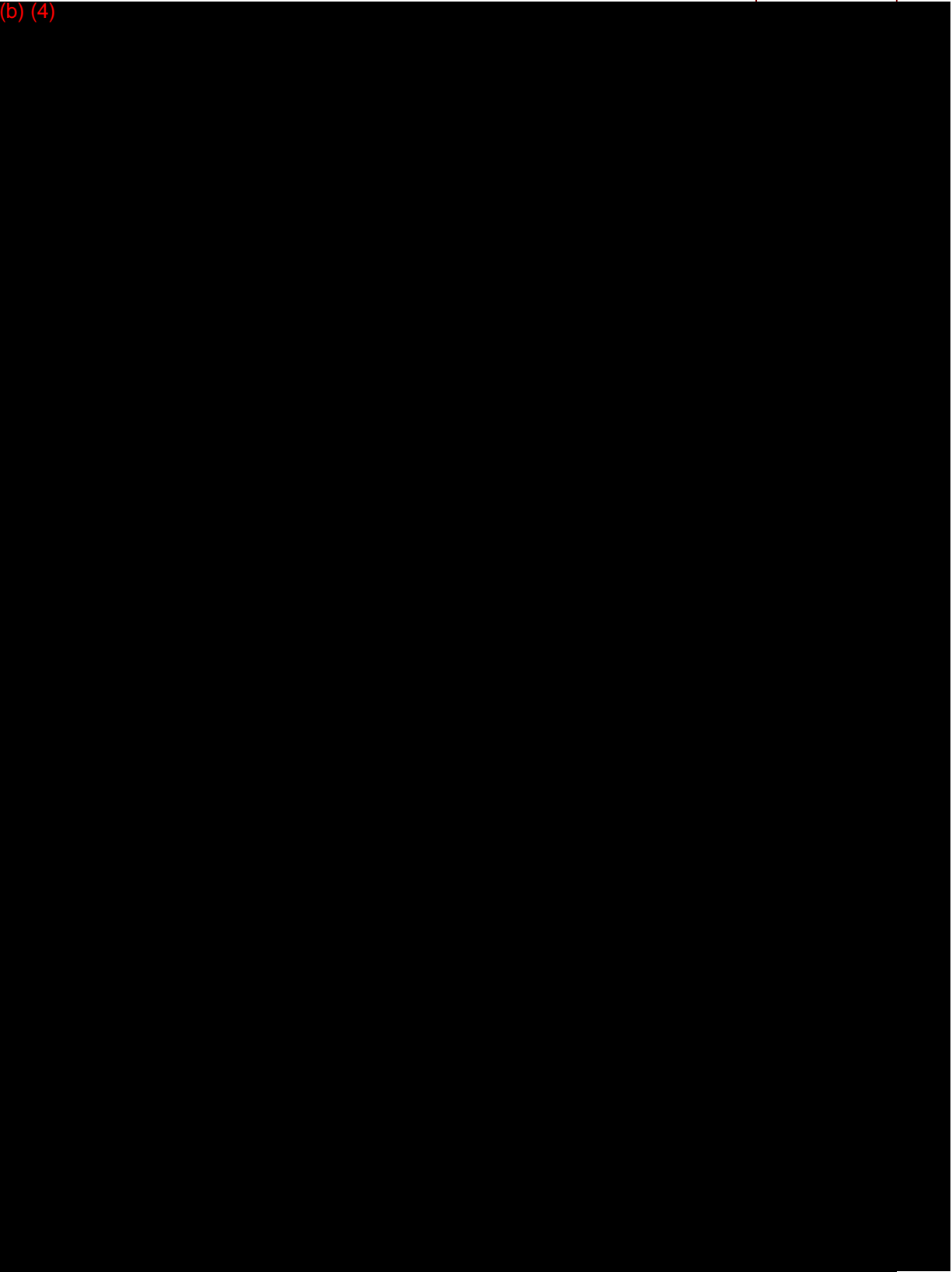
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(b) (4)



(b) (4)

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C.2.6.8 Subcontractor Cost/Price Analysis

CACI is committed to performing this contract in support of our client, the Army National Guard. We understand the necessity of balancing team goals/cost/price tradeoffs with effectively and efficiently managing maximum performance within the constraints of the Government budget. To that end, we have painstakingly analyzed the Statement of Work to digest and understand the cost of performing.

This analysis helped determine our overall costing and pricing approach. Our proposal represents our best approach to creating a fair and reasonable offer for performance of this contract. We have concluded that our rates internally developed, with the assistance of competitive data from external sources, provide the most realistic and reasonable cost of performance for this contract and provide the basis of our subcontractor cost/price analysis.

C.2.6.9 Remittance Address

CACI's remittance address is:
CACI – CMS Information Systems Inc.
P.O. Box 630967
Lockbox Number 630967
Baltimore, MD 21263-0967

C.2.6.10 Cognizant ACO and DCAA

ACO Information

DCMA Virginia
10500 Battleview Parkway
Suite 200
Manassas, Virginia 20109-2342
Attn: (b) (6), ACO
(P) 703-530-3204
(F) 703-530-3601

DCMC Information

Defense Contract Audit Agency
Herndon Branch Office
171 Elden Street
Herndon, Virginia 20170-4810
Attn: (b) (6) Branch Manager
(P) 703-735-3469
(F) 703-735-8229

DCAA Audit Information

Defense Contract Audit Agency
DCAA - CACI Sub-Office
1100 N. Glebe Road
Arlington, Virginia 22201
Attn: Audit Supervisor
(P) 703 841-7681
(F) 703 812-8737



Tab D - Recruiting and Retention Task Scenario

CACI has provided the Recruiting and Retention Task Scenario task proposal (also provided in the Technical Management Volume I, Tab E) for purposes of showing the relationship to the BOEs, required price tables, and other information.



D.1 Recruiting and Retention Task Scenario Basis of Estimate

CACI has provided our detailed Basis of Estimates (BOEs) for the task scenario. These BOEs map to our WBS (Level 3) elements and provide the costing rationale for our Scenario Task solution. The Task Scenario Summary Level BOEs along with the Task Scenario Detailed Level BOEs can be found at the end of this tab section.

Additionally, following the BOEs, CACI has included its Media Plan.

D.1.1 Costing Methodology

D.1.1.1 *Labor*

CACI fully burdened labor rates have been proposed for each labor category. Labor estimates are based on resources required to plan and execute activities to achieve cost, schedule, and performance requirements, based on CACI's experience with other ARNG recruitment and training efforts. Specific talent and expertise were selected and appropriate labor categories utilized to ensure meeting specific task requirements as defined in the WBS, which forms the structure of the Basis of Estimates, and Attachment J. 2 - Scenario Task description, as well as the solicitation Sections C, L, and M.

D.1.1.2 *Travel*

Travel is estimated based on number of trips anticipated in our solution to the task scenario. (b) (4)

Actual travel will be billed at cost with no additional charges applied, and is based on the prevailing per diem costs in each destination.

D.1.1.3 *Supplies*

(b) (4)

D.1.1.4 *Other Direct Costs*

All other direct costs (ODC's) for the program (e.g., media printing and production costs) will be billed at cost plus a material handling charge. No additional fees will be applied. Program supplies (e.g., Training Workbooks) are considered as ODCs.

D.1.1.5 *Materials, Equipment, and Software*

While in performance of this task scenario, the required materials, equipment, software, or supplies will be invoiced at cost plus a material handling charge. No additional fees will be applied.



Additionally, CACI will present a detailed list of all materials, equipment, software, and supplies including quantities, unit prices, and proposed vendors.

D.1.1.6 Government Furnished Materials or Support

CACI does not anticipate a need to price GFE, GFI, or GFP in preparing the task scenario proposal.

CACI assumes that any Government Furnished Information, Government Furnished Property and Government Furnished Equipment will be specified in other individual task orders (at the discretion of the Contracting Officer) and will be provided by the Government to CACI on a rent free and unrestricted use basis during the performance of the task order work.

D.1.1.7 Additional Charges


All shipping costs assume delivery to one central distribution point for package assembly (where required) and further distribution. Individual fulfillment and shipping costs will be based on costs from existing ARNG warehouse providers, and will be invoiced as incurred, at cost plus a material handling charge. No additional fees will be applied.





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

CACI's task scenario assumptions are:

- Schedules - For scheduling purposes, the timelines are based on a Task Order Award Date of July 1, 2008.
- Shipping and Fulfillment - Unless otherwise stated, all materials will be shipped to (b) (4) 
- Specific assumptions regarding performance of the Recruiting and Retention Scenario Tasks are listed in our detailed Scenario Task Basis of Estimate, located in Tab D.1.

CACI takes no exception to the requirements of the Recruiting and Retentions Scenario Task detailed in the SOW. CACI places no additional conditions on the Government.



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

CACI's Task Scenario price proposal and cost tables as specified in Section J.2, are listed below and can be found in the following sections, (as indicated by slip-sheets):

- RRET-1 Labor Hours by WBS Element by Labor Category by Month
- RRET-2 Travel Costs by Month
- RRET-3 Labor Cost by WBS Element by Labor Category by Month
- RRET-4 Non-Labor Costs by Month
- RRET-5 Cost by WBS Element by Month
- T.S. Labor Detail Supporting Labor Cost Information
- T.S. ODC Detail Supporting Non-Labor Cost Information, excluding Travel
- T.S. Travel Detail Supporting Travel Cost Information



RRET-1

Labor Hours by WBS Element by Labor Category by Month



RRET-2

Travel Costs by Month



RRET-3

Labor Cost by WBS Element by Labor Category by Month



RRET-4

Non-Labor Costs by Month



RRET-5

Cost by WBS Element by Month



T.S. Labor Detail

Supporting Labor Cost Information



T.S. ODC Detail

Supporting Non-Labor Cost Information



T.S. Travel Detail

Supporting Travel Cost Information



WBS Task Table





E RECRUITING AND RETENTION SCENARIO TASK

Scenario Task: Armed Services Vocational Aptitude Battery (ASVAB) Training Program

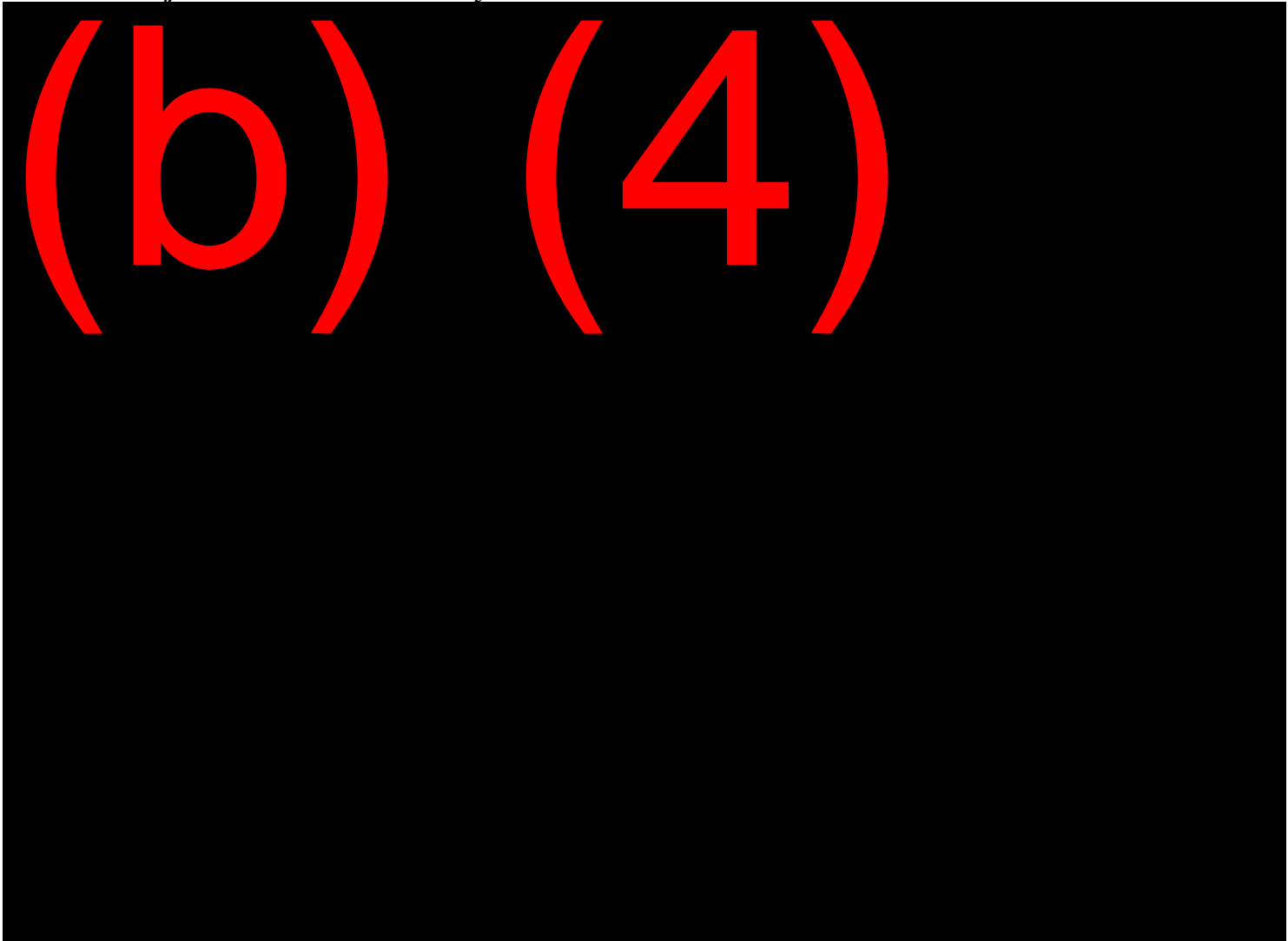
Contract No.: R&R IDIQ	Date Issued: 2/29/08	
Task No.: Scenario Task	Date Due: 5/15/08	
Submitted by:		
CACI CMS	1100 N. Glebe Rd. Arlington, VA 22201	Contact: (b)(4), (b)(6) (b)(4), (b)(6) (b)(4), (b)(6)
Task Order Objective		

The offeror shall propose a training program to help recruiters raise awareness of and promote the use of the Armed Services Vocational Aptitude Battery (ASVAB) to school guidance counselors as a tool to students and shall rectify the negative perceptions of the ASVAB. Offerors shall propose their best single solution.

Program/Solution Concept Summary

E.1 Scenario Task Technical and Management Discussion

E.1.1 Objectives and Situation Analysis





(b) (4)

[Redacted text block]

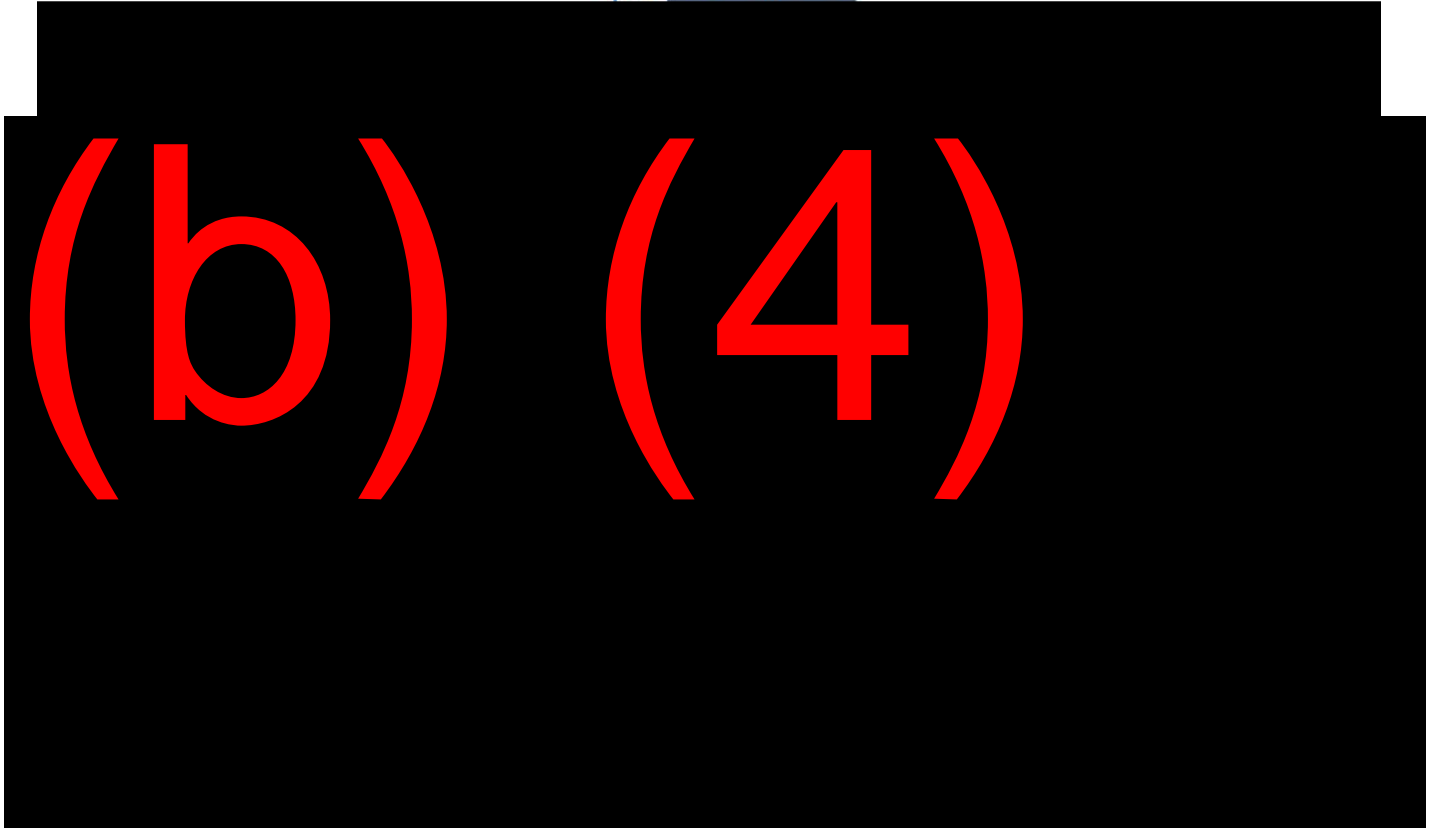
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- (b) (4)

The following graphic demonstrates the features of our approach:

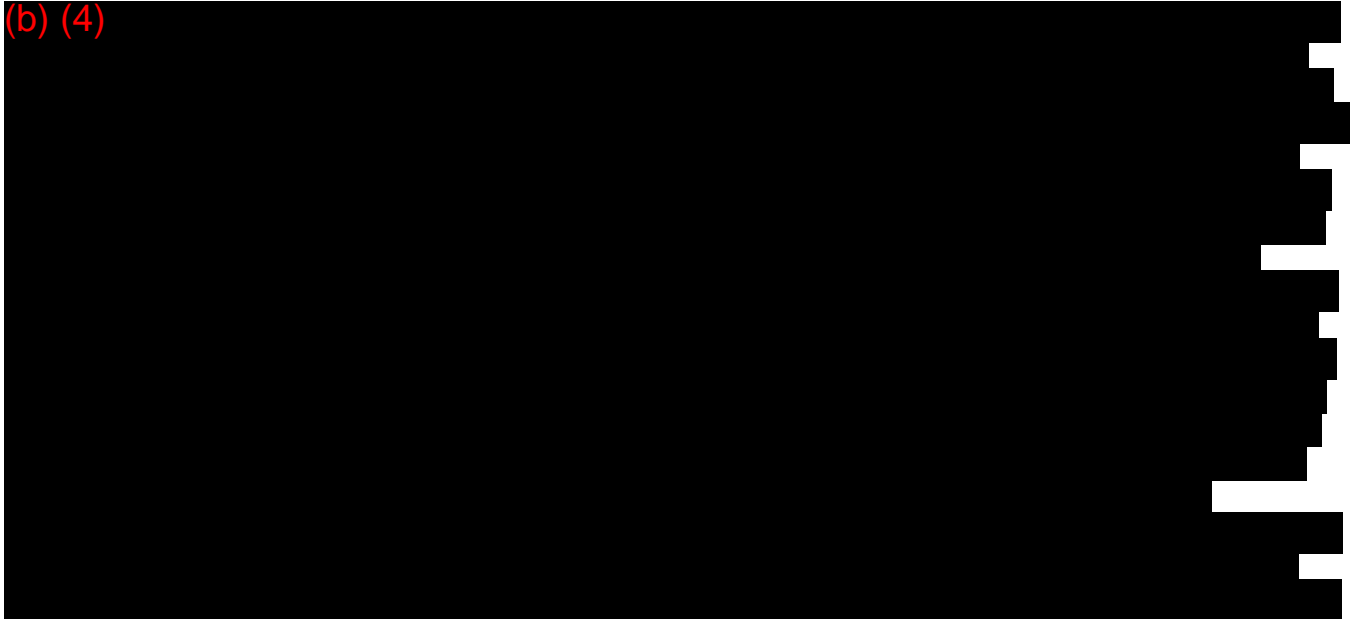
Figure 23. Team CACI's ATOM Approach



Team CACI's ATOM approach has the strategy and tactics to meet NGB-ASM's objectives.

E.1.3 Management Approach

(b) (4)

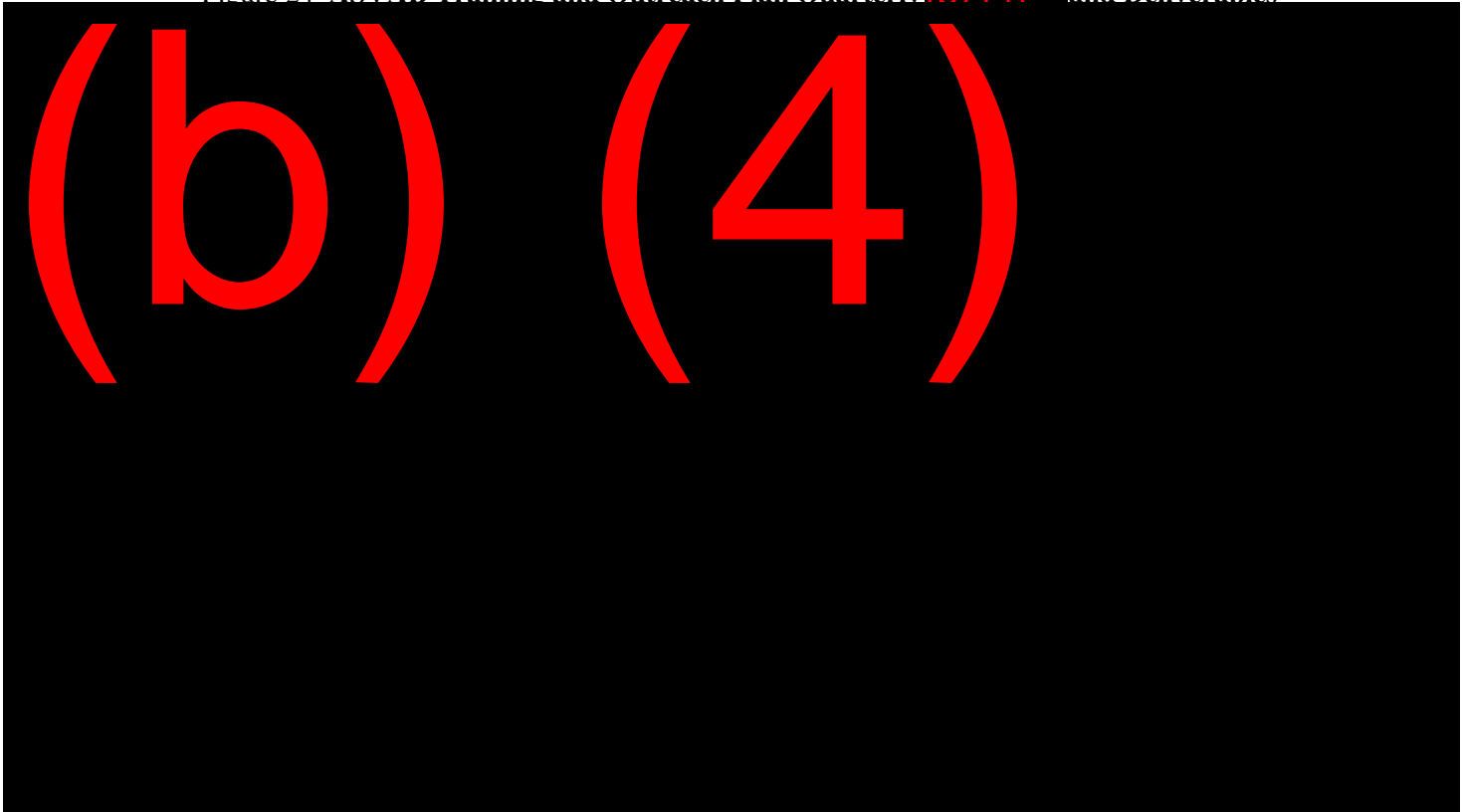




(b) (4)

To execute these activities, the TO team will follow a detailed annual schedule that drills down to daily activities. All activities, milestones, responsibilities, and performance reports will be mapped (b) (4). Figure 24 is a summary of major quarterly milestones and deliverables.

Figure 24 ASVAB Training and Outreach Plan Quarterly (b) (4) and Deliverables



CACI's Plan for ASVAB training and outreach has achievable and measurable quarterly milestones and deliverables.

Management of this task will follow the structured process and methodologies detailed in Tab F. CACI will employ our established processes for subcontractor, risk, and financial management. Our management structure will ensure constant and open communication. (b) (4)

Overall contract performance will be reported through monthly, quarterly, and annual written reports. These reports, as well as all other program documents, including strategies, schedules, milestones, deliverables lists, meeting minutes, contact lists, etc., will be available to all team members (b) (4)

E.1.4 Technical Approach

Team CACI's major strategies and tactics are described below in a narrative outline format to clearly demonstrate how ATOM aligns with NGB-ASM's stated objectives.

OBJECTIVE 1: Provide recruiter training to achieve objectives.

a) Strategic Approach

(b) (4)



(b) (4)

[Redacted text block]

b) Tactics

All training curriculum development, materials development and delivery will be conducted according to

(b) (4)

[Redacted text block]



(b) (4)

[Redacted text block]

OBJECTIVE 2: Create awareness and a persistent positive impression of the ASVAB among high school guidance counselors, high school students, parents, and other influencers.

a) Strategic Approach

(b) (4)

[Redacted text block]

(b) (4)

(b) (4)



(b) (4)

[Redacted text block]

OBJECTIVE 3: Provide opportunities for Army National Guard recruiter contact with high school guidance counselors and high school students.

(b) (4)

[Redacted text block]

(b) (4)

(b) (4)



(b) (4)

[Redacted text block]

Performance Metrics

E.1.5 Task Order Specific Metrics

As outlined in E.1.1 Objectives and Situation Analysis, Team CACI has structured the scenario task around two outcomes-based goals and three activity-based objectives. Metrics, benchmarks (if applicable), and measurement tools have been identified for each goal and objective.

Goal #1: Increase the number of high school students taking the ASVAB.

- **Metrics:** (b) (4)
- **Existing benchmarks:** (b) (4)
- **Measurement tools:** (b) (4)

Goal #2: Generate leads for future recruitment activities.

This goal includes two types of leads. The first lead is a post-test lead, the name and contact information of students who have already taken the test. Performance metrics for that type of lead consist of the metrics, benchmarks, and measurement tools defined above (Goal #1). The second is a pre-test lead, defined as students who have expressed interest in the ASVAB but have not yet taken the test. The following address performance for the pre-test lead group.

- **Metrics:** (b) (4)
- **Existing benchmarks:** (b) (4)
- **Measurement tools:** (b) (4)

Objective #1: Provide recruiter training to achieve objectives.

- **Metrics:** (b) (4)
- **Measurement tools:** (b) (4)

Objective #2: Create awareness and a persistent positive impression of the ASVAB to high school guidance counselors, high school students, parents, and other influencers.



- **Metrics:** (b) (4)
- **Existing benchmarks:** (b) (4)
- **Measurement tools:** (b) (4)

Objective #3: Provide opportunities for ARNG recruiter contact with high school guidance counselors and high school students.

Metrics: (b) (4)

Measurement tools: (b) (4)

Basis of Estimate

E.2 Scenario Task Basis of Estimate

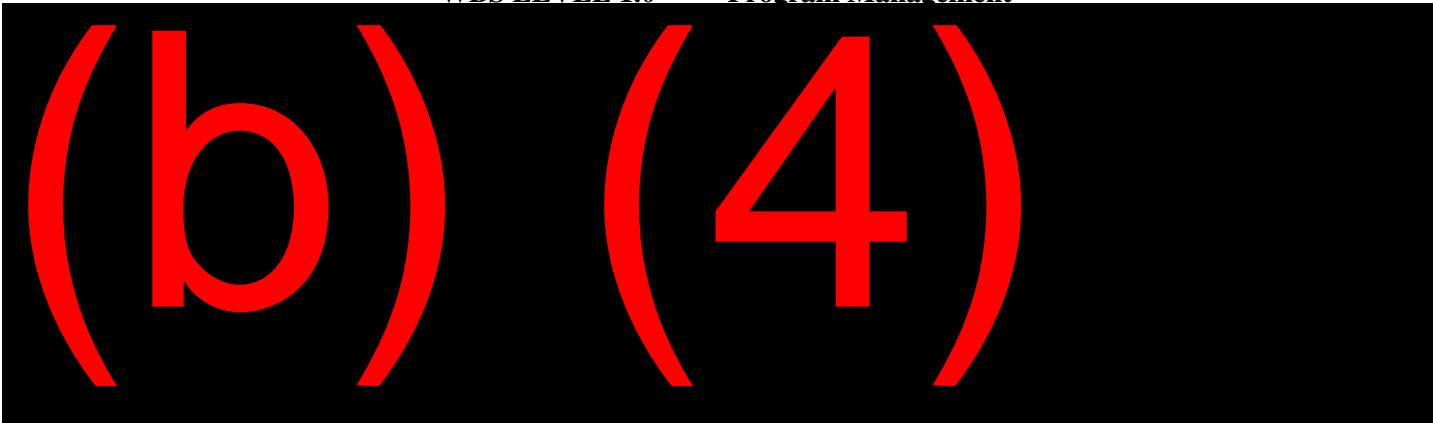
Team CACI's Basis of Estimate (BOE) maps to our Work Breakdown Structure (WBS) elements and provides the costing rationale for our Scenario Task solution. An identical but more detailed BOE is included in Volume III, Pricing.

Schedules—For scheduling purposes, the timelines suggested in the following table are based on a Task Award Date of July 1, 2008.

Labor—Labor estimates are based on resources required to plan and execute activities to achieve cost, schedule, and performance requirements, based on Team CACI's experience with other ARNG recruitment and training efforts. Specific talent and expertise were selected and appropriate labor categories used to ensure meeting specific task requirements as defined in the WBS, which forms the structure of this BOE, Attachment J.2, Scenario Task Description, as well as RFP Sections C, L, and M.

Shipping—Unless otherwise stated, all materials will be shipped to Team CACI's partner, Docupak, leveraging its existing central distribution point into all Army National Guard Recruiter locations, for package assembly (where required) and further distribution.

WBS LEVEL 1.0 Program Management





(b) (4)

WBS LEVEL 2.0 Provide Recruiter Training to Achieve Objectives

(b) (4)

WBS LEVEL 3.0 Create Awareness and Positive Impression of ASVAB

(b) (4)



(b) (4)

WBS LEVEL 4.0 Provide Opportunities for Recruiter Contact with Counselors and Students

(b) (4)

Pricing - See Pricing Volume III Tab D.3 for Detailed Pricing Data



D.1 Recruiting and Retention Task Scenario Basis of Estimate

CACI has provided our detailed Basis of Estimates (BOEs) for the task scenario. These BOEs map to our WBS (Level 3) elements and provide the costing rationale for our Scenario Task solution. The Task Scenario Summary Level BOEs along with the Task Scenario Detailed Level BOEs can be found at the end of this tab section.

Additionally, following the BOEs, CACI has included its Media Plan.

D.1.1 Costing Methodology

D.1.1.1 *Labor*

CACI fully burdened labor rates have been proposed for each labor category. Labor estimates are based on resources required to plan and execute activities to achieve cost, schedule, and performance requirements, based on CACI's experience with other ARNG recruitment and training efforts. Specific talent and expertise were selected and appropriate labor categories utilized to ensure meeting specific task requirements as defined in the WBS, which forms the structure of the Basis of Estimates, and Attachment J. 2 - Scenario Task description, as well as the solicitation Sections C, L, and M.

D.1.1.2 *Travel*

Travel is estimated based on number of trips anticipated in our solution to the task scenario. (b) (4)

(b) (4)

Actual travel will be billed at cost with no additional charges applied, and is based on the prevailing per diem costs in each destination.

D.1.1.3 *Supplies*

(b) (4)

D.1.1.4 *Other Direct Costs*

All other direct costs (ODC's) for the program (e.g., media printing and production costs) will be billed at cost plus a material handling charge. No additional fees will be applied. Program supplies (e.g., Training Workbooks) are considered as ODCs.

D.1.1.5 *Materials, Equipment, and Software*

While in performance of this task scenario, the required materials, equipment, software, or supplies will be invoiced at cost plus a material handling charge. No additional fees will be applied.



Additionally, CACI will present a detailed list of all materials, equipment, software, and supplies including quantities, unit prices, and proposed vendors.

D.1.1.6 Government Furnished Materials or Support

CACI does not anticipate a need to price GFE, GFI, or GFP in preparing the task scenario proposal.

CACI assumes that any Government Furnished Information, Government Furnished Property and Government Furnished Equipment will be specified in other individual task orders (at the discretion of the Contracting Officer) and will be provided by the Government to CACI on a rent free and unrestricted use basis during the performance of the task order work.

D.1.1.7 Additional Charges

All shipping costs assume delivery to one central distribution point for package assembly (where required) and further distribution. Individual fulfillment and shipping costs will be based on costs from existing ARNG warehouse providers, and will be invoiced as incurred, at cost plus a material handling charge. No additional fees will be applied.



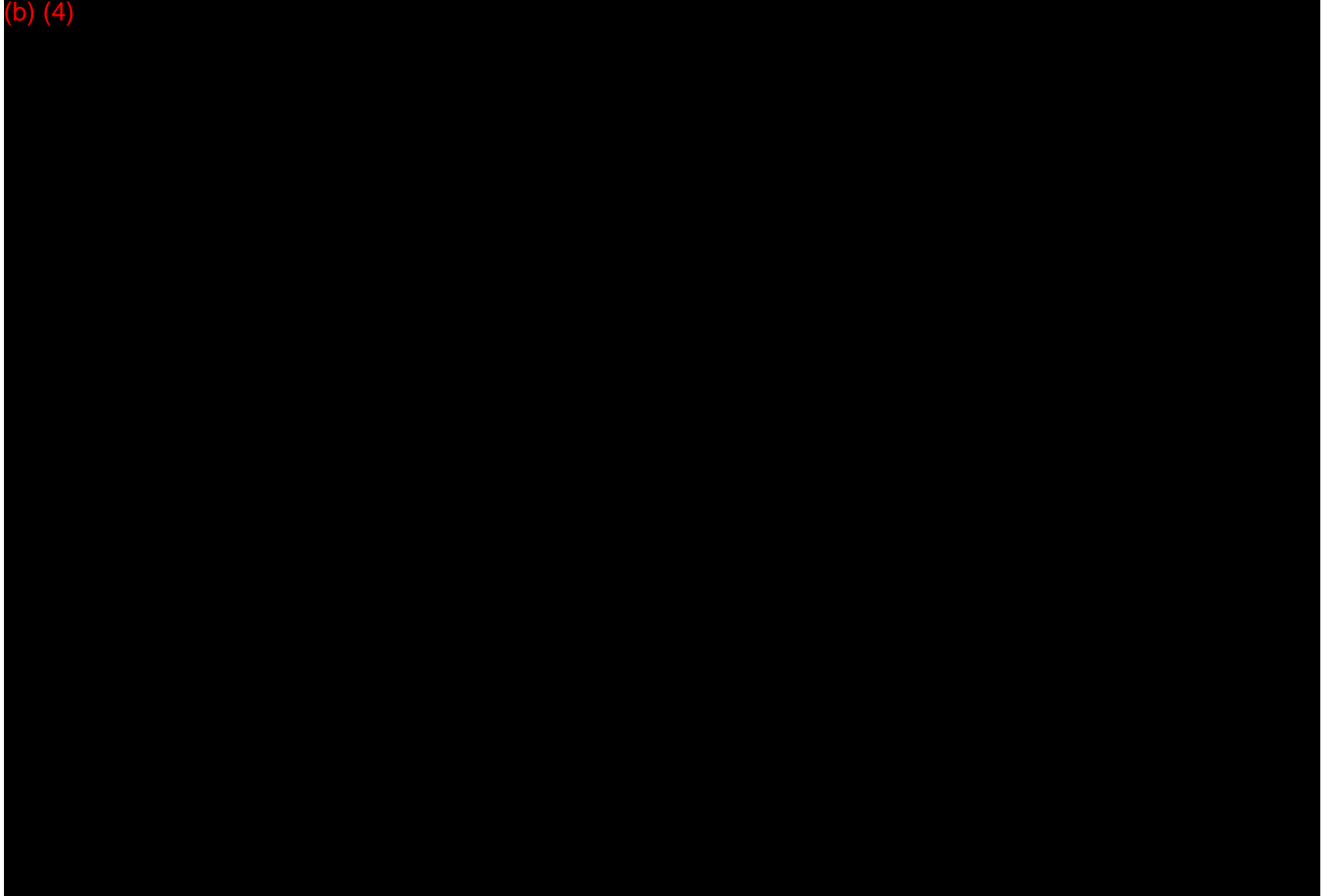
Task Scenario - Summary Level BOEs

WBS LEVEL 1.0 Program Management



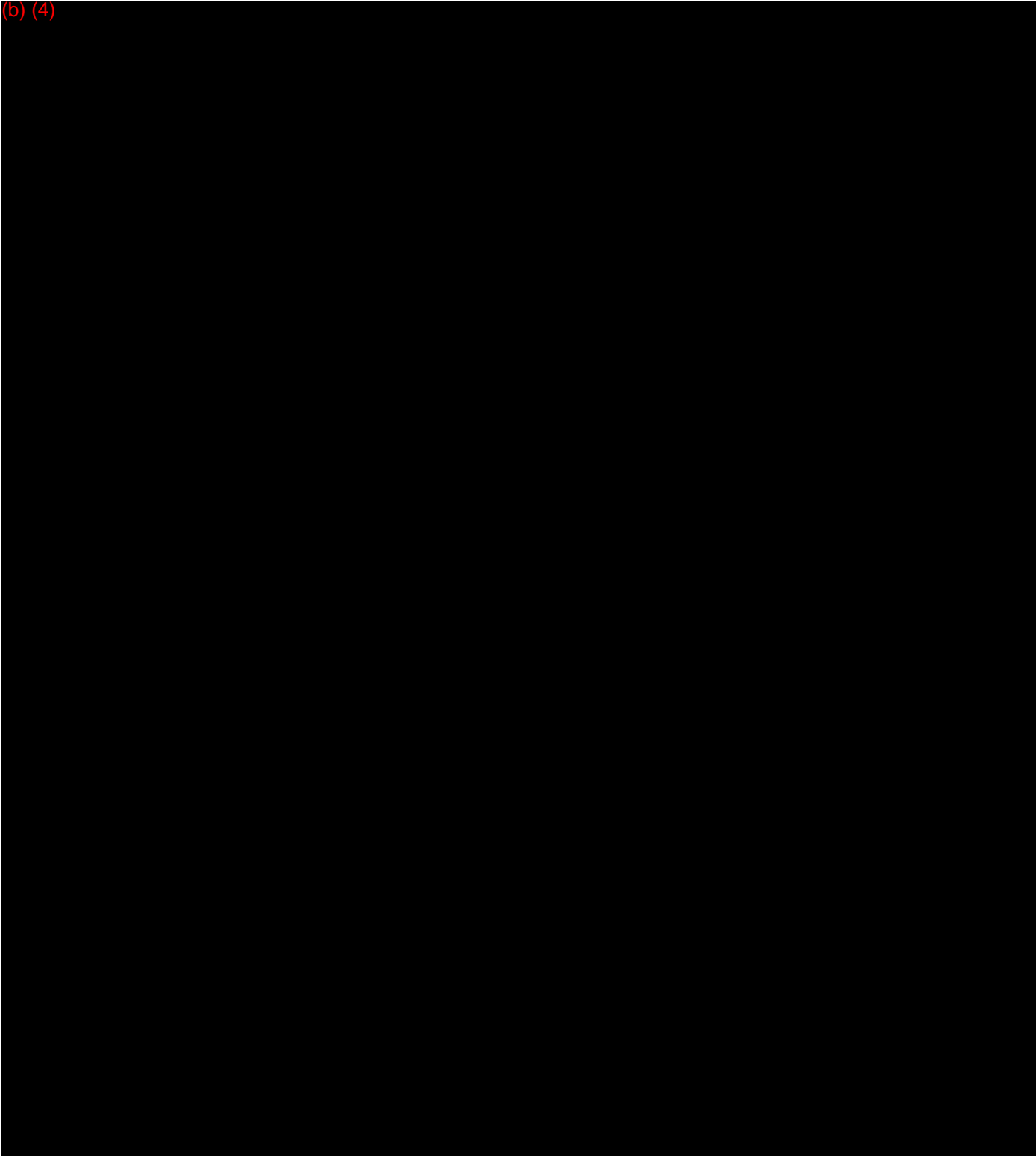
WBS LEVEL 2.0 Provide Recruiter Training to Achieve Objectives

(b) (4)





(b) (4)



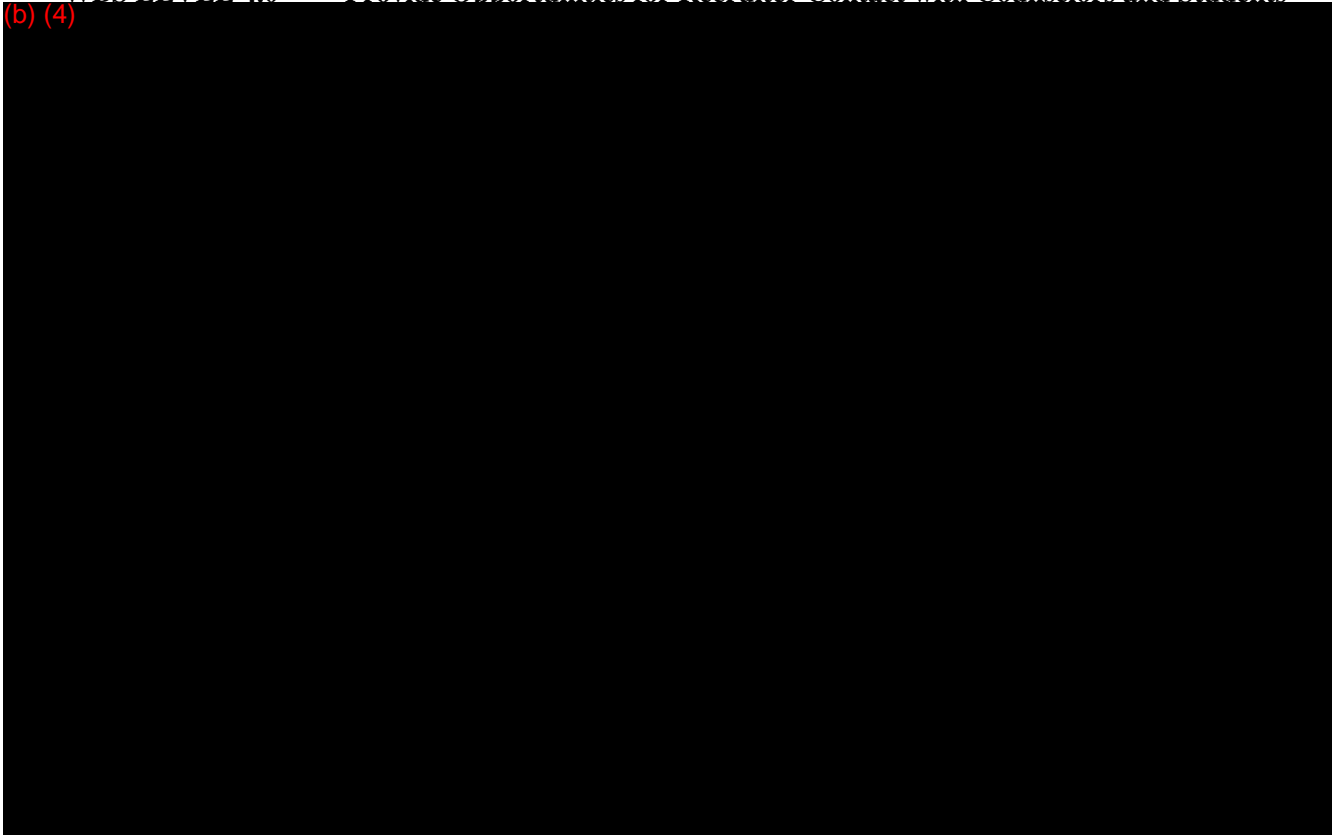


(b) (4)



WBS LEVEL 4.0 Provide Opportunities for Recruiter Contact with Counselors and Students

(b) (4)





Task Scenario - Detailed Basis of Estimates (BOEs)

WBS Level 1.0			Program Management		
WBS Level: 1.1			WBS Title: Program Launch		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
1.1.1	(b) (4)	(b) (4)	(b) (4)	N/A	July 2008
1.1.2	(b) (4)	(b) (4)	(b) (4)	N/A	July 2008
1.1.3	(b) (4)	(b) (4)	(b) (4)	N/A	July 2008
	(b) (4)	(b) (4)			



WBS Level: 1.2			WBS Title: Ongoing Program Management		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
1.2.1	(b) (4)	(b) (4)	(b) (4)	N/A	July 2008 - June 2009
1.2.2	(b) (4)	(b) (4)	(b) (4)	N/A	October 2008 January 2009 April 2009 June 2009
	Rationale	(b) (4)			

WBS Level 2.0 Provide Recruiter Training to Achieve Objectives

WBS Level: 2.1			WBS Title: Prepare Program Roll-out at SMLC and SMSC		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
2.1.1	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July 2008
2.1.2	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – August 2008



WBS Level: 2.1			WBS Title: Prepare Program Roll-out at SMLC and SMSC		
2.1.3	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – August 2008
2.1.4	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – October 2008
	(b) (4)	(b) (4)			

WBS Level: 2.2			WBS Title: Develop Talking Points for SMOMs		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
2.2	(b) (4)	(b) (4)	(b) (4)	(b) (4) (b) (4)	July – August 2008
	(b) (4)	(b) (4)			

WBS Level: 2.3			WBS Title: Develop, Produce and Deliver Curriculum, Materials and Support for All Training Activities		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
2.3.1	(b) (4)	(b) (4)	(b) (4)	N/A	July – August 2008
2.3.2	(b) (4)	(b) (4)	(b) (4)	• (b) (4)	August – October 2008



WBS Level: 2.3			WBS Title: Develop, Produce and Deliver Curriculum, Materials and Support for All Training Activities		
				(b) (4)) (4	
2.3.3	(b) (4)	(b) (4)	(b) (4)	• (b) (4)	October– November 2008
2.3.4	(b) (4)	(b) (4)	(b) (4)	(b) (4) (b) (4)	August – November 2008
2.3.5	(b) (4)	(b) (4)	(b) (4)	(b) (4)	October 2008
	(b) (4)	(b) (4) (b) (4)	(b) (4) (b) (4)		



WBS LEVEL 3.0 Create Awareness and Positive Impression of ASVAB

WBS Level: 3.1			WBS Title: Develop Campaign Branding and Messaging		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
3.1	(b) (4)	(b) (4)	(b) (4)	N/A	July 2008
	(b) (4)	(b) (4)			

WBS Level: 3.2			WBS Title: Develop and Produce Testimonials		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
3.2	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July - August 2008
	(b) (4)				
		Labor estimates based on similar video projects with other clients.			



WBS Level: 3.3			WBS Title: Develop, Produce and Deliver Targeted Educational Materials		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
3.3.1	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – September 2008



WBS Level: 3.3		WBS Title: Develop, Produce and Deliver Targeted Educational Materials		
3.3.2	(b) (4)	(b) (4)	(b) (4)	<ul style="list-style-type: none"> (b) (4) July – September 2008
	Rationale	(b) (4)		



WBS Level: 3.4			WBS Title: Develop and Publish Web-based Educational Pages		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
3.4.1	(b) (4)	(b) (4)	(b) (4)	N/A	August 2008
3.4.2	(b) (4)	(b) (4)	(b) (4)	N/A	August 2008
3.4.3	(b) (4)	(b) (4)	(b) (4)	N/A	July 24 – August 2008
	(b) (4)	(b) (4)			

WBS Level: 3.5			WBS Title: Develop, Produce and Deliver Advertising and Promotional Plans and Materials		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
(b) (4)	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July 2008 – June 2009
3.5.2	(b) (4)	(b) (4)	(b) (4)		July – August 2008



WBS Level: 3.5		WBS Title: Develop, Produce and Deliver Advertising and Promotional Plans and Materials			
	(b) (4)	(b) (4)	(b) (4)		
3.5.3	(b) (4) (b) (4) als	(b) (4)	(b) (4)	N/A	July – August 2008
3.5.4	(b) (4)	(b) (4)	(b) (4)	N/A	July – August 2008
3.5.5	(b) (4)	(b) (4)	(b) (4)	N/A	July – August 2008
3.5.6	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – September 2008
	(b) (4)	(b) (4)			



WBS LEVEL 4.0 Provide Opportunities for Recruiter Contact with Counselors and Students

WBS Level: 4.1			WBS Title: Develop Strength Finder Partnership Materials		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
4.1.1	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – September 2008
4.1.2	(b) (4)	(b) (4)		(b) (4)	September 2008
	(b) (4)	(b) (4)			

WBS Level: 4.2			WBS Title: Develop, Produce and Deliver ASVAB Interpretation Tools		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
4.2.1	(b) (4)	(b) (4)	(b) (4)	(b) (4)	July – August 2008



(b) (4)	(b) (4)	(b) (4)	page document, finished size 8.5x11
(b) (4)	(b) (4)		

WBS Level: 4.3			WBS Title: Develop, Produce and Deliver Program Data Capture Process and Tools		
WBS	Activity	Activity Description/WBS Dictionary	Labor Categories and LOE (hrs)	ODC/Travel Cost Assumptions	Schedule
4.3.1	(b) (4)	(b) (4)	(b) (4)	N/A	July 2008 – June 2009
(b) (4)	(b) (4)	(b) (4)			

(b) (4)



(b) (4)



AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT ID CODE
Y

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2. AMENDMENT/MODIFICATION NO.
0004

3. EFFECTIVE DATE
09-May-2008

4. REQUISITION/PURCHASE REQ. NO.

5. PROJECT NO. (If applicable)

6. ISSUED BY CODE
W9133L
NGB-ZC-AQ - W9133L
1411 JEFFERSON DAVIS HWY
ARLINGTON VA 22202-3231

7. ADMINISTERED BY (If other than item 6) CODE
See Item 6

8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)
CACI - CMS INFORMATION SYSTEMS, INC.
14151 PARK MEADOW DRIVE
CHANTILLY, VIRGINIA 20151

9A. AMENDMENT OF SOLICITATION NO.
W9133L-08-R-0009

9B. DATED (SEE ITEM 11)
28-Feb-2008

10A. MOD. OF CONTRACT/ORDER NO.

10B. DATED (SEE ITEM 13)

CODE **17-704-9236** FACILITY CODE **8ECV6**

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of offer is extended, is not extended.

Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:
(a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.

B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).

C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:

D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

A. The purpose of this solicitation is on the following two pages.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF CONTRACTOR (Type or print)
(b) (6)
CONTRACTS MANAGER

16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)
TEL: EMAIL:

15B. CONTRACTOR/OFFEROR
(b) (6)

15C. DATE SIGNED
5/15/08

16B. UNITED STATES OF AMERICA
BY _____
(Signature of Contracting Officer)

16C. DATE SIGNED
09-May-2008

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT	1. CONTRACT ID CODE Y	PAGE OF PAGES 1 2
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2. AMENDMENT/MODIFICATION NO. 0003	3. EFFECTIVE DATE 15-Apr-2008	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO.(If applicable)
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6. ISSUED BY NGB-ZC-AQ - W9133L 1411 JEFFERSON DAVIS HWY ARLINGTON VA 22202-3231	CODE W9133L	7. ADMINISTERED BY (If other than item 6) See Item 6	CODE
---	-----------------------	--	------

8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code) CACI - CMS INFORMATION SYSTEMS, INC. 14151 PARK MEADOW DRIVE CHANTILLY, VIRGINIA 20151	<input checked="" type="checkbox"/>	9A. AMENDMENT OF SOLICITATION NO. W9133L-08-R-0009
	<input checked="" type="checkbox"/>	9B. DATED (SEE ITEM 11) 28-Feb-2008
		10A. MOD. OF CONTRACT/ORDER NO.
		10B. DATED (SEE ITEM 13)

CODE 17-704-9236	FACILITY CODE DECV6
-------------------------	----------------------------

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer is extended, is not extended.

Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:
 (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted;
 or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

**13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT/ORDERS
IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.**

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.

B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).

C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:

D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

A. The purpose of this Amendment is to extend the Closing Date to 15 May 2008.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

(b) (6) _____ CONTRACTS MANAGER	NER (Type or print)	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)
		TEL: _____ EMAIL: _____
(b) (6) _____ <i>[Signature]</i>	15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED 05/15/08
		16B. UNITED STATES OF AMERICA BY _____ (Signature of Contracting Officer)
		16C. DATE SIGNED 15-Apr-2008

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT	1. CONTRACT ID CODE Y	PAGE OF PAGES 1 68
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2. AMENDMENT/MODIFICATION NO. 0002	3. EFFECTIVE DATE 21-Mar-2008	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO.(if applicable)
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6. ISSUED BY NGB-ZC-AQ - W9133L 1411 JEFFERSON DAVIS HWY ARLINGTON VA 22202-3231	CODE W9133L	7. ADMINISTERED BY (If other than item 6) See Item 6
---	-----------------------	--

8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code) CACI-CMS INFORMATION SYSTEMS, INC. 14151 PARK MEADOW DRIVE CHANTILLY, VIRGINIA 20151	X	9A. AMENDMENT OF SOLICITATION NO. W9133L-08-R-0009
	X	9B. DATED (SEE ITEM 11) 28-Feb-2008
		10A. MOD. OF CONTRACT/ORDER NO.
		10B. DATED (SEE ITEM 13)

CODE 17-704-9236	FACILITY CODE DECV6
-------------------------	----------------------------

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer is extended, is not extended.

Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods:
 (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

**13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS
IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.**

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.

B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).

C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:

D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor is not, is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

A. See the following pages for changes that are in italic.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

(b) (6) (Type or print) CONTRACTS MANAGER	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)
	TEL: _____ EMAIL: _____
15B. (b) (6)	15C. DATE SIGNED 05/15/08
	16B. UNITED STATES OF AMERICA BY _____ (Signature of Contracting Officer)
	16C. DATE SIGNED 21-Mar-2008

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES	
			Y	1	76
2. AMENDMENT/MODIFICATION NO. 0001	3. EFFECTIVE DATE 04-Mar-2008	4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
6. ISSUED BY NGB-ZC-AQ - W9133L 1411 JEFFERSON DAVIS HWY ARLINGTON VA 22202-3231	CODE W9133L	7. ADMINISTERED BY (If other than item 6) See Item 6		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code) CACI - CMS INFORMATION SYSTEMS, INC. 14151 PARK MEADOW DRIVE CHANTILLY, VIRGINIA 20151			X	9A. AMENDMENT OF SOLICITATION NO. W9133L-08-R-0009	
			X	9B. DATED (SEE ITEM 11) 28-Feb-2008	
				10A. MOD. OF CONTRACT/ORDER NO.	
				10B. DATED (SEE ITEM 13)	
CODE 17-704-9236		FACILITY CODE DECV6			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS					
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input type="checkbox"/> is extended, <input checked="" type="checkbox"/> is not extended.					
Offer must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required)					
13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.					
A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.					
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).					
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:					
D. OTHER (Specify type of modification and authority)					
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) A. See attach pages for the changes to this RFP.					
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print) (b) (6) CONTRACTS MANAGER			16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)		
			TEL: _____ EMAIL: _____		
15B. CONTRACTOR/OFFEROR (b) (6) (Signature of person authorized to sign)		15C. DATE SIGNED 05/15/08	16B. UNITED STATES OF AMERICA BY _____ (Signature of Contracting Officer)		16C. DATE SIGNED 04-Mar-2008

SOLICITATION, OFFER AND AWARD			1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING	PAGE OF PAGES 1 112	
2. CONTRACT NO.		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 See Item 7		(If other than Item 7)	CODE	
TEL: FAX 703-607-1742				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 01 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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(X)	SEC.	DESCRIPTION	PAGE(S)	(X)	SEC.	DESCRIPTION	PAGE(S)
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X	F	DELIVERIES OR PERFORMANCE	28 - 30	X	L	INSTRS. CONDS., AND NOTICES TO OFFERORS	70 - 101
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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 120 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)		<u>NONE</u>			
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
		<u>0001</u>	<u>3/04/08</u>	<u>0003</u>	<u>4/15/08</u>
		<u>0002</u>	<u>3/21/08</u>	<u>0004</u>	<u>5/09/08</u>
15A. NAME AND ADDRESS OF OFFEROR		CODE <u>17-704-9336</u>	FACILITY <u>DECV6</u>	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)	
<u>CACI - CMS INFORMATION SYSTEMS, INC.</u> <u>14151 PARK MEADOW DRIVE</u> <u>CHANTILLY, VIRGINIA 20151</u>				(b) (6) <u>CONTRACTS MANAGER</u>	
15B. TELEPHONE NO (Include area code)	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE.	17. SIGNATURE		18. OFFER DATE	
<u>703-679-3350</u>	<input checked="" type="checkbox"/>	(b) (6)		<u>5/15/08</u>	

AWARD (To be completed by Government)

19. ACCEPTED AS TO ITEMS NUMBERED		20. AMOUNT		21. ACCOUNTING AND APPROPRIATION	
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 ITEM (4 copies unless otherwise specified)	
24. ADMINISTERED BY (If other than Item 7) CODE			25. PAYMENT WILL BE MADE BY CODE		
26. NAME OF CONTRACTING OFFICER (Type or print)		27. UNITED STATES OF AMERICA		28. AWARD DATE	
TEL: EMAIL:		(Signature of Contracting Officer)			

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



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(TAB C.1.1.1)

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

(Pages 378-474)

(Labor Rate Information)

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



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B QUALITY CONTROL PLAN

B.1 Introduction

Team CACI's Quality Control Plan (QCP) for the National Guard's Recruiting and Retention (R&R) IDIQ Program addresses the quality objectives and our team's commitment to reaching these objectives and meeting our customers' expectations. This plan's ultimate goal is to achieve the highest level of customer satisfaction through responsive and proactive quality control (QC) of products and processes. It defines the policies used to deliver high-quality products and services, assigns the responsibilities of our staff in executing those policies, and specifies the procedures to follow as products are developed and services are performed.

As prime contractor, CACI will establish and enforce the QCP for Team CACI as the Quality Control Policy for execution of task orders (TOs) under the R&R IDIQ contract, and we will ensure compliance of all Team CACI personnel with the CACI QCP. Using corporate assets, CACI controls costs and ensures consistently excellent quality management. CACI's QC managers are recognized industry experts in International Standards Organization (ISO) 9001:2000 quality systems management and will provide best-of-breed oversight of day-to-day quality activities by periodically auditing key management processes.

B.2 Quality Control Plan Overview

B.2.1 Approach

CACI's approach to maintaining a workable QCP includes leveraging a Quality Management System (QMS) that consists of four core functions that work to ensure that customer requirements and customer satisfaction drive CACI's efforts as depicted in Figure QCP-1.

Figure QCP-1. Quality Management System

(b) (4)



CACI's approach to QC responds continuously to NGB-ASM requirements.

- **Management responsibility** is key to ensuring that quality is ingrained into CACI's efforts. CACI management is charged with an active role in the QMS. Management, including project and CACI corporate



management, continually participates to ensure project performance results in customer satisfaction through frequent customer interaction, audits, and team member interviews.

- **Quality planning** identifies the quality standards that are relevant to NGB-ASM and CACI, along with the criteria for satisfying these standards. As depicted in Figure QCP-1, quality planning is an iterative process that is continuously performed throughout the life of the project. Quality planning allows CACI to modify its internal process and adapt as customer requirements change.
- **Quality assurance (QA)** consists of the quality activities performed to ensure the program employs the right processes to meet formal requirements and stakeholder expectations. QA processes are periodically reviewed by the QA staff, management, and all team members using the processes. QA processes are developed and maintained to supplement and work within the NGB-ASM Standard Operating Procedures (SOPs) structure. The QA processes help to ensure consistency among team members performing the same tasks, thereby reducing rework and increasing team efficiency, with the ultimate goal to increase customer satisfaction.
- **Quality control (QC)** includes an inspection system (scheduled and unscheduled), timely and accurate submittal of reports, dedicated involvement of CACI's quality professionals with clear lines of communication to top management, a quality training program, and proven procedures for handling customer complaints.

CACI's QMS is based on its experience with ISO 9001:2000-registered processes. We employ the tenets and practices of Six Sigma and Lean to our quality programs to ensure continuous improvement through project and executive oversight.

CACI leverages the QMS to help meet and exceed customer requirements, continuously improve its ability to provide excellent service and products, and ensure NGB satisfaction. CACI has consistently demonstrated its ability to complete a variety of tasks at sustained high levels of quality and reliability and has satisfied simultaneous surges in contract demands.

(b) (4)

The structure of this QCP provides an effective quality policy, identifies responsible personnel, and defines QC procedures for maintaining high-level quality performance on all R&R IDIQ TOs.

B.2.2 NGB-ASM R&R Program QC Process

Our data-driven, proactive, and collaborative QC process an integral part of our performance-based approach to provide our TO managers with direction for all TOs throughout the life of the R&R IDIQ program. Written procedures and standards describe all development and delivery efforts; a series of checks and balances ensures no detail is overlooked. (b) (4)

As shown in Figure QCP-2, Team CACI's quality management continuously monitors and checks delivered products and services against the performance levels required for each TO. When problems are discovered, they are quickly surfaced and analyzed for impact. Corrective action is taken when indicated to get the TO back on track, and the issues are collected and reported to Team CACI senior management. Through our lessons learned process, we document the issue and avoid making it again. Our quality monitoring/corrective action process interacts with our Risk Management process to identify those quality issues that pose risks to future tasks, so that problems encountered might be avoided entirely by taking early action. Our QC process is under continuous monitoring by CACI and Government QA auditors, and internally our corporate Risk Management and Earned Value Management Specialists review each project to ensure we are delivering quality products and services at a reasonable and sustainable price.



Figure QCP-2. Team CACI's QC Processes



CACI's QC process ensures execution of each TO meets NGB-ASM expectations.

B.2.3 Quality Policy

CACI sets quality goals and establishes a quality culture for R&R IDIQ Program support through our quality policy. CACI takes great pride in this policy, summarized in our corporate tag line, "Quality Client Service/Best Value" which forms the basis of our quality orientation and training program. We are committed to quality, service, and best value. Our staff members are required to be aware of and understand the Quality Policy, and each person is trained to carry out assigned responsibilities in execution of the QCP.

CACI's quality policy is to conduct continuous reviews and evaluations of our ongoing activities, coupled with monthly management reviews of the QCP, to assess the status of our support and identify ways to improve system performance. Results of the evaluations and management reviews are used to verify and improve the effectiveness of the QCP and the overall quality and reliability of our critical support activities. This is accomplished by implementing preventive and corrective actions, improving documented processes and procedures and providing effective training. CACI senior managers are given a monthly program review.

B.2.4 Quality Management Responsibility

CACI's NGB organization and support structure is designed to present the most effective, efficient processes to our customers and is shown in Figure QCP-3.

These parallel, but separate, quality management chains within CACI provide redundant oversight and cross-check mechanisms to ensure the highest quality of performance, the most cost-effective management of resources, and the most responsive resolution of any issues. Within the R&R IDIQ program, we have established a QA team reporting to the (b) (4) to monitor and correct artifacts and deliverables produced for NGB-ASM to ensure the highest level of quality deliverables.

CACI provides (b) (4)

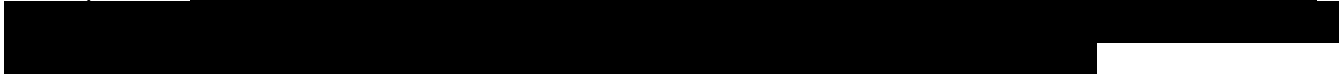
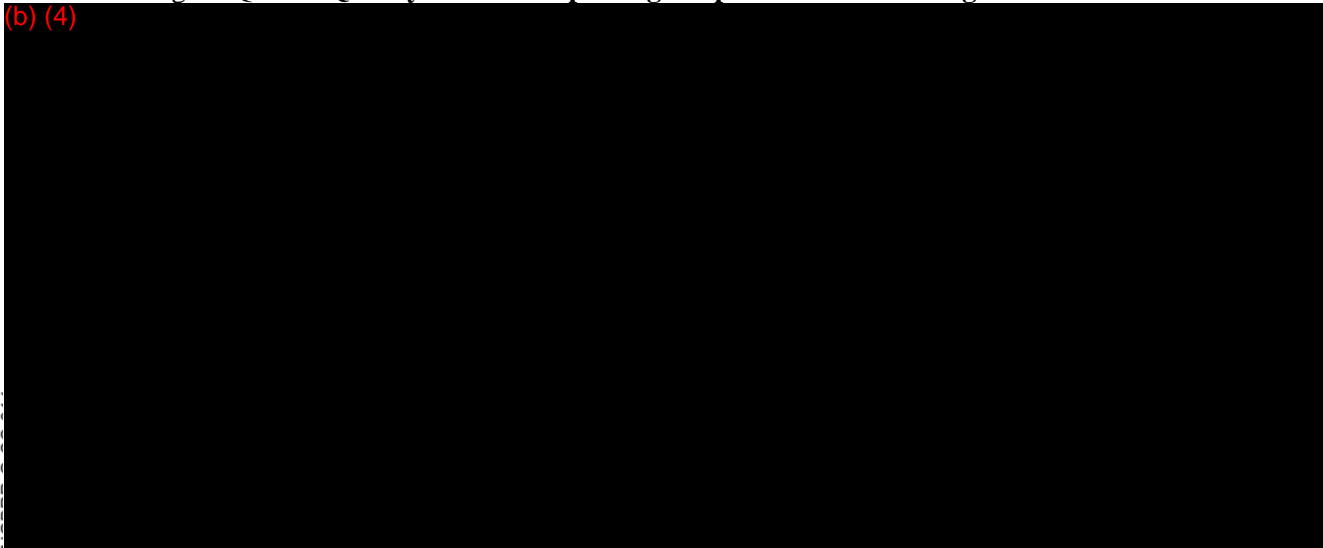


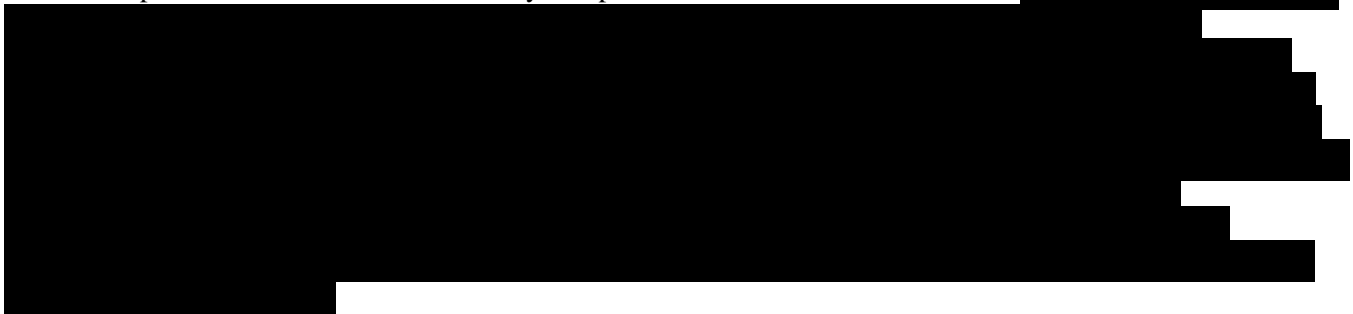


Figure QCP-3. Quality Control Reporting Responsibilities and Organization



CACI's QCP gives NGB-ASM quality monitoring and reporting options.

CACI also provides **Excellence+**, a totally independent advocate for our customers (b) (4)



This CACI QCP is the authoritative document for establishing and communicating QC responsibility and authority to the project team; it consolidates individual QC responsibilities and processes under one cover. Primary CACI personnel QC responsibilities and authority are outlined below:

- QC is the responsibility of all CACI employees; (b) (4)
- [Redacted]
- CACI Corporate Quality Assurance, (b) (4)

B.2.5 Quality Standards

CACI is committed to a standards-based delivery. Industry standards provide a publicly accessible and documented framework through which program objectives are implemented, resulting in reduced risk and the increased predictability of program outcomes. The standards-based approach ensures that the substance of NGB information security policies is implemented in the NGB R&R IDIQ Program's products and services and that quality standards are used in all project activities. Most important, it ensures customer satisfaction.

Although industry standards for program management, information assurance, and DoD security regulations provide the high-level structure for planning and delivery processes, they typically do not specify how the work will get done. This is where industry best practices and CACI's experience with ISO-registered processes enable



the team to excel. Best practices constitute the collective wisdom of practitioners in the areas of project management on how to execute programs to ensure that issues are properly managed and quality products and services are developed and delivered. CACI will adhere to the standards set forth by NGB and the QASP for each individual TO.

CACI has developed a complete set of repeatable quality processes over our more than 45 years in business, and has refined these processes (b) (4)

[Redacted]

B.3 Continuous Improvement

One critical quality value CACI has learned from its extensive ISO 9001:2000 performance is the importance of continuous improvement. The active use of a QC plan to improve performance is the single most effective way to establish and maintain a culture of quality throughout projects. We use the quality policy, quality objectives, audit results, analysis of data, management review, and corrective/preventive action processes to generate, implement, measure, and validate improvements to customer services and management processes.

B.3.1 Self-Inspection Plan and Oversight

Product reviews are the cornerstone of any QCP. As described in Figure QCP-2, every key product and service is subject to review during delivery. In addition, CACI divisional and corporate quality staff members perform periodic spot-checks and audit-the-auditor reviews, as noted in the table. External quality reviewers have an independent reporting line to ensure the immediate escalation of any important issues.

Process auditing is the principal tool CACI uses to ensure sustained capability and lay the groundwork for improvement. The CACI process audit technique is as follows:

1. (b) (4)
2. (b) (4)
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4. (b) (4)
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B.3.2 Management Review Process

The primary objective of the management review process is to review the quality policy, objectives, and QC program for adequacy, effectiveness, and continuing suitability, and identify any actions and related resources needed for its improvement. (b) (4)

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B.3.3 Lessons Learned Process

CACI will use lessons learned to improve task processes and procedures, and as a mechanism to ensure team conformity and distribution of best practices through collaboration and communication. (b) (4)

(b) (4)

CACI will use each task completion as an opportunity to (b) (4) and, if indicated, change the appropriate defined processes the team follows. (b) (4)

(b) (4)

B.3.4 Corrective and Preventive Action

When a product or process audit detects a nonconformity that requires correction (or when a performance issue arises through other means), CACI initiates a corrective action process. When process audits, management reviews, or other investigations uncover an opportunity for improvement or a chance to prevent a potential future issue, (b) (4)

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Continuous improvement is built into our process.



B.4 Reporting Requirements and Feedback

B.4.1 Reporting

Reporting procedures establish a chain of accountability and responsibility for resolving QA issues. Deficiencies, noncompliance, and other quality issues are reported to the team members whose work products or processes are under review and to the CACI project manager. (b) (4)

B.4.1.1 Monthly Quality Assurance Report

The project managers for each TO will provide a summary of QA activities and measures in a monthly Quality Control Report. The report will summarize lessons learned, catalog process improvements, and describe process and product deficiencies and the actions taken to resolve them.

(b) (4)

CACI's commitment to quality and customer satisfaction is enhanced by the availability of CACI corporate resources that perform the audit the auditor within a separate and independent QC structure. These corporate QC assets are empowered to inspect and assess both the performance and QC procedures in place and resolve any contract-related issues. These personnel will monitor and audit activities, address deficiencies, identify solutions, and make appropriate changes for process and product improvement.

B.4.2 Feedback Mechanisms

CACI's mission is to ensure we provide a high-quality product on time and within budget. We accomplish this by

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▪ (b) (4)

▪ (b) (4)

▪ (b) (4)

Ultimately Team CACI providing quality products and services to the National Guard is evidenced by the improvements we are able to document in the R&R IDIQ Program and the ability of NGB-ASM to reach and maintain manpower strength. (b) (4)

Quality Assurance Surveillance Plan (QASP) (Draft)

**Developed for the US Army National Guard Bureau
Recruiting and Retention Services IDIQ Proposal**

W9133L-08-R-0009

by

Team CACI



C QUALITY ASSURANCE SURVEILLANCE PLAN (QASP) (DRAFT)

C.1 Introduction

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C.2 Purpose

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C.3 Scope

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C.4 Team CACI Responsibilities

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C.5 Government Responsibilities (Proposed)

Contracting Officer (KO) (b) (4)

[Redacted]

Contracting Officer Representative (COR) (b) (4)

[Redacted]

Government Task Order Lead (GTOL) (b) (4)

[Redacted]

C.6 Task-Order Level QASP

(b) (4)

[Redacted]

C.7 Performance Standards

(b) (4)

[Redacted]

C.8 Methods of Surveillance

The COR or designee conducts periodic performance evaluations to verify Contractor performance. The following techniques are used to perform surveillance:

(b) (4)



(b) (4)

[Redacted content]

(b) (4)

[Redacted content]

C.9 Surveillance Matrix

(b) (4)

[Redacted content]

Figure OASP-1. OASP Performance Measurement Matrix

(b) (4)

[Redacted content]



(b) (4)



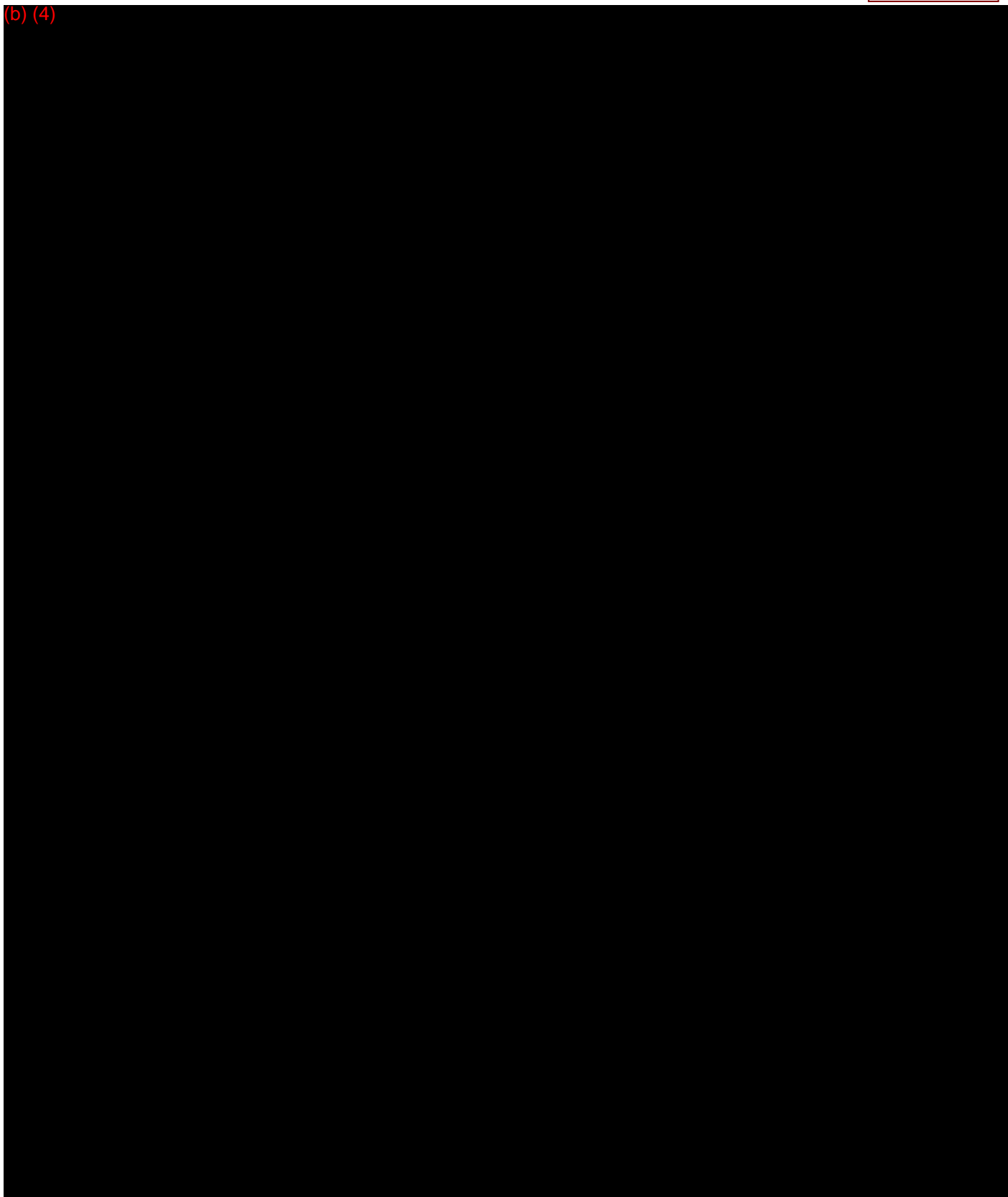


(b) (4)





(b) (4)



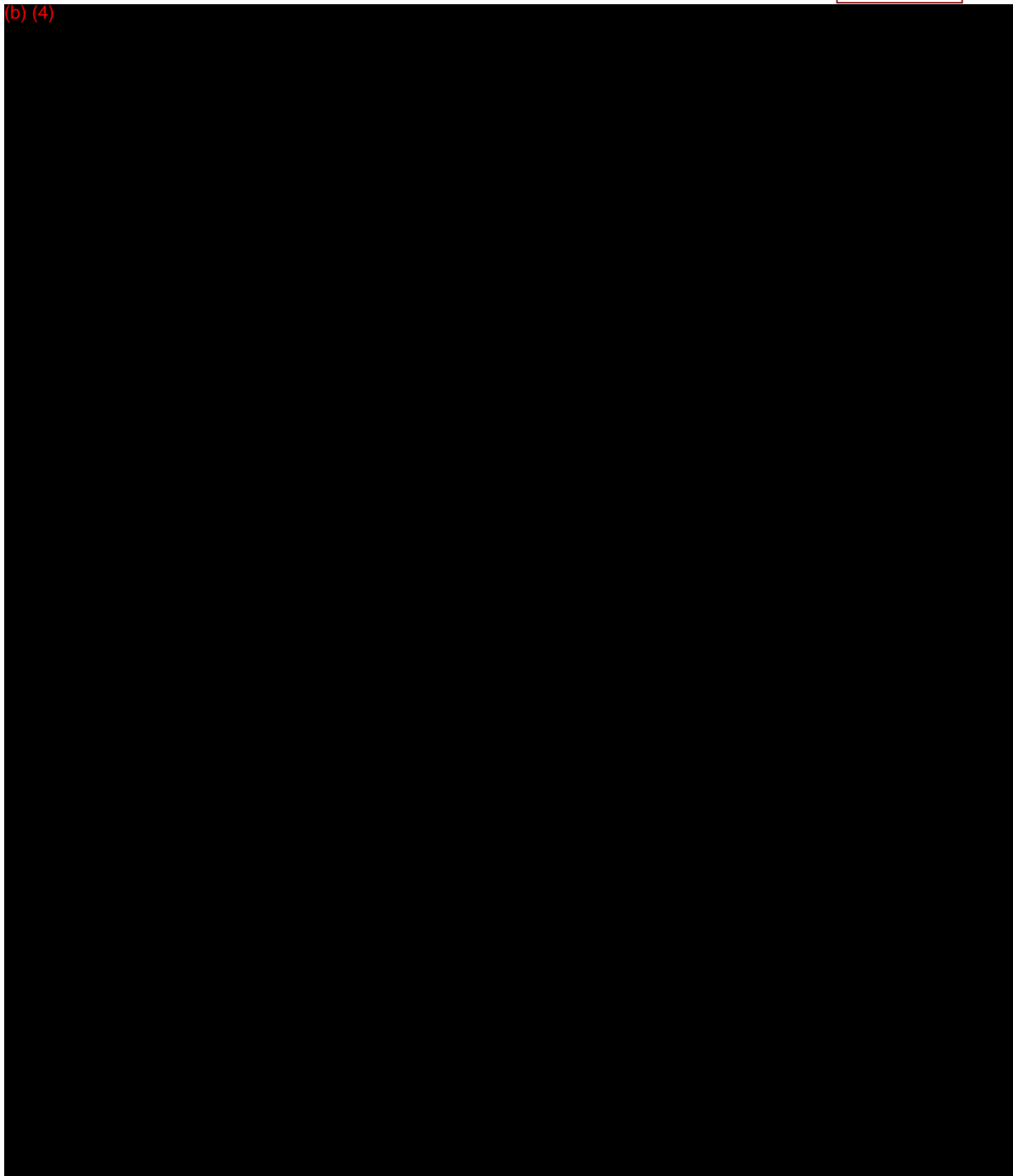


(b) (4)



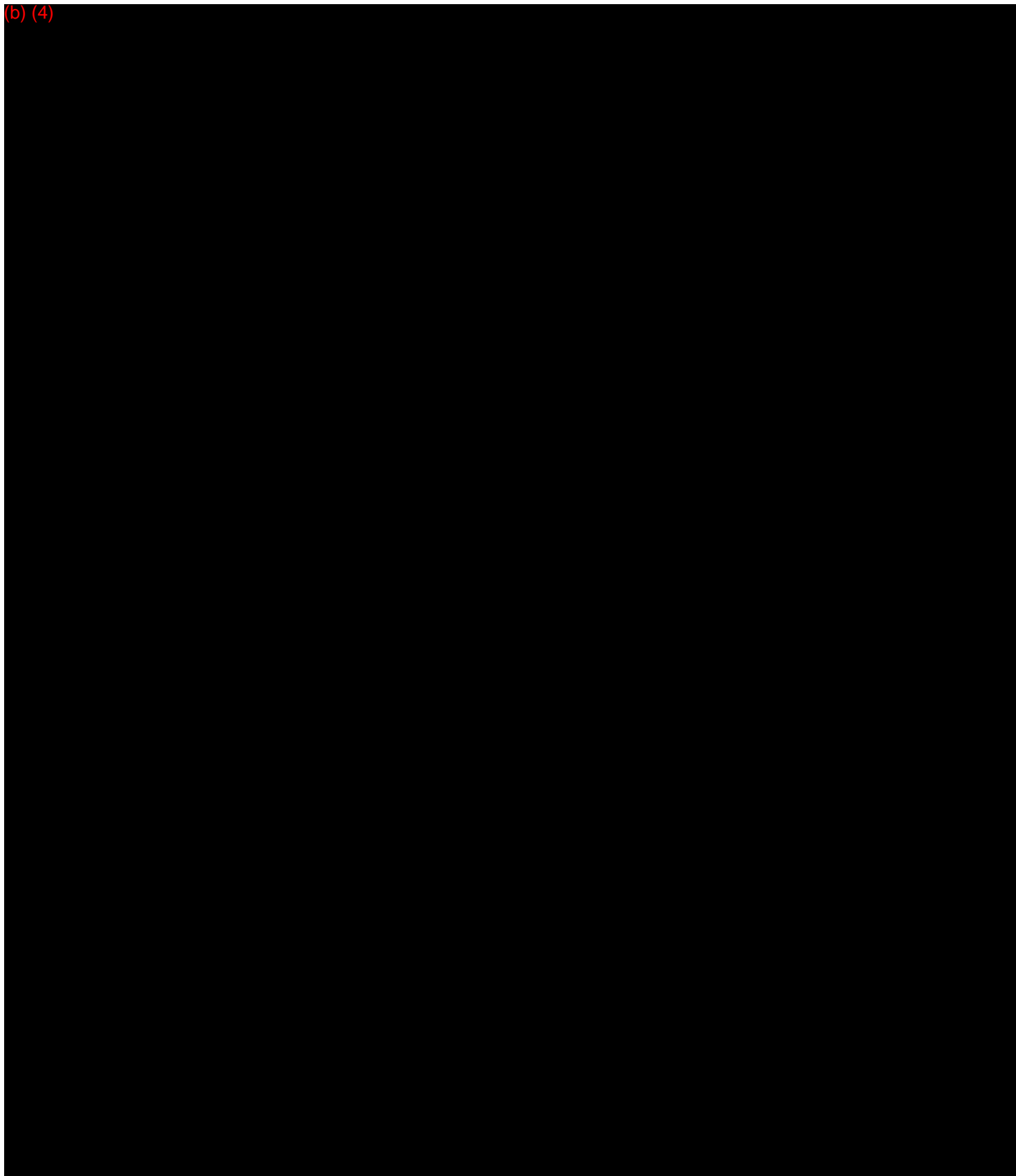


(b) (4)





(b) (4)



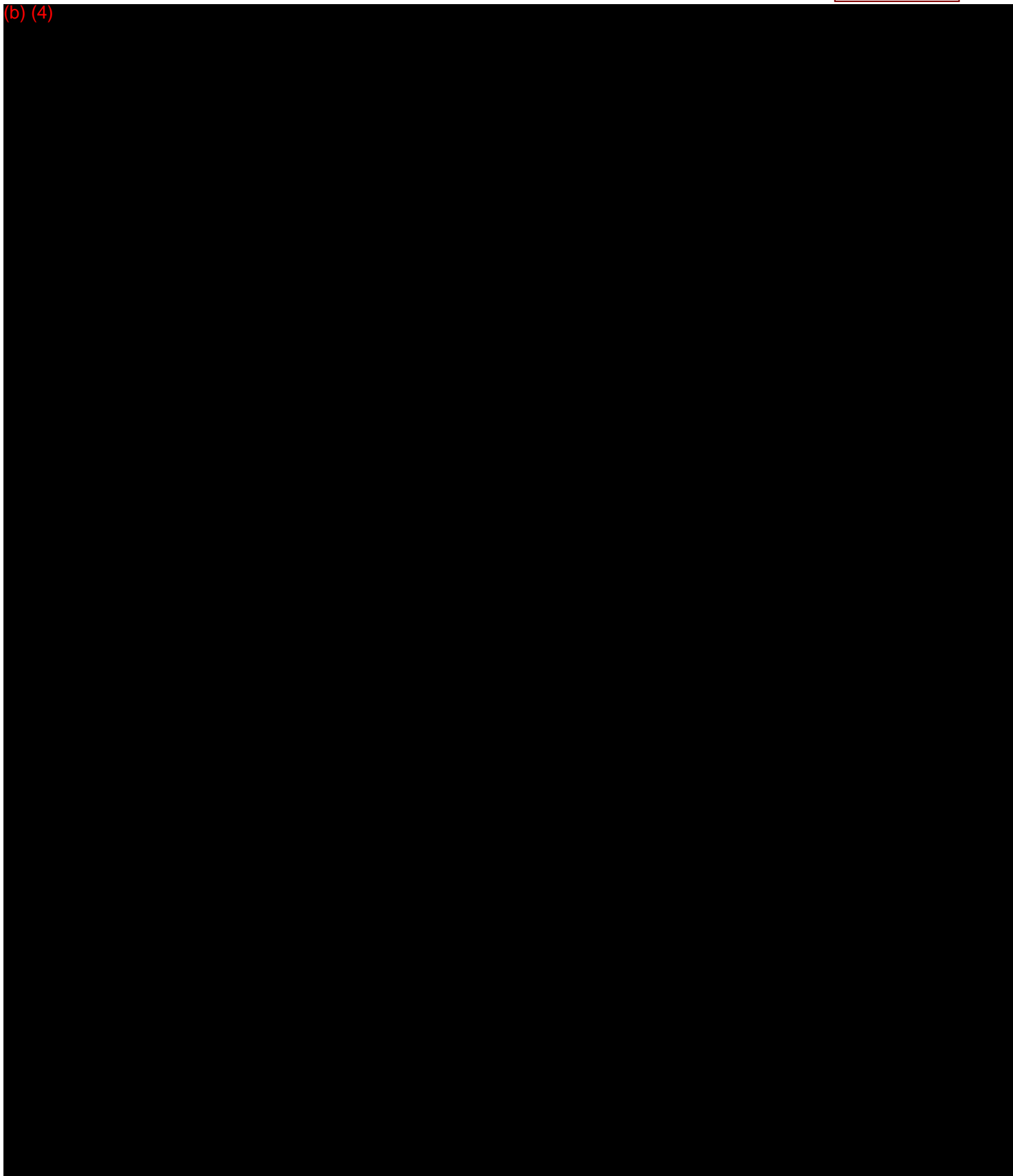


(b) (4)



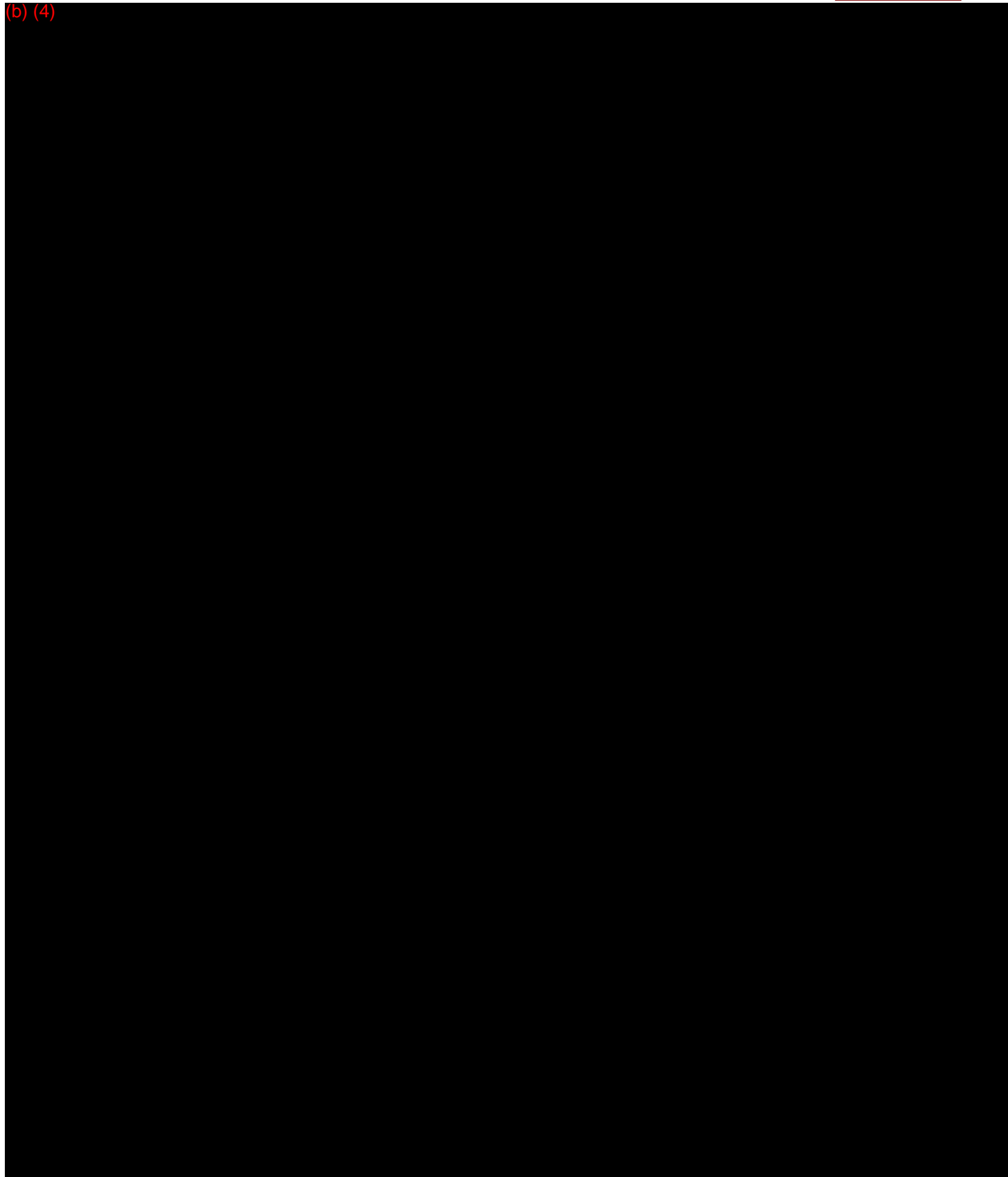


(b) (4)



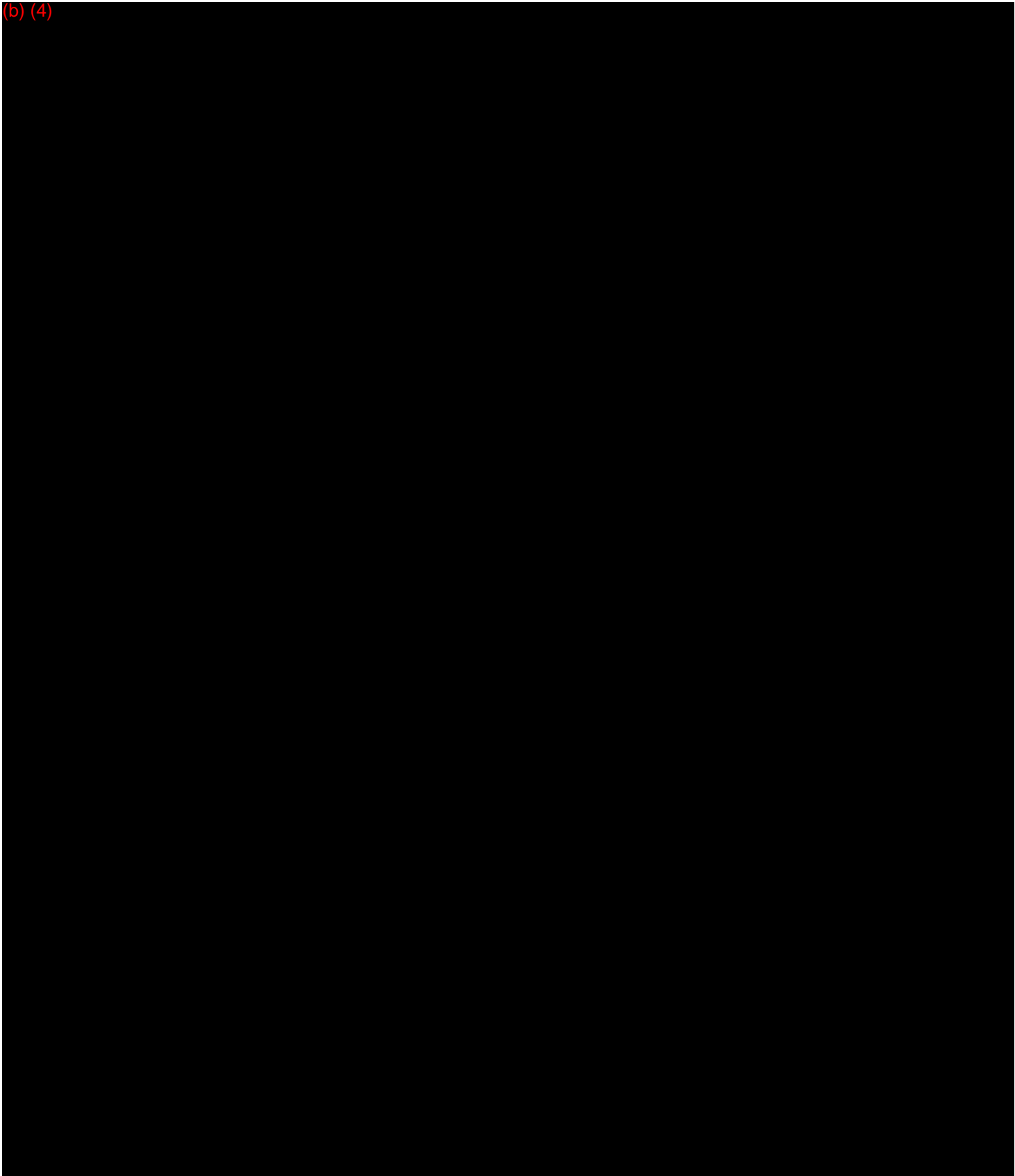


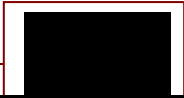
(b) (4)





(b) (4)





(b) (4)

